

ANNUAL REPORT 2024

LIBERIA INSTITUTE OF PUBLIC ADMINISTRATION

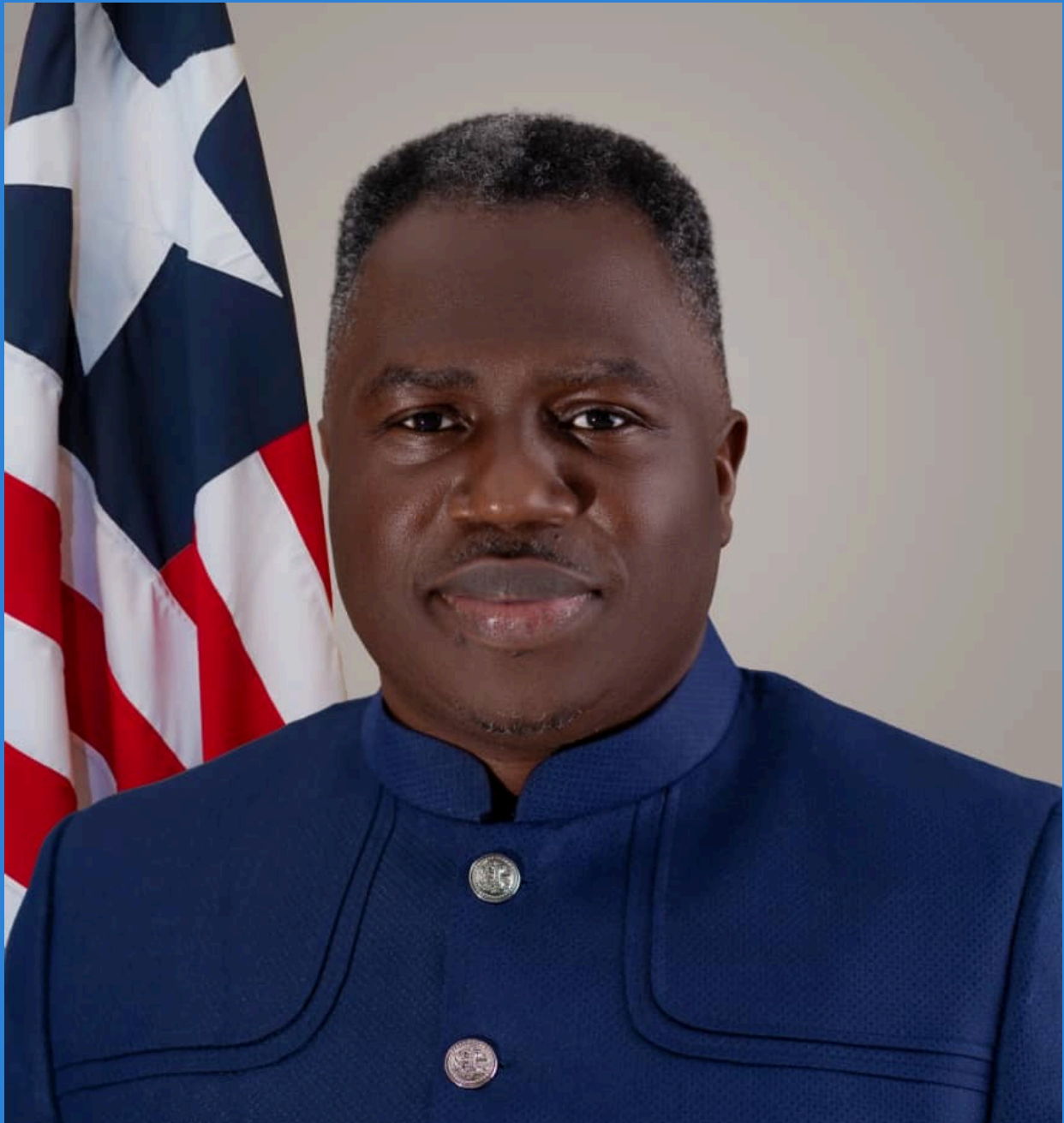
21st street Sinkor, Cheeseman Courtyard,
Monrovia Liberia





H. E. Joseph Nyuma Boakai, Sr.

President of the Republic of Liberia



Hon. Jeremiah Kpan Koung, Sr.

Vice President of the Republic of Liberia



Dr. Cecelia Cassell

Chairperson, Board of Directors
Liberia Institute for Public Administration



Mr. Nee-Alah T. Varpilah

Director General

MEET THE DEPUTIES



Atty. Michael B. Wah, Jr.
Deputy Director General, Administration



Mrs. Mariama K. Macauley
Deputy Director General, Training and Development



Mr. Samuel M. Nyema
Deputy Director General, Research and Consultancy

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Executive Summary

The Liberia Institute of Public Administration (LIPA), established in 1969, was created to enhance public sector capacity development through training, research, and consultancy services.

Over the years, LIPA has played a pivotal role in strengthening Liberia's public sector. However, it continues to face significant challenges in fulfilling its mandate. These challenges include limited financial resources, inadequate facilities, low internal capacity, and limited-service uptake. This report highlights LIPA's achievements, examines the obstacles it faces, and outlines a strategic roadmap for building sustainable internal capacity. The goal is to enhance its efficiency in service delivery and ensure its long-term impact on Liberia's public sector development.

Short-Term Accomplishments (6-9 Months)

Despite a court eviction in 2023 and significant initial setbacks inherited by the new Board and Management team, the Liberia Institute of Public Administration (LIPA) achieved remarkable progress in 2024, including:

- 1. Reopened the 2024 Training Cycle** - Successfully resumed the 2024 training cycle and trained over 880 participants from both public and private sectors.
- 2. Improved Financial Management** - Implemented a zero-cash policy and centralized petty cash system, significantly enhancing financial management and accountability. Introduced quickbooks for effective financial management.
- 3. Expanded Curriculum Offerings** - Broadened the curriculum and achieved recognition as the first Authorized Training Partner for the Project Management Institute (PMI) in Liberia and the Mano River Union region.
- 4. Re-established the Tripartite Agreement for Capacity Building** - Entered into a Memorandum of Understanding (MOU) with the Governance Commission (GC) and the Civil Service Agency to drive sustainable reforms, build capacity, and ensure an effective transition for civil servants within the Liberian public sector.
- 5. Forged Strategic Partnerships** - Established key strategic partnerships with bilateral partners, regional bodies, international organizations, and the Government of Liberia to mobilize resources and strengthen collaboration.
- 6. Infrastructure Development** - Commenced the transition to a new, improved facility in Doemah Town, aimed at upgrading infrastructure and providing a better learning environment.

Key Challenges and Proposed Solutions at LIPA

LIPA faces several interconnected and competing challenges that impact its operations and effectiveness. Below is a structured breakdown of these challenges along with proposed solutions:

Inadequate Staff

LIPA suffers from a shortage of qualified professional personnel with specific competencies, particularly in research and consultancy.

To address this, LIPA proposes:

- **Targeted Recruitment:** LIPA plans to conduct targeted recruitment of professionals with the required expertise for specific roles.
- **Partnerships with International Organizations:** Collaborate with international organizations, such as the Peace Corps for secondment of staff to fill key capacity gaps.
- **Capacity Development:** launch internal learning and development programs will to enhance staff skills and competencies.

Limited Resources

A lack of sufficient investment from the Government of Liberia (GOL) and heavy reliance on the GOL budget hinders LIPA's capacity.

To overcome this, LIPA proposes:

- **Advocating for Increased GOL Investment:** The strategic approach prioritizes securing higher funding in fiscal years 2025 and 2026 to support internal capacity development.
- **Prioritizing the development of New Revenue Streams:** Management is committed to forming partnerships and increasing fee generation through research, consultancy, and training programs.

Low Service Uptake

The utilization of LIPA's services remains low in the public sector;

To overcome this LIPA is proposes:

- **Enhanced Marketing and Outreach:** Efforts are being made to strengthen marketing of LIPA's services.
- **Institutionalization of Digital Learning Platforms:** Developing accessible e-learning options to cater to a broader audience.
- **Decentralized Services:** Establishing new regional offices to make services more accessible across the country.

Inadequate Facilities

Although the planned move to Doemah Town offers an opportunity to address facility-related challenges, significant investment is required to fully equip the new premises for training and other functions.

A Systems Thinking Approach for Sustainability

LIPA's strategic framework is built on a systems thinking approach, recognizing the interconnectedness of its challenges. This approach emphasizes addressing issues holistically rather than in isolation and ensuring long-term sustainability. For example, investing in staff capacity will enhance training quality, leading to better outcomes for participants. These improved outcomes will drive greater demand for LIPA's services, boosting financial sustainability.

Similarly, modernizing technology and infrastructure will streamline operations, improve efficiency, and elevate service delivery. By adopting this systems thinking approach and securing the necessary resources, LIPA will be better positioned to tackle its challenges. This will significantly enhance its impact on Liberia's public sector and ensure long-term sustainability. However, the success of this strategic framework will require sustained commitment from the LIPA Board, management, staff, and the Government of Liberia (GOL).

Medium-to-Long-Term Priorities

The strategic framework identifies several medium-to-long-term priorities that are crucial for achieving LIPA's vision, including:

- **Developing Internal Capacity:** Strengthening the skills and expertise of LIPA's staff to deliver high-quality training and consultancy services.
- **Implementing Digital Learning:** Leveraging technology to expand access to training through online platforms, ensure inclusivity and adaptability.
- **Decentralizing Services:** Extending LIPA's presence beyond Monrovia to ensure equitable access to its programs across the country.
- **Enhancing Financial Sustainability:** Strengthening partnerships and adopting improved management practices to ensure consistent and diversified funding streams.

These priorities aim to position LIPA as a premier center of excellence for public sector capacity development in Liberia.

Conclusion

These accomplishments highlight LIPA's resilience and unwavering commitment to advancing capacity-building initiatives and transforming the public sector, even in the face of challenges. By embracing a systems-thinking approach, strategically aligning its resources, and addressing key challenges with innovative solutions, LIPA is well-positioned to enhance its operational capacity, improve service delivery, and meet stakeholder needs effectively. Achieving this vision will require the collective dedication of LIPA's staff, board members, and the sustained support of the Government of Liberia. Together, their efforts will drive the successful implementation of a transformative plan to ensure a lasting and meaningful impact.

MESSAGE FROM THE CHAIRPERSON, BOARD OF DIRECTORS,



Ladies and Gentlemen,

It is with great honor and a deep sense of gratitude that I extend heartfelt thanks to the President of the Republic of Liberia, His Excellency Joseph Nyuma Boakai, as well as the government and people of Liberia, for granting me the privilege to serve as Chair of the Board of Directors for the Liberia Institute of Public Administration (LIPA).

LIPA plays an indispensable role in the development of Liberia's workforce. Through skill acquisition, capacity building, and the promotion of ethical practices, the Institute is steadfast in its mission to equip both the public and private sectors with a workforce capable of meeting the demands of an ever-evolving global economy.


In a world increasingly shaped by technological advancements and the urgent need for sustainable solutions, LIPA must position itself as a leader in preparing Liberians for the challenges of the future. To ensure the continued relevance of the programs LIPA offers, we emphasize the critical importance of fostering robust partnerships between the government, its institutions, and the private sector. These collaborations are essential for aligning LIPA's curricula with market demands and ensuring that our trainees graduate with the skills and competencies directly applicable to their professional roles.

The success of any training institution is rooted in the dedication and expertise of its faculty. They are, without question, the backbone of LIPA. Recognizing this, we commend the government for its ongoing efforts to support faculty development through scholarships and advanced training programs. However, we also advocate for sustained and expanded funding in this area. By investing in the professional growth of our trainers, we can guarantee the highest quality of education and training for Liberia's workforce.

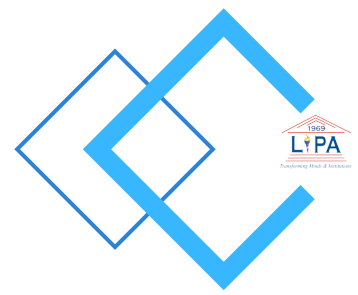
Furthermore, it is imperative that LIPA works hand-in-hand with government ministries, agencies, and other stakeholders to build a public sector that is resilient, efficient, and forward-looking. Together, we can ensure that Liberia's workforce is not only prepared to meet the challenges of today but is also equipped to seize the opportunities of tomorrow.

As we look ahead, let us reaffirm our shared commitment to ensuring that LIPA remains a beacon of hope and progress. Together, we will prepare individuals with the skills and knowledge they need to excel in their chosen fields and contribute meaningfully to the development of our nation.

Thank you for your support, dedication, and shared vision for a brighter future for Liberia.


Cecelia Cassell, Ph.D.
*Chairperson, Board of Directors
Liberia Institute for Public Administration*





Colleagues and Fellow Liberians,

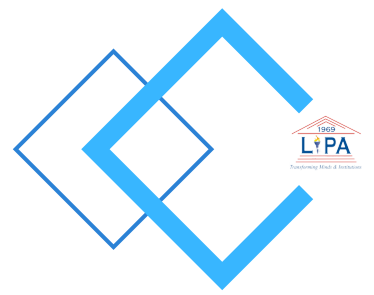
I would love to express my profound appreciation to His Excellency, President Joseph Nymah Boakai for the honor and privilege of serving as the Director General of the Liberia Institute of Public Administration (LIPA). Together with a dynamic board and management team, we embarked on this journey with a deep sense of commitment to LIPA's mission and aspirations to rebrand, strive for excellence, and be accessible as we continue to provide quality services to the public and private sector.

On April 26, 2024, we assumed leadership of LIPA at a critical juncture. The Institute faced significant challenges, particularly following an eviction in 2023 that resulted in substantial damage to tools, equipment, and the learning environment, which hindered the institutional capacity to fulfill its core mandates. Despite these obstacles, we are determined to rebuild and restore LIPA to its rightful place as a pivotal driver of public administration excellence in Liberia.

Over the last nine months, we have swiftly restored our training services and successfully trained over eight hundred and eighty participants from the public and private sectors. We have revised course schedules, content, and methods of delivery consistent with adult learning pedagogical approaches and will continue to work on improving facilitators skills for delivery through training of trainers. Our current course offerings include public procurement, public financial management, human resource management, and internal audit, development management, among others.

In recognition of the interconnectedness of our core mandates with the Governance Commission (GC) and the Civil Service Agency (CSA) of Liberia, we facilitated and signed a joint Memorandum of Understanding (MOU) with the CSA and GC. This partnership aims to work collaboratively to strengthen public sector capacity, while ensuring more effective and coordinated reforms as anticipated by the ARREST Agenda for Inclusive Development (AAID).

We are also proud to announce that we have been approved by the Project Management Institute (PMI) in the United States as an authorized training partner and have subsequently acquired a license to provide PMI services in Liberia. With this license, we will now offer PMI international certifications, further expanding our services to improve management efficiency and accountability in the public sector of Liberia.

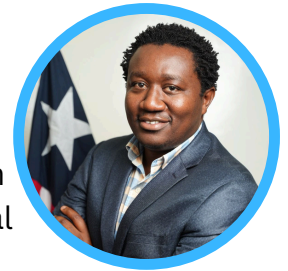


Irrespective of the gains made, LIPA remains challenged with limited financial resources and low human and institutional capacities to expand services and integrate digital tools to facilitate learning and development. As we look towards a future at our newly constructed facility in Lower Margibi, we would like to send out a call to action to the government and our partners for intentional and deliberate investment in strengthening the human and institutional capacity of the Liberia Institute of Public Administration. A strong LIPA ensures that our public service is better equipped to perform effectively.

Finally, I extend my heartfelt thanks to the Board, Management Team, the staff for their dedication and sustained commitment. To our current public and private sector partners, thanks for choosing us as your capacity-building partner. We look forward to enhancing collaborations and partnerships in the coming year.

Happy Holidays and best wishes to all!

Nee-Alah T. Varpilah
Director General



HIGHLIGHTS OF THE YEAR: 2024

WE BECAME PMI Authorized Training Partner (ATP)

Project Management Institute (PMI) is the leading authority in project management, dedicated to guiding the way to project success. Since 1969, PMI has shone a light on the power of project management and the people behind the projects.



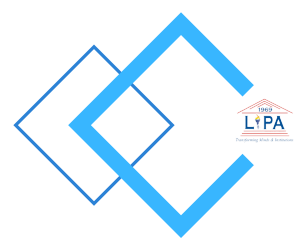
By offering certifications like Project Management Professional (PMP)®, Certified Associate in Project Management (CAPM)®, and PMI Agile Certified Practitioner (PMI-ACP)® we contribute to the professional development of government and private sector project managers. This ensures they are equipped with the necessary skills and knowledge for efficient project management.

As a PMI Authorized Training Partner LIPA will have access to ready-to-use, PMI-licensed, approved training content, high-quality training instruction, certified facilitators and marketing and sales support to offer certification prep courses and testing for our government counterparts. We believe by offering these certification courses and testing, we will further expand capacity in the public sector to improve management efficiency and accountability.

For more information on the PMI ATP program please follow the link

[About PMI
become-an-authorized-training-partner
master.m3u8](#)

WE TRAINED OVER 880 PARTICIPANTS:



We successfully trained 880 participants in certificate and diploma courses, along with customized training sessions for employees in both the public and private sectors. In partnership with the Ministry of Finance and Development planning, we facilitated customer services-oriented skill enhancement training for 225 support services staff to improve their proficiency on the job at the Ministry of Finance. Additionally, in collaboration with AIFO, LIPA facilitated training for participants from organizations supporting individuals with disabilities, including a pilot program for sign language facilitation.

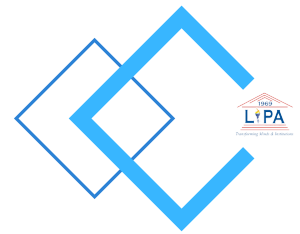


Participants at the certification ceremony at the close of the 2024 first training cycle



Participants posed with Deputy Minister McGill-Jones and LIPA team during customized training at the Ministry of Finance and Development Planning.

WE RE-ESTABLISHED A TRIPARTITE RELATIONSHIP THROUGH AN MOU WITH THE GOVERNANCE COMMISSION AND THE CIVIL SERVICE AGENCY



LIPA has successfully facilitated a partnership for collaboration with the Civil Service Agency (CSA) and the Governance Commission (GC) to support sustainable reform processes and capacity building within the public sector. Implementation arrangements of the memorandum of understanding (MOU) included the establishment of a technical working group, comprising technical leads from each entity. This group has begun developing an implementation strategy and plan in preparation for the reforms anticipated by the ARREST Agenda for Inclusive Development.



LIPA Director General signs the MOU along with the Director General of the CSA and Acting Commissioner of the Governance Commission.

LIPA Director General and Deputy posed for a photo with the Director General of the Civil Service Agency, the Acting Commissioner of the Governance Commission and others.



Photo Credit: Fertile Multimedia

WE HELD A GENERAL STAFF RETREAT:

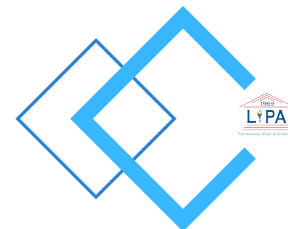
With deep gratitude and acknowledgment of the institutional knowledge and competencies of our staff, we facilitated an internal staff strategic visioning retreat themed "Visioning Toward an Effective Organizational Responsiveness to National Capacity Development Aligned with the ARREST Agenda for Inclusive Development." This retreat provided critical insights into the institution's operational strengths, areas for improvement, and future direction.

The purpose of the retreat was to realign LIPA's operations with the Government of Liberia's ARREST Agenda, focusing on human capacity development and institutional growth. All staff were engaged to refine strategic priorities, address challenges, and identify solutions for enhanced service delivery.



Photo Credit: Fertile Multimedia

Gratitude to our public and private sector partners



LMHRA



Thanks for choosing us as your capacity building partner in Liberia!

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 with the mandate 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. LIPA became operational under USAID technical assistance, with the New York Institute of Public Administration as the technical assistance provider. Since then, LIPA has been the only public sector capacity-building and management development institution promulgated by law to provide training and capacity- development support primarily in the public sector of Liberia. LIPA’s involvement with research, training, and consultancy for both the public and private sectors within Liberia is nearing 53 years with key successes and challenges affecting its ability to be sustainable.

To date, LIPA’s core mandate encompasses, facilitating capacity development programs for public servants (pre-entry service and in-service / on-the-job training), across a range of government and private sector entities through the following activities:

1. Organizing broad-based top-to-bottom in-service training programs for government employees.
2. Developing training programs for middle- and upper-level government employees.
3. Creating and improving the capability needed for administering economic and social development programs.
4. Enunciating a career-development program by identifying specific career ladders, encouraging in-service training, management internships, executive - development programs, and promotional programs based on merit.
5. Providing leadership and guidance to the agencies of government in developing more and better-quality on-the-job training programs and serving as a research study group to study governmental organizational and management problem areas.
6. Studying and reviewing the indigenous situations and practices that affect social, economic, and administrative development in Liberia.

8. Performing studies of systems and procedures and assisting in making improvements (a) government-wide and (b) inter-departmental in such matters as record-keeping, form control, document flow, work simplification, public relations, and to improve the administrative inter-relationships with national and international technical cooperation bodies.

9. Conducting research in administration to provide adequate, systematic, and precise information in critical areas of government for the purposes of planning and administration with an overall view toward improvement.

10. 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 the government and the intent and purpose of this Act.”

Vision

“To be the premier public sector center of excellence for capacity building and sustained quality service delivery.”

Mission

To provide capacity building support to the public sector for sustained quality service delivery through training, research and consultancy.

Core Values

1. Professionalism
2. Integrity
3. Gender Equity
4. Partnership Building
5. Transparency and Accountability
6. Teamwork

Organizational Structure:

Board:

Board members are appointed by the President of the republic of Liberia and during such appointment a member upon his or her appointment shall be designated chair of the Board by the President.

The Board consist of a diverse group of individuals with expertise in public administration, management, finance, and other relevant fields. Each member is appointed based on their qualifications, experience, and commitment to the mission of LIPA. The general responsibilities of the Board include management and administrative oversight for Strategic Planning, effective management of the institute and accountability amongst others. The Board is responsible for setting the strategic direction and goals of LIPA in alignment with its mandate.

With the presidential transition in 2024, LIPA board members were appointed by the President Joseph Nyumah Boakia on April 11, 2024. During this appointment Dr. Cecelia Cassell, an experienced Liberian Educator, was appointed as Chair of the board along with the Director General of the CSA, the Minister of Education as statutory members; Madam Marie Y. Hayes, Madam Georgette Gray, Madam K. Martus Williams - Bangalu and Dr. Blonkanjay Jackson who are permanent Liberians were appointed members.

Management:

The management team of the institute, consist of the Director General who leads and oversee the daily operational activities of the institute, supported by three deputy director generals (Research and Consultancy, Training and Manpower development and Administration). The management team is appointed by the president following consultation with the board.

Funding Source:

LIPA was established as an autonomous agency for public sector capacity development through training research and consultancy. As such, it is funded through resources from government budgetary allocations to mainly cover cost of rent, human resources and minimum support for logistics. The institute also generates enterprise funding from services provided to fund other operational expenses for utilities, training supplies and other recurrent cost (see attached overview of financials).

Staff:

LIPA has a total of 92 employees, with over 60% in administration and support services across all departments. For the core mandate areas (Training, Research and Consultancy), the institute has very limited capacity in house to deliver. There are 12 internal facilitators to date with an average salary of six hundred United States dollars, who are largely responsible to deliver high quality courses. Similarly, the research department has been completely non functional in recent years and lacks basics technical skills to monitor and evaluate learning outcomes from trainings provided at LIPA.

Courses Offered:

To date, LIPA offers services to strengthen public service capacity in the following certificate and diploma courses: Public Financial Management, Public Procurement Management, Monitoring and Evaluation, Administrative Management, Banking and Finance amongst others (see the full list of courses in annex). These courses are facilitated through face to face in person and largely delivered by external facilitators.

Situational Analysis:

Prior to the Presidential Transitions and New management takeover at LIPA, the institute re-located through a court eviction from its long-term rental facility in Mamba Point Monrovia to another rented facility, at 21st street Sinkor, Cheeseman Avenue. This transition caused a major setback to the institute's institutional capacity as many of its digital assets were damaged, lost or left at the facility reclaimed by the owners.

Following the takeover of the new leadership appointed by President Boakai, the management team conducted a situational analysis and review of the systems, (human and institutional capacity including assets). Following the review, this brief situational analysis describes a summary of LIPAs strength, weaknesses, opportunities and threats (SWOT Analysis) which was identified from initial review of the institution’s current situation and positioning. This SWOT analysis formed the basis for defining key strategic priorities (Short, Medium and Long term) and additionally formulating a systems thinking approach towards rebuilding the institutional capacity.

Overview of LIPA’s Strengths, Weaknesses, Opportunities and Threats (SWOT):

Strength	Weaknesses
<ul style="list-style-type: none"> Established by Law as the national capacity building center – created a niche for its services Has demonstrated a unique value for its certificates in the Public Sector Has maintained its presence in the public sector as a leader for coordinating and facilitating capacity building activities Has passionate staff for training and manpower development 	<ul style="list-style-type: none"> Low internal capacity (skill level for research and consultancy especially) to fully implement and achieve its mandate Lack of up-to-date capacity development resources (Digital tools, updated curriculums, sustainable electricity etc.) No Strategic plan for direction and focus Poor facilities for operational activities to meet public sector demands for capacity development Low budgetary resource and reliance on national budget source of funding Significantly low fee payment rate from participants (often leading to back log of certificates undistributed at LIPA) Low web presence

Opportunity	Threats
<ul style="list-style-type: none"> • High demand for skills building in the public and private sectors across multiple disciplines • Potentials for LIPA to become a national center of excellence that adopt new and improved modules piloted by development partners for sustainability • High level of Human and technical resources for capacity development available locally through development partners • New leadership with renew vision for public sector reforms • Newly built facility gifted by development partners for LIPA • Digitization in the public and private sector for effective organizations • Rebuild, strengthen and form new or existing partnerships for human and institutional capacity development 	<ul style="list-style-type: none"> • Proliferation of private sector training and consulting firms, organizations • Adoption of new mandates in training, research and consultancy by public and private sector institutions • Distance to new facility could affect use of services • Inadequate information sharing medium and platforms • Poor business development, marketing and visibility • Public sector institution conducting internal training • Political Transitions • High Rent cost

Following a careful review of LIPA's SWOT analysis, the management team identified the below strategic priorities for improvement ranging from short term (6-9 months) to medium and long term (1 to 5 years).

Short Term: 6-9 Months

1. The Re-opening of the Training Cycle for the 2024 to serve clients who were already registered and awaiting service for over 6 months

Key activities / Actions taken	Output / Results	Additional inputs and Support required
<p>Based on the data available and reviewed (500 participants registered and awaited the cycle to commence; high dropout rates 61% - an average of 9 in every 25 participant completes course; and available financial resources- \$33,000.00) management took the following actions.</p> <ol style="list-style-type: none"> 1. Held consultations with key stakeholders (Facilitators, Participants and Training Managers from MACs) 2. Revised training schedules from 5 -9 PM for 3 months for certificates to intensive 48 hours one week certificate courses and similarly 96 hours 4 weeks diploma courses) in line with standard practices in other MDIs 3. Restored basic services (electricity, water, repaired and procure projectors, maintenance of training facilities and minor repairs of equipment.) 4. Reviewed key modules 5. Conducted recruitment and Training for Trainers for external facilitators <p>Launched the first cycle 2024</p>	<ol style="list-style-type: none"> 1. 880 participants fully completed the minimum requirements for all our certificates and Diploma courses offered and obtained certificates in different categories (Achievement, Completion and participation) <p>Completed tailor made program for institution supporting people living with disability and piloted the sign language facilitation as part of our training program.</p>	<ol style="list-style-type: none"> 1. Internal human and institutional capacity and support through secondment, onsite mentoring, donations of key resource materials, equipment's etc. 2. Introduction of new non-tradition public sector modules (PMP, International certification for HR, Supply Chain management, Insurance, etc.) <p>Support for public sector research capacity building</p>

2. Development of a 3–5-year strategic plan with a priority for Rebranding, Striving for Excellence, Being Accessible to clients and providing quality learning and development opportunities for the public and private sectors.

Key activities / Actions taken	Output / Results	Additional inputs and Support required
<ol style="list-style-type: none"> 1. Conducted internal review for situational analysis <p>Acquire board approval for local consultants to facilitate the development of the 3 – 5-year strategic plan</p>	<ol style="list-style-type: none"> 1. Ongoing planning for stakeholder consultations for feedback and consolidation of inputs <p>Ongoing planning for internal stakeholder retreat as part of the strategic planning and shared visioning process</p>	<ol style="list-style-type: none"> 1. Finalization of the 3–5-year strategic plans 2. Operationalizing and implementing the plan annually

3. Moving LIPA head office to its newly constructed facility in lower Margibi – Doemah town to begin full scale operations

Key activities / Actions taken	Output / Results	Additional inputs and Support required
<ol style="list-style-type: none"> 1. Management team and board assessed the Doemah Town facility upon takeover 2. Board endorsed management's decision to Move to the facility as a systems thinking approach towards improving the quality of LIPA's services and long-term solutions for sustainability. 3. Purchased one 17-seater bus to support and facilitate staff transportation 	<ol style="list-style-type: none"> 1. Minimal preparations of facility ongoing (general cleaning up, posting of signage for publicity, assessment of facility for minor fixes.) 2. Held the official closing and certification ceremony (Graduation) for the first cycle at the facility for visibility. 	<ol style="list-style-type: none"> 1. Investment in digital infrastructure for introduction of hybrid courses (e-learning and face to face; including the introduction of basic computer training for public sector officials) 2. Procurement of 4 coaster buses to support transportation of participants to and from Doemah town during training activities (minimal fees would be collected for sustainability measures)

4. Finalization of the revised act and passage into Law

Key activities / Actions taken	Output / Results	Additional inputs and Support required
<ol style="list-style-type: none"> 1. Completed the internal review of the draft bill to repeal LIPA Act of 1969 	<ol style="list-style-type: none"> 1. Completed validation by the Law reform commission, the nationla Bar Association and Governance Commission 	<ol style="list-style-type: none"> 1. Inputs and review by office of the President Legal Advisor 2. Facilitation of Act to the Senate and House for review and passage

Medium – Long Term (1 – 5 year)

1. Initiate a robust Internal human and institutional capacity development for LIPA's strategic positioning as a Premier center of excellence and capacity development.
2. Introduction of new, non-traditional public administration courses
3. Opening additional field offices at decentralized location (in Grand Bassa, Nimba, Maryland)
4. Full implementation of LIPA's 3 – 5-year strategic plan

Reports by Departmental Interventions:

Management and Administration:

The office of the Director General leads daily oversight in the implementation of LIPA strategic objectives and reports to the board. Upon taking over on April 26, 2024, the Director general conducted several internal meetings and technical working sessions with the staff from the three departments (Administration, Training and Research) and subsequently with deputies for Administration, and Training to identify key priorities, develop short-medium- and long-term priorities (as outlined above) for implementation. The output of these engagement produced an initial short term two Months (May, and June) workplan and a subsequent six months workplan with clearly defined objectives and targets with the overall goal restoring operations and services at LIPA. These work plans also included resource projections for implementation and timelines for implementation.

MILESTONES	KEY RESULTS
Setup Management Operational structures	<ul style="list-style-type: none"> Executive Management meetings conducted on Mondays Senior Management meeting with Directors conducted bi-monthly with Directors Quarterly Staff meetings
Management oversight, coordination, and institutionalization of processes	<ul style="list-style-type: none"> Institutionalized agreed measures for Procurement, Asset management, financial management and control, Internal Audit and HR.
Develop Strategic Plan for 2025 - 2030	<ul style="list-style-type: none"> National Consultant hired to conduct Board Stakeholders engagements and focus group discussions to generate feedback and inform SP processes
Conduct regular Board meetings for Administrative Oversight and Planning	<ul style="list-style-type: none"> First Board Meeting held Board SOP developed and approved
Improve Partnership engagements and Collaborations	<ul style="list-style-type: none"> Signed MOU with GC and CSA to strengthen coordination and collaborations in the implementation of public sector reforms and capacity building. Acquired License from Project Management Institute to become the first Authorized training partner in Liberia and the MRU region, allowing the center to provide 3 international certifications in country. Acquired donations for 40 laptops from Computer Aid UK (pending fees for packaging and shipment) Held partnership conversations with International Computer Driver's License provider to introduce International certification and work readiness computer training courses Held curtesy meetings with UNDP Country Representative to explore partnerships for collaborations in building LIPA's Internal Human and Institutional Capacity Held partnership meeting with the World Bank Liberia team and the Coalition for Reforms team in DC exploring potential partnerships opportunities for internal capacity strengthening. Held partnerships conversations with Clarion College of Technology in Nigeria for provision of international certification at LIPA beginning 2025

Department of Administration:

The department of administration is headed by the Deputy director general for administration who oversees internal administrative and support services to ensure all logistical arrangements are coordinated for smooth implementation of LIPA's strategic priorities. The Deputy Director General supports the Director general and oversees Finance, Human Resources, Procurement, General Services and Operations.

Upon resumption of duties, the Deputy Director General for Administration, coordinated the repair of key assets (Generator, Vehicles, Projectors, Air conditions), procure stationary and facilitated the security of fixed assets including the current office building to ensure the immediate priorities of reopening the training cycle were achieved.

With the array of challenges inherited, including risk of another eviction due to unpaid rent, multiple debts, lawsuits, low human resource morale and inadequate financial resources amongst others, the department of administration focused on securing the office facility and financial management reforms.

Key activities / Actions taken	Results	Comments
Improved Financial Management and Control	<ul style="list-style-type: none"> • Mandated a Zero cash policy and ensured all finances generated through enterprise funding are deposited by clients and receipt submitted to finance office. • Mandated a centralized petty cash system to improve internal accountability of petty cash expenditures across departments. • Introduced QuickBooks for improved financial management, records and reporting. • Strengthened the implementation of internal SOPs for procurement of goods and services to include IAA reviews and approvals before payments are made. • Set up Budget committee for proper financial projections and planning <p>Note:</p> <ul style="list-style-type: none"> • Total amount inherited across all LIPA's account was US \$33,192.81 • Approved budget for FY24 \$1,206,029.00 <p>Management requested GAC to Conduct financial and systems Audit</p>	<p>Revised financial management policy pending validation and approval of Board</p> <p>Audit still pending, however an initial engagement was held with the audit follow-up committee</p>

Key activities / Actions taken	Results	Comments
Improved Management of HR records	<ul style="list-style-type: none"> Requested an HR headcount, conducted by CSA and IAA Head count report indicted 58 staff (28 recommended for dismissal and 30 for suspension) Following intense validation of records a total of 11 employees were dismissed based on the head count report Reinstituted digital biometric sign in and out measures Approved 88 employee's annual leave 6 employees were on study leave at GIMPA A total of four new employees were recruited (including comptroller, Technical Assistant in the DG office, and Academic registrar and driver) Note: There is a total of 92 staff currently on payroll. LIPA relies heavily on external facilitators for the delivery of key competencies. 	There is a need to enhance technical capacity and additional internal staff more specifically in training
Secure LIPA's assets and Facilities	<ul style="list-style-type: none"> Finalized contractual arrangements with Landlord for LIPA headquarter (\$90,000.00 total rent inherited) and coordinated full payment Finalized security contracts arrangements and coordinated the payment of 7-month arrears (December 23 – June 24) Re-negotiated rent for Grand Bassa hub and amortized payment of arears for 2 years rent. Turned over guesthouse facility in Buchanan and ended contract Re connected basic services (Liberia Electricity Corporation and Liberia Water and Sewer Corporation) at the facility Assessed existing assess and submitted assets listing to GSA with status Serviced and repaired one generator and all vehicles inherited (5) Procured additional vehicles (one seventeen-seater bus to transport staff and an SUV for the DG use) <p>Note:</p> <ul style="list-style-type: none"> Former DG took away his assigned vehicle (requested GSA confirmation of sale and IAA is following up on said transaction) One Pickup reportedly stolen 	
LIPA Visibility	<ul style="list-style-type: none"> Conducted a comprehensive clean out exercise at LIPA facilities. Acquired a vendor to develop, host and train internal staff on website management and update Acquired local vendors to promote LIPA activities on Social Media platforms 	Exploring possibilities for intensive branding and web presence through MOU with Clarion Tech and PMI licenses.

Department of Training:

The department of training is headed by the deputy director general for training who coordinates and manages a technical team of trainers and subject matter experts to deliver an array of short-term certificate and diploma courses. Consistent with quality measures and best practices, LIPA offers specialized skill training for a minimum of 48-hour certificate courses and 96-hour diploma courses. Minimum requirements for enrollment are bachelors degree for all specialized courses.

Upon resumption of services, the training department inherited over 500 participants registered and awaiting training for over four months. With such high demands, the training department constituted a review of existing processes, procedures to validate quality and made key recommendations for management decision before resumption of training activities on June 17, 2024.

Key activities / Actions taken	Results	Comments
Review of Existing Policies, Curriculum and training cycle schedules	<ul style="list-style-type: none"> Conducted a rapid review of existing policies and made agreed changes for registrations processes, facilitators onboarding and training schedules. Conducted one day feedback session with facilitators on agreed changes in onboarding and training schedules Conducted one day feedback session with registered participants on agreed changes in training schedules Conducted a public sector HR and Training managers network meeting to share key information on LIPA's services and agreed changes 	<ul style="list-style-type: none"> Revised course catalogue to include non-traditional courses including Project Management Institute Certificate Prep courses, amongst others.
External Facilitators	<ul style="list-style-type: none"> Recruited 20 External Facilitators Revised existing modules Conducted TOT with facilitators 	<ul style="list-style-type: none"> External facilitators are currently paid out of enterprise funds generated
Resume Training Cycle	<ul style="list-style-type: none"> Adjusted training schedule for regular training cycle to be more intensive (48 hours for 1 week) Completed regular training cycle (366 participants completed) Complete customized training for participants from AIFO, Completed customized training for 225 staff from MFDP Began 2024 second cycle with approximately 289 participants enrolled 	<ul style="list-style-type: none"> We have experienced a 99% completion rate, compared to 39% from the previous cycle since changing the schedule

Department of Research:

The Department of research and consultancy is headed by a deputy director for research and consultancy who oversee a technical team responsible for implementing a mandate of research and consultancy services to identify and solve key public administration challenges. Historically the department of research has been underutilized and inadequately staff to implement its functions.

As part of the Board and Management team's strategic approach to strengthen internal research capacity, a technical consultant was identified to provide back stopping support to the research department for internal assessments, reviews and analysis of participants pre and post assessments during regular cycle and customized training.

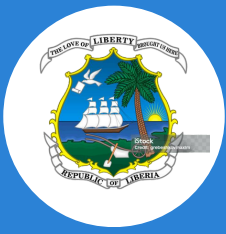
Key activities / Actions taken	Results	Comments
Conduct extensive review of the Department of Research, Consultancy and Library Information services Processes and Procedures Manual	<ul style="list-style-type: none"> Conduct policy review sessions to review, revised and update key policies. 	
Conducted routine pre- and post- test for participants	<ul style="list-style-type: none"> Developed tools to assess participants knowledge through pre and post testing Analyzed and submitted reports on participants feedback 	
Reorganize and setup LIPA's Library at Doemah Town Facility	<ul style="list-style-type: none"> Inventory of Library resources and Books completed 	Need to procure shelves and desk for Library

Challenges:

Based on the observed SWOT and findings from internal reviews conducted, LIPA is grossly under resourced to fully implement the quality of severices required as a national capacity building center responsible to reinforce and strengthen capacity in the public sector. There is a need to urgently and intentionally invest in strengthening LIPA's human and institutional capacity as a means of addressing long term capacity gaps.

Below are specific challenges for immediate actions:

Challenges	Actions Taken	Recommendations
Lack of adequate facility for training	<ul style="list-style-type: none"> Proposed move to newly constructed facility in Doemah town 	<ul style="list-style-type: none"> Provide immediate transportation relief for staff and participants (5 coaster buses required)
Inadequate staff for training, research and consultancies	<ul style="list-style-type: none"> Have engaged with Peace Corp to provide support through returning volunteers program Engage other internal organizations to provide key experts support for internal capacity Recruited external facilitators 	<ul style="list-style-type: none"> Provide scholarships to targeted skill building for key internal experts Upgrade remuneration and benefits for key experts to improve internal retention of staff when trained Enroll external facilitators on GOL consultant's payroll
Low financial investment in LIPA as the only national capacity building center	<ul style="list-style-type: none"> Engage with Donors and Partners to explore opportunity for additional investment targeting digitization of services to enhance quality and expand reach. 	<ul style="list-style-type: none"> Increase budgetary allocations for FY25 and 26 for key strategic investment in technology, and training of key experts to improve the quality of services and expand reach to appoint officials.
Low uptake of LIPA's services amongst public sector institutions	<ul style="list-style-type: none"> Initiated restructuring for strengthening business development, marketing and branding services 	<ul style="list-style-type: none"> Approve new positions for the recruitment of key experts in Business development, marketing and branding



LOOKING TO THE FUTURE AT DOEMAH TOWN



DG Varpilah speaks to participants and guest at the 2024 1st cycle certification ceremony.

“Our public sector will only perform as well as the investment we make in it’s workforce. Let’s make deliberate investments in our local training institutions and use country systems to sustain capacity development and growth.”

A CALL TO ACTION FOR DELIBERATE INVESTMENT IN HUMAN AND INSTITUTIONAL CAPACITY AT LIPA!

Overview of the Systems Thinking approach toward Building Human and Institutional Capacity at LIPA:

Recognizing the strength and weaknesses identified, the management team has concluded that a lot of the current challenges at LIPA can be attributed to the lack of facilities and resources to improve and expand on its services in ways that will allow full access to available opportunities for sustainability. As such, adopting a systems thinking approach the Management and Board have identified the relocation of the institute to its facility in Lower Margibi as the highest priority and opportunity to rebuild the human and institutional capacity of the institute more sustainably.

The decision was backed by evidence from the systems reviews as described above which will enable the expansion of services to fully utilize opportunities. We believe that it will also provide a solid foundation for the implementation of LIPA's Medium-Long term priorities outlined above.

By January 2025, LIPA will be housed and conducting businesses at its headquarters in Doemah Town. As such we have outline the following as additional technical inputs for support through collaborative efforts.

Building Capacity internally with focus on Sustainability:

LIPA recognizes the importance of investing in internal staff capacity as a means of supporting sustainable capacity development in the public sector. To this end we anticipate leveraging on the vast external expertise available locally through multilateral, bilateral and non-profits partners to support with human and institution capacity building for facilitators and staff across various disciplines. We also anticipate resource mobilization through the GOL and its partners for improving internal systems.

By building a strong internal team through onsite mentoring and coaching for curriculum reviews, facilitation, and installation of new and improved virtual learning management systems, LIPA aims to improve on current services, be more accessible and facilitate capacity development in the public sectors for decades. In this regard, LIPA's is seeking assistance from all interested partners for support through temporary secondment of key experts and provision of material resources in support of building its internal capacity.

Introduction of Digital e-learning Courses

In line with the digital transformation sweeping across various sectors, LIPA is committed to operationalizing full digital training courses targeted for senior government officials to provide access to virtual self-paced learning on key public sector management courses. Through partnerships, LIPA aims to complement its services with the establishment of digital training facilities at its new home in Doemah Town. A fully equipped digital training facility will enable our team to institutionalize the use of technology across our training programs and provide wide range of training services virtually and in person to the public and private sectors.

This initiative will enhance accessibility and flexibility in training delivery, ensuring that government officials can continue to build their skills and knowledge regardless of their location. In this regard, LIPA's is seeking assistance from all interested partners for support through temporary secondment of key experts and provision of material resources in support of building its internal capacity.

Decentralization of LIPA Services

LIPA recognizes the importance of accessibility and inclusiveness in service delivery. The Institute will aim at implementing a full-scale decentralization plan to establish four (4) new regional offices across Liberia. The four proposed regional centers are Nimba, Bomi, Maryland and Grand Bassa. The decentralization of LIPA services ensures that government officials from different regions have access to a regional hub for quality training programs without the need to travel long distances. By decentralizing its training facilities, LIPA aims to reach a wider audience and promote capacity-building across the country. In this regard, LIPA is seeking assistance from all interested partners for support through temporary secondment of key experts and provision of material resources in support of building its internal capacity.

Budgetary Estimates:

Strategic Objectives 1: Relocation of LIPA's Head Offices to Doemah Town				
Key Inputs Activities	Output toward SWOT	Timelines	Est. Cost USD	TA/ Lead
LIPA move to Doemah Town (Minor works on facility, painting, water source, transfers of furniture and purchase of addition furniture and equipment's)	Begin full scale operations at its facility.	November 2024 - January 2025	\$100,000	Gol Support / Dep. Of Admin.
Construction of LIPA access road to facility	For ease of access to facility from Main RIA Road	November 2024 - January 2025	\$1.6 M	Fully supported by GOL - MPW
Purchase of Transport equipment's (4 Coaster busses) to support staff and participant commutes.	Improve participants and staff commutes to and from Doemah Town	January - March 2025	\$300,000 (\$75k/bus)	No Funds - Gol or Partner donations where possible
Purchase of additional Transport equipment for management team	Support management team commute to and from Doemah Town	January - March 2025	\$100,000 (\$20K/vehicle)	Gol or Partner donations where possible

With 25 acres of Land, initiate housing/dormitory project to accommodate participants & employees	Enhance learning and service delivery through a conducive and supportive environment	January 2026-2028	\$500,000	GOL/Partners where possible
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Strategic Objective 2: Building Capacity internally with focus on Sustainability:

Key Inputs	Output toward SWOT	Timeline	Est. Cost USD	TA / Lead
Recruitment of Subject matter expert, and facilitators, (Training or Trainers and Onsite mentoring of Facilitators.)	Trained critical mass of Internal facilitators at LIPA through onsite mentoring and knowledge transfer from within partners expertise sourced locally	2025-2027	\$1,130,000.00	No Funds -Donors, multi-lateral, NGOs and other GOL available technical expertise
Routine review, adoption and updates of curriculums and modules	Quality service through continual improvement and learning	2025 - 2026	\$10,000.00	GOL – LIPA Budgetary resources
Recruit and train a critical mass of public sector capacity accessors and researchers	Enhanced internal and local capacity for public sector human and institutional capacity accessors, researchers and data analyst	2025 – 2027	\$150,000.00	No Funds -Donors, multi-lateral, NGOs and other GOL available technical expertise

Strategic Objective 3: Introduction of Digital e-learning Courses

Key inputs	Outputs toward Threat Weakness	Timeline	Est. Cost USD	TA / Lead
Re-launch LIPA's website and digital visibility across all social media platforms	Enhanced visibility and mediums for external relations	November – December 2024	\$1000.00	GOL – LIPA Budget
Set up a digital training and test center at LIPA's Doemah Town Facility	International certification training and testing opportunities provided at LIPA (ICDL, PMP, HR, GMAP, etc.)	February 2025	\$50,000.00	No-Funds - LIPA Budget, and available partners resources and donation

Design and launch eLearning courses for Mandatory self-paced orientation and refresher training	Enhanced accessibility for public sector management and accountability courses targeted at Sr. Officials of Government, Middle managers etc.	January 2025	\$50,000.00	No Funds - LIPA Budget, and available partners resources and donation
Design and launch routine digital institutional capacity assessment of MACs (including pre, post assessment of training)	Published readily available data on MACs human and institutional capacities to promote continual learning and development	March 2025	\$50,000.00	No Funds - LIPA Budget, and available partners resources and donation
Strategic Objective 4: Decentralization of LIPA Services				
Key Inputs	Outputs toward Threat Weakness	Timeline	Est. Cost USD	TA/Lead
The Institute will aim at implementing a full-scale decentralization plan to establish four (4) new regional offices across Liberia.	Expanded services to counties	2025-2026	\$200,000.00	No Funds - LIPA Budget, and available partners resources and donation

Conclusion:

The Liberia Institute of Public Administration (LIPA) has made significant strides in enhancing public sector capacity development despite enduring challenges such as limited financial resources, inadequate facilities, low service uptake, and staffing shortages. Its accomplishments in 2024, including the reopening of the training cycle, improved financial management, curriculum expansion, strategic partnerships, and infrastructure development, demonstrate its resilience and commitment to its mandate.

However, for LIPA to realize its vision of becoming a premier center of excellence in public administration, a focused and sustained effort is required. Addressing challenges such as inadequate staff, limited resources, and underutilized services will necessitate strategic recruitment, capacity building, and the diversification of revenue streams. Additionally, decentralizing services, modernizing infrastructure, and adopting digital learning platforms are pivotal for ensuring broader access and inclusivity.

LIPA's strategic framework, built on a system thinking approach, emphasizes the interconnectedness of its challenges and solutions. By adopting holistic strategies and fostering collaboration with key stakeholders, including the Government of Liberia, international partners, and the private sector, LIPA can strengthen its impact on Liberia's public sector development.

With a clear roadmap and sustained commitment from its Board, management, staff, and stakeholders, LIPA is well-positioned to overcome its challenges, achieve financial sustainability, and deliver high-quality training, research, and consultancy services. This will not only bolster the efficiency of Liberia's public administration but also contribute significantly to the nation's long-term development goals.

Photo Gallery:



Board Chair speaks at hand over ceremony



DG speaks at the handover ceremony



Some guest at handover ceremony, including Hon. Kpehe, Hon. Dorley, Hon. Jones and Hon. Varpilah



Some participants at the 2024 1st cycle certification ceremony



Cross session of staff at LIPA's annual retreat, including Deputies for Training and Research



Photo Gallery:



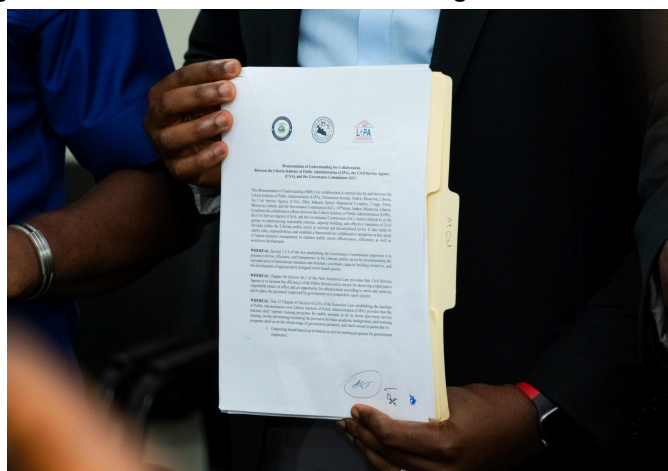
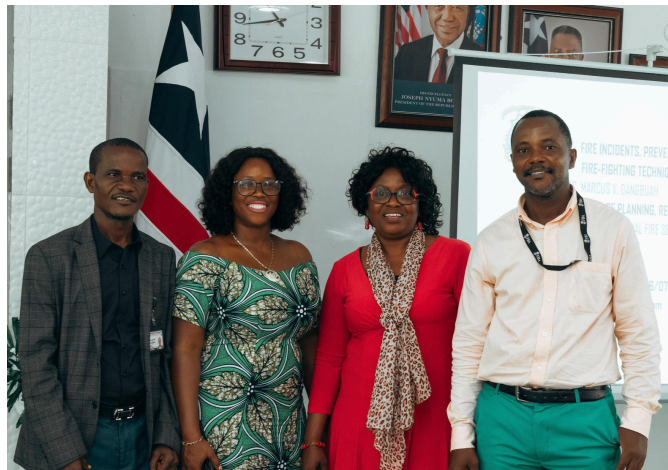
Participants at LIPA's inaugural HR and Training Managers network



DMA McGill-Jones and DDGT at the Opening of MFDP Customized training



Participants at the MFDP customized training for customer services and defensive driving



DG Speaks at the signing ceremony of the MOU with CSA and GC



Participants in regular training cycle 2024

