



LOIC STRATEGIC PLAN 2018-2023

MID-TERM EVALUATION

(MARCH 2018 – MARCH 2022)

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ACRONYMS:

AITB	Agriculture Training Bureau
ECOWAS	Economic Community of West African States
ELBC	Liberia Broadcasting System
IECD	International Educational and Cooperative Develop.
INGO	International Non-Governmental Organization
LOIC	Liberia Opportunities Industrialization Center
MFDP	Ministry of Financial & Development Planning
MOE	Ministry of Education
MTE	Mid-Term Evaluation
MYS	Ministry of Youth & Sports
NARDA	New African Research and Development Agency
PCR	Project Completion Report
R&A	Refrigerator & Air Conditioning
SED	Small Enterprise Department
YMCA	Young Men Christian Association (of Liberia)

EXECUTIVE SUMMARY

In 2018 LOIC concluded on a five-year plan, the “LOIC Strategic Plan 2018-2023”. While this Strategic Plan continues to the last phase of implementation this intermediate evaluation shall help the institution to strategically look at its Mission Statement, to “reduce unemployment and underemployment”, and Vision Statement “Creating an environment where skills are provided for individuals to reach their full potentials”. All these are aimed at achieving through technical vocational training.

The initial development of the Strategic Plan in 2018 was funded by LOIC’ outstanding partner “Bread for the World” with the amount of \$20,000 USD and some support from the Liberian Government (GOL), private sector and other partners/stakeholders including networks.

The mid-term evaluation generates findings that provide informed data that show how far the project has reached and provide information on what to do to achieve the Strategic Plan, objectives and its expected outcomes. The half mark or mid-term evaluation of the Strategic Plan has so far come out with summary of the findings as cataloged below:

Output 1.0: Public Relation has established an effective communication dissemination system that wide-spread publicity of LOIC activities. It is done through website with the link www.tvetloic.org, social media platform like Facebook with account [loic.org](https://www.facebook.com/loic.org), fast sheets in the form of flyers, banners, stickers, brochure used for fast dissemination of information for student recruitment.

Output 2.0: Stakeholder Engagement. LOIC continues to engage with stakeholders through coordination meeting with leaders including communities and religious (Iman and Pastors), elders, Community Based Organization (CBOs), youth and women groups of the 30 communities (10 communities in each program areas), including host and nearby communities of the programs (Monrovia, Gbarnga and Buchanan); partners such as NARDA, YCWL, YMCA, and networking with specialized agencies like USAID and EU Public Relation unit, etc.

LOIC also shares information with these partners. The Ministry of Education and the Ministry of Finance and Development Planning are the line ministries that LOIC is engaged and shared information with for now.

Output 3.0: Outdated Equipment and Program. Modern equipment to cope with the reality of time in terms of modern technology is still a serious challenge with the three program areas, especially in Gbarnga. Electricity, R&A, and Masonry Trades have been equipped with modern equipment. Plumbing, Masonry and Carpentry were re-designed as well as General Construction; tie-dying, pastry and cooking are re-designed and called Home Economics.

Output 4.0: Capacity Development. All LOIC staffs from the three programs have had and continue to benefit from internal training. IECD and AITB are continuously providing training to LOIC staffs based on training needs. One LOIC staff is in Zambia on study. The institution

has not conducted periodic staff evaluation/assessment. It is contemplating to conduct periodic staff's assessment/evaluation and establishment of M&E system before the closure of the strategic plan in 2023; updating of administrative policies is ongoing.

Output 5.0: Sustainability plan. The implementation of the plan is ongoing.



LOIC Staff 2022

1. INTRODUCTION

1.1. STRATEGIC PLAN BACKGROUND

The Liberia Opportunities Industrialization Center (LOIC) is one of the largest non-governmental technical vocational education institutions in the country. The institution was incorporated as a non-profit manpower development training organization, designed to assist communities in reducing unemployment and underemployment which was crafted out of the International OIC in 1977. LOIC specializes in providing technical vocational education training (TVET), counseling, and internship placement/follow up services to fellow Liberians to attain their full potentials. LOIC has trained over 60,000 individuals, many of whom are now fully employed. Apart from the Monrovia Center, LOIC operates Satellites in Gbarnga (Bong County) and Buchanan (Grand Bassa County).

Training cycles go for a period of sixteen months, including four months on-the job training prior to graduation. Outstanding trades operated at the Monrovia center and the two satellite stations include: General Construction (Masonry, Carpentry and Plumbing), Tailoring, Welding, Electricity, Home Economics, Cosmetology, General Agriculture, Computer Literacy, and Small Engine/Auto Mechanics. Additionally, all trainees undergo Small Enterprise Development training, life skills training, and are offered psycho-social service.

LOIC has operated in the following counties Bopolu (Gbarpolu), Harper (Maryland), Foya and Voinjama (Lofa County), Fishtown (River Gee) and Tubmanburg (Bomi), Gbarnga (Bong), Buchanan (Bassa) and Monrovia Center before the implementation of the Strategic Plan. Lack of funding to support the operation of the Center has pressurized these satellites to be dormant.

However, LOIC with technical support from their network coordinator NARDA, and funding from the German Government through their Partner *Bread for the World* developed the five years strategic plan back in 2018. This five years plan seeks to provide strategic guidance for LOIC work in the Monrovia center, Gbarnga and Buchanan satellites for the period March 2018 – March 2023. It has branded LOIC with the changing realities of our time and helped LOIC to measure maximum result and help to reach the centers' mission for the period.

1.2 STRATEGIC PLANNING RATIONALE AND CONTEXT

Since its inception in 1977, the Liberia Opportunities Industrialization Center (LOIC) main purpose has been to help meet the needs of the Liberian people, by contributing towards a reduction in unemployment and underemployment. Considering the effects of the long Liberian civil war and considering the present state of the Liberian economy; and also the present Government's Pro-poor Agenda, the acquisition of employable vocational skills is a pre-requisite to national development. The development of vocational skills has been and remains a critical component of LOIC's human resource development strategy to address poverty; unemployment and underemployment; and the building of a skilled work force that will render Liberians live up to their full potentials. LOIC has positioned itself to advance GoL's Pro-poor Agenda, by using vocational skills training as an economic revitalization pathway; poverty reduction, as well as building sustainable peace in the country.

As the needs and expectations of the people keep growing, so too is the demand for service delivery. Increasing demand for TVET services had it that LOIC decided in 2018 to reaffirm the mission and to address fundamental questions such as:

- What objectives should LOIC prioritize to make the best use of her skills and resources?
- What kind of organizational structure best allows LOIC to fulfill her mission?
- How should LOIC best craft her identity and message to maximize effectiveness and sustainability?

1.3 STRATEGIC DIRECTIONS IDENTIFIED

To address these core questions, LOIC developed five major areas as strategically significant. It was anticipated that the identified strategic priorities would help define who LOIC is and where they hope to be in the next five years as an institution. These strategic priorities were crafted based on critical thinking of the organization’s historic role, the national and socio-political and economic situations in 2018, programmatic initiatives, and the prevailing needs of the population served (the youth).

The strategic directions are:

1. Public Relations
2. Stakeholder Engagement
3. Outdated Equipment and Programs
4. Capacity Development
5. Sustainability

1.4 PROJECT OBJECTIVES

It was agreed within the Five-Year Strategic Plan to have a mid-term evaluation of the plan by an external consultant. Due to the COVID-19 pandemic this had to be postponed as other activities addressed in the strategy could not be conducted as planned earlier.

The general idea of the mid-term evaluation is to provide LOIC with an understanding where LOIC stands with the Strategic Plan and identify priorities of the plan that can be reached within the remaining time until end of 2023.

The evaluation should also provide insights into the opportunities and obstacles that came with the inception of the Strategic Plan, externally and internally of the organization.

Specific objectives of the mid-term evaluation are:

1. How far has each strategic area identified been reached and what remains to be done
2. How far has the goal been reached, that the five strategic issues, ranked by their deemed importance, “all subsequent LOIC’s operational or tactical planning and resource allocation shall be based on these five strategic priorities over a period of five years.”
3. The appropriateness of the project strategies and the implementation design has been reflected upon and recommendations for the organisations’ future strategies made.

1.5 SCOPE OF THE EVALUATION

LOIC Management Team is required to undertake a midterm evaluation (MTE) according to the requirements and standards established by Bread for the World and LOIC under the Strategic Plan. However, the period covered in this evaluation is March 2018 – March 2022. The reason why the MTE is beyond the midpoint of the execution of the Strategic Plan is due to the COVID 19 pandemic as well as lack of funds.

This evaluation was an assessment of the overall project execution and its progress towards the fulfillment of its established objectives, outcomes and outputs as indicated in the plan's document. Based on the evaluation of the plan through documents review, and interviews, the evaluation team made recommendations for possible implementation of the strategic direct to be made during the second half of the project's execution period, in order to achieve its objectives and its expected outcomes.

The project development and effectiveness were evaluated based on the indicators established in the strategic plan and in the corresponding means of verification.

2.0 EVALUATION METHODOLOGY AND ACTIVITIES

The consultant conducted the evaluation using the cross-validation methodology which combines LOIC internal documents review along and the use of quantitative/qualitative data collection methods involving a sample of interviews and/or online survey among staff and board members. Interviews were conducted with the management team, board members and support staff from all programs. The methodology includes an MTE finding, SWOT analysis, lesson learnt, conclusion, and recommendations.

The following activities were proposed to guide the MTE team in preparing the methodology:

1. Developed data collection tools/instruments used to collect data and revision of available project documents.
2. Used data collection tools to collect data from LOIC staffs and Board of Directors.
3. Conduct data collection instrument and collect data on evaluation questions.
4. Analyzed data using excel spreadsheet software package, draft preliminary and final report and submit to LOIC.
5. Incorporated comments and inputs of LOIC management and submit a final report to LOIC follow by power-point presentation.

2.1 DATA COLLECTION PROCEDURE

The Cockram Formula was used to determine the sample size of 26 participants involved in the data collection out of associable population of 82 staff. The management team comprised of 10 persons and 3 board members who participated in the Key Informant Interview (KII) and 12 support staff who participated in the Focus Group Discussions (FGDs): 8 persons from Monrovia office, 3 from Gbarnga office and 1 person from Buchanan. The FGD was left out of 2 staff from

the Buchanan station to complete the targeted the number of 3 persons.

2.2 ACTIVITIES: CONSULTANCY SCHEDULE

NO	DELIVERABLES	DUE DATES	
1	Submission of Consultant Technical and financial proposals	September 26, 2022	
2	Awarding and signing of contract	October 3-5, 2022	
3	Meet with the Strategic Plan Implementation Team, Staff at LOIC compound to collect available documents for revision	October 10, 2022	
4	Hold MTE inception meeting with LOIC management team	October 28,2022	
5	Prepare mid-term evaluation data collection tool	November 8-11,2022	
6	Working session to collection information to collect information on accessible population form LOIC MTE.	November 8, 2022	
7	Validation of MTE data collection tools by LOIC	November 12-14,2022	
8	Sign midterm evaluation contract	October 14,2022	
9	Incorporate comments /imports from LOIC to the data collection tools	November 15,2022	
10	Validate assessment tools by LOIC management	November 11-17,2022	
11	Printing of questionnaires to start data collection at LOIC Monrovia office with (Management & other staffs)	November 18,2022	
12	KII (Executive Directors, Administrators& Public Relation officer)	November 22,2022	
13	KII (Monrovia program manager, Buchanan Program Manager & Gbarnga program manager)	November 23,2022	
14	KII (Training Manager, Financial Director)	November 24,2022	
15	1 st FGD (7 persons)	November 24,2022	
16	2 nd FDG (6 persons) & Chairman & Acting Secretary	November 28,2022	
17	Co-Chair, Chaplain & one member of the board	November 30,2022	
18	Import data to data analysis data collect spread sheet and analyze data	December 1-3,2022	
19	Compilation, preparation of MTE preliminary report	December 5-9,2022	
20	Submission of MTE preliminary report to LOIC management team for review import and comments	December 8,2022	
20	Submission of MTE preliminary report to LOIC management team for review import and comments	December 8,2022	
21	Review comments& imports from LOIC management team into the MTE preliminary report	December 8,9 & 12, 2022	
22	Incorporate comments& imports from LOIC management team into the MTE preliminary report	December 13,2022	
	Submit final Report	December 14,2022	
24	MTE Power point presentation to LOIC management team (using SWOT analysis)	December 15,2022	

3.0 STAKEHOLDER PARTICIPATION

Table 1: LOIC Board Members

Name	Position	eMail	Telephone
Mr. Joseph K. Duwor	Board Chairman	jkduwor@gmail.com (aitraingbureau@yahoo.com)	088 654 3745
Counselor Robert G. Freeman	Co-Chairman	robertfreeman@gmail.com	077 632 8381
Father A-Too Williams	Chaplain	geoatoo@gmail.com	077 751 3671
Hon. Dester Zeogar Wilson, Minister of Youth & Sports	Member	zeogarw@yahoo.com	
Mr. Pius Sie	Member	Piussiel@gmail.com	088 655 1157
Cllr. Charles D.F. Karmo, II	Member	Charlesdfkarmoi@gmail.com	
Mr. Perry D. Brown, Jr.	Member	pbrown@lecliberia.com	077 617 7428
Mr. J. Clarence C. Blapooh	Member	honblapooh@yahoo.com	088 655 4732
Mrs. Marie S. Kolenky	Member	marie.kolenky.loic@gmail.com	088 653 0723

Table 2: Present LOIC Management Team (January 2023)

#	Name	Position	Telephone	Email Address
1	Marie S. Kolenky	National Executive Director	0886530723/ 0776619249	marie.kolenky.loic@gmail.com
2	Ellis I. S. Kiazolu	Finance Director	077 614 4234	ellis.kiazolu.loic@gmail.com
3	Preston Jackson	Personnel Director	077 687 7119	preston.jackson.loic@gmail.com
4	W.Tolbo Weay	Monrovia Program Director	077 014 3917	tolbo.weay.loic@gmail.com
5	Peter Toomann	Gbarnga Satellite Training Manager	077 789 3190	peter.toomann.loic@gmail.com
6	J. Orlando Dolo	Buchanan Satellite Training Manager	077 701 7568	olando.dolo.loic@gmail.com
7	Awee J. Fredricks	Executive Secretary	077 045 4117	awee.fredricks.loic@gmail.com

Table 3: LOIC Staff Statistic (2020/2021)

NO	LOIC Program/ Satellite	Number of Staff	Number of Male	Number of Female
1	LOIC National Administrative Office	17	13	4
2	LOIC Monrovia Program	20	16	4
3	LOIC Gbarnga Satellite	15	12	3
4	LOIC Buchanan Satellite	17	14	3
	Total	69	55 (79,7%)	14 (20,3%)

4.0 STUDENTS STATISTIC

Students' data are significant elements of the strategic plan implementation. The data capture students' enrolment and those who graduated in 2020/2021 and 2021/2022 cycles respectively.

4.1 GBARNGA PROGRAM

The table below shows that 158 students enrolled during cycle 2020/2021; males were 97 students which constituted 61.3%; females 61 students amounting to 38.6%; electricity department had the highest enrolment of 48 students amounting to 30.4%; cosmetology department had the lowest enrolment of 21 amounting to 13.3%.

During the period in review, 118 students graduated; males were 62 which constituted 53%; females were 56 students which constituted 47%; electricity department had the highest graduates of 31 students amounting to 26.3%; masonry department had 16 students amounting to 13.6%.

Table 4.0 Cycle 2020/2021

Trade Area	Enrolled		Graduated			Total
	2020-2021		Total	2020-2021		
	M	F		M	F	
Auto Mechanics	30	4	34	19	4	23
Cosmetology	1	20	21	1	17	18
Home Economics	1	27	28	1	27	28
Electricity	44	4	48	27	4	31
Masonry	22	1	23	15	1	16
Agriculture	0	0	0	0	0	0
Plumbing	29	5	34	23	3	26
Total	97	61	158	62	56	118

The table below shows that 103 students enrolled during cycle 2021/2022; males were 59 students which constituted 57.3%; females were 42 students amounting 40.7%; masonry department had the highest enrolment of 32 students amounting to 31.1%; agriculture department had the lowest enrolment of 4 amounting to 3.9%.

During the period in review, 85 students graduated; males were 51 which constituted 60%; females were 34 students which constituted 40%; masonry department had the highest graduates of 22 students amounting to 25.9%; agriculture department had the lowest graduates of 3 students amounting to 4%.

Table 5: Cycle 2021/2022

Trade Area	Enrolled			Graduated		Total
	2021-2022		Total	2021-2022		
	M	F		M	F	
Auto Mechanics	6	2	8	6	0	6
Cosmetology	0	18	18	0	14	14
Home Economics	0	19	19	0	16	16
Electricity	0	0	0	0	0	0
Plumbing	28	4	32	27	3	30
Agriculture	4	0	4	3	0	3

Masonry	21	1	22	15	1	16
Total	59	44	103	51	34	85

4.2 MONROVIA PROGRAM

The table below illustrates that 251 students enrolled during cycle 2020/2021. Males were 223 which constitutes 88.8% while females enrolment was 28 amounting to 11.2%; electricity department had the highest enrolment of 86 students amounting to 34.3%; tailoring department had the lowest enrolment of 12 students amounting to 4.8%. During the period in review, 198 students graduated. Males were 181 which constituted 91.4%; females were 17 students which constitutes 8.6%; electricity department had the highest graduates of 66 students amounting to 33.3%; tailoring department had the lowest graduates of 6 students amounting to 3.0%.

Table 6: Cycle 2020/2021

Trade Area	Enrolment			Graduated		Total
	2020-2021		Total	2020-2021		
	M	F		M	F	
Auto Mechanics	18	2	20	13	2	15
Cosmetology	0	0	0	0	0	0
Home Economics	0	0	0	0	0	0
Electricity	79	7	86	64	2	66
General Construction	34	0	34	28	0	28
R & A	41	2	43	36	2	38
Plumbing	41	2	43	31	2	33
Tailoring	0	12	12	0	6	6
Computer	10	3	13	9	3	12
Total	223	28	251	181	17	198

The table below demonstrates that 275 students enrolled during cycle 2021/2022. Males were 212 which constitutes 77.1%, while female enrolment were 56 students amounting to 22.9%; electricity department had the highest enrolment of 84 students amounting to 30.5%; cosmetology department had the lowest enrolment of 10 students amounting to 3.6%. During the period in review, 258 students graduated. Males were 205 which constituted 79.5%; females were 53 students which constitutes 20.5%. Electricity department had the highest graduates of 83 students amounting to 32.2%; cosmetology department had the lowest graduates of 3 students amounting to 1.2%

Tables 7: Cycle 2021/2022

Trade Area	Enrolment		Total	Graduated		Total
	2021-2022			2021-2022		
	M	F	M	F		
Auto Mechanics	26	4	30	23	4	27
Cosmetology	0	10	10	0	3	3

Home Economics	0	24	24	0	24	24
Electricity	78	6	84	78	5	83
Plumbing	40	7	47	39	7	46
R & A	34	0	34	34	0	34
Computer	0	0	0	0	0	0
Tailoring	1	10	11	1	10	11
Gen. Construction	33	2	35	30	0	30
Total	212	63	275	205	53	258

4.3 BUCHANAN PROGRAM

The table below depicts that 222 students enrolled during cycle 2020/2021. Males were 162 which constitutes 72.9%, while female enrolment was 60 amounting to 27%; department with the highest enrolment was electricity with 51 students translating to 23% and agriculture and welding had the lowest enrolment with 10 students respectively amounting to 4.5%.

During the same cycle the total of 166 students who graduated constituting to 74.1%. Out of the total Number of students who graduated, males were 123 constituting 74.1% and females were 43 constituting 25.9%. The electrical department had the highest graduates with 40 constituting 24.1%; welding department had the lowest graduates of 7 constituting 4%.

Table 8: Cycle 2020/2021

2020/2021		Enrolled			Graduated		
#	Department	M	F	Total	M	F	Total
1	Electricity	49	2	51	39	1	40
2	Plumbing	19	6	25	16	4	20
3	Building Trade	19	0	19	12	0	12
4	Auto Mechanic	35	10	45	28	7	35
5	Home Arts	0	25	25	0	19	19
6	Computer Sciences	24	15	39	15	10	25
7	Welding	9	1	10	6	1	7
8	Agriculture	9	1	10	7	1	8
	Total	162	60	222	123	43	166

The table below portrays that 222 students enrolled during cycle 2021/2022. Males were 153 which constituted 68.9%, while female enrolment was 69 amounting to 31.1%; auto-mechanic department had the highest enrolment of 53 students amounting to 23.9%; welding department had the lowest enrolment amounting to 4.1%

During the period in review, 166 students graduated. Males were 113 which constituted 68.1%; females were 53 students which constituted 31.9%. Auto-mechanic department had the highest graduates of 42 students amounting to 25.3%; welding department had the lowest graduates of 4 students amounting to 2.4%.

Table 9: Cycle 20 (2021/2022)

2021/2022		Enrolled			Graduated		
#	Department	M	F	Total	M	F	Total
1	Electricity	45	2	47	33	1	34

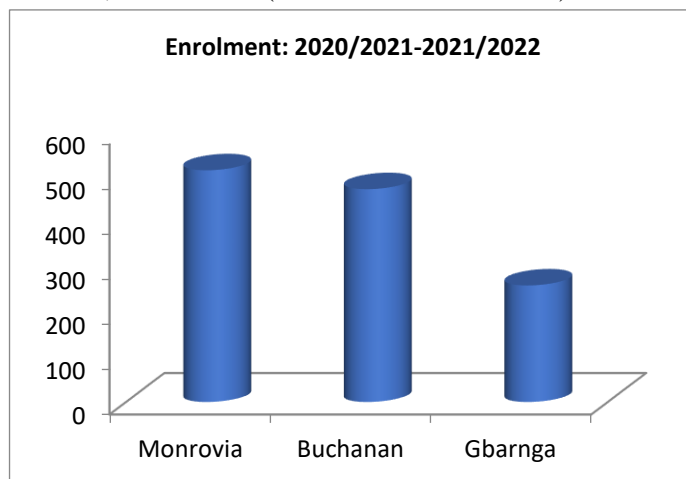
2	Plumbing	22	10	32	13	8	21
3	Building Trade	15	5	20	9	2	11
4	Auto Mechanic	39	14	53	32	10	42
5	Home Arts	0	22	22	0	19	19
6	Computer Science	24	15	39	22	13	35
7	Welding	8	1	9	4	0	4
8	Agriculture	0	0	0	0	0	0
Total		153	69	222	113	53	166

5.0 SUMMARY OF STUDENT’S STATISTIC:

The table reveals summary of student’s enrolment and those who graduated during Cycle 19 and Cycle 20 (2020/2021 and 2021/2022) for the three programs (Monrovia, Buchanan and Gbarnga). According to the statistics, the total of 1247 students enrolment during the two cycles: Males were 972, constituting 77.9%, Females were 275, constituting 22.1%. The number of students who graduated the two cycles was 1,003. Males were 809 constituting 80.7%, female were 194 amounting to 19.3%. 1,013 students graduated; Males were 809 constituting 79.9%. Females were 204 amounting to 20.1%.

The chart below demonstrates that out of the 1,247 students who enrolled in the three programs during Cycles 2020/2021-2021/2022, Monrovia Program had the highest enrolment of 515 students amounting 41.3%, followed by Buchanan with 473 students’ constituting 37.9%; Gbarnga satellite station had the lowest enrolment of 259 students’ constituting to 20.8%.

Chart 1: Student Statistics, Enrolment (2020/2021-2021/2022)



The chart below illustrates that out of the 1,013 students who graduated in the two programs during Cycles 2020/2021-2021/2022, Monrovia Program had the highest graduates of 456 students’ constituting to 45.0%; Gbarnga satellite Station had the lowest graduates of 193 students constituting to 19.1%, followed by Buchanan Satellite station 364 constituting 35.9%.

Chart 2: Students’ Statistics, Graduates (2020/2021-2021/2022)

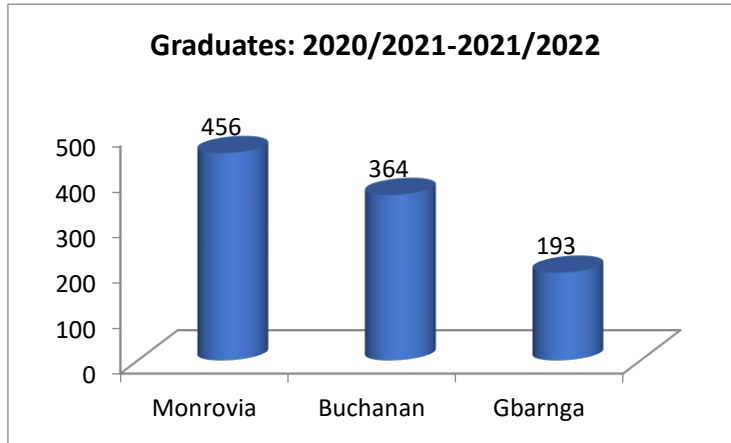


Table 10: Summary of student’s statistic details

Description	Monrovia Program			Buchanan Program			Gbarnga Program			Grand Total
	2020/2021	2021/2022	Total	2020/2021	2021/2022	Total	2020/2021	2021/2022	Total	
STUDENT ENROLEMENTED										
Male	223	208	431	162	223	385	97	59	156	972
Female	28	56	84	60	28	88	61	42	103	275
Sub Total enrolment	251	264	505	222	251	473	158	101	251	1,247
STUDENTS GRADUATED:										
Male	181	205	386	123	181	304	62	57	119	809
Females	17	53	70	43	17	50	56	18	74	194
Sub Total enrolment	158	258	356	166	198	364	118	75	193	1,003

6.0 FINDINGS

The LOIC Strategic Plan was developed in March 2018 and should end in March 2023, a five (5) years plan. The plan has five (5) strategic directions with strategic priorities or interventions. The project was designed to have a Mid-Term Evaluation (MTE) and End of Project Evaluation (EOPE) or to produce Project Completion Report (PCR). However, the individual consultant was hired to conduct the Mid-Term Evaluation. The MTE as the name reflects should have been conducted earlier than now. In view of the afore mentioned, the institution informed the evaluation team that reason for the delay was based on some risk factors beyond their expectation, especially the COVID-19 pandemic. Thus, **the MTE covers the period from March 2018 – March 2022.** Below are the Strategic Priorities including the interventions and the narrative of the findings according to responses from respondents interviewed during the data collection.

STRATEGIC PRIORITY ONE: PUBLIC RELATION	
<i>Goal: Increase public awareness on LOIC activities at all levels</i>	
OUTPUT	IMPACT NARRATIVE
Output 1.0: Public Relation	
1.1: Establish a public relations section / department	<p>The respondents responded that since LOIC was founded in 1977 there has been no publicity strategy to promote the quality of activities it has performed to the public. As a result, there are so many good things done that are left unnoticed. However, in an effort to promote LOIC many activities a public relation office was established in January 2021 with one (1) staff occupying the position as Public Relation Officer.</p> <p>Based on the establishment of this department, most of the respondents responded that there has been a widespread publicity and information dissemination in host communities and communities that are closer to program areas, nearby counties (Nimba, Lofa, and Margibi). They said this development has led to massive enrollment of students at the three program areas during the implementation of the Strategic Plan as compared to previous enrollment before the plan.</p>
1.2: Develop Community and media outreach program	<p>Community Program:</p> <p>Members of the Management Team asserted that an effective community outreach program has been developed in the three program areas. The program is comprised of one national coordination counselor and two counselors in each program/satellite. They are responsible to directly engage host communities and other communities that are closer to the three program areas. According to the National Counselor, they are engaged with 30 communities (10 communities per functional LOIC program area). At the community levels, the following activities are carried on: Creating sensitization and awareness on LOIC recruitment activities with elders, chief, community members, etc. The community program is intended to publicize and mobilize new cycle of students for recruitment.</p> <p>According to most respondents, the program has encouraged individuals, parents, family members, politicians and organizations to send and sponsor desirable</p>

	<p>students to attained technical vocational training skill and knowledge to enhance their potential for employability and to become entrepreneur.</p> <p>Media Program:</p> <p>The media program is focused to publicizing LOIC activities at the three program areas. The respondents responded that the following media interventions are carried on which includes jingles and talk shows. At the Monrovia program areas jingles and talk shows are aired through ELBC, True FM, Liberty Radio, ECOWAS Radio; Buchanan radio stations include Magic FM, Radio Gboazon and Ablijay FM; Gbarnga radio stations include YMCA Radio and Hot 107 FM. The following people have participated in the talk show: Executive Director, counselors, managers, people from small enterprise department (SED) et.al.</p> <p>The respondents stated that the talk shows and jingles have motivated the following personalities to develop interest to sponsor desirable students to attained technical vocational education at LOIC: YMCA, Law Makers such as Hon. Nyongble Kangar Lawrence, Judge Boima Kentoe, Psalm 183, etc.</p>
<p>1.3: Develop and publish LOIC facts sheets</p>	<p>The Public Relation Officer (PRO) explained that the fact sheets are in the form of brochure, flyers, banners and stickers that are used to buttress information dissemination and mobilized the host communities and communities closer to the program areas, especially during the process of students’ recruitment. They are distributed to members of the community leaders, elders, family members, and some are posted at key areas in the community. They provide information about the essence of the various trades/technical vocational training areas offer by LOIC. Additionally, information is provided on small enterprise development and psychosocial services as well as background of LOIC and other activities relating recruitment.</p> <p>The interviewers understood that the fact sheets stimulate and motivate community dwellers including parents, people who are delighted to sponsor interested students who will cease the opportunity to prepare themselves for employability and to become entrepreneurs.</p>
<p>1.4: Organize and initiate trade fairs</p>	<p>The respondents responded that the three program areas organized and initial trade fairs at the end of every cycle at the various campuses before graduation are held.</p> <p>They stated that the trade fairs are in the form of exhibition. According to them, during this activity, each technical vocational training department show case the quality of work that students in their respective department produced. They said the trade fairs bring together entities where they do their internship. E.g., Acelor Mittal, Hotel Buchanan, Cape Plaza, Crown Hotel, Jungle Energy Power, Liberia Agriculture Company. Others are National Housing Authority, Ministry of Youth and Sports, Ministry of Education. Guests at the trade fairs purchase some products.</p>

<p>1.5: Upgrade website, social media, etc.</p>	<p>Website: The respondents responded that LOIC has upgraded its website which is available and opened to all LOIC staff including the three program areas. The website link is www.tvetloic.org. She alluded that the website depicts LOIC background, data about enrollment, graduation, internship, various staff, information regarding the three program areas, etc. 18 staff out of the 22 Key Informant Interviewees and Focus Group Discussants admitted having access to the website translating to 82% excluding the board members, while 4 staff amounting to 18% said they do not have access to the website. Those who have access said the website enables them to be expose to information about LOIC activities such as recruitment processes, trade offer and all about LOIC.</p> <p>Social Media: The respondent also admitted to an upgraded social media. The platform link is loic.org. It features Facebook, Google Maps and YouTube. The social media serves similar role as the website. 13 staff out of the 25 Key informant interviewees and Focus Group Discussants consisting of 52% including the management team and some of the focus Group Discussants said they have access to the platform. The remaining 48% said they do not have access to the social media. The respondents stated that the social media nationally and globally disseminates cardinal information about LOIC activities.</p>
<p>1.6: Establish linkages with local satellite stations</p>	<p>All the respondents comprising the management team and the support staff acknowledged that the public relation office has developed a strategic communication system that establishes linkages amongst the satellite station along with the Monrovia program office. According to them, zooming, internet services and individual Email addresses have been established for staff participation in various forms of communication to one another at all times. The respondents informed the interviewers that the established linkages have brought about zooming discussion involving staff from the three program areas on problems and issues pertinent to the development of LOIC. They alluded that creating individual email addresses has also added value to easy commination in term of report submission, sending messages. Another linkage spoken about was bringing staff of the program areas together for workshop, seminar and retreat at a designated time and place.</p>
<p>1.7: Established marketing and social services</p>	<p>The management team asserted that up to date marketing and social services have not been established. Documents reviewed, revealed that delay in the implementation of the sustainability plan has led to delay in the establishment of the marketing and social services.</p>
<p>STRATEGIC PRIORITY TWO: STAKEHOLDER ENGAGEMENT <i>Goal: Strengthen LOIC relationship with GoL, donors and other stakeholders</i></p>	

OUTPUT 2.0: Stakeholders Engagement	
2.1: Attend sector coordination meetings	<p>Respondents, especially the management team revealed that sector coordination meetings are conducted at three level:;1) the community, involving the thirty communities near and closer to the program areas; 2) line ministries including Education (MOE), Youth and Sport (MYS), and Finance and Development Planning (MFDP); 3) International Non-governmental Organization such as UNESCO, USAID, etc. Some of them clearly stated that most of the coordination meetings are conducted at the community level as stated in public relation output 1.0.</p> <p>They explained that coordination meetings at the community level were conducted by the counselors. They said that meetings with community leaders and members influence and encourage them to participate in the recruitment of students during enrollment of students for the next cycle.</p>
2.2: Re-connect linkages with lines ministries and agencies	<p>Line ministries:</p> <p>Most of the respondents responded that number of line ministries require to be integral part of the implementation of LOIC Strategic Plan have not provided the quality of support to LOIC by mean of political will in term of coordination and lobby for financial support such as Ministry of States for Presidential Affair (MOPA), Ministry of Youth and Sports (MYS).</p> <p>The Management Team stated that LOIC processes reports, mainly financial liquidation to Ministry of Finance and Development Planning (MFDP) through the Ministry of Education. According to them this liquidation is done for USD \$15.000,00 based on MFDP allotment of USD 30.000,00 in 2022 budget.</p>
	<p>Agency:</p> <p>The respondent alluded that LOIC has shared reports with special agencies since the inception of the Strategic Plan such as USAID, EU, NARDA, NEAL, YMCA etc.</p>
2.3: Share information on LOIC’s activities with other partners	<p>Main actors of LOIC informed the interviewers that LOIC shares information with the following partners: USAID, European Union Public Relation Unit, NARDA, YMCA, YOCEP etc.</p> <p>Respondents responded that the purpose for sharing LOIC information with partners is to ensure accountability, transparency and efficiency as well as show case the value of money. They insisted that this action encourages donors to give more support to operate the institution.</p>
2.4: Make regular reports to stakeholders and partners	<p>The respondents mentioned that regular reports are made to MFDP through MOE. They said these reports are made in order for the MFDP to disburse allotment to LOIC.</p>
<p>STRATEGIC PRIORITY THREE: OUTDATED EQUIPMENT AND PROGRAM Goal: Improve training facilities and equipment to enhance productivity</p>	

OUTPUT 3.0: OUTDATED EQUIPMENT AND PROGRAM	
3.1: Design new curriculum	Program areas heads revealed that new curriculum has not been designed but curriculums are reviewed and updated after every three years to meet up with reality of the time.
3.2: Purchase new/modern equipment	<p>Responses from respondents of the three program areas are as follows:</p> <p>Monrovia program: New/modern equipment was purchased for tailoring, general construction, and R&A</p> <p>Buchanan program: The purchase of gas stove and equipment for electricity equipment to set up electrical laboratory.</p> <p>Gbarnga program: No response to the purchase of new/modern equipment.</p> <p>The respondents admitted that the modern equipment added value to the instructor work and have impacted student’s skill and knowledge to do quality works in order to produce quality products.</p>
3.3: Train the trainers in the usage of modern equipment	<p>The trainers said that their capacity has been developed to the usage of the new/modern equipment except the gas store that was purchase for Buchanan program.</p> <p>The trainers admitted that the enhancement of their capacity to use the modern equipment has shape and improved their instructional skills and knowledge as technical vocational instructors.</p>
3.4: Review and re-design programs	<p>The head of the program areas admitted to reviewing and re-designing program. They explained that trades such as plumbing, carpentry and masonry that were standing alone have been re-designed as general construction; tie-dying, tailoring, cooking and pastry are re designed as home economics.</p> <p>Respondents said the re-designing of curriculum has enable students’ capacity to develop substantial skill and broad knowledge which has enhanced their ability to perform and produce quality products and works.</p>
3.5: Effectively train trainers to be competent in order to enhance their performances	<p>The three programs’ heads responded that trainers of programs have been effectively trained to improve their competencies to improve their performances. These trainings were about effective planning of lesson, classroom management, pedagogies, etc.</p> <p>Program heads asserted that instructors who acquired these effective training has enabled them to be competent to have advantage over classroom presentation and control.</p>
STRATEGIC PRIORITY FOUR: CAPACITY DEVELOPMENT	
<i>Goal: To strengthen the capacity of LOIC to effectively and efficiently meet its mandate</i>	
OUTPUT 4.0: CAPACITY DEVELOPMENT	
4.1: Identify training needs and resources	Heads of various programs said that identification of training needs is basically institutional. Staffs are identified and send for training

	<p>when institutions such as IECD, AITB request LOIC to send staff for training. Upon this request staffs from departments who need such training are sent.</p> <p>They observed that as the result of these training staff's capacities were developed and improved. These trainings have upgraded their skill and knowledge to adequately perform in their various areas of instruction.</p>
4.2: Staff Development Provide orientation workshops for training managers	<p>The management team ascribed that all recruited staffs are orientated in their specific area of recruitment.</p> <p>They said that orientation provides an opportunity to have first-hand information about the area of assignment and LOIC.</p>
4.3: Establish mentorship/coaching (utilizing our internal expertise)	<p>The respondents responded that mentoring and coaching are done for support staff as they perform their roles and responsibilities in the institution.</p>
4.4: Seek opportunities for external short-term trainings or seminars	<p>According to the management team, since the implementation of the Strategic Plan, one person has travel to Gambia for short term study.</p>
4.5: Conduct periodic assessment/staff evaluation	<p>According to the management team, periodic assessment has not been conducted since the implementation of the Strategic Plan</p>
4.6: Strengthen Board Committee	<p>According to the board members they have not been strengthened. In fact, one of the members said according to LOIC constitution, board members should have been 15-30 persons. But there are only 5 active members. All of them are still on the board because of passion. They alluded that government supports to LOIC prior to the inception and implementation of the Strategic Plan they have advocated with the National Government for support to LOIC result was fruitful. At the time government allocated the amount of seven hundred thousand Dollars (700,000) and that was before 2018. Since then, as reduced the amount to thirty thousand Dollars (30,000) which is very difficult to receive upon request.</p>
4.7: Recruit additional program staff	<p>Eight new staff was recruited during time period of the MTE: five in Monrovia, two in Buchanan, one in Gbarnga. None of the staff was additional but replacing previous staff.</p>
4.8: Establish M&E system	<p>M&E system is not established</p>
4.9: Establish learning exchange programs	<p>Learning exchange program was established with UNESCO& IECD and AITB and staff of all of the departments was afforded the opportunity to undergo training in their respective trade areas</p>
4.10: Update Administrative Instruments	<p>Up grading of administrative Instruments are not going</p>

4.11: Review all administrative policies	Administrative policies are under review
STRATEGIC PRIORITY FIVE: SUSTAINABILITY	
<i>Goal: To Ensure continuity in the operations of LOIC</i>	
OUTPUT 5.0: Sustainability Plan	
5.1: Establish auto-service centers	Has not been implemented
5.2: Construct and provide guest housing services	Has not been implemented
5.3: Provide contractual and catering services	Has not been implemented
5.4: Re-establish LOIC Work Brigade	Has not been implemented
5.5: Provide livestock and extension services	Has not been implemented
5.6: Provide farmers resource center	Has not been implemented
5.7: Cultivate agricultural products for marketing	Has not been implemented
5.8: Revitalize dormant Satellites	Satellites that have not been revitalized: Bopolu (Gbarpolu), Harper (Maryland), Foya and Voinjama (Lofa County), Fishtown (River Gee) and Tubmanburg (Bomi).

7.0 SWOT ANALYSIS

7.1. STRENGTH

1. LOIC was found to have a committed Board of Directors, especially those independent members who gave their time and professional support including legal services for the upkeep of the organization.

2. It is necessary for the senior management and the staff continue to build a family-like working environment that serve as social bonding uniting them one with another.

3. The psychosocial counseling unit is one section of the organization that is vibrantly supporting the management and staff, and trainers and trainees’ relationship.

LOIC is well structured with clear roles and responsibilities layout. It has a high standard of credibility given the delegated and good understanding staff base.

4. LOIC is present in five counties with visible infrastructure and parcels of exploitable land space.

5. The potential for growth, expansion and diversification is possible given the organization’s strong assets (physical structures) in all of its operating areas.

5. LOIC has a long-standing profile, and it is known for providing vocational and skills

development in Liberia.

6. LOIC's graduates are outstandingly recognized in the job market in Liberia, and the institution has a good working relationship/partnership with certain multinational companies who serve as job placement and employment entities.

7.2. WEAKNESS:

1. The issue of sustainability is critical for the institutional growth given the availability of resources relative to land ownership, well-structured facilities, and marketable skills.
2. LOIC is heavily depended on donor and government support to carry out its training programs.
3. The organization is weak in resource mobilization and has no defined fundraising strategy.
4. Engagement and collaboration with partners lies at the lower end of the organization as much is not done to build real partnership with government,
5. The absence of Monitoring and Evaluation system avoided routine monitoring of the implementation of the strategic priorities and direction as the result the plan was not guided during the first half of the plan implementation.

6. Limited number of Board members of 5 persons instead of 15 or 30 persons has the tendency to cause productiveness of the members

7.3. OPPORTUNITIES:

1. Government's commitment of prioritizing youth development in its Pro-poor development agenda and the advocacy to have TVET gains an autonomous status present opportunity for LOIC.
2. LOIC partnership engagement with corporations and private institutions to attract social corporate funding internally, especially an investment to the sustainability plan is worth pursuing.
3. Government resuscitation of budgetary allotment for LOIC as it has been before 2018 that was the amount of USD \$700,000. The resuscitation will require political will by certain line ministries including office of the Ministry of State for Presidential Affairs, Ministry of State without Portfolio, Ministries of Education, Youth and Sports, and Finance, Development and Planning to continuously support LOIC activities.

4. Establishment of a Monitoring and Evaluation (M&E) system to convince and inform donors that funding made available to implement project interventions will be guarded, there will be accountability with transparency and value for money.

7.4. THREATS:

1. Equipment in some programs, especially Gbarnga is out-dated. As technology advances, there is need for upgrading program with appropriate mechanisms cannot be overlooked.

8.0 LESSONS LEARNT

The Mid-term evaluation was based on a combination of document review that included reports, literatures followed by qualitative and quantitative interviews. From these exercises, the following lessons were learnt which include but not limited to the following about LOIC:

1. The centre is one of the largest non-governmental and non-for-profit technical vocational education institutions and manpower development training organization in the country.
2. The institution provides technical vocational training that is reducing unemployment and under-employment and transforming Liberians and other nationals to become entrepreneurs and have access to employability.
3. The center's five years strategic priorities, especially the public relation - effective information dissemination for students' recruitment and establishment of other platforms -, stakeholder engagement particularly with partners and internal staff capacity development achieved their expected objectives and outcomes.
4. That much work was not done on strategic priorities outdated equipment, without updated and/or modern equipment it is difficult if not impossible for vocational training institution like LOIC will no cope with contemporary realities; plumbing, masonry and carpentry were re-designed as general construction as well as pastry, Tie-dying and cooking were redesigned as Home Economics.
5. The sustainability strategic priorities implementation is ongoing.
6. Since the inception of the Strategic Plan in 2018, the government of Liberia allotted USD \$30.000 to the center in 2022. During the same year of this amount of USD \$15.000 was disbursed to the center. The institution is yet to receive the balance USD\$15.000 from the Liberian Government.
7. The Center's by-law and constitution mandates the Board of Directors should be comprised of 15-30 members. This number of members is intended to formulate various committees who will lobby and advocate on behave of the institution in order to stimulate political will for appropriate financial support to adequately and smoothly run the institution. Instead of the 15-30 members up to date, there are only 5 five members including a chairman.
8. State of the art line ministries who should be stakeholders in the operation of the institution are not engaged with the day-to-day running of the Center such as Ministries of State for Presidential Affairs, Ministry of State without Portfolio, Ministry of Education, etc.

9.0 CONCLUSION

The Mid Term Evaluation of the LOIC Strategic Plan 2018-2023 was conducted at LOIC Monrovia Office to evaluate the implementation of plan to determine where it has reached and what to be done as goes to the end which is the final phase of strategic plan implementation (March 2022 to March 2023).

The plan includes the following: 1) Public Relation 2) Stakeholder Engagement,3) Outdated Equipment and Program 4) Capacity Development and 5) Sustainability Plan. The mid-term evaluation drew 25 staffs. The management team of the Monrovia office which was comprised 8 staffs and 8 support staffs; while the satellite stations staffs were composed of 2 station managers (one from Buchanan and one from Gbarnga), 4 support staffs (one from Buchanan and three from Gbarnga, along with three board members.

So far during the implementation of the strategic plan, Public Relation, Stakeholder Engagement and Capacity Development performed well meeting most of their indicators with regard to the strategic directions' implementation. More work needs to be done on modern equipment and the sustainability plan. It is expected that due diligent will be done to these plans that need more work and the strategic plan that has achieved a positive outcome should be improved before the plan comes to a closure.

10.0 RECOMMENDATIONS

1. LOIC should establish an M&E system to conduct routine monitoring of implementation of the strategic priorities and directions to guard the plan during the second half of the plan implementation.
2. Increase and Strengthen Board members committees from 5 to 15 or 30 as per the law that established LOIC in 1977.
3. GoL should increase the budget or subsidies from the present thirty thousand to the budget before the strategies plan which was seven-hundred thousand United States Dollars (\$700,000).
4. Conduct a periodic staff assessment.
5. That regular reports be send to all line ministries not only to MFDP through MOE.
6. That members of line ministries be integral part of the implementation of LOIC Strategic Plan and give support to LOIC by mean of political will in term of coordination and lobby for financial support from the Government of Liberia.
7. There is a need for all staffs to make use of the communication system put into placed

(Email, WhatsApp, YouTube, Facebook, etc.) to widen their communication opportunities.

8. There should be a well establish synchronized data base system (DBS). There should be a store house for all data system for LOIC programs (Drop down box, Google drive) which are accessible through link(s).

*Word of thanks: LOIC acknowledges everyone who contributed to this report.
Done this: Monrovia, Liberia, February 2023.*

