

LIBERIA OPPORTUNITIES INDUSTRIALIZATION CENTER, Inc.



MOTTO: Helping others to help themselves

STRATEGIC PLAN

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Table of Contents

	Page
1. Chapter One: Introduction	4-6
1.1 Background of LOIC...	4
1.2 LOIC's Identity...	4-5
1.3 Strategic Planning Rationale and Context...	5.6
2. Chapter Two... ..	7-8
2.1 Foreword...	7
2.2 Acknowledgement...	7
2.3 The Development Process...	8
3. Chapter Three...	9-12
3.1 Political Environment...	9
3.2 Social Environment...	9-10
3.3 Economic Environment...	10
3.4 Technical Environment...	11
3.5 Strengths and Weaknesses...	11
3.6 Opportunities and Threats...	12
4. Chapter Four... ..	13-21
4.1 Strategic Direction...	13
4.2 Public Relations...	13
4.3 Stakeholders Engagement...	14
4.4 Outdated Equipment and Programs...	14
4.5 Capacity Development...	14
4.6 Sustainability ...	15
4.7 Five strategic Direction – Matrix...	16-18
4.8 Implementation Plan – Matrix...	19-21
5. Chapter Five...	22
5.1 Communication Plan...	22
5.2 Monitoring and Evaluation Plan...	22

Chapter 1

Introduction

1.1 Background of LOIC

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 and crafted out of the International OIC in 1977. LOIC specializes in providing technical vocational education, Counselling, and Job placement/follow up services to fellow Liberians to attain their full potentials. LOIC has trained over 60,000 individuals, most of whom are now fully employed. Apart from the Monrovia Center, LOIC operates Satellites in Sinje (Grand Cape Mount County), Gbarnga (Bong County), Ganta (Nimba County), Zwedru (Grand Gedeh), Bopolu (Gbarpolu), Harper (Maryland), Foya and Voinjama (Lofa County), Buchanan (Grand Bassa County), Fishtown (River Gee) and Tubmanburg (Bomi).

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 most of the Satellite stations include: Masonry, Carpentry, Tailoring, Welding, Plumbing, Electricity, Home Arts, Cosmetology, general Agriculture, Computer literacy, and small engine/auto mechanics. Additionally, all trainees undergo Small enterprise development training and psychosocial service.

However, due to financial and other constraints, some of these Satellites have been temporally closed down.

1.2 LOIC's Identity

Identity Statement

The Liberia Opportunities Industrialization Center (LOIC) is a Non-Governmental Organization, with support from the Liberian Government GOL), Bread for the World (BFTW), the private sector and several other partners/stakeholders, including networks. In order to adequately support its broad vision statement, the Institution strategically shifted in its past mission statement and values in order to maintain its niche in the man power development in the country.

Vision Statement

To reduce unemployment and underemployment in the Liberian society

Mission Statement

Creating an environment where skills are provided for individuals to reach their full potentials

Core Values

1. Team Work

"...ability to consider different points of view and to work effectively with others to support a shared purpose or goal"

2. Excellence

"...an ever-changing dynamic in both personal and the collective journey of our teams. It's about growth and maturity. Excellence should be a moving target of sorts. The quality of your craft and serving today should not be the same as the quality of your serving yesterday".

3. Accountability

"... honesty, reliability, Integrity, responsibility, transparency, answerability, blameworthiness, liability, and the expectation of account-giving"

Gender Statement

LOIC hopes to see women and men earn their own livelihoods and ensure poverty-free retirement with the help of high-quality education and training, equal compensation, and equitable access to the employment market.

1.3 Strategic Planning Rationale and Context

Since our inception in 1977, the Liberia Opportunities Industrialization Center's (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; considering the present state of the Liberian economy; and considering 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 path-way; poverty reduction, as well as building sustainable peace in the country.

LOIC has focused on the following areas: technical vocational education, psychosocial counselling, and job creation/placement and follow-up services. As the needs and expectations of the people keep growing, so too is the demand for service delivery. Increasing demand for our services dictate that we reaffirm our mission and address fundamental questions such as, what objectives should we prioritize to make the best use of our skills and resources, what kind of organizational structure best allows us to fulfill our mission, and how should we best craft our identity and message to maximize effectiveness and sustainability. It is however worth noting that the Liberia Opportunities Industrialization Center (LOIC) has gone without a written operational strategic document since 2014; therefore, the development of a five years Strategic Plan is an increasing desire.

To address these core questions, LOIC has strategically considered five major areas in this strategic plan. It is with high anticipation that the identified strategic priorities will help define who we are and where we hope to be in the next five years as an institution. These strategic priorities are crafted based on critical thinking of the organization's historic role, current national and socio-political and economic situations, programmatic initiatives; the prevailing needs of the population we serve (the youth).

Chapter 2

2.1 Foreword

Strategic planning is important to an organization because it provides a sense of direction and outlines measurable goals. **Strategic planning** is a tool that is useful for guiding day-to-day decisions and also for evaluating progress and changing approaches when moving forward. Liberia Opportunity Industrialization Center (LOIC) is committed to continuing her work with humanity in Liberia, especially working with the vision which is to reduce unemployment and underemployment in the Liberian society. This is emphasized in her vision since her establishment. With the end of her strategic plan since 2014, and with a need to develop a new plan, this is an opportunity to look at emerging opportunities that speak to the needs of the vision. This opportunity cannot be overemphasized in this unique period in our society, where emphasis is placed on the poor and livelihood opportunities are the best answers to address issues that relate to poverty.

The Government has placed lots of emphasis on the importance of providing likelihood opportunities for her citizens and this is something that LOIC sees as key priority for her contribution towards providing livelihood skills to humanity.

LOIC with technical support from our network Coordinator NARDA, and funding from the German Government through our Partner Bread for the World Protestant Services have developed this five years strategic plan. This five years plan seeks to provide strategic guidance for LOIC work for the next five years, it will brand LOIC with the changing realities of our time and help LOIC to measure maximum result and help us to reach our mission for the period.

2.2 Acknowledgement

The LOIC Family sincerely acknowledges the contribution and hard work of the many individuals and organizations that contributed to the development of this plan. In particular, we wish to acknowledge the valuable contribution of the Board of Directors, The Senior Management Team of the LOIC for spearheading this process. We acknowledge the Head of NARDA and his able Team who provided technical support throughout the development of this plan. LOIC appreciates the financial support provided by the he German Government through the Bread for the World. This strategic plan development process was led by the Management Team, Staff and collaboration among individuals and relevant stakeholders. Special thanks go to the

following individuals who participated in the consultative and validation workshops that led to the success of this Strategic plan development.

2.3 The development process- Team

Considering the growing political, economic, social and technological changes that have taken place in Liberia since 2014, it is worthwhile reflecting on their implications on LOIC's previous strategies and priority areas. Bearing that in mind, the Strategic Planning process adopted a participatory method of planning that encompasses learning with a whole range of stakeholders. This process involved consultative meetings with the board of directors and senior management to have their endorsement of the five year strategic plan development. A desk review of relevant documents including the last strategic plan, reports and administrative policies were carried out for the purpose identifying recurring, crosscutting and structural issues. One day stakeholders meeting was held with staff, government and community representation to tease out critical concerns to inform the strategic direction of LOIC for the next five year. This was followed by field visit to the active Satellites. Three days strategic planning workshop was facilitated to clearly layout the core issues, review of the mission, vision and values and the setting of strategic priorities for the next five years. Information gathered from the different processes were consolidated as a draft strategic plan. A validation meeting of the plan was facilitated thus leading to the final document acceptable as LOIC five year- Strategic plan.

After the holding of our last Strategic Planning workshop comprising all major stakeholders that lasted for three days, the facilitators were set for production of the draft document. However, there were constant meetings with the administration of LOIC, where need for further information or questions arouse. A draft copy was finally circulated to the LOIC administration and the Board of Directors for their perusal, comment, and sent back for review. The review of the draft based on comments made led to the production of a final copy, which was read, confirmed and approved by the LOIC Board.

Chapter 3

External Environment

3.1 Political Environment

The Liberia Opportunities and Industrialization Center (LOIC) finds itself in an interesting political environment that present multiple opportunities. The institution has operated in a government friendly environment evident by the budget support received over the years.

LOIC is presently operational in four of the fifteen counties of Liberia (Montserrado, Bassa, Cape Mount, and Bong), providing vocational education and other livelihood skills training to mainly the unskilled population, the majority them being young people. Its mission and vision speak directly and coincide with the present government national development (Pro-poor) agenda which lays real emphasis on youth development. LOIC also owns infrastructures in 5 of the 15 counties that are dormant for now.

Technical Vocational Training (TVET) program in Liberia is becoming much more relevant and is also providing LOIC an enabling environment to remain strong actor in the transformative process of addressing the unskilled and unemployed gaps in Liberia. However, TVET program has over time suffered low priority in government development agenda. Even though it is much spoken of, yet lacks the political-will in terms of adequate support to TVET institutions.

LOIC has six government functionaries (Ministry Finance and Development Planning, Ministry of State for presidential Affairs, Ministry of State without Portfolio, Education and Youth and Sports) on its Board of Directors, with two having oversight responsibilities (Education and Youth and Sports). However, this statutory representation is observed to be unstable making it difficult to further push the interest of LOIC with national government favorably. As it stands, the newly appointed government officials have limited knowledge of LOIC interventions, and how strategic and useful the institution is in building marketable skills national wide. With these realities, LOIC seeks to strengthen partnership engagement with like-minded TVET institutions and the various line ministries including Education, Agriculture, Youth and Sport, Public Works and Labor for the further advancement of TVET program in Liberia.

3.2 Social Environment

The state of the national vulnerability appears to be visible. Such state of uncertainty includes limited or low skills, and unemployment and underemployment within the population. The stress of poverty tends to breed out social manipulation that is

negatively influencing people's interest in sustainable livelihood options. LOIC is intervening in an environment of high youth unemployment. Most youth in such category have become vulnerable and beginning to lose their potential to things of less value. Across the country, many young people are being affected by excessive drugs and alcohol abuse. Teenage pregnancy is increasing thus giving rise to high rate of single parenthood among the youth. Youth are victims of structural violence and at the same time are becoming carriers of social disorder. Considering the situation where the youth of today find themselves, LOIC is taking a leading role in tapping on the potential of the youth with the aim of creating an environment where they are capacitated through skills building. Given the underestimation of youth as positive agents of change, LOIC believes that they are key actors and bundle of potentials that can be developed into productive citizens. Youths constitute over 50% of the country population; they therefore remain strong actors in all efforts towards national development. LOIC stands ready to provide marketable skills through its vocational education and training programs that are inclusive of job creation and strong based psychosocial counselling.

3.3 Economic Environment

Liberia's continuous high rate of unemployment owing to the effects of the fourteen years of civil unrest has witnessed declining employment in the public and private sectors. Although over the last twelve years, there have been an increased effort in the expansion of the private sector particularly investment in the agriculture and mining sectors, the opportunity for job creation still lie bare. The provision of skillful manpower needed at all levels of the economy is lacking; as such, TVET is still left at the margin and its importance less embraced. As it is in other countries, TVET serves as an instrument of sustainable development whereby skills and knowledge provided through such means can enhance the informal sector in the absence of formal education and training. LOIC has made significant impact through its vocational and job placement program. Notwithstanding, Job placement for trainees from time to time has been a major challenge for the institution.

The current economic challenge is severely affecting the organization's ability to source funding internally. The institution has struggled with sustaining staff as Management remains indebted to their personnel and operational obligations. LOIC experienced a huge interruption from its external funding partners due to cyber interference with its email account. This situation left the organization with a shock that is taking time to get over with. On the other hand, Budget cuts are becoming very hard for the institution's survival, given government pronouncement of financial scarcity witnessed by repeated budget shortfalls. Despite the government's good will towards LOIC, the organization's allotment in the national budget has drastically reduced for this fiscal year. Hence, the organization is forward looking in terms of

diversifying its strengths and available resources including skills and facilities as well as its strong profile to attract donor support and other funding possibilities.

3.4 Technical Environment

Recognition of the growing changes that technology is bringing about in today's development puts LOIC at a disadvantage end with most of its equipment outdated. The use of modern equipment, appliances and methods is completely lacking in the organization's program. The demand for upgrading and reconditioning of training workshop and material training content is a real need. Although LOIC has trained and long term experienced staff based, the need for refresher and other skills enhancement training demand attention if the organization will meet up with technological advancement in the different vocations they are offering. LOIC's use of social media and other media access for publicity and public awareness on its programs will be worked out as the organization moves on strategically.

Internal Environment

3.5 Strengths and Weaknesses

The internal environment of LOIC was assessed as part of the strategic planning process. From such review, 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. The executive director, senior management and the supporting staff continue to build a family-like working environment that serve as social bonding uniting them one with another. The psychosocial counseling unit is one section of the organization that is vibrantly supporting the management and staff, and trainers and trainees relationship. The organization has all of its governing instruments in placed including financial and administrative policies. 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. LOIC is present in five counties with visible infrastructure and parcels of exploitable land space. The potential for growth, expansion and diversification is possible given the organization's strong assets (physical structures) in all of its operating areas. 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. LOIC has a long standing profile and it is known for providing vocational and skills development in Liberia. 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.

On the contrary, LOIC is heavily depended on donor and government support to carry out its training programs. Public relation is to a greater extend lacking, therefore very little is known about LOIC. The organization is weak in resource mobilization and has no defined fundraising strategy. Convincingly, LOIC is not very known to the public and private sectors. This has had negative influence on job placement for trainees. Engagement and collaboration with partners lies at the lower end of the organization as much is not done to build real partnership with government, the private sectors and other like-minded institutions. Inadequate logistics has hampered the organization's ability to follow up on its graduates and trainees. One major weakness pointed out is the institution's indebtedness to staff for over a year. The institution has incurred huge arrears due to the cyber-attack on its email account two years ago. There are limited staff development program; hence, capacity is strained. Over the period, LOIC has suffered lapses in its strategic guidance owing to weak relation that existed between the Board and Management reference internal communication and information dissemination that support effective checks and balances. Amidst these weaknesses, LOIC is determined to build on its strength and work out the prescribed characteristics that tend to place the organization at a disadvantage, by identifying appropriate and strategic actions that would strengthen the organization effectiveness in five years and beyond.

3.6 Opportunities and threats

Government's commitment of prioritizing youth development in its Pro-poor development agenda and the advocacy to have TVET gain an autonomous status present opportunities for LOIC. LOIC intends to take advantage of partnership engagement with Corporations and private institutions to attract social corporate funding internally .The institution still enjoys budgetary and grant support from government and other development partners for LOIC programs. The use of available resources (land, Infrastructures, skills) provides a wide space for Investment possibilities that can help LOIC sustain itself in the absence of funding constraints. With the increase demand for vocational education in Liberia, there is an avenue for LOIC to strategically engage its beneficiaries with programs that address the unemployment gap that is prevailing among the young people. This creates an opportunity for LOIC to convincingly attain its goals, holding everything equal. LOIC remains potential ready to provide requisite skills for the job market through its empowerment and Skill interventions.

One of the biggest threats of the LOIC lies in its state of outdated equipment and training content. As technology advance, the need for upgrading program with appropriate mechanisms cannot be overlook. The Advancements of TVET have given rise to the proliferation of actors in this field thus, raising competition and scramble for already limited funding possibility.

Chapter 4

Strategic Directions

5.1 Strategic Priority Areas

Poverty reduction has been the focus of LOIC since her inception in 1977. With more than 60% of the population between the ages of 18 and 35, a considerable proportion of this population group does not have the opportunity to be part of the formal school system, a system that was by itself shattered by the long civil conflict that ran from the 1990s to early 2000. It is in this vain that the Liberia Opportunity Industrialization Center thought it wise to create a system of education that would give opportunities not only to the less fortunate in society to read and write, but also creating an environment for gainful and sustainable employment. It was for this reason that LOIC embarked on vocational skills training which embodies several trades; Psychosocial Counselling; and job creation ventures. With the changing times worldwide which directly or indirectly affect the Liberian society, it was deemed necessary by the strategic planning process to scan the environment, look at availability of resources, identify the critical needs of the society, and together with other stakeholders therein, carve out what they term Strategic issues/priorities for LOIC. These following five Strategic issues, ranked by their deemed importance are considered so strategic towards the attainment of LOIC's strategic goals. All subsequent LOIC's operational or tactical planning and resource allocation shall be based on these six strategic priorities over a period of five years.

5.2 Public Relations

Public relations is the practice of managing the spread of information between and among individuals or organizations and the public. It includes gainful exposure to given audiences or targeted beneficiaries using topics of public interest and news items. It is rather unfortunate that irrespective of the marvelous contributions of LOIC to the economy of Liberia through its different programmatic areas, little is known about the institution. In order to address this gap under this strategic priority, key issues identified include:

- Establishment of a public relations office
- Development of Community Outreach programs
- Establishment of marketing and media services
- Organize and initiate trade fairs

5.3 Stakeholders Engagement

Stakeholder engagement is the process by which an organization involves people who may be affected by the decisions it makes or can influence the implementation of its decisions. Given that LOIC is not an Island, the Institution recognizes that fact that different people and institutions are affected directly or indirectly by its interventions. Moreover, the impact of LOIC's activities might come as a result of other external interventions within its operating context. Strengthening partnership collaboration with government institutions (Youth and Sports, Agriculture, Public Works, Education, Labor, etc.) Private Sector actors, communities, and other CSOs and like-minded institutions as partnership engagement at different levels.

5.4 Outdated Equipment and Programs

Since the establishment of LOIC more than two decades ago, not much have been achieved in terms of upgrading its equipment and technical materials. Students graduating from the entity have had situations where they appear unskilled at their employed places due to lack of or little knowledge in operating modern equipment; as such, the demand for qualified LOIC graduates tends to be low on the job market.

With the influx of vocational technical institutions around the country with modern technology, LOIC is becoming less competitive with the T-VET sector. As such, there is a compelling need to upgrade, modernize and transform its equipment as well as revise its programs to meet modern day realities.

5.5 Capacity Development

The success of LOIC over the years has been largely attributed to its human and infrastructural development. However, Instructional and administrative staff members are overwhelmed by the current state of LOIC in terms of modern innovations, which have pressed hard on the ability of teaching staff, thereby raising concern for capacity development in coping with modern reality.

This capacity development would be realized through affording staff carry out internal study tours at the campuses of other T-VET institutions with modern facilities, or provide scholarship for external study tours within our sub region and beyond. Other to be taken under this area include:

- a. Staff Capacity Development

- b. Strengthen Board and its committees such as program review, personnel, resource, mobilization; finance.
- c. Restructure Program Development
- d. Review Administrative Instrument
- e. Conduct periodic evaluation/follow-ups

5.6 Sustainability

Summarily, sustainability is the ability of any institution to be maintained and remain relevant. Donor supports continue to dwindle nowadays and LOIC hopes to divert from the notion of donor dependency. As such, LOIC tends to use its available resources and opportunity in order to keep functioning in the absence of donor support; this will lead to enterprise development in service delivery. Among actions to be taken include:

- Construct and provide guest housing services
- Provide catering services
- Re-establish LOIC Work Brigade
- Provide livestock and extension services
- Provide farmers resource center
- Cultivate agricultural products for marketing

4.7. FIVE STRATEGIC DIRECTIONS OF LOIC FOR THE NEXT FIVE YEARS – Matrix

Strategic Priority	Goal	Action	Expected Result
Public Relations	Increase public awareness on LOIC activities at all levels	<ul style="list-style-type: none"> • Establish a public relations section/department • Develop Community and media outreach program • Develop and publish LOIC facts sheet • Organize and initiate trade fairs • Upgrade website, social media, etc. • Establish linkages with local satellite stations • Establish marketing and media services 	LOIC known and have increased community support for its programs
Stakeholders Engagement	Strengthen LOIC relationship with GoL, Donors and other stakeholders	<ul style="list-style-type: none"> • Attend sector coordination meetings • Re-connect linkages with lines ministries and agencies • Share information on LOIC's activities with other partners • Make regular reports to stakeholders and partners 	LOIC recognized as a major actor in the TVET sector
Outdated Equipment and Programs	Improve training facilities and equipment to enhance productivity	<ul style="list-style-type: none"> • Design new curriculum • Purchase new/modern equipment • Train the trainers in the usage of modern equipment • Review and re-design programs 	Demand for LOIC products and services increased

		<ul style="list-style-type: none"> • Effectively train trainers to be competent in order to enhance their performances 	
Capacity Building	To strengthen the capacity of LOIC to effectively and efficiently meet its mandate	<p>Staff Development</p> <ul style="list-style-type: none"> • Identify training needs and resources • Provide orientation workshops for training managers • Establish mentorship/coaching (utilizing our internal expertise) • Seek opportunities for external short term trainings or seminar • Conduct periodic assessment/staff evaluation • Restructure Board Committees <p>Program Development</p> <ul style="list-style-type: none"> • Restructure program objectives to include three objectives(vocational training, Job creation and small enterprise) not two as in the past SP) • Recruit additional program staff • Establish M&E system • Establish learning exchange programs 	Improved organizational and program delivery of LOIC

		Update Administrative Instrument <ul style="list-style-type: none"> • Review all administrative policies • Conduct periodic evaluation/follow-ups 	
Sustainability	To Ensure continuity in the operations of LOIC	<ul style="list-style-type: none"> • Develop sustainability plan • Establish auto-service centers • Construct and provide guest housing services • Provide contractual and catering services • Re-establish LOIC Work Brigade • Provide livestock and extension services • Provide farmers resource center • Cultivate agricultural products for marketing • Revitalize dormant Satellites 	Defined strategy in place to sustain LOIC's Interventions

4.8 Implementation Plan – Matrix

Strategic Priority ONE: Public Relations						
<i>Goal: Increase public awareness on LOIC activities at all levels</i>						
Action	Timeframe					Expected Result
	YR 1	YR 2	YR 3	YR 4	YR 5	
Establish a public relations section/department	X					LOIC known and have increased community support for its programs
Develop Community and media outreach program	X					
Develop and publish LOIC facts sheet	X					
Organize and initiate trade fairs		X	X	X	X	
Upgrade website, social media, etc.	X					
Establish linkages with local satellite stations	X					
Establish marketing and media services	X					
Strategic Priority two: Stakeholder Engagement						
<i>Goal: Strengthen LOIC relationship with GoL, Donors and other stakeholders</i>						
Action	Timeframe					Expected Result
	YR 1	YR 2	YR 3	YR 4	YR 5	
Attend sector coordination meetings	X	X	X	X	X	LOIC recognized as a major actor in the TVET sector
Re-connect linkages with lines ministries and agencies	X					
Share information on LOIC’s activities with other partners	X	X	X	X	X	
Make regular reports to stakeholders and partners	X	X	X	X	X	

Strategic Priority Three: outdated Equipment and Program						
Goal: Improve training facilities and equipment to enhance productivity						
Action	Timeframe					Expected Result
	YR 1	YR 2	YR 3	YR 4	YR 5	
• Design new curriculum	X					Demand for LOIC products and services increased
• Purchase new/modern equipment	X	X	X	X	X	
• Train the trainers in the usage of modern equipment	X	X				
• Review and re-design programs	X	X				
• Effectively train trainers to be competent in order to enhance their performances	X	X	X	X	X	
Strategic Priority Four : Capacity Development						
Goal: To strengthen the capacity of LOIC to effectively and efficiently meet its mandate						
Action	Timeframe					Expected Result
	YR 1	YR 2	YR 3	YR 4	YR 5	
Staff Development	X	X	X	X	X	Improved organizational and program delivery of LOIC
Identify training needs and resources	X					
Provide orientation workshops for training managers	X	X	X	X	X	
Establish mentorship/coaching (utilizing our internal expertise)	X	X	X	X	X	
Seek opportunities for external short term trainings or seminar	X	X	X	X	X	

Conduct periodic assessment/staff evaluation	X	X	X	X	X
STRENGTHEN Board committees	X				
Program Development	X	X	X	X	X
Recruit additional program staff	X	X	X	X	X
Establish M&E system	X				
Establish learning exchange programs	X				
Update Administrative Instrument	X				
Review all administrative policies	X				
Conduct periodic evaluation/follow-ups	X	X	X	X	X

Strategic Priority Five: Sustainability

Goal: To Ensure continuity in the operations of LOIC

Action	Timeframe					Expected Result
	YR 1	YR 2	YR 3	YR 4	YR 5	
Develop sustainability plan	X					Defined strategy in place to sustain LOIC's Interventions
Establish auto-service centers	X	X				
Construct and provide guest housing services	X	X	X	X	X	
Provide contractual and catering services	X	X	X	X	X	
Re-establish LOIC Work Brigade	X	X	X	X	X	
Provide livestock and extension services	X	X	X	X	X	
Provide farmers resource center		X				
Cultivate agricultural products for marketing	X	X	X	X	X	
Revitalize dormant Satellites	X	X	X	X	X	

Chapter 5

5.1 Communicating the Plan

Communication of the plan is important so as to ensure stakeholders' continuous awareness and participation in the process of development and activities of the LOIC. Hence it is vital that

1. Every Board member and Relevant line Ministries of the LOIC should get a copy of the plan.
2. A copy of the plan be distributed to donors and key partners including relevant CSO networks
3. The Administration posts the mission and vision and values statements on the walls in LOIC.
4. Publish portions of the plan in the regular newsletter, and advertising and marketing materials (brochures, ads, etc.) as well as on webpage
5. Publish portions of the plans in newspapers and conduct promotions on radio stations
6. Launch the Strategic Plan

Monitoring and Evaluating the Plan

The success of the plan rests on an effective monitoring and evaluation plans; hence, it is important that this strategic plan needs to identify how the status of the implementation will be monitored and evaluated.

1. There will be a quarterly written status report by the senior management team headed by the Executive Director. The status report will address whether goals and objectives are being met or not, current issues and any resources needed to implement the plan.
2. There will be annual written report to key partners and donors on the progress of the plan's implementation.
3. There will be monthly staff meetings to verify whether activities were implemented as planned and resources used as allocated.
4. There will be a review of the plan's management and operations at an annual internal program review session.
5. There will be a Mid –term evaluation of the plan by an external consultant