

Liberia National Capacity Development Strategy



**DRAFT – For Review during Technical Summit for the Validation of the NCDS
REVIEW AND DISCUSSION**

Ministry of Planning and Economic Affairs (MPEA)



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Background

Capacity at the core of Liberia's recovery and growth

Liberia's ambition to effectively implement the Poverty Reduction Strategy (PRS) launched in April 2008 as a medium term strategy for advancing reconstruction and development is confronted by significant human and institutional capacity challenges. In chapter twelve of the PRS document, the government concedes to "a number of risks and constraints that could derail the implementation of the PRS and frustrate the commitment to generating rapid, inclusive and sustainable growth."¹ Among the factors identified are: 'shortfalls in external financing', 'limited leadership including administrative and technical capacity', and 'external and internal instability'. Out of these three factors, overcoming the 'limited leadership, technical and administrative capacities' is the focus of the National Capacity Development Strategy (NCDS).

Following one year of implementation of the PRS and with only eighteen per cent of the more than 300 PRS 'deliverables' realized, capacity is identified as the "binding constraint" in achieving the set targets across ministries and agencies. Greater attention to capacity development is being urged if the country is to move forward towards a "rapid, equitable and inclusive growth and development".

Liberia's protracted civil war (1989 to 2003) did not only destroy the pre-war institutional and human capacities but also blocked the development of the new capacities required to kick-start and sustain the country's development. For well over a decade during the civil war, the Civil Service of Liberia could not concentrate on its core business of conceptualizing, formulating, designing and implementing public policies and national development plans. Consequently, by the time the war ended, the Liberian Civil Service had become dysfunctional and disorientated. Apart from the Civil Service, the war also severely affected the operation of the institutions that were responsible for human capital formation in the country. The universities, polytechnics, training colleges, secondary and primary schools, kindergartens and crèches could not operate fully, were not maintained and deteriorated, suggesting a need for rehabilitation and modernization as well as improvements in governance and financing.

The brutal character of the war and the anguish and psycho-social trauma it caused not only made it difficult for communities to function as normal as they used to do in the pre-war years, but also caused a level of internal displacement that drove the people affected to think more in terms of survival than education. Finally, the war caused the death of a large number of people and triggered the exodus of the most qualified, whose formal training, skills and competences as well as experience, equipped them to provide leadership and manage the development of the society.

Largely, because of the destructive nature of the war and its impact on human capital development, it is widely acknowledged that Liberia lacks the human competencies in the diversity and quantity required to accelerate post-war reconstruction and national development. Although, it is known that Liberians in the Diaspora or refugees camps abroad obtained formal education, their training was not necessarily steered by the needs or demands of the future post-war economy.

Capacity Development for Liberia's long-term growth and development

As a major instrument for pursuing Liberia's reconstruction and development agenda, the PRS also defines a three-pronged trajectory sequenced to yield recovery (growth), transformation, and sustainability. In the context of the recovery period, the PRS is calling for the rebuilding of roads and other critical infrastructure. Secondly, the revival of the traditional engines of growth, namely mining, minerals, forestry, and agriculture are also clearly spelt out in the PRS. Under transformation, the PRS calls for the establishment of a competitive business environment to help diversify the economy over the medium term.

Recognizing that economic growth alone will not be sufficient to engender a more stable, peaceful, prosperous, inclusive and equitable society, the PRS also calls for measures to transform and sustain national development. Transformation requires the "building of institutions that can deliver quality services across the country in a new inclusive and highly participatory democracy characterized with strong systems of governance and in which rights are respected (especially those of women, children and youth, and persons

¹ PRS, April 2008:160

with disabilities and other disadvantaged groups), people are engaged in the governance process, institutions serve the public good, and national resources are used for the benefit of all.”²

To sustain the process of transformation, the PRS also emphasizes the importance of developing stronger and more highly educated and skilled labor force in the future. Generations of Liberians have been affected by the conflict, which robbed them of the prospects for education. Over the medium and long-term, Liberia will need to rebuild its education and training programs to provide today’s workers and future graduates with the skills they need to become productive members of the workforce. This change will take a generation, but the government is already off to a strong start by re-opening schools and substantially increasing school enrollments. Coupled with this is an effort to build new systems of governance at both the central and local levels based on accountability, transparency and the rule of law, and building the core capabilities of the state focusing on the three branches of government, the executive, the judiciary and the legislature.

Major capacity initiatives underway in Liberia

The country’s severe capacity crisis manifests itself at the individual (low learning outcomes and poor skills profiles; brain-drain); institutional (erosion of public systems; loss of competence, authority and effectiveness of public institutions; weak non-state institutions; societal (depressed economy, low productive capacity, widespread poverty and disempowerment).

In light of these challenges, several emergency capacity building initiatives were launched to provide traction for the recovery of Liberia’s governance and management capabilities. Three of such emergency capacity building initiatives, namely the Liberia Emergency Capacity Building Support (LECBS) Project, the Transfer of Knowledge through Expatriate Nationals (TOKTEN) and the Senior Executive Service (SES) were established as a means to help identify and deploy skilled Liberians into the civil service. The former, TOKTEN, promoted by UNDP globally, is a means of reversing the brain drain in developing countries, especially those coming out of serious civil crisis where the need for skilled human capital to address the recovery and development challenges is critical.

Although these interventions have raised awareness and focused attention on the urgency of the task at hand, the Government of Liberia has been concerned that such interventions must lead to more sustainable solutions. Consequently, the Government has committed itself to ensure that the existing capacity development initiatives are effectively coordinated within the framework of a long-term national capacity development strategy and action plan in order to ensure appropriate prioritization as well as gain synergy among the various programs. This set the stage for its decision to elaborate a long-term (10-year) national capacity development strategy.

Aim of the National Capacity Development Strategy

Capacity development is understood as a process through which individuals, organizations and society obtains, strengthens and maintains the capabilities to set and achieve their own development agenda. As such, Capacity Development is advanced through a comprehensive and holistic working approach, which shall be nationally-driven to be effective and relevant.

The NCDS aims to integrate effective approaches to assessing current capacities, identifying required capacities and investing in collaborative initiatives to capitalize upon and further develop capacities in a sustainable manner across the core work of all sectors in Liberia. In essence, the capacity development agenda is interwoven with the PRS and future development plans across all sectors, and as such, realizing capacity gains will require sector investments that address issues of human, institutional, and societal capacity.

Capacity Development is an inherent component of most, if not all, development investments in Liberia, and it is a fundamental requirement for achieving and sustaining gains in national recovery and reconstruction. As such, the aim of the NCDS is to guide investments in capacity development across sectors in a coherent and

² PRS, April 2008:22

coordinated manner and to facilitate the exchange of good practices in order to promote effective investments in the people and institutions that drive Liberia's development agenda.

Systematic Approach	Comprehensive and holistic approach to developing capacity <ul style="list-style-type: none">• Capacity development is an inherent component in almost all development strategies, and efforts are needed to realize synergies• Emphasis on investing across all sectors and all levels of society
Coordination	Cohesive framework to coordinate multiple CD initiatives <ul style="list-style-type: none">• Effort to strengthen the Government's position to drive a comprehensive CD process within its national development planning and ongoing visioning process• Platform for Liberian institutions to articulate priorities that guide donor assistance
Technical expertise in Capacity Development	Technical guidance and quality assurance of programmes with emphasis on: <ul style="list-style-type: none">• Good practices in learning, knowledge transfer, mentoring / coaching, technical assistance, and institutional performance• Assurance that capacity development interventions are sensitive to gender, ethnicity, and the dynamics of Liberia's post-conflict society
Investing over the long-term	Need to position Liberia's CD Agenda on a longer-term horizon <ul style="list-style-type: none">• Transition from emergency capacity responses to sustained investments in human and institutional capital• Stage human capital investments based on baselines, targets and gaps
Platform for action	Need for operational platform to guide: <ul style="list-style-type: none">• Advocacy, Partnerships, Resource Mobilization, Monitoring & Evaluation, Coordination, etc.

Vision

The vision for capacity development in Liberia is to advance capacity gains across all sectors in a manner which is sustainable, inclusive, results-oriented, and aligned with the broader development agenda of the country. The overarching goals reflected in this vision are to equip Liberian institutions to drive and manage their own affairs by investing in the knowledge, skills, and productivity of individuals, building strong institutions to drive and sustain reform, and promoting values and norms that foster social cohesion and equity. As such, capacity development is part of the fabric of the national vision and overall development agenda of Liberia.

From a national development perspective, capacity development is considered a "cross-cutting" issue, which warrants investment in all sectors and integration within the frameworks of all development practices. As such, capacity is an inherent component of all sector strategies and reform processes in Liberia, as capacity may be viewed as a means to an end in each of these contexts. At the same time, the capacity development agenda is anchored by tangible processes, initiatives and frameworks to which it contributes to and benefits from, including:

- **The Poverty Reduction Strategy, *Lift Liberia*** – The PRS contains numerous deliverables specifically related to capacity development, through training investments and institutional strengthening processes. These deliverables constitute immediate priorities for coordinated technical support.

- **GEMAP** – Though not framed as a capacity building framework per se, GEMAP’s primary concern is strengthening economic governance and financial management processes of Liberian government by putting in place clear and robust procedures and systems. In the spirit of GEMAP’s overall objective, the NCDS endeavors to address the very challenges faced in transferring knowledge, capability to administer processes and resources, and accountability for national ownership of economic governance. .
- **Liberia’s Reform Agenda** – The large-scale investments being made in Civil Service Reform, Public Sector Reform, Legislative Reform, Security Sector Reform, Education Reform, just to name a few, provide strategic platforms for the integration of capacity development support.
- **UNMIL’s drawdown and partnerships conducive for national ownership** - the scale-down and staged withdrawal of the United Nations Mission in Liberia (UNMIL) is a process that hinges on the ability to develop sustainable capacity within Liberian institutions and individuals to prevent a return to conflict or disorder.

In light of the opportunity to “entrench” capacity development within these strategic processes, as well as all sector development / reform strategies, the NCDS aims to align resources and technical support for capacity development in a manner that supports the implementation of the national vision, advancement of the existing PRS and future National Development planning processes, numerous reform strategies, and helps to prepare the country for the withdrawal of UNMIL.

Scope

In December 2007, the Government of Liberia with support from the United Nations Development Programme (UNDP) launched a process of developing a long-term national capacity strategy intended to provide a coherent framework to guide and coordinate systematic development of the required capacities – human, institutional, and enabling environment – over a 10-year period.

The NCDS is comprehensive, responding not only to the needs of the government / public sector and the private sector but also civil society. The NCDS will serve as more of an adaptive strategy as the evolution of Liberia’s recovery and growth will shape further thinking on how the Liberian Government will coordinate and manage such a broad spectrum of capacity development investments. Both the unpredictability of national, regional, and global socio-economic developments and lessons learned in the capacity development discipline will influence the strategic thinking behind Liberia’s capacity development agenda.

Guiding Principles

The guiding principles for the National Capacity Development Strategy address:

1. The core positions for developing and sustaining capacity gains in Liberia; and
2. How Liberia will manage and coordinate the capacity development agenda.

Core positions for developing and sustaining capacity in Liberia

Several positions underpin the conceptual framework and approach for coordinating the National Capacity Development Strategy, which are explained throughout the NCDS. However, a few core positions are highlighted as guiding principles:

- *Liberia has capacity assets* – Liberia has capacity. The modest foundation of capacity to build upon cannot be dismissed as concerns about addressing capacity gaps are continuously raised. Liberia’s multi-faceted reform agenda has advanced capacity at all levels, human, institutional, and at the enabling environment. Liberia has capacity and it is growing every day. Further, Liberia has much untapped human capacity in its people, both in country and abroad. The human capital in country is considered an asset which warrants continued investments.
- *Sustainable capacity development is immensely challenging* – We acknowledge that strengthening the capabilities individuals and institutions in Liberia is not a simple task. It takes time and sustained effort, and even still, realizing capacity gains in a post-conflict setting entails set-backs, shortcomings, and frustrations. As a point of principle, the drafters of this Strategy believe that developing capacity

in Liberia requires hands-on work alongside individuals. As such, support programs shall reach down to the day-to-day working level of individuals performing various jobs or pursuing opportunities for education and training.

- *Capacity development efforts shall be sensitive to the post-conflict dynamics of Liberia and the need for continued national reconciliation* – Developing capacity entails creating opportunities for individuals, and as such, it is critical that opportunities are created in an equitable manner and reach individuals and institutions across the country, at all levels of society. Additionally, as Liberia continues its recovery, more opportunities will be extended to Liberians who have always lived in Liberia as the source of human capital is not exclusively located in the Diaspora. At the same time, Liberians from the Diaspora shall be welcomed home to contribute to the country's ascendance and serve the nation. The NCDS will work towards creating balanced opportunities for all Liberians to work together in line with a shared national vision.

In addition to equity in opportunities, the capacity development agenda will be sensitive to the changing dynamics in how citizens relate to the state in Liberia, through central and decentralized governance and engagement with the people. Therefore, the capacity development investments in state capacity, in civil society, and through the decentralization process will be guided by the national visioning process.

- *Capacity development efforts will be informed by and promote gender equality* – As investments are made in education and skills development, it is important to recognize and challenge gender stereotypes that generally reduce opportunities for women. All skills development programs shall be open to both men and women depending upon their inclination, aptitude and willingness to work, regardless of gender. As such, women and men shall be afforded with equal opportunities in all capacity building efforts. Factors limiting women's access to opportunities and ability to participate, including conditions of work, organizational culture shall be addressed / redefined in line with the National Gender Policy.

Managing the capacity development agenda

The Government of Liberia has recognized the urgency of the capacity challenges in the country and the fact that addressing capacity constraints head-on is necessary for overcoming fundamental barriers in advancing the national development agenda. As such, a policy environment has been created, which provides a working space for numerous capacity development initiatives to be formulated and implemented. As a result, the capacity development arena in Liberia is very active. A snapshot view of actual capacity development "market place" in Liberia reveals:

- Numerous institutions, both public and private, leading internal reform efforts with associated institutional capacity building components covering areas such as human resources, internal financial controls, ICT, procurement, etc
- Well-institutionalized programs to place experienced and talented professionals in the civil service to bridge the emergency capacity constraints in the public sector
- Review of national policies relating to pay, incentives, performance, and professionalism in public service
- Significant investments from donors and development partners that are providing technical assistance across sectors, some of which are exclusively capacity development projects
- Numerous capacity development projects implemented directly by donors and NGOs

While this scale of activity enables results and brings great promise for building further on those results, it also poses challenges for coordination, maintaining a coherent direction, and ensuring that capacity development efforts are coordinated, mutually-reinforcing and sustainable.

Situation Analysis

The process of developing a National Capacity Development Strategy has been anchored in extensive analysis of the current and desired capacities in the country. The analytical basis to inform Liberia's response to its capacity challenges is most concretely outlined in the National Human Development Report for Liberia (NHDR), 2006 entitled "Mobilizing Capacity for Reconstruction and Development." The fundamental conclusions from this analysis together with subsequent analysis in the PRS, CDAs as well as specific sector assessments are abbreviated below:

Education and skills

Capacity Gaps:

- The literacy, advanced education and skills of the majority of Liberia's population is dramatically low, due to the decimation of the educational system brought on by Liberia's conflict.
- An entire generation of war affected youth has missed opportunities for education leaving them both ill-equipped for work and psychologically traumatized and in many cases physically disabled.
- The state of primary, secondary, and tertiary education, in terms of facilities, resources and quality / availability of instruction were radically undermined leaving insufficient resources to educate the population. The legacy of this neglect is manifest in the current weaknesses in the educational system.
- Institutions providing technical and vocational instruction remain fragmented and under resourced due partly to the loss of instructors, training tools and equipment and partly due to the lack of nationally supervised testing standards within a coordinated institutional framework.

Capacity Assets:

- The end of the conflict has provided far more security in the country, which has allowed for the resumption of basic education. Significant investments in primary education are driven by the Government's agenda for universal primary education, in line with the Millennium Development Goals.
- Liberia has been selected into the Threshold Program of the Millennium Challenge Corporation (MCC) in recognition of its strides in its reform agenda, and is working within the MCC platform to vigorously promote girls' education.
- Investments are being scaled up in technical and vocational training and education (TVET), which are currently focused on building a national TVET Commission to provide an institutional anchor for TVET.

Professional capabilities

Capacity Gaps:

- The professional class of Liberia was largely weakened by the departure of many skilled professionals abroad during the war, known as the phenomenon of "brain drain."
- Additionally, some of Liberia's most talented and skilled professionals were killed during the war.
- Institutions for training professionals like civil servants or administrators and managers for the public and private sectors are either non-existent or operationally weak. The Liberian Institute for Public Administration (LIPA), which has a mandate to train civil servants for the central and local governments, is grappling with inadequate funding and shortage of qualified personnel.

Capacity Assets:

- Select institutions in Liberia are emerging as relatively robust and capable of delivering professional and technical services, such as the Liberia Institute of Statistic and Geo-Informational Services (LISGIS). LISGIS continues to provide statistical services in support of major Government planning initiatives in Liberia, successfully conducted a national census in 2008, and continues to invest in capacity building programs for statistical analysis.

- Liberia is partnering with the Africa Capacity Building Foundation to invest in strengthened macro-economic policy analysis through the Liberian Macroeconomic Policy Analysis Capacity Building office, LIMPAC. Investing in macroeconomic policy analysis helps strengthen the country's development planning capabilities.
- Liberia does have a number of professional associations that serve as nascent links institutions investing in professional education as well as young professionals seeking opportunities for career development, such as the Association of Female Liberian Lawyers (AFELL).

Civil Service

Capacity Gaps:

- The Liberia Civil Service does not have enough people with the requisite skills, competencies and work culture for delivering responsive, effective, and efficient services to the population. The current perception is that many civil servants are de-skilled and de-motivated. Most have had no opportunity for training, personnel development or access to modern ways of working.
- Across all sectors, and acutely within the Civil Service, concepts of merit, independence, performance management, transparency, accountability, gender equality, and other tenets of a modern and viable organization is lacking.
- The current Civil Service workforce is aging and Liberia will be faced with a succession environment which will be very difficult to manage.

Capacity Assets:

- Liberia's Civil Service Agency (CSA) directly manages some of the most far reaching capacity development programs, the SES and TOKTEN programs, which is building sustainable capacity to manage programs that foster merit-based Human Resource Management and transparent recruitment into the civil service.
- Liberia's Civil Service Reform Strategy and in particular, the work under the Civil Service Reform Program (CISREP) provides the foundation for numerous reform and restructuring processes active across Ministries, Agencies, and Commissions.

Local governance and administration

Capacity Gaps:

- In the sphere of local administration, where public services in health, education and related social development infrastructure are directly delivered to the grassroots, institutional capacity for fostering balanced and equitable development, democracy, and citizen participation at the local level is weak.

Capacity Assets:

- Liberia's Governance Commission is leading a participatory process to define a decentralization policy that will empower local governance mechanisms to manage their own affairs and engage in national governance as equals. This effort represents critical strides in creating an enabling environment for effective state capacity at all levels of society.
- Liberian county-level governance structures are being reinforced by support from County Support Teams (CSTs) that provide a full range of resources and support.
- All counties in Liberia have developed County Development Agendas which complement the PRS.

Civil Society

Capacity Gaps:

- The collaborative working relationships between civil society organizations do not have a history of being mutually reinforcing to create a vital civil society as a whole so much as to define demarcations, social cleavages, polemical positions, and a distrustful relationship with the state.
- The organizational capacity of national CSOs / NGOs is also somewhat challenged by their fragmentation and resource constraints. Further, highly capable civil society leaders are often attracted to work in the government, as political leaders or technical advisors for international organizations.

Capacity Assets:

- Liberia developed a national policy on Non-Governmental Organizations, outlining guidelines for creating a conducive working environment shared by NGO and Governmental players. The policy also facilitated the creation of an NGO Office in the Ministry of Planning and Economic Affairs.
- Additionally, a nascent NGO Council was created in 2008 and county-level council structures are being set up through democratic elections.

Private Sector

Capacity Gaps:

- The formal private sector in Liberia is relatively small in size and extremely weak. It is overshadowed by a burgeoning informal sector.
- Foreign private investors are better positioned to seize the emerging opportunities for developing the private sector economy leaving Liberian-owned businesses to struggle for survival.

Capacity Assets:

- In September of 2009, Liberia was named as the “best global and regional reformer” in the World Bank’s Doing Business Survey for 2009. This recognition reflects enormous investments in creating a stronger enabling environment for private sector growth.

State capacity

Capacity Gaps:

- The legislature is designed as one of the three equal and coordinate organs of the Liberian State. It is historically been judged as weak in carrying out its three primary functions, (i) constituency representation, (ii) law-making, and (iii) oversight of the Executive and the Judiciary.
- The relationship between the Legislative and Executive arms of government in policy making, especially with engaging in policy debates, alternatives, negotiations, compromise and consensus building, etc. reflects a situation of conflict and inefficiency.
- The institutional capacity of the Legislature reflects inadequacies with systems for managing legislative affairs, transcripts, tracking mechanisms, protocols and procedures for committee work, observing rules of each house, archiving, drafting and managing documentation, and poor state of the physical infrastructure and ICT platform to support its work.
- Further, many of the members of both the Senate and House of Representatives do not have the competencies and skills required to review, question, and input into public policy decision-making and also debate the proposals submitted by the Executive.

Capacity Assets:

- Building on the success of the 2005 national election, Liberia is further investing in the National Elections Commission ensuring that the NEC has robust institutional capacity for the 2011 elections.
- Large scale support for capacity building in the security and rule of law sectors continue to reinforce a strong partnership between government and development partners, which are guided by a far-reaching security sector reform strategy.
- Strategic investments in modernizing the legislature and judiciary are introducing transparent systems allowing access to public information and more effective due process mechanisms.

National Capacity Development Framework

Conceptual formulation of the National Capacity Development Strategy

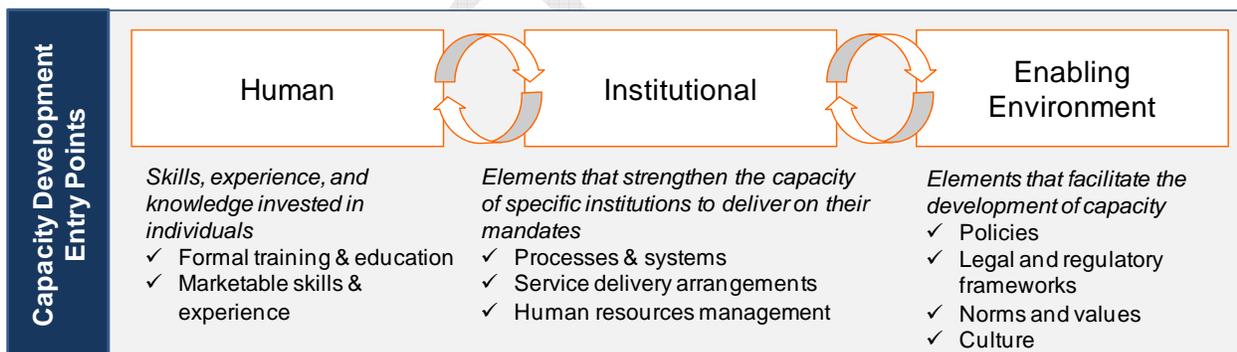
While the findings from previous far-reaching capacity assessments have highlighted the scope of Liberia’s capacity challenges, this strategic framework aims to outline the approach by which capacities may be assessed through more nuanced dimensions and how capacity development responses could be designed and coordinated to address interlocking levels of capacity. As such, the NCDS introduces a conceptual framework that will help to integrate technical approaches for capitalizing on existing capacity and building capacity in application areas that cut cross all sectors.

In addition to introducing technical practices for developing sustainable capacity, the NCDS attempts to provide a cohesive framework to clarify how capacity development interventions are structured across sectors and how to mobilize a coalition behind such an ambitious agenda. The NCDS strategic framework outlines:

1. **Three levels shaping capacity development initiatives** – The three levels, *human, institutional, and the enabling environment*, serve as the organizing logic for ensuring that the Government invests in capacity in a holistic manner by directing support to individuals, institutions, both Governmental and non-Governmental, while creating an “enabling environment” for sustainable capacity development. These three levels are interlocking and mutually reinforcing. Because capacity development occurs within complex, adaptive systems, a comprehensive strategy articulates how synergies can be realized by investing across all levels or “entry points.”
2. **Technical mechanisms for coordinating multiple capacity development initiatives** In order to manage investments across these levels, a coordination mechanism shall be developed which positions Liberian institutions to drive capacity development investments, facilitates the exchange of good practices and support resources / technical guidance for any group investing in capacity development, and an information base to monitor and track changes in the capacity development arena.
3. **Strategic priorities or areas in which capacity will be emphasized to promote Liberia’s broader development agenda and national vision** – In order to ground capacity development investments in Liberia’s development agenda, the identification of priorities is needed to answer the question, *capacity development for what?* The NCDS proposes five broad strategic priorities to guide decisions on where investments should be made.

Entry points for assessing capacity and developing response strategies

The following summary of the three entry points provides a definition of what is assessed in a comprehensive capacity assessment, and the corresponding response strategies needed to address capacity gaps and capitalize on capacity assets in an integrative manner.



It is critical to highlight these interlocking dimensions. It is recognized that attempts to invest resources in a holistic manner help prevent the perpetuation of partial solutions, i.e. it is not good enough to invest in one-off training programs and expect that it is sufficient for transforming work quality just as it is not adequate to define a normative policy for how something should be done without investing in the institutions and people to adapt their systems and ways of working to facilitate the implementation of the policy. Capacity development seeks to move a multi-faceted agenda in concert.

In the case of Liberia, the synergies between human and institutional capacity development, in particular, are important as it is widely appreciated that capacity development entails more than individual training, and will focus on strengthening institutional functionality overall, for several reasons:

- ✓ Capacity gains result from improved performance at the institutional level, which requires strong organization, internal management, strategic direction, and teamwork. Placing a few individuals with

the required skills and competencies within organizations is necessary for catalyzing improvements, but not sufficient for elevating the institution overall.

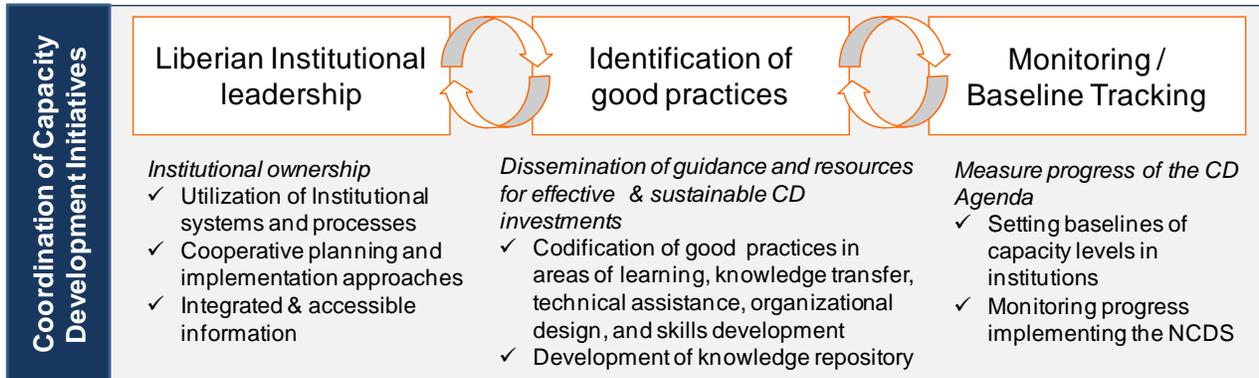
- ✓ Compounding this fact, it is clear that well-trained and highly motivated professionals can feel considerable frustration working in institutions that are disorganized and ineffectual. As such, institutions cannot exclusively rely on the few qualified individuals to fully transform the working culture.
- ✓ Sustaining capacity gains requires continued investments in the institutions themselves as highly qualified technicians and leaders will pursue other career opportunities and not remain working in a single institution forever, especially if the incentives are not strong enough to keep high-caliber professionals attracted. There are no lasting capacity gains if the know-how, will to achieve results, and commitment for work disappear with the departure of select individuals.
- ✓ Lastly, there is tremendous potential for building the capacity of individuals who are not currently equipped with the optimal outlook on work, professional commitment, or requisite skills and competencies by introducing and reinforcing normative practices and procedures within the institution itself. Simply stated, if business processes and the associated procedures are well defined and followed within an organization the individual jobs can be (more regimented and) systematically supervised and issues related to improved productivity more readily addressed. With these practices in place, colleagues who do not have the ability or inclination to proactively work hard and innovatively may be better directed within the workplace and supported in overcoming the challenges they face. Additionally, a more regimented work culture explicitly set standards for professional behavior, positions managers to supervise staff in a predictable and fair manner, and essentially sets the parameters for instituting performance evaluation and incentive mechanisms.

Aside from formal education and training, individual capacity is largely developed through role modeling and direct support to the individual that is tailored to support them in their current role. If further investments are directed at setting in place standard operating procedures, more opportunities are created for role modeling productive work habits, skills, attitude and professionalism. In tandem, those individuals responsible for transferring skills and competencies for professional behavior to other colleagues will have more instruments to enable knowledge transfer if standard operating procedures are introduced within an institution.

Mechanisms for coordinating capacity development initiatives

The following summary of coordination mechanisms highlights, above all, the imperative that capacity development initiatives will be directed by Liberian institutions for numerous reasons, the most prominent being a point of principle: Capacity Development is a process that comes from within and cannot be meaningfully advanced from the outside. The community of development partners in Liberia can better support Liberian institutions to assert leadership over the capacity development process by first and foremost respecting their leadership role.

Complementing the support to Liberian institutions to drive the capacity development agenda, effective coordination requires a significant amount of technical know-how. Specifically, the technical underpinning of the capacity development agenda will consist of a repository of good practices, methods, and resources for capacity development across sectors and application areas as well as the definition of indicators that can be measured to track changes over time and focus resources where attention is needed. The diagram below summarizes the requirements for coordinating the implementation of the National Capacity Development Strategy, which are explained in greater detail below.



Liberian institutional leadership – With the introduction of the National Capacity Development Strategy (NCDS), the Government of Liberia takes a leadership role and will further invest its own resources to align the work of Liberian institutions behind this strategic framework. This leadership will help to transition from a relatively donor-driven development context to a more sustainable approach which reinforces national ownership.

Donor-driven capacity development projects are, by design, limited in their scope, approach, and resource commitment. As such, a comprehensive and integrative approach to capacity development requires the Government of Liberia to drive the overall capacity development process, while institutions across sectors shall increasingly provide the leadership for specific capacity investments in their own organizations or sectors. Liberian leadership is essential for sustaining the national capacity development agenda for the following reasons:

- ✓ *Feasibility and sound program design* – Capacity development approaches will increasingly be tailored to the reality on the ground and respect cultural norms that promote cohesive relationships and stability. Understanding the local context is a prerequisite for any ideas to work. This outlook is widely accepted and repeated, but through the NCDS, further efforts will be directed to ensure that the design of projects and programs that have capacity development components or approaches shall be designed in collaboration with the institutions overseeing activities and the organizations and individuals that are participating or benefitting from the initiatives. Capacity development programs cannot be imported to Liberia from other contexts without a good amount of intellectual engagement and interrogation from local institutions.
- ✓ *Integration with longer-term planning* – Assuming that CD programs and projects are well-designed for Liberia through local engagement and collaboration, they will still need to be integrated within the planning frameworks utilized by Liberian institutions to ensure that projects coherently fit within the broader set of activities. Otherwise, fractured alignment will undermine the achievement of sustainable results. Furthermore, integration of projects and initiatives within existing institutional approaches and frameworks is critical for ensuring that projects are carried forward by local institutions, which is critical for sustainability.
- ✓ *Liberian ownership* – Lastly, and most obviously, Liberia’s capacity development vision can only be articulated by Liberians. The Government will position local institutions to drive the National Capacity Development process. Capacity development is at the heart of Liberia’s recovery and development process and path to increased prosperity and can only be assured if and when rooted in the institutions of the public sector, private sector, and civil society.

Identification of good practices – Capacity development is an area in development which relies heavily on case evidence to illustrate what approaches and methods work in which contexts and why. It is an area in which apparently good ideas do not always work because of conditions that may not have been factored into program design or the process itself. As such, the success of Liberia’s capacity development agenda will also rely on the sharing of good practices and lessons learned.

There are core issues in the capacity development practice, for which successful practices and tools will be shared and discussed. These issues include approaches for effective knowledge transfer, coaching / mentoring, skills development and learning, organizational capacity, and the utilization of technical assistance. These issues are interspersed across the strategic priorities of the NCDS described in the next section, but the issue of technical assistance is being elevated here as it is a common denominator for all capacity development investments in all areas.

- ✓ *Emphasis on technical assistance* – The main challenge is to ensure that technical assistance builds sustainable capacity and does not, inadvertently undermine capacity. Due to ongoing institutional and human capacity constraints, most institutions receive significant technical assistance in the form of external consultants / foreign technical experts who bring in the technical knowledge and process management support needed to deliver discreet results.

*Technical assistance is defined as the transfer, adaptation, mobilization and use of services, skills, knowledge and technology to augment existing capacity. It comes in a number of forms: long- or short-term advisory support, 'gap filling', consultancies, formal or informal training, on-the-job training, work placements or attachments, and mentoring, including long-distance collaboration.*³

Technical assistance in Liberia is received through external experts / consultants, national or expat national Liberians who have been placed in positions of leadership through emergency capacity building programs such as the SES, TOKTEN, and LECBS, and young professionals, either Liberian or international, who are placed within institutions, as in the case of the Scott Family Fellows Program.

Technical assistance, in all these forms, has played critical roles in introducing sound practices, spreading relevant knowledge, and to some degree introducing change agents within institutions. These contributions have filled skill gaps where expertise was lacking and in the process stimulated change and helped shift attitudes. However, technical assistance is temporary and will not fill capacity gaps in the long-run. At the same time, the overall aim of employing technical assistance to transfer knowledge is an inherently challenging endeavour, and past experience yields mixed results. It is a common perception that technical assistance falls short of expectations because its impact has not been lasting. In some cases, technical assistance has been blamed for undermining capacities or creating dependency on external expertise. In many countries, this dynamic is often cited in relation to Project Implementation Units (PIUs), or units created within Ministries to manage and implement donor funded-projects through parallel systems and processes.

The main challenge is to position the relationship between external technical experts and beneficiary institutions to ensure that institutions capitalize on the assistance by:

- ✓ *Explicitly defining the expectation of knowledge transfer in all technical assistance contracts:* While collaboration with technical experts may focus on delivering specific, concrete deliverables or results, transferring skills and familiarity with the process by which the job got done is an equally important outcome. In fact, knowledge transfer is necessary for any benefit to be sustained. It is increasingly recognized that knowledge transfer is itself a specialized skill, which must accompany the skills and know-how across all technical skills areas, such as engineering, public financial management, education curriculum development, etc. It should not be assumed that knowledge transfer will happen automatically, as evidence proves to the contrary. As such, specific interventions are necessary to help build the bridge for skills to be shared.
- ✓ *Fostering institutional ownership of projects* – In cases in which technical assistance is sourced through external consultants, these individuals may be contracted to deliver a discrete deliverable, such as a national policy on Teacher / Instructor Training for example, the technical expert must invest significant effort to tailor the content of the deliverable to fare well in the day-to-day operating realities of Liberia. He or she relies on the active engagement of colleagues within the institution to tap into local knowledge to develop a product which is relevant and pragmatic. At the same time, while local professionals must be engaged in crafting the work with the external consultant, they must also be engaged in moving work through the governmental

³ Definition contained in Glossary of the Development Assistance Committee (DAC): www.oecd.org/glossary/

decision-making process so that it can be realized and implemented, often an inter-ministerial or legislative process. Without such process leadership, technical expertise may only result in reports and recommendations, which sit on a shelf.

- ✓ *Adopting a technical assistance policy* – Specific practices will result from the adoption of a technical assistance policy, such as:
 - Standard expectations for knowledge transfer to be included in TORs co-developed between Liberian Institutions and external consultants / specialists.
 - Developing a support structure around collaborative teams, formed under the leadership of an external technical expert, to ensure that the ownership and engagement from the Government-side is being actively cultivated. This support structure could consist of formalizing how projects are initiated with technical assistance and taking the project initiation stage as an opportunity to explicitly define mutual expectations, roles and responsibilities for getting the job done and continuing efforts on an ongoing basis.

For all core issues in the capacity development arena, including knowledge transfer, coaching / mentoring, skills development and learning, organizational capacity, and the utilization of technical assistance, the creation of an online knowledge repository will greatly facilitate the codification and dissemination of good practices and facilitate continuous learning.

Monitoring and defining baselines and indicators – To guide and coordinate the implementation of the NCDS, extensive information is needed to illuminate how much progress is being made in building capacity and determining where additional investments shall be directed. As such, baselines for measuring human and institutional capital are being expanded upon as an immediate action resulting from the process of articulating a National Capacity Development Strategy. Specific indicators within the NCDS Monitoring and Evaluation (M&E) framework will be harmonized with the M&E frameworks in numerous capacity development projects and related sector reform strategies.

It is important to note that additional assessment efforts are underway⁴ which will also offer baseline indicators for human capacity, including the Governance Commission / Civil Service Agency Mandate and Functional Reviews as well as the training needs assessments and training plans that all Government Ministries, Agencies, and Commissions will develop as a normal practice in line with the Civil Service Training and Development Policy.

Strategic outcomes for capacity development

Four strategic outcomes serve as goals for advancing a broad-based and holistic framework for developing a sustaining capacity across sectors in Liberia. These four outcomes illustrate to what end capacity investments will be directed, or more simply stated, they answer the question: “Building capacity for what?”



1. **Planning capacity investments against for sector growth and reform** – Collaborating with sector partners to lay the analytical basis for prioritizing investments in human and institutional capital with

⁴ At the time of the NCDS formulation, fall 2009.

an emphasis on defining human capital baselines and targets for specific industries and sectors of strategic interest for Liberia's national vision.

2. **Matching the supply of capacity to current and emerging demands in the economy and supporting capacity development institutions to meet demands** – Better aligning Liberia's education and training institutions to prepare students and trainees for jobs that are available or may be created in Liberia; Supporting schools, universities, and training institutions to scale-up their resources to provide quality learning and skills development opportunities for individuals;
3. **Investing in institutional capacity to deliver services to the Liberian people** – Working to reform institutions and optimizing internal organizational practices and workforce productivity to better serve the needs of the people be they civil service institutions, public institutions, private businesses, or civil society / Non-Governmental organizations;
4. **Strengthening capacities for leadership, empowerment and civic engagement** – Building skills for leadership, entrepreneurship, and civic participation with emphasis on youth engagement and empowerment of women and girls;

The following sections outline the need for capacity support in each of these outcome areas and utilize the *human – institutional – enabling environment* framework to propose an ordering of specific capacity development investments that shall be supported to advance progress in each of these outcome areas:

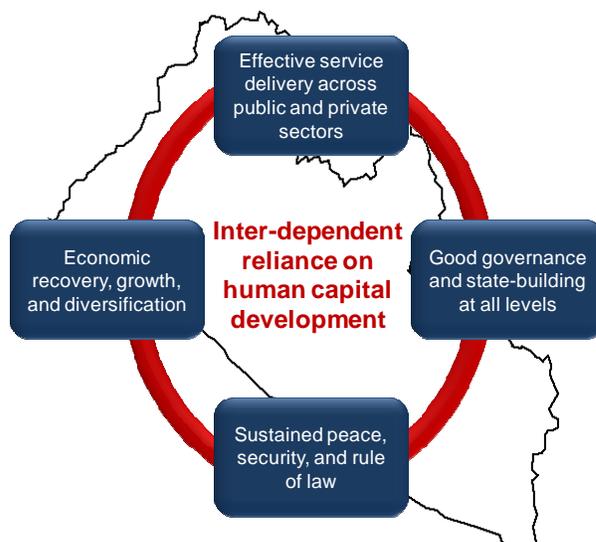
1. Planning capacity investments against baselines for sector growth and reform

The Government of Liberia's approach to building sustainable capacity over the long-term development trajectory of the country is to focus on human and institutional capital as well as the enabling environment for capacity development investments. Within this holistic approach, the Government places emphasis on human capital development for the following reasons:

- *Labor is among the essential factors of production*: It is widely accepted that the factors of production, *land, capital and labor* are the essential requirements for any economic activity. Liberia's path towards economic growth depends upon securing the human capital needed to fulfill demands in the current and emerging workforce. Targeted human capital development is a core priority of the nation's capacity development agenda, and as such, analysis on the workforce and human capital development planning is emerging as a critical component of all sector planning approaches.
- *Human capital is essential for advancing Liberia's national development agenda*: Liberia's numerous reform efforts and development goals require skilled human capital to drive change and sustain progress. Systematic investments in human capital, including leadership development, technical skills development and comprehensive human resource management, are required to ensure that the long-term development agenda continues to move forward.

For these reasons, the Ministry of Planning and Economic Affairs, through the Department for Regional and Sectoral Planning and partner institutions across all sectors and industries, is investing in data collection to determine the current state of human capital and the best projections for human capital development targets across sectors. The initial data collected provides an initial analytical basis for projecting human capital development needs across sectors, which shall inform the Government's manpower planning efforts. Furthermore, as Liberia embarks on a National Visioning process, the projection of human capital needs across sectors is a major input to the visioning consultations. Human capital analysis will be iterative and ongoing throughout the visioning process and as a permanent function of the sector planning unit of MPEA as these projections are dynamic depending upon emerging factors and greater clarity on national vision and various sector aspirations.

To be consistent with the scope for the National Visioning Process, the following elements of national planning have been outlined as the scope for the human capital baselines and targets, i) effective service delivery, ii) economic recovery and growth, iii) sustained peace, security, and rule of law, and iv) good governance and statebuilding. Within these broad categories, key sectors and industries have been identified for which human capital development targets have been projected.



The following tables contain a mixture of quantitative and qualitative data, as some sector analysis lends itself better to quantitative planning (i.e. utilizing ratios to target the proportion of professionals to citizens utilized in health and education planning), while other sectors are subject to interdependencies and dynamic shifts in the context (i.e. the impact of decentralization on the civil service, the impact of oil discovery in the energy sector, etc.). These projections are measured against existing baselines, which are included with additional detailed analysis in the Annex - Human Capital Baselines and Targets across sectors and industries.

HUMAN CAPITAL TARGETS			
Sector / Industry	Recovery:	Transformation:	Sustainability:
	<i>Lift Liberia Poverty Reduction Strategy</i>	National Vision / Subsequent Nat'l Development Strategies	
	2008 – 2011	Approximately 2015	Approximately 2020
Social Services			
Overall Strategic target for human capital development: Invest in services that support healthy human development, from early childhood to adulthood, to enable learning and skills development.			
Health <i>(Shortfalls to bridge to reach minimum internal standards, as set by the World Health Organization, to achieve normative ratios of health workers to population size)</i>	<ul style="list-style-type: none"> Physicians: Target workforce – 1,094; Shortfall – 971 Nurses (all nurses): Target workforce – 5,549; Shortfall – 4,801 Midwives (excludes TM/TTM): Target workforce – 1,634; Shortfall – 1,309 Physicians Assistants: Target workforce – 550; Shortfall – 368 Pharmacists: Target workforce – 216; Shortfall – 192 Lab Technicians (includes Lab Assistants): Target workforce: 371; Shortfall – 101 Other health workers in key professions – Target workforce: 3,175; Shortfall – 774 Total workforce shortfall in the health sector – 8,532		
Education <i>(Number of additional teachers needed relative to 2008 baseline)</i>	<ul style="list-style-type: none"> Primary Teachers – 2,389 Junior H. Teachers – 588 Senior H. Teachers – 522 <i>Emphasis on training female teachers</i> 	<ul style="list-style-type: none"> Primary Teachers – 5,387 Junior H. Teachers – 1,590 Senior H. Teachers – 1,424 <i>Emphasis on training female teachers</i> 	<ul style="list-style-type: none"> Primary Teachers – 6927 Junior H. Teachers – 2,155 Senior H. Teachers – 2,362 <i>Emphasis on training female teachers</i>

Note: All sources are cited in the Annex section, where more detailed baseline and target data are available

Sector / Industry	Recovery:	Transformation:	Sustainability:
	<i>Lift Liberia Poverty Reduction Strategy</i>	National Vision / Subsequent Nat'l Development Strategies	
	2008 – 2011	Approximately 2015	Approximately 2020
Economic Growth			
Overall Strategic target for human capital development: <i>Align human capital development investments behind the Liberian Economic Growth Strategy (opening of Economic Growth Corridors, in particular) and investments in Power, Ports, and Roads to combine infrastructure investments with industry growth focused on agriculture.</i>			
Agriculture and Agro-Forestry	<p>Food Crops and Tree Crops:</p> <ul style="list-style-type: none"> • Fertilizer scientists • Irrigation engineers • Farmers / cultivators • Seed scientists • Agro-economists • Agronomists <p>Livestock:</p> <ul style="list-style-type: none"> • Animal pathology • Veterinary sciences • Basic livestock hygiene • Animal nutrition • Feed mill managers and plant engineers • Construction workers to install machinery / holding pens • Maintenance and repair professionals <p>Fisheries: Specialists in -</p> <ul style="list-style-type: none"> • Fishery biology • Marine biology • Benthic ecology • Aqua culture / restocking bodies of water with fish • Fish stock assessment • Fisheries economists and statisticians • Microbiology • Fish pathology • Fish nutrition • Chemical analysis of nutritional content of fish • Provision of fishing gear • Boat-building • Dock management <p>Forestry:</p> <ul style="list-style-type: none"> • Forestry management analysts • Policy makers to ensure sound resource management 	<p>Food Crops and Tree Crops: More manufacturing professions to manage volume of output</p> <ul style="list-style-type: none"> • Machinists • Factory workers • Refrigeration and preservation specialists • Mechanical engineering • Chemical engineering • Civil engineering • Landscape architects • Electricians • Welders • Plumbers • Marketing professionals • Packaging specialists <p>Livestock:</p> <ul style="list-style-type: none"> • Meat processing specialists • Freezing technology specialists • Transportation logistics specialists (refrigerated transportation) <p>Fisheries:</p> <ul style="list-style-type: none"> • Processing and storage activities • Transportation logistics specialists (refrigerated transportation) <p>Forestry:</p> <ul style="list-style-type: none"> • Forestry management analysts • Policy makers to ensure sound resource management 	
	Ports	<p>The NPA training investments in the following categories:</p> <ul style="list-style-type: none"> • Foreign Training – 5 Staff • Local Training – 59 Staff 	<ul style="list-style-type: none"> • NPA workforce target is 394 additional Staff • All the four seaports i.e., Ports of Monrovia, Buchanan, Greenville and Harper, fully operational
Oil	<ul style="list-style-type: none"> • Exploration phase underway – Determines growth trajectory 	<ul style="list-style-type: none"> • Geologists – 8 • Geophysicists – 5 	<ul style="list-style-type: none"> • Geologists – 16 • Geophysicists – 10

Sector / Industry	Recovery:	Transformation:	Sustainability:
	<i>Lift Liberia Poverty Reduction Strategy</i>	National Vision / Subsequent Nat'l Development Strategies	
	2008 – 2011	Approximately 2015	Approximately 2020
	<ul style="list-style-type: none"> • NOCAL is sponsoring scholarships in the professions outlined, and projecting the following targets (see right) 	<ul style="list-style-type: none"> • Drill Engineers – 5 • Environmentalists – 3 • Petroleum Engineers – 6 • Petroleum Economists – 3 • IT Specialists – 3 • Legal Professionals – 2 	<ul style="list-style-type: none"> • Drill Engineers – 10 • Environmentalists – 6 • Petroleum Engineers – 12 • Petroleum Economists – 6 • IT Specialists – 6 • Legal Professionals – 4
Mining	Professions in demand: <ul style="list-style-type: none"> • Geologists • Metallurgists • Community and Gov Liaison Officers • Project Managers • Lawyers • Mechanics • Logistics Coordinators • Truck drivers • Accountants 	Professions in demand: <ul style="list-style-type: none"> • Security • Operators for heavy trucks and equipment Secondary job creation demand areas: <ul style="list-style-type: none"> • Transport • Provisioning • Cleaning • Financial services 	

Note: All sources are cited in the Annex section, where more detailed baseline and target data are available

HUMAN CAPITAL TARGETS			
Sector / Industry	Recovery:	Transformation:	Sustainability:
	<i>Lift Liberia Poverty Reduction Strategy</i>	National Vision / Subsequent Nat'l Development Strategies	
	2008 – 2011	Approximately 2015	Approximately 2020
Good governance and Statebuilding at all levels			
Overall Strategic target for human capital development: Align human capital development investments behind the Civil Service Reform Strategy and move towards Direct Budget Support / National Implementation.			
Civil Service Reform	<ul style="list-style-type: none"> • Introduce approximately 200 - 250 Director positions across all Ministries, Agencies, Commissions, replacing politically-appointed Assistant Minister positions 	<ul style="list-style-type: none"> • Regularize SES / TOKTEN / LECBS positions in Civil Service introducing performance-based pay reform – GoL to cover 50% program costs for sustaining 160 performance-based posts • Implement MAC Training Plans (LIPA) • Invest in the middle-layer, professional / technical 	<ul style="list-style-type: none"> • GoL to cover 100% program costs for sustaining 160 performance-based posts

HUMAN CAPITAL TARGETS

Sector / Industry	Recovery:	Transformation:	Sustainability:
	<i>Lift Liberia Poverty Reduction Strategy</i>	National Vision / Subsequent Nat'l Development Strategies	
	2008 – 2011	Approximately 2015	Approximately 2020
		posts, including staff realignment, in Ministries, Agencies, and Commissions in line with MFR process	
Elections	<p>Phase: Voter Registration</p> <ul style="list-style-type: none"> Registration Clerks / Registrars / Card Issuers / Photographers – 7,120 Field Coordinators – 300 <p>Phase: Voter Education</p> <ul style="list-style-type: none"> Voter Education Officers – 440 <p>Phase: 2011 Election</p> <ul style="list-style-type: none"> Presiding Officer / Voter Identification Officer / Poll Workers / Precinct Asst. / Security – 31,780 Field Coordinators – 400 <p><i>Temporary workers ranging from 1 week to 4 months</i></p>	<p>Long-term capacity targets:</p> <ul style="list-style-type: none"> The NEC is developing an in-house training system, for ICT, communications, electoral violence, logistics and conduct. Possibly an Elections Institute is established, to support training and ongoing analysis. Achieving a gender balance, especially in magistrates. International assistance is focused on building NEC capacity to reach an independently operational workforce in 2020. <p>Critical skills needed:</p> <ul style="list-style-type: none"> Logistics, planning and operations skills. Transport and warehousing professionals and skills. Administration and Coordination of operations in the field. ICT skills, operating computers and specialized programs. Voter education / civic engagement skills. Community mobilization and working with CSO's and FBO's. Public relations professionals (MA level), press relations. Legal professionals, investigations professionals. Knowledge of electoral laws, dispute analysis. Conflict resolution and mitigation, electoral conflict analysis, early warning and preparedness. Monitoring and Evaluation (internal and external. MA level) Security / Electoral violence training, safety for all staff. 	
Legislature	<p>A core set of skills for implementing the Modernization Plan, across pillars of representation, law-making and oversight:</p> <ul style="list-style-type: none"> Administration, office management and secretary skills. Leadership skills, dispute resolution and consensus building, conflict mitigation Accounting, finance, budgeting and auditing ICT, computer skills. Legal qualifications. Drafting skills, bill development and sponsoring. Communication, public relations, writing and presentation skills. Community outreach, mobilization skills and management within CSO relations. Facilitation and organization qualifications (CSO, public hearings) Analysis and research. Economic, sociologic and socio-political skills. Archiving, documenting, library and filing, transcript and 	<p>Core group of qualified civil servants with competencies (MA degree), plus assistance staff (BA) are functioning apolitically as Committee support, across sectors.</p> <p>Gender balance achieved, with women holding professional and vocational positions, especially in relations with constituencies.</p> <p>Both House and Senate have fully professionalized HR departments, with internal training capacities, monitoring and covering all staff training needs, including for Law-makers.</p>	

HUMAN CAPITAL TARGETS			
Sector / Industry	Recovery:	Transformation:	Sustainability:
	<i>Lift Liberia Poverty Reduction Strategy</i>	National Vision / Subsequent Nat'l Development Strategies	
	2008 – 2011	Approximately 2015	Approximately 2020
	stenograph proficiency. <ul style="list-style-type: none"> Engineering, Electricians, logistics and building maintenance. 		Adequate competent and qualified staff is based in the constituencies, supporting inclusiveness and democratization of law making, in line with the decentralization agenda.
Decentralization	<ul style="list-style-type: none"> Train 200 County officials in Public Financial Management Train 200 Country officials in Community Driven Development Train 150 MIA staff in performance based program planning, budgeting, monitoring and reporting Train 100 MIA and County staff in Urban Planning and Management 	<ul style="list-style-type: none"> In anticipation of greater decentralization of technical functions, it is anticipated that there will be human resource expansion in the job profiles focused on project planning, procurement, budget planning and administrative support in 2015 and 2020. There will likely not be much human resource expansion in representational functions, such as Superintendents, Commissioners, etc. 	

Note: All sources are cited in the Annex section, where more detailed baseline and target data are available

HUMAN CAPITAL TARGETS			
Sector / Industry	Recovery:	Transformation:	Sustainability:
	<i>Lift Liberia Poverty Reduction Strategy</i>	National Vision / Subsequent Nat'l Development Strategies	
	2008 – 2011	Approximately 2015	Approximately 2020
Sustained Peace and Security			
Overall Strategic target for human capital development: Invest in needed human capital to maintain stability as the United Nations Mission in Liberia (UNMIL) withdraws and improve conditions and professional integrity of security and rule of law institutions.			
Police	<ul style="list-style-type: none"> Sustain LNP training program Advance continued institutional investments in LNP 	<ul style="list-style-type: none"> LNP target strength of 5,000 Officers Redeployment of Officers to address shortfalls and excess force size by county needs 	<ul style="list-style-type: none"> To be determined
Armed Forces	<ul style="list-style-type: none"> Long-term target for force size is 6,000 AFL Troops. The AFL should emerge as a civil-military force that focuses on civil engineering projects for 		

HUMAN CAPITAL TARGETS			
Sector / Industry	Recovery:	Transformation:	Sustainability:
	<i>Lift Liberia Poverty Reduction Strategy</i>	National Vision / Subsequent Nat'l Development Strategies	
	2008 – 2011	Approximately 2015	Approximately 2020
	the benefit of local communities. Focus on engineering and construction activities. <ul style="list-style-type: none"> • Emphasis on upgrading the AFL Engineer Company and make it a full battalion. • The gender disparity in the AFL is significant and women may be encouraged to serve their country as AFL Officers. 		
Corrections	<ul style="list-style-type: none"> • Achievement of international standard in corrections (1:5 staff to prisoner ratio) • Need to establish welfare unit within corrections • Autonomous, independent Bureau for Corrections • Increase gender parity in corrections and incorporate gender sensitivity into corrections training • Filling gaps left by UNMIL Withdrawal 		<ul style="list-style-type: none"> • Relocate Monrovia Central Prison • Open one detention center in each county • Make corrections facilities self-sufficient through agricultural cultivation

Note: All sources are cited in the Annex section, where more detailed baseline and target data are available

In summary, analysis on human capital trends, especially monitoring the degree to which human capital is being developed, will feature as a major component of the NCDS implementation and overall role that the Ministry of Planning and Economic Affairs has in manpower planning. This role requires partnerships with institutions capable of conducting sound data collection and analysis on human capital, including LISGIS, the Ministry of Labor, and various line Ministries. All core analytical resources will feed into this ongoing analytical service, including findings from the Labor Force Survey (anticipated in late 2010) and Labor Market analysis conducted by the Ministry of Labor.

Recommended priority investments in human capital development

All human capital targets (and associated baselines included in the Annex) are derived directly from Sector Plans and discreet sector analysis, as sector planning is the authoritative vehicle for human and institutional capacity building efforts. As such, the NCDS will work through a sector planning framework and leverage additional resources and technical support to address identified priorities and gaps for human capital development, in particular, within these strategic planning processes. Additionally, the NCDS, by virtue of its placement within the Ministry of Planning and Economic Affairs (MPEA), will identify overarching priority areas for investing in workforce development / human capital development to achieve broader national plans, such as the National Vision, the Economic Growth Strategy, etc.

In reviewing all available baselines and targets for the human capital planning process underpinning the NCDS, the following professions have been identified as priority areas for investment due to anticipated impact and strategic value in accelerating / deepening support to overall workforce development:

1. Doctors (primarily General Practitioners)
2. Nurses
3. Teachers (including pre-primary, primary, secondary)
4. Engineers (including electrical, civil, etc.)
5. Agricultural Specialists (including Agricultural Economists, Cultivation Experts, Plant/Animal Pathologists, etc.)
6. Agricultural Extension Workers

7. Civil Servants, with emphasis on roles Project Implementation Specialists (including Project Managers, Procurement, Finance, HR, Audit and Reporting specialists)

The following rationale supports the emphasis on each of these professional categories:

- Health and Education professionals are critical for building a healthy society and nurturing early childhood development, which is essential for cognitive ability and capacity for future learning / skills development. From a human development perspective, investing in a basic level of public health and education is essential for individuals to achieve their full potential and effectively contribute to society. In tandem, the policy commitments of Government to provide for quality education and healthcare require major investments in the workforce to deliver these social services.
- Engineers were highlighted as professions in high demand / major deficit in many sectors featured in the capacity base/target analysis, especially in all industries driving core economic growth. Given that Liberia is a reconstruction phase, this skill set will continue to be in high demand. Further, with the future withdrawal of UNMIL many of the UN engineers, who have been very active in numerous construction projects, will be leaving the country, and leaving a serious skills gap.
- Agricultural workers are needed to catalyze activity in the Agricultural sector, which serves as one of the focus areas for the country's economic growth strategy and primary driver of GDP growth.
- Civil Servants with project implementation capacities are needed to prepare for the emerging operating model in which Government and local institutions / companies directly implement projects and deliver services within a national implementation arrangement / Direct Budget Support. As has been observed in the delivery rates of the PRS 2008 – 2011, implementation and oversight capacities are essential for completing development projects which create impact for society. Priority competencies to focus on include, project management, procurement, finance, HR and reporting.

2. Matching supply of capacity to current and emerging demands in Liberia and Investing in institutions charged with developing capacity in Liberia

One of the fundamental goals of the National Capacity Development strategy is to better align the “supply” of capacity (i.e. skilled / educated individuals) with the “demand” for capacity in the current and future job market (e.g. viable employment opportunities). In essence, efforts to educate and train Liberians need to better target professions and vocations for which jobs are currently available and will become available in the future. While the need for alignment is obvious, both for the individual seeking employment and the employers seeking a skilled workforce, the path for getting to this level of synchronization requires investment, institutional collaboration, integrated information management, and specific interventions that will guide such alignment.

The emphasis placed on aligning the supply and demand of capacity is driven by an appreciation for:

- ✓ *The need to harness capacity in areas that will serve as the engine for economic growth:* The PRS outlines a three-pronged growth strategy⁵ emphasizing the need to invest resources in i) basic infrastructure and roads, ii) restoration of production capacity, especially in rubber, timber, mining, and harvesting of cash crops, and iii) realizing policy changes to drive increased competition and diversification in markets, especially through reducing barriers to productive enterprises. These three avenues will serve as corridors for job creation from a supply side. As such, institutions charged with developing human capacity will need to better prepare and direct human capital towards these activities.
- ✓ *The imperative need to align capacity development investments to job creation:* Investments in skills development will be directed at areas in which there is strong evidence that job opportunities exist for several reasons - To ensure that there is a return on investment, that the expectations for employment are grounded in reality, and to allow opportunities for trainees to immediately apply new skills on the job, since there is a risk that skills could be lost if there are no opportunities to exercise them. In light of this need for alignment, the National Capacity Development Strategy is significantly

⁵ Liberia Poverty Reduction Strategy (2008 – 2011) section 4.3, page, 39.

guided by the Liberian National Employment Policy, which states that, “the Government will focus on improvement in educational access and standards, including in vocational training, and focus curriculum on meeting the demand of the labor market. The Government will promote productive employment that will reduce poverty, ensure peace and stability, and enhance the overall wellbeing of the Liberian population.”⁶ As technical and vocational training (TVET) investments are a critical feature of the national Employment Policy, TVET is also critical for developing capacity within groups that are not pursuing an academic education as well as those individuals that were not able to benefit from formal education and deserve a second chance at skills development and preparation for employment.

- ✓ *The opportunity to capitalize on entrepreneurial ventures to build capacity:* A significant portion of demand for skilled labor arises from the private sector and community or individual enterprises, and these business dynamics will continue to drive demand for specific skills. As such, the private sector will be a driving force for Liberia’s capacity development agenda, by helping to define the skills needed in the market place and by sharing good practices for building individual capabilities as has been done in companies that successfully employ many Liberians. As the business environment for private ventures improves, entrepreneurship will be increasingly supported as a capacity development strategy.

The following key issues and response strategies have been prioritized for aligning the supply of capacity to current and emerging demands:

Engaging the private sector to define high-impact human capital investments

Institutional capacity reaches beyond the public sector and will tap into the private sector as an engine for creating more opportunities in Liberia’s economy. As such, efforts are needed to strengthen the dialogue and partnership building between the private companies and the Government institutions that regulate and promote investments in private sector development to position capacity development as an issue of shared interest. In tandem, many skills development programs may be accelerated and scaled up to encourage entrepreneurship and / or working with small and medium enterprises. These programs, if well designed and effectively implemented, may create additional employment opportunities for individuals currently working in the informal sector.

The response strategies to address these issues include:

- **Facilitating results-oriented dialogue between the private sector, Government and training / educational institutions** – A collaborative effort between the Ministry of Planning and Economic Affairs, the Ministry of Labor, the Ministry of Commerce and Industry, the National Investment Commission, and the Office of the President will serve to invite private sector partners into the planning process for human capital development. Specifically, the labor market analysis and targeted assessment of growth sectors in Liberia’s economy, performed by the Ministry of Labor are valuable inputs to the determination of what skills and capabilities are needed within the workforce. Simply stated, this dialogue will help to discern the demand for skills in the market place, which guide the investments made on the supply side.

Specifically, academic and Technical / Vocational (TVET) Institutions should review these findings to determine what changes are needed in curriculum and programs to better prepare students for the emerging demands in the economy.

- As an extension of this arrangement, educational and TVET institutions could further invest in placing student counselors or academic advisors within the institutions to help guide students toward careers or vocational trades for which there is strong demand in the job market. Such investments help facilitate a “feedback loop” between the supply and demand sides of the capacity development equation, and institute processes and structures to guide students towards job opportunities.

⁶ Liberia National Employment Policy, Ministry of Labor. April 2009.

- Further, the Ministry of Labor's investments in creating an office of Employment Services will further reinforce this "feedback loop" providing assistance to job seekers and employers seeking skilled labor.
- **Defining terms for human capital investment in concession agreements** – Liberia is poised to further capitalize on business partnerships across its productive industries, such as mining, rubber, timber, and agriculture, to not only promote economic growth but also to harness investments in human capital. In recognition of the role concessionaires will play in promoting sustainable human capacity, the terms of these agreements will reflect the national interest in cultivating human capacity. Specifically, concession agreements will outline minimum requirements for hiring and training local labor as well as mandatory investments in the educational / training institutions in Liberia. In exploring these terms, a balance will be struck between the need to create an attractive environment for investment while asserting requirements for doing business in Liberia, which are beneficial for growing a skilled labor force.

Many countries find that investments are needed to build the very capacity to effectively negotiate concession agreements. Such capacity development efforts focus on strengthening the strategic vision driving the Governments relationship with private sector partners and technical know-how in translating strategic interests into advantageous terms for doing business. Efforts to better position Governments to effectively negotiate concession agreements are amplified by regional cooperation. Specifically, Liberia's membership in the Mano River Union and ECOWAS represents a powerful opportunity to collaborate with other countries to effectively negotiate contracts with large private sector companies.

- **Linking skills development programs to start-up businesses** – Linking skills development to job opportunities is a challenging recipe for situations in which jobs are scarce. These dynamics partly contribute to the emergence of informal sectors in many countries, and the informal sector will also be targeted for capacity development interventions. Due to the lack of internal organization or authority over the informal sector, capacity development investments shall be flexible, innovative in design, and demand-driven. Linking skills development to small business start-up is one approach for engaging individuals in developing and applying skills through their own ventures. Programming of this nature may align capacity development support to micro-finance mechanisms to provide resources for the initial creation of work opportunities.

Strengthening Technical and Vocational Education and Training (TVET)

The institutions for education and vocational and technical training (TVET) will be strengthened to equip young people and other opportunity seekers with the education, knowledge and skills necessary to effectively compete in the labor market. In addition to competition, skills development is needed for workers to achieve greater levels of productivity once they have successfully secured employment.

The challenge of equipping workers with the skills and attitude needed to work with productivity and competitiveness is shaped by Liberia's legacy of conflict and low investment in equitable human capital development. As a result, many Liberians are not currently capable of productive work due to lack of technical skills and/or the lack of understanding the requirements of work in terms of discipline, professionalism, and basic life skills needed to cooperate in a work environment. These circumstances have translated into missed opportunities for Liberians to secure jobs in professional / office environments as well as the vocational / manual labor market.

While there is wide appreciation for the critical role TVET education plays in promoting these opportunities, greater internal organization is needed among TVET institutions to adhere to standards for training, better tracking of students, better alignment of activities to needs in the market place and improved coordination among TVET institutions. These investments are guided by the vision within the Ministry of Youth and Sports, the Ministry of Education, and numerous TVET institutions to strengthen the quality and accessibility of vocational training. In line with this vision, the MoYS, MoE, and numerous TVET institutions are investing in better coordination and organization of training programs within a national policy on TVET, which will guide

additional capacity development investments in the TVET arena. The Government will promote equal opportunities in skills development programs in line with the National Gender Policy⁷.

The response strategies to address these issues include:

- **Coordination of TVET institutions** – To achieve the described alignment of training programs to the demand for skills in the labor market necessitates a well-coordinated working arrangement among TVET institutions. The effort of MoYS and MoE to define a national policy on TVET is an important step in coordinating training services and standards.
- **Articulation of standardized curriculum for TVET** – Honing TVET training towards concrete job opportunities is a key priority for Liberia's human capital development. A critical component of the national TVET policy is to set standards for TVET curriculum as a means for assuring quality in TVET education and better organizing how TVET programs direct beneficiaries toward job opportunities. This effort is critical for positioning Liberian institutions to manage TVET investments and ensuring that TVET training is not fragmented across multiple non-governmental actors that are currently managing TVET programs. At the same time, setting standards for curriculum design and training delivery is an opportunity to formally mandate the inclusion of other skills areas that may sometimes feature as an afterthought in training program design, such as functional literacy and "life skills." From a capacity development perspective, effectively and capably performing a job requires more than technical know-how. It also requires a constructive attitude about work, discipline, and ability to manage one's self to help workers perform productively. Many TVET programs recognize the need for a full-spectrum of skills development in training, especially in programs which target people formerly associated with the fighting forces in Liberia. Successful programs which have integrated "life skills" into training will be replicated through recommended changes in curriculum.

Focusing professional development investments

One of Liberia's greatest capacity assets is its people working in professional organizations, but much of these human capital assets are relatively untapped and under-developed. Within both private and public sector organizations, there is tremendous need to further develop the workforce in terms of skills development and professionalization to ensure quality service delivery. The lack of local, high-quality education in professional fields has reduced the developmental trajectory of most professionals, which necessitates additional investments in professional education and training beyond Liberia's educational institutions.

The current challenge is to focus additional investments in Liberia's professional workforce in high-impact functional areas that are critical for the country's continued recovery and economic growth. While further investments are needed with pre-service and in-service training programs across the board, these efforts are outlined in the section below on strengthening the capacity for service delivery.

The response strategies to address these issues include:

- **Targeting high-impact functional areas for training** – Determining which technical and functional capacities should be strengthened within institutions shall be guided by the national economic growth strategy, key reform and anti-corruption strategies, the strategic plans of institutions, and a sound approach for assessing capacity gaps at the institutional level. For instance, much of Liberia's economic recovery hinges on the success in fighting corruption. As such, investments in professional roles that are essential for transparency and accountability are particularly important, such as procurement oversight functions, accounting, and multiple roles that facilitate due process around disputes or regulatory issues.

There will be explicit alignment of professional skills development behind the direction in which the country is heading on the macro-level, and the direction in which institutions are headed on the micro-level. With such analysis and planning, the Government and its partners will better direct the individual training and institutional capacity development investments going forward as more systematic capacity assessments inform capacity development response strategies, as is being

⁷ The National Gender Policy was finalized in 2009, under the leadership of the Ministry of Gender and Development

advanced by LIPA's comprehensive training needs assessment exercise⁸ as well as the GC/CSA Mandate and Functional Review process.⁹ These efforts feed into the articulation of a training and development strategy for civil servants¹⁰.

- **Improving the utilization of scholarships to build human capabilities in targeted areas** – While many scholarships are awarded to the Liberian Government through bi-lateral and multi-lateral partnerships, these opportunities will be better coordinated and aligned to identified needs in professional development areas. Specialized education can be a powerful tool, and as such, it is critical that mechanisms are put in place to match the supply of scholarships to the demand in the market based on sector plans. While efforts are needed to better target the utilization of scholarships, the same coordination mechanism will be utilized to secure commitments from scholarship beneficiaries to return to Liberia to contribute to the country's development.

Successfully *bonding* individuals to institutions requires the appropriate utilization of incentives and considerations related to remuneration. To develop these systems, investments will be directed to maintaining a Public Sector Scholarship management mechanism / committee which would define service contracts in line with awarding scholarships. In addition, this body could track scholarship recipients to ensure that they are placed in institutions upon return and supported in their work.

- **Strengthening resources for professional development** – Professional associations (e.g. Associations for Attorneys, Physicians, Teachers, etc.) can enhance workforce development in core professional areas either to compensate for weaknesses in professional education or to augment professional education as it continues to improve. Investing in the elaboration of existing associations and creation of new associations may help foster the emergence of a professional class in Liberia and establish networks between professionals to aid in knowledge transfer. The establishment of professional associations will also provide opportunities for collaborative programs with international organizations and/or knowledge exchange with professional associations in other countries.

In addition to professional associations, select Liberian Universities may serve hubs for specialized professional development programs. Some colleagues and Universities already focus curriculum around a comparative advantage, such as polytechnic schools, and these areas of specialization may be further developed into programs for professional education and/or mid-career continuing education opportunities.

Leveraging UNMIL expertise – UNMIL's presence in Liberia is a limited opportunity for knowledge and skills transfer to local institutions as UNMIL employs a significant number of Liberians, who have developed skills and know-how through their work with the mission. These professionals will also have skills and knowledge to transfer once the mission leaves Liberia. In tandem with the staged drawdown and withdrawal process of UNMIL, the Government will facilitate investments in scaling up capacity in strategic areas. Further, the Government will encourage investments in placing former UNMIL professionals in new jobs where they may utilize their competencies to perform important roles and transfer knowledge to other employees¹¹.

As these opportunities to align the supply of capacity development support to the current and emerging demands for skills and knowledge in the workforce, Government will invest significantly in the institutions that build capacity, out of appreciation that efforts to develop sustainable capacity depend on the capacity of the very institutions that are charged with developing capacity, or the idea that *Liberia will invest in the capacity to build capacity*.

⁸ LIPA is conducting a survey of training needs in each of the Ministries, Agencies and Commissions which measures staff development needs in order to inform the training offerings provided by LIPA, 2009.

⁹ The Mandate and Functional Review is a process designed to clarify and rationalize the mandates and functions of Ministries, Agencies, and Commissions in Liberia in order to organize governing institutions in a coherent manner. The MFR process is a core element of Liberia's Civil Service Reform Strategy, 2009.

¹⁰ National Training and Development Policy was in formulation phase during the end of 2009, under the leadership of the CSA, LIPA, and GC.

¹¹ The UNMIL training resources and training center, IMTC, will be leveraged by training institutions such as TVET institutes and LIPA.

Due to the ravages of conflict in Liberia, these institutions have been seriously weakened, and their full resurgence will likely require decades. However, given the necessity for institutional support in the areas of education and training to build capacity, significant investments are needed now to attain a major foothold in delivering capacity development services. Institutional investments are needed in formal education at all levels, technical and vocational training, and targeted specialized training for professions and disciplines that require unique skills and experience.

The emphasis placed on investing in institutions charged with developing capacity is driven by an appreciation for:

- ✓ *The need to develop specific technical skills at the individual level* – The lack of professionals with the skills and education relevant for Liberia’s development agenda has necessitated the utilization of technical assistance from the donor community. While the pairing of local professionals with technical experts can be managed in a manner that aims to build local capacity through knowledge transfer, with mixed results as must be acknowledged, there shall be increased investments in education and skills development that aim to reduce Liberia’s reliance on external technical assistance. Sustaining capacity gains requires the development of local technical capacity; otherwise much of the capacity development support will continue to reside in donor-funded projects. Relying on donor-supported technical assistance has shortcomings of being temporary, limited in scope, and ultimately limited in impact as external technical experts can only understand the realities of Liberia’s challenges as close approximations.
- ✓ *The need to create equal opportunities for all Liberian men, women, boys and girls to develop as human beings* – Education and training is an inherent good for individuals. Learning is one avenue for living a dignified life, which is a right that has sadly not been afforded to enough deserving Liberians. In addition, learning will be egalitarian and open to all, which underpins the principled commitment of the Liberian Government to provide universal primary education. This commitment shall extend to higher levels of education to overcome past practices of exclusion and elitism.

In particular, investments in higher education are critical for any society to develop leaders and capable professionals that will drive the country’s development in new directions. While current priorities may emphasize primary education and technical / vocational training in Liberia, resources shall also be channeled towards higher education to ensure that the country is better equipped to educate specialized professionals. In the absence of quality higher education opportunities, reliance on scholarships abroad is currently common practice for receiving the education needed to realize their ambitions, which pose high transaction costs for the state, sacrifice for the individual in some cases, and challenges in incentivizing professionals to return to service in country.

The following key issues and response strategies have been prioritized for strengthening the institutions charged with developing capacity in Liberia:

Facilitating enhanced coordination among TVET institutions – In the area of technical and vocational education, the Ministry of Youth and Sports (MoYS), Ministry of Education (MoE), and multiple institutional partners in TVET, including the MVTC, AITB, and LOIC are making strong strides in establishing a conducive environment for well-coordinated, quality TVET training opportunities through the development of a National Policy on TVET. These efforts are addressing immediate gaps related to the need to articulate the institutional arrangements for governing and directing TVET education, setting standards, and tracking / supporting trainees. Ongoing institutional capacity development support will be needed by the National Commission on TVET to support their roles in coordination and standard setting.

In so doing, information management in the TVET arena shall be prioritized as there is strong demand for information on the TVET institutions – i.e. areas of specialization, absorptive capacity, etc. Much of this demand emerges from numerous donor-funded projects which aim to provide technical / vocational skills development in coordination with existing TVET institutions. Each of these donors will be more inclined to work through existing TVET institutions if it is easier to establish connections with the relevant institutions and discern what resources are needed to make the collaboration a success. In the absence of this information and partnership-building, donor-funded projects may have a tendency to operate outside of the TVET institutional community and thereby miss opportunities to create more sustainable impact.

Supporting local training institutes for professional skills development – Efforts by the CSA and LIPA to align professional development services to standards in the civil service and scale-up training support to meet demand in the civil service sector are essential for realizing the goals in the Civil Service Reform Strategy as well as one of the core outcomes of the National Capacity Development Strategy, strengthening capacity for service delivery.

These efforts are guided by the development of a training and development policy for the civil service. The training policy will provide the necessary basis for all Ministries, Agencies, and Commissions to co-develop training plans with LIPA and other training service providers. Based on evidence from comparative public sector training programs, the following practices will be reflected in the training and development policy and associated training plan development:

- Providing a clear definition of the objectives of the training and how they relate to the specific jobs of the trainees
- Linking the training to broader organizational / sectoral / national objectives
- Participant and organizational buy-in and commitment
- Careful selection of participants based on concrete criteria
- Careful selection of trainers / facilitators
- Pedagogical design that includes practical and relevant experience as well as theory
- Utilization of appropriate and varied training delivery methods
- Inclusion of incentives for application of what was learned during the training
- Creation of follow-up mechanisms
- Ongoing improvement of training programs based on an evaluation of participants' application of what they learned in their daily work
- Contributions towards achieving other development goals and national priorities such as gender equality/parity

From a capacity development viewpoint, support shall be provided to these Ministries, Agencies, and Commissions to articulate their training needs within their broader strategic investments in staff development. Looking forward, the development of training plans will generate significant demand for quality training services from LIPA and other training service providers. The current and predicted demand for training necessitates deep investments in the training institutes that deliver services in professional development, with particular emphasis on LIPA.

Advancing the agenda of education sector reform – The Ministry of Education and its development partners is mobilizing immediate support and longer-term investments in education, primarily at the level of primary education. The specific investments in teacher training and development are fundamental to building capacity to build capacity, and as such, these efforts warrant increased support and resource commitment.

Institutional capacity development support for MoE – Additional support is needed in the Ministry of Education to continue efforts to strengthen the core functions of policy making, strategic planning, program management and implementation and monitoring and evaluation. Any institutional capacity development support will be informed by the mandate and functional review process within the Ministry and align to the major internal initiatives to build institutional capacity through the existing technical assistance provided to the Ministry.

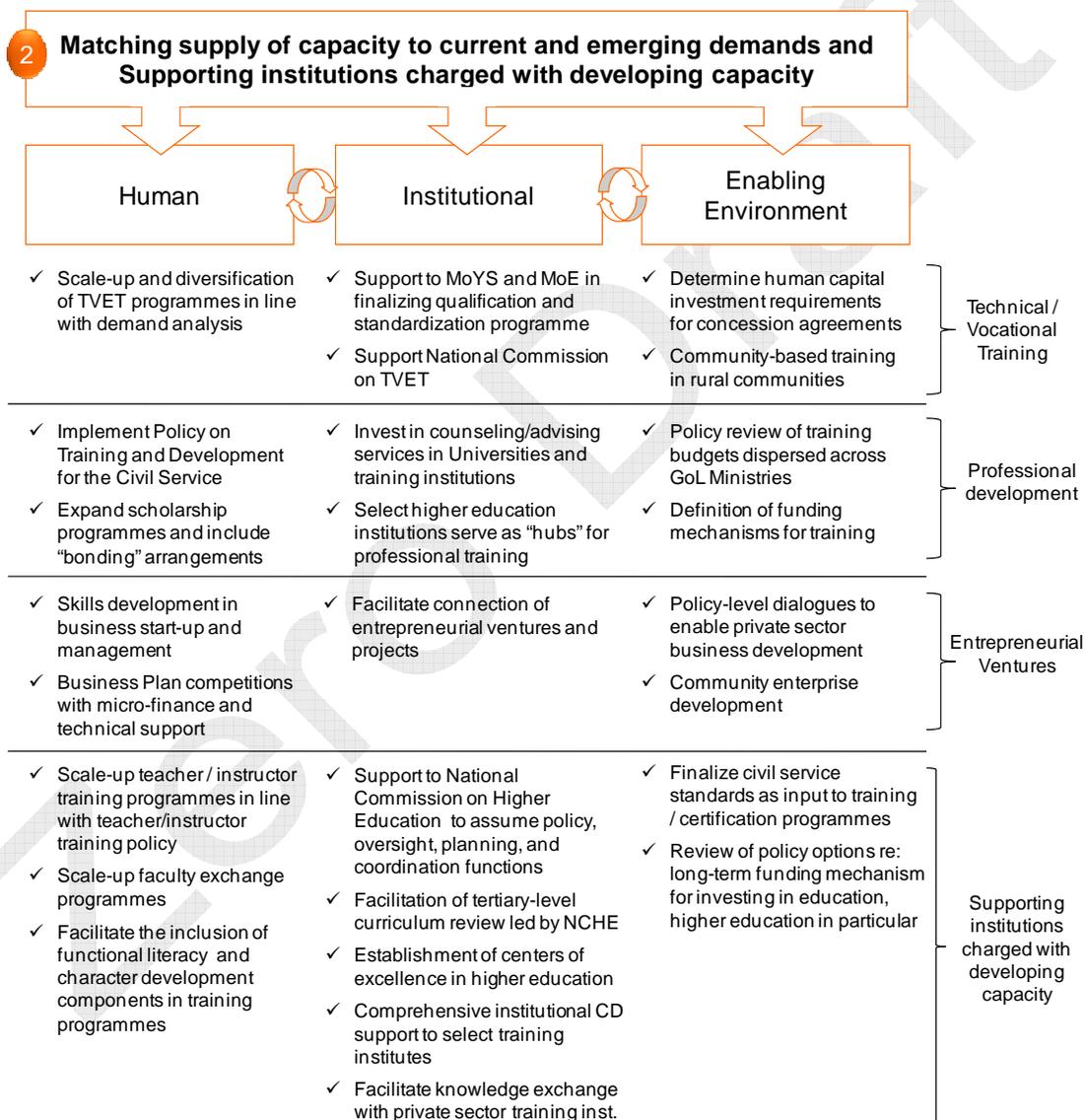
Directing resources towards tertiary education – While most investments are being targeted towards primary-level education, additional support needs to be directed towards higher education. These investments are needed to address gaps in the supply of tertiary education and to prepare for the demand for higher education services that is being created through investments in primary and secondary education. These investments shall be guided by the strategic vision set forth by the National Commission on Higher Education (NCHE) and the community of University leaders.

As such, institutional capacity development support will be provided to the NCHE, and additional efforts are needed to mobilize the Universities in Liberia to work together to position higher education as part of the

capacity development solution for Liberia. In particular, the dialogue between the University community and the private sector shall focus on articulating the education and skills needed to perform jobs in the private sector and work together to invest in the Universities' abilities to develop the relevant curriculum and programs to support students to secure jobs.

In responding to this demand, the Universities will need to tap into institutional capacity development support as well, through faculty-exchange programs and comprehensive curriculum review processes. These goals will be advanced by continuing a policy dialogue at the highest levels of government about investments in higher education.

Response strategies for matching supply of capacity to current and emerging demands and supporting institutions charged with building capacity



3. Strengthening capacity for service delivery

Delivering quality and equitable social services is one of the fundamental obligations of Government in society. In Liberia, the alleviation of poverty directly depends on the capacity of service delivery institutions to effectively fulfill their mandates. Effective service delivery is critical at all levels of government, and as such, building capacity for service delivery will address centralized and decentralized processes, paying particular attention to the local-level institutions.

The area of building capacity for enhanced service delivery has been defined as a collaborative partnership between the CSA/GC Civil Service Reform Strategy and the National Capacity Development Unit in light of the synergy between civil service reform and institutional capacity development. While improving the institutional performance of the Civil Service is a clear priority to enable service delivery to the Liberian people, institutional improvements are also needed in the private sector and among CSO/NGOs and community-based organizations.

The following key issues and response strategies have been prioritized for strengthening capacity for service delivery:

Building human capabilities across levels and technical functions

High performing institutions require technical and functional capacities in the areas of strategic planning, technical analysis / program design and implementation, coordination / stakeholder engagement, internal management and administration as well as a working culture that values transparency, leadership, teamwork, merit, and integrity. Significant investments have been made to infuse technical and functional capacity at all levels, primarily through programs that attract high-caliber professionals to serve within key institutions as well as targeted training programs designed to develop technical capacities of civil servants.

The current challenge is to ensure that Liberia invests in building technical and functional capacity across the local workforce as capacity development programs that focus exclusively on attracting external assistance and repatriated nationals are not sufficiently sustainable.

Building the capacities of the local workforce will require a scale-up of training programs that are well-coordinated and managed to build continuity in service.

- ✓ *Coordinating programs to build technical and functional capacities:* Currently professional skills development is advanced through numerous initiatives, including donor-funded projects and collaborative ventures between donors and Ministries that select a certain population and skills areas for which discreet training programs are developed. These professional training programs are typically designed in response to the findings and recommendations in targeted capacity assessments, and then managed as projects in collaboration with Ministry partners and Liberian training institutes. While this operating modality may continue, Government and development partners will systematically position the Liberian training Universities and institutes, especially LIPA, to guide and coordinate these programs as well as deliver more training directly. Over time, Liberian institutions will house and manage major training programs to ensure that these investments are guided by national development priorities and sustained through national resources in addition to donor-funded investments.
- ✓ *Building continuity in service:* Once individuals receive training and professional development services, it is critical to follow these investments in the individual with expectations for service in return. All training programs will focus on investing in people so that they can better serve the needs of the country in addition to helping individuals achieve more productive livelihoods and satisfaction. Many quality training programs do not entail contracting with the beneficiaries to set terms for service obligations, and this is the leverage that ensures return on investment.

In addition to service agreements, effective monitoring and evaluation of training programs will increase the likelihood that trainees successfully contribute to enhanced institutional performance upon return to their positions. Monitoring and evaluating impact of training investments is important not only to assess impact, but also to simply track program beneficiaries and provide ongoing counseling and support. Select training programs are instituting monitoring and evaluation components to the program design based on an appreciation that trainees will return to a challenging

workplace, and “one off” training support is not always sufficient to prepare individuals for these challenges¹².

The response strategies to address these issues include:

- **Strengthened in-service training programs** – Until the Liberian education system is capable of increasingly graduating well-educated and qualified individuals with productive abilities, in-service training is a necessary mechanism for developing skills in an accelerated manner. Several good models exist for strengthening the skills and competencies of civil servants in Liberia through in-service training, in areas of health, education, public financial management, etc. Successful practices piloted in these programs shall be replicated across institutions in functional areas which are determined to be high-impact from a service delivery viewpoint. Specific practices to replicate include, managing in-service training programs in partnership with University departments or local training institutes¹³ as is demonstrated by the LISGIS Training Program for statistical staff in Ministries and Agencies.

Specific investments to strengthen in-service training programs include:

- **Linking a comprehensive training agenda to capacity assessments** – As is outlined in priority number two, *investing in institutions charged with developing capacity*, the education and training service providers will invest resources to scale-up the number, diversity and quality of training programs. Deciding where to invest these resources will be informed by consolidating findings from various capacity assessments across sectors in Liberia, as these assessments represent the fact-based determination of needs in developing human capital within institutions. In tandem with this effort, LIPA's is completing a broad-based training needs assessment in the civil service sector to determine where resources should be directed to address priority training needs. The linkage of such needs assessments to direct investments in training will emerge as standard practice across all sectors. In addition, other entities also design training programs for their employees based on internal assessments and strategic priorities¹⁴. These activities will be better coordinated to allow for the adoption and replication of good practices in the area of assessing human capital development needs and training service provision.
- **Coordinating in-service training managers** – Most in-service training programs in the public service are managed by a Training Coordinator located within the Ministry, Agency, or Commission. These Training Coordinators have an opportunity to network to share lessons learned and develop creative solutions to common problems, but these networks need to be cultivated. In-service training programs may be unique in their discipline, but they share a common aim and common teaching dynamics. These commonalities will be explored and seen as opportunities to elaborate on the program features to introduce innovative mechanisms for realizing more benefit from the initial investment in training.

Improving institutional performance

The institutional capacity gaps in Liberia translate into very low productivity and performance across sectors, which hamper progress in implementing the PRS. Productivity and performance is driven by multiple factors, such as:

- ✓ The availability of equipment and resources to execute the affairs of the institution
- ✓ The degree of clarity of internal organization, such as functions, processes, communication and accountabilities

¹² The USAID Forecast Project is a good example of incorporating M&E components into skills development programs and will be considered as a practice to be replicated across other training initiatives.

¹³ See LISGIS Training Program for statistical staff in government Ministries and Agencies, November 2008 – June 2009. LISGIS partners with the Institute of Population Studies (IPS) at the University of Liberia to deliver training and share facilities.

¹⁴ Including the UNMIL Integrated Mission Training Center (IMTC) and private sector companies.

- ✓ The competencies and motivation of staff to perform functions
- ✓ The internal working culture, approach to teamwork and leadership, etc.

Essentially, these elements boil down to people, processes, and systems / tools. To address these challenges in a comprehensive manner, many private, public, and non-governmental institutions are investing in clarifying their vision, mission, values, core functions and aligning their structures and human resources behind this strategic direction, which are all necessary investments to promote better performance.

Core challenges present in the professional service in Liberia include:

- ✓ Weak motivation among workers due to low remuneration, lack of incentives / recognition, and what some describe is a lack of appreciation for work ethics
- ✓ Internal disorganization within institutions as well as across institutions
- ✓ Lack of proper equipment and facilities, compounded by low levels of computer literacy
- ✓ Access to intellectual resources

The response strategies to address these issues include:

- **Civil Service Reform and incentives for performance** – The Civil Service Agency (CSA) is advancing a comprehensive Civil Service Reform Program guided by a CSR Strategy that emphasizes *smaller government and better service*. Many investments in institutional capacity development have strong synergy with the components of the CSR Strategy, which include:¹⁵
 - **Re-structuring and Right-sizing:** Establishing a lean, effective and efficient central government bureaucracy primarily dedicated to policy-making, regulation and monitoring and evaluation, while decentralizing implementation to sub-national levels and limiting the role of the government by outsourcing a number of services to non-state actors through strengthened public-private partnerships.
 - **Pay and Pension Reforms:** Putting into place a compensation regime of policies, remuneration and incentives that attracts, retains, and contributes to the motivation of civil servants to diligently perform their roles and responsibilities; as well as implementing a pension scheme that ensures that retired civil servants are paid decent post-service benefits.
 - **Enhancing Service Delivery:** Improving service delivery by valuing the public as customers and focusing on their needs while strengthening the quality of services and expanding access to all segments of the population.
 - **Human Resources Management:** Managing a government workforce through the fair and consistent application of modernized Civil Service laws, policies and regulations for the recruitment, development and utilization of civil servants in the effective and efficient implementation of the functions of ministries, agencies, and autonomous commissions. Human resource management will be further strengthened, through the installation of a state-of-art Human Resource Management Information System (HRMIS) based on biometric technology.
 - **Leadership Development:** Developing executive managerial and technical leadership capacity in the Civil Service to lead change and implement the government's reconstruction and reform agenda.
 - **Gender Equity:** Instituting measures in Civil Service institutions to increase meaningful participation of women, at all levels, and particularly in decision-making.

To the degree possible, all institutional capacity development investments shall be aligned to the strategic priorities and approaches outlined in the CSR Strategy and executed in partnership with the Civil Service Agency (CSA). At the same time, additional technical support shall be directed to the CSA to augment the CSA's ability to implement this ambitious program. In particular, operational guidance will be needed for MACs to implement new policy reforms enacted through the CSR

¹⁵ Strategic priorities excerpted directly from Civil Service Reform Strategy (2008 – 2011), CSA, June 2008.

Program, as policy changes will be translated into new practices, procedures, and expectations of civil servants working on the ground.

- **Service Delivery Tracking and Acceleration of PRS Delivery Rates** – Many of the goals articulated in the Poverty Reduction Strategy (PRS) are either directly associated with improvements in delivering basic social services or indirectly require strengthened institutional organization to achieve the deliverables to which institutions are committed. Given that the PRS serves as the blueprint for Liberia's current recovery and development, it is the most concrete foundation from which efforts to improve service delivery will be anchored.

The Ministry of Planning and Economic Affairs is responsible for monitoring and evaluating the progress of PRS implementation and supporting a coordinated response to maintain and accelerate momentum. Through the LRDC Secretariat and the MPEA M&E Unit, the MPEA is investing in identifying and addressing the capacity gaps that hinder implementation of all PRS deliverables. This coordinated approach serves as a powerful mechanism for identifying and diagnosing capacity constraints hindering implementation progress and convening Ministries, Liberian institutions, and development partners to address implementation issues in a coordinated manner. This coordinated process is absolutely essential for maintaining an enabling environment for capacity to deliver services, and sustained efforts in this area are already proving impactful. Over the remaining months in the current PRS and, in preparation for the next National Development Plan, this mechanism may very well prove transformational for Liberia's capacity to deliver services and effectively manage the affairs of the country.

Using M&E as a vehicle for assessing capacity for service delivery requires a strong facilitation approach which brings together service providers and beneficiaries to identify enabling and constraining factors for delivering services effectively. As a result of consensus-based analysis and problem-solving, the process results in clearly defined actions needed to align internal organization, processes and people to effectively deliver.

The Government is committed to investing in robust facilitation support to Ministries (at least those mandated to deliver basic social services, such as MoPW, MoH, MoE, and MoA) in assessing their respective delivery rates against PRS deliverables assigned to them, as this process is driven by a problem-solving logic and is geared towards actionable solutions. Where possible, capacity development strategies will be implemented at the ground level where Ministries make corrective actions to improve service delivery. In support of this work, additional resources shall be directed to the LRDC Secretariat to coordinate this process and to develop additional information management and process mapping tools essential for informing problem-solving processes.

- **Strengthened supervision** – In situations of acute capacity gaps, in which worker motivation is extremely low, error rates are unacceptable and basic professional behaviors are not the norm, fundamental approaches are needed to strengthen supervision and support to staff in performing their individual roles.

Coaching is one method for addressing this need as it provides for one-on-one guidance and support. Given the scale of the capacity gaps in the middle and lower levels of staff in institutions, there is a need to invest in coaching support for supervisors that oversee middle and lower-level staff. Supervision capacity shall focus on working with colleagues to outline the tasks that they are expected to complete, organizing their time to do these tasks, following-up to ensure that progress is being made and problems are being solved as they arise, and providing feedback and performance evaluation. In so doing, the supervisors are better equipped to introduce standard operating procedures, counsel colleagues to mitigate conflict and introduce problem-solving orientation and teamwork. Ultimately, improving the performance of middle to lower-level staff requires strong direction and oversight, colleagues followed by regular, systematic and predictable feedback and evaluation.

- **Knowledge management and twinning arrangements** – For medium-and longer term infusion of technical knowledge within institutions, investments are needed to systematically promote knowledge transfer. "Twinning" arrangements, in which a promising colleague is paired off with a technical expert / mentor to collaborate on work within a structured mentor / mentee relationship focused on feedback

and coaching, are practical methods for focusing on knowledge transfer as a specific outcome that warrants attention and resources. As an example, the President's Young Professionals Program¹⁶ will attach young, promising professionals alongside resident managers with strong capacity (such as SES or TOKTEN professionals) to learn on the job and receive individual support to improve their skills and overall professional development. This mechanism is innovative in that it aims to capitalize on the resident capacity within institutions and focuses on building bridges to other promising colleagues – It is a direct institutional investment in knowledge-sharing, which is the next step towards sustainability for Liberia to capitalize on the infusion of skills through the emergency capacity building programs.

- **Integrating Project Implementation Units into the core institutional processes** – Developing institutional capacity will support Liberian Ministries, Agencies, and Commissions in their programs towards a national implementation operational modality, in which the institutions will directly manage and implement the full spectrum of resources and projects dedicated under the current and future national development plans. As Liberian institutions and their development partners move along the continuum from donor-managed and executed projects to nationally executed projects, investments will be needed to integrate the existing Project Implementation Units into the “mainstream” structure of the Ministry. This shift will require change management support in which the functions, systems, processes, structures, and human resources currently employed in respective Project Implementation Units will be realigned behind the vision and organizational design of the Ministry. In addition to support needed in change management, donors in Liberia, will need to invest additional technical assistance, especially in operational support functions, such as financial management, procurement, etc. to support this organizational transition.
- **Moving towards a systematic approach to change management** – Ultimately, sustaining and amplifying capacity gains requires a planned and managed approach to adapting institutional practices and human resource management behind the vision of the institution, and the direction of Liberia's development plans and growth strategy. Furthermore, as Liberia moves towards an increasingly decentralized model of governance, a consistent framework and process approach will need to be followed for all government institutions (regardless of location) to be equipped to follow consistent and coherent policies and practices.

Currently, Liberian institutions benefit from institutional change management support through temporary technical assistance and donor partnerships. Through this working modality, there is substantial reliance on methodologies and tools utilized by external consultants, which can be beneficial for introducing new approaches and ideas. At the same time, Government institutions may receive support of mixed quality, uneven relevance to the working realities inside institutions, and of limited duration, which is difficult to translate into continuous improvement. The Government will assert its own approach and set of expectations for how institutional change shall be managed in order to exercise quality assurance and pragmatism in investments.

In addition to improving quality and sustainability, a locally-owned approach to change management will facilitate the assumption of national implementation responsibilities as a consistent change management process will support the introduction of Government systems, prescriptive processes and mandated organizational policies and practices. Specific investment areas for defining the Government of Liberia's approach to change management would include:

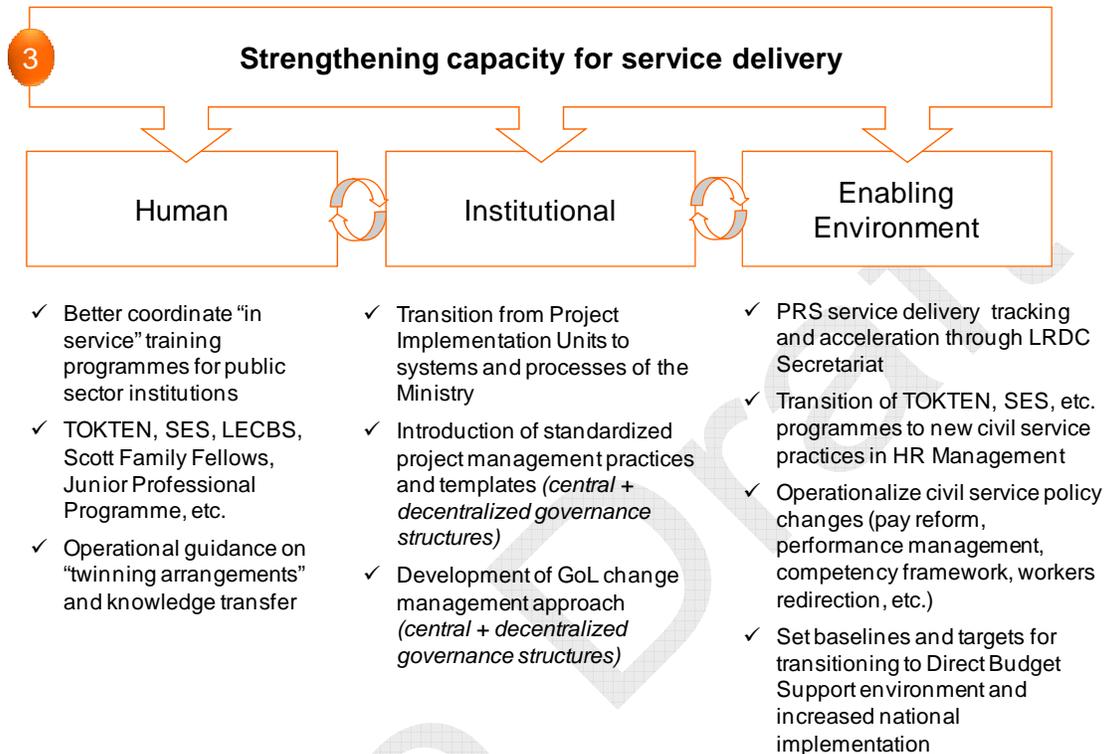
- Designing a change management approach and process, based on lessons learned from the Mandate and Functional Review process led by the GC and the CSA, which will guide institutional change at centralized and decentralized levels within a coherent framework
- Developing a knowledge repository to serve as the home for all prescriptive policy and technical guidance for ongoing institutional change and capacity development
- Investing in the development of prescriptive guidelines, processes, and systems to be housed within the knowledge repository (Support implementation of IFMIS / HRMIS systems and associated business process re-engineering)

¹⁶ President's Young Professionals Program (PYPP) was launched on 20 August 2009.

- Standardizing capacity assessment approaches, functional reviews and analyses

Response strategies for strengthening capacity for service delivery

The following image captures the key components of the investments for strengthening service delivery.



4. Strengthening capacity for leadership, empowerment and civic engagement

Building capacity in Liberia is not limited to public sector institutions. There is wide consensus that a diversity of individuals and non-state actors have essential roles to play in Liberia’s recovery and growth, and their capacity development needs must be addressed to contribute to the country’s development and security. At the same time, these non-state actors also participate in developing capacity in Liberia by exercising their vital roles in promoting national interests, advancing democracy, and acting as a “check” on Government activities. More concretely, many Civil Society Groups (CSOs) and Non-Governmental Organizations (NGOs) serve as implementing partners for Government programs, as well as providing critical services to local communities through their own institutional mandates. Further investments in the institutional capacities of these organizations will play some role in empowering Liberians to engage in the governance process and contribute to repairing the fabric of society.

Supporting civil society through leadership, empowerment, and civic engagement constitutes a set of development practices in their own right, and much of the support to civil society integrates capacity development as a *mainstreamed* component of development interventions. The emphasis placed on civil society, women, youth, and leadership in the NCDS is in recognition of the impact that these groups have in creating an enabling environment for capacity development by contributing to setting norms of conduct between the state and its citizens and by giving voice to numerous public interests. In this sense, building capacity in civil society is not advanced solely through training and development opportunities extended to non-state actors but also through the support of institutional platforms for these organizations to operate.

Emphasis on youth and leadership is needed to target resources in catalytic aspects of change. While investments may be made in training and institutional reform for the next several decades, progress will never be fully realized without the continuing emergence of strong leaders in Liberia, many of them among the country's youth. Leadership cannot be underestimated in its transformative power.

The role of women and their leadership in the context of Liberia's sustained development, peace and security cannot be overemphasized. For the achievement of equitable development, the promotion of women's leadership is critically important. Hence the capacity development programs will be as empowering for women enabling their engagement, their enhanced voice and participation. The success and effectiveness of each capacity development intervention will be critically measured by their actual contribution and/or their transformative potential for the advancement of gender equality agenda, women's rights and leadership. In other words, the implementation of NCDS will be contributing to the achievement of the goals set forth in the National Gender Policy, Gender Equality goals of the national development plan and Millennium Development Goals.

The following key issues and response strategies have been prioritized for strengthening capacity for leadership, empowerment and civic engagement:

Strengthening the platform for civil society operations – NGO and CSO organizations in Liberia are continuing along a trajectory of development in which currently reflects a collective interest in developing a shared support structure to increase the legitimacy of each organization and access to opportunities for making meaningful contributions. This interest is manifest in the creation of an NGO Council which provides a coordination forum for many diverse organizations. This institutional foundation is promising for fostering institutional capacity. Nevertheless, the Council will need support in further defining its role, functions and value added.

By working through the NGO Council, partners interested in initiating capacity development support with select NGOs and CSOs will be better equipped to coordinate programs and the NGO / CSO organizations will be better positioned to share lessons learned and good practices.

Introducing values-based messages in youth programs – All youth programs will include messages that promote individual and group responsibility, the dignity of work and support to one's community, and the rights of all to pursue positive ambitions. These messages relate to the capacity development agenda in that they promote values and norms that define behaviors that are mutually beneficial for the community and the individual. In the case of Liberia, these norms and values will be cultivated further as the history of conflict severely undermined values related to the collective good, accountable and fair treatment, basic respect for security and human rights. The trauma experienced by all citizens and youth cannot be ignored as investments are made to develop their individual capacities.

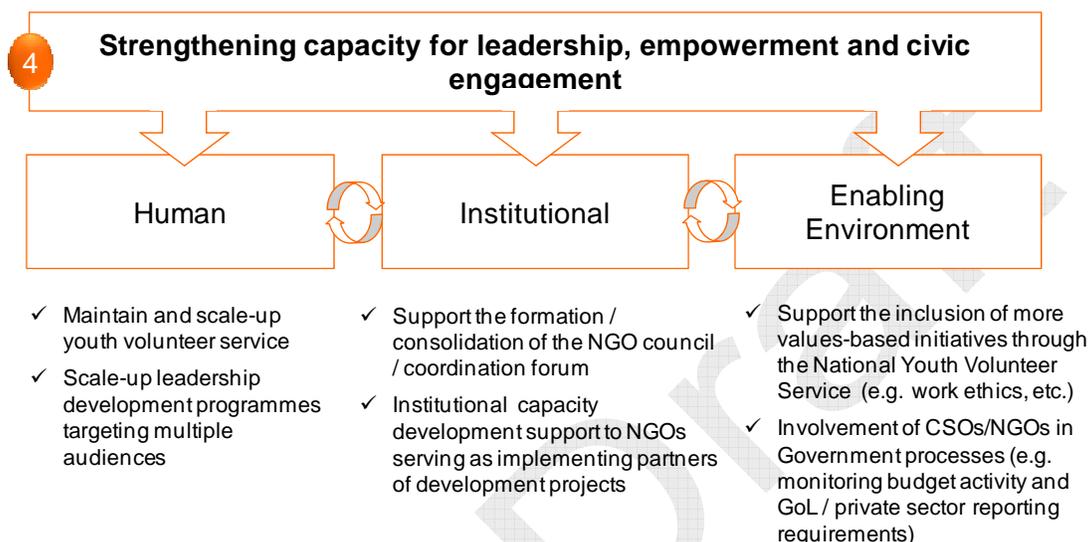
Supporting programs such as the youth volunteer service and/or supporting students taking on vacation work or apprenticeships are vehicles for continuing to integrate normative messages about what it means to be a good citizen in Liberia and a self-respecting individual. All programs geared to youth development will systematically be guided to promote their enhanced participation and leadership. They will closely be tied up with the principles of social cohesion, promotion, empowerment (economic opportunities, vocational training, employment creation, education) and gender equality.

Investing in leadership – Leadership development is a cornerstone of the Liberia Civil Service Reform Strategy, which is an accurate reflection of the role leadership plays in institutional transformation. Beyond the civil service, however, leadership is an essential dimension of capacity development for all sectors.

Current capacity gaps in Liberia reflect an additional need for leadership at the strategic as well as technical levels of institutions, which greatly undermines abilities in strategic visioning and planning, policy making, mobilizing partnerships as well as transforming strategies, plans and partnerships into concrete work planning and action.

Leadership development programs are catalytic in inspiring others to reach for their own aspirations and be a part of the solution for Liberia's recovery and growth. In addition to motivation, supporting leadership development also extends needed support resources to individuals that are trying to instigate positive change. Driving change in challenging environments poses continuous demands on and individuals' ability to deliver, self-confidence and effectiveness.

Response strategies for strengthening capacity for leadership, empowerment and civic engagement



Implementation requirements

The implementation of the National Capacity Development Strategy will primarily entail coordination of efforts across sectors and institutions, many which are currently in progress. As such, the main implementation challenge is to sustain investments within a coherent framework and ensure that going forward, capacity development issues continue to be integrated within future sector reform strategies and subsequent national development planning efforts, such as subsequent National Development Strategies after the current PRS (2008 – 2011). The following implementation requirements are outlined below:

- Initial prioritization of capacity investments
- The institutional support anchoring the NCDS
- Partnerships and accountabilities
- Communication
- Risk management
- Action planning
- Resource projections
- Monitoring and Evaluation

Priorities for Liberia's capacity development agenda

In line with the NCDS framework of five strategic outcomes, investments will focus on a few select priorities to ensure that initial efforts are targeted and realistic. The following select priorities are critical for achieving early traction in mobilizing coordinated support for capacity development:

1. Institutionalizing support for capacity development within the Ministry of Planning and Economic Affairs to support the coalition of partners engaged in the capacity development agenda. A National Capacity Development Unit (NCDU) will be in put in place to conduct analysis and collect data to inform planning for capacity development investments across sectors and proactively engage all stakeholders in the ongoing process of steering the NCDS.
2. Engaging CSA to plan for the seamless phase out of the emergency human capacity building programs, such as SES, TOKTEN, and LECBS and to plan for a sustainable approach for securing requisite human capital and fostering a performance-based human resources management culture in all Liberian institutions.
3. Investing in technical and vocational training to equip Liberians, youth and women¹⁷ especially, with concrete skills to facilitate direct employment and support Liberia's strategy for economic recovery.
4. Directing technical and financial support towards higher education to meet increased demand for education projected due to large investments in primary education, primarily, and secondary education, to some degree. In addition, strengthened institutions of higher education are needed to produce the higher-level technical skills needed to elevate human capital against current baselines.
5. Significantly and rapidly scaling-up LIPA's capacity to provide pre- and in-service training services for the civil service in tandem with increasing partnerships for the professional development of civil servants through study exchanges and innovating learning and development programs.
6. Investing in the provision of institutional capacity development support through management consultancy services / change management support, drawing upon local resources to the maximum extent.
7. Reinforcing the rapidly improving enabling environment for private sector development by supporting entrepreneurs in setting-up and operating business ventures and working with state institutions to implement appropriate pro-private intervention policies.
8. Advancing the agenda of economic governance reform to support Liberian national ownership of its development agenda in collaboration with donors committing aid.
9. Developing a Technical Assistance Policy to define the relationships between external technical expertise and beneficiary institutions to ensure that institutions maximize on the assistance provided.

Institutional support for Liberia's Capacity Development Agenda

Role of the National Capacity Development Unit (NCDU)

A National Capacity Development Unit (NCDU) is being established within the Ministry of Planning and Economic Affairs. The NCDU is being created to serve as an institutional anchor for Liberia's capacity development agenda, which will facilitate the integration of strategic investments in capacity development across the regional and sectoral planning units of MPEA and in collaboration with institutional partners, such as LISGIS, LIPA, CSA, and line and oversight Ministries. Further, the NCDU will promote public-private partnerships and directly engage civil society organizations, non-state actors, and private enterprises to participate in national investments for strengthened capacity.

The NCDU will be a technical team focusing on analytical and technical contributions that inform broader sector planning activities. In addition, the NCDU will facilitate knowledge sharing around the strategic and technical dimensions of capacity development and will dedicate resources to experimental interventions in building capacity to focus on identifying and disseminating good practices. At its core, the NCDU will operate as a liaison with partner institutions across all sectors with a strong emphasis on stakeholder engagement and team work around collaborative projects / processes in the capacity development arena.

The following functions and services will provide the foundation for the NCDU operations in its start-up phase:

Core Functions

¹⁷ In line with the National Gender Policy, 2009.

- **Stakeholder facilitation** – Networking and convening of CD service providers and collaboration to integrate CD approaches into reform initiatives and sector development strategies
- **Technical advice for national capacity development** – Quality assurance of capacity development data, analysis, and program design
- **Advocacy for integrated approach to capacity development in Liberia** – Donor liaison and resource mobilization
- **Knowledge management** – Documentation and sharing of good practices and development of knowledge platform for NCDS
- **Coordination of Government and partner programs in capacity development** – Articulation of common Implementation Framework / M&E and management of NCDS process to facilitate stakeholder collaboration

Services

1. **Coordination of capacity development initiatives**
 - ✓ Live mapping of projects, resource flows, priority focus areas, etc.
 - ✓ Comprehensive inventory of institutions engaged in the capacity development arena
2. **Technical advisory services on capacity development policy and programming**
 - ✓ Formulation of policy positions, good practices, and operational guidance in the areas of knowledge management, institutional performance, funding policies for large-scale capacity development investments, etc.
 - ✓ Provision of technical advice for conducting capacity assessments and defining capacity development projects, including quality assurance of capacity assessment exercises
3. **Substantive coordination in training, institutional strengthening, and applied learning**
 - ✓ Support training institutions in scaling-up services and developing new courses / approaches
 - ✓ Support networking among trainers embedded in organizations / programs
 - ✓ Disseminate good practices in knowledge transfer, mentorship, leadership development, etc.
 - ✓ Contribute technical resources and support in facilitating institutional capacity development / change management processes
4. **Strategic planning support for the National Capacity Development Agenda**
 - ✓ Provide analysis, projections, and support to planning to set capacity development targets and inform policy and program design

Partnerships and Accountabilities

Capacity development is the challenge and responsibility for all institutions in Liberia. To this end, the NCDS aims to mobilize a broad coalition of partners. The following articulation of collaborative working arrangements and accountabilities will guide the partnership building aspects of the NCDS.

Institution	Nature of Collaboration	Accountability
MPEA	<ul style="list-style-type: none"> • NCDS process leadership • Coordination of NCDS • Technical support to human and institutional capital planning with line Ministries through the MPEA Sector Planning Officers 	<ul style="list-style-type: none"> • Stakeholder engagement • Integration of NCDS across sector plans and line ministry activities
LISGIS / Ministry of Labor	<ul style="list-style-type: none"> • Data collection to inform planning for human and institutional capital development • 	<ul style="list-style-type: none"> • Robust analytics on human and institutional capital to inform planning, prioritization, and monitoring of changes in capacity

Institution	Nature of Collaboration	Accountability
CSA	<ul style="list-style-type: none"> • Technical collaboration in the area of Civil Service Reform • Partnership to support capacity development programs 	<ul style="list-style-type: none"> • Alignment of efforts between the NCDS and the Civil Service Reform Program
LIPA	<ul style="list-style-type: none"> • Technical collaboration in the area of training and organizational support services • Partnership to support capacity development programs 	<ul style="list-style-type: none"> • Alignment of efforts between the NCDS and the overall training agenda for the Liberian Civil Service
Educational / Training Institutions (public and private)	<ul style="list-style-type: none"> • Sustained partnership in human capital development • Visioning for the role of education and skills development in national recovery and growth 	<ul style="list-style-type: none"> • Provision of equal opportunities in education and training • Provision of highest quality learning opportunities possible • Adherence to policies and mechanisms governing capacity development coordination
Decentralized governance institutions	<ul style="list-style-type: none"> • Input to the identification of strategic priorities for capacity development at county-levels • Leadership of sector-specific capacity development investments at county-levels • Promotion of capacity development through decentralized governance structures 	<ul style="list-style-type: none"> • Adherence to policies and mechanisms governing capacity development coordination • Political and technical support for sound public policy which promotes capacity development in Liberia
Private Sector	<ul style="list-style-type: none"> • Input to the identification of strategic priorities for capacity development through public-private partnerships • Exchange of good practices adopted in the private sector which may benefit other sectors 	<ul style="list-style-type: none"> • Adherence to regulations that promote an enabling environment for capacity development • Promotion of values consistent with the vision for national capacity development
Civil Society	<ul style="list-style-type: none"> • Input to the identification of strategic priorities for capacity development in core areas of civic engagement • Support with advocacy for capacity development • Exchange of lessons learned 	<ul style="list-style-type: none"> • Adherence to regulations that promote an enabling environment for capacity development • Promotion of values consistent with the vision for national capacity development
MoGD, NHRC	<ul style="list-style-type: none"> • Input to planning processes and assist in M&E exercises to ensure mainstreaming of gender, human rights and guarantee inclusive nature of interventions 	<ul style="list-style-type: none"> • Ensure high quality technical input and oversight in a timely manner • Adherence to policy directives and provisions of various national and international conventions that the country is a party to.
Donors	<ul style="list-style-type: none"> • Institutional support to entities driving the NCDS • Support to shared capacity development goals with Government and non-governmental counterparts 	<ul style="list-style-type: none"> • High quality technical advice • Efficient operational support • Cost-effective and impactful support to programs • Transparency and accountability for resource utilization

Communication

The NCDS will aim to communicate issues related to capacity development in a frequent and compelling manner to catalyze motivation among individuals and institutions to invest in their own capacity. Specific communication vehicles will include:

- **Capacity development website** – The National Capacity Development Unit will develop and maintain a website to house information on Liberia’s national capacity development agenda, share resources and key documents relating to capacity development in Liberia and serve as an online access portal for actors interested in engaging in the NCDS implementation.
- **Stakeholders fora** – Stakeholder engagement will be facilitated through numerous opportunities for dialogue at both strategic and working-levels. Given the expansive scope of the NCDS, the National Capacity Development Unit (NCDU) will systematically reach out to diverse groups of stakeholders to address capacity issues unique to them, including outreach to the private sector, academic community, public service and civil society groups.
- **Briefings to Cabinet and the LRDC** – The MPEA and the NCDS Steering Committee members will regularly brief the Cabinet and LRDC on emerging issues related to capacity development and facilitate solutions-oriented dialogue on implementation progress and impact evaluation. The Cabinet and LRDC fora will be instrumental for sustaining political will and securing resources for Liberia’s capacity development agenda.
- **Legislative updates** – The Legislature will be engaged in considering laws impacting capacity development policies. As such, issue-oriented briefings will be provided to Legislators to keep lawmakers informed of regulatory measures needed to advance the national capacity development agenda.
- **Technical conferences** – It is anticipated that the NCDU will both convene and participate in technical conferences to address specific issues impacting the national capacity development agenda in collaboration with partners. Specific issues that will likely warrant technical conferences include innovative practices in knowledge management, mentoring / coaching, approaches for institutional capacity assessments, technical assistance, etc.
- **Public information and communication** – Periodical briefings will be held with press/media entities to keep the wider public informed.

Risk Management

The scope and complexity of Liberia’s capacity development agenda exposes lead institutions and partners to certain risks that have been identified as well as risk mitigation measures. Risks have been highlighted for regular attention:

No.	Risk	Mitigation measures
1	Fragmentation, duplication, and incoherence in capacity development initiatives	<ul style="list-style-type: none"> • Effective coordination warrants commensurate resource commitments. Supporting a robust NCD Unit in MPEA is critical for coordinating activities in the capacity development agenda. • Existing coordination structures will be leveraged to champion and guide the NCDS. In particular, the LRDC forum is the optimal mechanism for coordinating progress of the NCDS. Additional coordination structures will not be created at this time. • Simple M&E, reporting and communication mechanisms will help

No.	Risk	Mitigation measures
		avoid duplication/overlaps and exclusions
2	Demand for capacity development support services is greater than supply	<ul style="list-style-type: none"> • While the needs for individual and institutional capacity development support currently overwhelms local support facilities, external support in the form of technical assistance, education / training abroad shall be provided. Efforts to monitor the degree to which technical expertise and external learning / development opportunities are effective / sustainable / supportive of local institutional investments are paramount in priority. • Ensure sustained resource commitments to the institutions charged with developing capacity, especially in the areas of education and institutional support services. • Maintain prioritization scheme for delivering capacity development support services which is in alignment with priorities in the National Development Plan, with emphasis on institutions providing basic social services and contributing to the economic growth of Liberia. • Systematic and continued efforts to strengthen and monitor capacity of local institutions delivering capacity development services.
3	Ensuring quality and consistency in capacity assessment approaches and quality of capacity development response strategies	<ul style="list-style-type: none"> • Build consensus around the need to define a consistent and coherent approach for institutional capacity assessment / organizational change management. • Articulate institutional requirements for delivering institutional capacity development services. • Develop a roster of 'pre-approved' technical experts and management consultancies to provide technical support.
4	Ensuring investments are nationally-driven and not donor-driven	<ul style="list-style-type: none"> • Maintain institutional leadership arrangements as outlined in the NCDS Action Plan. • To the degree possible, further develop and utilize national information management systems and operational processes for managing capacity development projects. • Align all capacity development projects / investments behind the relevant sector reform strategies. • Explore financial management measures that may facilitate greater agenda setting authority within Liberian institutions. • Discuss coordination issues at regular intervals in donor coordination group meetings and the LRDC.
5	Sustainability of resources dedicated to the national capacity development agenda	<ul style="list-style-type: none"> • Resource commitments behind certain capacity development initiatives will need to be structured over multi-year periods outlined in specific program and project design parameters. • Donor and partner coordination mechanisms will emphasize staying power and long-term support needs.
6	Perception that capacity development programs are threatening to social security	<ul style="list-style-type: none"> • Invest sufficient time and resources in sensitization through use of media and other means of communication. • Invest in robust change management approaches and communication in tandem with capacity development initiatives. • Outline safety net measures to mitigate possible displacements and transition concerns. • Conduct analysis to discern hidden (dis)incentives, including

No.	Risk	Mitigation measures
		ongoing political economy analysis.
7	Politicization of the capacity development agenda	<ul style="list-style-type: none"> • Maintain leadership of capacity development agenda in a technical institution. • Maintain connection of NCDS to Liberia's national visioning process to guide the NCDS through changes in socio-political dynamics.
8	Gender and other cross-cutting issues may not receive adequate attention	<ul style="list-style-type: none"> • Gender and conflict sensitive benchmarks and indicators be developed, used, monitored and reported. • Engagement of MoGD and other relevant entities be fully ensured. • M&E and reporting mechanism will be gender sensitive.

Implementation Approach

Coordinating these multiple, and cross-cutting investments will prove demanding, especially in light of existing institutional capacity challenges. Managing these challenges demands a structured institutional approach to facilitate collaboration between multiple institutional players.

In developing a comprehensive Action Plan for the NCDS, the following working dynamics have been taken into consideration:

- Most capacity development investments are integrated components of discreet programs and projects, defined within additional strategic frameworks, which contain pre-defined implementation frameworks and resource commitments. Given the decentralized manner of capacity development project implementation, this working reality will continue. As such, integrated implementation planning through the NCDS will focus on coordinating multiple investments instead of prescribing their implementation timeframes.
- Over the 10-year period of the NCDS, capacity development issues will continue to be reflected in sector strategies, the national vision, and subsequent National Development Plans developed after the PRS (2008 – 2011). It is assumed that the next National Development Plan will provide a medium-term implementation platform for capacity development, and therefore the NCDS currently focuses on articulating an Action Plan for a short-term planning period, while providing for ongoing learning / evaluation and planning to project new / more refined plans and resource estimates.

The majority of envisioned capacity development initiatives will be implemented by multiple actors within various strategic frameworks, which reflects the cross-cutting nature of capacity development. The major contribution of the National Capacity Development Unit will therefore take the shape of coordinating collaboration and facilitating the integration of capacity development responses within sector-specific plans, as indicated in point number 8 above.

The following Action Plan provides a more detailed workplan of activities for the first phase of the 10-year implementation timeframe outlining collaborative activities and lead institutions recommended for coordinating and sustaining progress in advancing the priorities in the NCDS Strategic Framework.

Action Plan

Action / Deliverable	Start Date	Target End Date	Lead Institutions	Partners
0. Establishing sustainable operational platform for Liberia's capacity development agenda				

Action / Deliverable	Start Date	Target End Date	Lead Institutions	Partners
0.1 Recruit NCDU technical staff	Jan 2010	Sep 2010	MPEA	NCDS-SC
0.2 Design and adopt a communications strategy for the NCDS	Sep 2010	Nov 2010	MPEA	NCDS-TST
0.3 Publish analysis resulting from comprehensive mapping of capacity development projects / initiatives across sectors in Liberia and invest in integrating data into the Aid Management Platform	June 2010	July 2010	MPEA	NCDS-SC
0.4 Facilitate inclusion of capacity development issues in the national visioning process and scenario-planning process informing future development planning, across all sectors	June 2010	ongoing	GC, MPEA	Line Ministries, private sector, civil society
0.5 Mobilize resources for NCDS through in line with partner engagement strategy	June 2010	Sep 2010	MPEA	NCDS-SC
0.6 Finalize Technical Assistance Policy and develop associated guidance and prescriptive practices for knowledge transfer	Oct 2010	Jan 2011	MPEA	NCDS-SC
0.7 Develop online knowledge repository for capacity development in Liberia	Jan 2011	June 2011	MPEA	NCDS-TST
1. Planning capacity investments against baselines for sector growth and reform				
1.0 Design and help facilitate sector-based human capital working groups to validate and deepen analysis	June 2010	Mar 2011	MPEA / LRDC Sec.	MoL, LISGIS, Line Ministries
1.1 Facilitate the definition of further human and institutional capital forecasting by all sectors in the National Visioning Process and sector plans	June 2010	June 2012	National Visioning Steering Cmt.	Sector stakeholders
1.2 Design detailed approaches and programs for human capital development investments based on baseline and target data, including scholarship / internship / study exchange / secondment coordination	July 2010	June 2011	MPEA	ALU, MoE, NCHE, CSA
1.3 Prioritize curriculum review processes for key education and training disciplines deemed essential for human capital investments	Jan 2011	June 2011	MPEA	ALU, MoE, NCHE, TVET Commission
2. Matching supply of capacity to current and emerging demand and supporting institutions charged with developing capacity				
2.0 Align provision of scholarships to planning criteria across sectors in collaboration with Public Sector Scholarship Committee	June 2010	Mar 2011	PSSC	MPEA, Line Ministries, ALU

Action / Deliverable	Start Date	Target End Date	Lead Institutions	Partners
2.1 Define "bonding" arrangements for training and education opportunities within the public sector	Jan 2011	Mar 2011	CSA	MPEA, LIPA, Line Ministries, Judiciary
2.2 Support the institutional capacity of the National Commission on TVET	Jan 2011	Ongoing	MoYS, MoE	MoL, AITB, MVTC, MPEA
2.3 Support the implementation of the training and development policy for the Liberian Civil Service	July 2010	Ongoing	CSA, LIPA	CISREP, ALU
2.4 Co-develop training plans with line Ministries	July 2010	Ongoing	LIPA	Line Ministries, CSA, CISREP
2.5 Support the creation of private sector fora to facilitate dialogue and action on skills needed in emerging job areas	Jan 2011	Ongoing	MPEA, MoL	MoCI, NIC, LCC, LBBF, Nat'l Tripartite Council, Corporate Responsibility Forum
2.6 Mobilize professional associations to define professional standards and competencies as a contribution to defining capacity development goals across professions	Mar 2011	March 2012	MoL, MPEA	LBBF, NTC
2.7 Define institutional capacity development management services provider and approach for conducting systematic capacity assessments	July 2010	Dec 2011	MPEA	LIPA, CSA
2.8 Determine optimal resource allocation for training budgets / funding schemes	June 2010	July 2011	MPEA	LIPA, CSA, Line Ministries
2.9 Institutional capacity development for NCHE to strengthen policy oversight, planning and coordination functions and coordination of curriculum review processes	Mar 2011	Mar 2013	NCHE	MPEA, USAID, UNESCO
2.10 Institutional capacity development for LIPA to expand training and management support services, including visioning, service delivery model, team functional design, and human resource development	July 2010	July 2011	LIPA	MPEA, partners committed to supporting LIPA
2.11 Institutional capacity development for the National Council on TVET Coordination	July 2010	Dec 2011	MoE, MoYS	MPEA
3. Strengthening capacity for service delivery				
3.0 Co-develop operational guidance to accompany policy changes promoted through the Civil Service Reform Program (e.g. performance management	Jan 2011	Dec 2012	CSA	GC, LIPA, MPEA

Action / Deliverable	Start Date	Target End Date	Lead Institutions	Partners
systems, strengthened HR management)				
3.1 Manage collaborative process to develop standardized business processes aligned to GoL management systems	Jan 2012	Jan 2013	CSA, LIPA	MPEA, Line Ministries, PPCC, MoF
3.2 Document good practices in knowledge transfer and introduce knowledge management practices and systems	July 2010	Dec 2011	MPEA	CSA, LIPA
3.3 Manage process to define transition arrangements for migrating from project implementation units to national implementation	Jan 2011	Jan 2012	MPEA	CSA, LIPA, Line Ministries, UNDP
4. Strengthening capacity for leadership, youth empowerment, and civic engagement				
4.0 Institutional capacity development support for the NGO Council	July 2010	Dec 2011	NGO Council	NARDA, LINK, MSG, MPEA, UNMIL, UNDP
4.1 Define criteria for provision of institutional capacity development support for CSOs/NGOs	Jan 2011	Dec 2011	NGO Council	MPEA, UNCT, UNMIL Civil Affairs
4.2 Expand youth volunteer service and youth work programs such as Cadet Program and Youth Ambassadors	Jan 2011	Dec 2011	MoYS	FLY, YM/WCA, UNV, UNDP, Unicef, ILO
4.3 Expand leadership development programs with emphasis on leadership development for women and girls	Jan 2011	Dec 2011	MoYS	MoGD

Resource Needs

Determining the cost of investing in capacity development across all sectors over a 10-year period is challenging, and probably not realistic. As such, resource needs must be estimated on a progressive basis.

The challenge is to estimate the resources needed in strategic investment areas and mobilize resources in a manner that complements the resource mobilization efforts of the National Development Plan overall. Given the cross-cutting nature of capacity development, most development interventions across sectors entail some resource allocation towards capacity development, and as such, the costing of the PRS and other sector reform strategies already reflects some assessment of resources needed for capacity development. As such, the resource mobilization estimates of the NCDS do not aim to define the cost for all capacity initiatives in order to avoid the risk of double-counting and in appreciation for the fact that accurate costs will be derived at the programming and project design stage.

However, resource planning is critical for the advancement of the NCDS, and the following resource planning considerations will guide the NCDS Resource Mobilization approach:

- **Current cost projections** – Estimates for investments for which costs can be projected are proposed in the next section. Given that only the most stable, running costs can be projected over the course of 10-years, the NCDS will outline a short-term cost strategy over the current PRS period. Going

forward, it is anticipated that the costs of capacity development investments will be absorbed in future National Development and Sector specific plans.

- **Projecting funding requirements for long-term investments** – Aside from costs that are captured in the PRS (2008 – 2011) and future national development plans, the Government of Liberia will need to plan for large, multi-year investments in human capital development, primarily by investing in:
 - Institutions that drive human capital development, such as schools, Universities and training institutes
 - Creating a support facility for Liberian institutions in need of institutional capacity development / change management services
 - Investments in the enabling environment for capacity development, such as the support to PRS implementation provided by the LRDC Secretariat
- **Policy positions on funding for capacity development** – Several strategic issues relating to resource commitment for long-term capacity development entail policy-level decisions at the highest levels of government. These policy matters relate to budgetary commitments to education and training through the Universities and training institutes, and revenue-generating practices that may be used to channel resources towards capacity development (i.e. tax schemes, negotiating funding commitments in concession agreements, etc.). These strategic resource projections will be informed by ongoing analysis of current resource commitments in capacity development across sectors. Additionally, to the degree possible, future funds for capacity development will be consolidated within sector development / reform plans or a National Capacity Development Fund to align resources behind the shared priorities. While consolidating resources will help to reduce transaction costs, it is equally important to ensure that the coalition of partners driving the capacity development agenda in Liberia are well-positioned to advise on the determination of priorities and allocation of resources towards capacity development initiatives. As such, any funds management arrangement would emphasize the stewardship role of an Advisory Board composed of key representatives.

Each of these approaches for determining resource needs is expanded upon in the sections below.

Current cost estimates for NCDS implementation support

Resources needed for technical investments in capacity development policies, programs, and associated research and analysis:

Activity	FY 2010/2011	FY 2011/2012	FY 2012/2013
NCDU staffing and operating expenses	\$637,000	\$622,000	\$622,000
Maintain NCDS Communications and Donor Engagement Strategy	\$30,000	\$15,000	\$15,000
Develop Technical Assistance Policy and associated guidance	\$15,000	--	--
Develop and maintain comprehensive map of capacity development projects and investments	\$10,000	\$5,000	\$5,000
Define and monitor indicators of human and institutional capital	\$68,000	\$13,000	\$13,000
Develop online knowledge repository for capacity development	\$40,000	\$5,000	\$5,000
Provision of technical advisory services and quality assurance of capacity development interventions	\$135,000	\$115,000	\$115,000

Activity	FY 2010/2011	FY 2011/2012	FY 2012/2013
Support staff development and analytical approaches for integrating human capital data analysis / planning into Sector Planning Processes	\$655,000	\$97,000	\$97,000
Sub-Totals	\$935,000	\$775,000	\$775,000
Total	\$2,485,000		

Projecting funding requirements for long-term investments

Consolidating resources to invest in a few strategic areas may help catalyze sustainable investments in capacity over the long-term. Consolidation, where it makes sense, will help to reduce fragmentation in capacity development investments which is sometimes a byproduct of a donor-driven environment. Specifically, many donor projects entail training activities, which have varying degrees of impact and sustainability. However, in light of the emerging policies on training and development in the civil service sector as well as the education and technical / vocational training sector, there are opportunities to consolidate resources to address training and development needs in a systematic manner instead of through piecemeal contributions in donor-funded projects. Resources for training and development may be pooled through various mechanisms, such as a very small percentage contribution derived from donor-funded projects and/or donor financed placement of technical assistants in Liberian institutions.

In addition to committing resources to training and development at the individual level, significant resources are needed at the institutional level. Liberian institutions (Government Ministries, Agencies, and Commissions as well as NGOs and private organizations) dedicate significant resources to institutional capacity assessments with associated organizational restructuring / change management support through support provided by external consultants. On average, these processes may range from \$75,000 - \$100,000 or more and entail additional costs through ongoing implementation support. While the CSA/GC Mandate and Functional Review process has provided much of this support in a more cost effective manner, there will continue to be a predictable need for expert assistance with institutional strengthening processes, and this support is critical for improving institutional performance and productivity.

Given the strong demand for these services, the Government of Liberia may consider investing resources in building up a support facility for institutions in need of comprehensive capacity development services, ranging from visioning, functional alignment, organizational design, business process re-engineering, systems development, and human resource development. This support facility could operate similar to a management consulting firm that could serve the private, civil society, public and civil service sectors. The placement of such a support facility could be located in various institutions, such as LIPA, one of the Universities, or other institutions. Wherever it is housed, it will need significant resources to meet the demand for support, most likely in the multi-million dollar range. While these resource needs are significant, the resources being directed to external consultancies are more expensive and less sustainable.

Resources committed to further developing an enabling environment for capacity development will target the implementation support structure for the PRS implementation, currently provided through the LRDC Secretariat. Additional resources are needed to extend facilitation support across line Ministries to assist with problem-solving around implementation issues and coordinate decision-making processes that determine the pace of PRS implementation.

It is challenging to project the resource needs for all of these longer-term investments across the human, institutional, and enabling environment entry points for capacity development. The following prioritization and estimation of multi-year resources needed through the remaining period of the current PRS implementation are indicative of the scale of resources needed:

Note: Projected numbers are subject to validation during NCDS Summit Events:

Capacity Development Entry Point	High-priority investments	FY 2010/2011	FY 2011/2012	FY 2012/2013
Human / Individual	Human Capital Development Program for investing in priority areas of workforce development (coordinated training and development in professional fields)	costs to be validated during Technical Summit	costs to be validated during Technical Summit	costs to be validated during Technical Summit
	Absorbing emergency capacity building programs for the public service into GoL-funded program for performance-based management of public servants with pay reform	\$4,832,400	\$4,832,400	\$4,832,400
Institutional	Comprehensive investments in the TVET sector, including institutional support and advisory support to National TVET Commission	\$7,039,000	\$1,040,000	\$1,040,000
	Building local management support facility for public and private institutions to conduct systematic capacity assessments and extend change management support	\$1,548,100	\$455,000	\$455,000
	Investments in tertiary education through investments in the NCHE and direct support to select Colleagues / Universities	\$1,670,000	\$1,620,000	\$1,620,000
Enabling Environment	Knowledge Transfer Program for Public Private Partnerships (including Internship Placements, Scholarships, the President's Young Professionals, and Corporate Responsibility Investments)	\$300,000	\$500,000	\$633,333
	Implementation Support to the National Development Plan through Facilitation support (currently provided by LRDC Secretariat)	\$367,000	\$240,000	\$240,000
Sub-Totals:		\$15,756,500	\$8,687,400	\$8,820,733
TOTAL:				\$33,264,633

Policy considerations for funding sustainable capacity development

Currently, capacity development activities in Liberia are financed by several actors, ranging from the Government of Liberia and multilateral and bilateral development agencies to international NGOs, corporate organizations and social actors comprising individual and family efforts. It is important these diverse sources are maintained. However, to facilitate the implementation of a more comprehensive NCDS, covering the public and private (formal and informal) sectors as well as the civil and political societies, it is important that current sources of funding are further diversified and the levels of funding scaled up. The following funding strategies will undergo deliberation through the policy-making context:

- **Taxation** – Taxation, such as the 2.5 per cent VAT that Ghana levies specifically to finance education at all levels in the country, will serve as a vital source of revenue devoted to the implementation of the 10-Year NCDS programs. Apart from taxation, corporate firms can be levied as in South Africa to support HCD programs or encouraged to invest in capacity development programs through tax exemption policies. Further, the corporate sector on its own could initiate sponsorship of the NCDS,

partly as a good corporate citizen discharging a social responsibility and partly as the ultimate beneficiary of the developed competencies and skills that the national capacity development agenda will produce.

- **Resources from the Diaspora** – Funding by Liberians in the Diaspora is also worth tapping into. As their contribution towards the NCDS as a strategy for accelerating post-war reconstruction and development, Liberians in the Diaspora should be invited and encouraged to make either one-off or regular, say monthly or quarterly, contributions to an Endowment Fund that could be established and managed by a professional and independent authority operating under an appropriate legislation and directed by a multi-stakeholder board.
- **Integrating resources for capacity development into Liberia’s Aid Management approach and system** – In line with the Aid Management and Coordination Policy for Liberia, all resources mobilized for capacity development support should first be channeled through a Direct Budget Support (DBS) arrangement, and if DBS is not advisable, secondarily through Sector Budgets, and thirdly through a Pooled Fund / Basket Fund arrangement. All methods are intended to promote national ownership, and to the degree possible, funding for capacity development will adhere to Liberia’s Aid Management Policy.

Monitoring & Evaluation Framework

Measuring changes in capacity directly is a challenging endeavor, which continues to spur new thinking on what monitoring and evaluation approaches work best to accurately determine changes in performance and capability across societies. While acknowledging these challenges, the NCDS aims to facilitate the monitoring of key dimensions of capacity by tracking indicators of human and institutional capital over the 10-year period of the NCDS and promote sound practices in results-based management for all programs and projects aiming to develop capacity in a sustainable manner. The M&E approach of the NCDS aims to provide an accurate information basis to explore:

- The degree to which capacity development initiatives are increasing human and institutional capital in Liberia; and
- The identification of where additional support is needed to address capacity constraints.

The following elements will constitute the NCDS Monitoring and Evaluation Framework:

1. Measuring changes in human and institutional capacities against baselines, including baseline information on education levels and professional capabilities at the individual and institutional level.
2. Monitoring capacity development “inputs,” or infusions of human capital, technical assistance including the following baseline parameters:
 - SES/TOKTEN/LECBS/Scott Family Fellows placements
 - Diaspora data
 - Accounting of technical expertise in Liberian Institutions
 - Accounting of scholarships granted
 - Accounting of individuals receiving coaching / mentoring support
 - Accounting of training institutes with associated data, such as number of faculty
3. Monitoring implementation progress of the NCDS and impact of capacity development programs and projects in realizing the five strategic outcomes of the NCDS. Suggested indicators for each of the NCDS strategic outcomes are outlined below:

Outputs	Indicators	Baselines	Targets	Target dates	Sources of verification
Base Outcome: Well-managed and inclusive implementation support for the National Capacity Development Strategy					

Outputs	Indicators	Baselines	Targets	Target dates	Sources of verification
The NCDS is supported by a coordinated operational platform facilitating integrated planning for capacity development	<ul style="list-style-type: none"> Number and type of national and sectoral planning tools and frameworks integrating CD goals and outputs National vision fully integrates CD goals Proportion (or percentage) of programs and projects capturing CD data and information Number and type of institutions integrating CD support as part of their medium to long-term planning cycles. Proportion of funds earmarked for CD operated and monitored as pooled funds Number and type of technical reviews and assessments conducted by NCDU 	Capacity Development cited as cross-cutting issues and implementation risk in PRS 2008-2011; Ministry of Internal Affairs initiating an internal capacity building strategy in Q2 2009; Comprehensive CD mapping exercise commenced in Q2 2009; No coordinated funding platform for CD at present; NCDU review of five CD program proposals in Q2 2009	<ul style="list-style-type: none"> Capacity Development issues more centrally reflected in next National Development Plan and Liberia's National Vision CD targets refined in sector planning processes Mapping of CD projects maintained on semi-annual basis CD Funds management models reviewed in 2009 NCDU positioned as quality assurance body for CD projects / programs 	Complete before next PRS cycle	NCDU Records and database
NCDU is well integrated with partners collaborating within the capacity development agenda	<ul style="list-style-type: none"> NCDS/NCDU fully integrated into the MPEA strategic plan and organization structure. Number and regularity of meetings convened by both the NCDS Steering Committee and Technical Support Team 	Capacity Development prioritized in MPEA SP; NCDU reflected in MPEA organization chart; Capacity Development reflected in MPEA Strategic Plan and NCDU inclusion in organigramme; Quarterly SC meetings and monthly TST meetings	<ul style="list-style-type: none"> Maintain integrated relationship within MPEA Strengthen collaboration with LRDC Secretariat and MPEA M&E Unit Maintain current levels of SC and TST meeting engagement Initiation of a National Capacity Development Summit 	Q3 2009 - 2010	NCDU records
Outcome 1: Planning capacity investments against baselines for sector growth and reform					
Human capital development analysis and planning function restored within MPEA Regional and Sectoral	<ul style="list-style-type: none"> Amount and quality of data available of human capital across sectors Approach to human capital development analysis and planning clear and well-managed 	Sector Planning Officers not yet involved in human capital planning with sector partners; Low levels of employer reports received by MoL Quarterly inquires on	<ul style="list-style-type: none"> Consolidation of available data on human and institutional capital housed in MPEA Dept. of Sectoral Planning Guidelines on human capital 	Q1 2012	MPEA Dept. of Regional and Sectoral Planning records; NCDU knowledge repository; LISGIS

Outputs	Indicators	Baselines	Targets	Target dates	Sources of verification
Planning Department and partners across sectors, MoL and LISGIS	<ul style="list-style-type: none"> • Employment / workforce data systematically integrated into human capital analysis and planning • Consistent approach to capacity assessments introduced by MPEA 	workforce statistics;	planning co-developed by MPEA and sectors <ul style="list-style-type: none"> • Increased Employment Reporting rates through MoL Quarterly Employment Reports • Standardized capacity profiling template / assessment developed by NCDU and increasingly utilized to assess capacity assets and gaps 		Surveys; MoL data
Outcome 2: Matching supply of capacity to current and emerging demands and supporting capacity development institutions					
Accounting of Diaspora professionals and associated skills	<ul style="list-style-type: none"> • Diaspora database fully operational and hosted by GoL Office 	No baseline; Diaspora Office proposal under review in mid-2009	<ul style="list-style-type: none"> • Diaspora engagement office operational and resourced 	2011	Diaspora Affairs Office
More targeted utilization of scholarships and study tours	<ul style="list-style-type: none"> • Scholarship selection mechanism fully developed and operational • Number and type of scholarships awarded and list of beneficiary institutions Number of institutions adopting/enforcing • 'bonding' arrangements for scholarship beneficiaries 	TOR for Public Sector Scholarship Committee developed in Q1 2009; No baseline data on scholarships awarded	<ul style="list-style-type: none"> • Public Sector Scholarship Committee operational • Scholarship database / beneficiary tracking developed 	2010	Public Sector Scholarship Committee
Aligned curriculum of education and training institutions to expressed skills needs in the job market	<ul style="list-style-type: none"> • Percent of Liberia's education and training institutions implementing curricular aligned with employment needs • TVET Council-led training standards introduced and in use 	Limited curriculum review conducted in LPERP process, 2009; No TVET training standards in place as yet	<ul style="list-style-type: none"> • Curriculum review featured in Education Sector Plan and prioritized • MoE/NCHE engaged with employee to define skills needed • TVET training standards set 	Q4 2010 – 2011	MoE, NCHE progress reports; National TVET Council records
Civil service training	<ul style="list-style-type: none"> • Number and type of new training modules 	As of Q2 2009, LIPA offers 28	<ul style="list-style-type: none"> • 50% of Line Ministries define 	2010	LIPA training

Outputs	Indicators	Baselines	Targets	Target dates	Sources of verification
modules reflect new demands for skills, with emphasis on project management and implementation	<ul style="list-style-type: none"> developed Number and type of training sessions offered correspond with Training Plans developed by line ministries 	courses offered, 3 of which are graduate certificate programs	<ul style="list-style-type: none"> training plans LIPA to develop tailored modules for program design and implementation for 5 pilot Ministries 		catalog; Line Ministries' training plans
Coordination mechanism in place for training institutes in TVET	<ul style="list-style-type: none"> TVET Council-led information sharing and practices platform established and in use 	National TVET Policy in formulation phase as of Q2 2009; National TVET Council is vision stage at current time	<ul style="list-style-type: none"> Capacity development goals for TVET investments reflected in TVET policy Tracking mechanism implemented to maintain information on trainees that have completed programs 	2011	National TVET Commission database
Training offered by public sector training institutes scaled-up and improved in quality and methods of delivery	<ul style="list-style-type: none"> Number and type of training modules developed Types of pedagogical methods employed Staff size of LIPA 	\$600K Annual Budget of LIPA, 10 in-house faculty staff, pool of external consultants at 30	<ul style="list-style-type: none"> LIPA to introduce tailored project management and implementation training in preparation for next generation PRS 	2010	LIPA catalog of services; progress reports
Increased quality of instruction in Liberian Universities	<ul style="list-style-type: none"> Number of visiting faculty working in Liberian Universities Number of Liberian faculty receiving training abroad Number of type of institutional partnerships that afford Liberian Universities learning opportunities 	TBD	TBD	TBD	NCHE; ALU; MoE Annual Reports and operational records
Outcome 3: Strengthening capacity for service delivery					
Completion of deliverables in the PRS	<ul style="list-style-type: none"> PRS implementation rate 	18% of 107 deliverables for 2008-09; LRDC Secretariat delivering support to select line Ministries and process facilitation at Cabinet level	<ul style="list-style-type: none"> Process management support services extended in concert with LRDC Secretariat facilitation 	Regular 90-day planning cycles	LRDC Secretariat; PRS Deliverable Tracker

Outputs	Indicators	Baselines	Targets	Target dates	Sources of verification
Quality and accessibility of services increased	<ul style="list-style-type: none"> Beneficiary feedback on service quality and accessibility 	LRDC Secretariat documented PRS implementation analysis, incl. beneficiary feedback for MoH in 2009	<ul style="list-style-type: none"> Incorporate private sector feedback in service delivery 	Regular 90-day planning cycles	LRDC Secretariat
Greater efficiency in institutions undergoing functional review, organizational restructuring	<ul style="list-style-type: none"> Checklist of organizational effectiveness indicators 	CSA Mandate and Functional Review reports in process as of Q2 2009	<ul style="list-style-type: none"> Standardized set of good practices collected and disseminated via NCDU knowledge repository 	2011	MFR process; Targeted Capacity Assessment
Outcome 4: Strengthening capacity for leadership, empowerment, and civic engagement					
Beneficiaries of capacity building programs contributing to sustainable knowledge and skills transfer	<ul style="list-style-type: none"> Number and placements of SES, TOKTEN, LECBS, and Scott Family Fellows 	<ul style="list-style-type: none"> No counterpart arrangements formalized in programs President's Young Professionals Program (PYPP) launched in Q2 2009 	<ul style="list-style-type: none"> 75% of SES, TOKTEN, LECBS, SFF positions formally paired with local staff 75% SES, TOKTEN, LECBS, SFF staff trained in mentorship and knowledge transfer 	2011	SES and TOKTEN Secretariats; JSI; NCDU
Greater coordination and organization among CSOs / NGOs and youth groups	<ul style="list-style-type: none"> Number of active NGO Coordination bodies established and operational Full information on operations and activities of NGOs and INGOs available and in use 	NGO Council established in 2009, Number NGOs registered in MPEA database	<ul style="list-style-type: none"> MPEA NGO database operational and accessible 	2011	MSG Mapping Report 2009; MPEA NGO Unit
Mobilization of CSOs / NGOs in coordinated support framework	<ul style="list-style-type: none"> Number of elected and operational NGO councils at county-level 	7 county-level NGO councils have been elected	<ul style="list-style-type: none"> 15 county-level NGO councils elected and operational 	2011	MPEA NGO Unit; NGO National Council
Increased engagement of youth in community activities and personal development programs	<ul style="list-style-type: none"> Number and type of youth support programs 	TBD	TBD	TBD	FLY; MoYS databases; NCDU CD mapping
Increased leadership development	<ul style="list-style-type: none"> Number and type of leadership development 	TBD	TBD	TBD	MoGD planning and

Outputs	Indicators	Baselines	Targets	Target dates	Sources of verification
support to women and girls	programmes available for women and girls				statistics

Zero Draft

Annex – Human Capital Baselines and Targets across sectors and industries

Effective service delivery across public and private sectors

Strategically, the Government is investing in the provision of quality health and education services to elevate the conditions for human development across Liberia. Infrastructure investments are also critical for the provision of social services, but the baselines and targets for infrastructure have been captured in the section on economic revitalization, as there is a focus on human capital in the areas of construction, engineering, and logistics, etc. which fit within select industries.

In the cases of both health and education services, over the coming 10 years, the Government will work towards ensuring that:

- More health and education professionals are trained through pre-service and in-service development programs;
- Certification standards are upheld and extended across the workforce;
- Greater gender balance is achieved in the workforce, with additional support and empowerment being extended to female professionals; and
- The workforce of health and education workers is deployed to serve all counties in Liberia instead of concentrating most human resources in urban areas while remote districts are under-served.

Sector planning for health

Against this backdrop, the Ministry of Health has defined the following baselines and targets for the health sector workforce:

Health							
Human Capital Baselines (2009)	Professional categories	Total	Percent	Male	Percent	Female	Percent
	Total	8,861	100	5,489	100	3,372	100
	Physician	121	1.4	109	2	12	0.4
	Physician Assistant	289	3.3	243	4.4	46	1.4
	Surgeon	27	0.3	22	0.4	5	0.1
	Registered Nurse	862	9.7	235	4.3	627	18.6
	Graduated Nurse	134	1.5	41	0.7	93	2.8
	Nurse Anesthetist	55	0.6	48	0.9	7	0.2
	Nurse Midwife	70	0.8	7	0.1	63	1.9
	Nurse Aide	1608	18.1	828	15.1	780	23.1
	Scrub Nurse	66	0.7	42	0.8	24	0.7
	LPN(Licensed Practical Nurse)	257	2.9	233	4.2	24	0.7
	Health Inspector	54	0.6	43	0.8	11	0.3
	Registrar	467	5.3	384	7	83	2.5
	Pharmacist	46	0.5	36	0.7	10	0.3
	Dispenser	507	5.7	361	6.6	146	4.3
	Certified Midwife	416	4.7	7	0.1	409	12.1
	Lab Technician	137	1.5	108	2	29	0.9
	X-Ray Technician	23	0.3	22	0.4	1	*
	Traditional Midwife	50	0.6	1	*	49	1.5
	Trained Traditional Midwife	193	2.2	5	0.1	188	5.6
Dentist	15	0.2	8	0.1	7	0.2	
Dental Surgeon	8	0.1	6	0.1	2	0.1	
Lab Aide/Assistant	240	2.7	210	3.8	30	0.9	
Surveillance	28	0.3	26	0.5	2	0.1	
Social Worker	200	2.3	126	2.3	74	2.2	

Health							
B a	Professional categories	Total	Percent	Male	Percent	Female	Percent
	Physiotherapist	6	0.1	6	0.1	0	0
	Field Worker	127	1.4	113	2.1	14	0.4
	Accountant	88	1	68	1.2	20	0.6
	Security	516	5.8	510	9.3	6	0.2
	Cleaner	707	8	499	9.1	208	6.2
	Environmental Health Technician	127	1.4	99	1.8	28	0.8
	Non-Clinical Professional	1285	14.5	958	17.5	327	9.7
Human Capital Targets (2020)	Workforce Development Targets for the Health Sector over the next 10 years						
	<ul style="list-style-type: none"> Physicians: Target workforce – 1,094; Shortfall – 971 Nurses (all nurses): Target workforce – 5,549; Shortfall – 4,801 Midwives (excludes TM/TTM): Target workforce – 1,634; Shortfall – 1,309 Physicians Assistants: Target workforce – 550; Shortfall – 368 Pharmacists: Target workforce – 216; Shortfall – 192 Lab Technicians (includes Lab Assistants): Target workforce: 371; Shortfall – 101 Other health workers in key professions – Target workforce: 3,175; Shortfall – 774 <p>Total workforce shortfall in the health sector – 8,532</p>						

Source: Baselines generated from Health Workers Census, Ministry of Health / LISGIS with support from the World Bank, April 2010. Additional analysis ongoing as of May 2010. Targets generated from the World Health Organization Assessment conducted with the Ministry of Health to quantify workforce needs to reach minimum international standards of ratios of health workers to population size, 2008.

Sector planning for education

In the education sector, the Government is particularly focused on improving the access and quality of education as this is a foundational investment in the capacity of the people. Investments in early education all the way through higher education are essential for cultivating a capable and independent population.

The Ministry of Education has defined the following baselines and targets for the education workforce:

Education					
Human Capital Baselines and Targets - Formal Education	Teachers across School Levels	2008 Baseline – No. of Teachers	2011	2015	2020
	Pre-primary	-	-	-	-
	Pupil : Teacher Ratio (public)	-	40.0	40.0	40.0
	Primary	9,338	11,727	14,725	16,265
	Pupil : Teacher Ratio (public)	49.0	46.0	44.0	40.0
	Junior High	2,034	2,622	3,624	4,189
	Pupil : Teacher Ratio (public)	23.8	26.6	29.5	32.0
	Senior High	804	1,326	2,228	3,166
	Pupil : Teacher Ratio (public)	23.2	24.7	25.9	26.7

Education				
	Teacher training projections	2011	2015	2020
	Training targets for Pre-Primary Teachers	381	381	381
	Training targets for Primary Teachers	1,832	1,832	1,832
	Training targets for Junior High School Teachers	744	744	744

Source: Ministry of Education, Education Sector Master Plan, 2010 – 2020

Liberia Water and Sewer Corporation

Sanitation Services – Water and Sewage			
Human Capital Baselines (April 2010)	Professional categories	Benchmark / Workforce Level	Percentage
	Top management	3	3.1%
	Professional	40	42.0%
	Supervisory	5	5.2%
	Skilled	28	29.2%
	Semi-skilled	10	10.4%
	Unskilled	10	10.4%
	Total	96	100%
	Gender distribution		
	Male	76	79%
Female	20	21%	

Source: LWSC Administrative Department Personnel Survey Statistics, April 2010.

Economic recovery, growth, and diversification

As labor is among the three factors of production, human capital investments in Liberia's industry activity, through private sector development and progressive advancements in para-statal industries are prerequisites for sustainable economic growth. The current state of the workforce illustrates a heavy reliance on non-Liberian labor across almost all industries, even industry activities that require low-skilled labor.

The MPEA and its partners involved in driving economic growth are focused on the following strategic investments over the coming ten years:

- Supporting the creation of economic development corridors, which will link major infrastructure projects to emerging economic activities, such as linking goods to markets. In particular, agricultural activities currently constitute the majority of Liberia's economic growth activity and are projected to continue the upward trajectory of the economy. The Government is prepared to create the right conditions for this economic growth by developing corridors that will facilitate the movement of good and services. All this economic activity requires skilled and semi-skilled labor, and the Government will invest in creating more job opportunities for Liberians instead of relying on foreign labor to support this economic activity.
- Investing in power, ports, and roads to accelerate economic growth. The Government and its development partners will continue the commitment to invest large-scale resources in infrastructural development, with a focus on resuscitating the ports system, and repairing / constructing power grids and roads to allow for maximum movement of people and goods. These investments are the foundation for future economic growth, and the human capital required for these intensive works projects must be scaled-up rapidly to stay on course with the infrastructure development in Liberia.

Industries in economic growth corridors and essential for power, ports, and roads

The following baseline statistics were captured for industries that play an essential role in supporting the Government's agenda to introduce Economic Growth Corridors and rapidly develop the nation's system for power, ports and roads.

The baseline figures below have been extracted from the 2007 LISGIS Establishment Survey which surveyed 14,235 business establishments across Liberia and provides one of the best pictures of the concentration of Liberia's workforce. The Ministry of Labor Quarterly Employment Reports were also reviewed for the purpose of deriving baselines, but the Establishment Survey has been deemed to be the most credible data source at this time.

Human Capital Baselines (2007)	Industry	Total No. Liberian Employees	Total No. African Employees	Total No. Non-African Employees	Total Workforce
	Construction	750	10	22	782
	Mining	480	8	12	500
	Water, Sewage, Waste Management	760	9	2	771
	Manufacturing	6,771	464	142	7,377
	Agriculture, Forestry, and Fisheries	3,640	356	26	4,022
	Industrial and Residential Services (Electricity, Gas, and Air Conditioning Supply)	399	24	10	433
	Wholesale and Retail trade (Repair of motor vehicles and motorcycles)	22,917	2,809	620	26,346
	Transportation and Storage	794	16	8	818
	Hospitality	3,514	184	57	3,755
	Information and Communication	2,488	47	33	2,568
Financial and Insurance services	950	129	11	1,090	

Source: LISGIS National Establishment Census, 2007

In addition to these overall industry baselines, the following data has been collected for the oil, mining, agriculture and agro-forestry and ports industries:

Industry: Oil			
Human Capital Baselines (2009)	Professions (NOCAL only)	Benchmarks / Workforce Levels	Benchmark Levels of Partnership Agreements for Oil Exploration & Processing
	Senior Management	4	NOCAL presently has PSCs with seven (7) oil companies for twelve (12) blocks: <ul style="list-style-type: none"> • REPSOL, Spain, blocks LB-16 & LB-17. • WOODSIDE, Australia, block LB-15; • ORANTO PETROLEUM LIMITED, Nigeria, blocks LB-11, LB-12 and LB-14; • BROADWAY HYDROCARBON, U.K. block LB-13; • REGAL LIBERIA LIMITED AND EUROPEAN HYDROCARBON, U.K., Blocks LB-8 and LB-9; • ANADARKO, USA, block LB-10; • HONG KONG TONGTAI China, blocks LB-6 & LB-7.
	Senior staff	6	
	Office support staff	18	
	Technical staff	6	

Human Capital Targets (2010 – 2020)	Professions	2015 (based on Education / Training NOCAL sponsors)	2020
	Geologists	8	16
	Geophysicists	5	10
	Drill Engineers	5	10
	Environmentalists	3	6
	Petroleum Engineers	6	12
	Petroleum Economists	3	6
	Computer / IT Specialists	3	6
	Legal Professionals	2	4
<p>Dependent upon oil discovery and production agreements. The following skills profiles are projected to be in demand:</p> <ul style="list-style-type: none"> • Exploration phase (current phase): Small number of skilled, educated subject matter specialists to accompany oil company representatives on expedition trips • Development phase (construction of rigs, pipelines and storage facilities): <ul style="list-style-type: none"> ○ Engineers ○ Construction workers ○ Technicians ○ Machine operators • Production phase (extraction, transportation and marketing of oil): <ul style="list-style-type: none"> ○ Shipping experts ○ Storage specialists ○ Financial Analysts ○ Business Analysts / Marketing Professionals ○ Legal Professionals <p><i>Looking forward, NOCAL advocates for local business development, at the stage of oil production, to create small-scale enterprise growth in the oil industry, where oil production is typically dominated by large, multi-national companies.</i></p>			

Source: NOCAL, February 2010. Direct interview.

Industry: Mining		
Human Capital Baselines (2009)	Key Professions	Current and Future Concession Agreements
	Geologists	<ul style="list-style-type: none"> • Arcelor Mittal is rehabilitating facilities for mining (2009) • China Union is preparing to take over Bong mines (2009) • MDA negotiations for Goe Fantro & Kitoma (Fe) ongoing (2009) • Putu Range (Fe) – negotiations ongoing with PIOM (2009) • Au & diamonds – exploration ongoing (2009) • Wologizi Range (Fe) – Geological datasets are being review (future concession) • Western Cluster Iron ore deposits evaluation completed (future concession) • Other minerals - (greenstone-belts, HMS, etc.) – scores of exploration licenses have issued (future concession) <p><i>Source: Presentation of concessions and employment opportunities by BHP Billiton, Liberian National Career Fair. January 2010.</i></p>
	Metallurgists	
	Community and Government liaison officers	
	Environmental officers	
	Project managers	
	Lawyers	
	Mechanics	
	Logistics coordinators	
	Truck drivers	
	Accountants	
	Medics	
	Chefs	
Human Capital Targets (2010 – 2020)	Projected jobs creation (2010 – 2020)	
	<p>Mining: 5,095 Direct jobs 15,960 Indirect jobs</p>	<p>Jobs in demand in mining industry:</p> <ul style="list-style-type: none"> • Security • Operators for heavy trucks and equipment <p>Secondary job creation demand areas:</p> <ul style="list-style-type: none"> • Transport

	<ul style="list-style-type: none"> • Provisioning • Cleaning • Financial services
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Source: Provisional data from draft MPEA Economic Growth Corridor Study, Estimates by team members from concessions documents and feasibility studies.

Industry: Agriculture and Agro-Forestry					
Human Capital Baselines (2007 and 2010)	Key Professions	Benchmarks / Workforce levels (MoA only)			
	MoA Extension Officers	134			
	MoA Technical Officers	108			
	MoA Planning Officers	34			
	MoA Administration	98			
Current Private Sector Presence / Concessionaires:					
<p>Food crops and Tree crops Firestone (rubber and wood processing); Salala (rubber); Cavala (rubber); Cocopa (rubber); LAC (rubber); Sinoe rubber ; Lee Group (rubber); Golden Veroleum (oil palm); Equatorial Biofuels (oil palm); Sime Darby (oil palm and rubber); Buchanan Renewables (oil palm); ADA (food crops); Novelle (food crops)</p> <p>Livestock Upcoming planned Harrisburg slaughterhouse; Cattle rearers association ; Small-scale poultry, sheep, and goats production is focus of local activity ; No feed plant in existence (so no source of food for livestock locally)</p> <p>Fisheries Approximately 5 companies that own fishing boats and conduct fishing activities and packaging only. (Virtually no fishery presence)</p>					
Human Capital Targets (2010 – 2020)	Projected jobs creation (2010 – 2020)	Skills / Professions in Demand			
		<table border="1"> <thead> <tr> <th>2015</th> <th>2020 - 2025</th> </tr> </thead> <tbody> <tr> <td> <p>Food Crops and Tree Crops:</p> <ul style="list-style-type: none"> • Fertilizer scientists • Irrigation engineers • Farmers / cultivators • Seed scientists • Agro-economists • Agronomists <p>Livestock:</p> <ul style="list-style-type: none"> • Animal pathology • Veterinary sciences • Basic livestock hygiene • Animal nutrition • Feed mill managers and plant engineers • Construction workers to install machinery / holding pens • Maintenance and repair professionals <p>Fisheries: Specialists in -</p> </td> <td> <p>Food Crops and Tree Crops: More manufacturing professions to manage volume of output</p> <ul style="list-style-type: none"> • Machinists • Factory workers • Refrigeration and preservation specialists • Mechanical engineering • Chemical engineering • Civil engineering • Landscape architects • Electricians • Welders • Plumbers • Marketing professionals • Packaging specialists <p>Livestock:</p> <ul style="list-style-type: none"> • Meat processing specialists • Freezing technology specialists • Transportation logistics </td> </tr> </tbody> </table>	2015	2020 - 2025	<p>Food Crops and Tree Crops:</p> <ul style="list-style-type: none"> • Fertilizer scientists • Irrigation engineers • Farmers / cultivators • Seed scientists • Agro-economists • Agronomists <p>Livestock:</p> <ul style="list-style-type: none"> • Animal pathology • Veterinary sciences • Basic livestock hygiene • Animal nutrition • Feed mill managers and plant engineers • Construction workers to install machinery / holding pens • Maintenance and repair professionals <p>Fisheries: Specialists in -</p>
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	<p>Agriculture: 10,225 Direct jobs 29,190 Indirect jobs</p> <p>Forestry: 1,875 Direct jobs 82,680 Indirect jobs</p>				

Industry: Agriculture and Agro-Forestry			
		<ul style="list-style-type: none"> • Fishery biology • Marine biology • Benthic ecology • Aqua culture / restocking bodies of water with fish • Fish stock assessment • Fisheries economists and statisticians • Microbiology • Fish pathology • Fish nutrition • Chemical analysis of nutritional content of fish • Provision of fishing gear • Boat-building • Dock management <p>Forestry:</p> <ul style="list-style-type: none"> • Forestry management analysts • Policy makers to ensure sound resource management 	<p>specialists (refrigerated transportation)</p> <p>Fisheries:</p> <ul style="list-style-type: none"> • Processing and storage activities • Transportation logistics specialists (refrigerated transportation) <p>Forestry:</p> <ul style="list-style-type: none"> • Forestry management analysts • Policy makers to ensure sound resource management

Source (Baselines): "Core Capacity Building Package for the Ministry of Agriculture," by Columbia University, School of International and Public Affairs, SIPA and the Earth Institute. June 2007. Additional interviews conducted with MoA staff in April 2010.

Source (Targets): Provisional data from draft MPEA Economic Growth Corridor Study, Estimates by team members from concessions documents and feasibility studies.

Industry: Ports				
Human Capital Baselines (2010)	Location of staff	Benchmarks / Workforce levels (NPA only)	Education levels	Numbers of staff with educational attainment
	Port of Monrovia	641	Masters Degree	16
	Port of Buchanan	8	Law Degree	2
	Port of Greenville	10	Bachelors Degree	150
	Port Harper	7	Undergraduate Studies	131
	Total	666	High School Diploma	319
		No High School – Vocational	13	
		No Vocational Training	35	
Human Capital Targets (2015)	Staffing Targets	2015	Skills Needed for future workforce:	
	Target for all four (4) Seaports i.e., Ports of Monrovia, Buchanan, Greenville and Harper are fully operational	1,060	<p>Managerial Skills: Port Management; Human Resource Management; Regional Planning; Financial Management (Accountants; Budget Analysts; Systems Analysts; Research Analysts; Auditors; Statisticians; Economists; Scalars); Procurement (Procurement Agents) Legal (Legal Counsels; Para-Legal Secretaries)</p>	
	Industrial Benchmarks for workforce needs in Ports industry:			

Industry: Ports	
<ul style="list-style-type: none"> • Possess requisite qualification and/or experience needed to occupy required position and perform assigned duties • Excellent Performance (be efficient, productive, creative and motivating) • Exhibit and maintain high moral standards (Cordial and tolerant work habits) • Show readiness to perform assigned tasks • Be regular and punctual on job at all times • Strict adherence to Policies (Code of Conducts/Work Ethics) • Strict adherence to I.S.P.S. compliance 	<p>Technical Skills (vocational Training): Technical Engineering; Mechanical skills (<i>Heavy Duty Mechanics; Light Duty Mechanics</i>); Electrical skills (<i>Electrical Engineer; Linesman; Generator Operators</i>); Marine skills (<i>Marine Engineer; Harbor Master; Pilots/Captains; Marine Diesel Mechanics; Deckhands; Boatswain Riggers; Seafarers; Offshore Safety Officers; Dredge Operators</i>); Environmental Safety skills (<i>Cargo handling (Dangerous Cargo); Surveyors (Hydrological/Environmental); Sounding</i>); Civil skills (<i>Civil Engineers; Masons; Plumbers; Welders; Painters; Carpenters; Steel Benders; Draftsmen; Greasers</i>); Equipment Handling (<i>Heavy Duty</i>); Equipment operators (<i>Top Lift; Fork Lift; Tractor; Crane Operators</i>); Computer Skills (<i>IT Technicians; Software and Hardware Specialists</i>); Clerical Skills (<i>Secretaries (Interpersonal Skills); Tally Clerks; Payroll Clerks; Intermediate Clerks</i>);</p> <p>Other Skills: Medical Skills (<i>Doctors; Physician Assistant/Nurses; Laboratory Technician; Pharmacists; First Aiders</i>); Security (<i>Criminal Justice (Port Security Training); I.S.P.S. Code Training; Fire Prevention Officers/ Fire fighters; Safety Officers</i>)</p>

Sustained peace, security, and rule of law

Liberia’s continued path towards stability and prosperity depends upon the continuation of peace and enhancement of security and rule of law. The investments in human and institutional capacity in the security sector are essential given the relative fragility of Liberia’s state institutions, legacy of conflict and struggle to achieve national cohesion. As such, in the Police and Armed Forces areas, the Government and its partners have invested heavily in training security professionals with a great deal of positive results.

Looking forward over the next ten years, the Government is preparing to manage its domestic and international security without the presence of UNMIL, which is anticipated to accelerate its consolidation, drawdown and withdrawal process over the coming years. In tandem, human and institutional capacity investments in the security sector will need to focus not only on skills development, but also address any issues of corruption and insufficient motivation / discipline in the security workforce to reinforce the legitimacy of the state and a just relationship between the state and civilians.

Security sector reform – Police

The following baseline data has been reported for the Liberian National Police:

Liberia National Police (LNP) Statistics							
Human Capital Baselines (2005 – 2010)	LNP Force Size		April 2010				
	Total number of LNP Officers		3,917				
	Recruitment Statistics		New Male	LNP Male	New Female	LNP Female	Total
	2005 (10 classes)		892	238	50	27	1207
	2006 (13 classes)		637	391	27	33	1088
	2007 (9 classes)		1093	68	199	7	1367
	2009 (2 classes)		82	0	197	0	279
	2010 (Class 35 only)		94	3	46	-	143
Total		2798	700	519	67	4084	
Human Capital Targets (2015 – 2020)	LNP – Approved strength according to mandate						
	LNP total Strength		2015		2020		
	3,917 (2010)		5,000		TBD		
	LNP Realignment of Force to address shortfalls and excess deployment		Excess		Shortfall		
	Montserrado		648				
	Bomi		13				
	Bong		11				
	Grand Bassa				30		
	Grand Cape Mount				8		
	Grand Gedeh				38		
	Grand Kru				80		
	Lofa		73				
	Sinoe				18		
	Nimba		70				
	Margibi				42		
	River Gee				40		
	River Cess				41		
	Maryland				11		
	Gbarpolu				20		
	Regions HQs				80		
Total				408158			

Source: LNP Deployment Plan and Responsibilities, LNP (May 2010) and the United Nations Police in Liberia Department of Training and Development, Statistics National Police Training Academy (February 2010).

Security sector reform – Armed Forces

The following baseline data has been reported for the Armed Forces of Liberia:

Armed Forces of Liberia (AFL)						
Human Capital Baselines	AFL Force	Female	Percent Female	Male	Percent Male	Total
	Enlisted Troops	100	4.3%	2241	95.7%	2,341
	National Coast Guard (2009)	-	-	-	-	40
	Ministry of Defense Staffing	Present civilian of central administration size (civil servants, no political appointees)				132
Human Capital Targets	<p>The following goals have been articulated as projections for the future of the AFL:</p> <ul style="list-style-type: none"> • Long-term target for force size is 6,000 AFL Troops. • The AFL should emerge as a civil-military force that focuses on civil engineering projects for the benefit of local communities. Engineering and construction activities are envisioned for the AFL Force. • Emphasis on upgrading the AFL Engineer Company and make it a full battalion. • The gender disparity in the AFL is significant and women may be encouraged to serve their country as AFL Officers. 					

Source: President Ellen Johnson-Sirleaf Remarks to the Nation on Armed Forces Day, 10 February 2010 and Interview with MoD Representative in Security Pillar meeting, May 2010.

Judicial reform

Justice Sector reform is an essential component of Liberia's statebuilding process and touches upon critical issues for which national reconciliation and social cohesion greatly depend. The human and institutional capacity investments in the justice sector must promote institutions that are capable but also just, fair and perceived as unbiased and in service of the public interest. This being the case, the Government and its development partners has made significant investments in Judicial Reform and in developing a Judicial Training Institute.

The following human capital baselines have been documented for the Justice Sector:

Judiciary and Ministry of Justice					
Human Capital Baselines (2009)	Professions	Male	Female	Total	Comments / Notes:
	Circuit Judges	19	3	22	
	County Attorneys	12	3	15	1 County Attorney per county; all positions currently filled
	Public Defenders	19	0	19	Montserrado (6); Gbarpolu (1); Grand Gedeh (1); Grand Kru (1); Maryland (1); River Gee (1); River Cess (1); Grand Bassa (1); Bong (1); Margibi (1); Nimba (1); Lofa (1); Grand Cape Mt. (1); Sinoe (1)
	Stipendary Magistrates	-	-	122	
	Magistrates	-	-	24	
	Associate Magistrates	-	-	289	

Looking forward, one of the core challenges present in the Justice Sector is the difficulty in scaling up the capacity and resources to meet the demand for due process within the population. The current and emerging caseload that is in backlog across multiple institutions in the formal Justice Sector reflects an overstretched system. The Government is therefore working with traditional leaders and international development partners to explore how to invest in the capacity of both the formal justice sector as well as traditional forms of justice. Traditional, community-based conflict-resolution practices are widely accepted across many parts of the country and can serve to address community disputes if managed well. The Government is committed to

exploring the best balance of investments and support in both the formal and traditional dimensions of capacity in the Justice Sector.

Corrections

The following human capital baselines have been documented for Corrections:

Bureau of Corrections, Ministry of Justice			
Key professions	Benchmark/ workforce level	Facilities and Inmate Statistics	
Corrections Officers	264	Number of prison facilities	15 (5 "makeshift")
Prison Superintendents / Directors	15	Average staff : prisoner ratio	1 : 5.3
Psychosocial Counselors	3 Advisors	National inmate population (May 2010)	Apx. 1,200
Gender balance (% female Corrections Officers)	20%	No. rehabilitation programs	1 (Zwedru)
Facility	Prisoner pop (31/3/2010)	Staffing level (31/3/2010)	Staff : Prisoner Ratio
Monrovia Central Prison	785	109	1 : 9
S/quellie	95	29	1 : 3
NPC	109	41	1 : 3
Voinjama	23	9	1 : 3
HCP	26	6	1 : 4
Tubmanburg	42	3	1 : 14
GCP	16	6	1 : 3
KCP	93	12	1 : 8
B/way	18	8	1 : 2
Bopolu	11	3	1 : 4
RCP	20	8	1 : 3
Gbarnga	106	11	1 : 10
Buchanan	58	9	1 : 6
Fishtown	9	5	1 : 2
Environmental observations: <ul style="list-style-type: none"> • Current focus on imprisonment / detention not on rehabilitation • Prisoners and corrections officers don't have uniforms (so population can't be distinguished) Skills profile of Corrections Officers: <ul style="list-style-type: none"> • Riot control skills • Firearms safety • Controlling escapees without killing them • Rehabilitation facilitators / TVET trainers 			
2015		2020	
<ul style="list-style-type: none"> • Achievement of international standard in corrections (1:5 ratio) • Need to establish welfare unit within corrections • Autonomous, independent Bureau for Corrections • Increase gender parity in corrections and 		<ul style="list-style-type: none"> • Relocate Monrovia Central Prison • Open one detention center in each county • Make corrections facilities self-sufficient through agricultural cultivation 	

	incorporate gender sensitivity into corrections training <ul style="list-style-type: none"> • Filling gaps left by UNMIL Withdrawal 	
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Good governance and state-building at all levels

Civil Service and Public Sector Reform / Statebuilding

As Liberia continues on a path out of conflict and into early recovery and development, the core institutions of the state are being reformed, restructured, rationalized, and professionalized. Both Civil Service Reform (lead by CSA) and Public Sector Reform (lead by GC) are well under way, and these reform approaches serve as the primary vehicles for building all levels of capacity for these institutions.

As the vision for these reform focus on restructuring an rightsizing Government entities in a coherent manner, which has been advanced by the Government and its partners through the Mandate and Functional Review (MFR) process, which has been piloted and continues to advance across the civil service. As this work is currently in progress, the baselines for the workforce in the civil service are still under review. From the perspective of target-setting, the MFR process and overall Civil Service Reform Policy is introducing some structural changes in the civil service workforce, by policy mandate, in order to depoliticize many appointments within Ministries, Agencies, and Commissions.

State Functions – Civil and Public Service Institutions			
Human Capital Baselines (2008)	Government Entity	Total Staff	% of Total
	Legislature	1,272	4%
	Ministry of State and Presidential Affairs	1,353	5%
	Ministry of Planning and Economic Affairs	237	1%
	Ministry of Transport	205	1%
	Ministry of Finance	2,001	7%
	Ministry of Internal Affairs	4,683	16%
	Judiciary	1,282	4%
	Ministry of Justice	469	2%
	Ministry of Foreign Affairs	413	1%
	Ministry of Education	8,261	28%
	MCSS	1,092	4%
	Ministry of Health	2,842	10%
	Ministry of Labor	195	1%
	Ministry of Public Works	973	3%
	MICAT	363	1%
	Ministry of Rural Development	205	1%
	Ministry of Agriculture	358	1%
	Ministry of Lands Mines and Energy	553	2%
	Ministry of Post and Telecommunications	297	1%
	Ministry of Gender	68	0%
Ministry of Youth and Sports	312	1%	
LIPA	39	0%	
Bureau of the Budget	131	0%	
GSA	521	2%	
NFAA	79	0%	
AITC	40	0%	
CNDRA	119	0%	

State Functions – Civil and Public Service Institutions			
I	Government Entity	Total Staff	% of Total
	Cooperative Development Agency	100	0%
	Ministry of Commerce	289	1%
	BSE	32	0%
	Ministry of Defense	400	1%
	Total	29,184	100%

Source: Civil Servants Census, CSA, January 2008. Data extracted from LISGIS survey of civil service institutions in 2005, and corroborated with additional analysis conducted with CSA in 2008.

Much of the capacity development support in the civil service and public sectors has been supplied through innovative programs to attract highly qualified Liberians to work in the civil service based on more competitive salary structures and merit / performance-based recruitment – The Senior Executive Service (SES), Transfer of Knowledge of Expatriate Nationals (TOKTEN), and Liberia Emergency Capacity Building Service (LECBS). These programs have been emergency, stop-gap measures needed to address human capacity shortfalls in the public sector and provide the requisite leadership and technical competency to drive Liberia's reform agenda and PRS. These programs, post-PRS 2011, will be regularized within the civil service and Government budget.

Ministry / Agency	GEMAP Advisors (2009)
GSA	1
LIPA	1
MCC	1
MLME	1
MoF	3
MoPEA	1
MoPW	1
NPA	2

Source: GEMAP Programme, January 2010

As a baseline, however, the number of professionals deployed by the SES/TOKTEN/LECBS programs illustrates much of the supply side of human capital infusion in the civil and public service. In addition, the GEMAP program deployed foreign technical expertise across key institutions involved in upholding economic governance and financial management standards. This baseline also demonstrates some of the core technical assistance that has been needed to restore transparency and sound operations across these institutions.

State Functions – Civil and Public Service Institutions						
Beneficiary Institution	Ongoing			Completed / Closed		
	LECBS	TOKTEN	SES	LECBS	TOKTEN	SES
MoF	10	0	6	3	3	0
Executive Mansion	2	0	0	0	1	0
MoLME	1	0	1	0	0	0
GAC	0	0	1	2	0	0
MoS	2	1	2	2	1	0
GSA	0	0	0	1	0	0
MoCI	2	0	2	1	1	0
GC	0	0	2	0	0	0
MoA	0	0	3	1	0	0
LISGIS	0	0	1	0	0	0
Mol	1	0	2	0	0	0
MoYS	1	0	2	0	0	0
MCC	0	0	2	0	0	0
MoJ	1	0	2	0	1	0

State Functions – Civil and Public Service Institutions						
Beneficiary Institution	Ongoing			Completed / Closed		
	LECBS	TOKTEN	SES	LECBS	TOKTEN	SES
Ministry of National Security	0	0	0	1	0	0
LNP	1	0	0	0	0	0
MoGD	0	0	2	1	0	0
MoPW	2	2	10	0	1	0
MIA	0	0	1	1	0	0
MoPEA	2	0	17	0	3	0
LRDC Secretariat	0	0	0	0	1	0
MoE	1	0	1	1	1	0
UL	1	0	0	0	2	0
CU	0	0	0	0	2	0
CSA	0	2	3	1	2	0
MoH	0	0	2	1	5	0
JFK Med Center	0	0	0	0	3	0
MoL	0	0	0	0	2	0
NIC	1	0	1	0	1	0
MoP	0	1	0	1	2	0
Central Bank	0	0	0	0	2	0
MoFA	0	0	0	0	6	0
Roberts International Airport	0	0	0	0	1	0

Totals:	28	6	63	17	41	0
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Source: UNDP Project Implementation Unit for Emergency Capacity Building Programme, September 2009. Presentation to MPEA and LRDC

In moving forward, the target setting for civil service and statebuilding agendas largely depend on the decisions taken by the continuation of the Mandate and Functional Review process and reform agendas touching upon state institutions. The following targets are envisioned for the civil service, broadly:

State Functions – Civil and Public Service Institutions				
	Objectives	End 2011 (PRS period)	2015	2020
Human Capital Targets	Realizing greater efficiency and effectiveness in the civil service	The target changes for realizing a more efficient and effective civil service include, (a) right sizing (and right shaping) the structure of the civil service resulting in more staff members at the middle level with analytical and supervisory capabilities and fewer staff members at lower level – but with adequate qualifications for continued service delivery; (ii) clearing the present system of unqualified personnel who entered the system during the past years largely through the spoils system of ethnicity (tribalism) and patronage of warring factions; (iii) re-instituting a properly specified merit-based recruitment process (MBA) for all levels of public service; and (iv) paying government workers adequate salaries, sufficient to attract and maintain competent civil servants.		
		Policy changes introduced through the Civil Service Reform Program will entail some structural changes in the workforce, including: 1) merit based competitive selection of a new cadre of Senior Directors and Directors to be appointed to		

State Functions – Civil and Public Service Institutions				
Objectives	End 2011 (PRS period)	2015	2020	
	<p>new Director positions being created by restructuring processes; and 2) appointing a new cadre of permanent officials.</p> <p>It is premature to project a precise estimate of the numbers of Director posts needed, as that will be determined by mandates and functions across civil service institutions. A rough estimate suggests that between 200 and 250 such posts might be required by the restructuring process. Some of these will be highly specified in technical terms (e.g. in engineering or medical fields), while the professionalism of other Director posts will be more generically specified (e.g. budgeting, accounts, or HR), but all these posts will share and have in common a demand for managerial competency based on skills, training and experience.</p> <p><i>Source: CSA/CISREP Proposal for redesign of the Mandate and Functional Review Process, March 2010.</i></p>			
Defining boundaries of government service delivery	<p>The role of government may increasingly shifted away from direct service delivery and project implementation and direct more resources to policy-making, regulation of service delivery by other providers, and outreach to communities to ensure accountability and responsiveness.</p> <p><i>Source: CSA/CISREP Proposal for redesign of the Mandate and Functional Review Process, March 2010.</i></p>			
Managing greater resources through direct budget support and managing more project implementation functions directly	<p>Implement the Common Assessment Framework for Budget Support, developed by MoF/MPEA in early 2010.</p>			

Decentralization agenda

As the civil service is restructured and streamlined, Liberia is advancing an equally profound shift in governance approaches by promoting the Decentralization Policy. Decentralization is a long-process, which is still being explored and debated within Liberia. However, the direction of governance is pointed towards recognizing increasing authority and decision-making responsibilities outside of central government bodies and investing in the county-based governance structures. In support of this agenda, the Ministry of Internal Affairs has developed a 2-year capacity building strategy to improve all aspects of capacity at county-level.

The following capacity baselines and targets focus on the human capital distribution across key roles at local governance levels.

Decentralized Governance																
Human capital baselines (2009)	Professions	Montserrado	Bong	Grand Bassa	Grand Cape Mount	Sinoe	Lofa	Margibi	Bomi	Gbarpolu	Maryland	Nimba	River Gee	Grand Gedeh	Grand Kru	Rivercess
		Superintendent	1	1	1	1	1	1	1	1	1	1	1	1	1	1

Decentralized Governance																	
Human capital baselines (2009)	Professions	Montserrado	Bong	Grand Bassa	Grand Cape Mount	Sinoe	Lofa	Margibi	Bomi	Gbarpolu	Maryland	Nimba	River Gee	Grand Gedeh	Grand Kru	Rivercess	
	Asst. Superintendent	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
	Budget Officer	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
	Accountant	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
	Procurement Officer	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
	County Inspector	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
	Land Commissioner	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
	Project Planner	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
	City Mayor	6	1	3	1	33	3	2	1	1	4	6	10	4	30	1	1
	District Commissioner	0	12	9	5	20	7	2	4	6	7	16	10	5	15	7	7
	Township Commissioner	22	2	9	6	24	1	5	2	2	52	23	32	8	17	6	6
	Statutory Superintendent	2	1	3	0	5	0	0	1	0	2	4	2	2	5	3	3
	Paramount Chief	2	13	18	5	39	7	4	5	11	16	33	22	13	27	17	17
	Clan Chief	7	41	45	16	69	21	15	18	26	31	72	45	27	51	37	37
	Administrative Assistant	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1

Source: Ministry of Internal Affairs, Department of Planning and Research, 2009

Decentralized Governance			
Human capital targets (2011 – 2020)	2011	2015	2020
	Training at least 200 County officials in Public Financial Management	<ul style="list-style-type: none"> Dependent upon which functions are decentralized to county-level governance structures as per the implementation of the decentralization policy. In anticipation of greater decentralization of <u>technical functions</u>, it is anticipated that there will be human resource expansion in the job profiles focused on project planning, procurement, budget planning and administrative support in 2015 and 2020. There will likely not be much human resource expansion in <u>representational functions</u>, such as Superintendents, Commissioners, etc. 	
	Training at least 200 Country officials in Community Driven Development		
	Training at least 150 MIA staff in performance based program planning, budgeting, monitoring and reporting		
	Training at least 100 MIA and County staff in Urban Planning and Management		

Source: Ministry of Internal Affairs, Liberian Local Government Capacity Development Plan, 2009

Elections

The National Elections Commission (NEC) workforce is at the heart of the functioning of the electoral system and conducting elections. Its capacity to operate effectively and independently, to conduct free and fair elections is the backbone of a democratic Liberia, and needs to receive special attention and support to succeed. Its current human capacity is far behind a state where it could fulfill these tasks. The upcoming 2011 elections will receive UNMIL and international partners support, but beyond them, external support is likely to be gradually decreasing. Hence the NEC and other stakeholders need to set the 2011 elections as a benchmark against which in house capacity should be built for further national and local elections. . The

following data illustrate the NEC's current workforce characteristics, both in the Monrovia headquarters and in the magistrates:

NEC – current workforce						
Human Capital Baselines		Male	Female	% Male	% Female	Total
	BoC / staff	22	7	76	24	29
	Admin / Finance	33	7	83	17	40
	Operations	83	10	89	11	93
	Ex. Relations	8	1	89	11	9
	Ex. Dir Office	3	0	100	0	3
	Office auditor	1	0	100	0	1
	Legal section	4	1	80	20	5
	Total employees	155	25	86	14	180
	Central / Field	NEC HQ – 104		Magisterial – 76		
Education and professional status.						
Education level	14 MA , 8%	60 BA/Bsc 33%	43 HS 24%	63 Elemen 35%	Total 180	
Professional / Vocational	74 Professional (41%)		106 Vocational (59%)		Total 180	

Source: NEC Personnel Office and partner consultations, March/April 2010

It is clear that looking at future capacities of the NEC, the area where immediate development is needed in regard to human capital are the upcoming 2011 elections. The NEC is planning to increase its workforce level from 180 to 301 permanent staff in the elections year, including 152 staff in local offices. The NEC also set an ambitious target of increasing the ratio of professional workers to vocational by 3:1, which is more likely to function as a longer term target. Still, a majority of increased capacity will come from external assistance, estimated at 29 foreign specialists during upcoming elections cycle. It should be insured that a crucial role of their assistance, apart from conduct of elections, will be developing capacities of NEC counterparts.

As increased capacities are important in NEC headquarters, they are crucial for supporting the electoral operations in the magistrates. The workforce should receive adequate training, considering the upcoming election will be in fact the first one organized mainly by the NEC (previous one international community-led). The following targets for the upcoming elections have been outline by the NEC and partners:

2010 -2011 Electoral Cycle – temporary workforce targets				
Human Capital Targets	PHASE	Type of personnel	Estimated time of employment	Total number of employees
	Voter registration	Registration Clerks, Registrars, Card issuer/Photographer, Shade providers	30 days	4 x 1780 (7120)
		Field coordinators	60 days	300
	Voter Education	Voter education officers	4 months	440
	Elections 2011	Presiding Officer, Voter Identification Officer, Poll Workers, Precinct Assistant, Security	3-4 days	6x 5000 + 1x1780 (31780)
		Field Coordinators	2 months	400
	Run off – Elections 2011*	Presiding Officer, Voter identification Officer, Poll workers	3-4 days	4x 5000 (20 000)
	Referendum*	Civic educators	2 months	220
		Presiding Officer, Voter identification Officer, Poll workers	3-4 days	3x5000 (15 000)

Source: NEC Personnel Office, Recurrent and Elections Budget

*Depending on passage of constitution reform and results in first round of Presidential Election.

The process of development of capacity in human capital for the NEC needs to be synchronized with the electoral cycle. The staff size at the NEC central administration in Monrovia should not necessarily increase, yet its qualifications should highly improve and staff should be moved between departments inside the NEC. A pattern of decentralization should be observed, with increased human capital in the magistrates' offices, including permanent skilled staff, leading to more effective operations and closer relation to voters in constituencies. Temporary workforce needed during elections should be easily available, with standing capacities, such as the use of local teachers as done in other countries. A number of politically sensitive issues will need to be resolved, like constituency boundary demarcation and constitution change. Both will influence the planning for human capital of the NEC.

The focus of technical assistance should be on priority areas linked to the upcoming elections, like successful voter registration, logistics training as well as dispute resolution. Yet all areas of functioning of the NEC should be addressed for personnel capacity development, with sustainability in plan. The following targets illustrate most important areas of short and long term (10-year) human capital capacity development and outline crucial skills needed, to undertake successfully the task of conducting at least two national and a local elections

NEC – human capital capacity building 2010 – 2020		
Human Capital Targets (2010 – 2020)	Targets benchmarks for a sustainable NEC, ready to conduct free and fair elections independently	Crucial skills sets and education areas needed and targeted for workforce to achieve planned capacities
	<p>A decentralization process is in place, reaching by 2020 an increased, strengthened, sustainable, qualified and well trained workforce in the magistrates. Emphasis on employing local staff.</p> <p>The numbers of HQ employees remain at same levels as currently, but there is intensive training, personal capacity building and some new professional's employment. Employees are moved internally to departments with highest importance.</p> <p>Training and internship opportunities are provided based on best practices and examples from other countries elections systems which Liberia could follow.</p> <p>The NEC has developed an in-house training system, ensuring improving skills and developing of new ones, from ICT and communications to electoral violence, elections logistics and conduct. The personnel department is handling the area independently.</p> <p>Possibly an Elections Institute is established, to support training, personnel capacity building as well as ongoing analysis.</p> <p>Achieving a gender balance among the workforce, especially in magistrates.</p> <p>International assistance continues in all areas required but is guided with principle of building NEC capacity and planning to reach a fully sustainable and independently operational workforce in 2020.</p>	<ul style="list-style-type: none"> • Logistics, planning and operations skills - intensive training, and specialized education. • Transport and warehousing professionals and skills. • Administration and management. Coordination of tasks and operations in the field. • ICT skills, operating computers and specialized programs, maintenance of equipment and systems. • Voter education / civic engagement skills. Community mobilization and working with CSO's and FBO's, managing relations. • Public relations professionals (MA level), with BA level support staff (crucial role of public information), press relations. • Communications, presentation skills and writing skills. • Legal professionals, investigations professionals. Knowledge of electoral laws, dispute analysis. • Conflict resolution and mitigation, electoral conflict analysis, early warning and preparedness • Monitoring and Evaluation (internal and

H → 8 NEC – human capital capacity building 2010 – 2020	
	<p>external. MA level)</p> <ul style="list-style-type: none"> Security professionals and prevention skills. Electoral violence training, safety for all staff.

Source: NEC and partner consultations March, April 2010

Legislature

The Legislature is of critical importance for the process of peacebuilding and statebuilding in Liberia, its effective functioning being a crucial pillar for political stability and democratization. In line with the Legislative Modernization Plan (2008 – 2013), comprehensive human capital capacity building process for the Legislature is strongly needed. This refers to longer term planning for skills development, education and training as well as intensive support for ongoing implementation and progress. This process is crucial to for the legislature to “play to its role in the governance process of the country in such a manner which would affirm Liberia is indeed a representative democracy” according to the Modernization plan.

Legislature – Central Administration*											
Human Capital Baselines	category		House			Senate			Total Legislature Central Administration.		
	Employees		221			176			397		
	Female	Male	53 (24%)	168 (76%)		46 (21%)	130(79%)		99(25%)	298(75%)	
	Professional	Vocational	88 (39%)	133(61%)		63(35%)	113(65%)		151(38%)	246(62%)	
	Education Level BA / HS / Elementary		38 (17%)	162 (73%)	21 (10%)	28 (15%)	120 (68%)	28 (15%)	66 (17%)	282 (71%)	49 (12%)
	Average age		--			44			--		
	Experience (tenure in years)		--			9			--		
Legislature – Law-makers offices*											
Human Capital Baselines	category		House			Senate			Total Legislature		
	Employees		855			371			1226		
	Female	Male	191 (22%)	664 (78%)		97 (26%)	274 (74%)		288 (23%)	938 (77%)	
	Professional	Vocational	223 (26%)	632 (74%)		124 (33%)	247 (67%)		347 (28%)	879(72%)	
	*Note: data is not complete. There are approximately 250 more staff not noted, about half in House workforce and half in Senate. To be updated upon completion of staff re-documentation process that was expected to get underway.										

Source: Liberia Legislature. House and Senate Personnel Office. Data from 2009 and 2010

The state of the Legislature personnel is a major challenge for capacity building. As the above data indicates, the workforce is very large, the majority of workers being vocational workers. The level of the workforce in Law-makers offices, as well as in departments of the Central Administration is totaling to approximately 1,500 employees. According to the Legislature Modernization Plan“(1) there is surplus personnel; (2) they are poorly trained;(3) they are poorly paid; (4) they are inadequately equipped; (5) they lack job descriptions(..)” Although central administration employees have many years of tenure, their operational capacity is very low, and they tend to be over 40, showing that a lot of change and delivering of new skills and in time employing younger professionals will be needed. In order to achieve the staff capacity development targets set forth in the Legislative Modernization Plan, in the short-term, and Liberia’s vision for sound legislative governance in the long-run, major investments into human capital need to take place. The following targets for this process are outlined:

Human Capital Targets (2010 – 2020)	Targets 2013 – Modernization Plan	Targets 2020
	<p>Both house and Senate Personnel make progress towards organization and transparency. A full and detailed re-documentation process is finalized.</p> <p>Overall staff structure, especially within Central Administration (but also Law-maker’s offices) is rationalized and limited to functionally necessary levels.</p> <p>A clear structure of units and offices is in place. Critical units for the functioning the Legislature are identified and building capacity of their staff are prioritized.</p> <p>Ongoing external assistance is provided for HR and trainings in all areas of Legislature, in pillars of law-making, representation and oversight, ensuring sustainability and ownership, providing best practices and internship placements.</p> <p>Liberia Legislative Institute is created to train and develop skills in key legislative areas.</p>	<p>A core group of qualified staff (civil servants)– with competencies (MA degree), plus assistance staff(BA) are functioning well, a-politically as Committee support, in sector, thematic areas.</p> <p>A fair gender balance is achieved, with more women holding professional and vocational positions, especially in relations with constituencies.</p> <p>Both House and Senate have fully professionalized HR departments, with internal training capacities, monitoring and covering all staff training needs, including for Law-makers.</p> <p>Adequate competent and qualified staff is based in the constituencies, supporting inclusiveness and democratization of law making, in line with the decentralization agenda.</p> <p>External assistance is limited; Legislature personal is professional and functions in a sustainable manner.</p>
<p>A core set of skills and qualifications for present and future employees of the Legislature, including Law-makers, is crucial for implementing the Modernization Plan and ensuring a modern, sustainably and independently functioning Legislature for the future. The major target set for human capital, is to ensure that within pillars of representation, law-making and oversight, the following skills sets and competencies are delivered through education and training, in cooperation with government, schools and universities, CSO’s and NGO’s and international partners:</p> <ul style="list-style-type: none"> • Administration, office management and secretary skills and competencies. • Leadership skills, dispute resolution and consensus building, conflict mitigation • Accounting, finance, budgeting and auditing • ICT, computer skills, system maintenance, technical capabilities and support • Legal qualifications and skills. (MA, BA level, qualified legal clerks and legal analysts) Drafting skills, bill development and sponsoring. • Communication, public relations, writing and presentation skills, journalistic skills. • Community outreach, mobilization skills and management within CSO relations. Facilitation and organization qualifications (CSO, public hearings) 		

I 3	Targets 2013 – Modernization Plan	Targets 2020
	<ul style="list-style-type: none"> • Analysis and research skills – analytical services, research and reporting (professionals in thematic and sector areas as well as general skills training) • Economic, sociologic and socio-political skills (MA, BA level, LBO support) • Archiving, documenting, library and filing, transcript and stenograph proficiency • Engineering, Electricians, logistics and building maintenance proficiency 	

Source: Liberia Legislative Modernizations Plan, 2010 consultations with Legislators, national and international partners

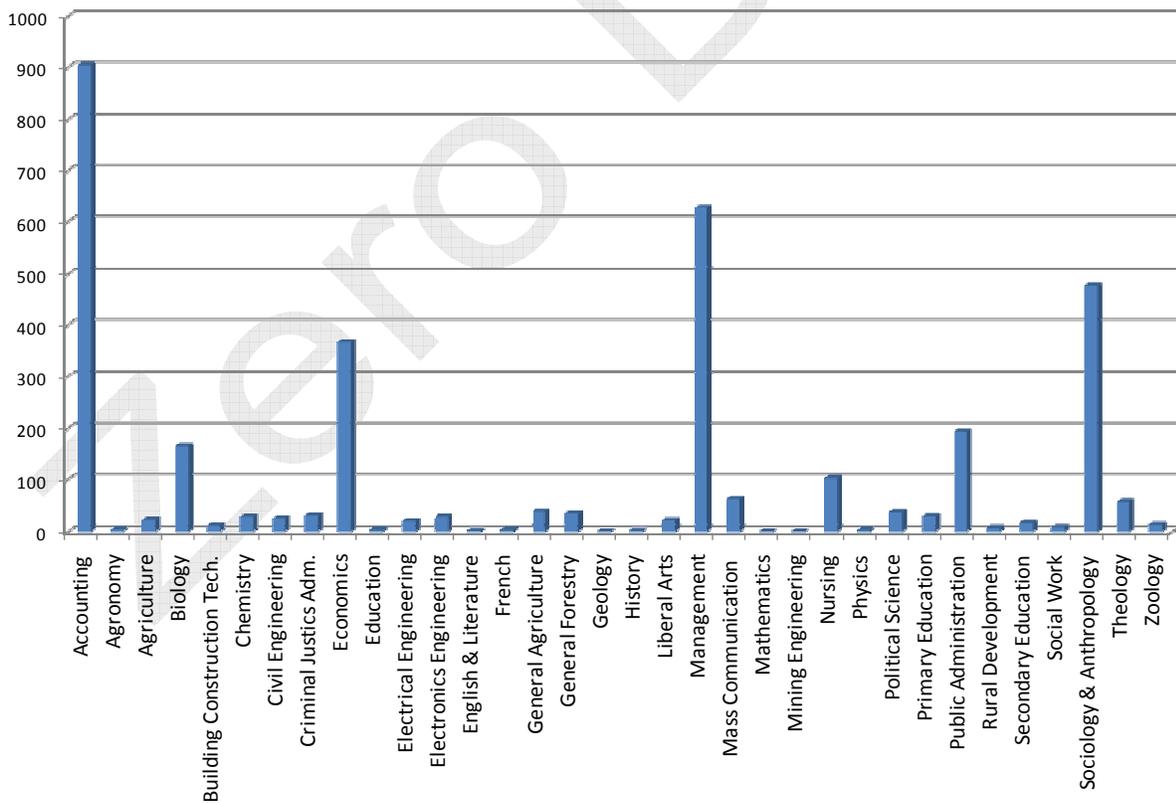
Overall baselines illustrating supply of human capital

The previous sections have attempted to forecast the needed human capital against baselines across major sectors and industries. In essence, these data represent the demand for skills and labor in the workforce. To fulfill these needs, the NCDS endeavors to channel support and resources to the education and training institutions within Liberia, which is the second strategic outcome of the NCDS.

Investing in these areas can also be measured against the current “supply side” baselines, including:

Cumulative Graduation Statistics from Liberian Universities

Total Graduates Accumulation from (UL, AME ZION, UMU, AMEU, STELLA MARIS, and CUTTINGTON) for 2008 Bachelor Degree Program



Source: Ministry of Labor, National Bureau of Employment. 2008

Overview of Technical and Vocational Training Institutes

Education – Technical and Vocational Training (TVET)

Baseline numbers of TVET Institutions and Enrollment (2006)	Year	No.	Enrollment
	1982	47	6,698
	2006	110	18,030

Education – Technical and Vocational Training (TVET) 2010

Discipline	Grand Bassa	Bomi	Bong	Cape Mount	Lofa	Maryland	Margibi	Montserrado	Nimba	River Cess	Grand Gedeh	Sinoe	Total
	Agriculture	235	166	43	268	122	0	221	0	52	225	65	600
Carpentry	50	67	100	52	98	26	38	127	50	0	70	673	835
Computer	345	150	205	0	42	335	522	2960	0	100	46	719	4,852
Construction	0	39	0	0	0	0	0	0	0	0	00	26	172
Cosmetology	0	31	0	0	180	0	0	290	32	0	0	26	559
Electricity	145	20	908	0	23	24	96	269	0	0	67	396	1,948
Home Arts	237	51	0	19	0	70	47	13	5	83	0	186	711
Masonry	40	67	104	65	99	25	66	0	36	0	54	133	689
Metal Work	0	10	4	16	0	0	24	0	17	0	18	89	89
Baking	0	36	0	22	36	0	0	317	0	0	0	0	391
Plumbing	28	3	0	0	0	24	35	133	22	0	0	0	245
Soap Making	0	5	40	22	0	0	0	250	0	150	45	84	596
Shoe Making	0	13	0	0	0	0	0	8	0	0	45	0	66
Tailoring	142	51	208	70	26	0	67	740	31	0	45	199	1,579
Tie Dye	50	12	72	38	0	0	0	139	28	200	45	150	734
Weaving	0	2	0	2	0	0	0	40	0	0	0	0	44
Secretarial	0	0	0	0	0	65	135	89	10	0	0	764	904
Auto mech.	50	0	0	0	0	25	185	118	46	0	60	44	528
Banking	0	0	0	0	0	0	0	0	0	45	20	65	130
Typing	255	0	10	0	0	0	0	610	0	300	0	2	1,177
Sewing	0	0	22	0	0	0	0	441	0	0	0	0	463
Music	0	0	0	0	0	0	35	0	0	0	0	65	100
Grand total	1,577	723	1,716	574	626	594	1,794	6,544	329	1,058	751	1,744	18,032

Source: Ministry of Education, Education Sector Master Plan, 2010 – 2020

Institutional Overview of the Liberian Institute for Public Administration

Liberia Institute for Public Administration (LIPA)		
Staff per program / Department	FY 2008 / 2009 Staffing levels	Proposed staff for FY 2009 / 2010
Training & Manpower Development	15	5
Research & Consultancy	9	5
Administration & Management	21	9
Grand Total	45	19
Human Capital Baselines (2009)	<p>An illustrative list of courses that have been offered or are under development by LIPA includes:</p> <ul style="list-style-type: none"> • Human Resource Management • Project Planning and Management • General Management • Office Management and Practices • Financial Management • Computer Literacy Training • Supervision • Managing the Boss • Public Sector Budgeting • Work Planning and Reporting • Women in Management • Leadership Roles and Competencies for District Commissioners • Certificate in Public Administration & Management • Certificate in Business Management 	
	Human Capital Targets	<p>Longer-term institutional targets</p> <ul style="list-style-type: none"> • Creation of several regional training centers with capacity to provide training for local government officials in all 15 counties • LIPA has purchased 25 acres of land along the Roberts International Airfield Highway in Margibi County as a proposed site of a future LIPA facility. Preliminary designs suggest a facility that would offer walk-in and residential training courses.