



STRATEGIC PLAN

2025

2030

**LIBERIA INSTITUTE FOR THE
PROMOTION OF ACADEMIC
EXCELLENCE – LIPACE**

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Glossary of Terms & Acronyms

Acronym	Achievements (2020–2024)
LIPACE	Liberia Institute for the Promotion of Academic Excellence
WASSCE	West African Senior School Certificate Examination
MEL	Monitoring, Evaluation and Learning
CSO	Civil Society Organization
PTA	Parent Teacher Association

BOARD CHAIR'S FOREWORD

The journey of the Liberia Institute for the Promotion of Academic Excellence has never been one of comfort or ease. From our earliest days, we chose the harder path, the path of innovation, inclusion, and community rooted transformation. As we unveil this Strategic Plan for the years 2025 to 2030, we reaffirm our commitment to walking alongside Liberia's most marginalized learners, not ahead of them.

This new strategy marks a defining moment in our institutional story. It captures the resilience, growth, and clarity of purpose that LIPACE has earned over the past five years. We have listened, we have learned, and we have led. Not only in literacy and accelerated learning, but also in systems reform, policy engagement, and strengthening civil society. We are not the same institution we were when we started, and this plan recognizes that growth.

On behalf of the Board of Directors, I am particularly proud of the bold decision included in this plan, the transition of our institutional identity to The Achievement Hub by the close of this strategic period. This is not just a change in name. It reflects a deeper shift in values and ambition. It signals our belief that learning must be relevant, lifelong, and anchored in the aspirations of communities themselves. It also communicates our long-term commitment to be more than a service provider. We are building a platform where civil society, educators, young people, and local communities can come together to shape their own future.

As Board Chair, I am humbled by the trust our partners, funders, and communities have placed in us. This plan reflects our promise to steward that trust with care, foresight, and accountability. The Board remains fully aligned with the priorities laid out here, from deepening foundational learning, to expanding opportunities for young people, to investing in leadership that continues long after any one project.

With this plan, we are not only charting a course. We are laying the foundation for a legacy.

David S. Massaquoi
Chair, Board of Directors
LIPACE

EXECUTIVE DIRECTOR'S FOREWORD

When I reflect on the past five years of our work, I do not think first about numbers or budgets. I think about the many stories of quiet determination. A girl in Grand Cape Mount County who learned to read for the first time at age twelve. A youth in Paynesville who turned soap making skills into a livelihood. Teachers and schools who are on path of holding a professional license because of a national policy we helped shape. These stories and thousands more like them are why this plan matters.

This Strategic Plan for the years 2025 to 2030 is both a culmination and a new beginning. It builds on the hard lessons we learned during moments of crisis like COVID and Ebola. It responds to the growing demand for institutions that are rooted locally, yet capable of influencing national education and civic outcomes and it dares to imagine what becomes possible when we unlock the potential of communities, not as beneficiaries, but as co-architects of change.

Through this plan, we share a new strategic vision that positions our institution to evolve into The Achievement Hub, a national incubator for learning, innovation, and community rooted transformation. We will deepen our work in foundational learning, expand access to science and digital tools through new Achievement Hub centers, and support young people to lead their own development journeys. We will continue to engage at the national level, shaping policy and building stronger systems, while remaining grounded in the daily realities of learners.

But perhaps most important, this plan affirms a belief that defines all our work, true empowerment is not what you do for people, it is what you do with them. Everything we propose in this strategy holds to that principle.

To our team, our partners, and the communities who trust us, thank you for walking with us. This plan is not just ours. It is yours. Together, we can build something that lasts.



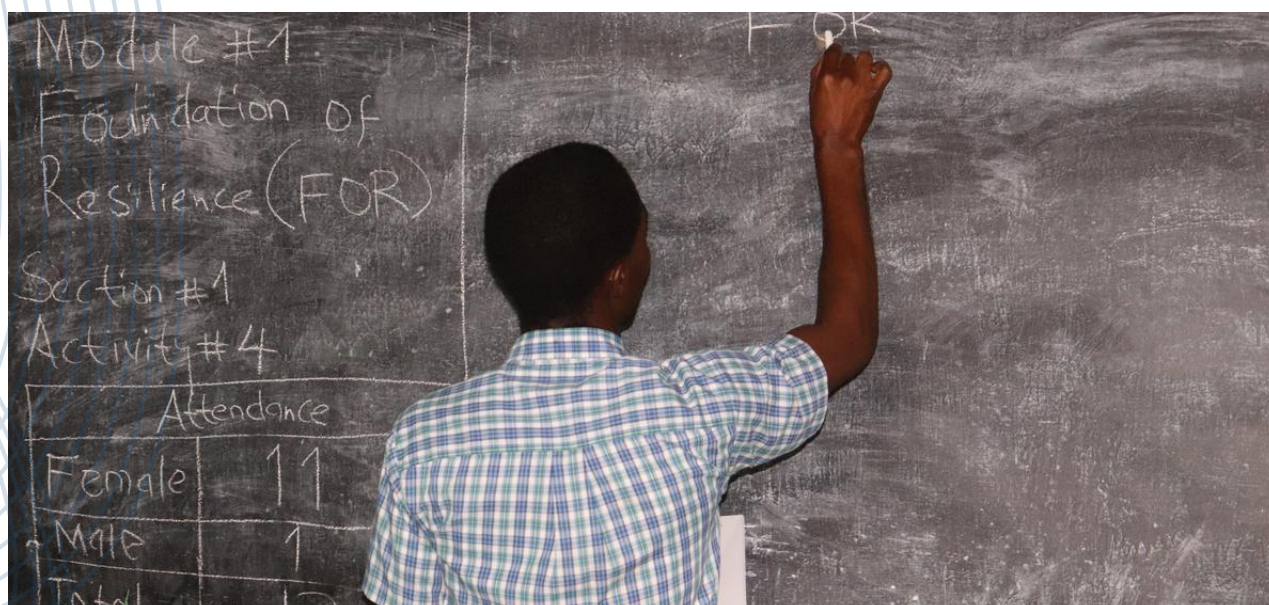
Benjamin M. Freeman Jr.
Executive Director
LIPACE

EXECUTIVE SUMMARY (2025 TO 2030)

The Liberia Institute for the Promotion of Academic Excellence (LIPACE) has evolved from a small learning initiative into a trusted national institution supporting inclusive education, youth empowerment, and policy transformation. Over the past decade, we have expanded our reach across rural and urban counties, deepened our partnerships with communities, and played a catalytic role in shaping national standards for teacher quality, school accreditation, and foundational learning outcomes.

This Strategic Plan (2025 to 2030) marks a new chapter in that journey. It sets forth a bold, forward-looking agenda that aligns with ARREST Agenda for Inclusive Development (AAID 2025–2029) and responds directly to the learning crisis, youth unemployment, and institutional fragility that continue to shape the country's development landscape.

At the center of this strategy is the introduction of our institutional transformation into The Achievement Hub. This name change reflects the full scope of our work and vision. No longer just an implementer of programs, we are building a national platform where civil society actors, young leaders, teachers, and community-based innovators can learn together, access resources, and build lasting solutions rooted in context. The new identity is not a departure from our core, but rather an expansion of our mission to connect the micro experiences of learners and communities with system-level change and institutional resilience.



OUR STRATEGIC FOCUS

OVER THE NEXT SIX YEARS, IT IS ANCHORED ON FOUR PRIORITIES:

FOUNDATIONAL LEARNING AND INCLUSION

Scaling up accelerated learning program to reach more out of school children, with a focus on learning gains, community engagement, and school re-entry.

SYSTEM STRENGTHENING AND POLICY INFLUENCE

Supporting the Ministry of Education and development partners to improve teacher quality, licensing, school standards, and data use for accountability.

YOUTH SKILLS AND CIVIC PARTICIPATION

Providing youth with access to life skills, entrepreneurship training, digital tools, and opportunities for empowerment and improved livelihoods.

INSTITUTIONAL RESILIENCE AND INFRASTRUCTURE

Establishing the first Achievement Hub in Kakata, Margibi County as a community center for science learning, reading, civil society development, and innovation.



UNDERPINNING THESE PRIORITIES ARE OUR ENDURING CORE COMMITMENTS:



EQUITY

Reaching the most marginalized learners, especially girls, out-of-school youth, and underserved counties.



INNOVATION

Using data, technology, and community-driven solutions to adapt programs and accelerate results.



SYSTEMS CHANGE

Moving beyond pilot projects to influence national policy, build institutional capacity, and scale what works.

These commitments are not new. Between 2020 and 2024, we supported over 15,000 learners and youth across six counties, contributed to the development of Liberia's first national policy on teacher licensing and school accreditation, and helped reframe the role of civil society in advancing educational reform. Our partnerships with institutions like the Ministry of Education, Luminos Fund, USAID, Plan International, Education Development Center, Mercy Corps, Book Aid International, and the European Union have demonstrated our ability to connect policy, practice, and people.

As we look ahead, LIPACE is ready to deepen its role as a credible, community-centered institution. With this strategic plan, we call on donors, development partners, and public agencies to join us in investing in long-term infrastructure for learning, voice, and opportunity. Together, we can help Liberia's next generation not only access education, but achieve dignity, purpose, and leadership.

ORGANIZATIONAL IDENTITY

OUR HISTORY AND EVOLUTION (2011 TO 2024)

The Liberia Institute for the Promotion of Academic Excellence (LIPACE) began in 2011 as a small volunteer initiative, offering after-school tutoring to students preparing for national examinations in Monrovia. Founded by a group of educators and development practitioners who believed that quality education could change lives, LIPACE emerged in response to the persistent learning crisis and the widening performance gap in Liberia's education system.

As national challenges evolved, so did our purpose. After the Ebola crisis, we implemented alternative learning pathways for students who had dropped out of school, ensuring continuity in education when many formal systems collapsed. We piloted community-driven models to rebuild foundational reading and numeracy. When the COVID pandemic struck, we responded by digitizing parts of our operations, and expanding learning opportunities to the most remote communities.

From 2020 to 2024, LIPACE grew into a nationally recognized civil society organization, directly benefiting more than 15,000 learners, teachers, youth, and women across six counties. We diversified our programs beyond accelerated learning to include policy advocacy, community-led research, and school system strengthening. We also contributed to national education reform by supporting the development and launch of Liberia's first national policy on teacher licensing and school accreditation. Our work today spans classrooms, communities, and policy platforms, reflecting our transition from a grassroots tutoring initiative to an institution dedicated to educational equity, voice, and opportunity.

As we prepare to embrace our next chapter, LIPACE is evolving into The Achievement Hub, a transformation that reflects both our impact and our ambitions. This new identity will better capture our mission of building achievement pathways across education, livelihood, and civic participation.



MISSION

We empower schools and communities using data-driven programs to increase student achievement and improve livelihood outcomes for all.



VISION

We envision a society with quality education and improved educational and livelihood outcomes for all, irrespective of background, social status, or location.

OUR VALUES



01 DATA-DRIVEN

We ground our decisions in data, using evidence to inform programs, policies, and practices.

02 EXCELLENCE

We strive to deliver the highest standard of service and accountability to the communities we serve.

03 EMPOWERMENT

We believe that people grow stronger when they are trusted with responsibility, voice, and opportunity. Empowerment is not what you do for people, but what you do with them.

04 TEAMWORK

We succeed through collaboration, shared learning, and mutual respect within and beyond our organization.

05 ACCOUNTABILITY

We uphold transparency, ethical leadership, and responsibility in all aspects of our work.

This guiding belief shapes how we design programs, build partnerships, train local facilitators, and engage community stakeholders. We center agency and co-creation, believing that real transformation happens when people are not just beneficiaries, but leaders in shaping their own future.

THEORY OF CHANGE

LIPACE's theory of change is anchored in the conviction that sustainable development begins with inclusive learning, empowered youth, and responsive systems.

We work at three interconnected levels:



INDIVIDUAL

We equip learners and youth with foundational skills, confidence, and mindset to thrive in life and learning.



COMMUNITY

We strengthen the capacity of schools, caregivers, community structures, and local institutions to support learning and accountability.



SYSTEM

We engage in policy advocacy, build coalitions, and use research to influence national education priorities and expand civic voice.

This layered approach allows us to connect grassroots innovation with system-level change. It is this continuum, from learner to policymaker, which forms the basis of our strategy to become a national Achievement Hub, advancing equity, excellence, and opportunity across Liberia.

CONTEXT AND RATIONALE

DEVELOPMENT CHALLENGES IN LIBERIA

Liberia continues to face deep structural challenges that threaten progress on education, employment, and gender equity. The education system struggles with low learning outcomes, weak teacher preparation, and under-resourced schools, especially in rural areas. Foundational literacy and numeracy remain out of reach for many children, with national assessments revealing that most learners in lower grades cannot read a single word or perform basic math. The gaps are even wider for girls, overage learners, and students in fragile counties.

Youth unemployment is also alarmingly high, with limited pathways to dignified work. Many young people exit school without employable skills, and job creation has not kept pace with demographic growth. As a result, youth are increasingly vulnerable to social exclusion, economic hardship, and risky coping mechanisms.

Gender inequality further compounds these challenges. Harmful norms, early marriage, and the unpaid burden of care restrict educational and economic opportunities for girls and women. Despite growing awareness, gender-responsive programming remains limited in scale and scope.

LESSONS FROM CRISIS AND TRANSITION

Liberia's development trajectory has been shaped by multiple crises. The Ebola outbreak of 2014–2016 exposed the fragility of public services, especially education and health. It also revealed the importance of community leadership in sustaining service delivery during emergencies. LIPACE's early interventions in this period, through working with parents, youth, and teachers to keep learning alive, solidified our commitment to local systems strengthening.

The COVID-19 pandemic again disrupted formal schooling, widened learning gaps, and deepened economic hardship. It also accelerated the need for alternative delivery models, including digital tools, decentralized learning, and community-led approaches. LIPACE responded by adapting its models to use youth-led research and distance coaching to keep learners engaged.

Most recently, the planned exit of major donors like USAID has introduced a new wave of uncertainty for Liberia's civil society sector. Many NGOs remain heavily dependent on external funding and struggle to sustain programming beyond short project cycles. The impending donor transition highlights the urgent need for institutional resilience, local ownership, and long-term systems building.

EMERGING NEEDS AND OPPORTUNITIES

While the challenges are stark, the current moment also presents unprecedented opportunities. Liberia's digital transformation agenda, led by government and private actors, opens new pathways to reach learners, improve public accountability, and modernize school systems. Localization is gaining traction, with growing recognition that sustainable change must be led by communities, not imposed from above. Moreover, national frameworks like the ARREST Agenda for Inclusive Development (AAID 2025–2029) provide a renewed policy anchor for equity, innovation, and education reform.

For organizations like LIPACE, these shifts call for strategic evolution. No longer is it enough to run good projects. Civil society actors must now demonstrate systems leadership, building institutions that can adapt, deliver, and influence change beyond the life of a grant.





SWOT ANALYSIS: POSITIONING LIPACE FOR IMPACT AND GROWTH

LIPACE's internal review and stakeholder consultations revealed a strong foundation upon which to build its next strategic phase. However, it also surfaced critical gaps and external shifts that must be navigated.

Below is a summary of our organizational Strengths, Weaknesses, Opportunities, and Threats as of the onset of the 2025–2030 Strategic Plan:

STRENGTHS

- Proven record of successful program implementation across six counties
- Deep community engagement and local credibility
- Strong technical expertise in foundational learning, youth development, and M&E
- Adaptive program models with results during emergencies (Ebola, COVID)
- Growing internal systems: QuickBooks, internal audit, performance evaluation tools
- Active membership in national CSO networks (ENF, LINNK, NCSCS)
- Transitioning to a clearer brand identity (The Achievement Hub)

WEAKNESSES

- Limited flexible or unrestricted funding to support innovation and infrastructure
- Capacity constraints in staff retention and succession planning
- Underutilized visibility and communications platforms
- Geographic gaps in service (particularly southeast and central Liberia counties)
- Technology integration still nascent in some operational areas

OPPORTUNITIES

- Donor alignment around foundational learning, localization, and youth skills
- Digital platforms to expand learning, M&E, and storytelling
- Rebranding as The Achievement Hub to attract new partners and funders
- Increased government openness to CSO-policy partnerships (e.g., teacher licensing, school standards)
- Growth of local philanthropy and diaspora engagement

THREATS

- Volatile funding environment and donor exits (e.g., USAID)
- Political transitions and limited national education budget
- Rising youth unemployment and disenchantment
- Institutional fatigue and burnout within the sector post-COVID

STRATEGIC PILLARS AND GOALS



Over the next six years, LIPACE transition into The Achievement Hub will pursue four strategic pillars that reflect our dual commitment to inclusive community empowerment and system-level reform. These pillars are not standalone themes; they are interconnected levers for sustainable impact, rooted in our belief that education, economic opportunity, and civic voice must work in tandem for real development.

PILLAR 1: EQUITABLE ACCESS TO FOUNDATIONAL AND LIFELONG LEARNING

LIPACE's origin lies in addressing learning gaps—and that focus remains central. However, our approach has expanded beyond remedial support to lifelong learning opportunities that center the dignity and potential of every learner, regardless of age, gender, ability, or location.

KEY STRATEGIES:

- **Accelerated Learning and Remedial Learning Programs:** Expand and adapt our accelerated learning models, enabling overage, out-of-school children to gain foundational literacy and numeracy and reenter formal school systems. We aim to scale our current reach to additional counties, integrating inclusive tools and differentiated instruction methods for learners with disabilities.
- **WASSCE in Review and Professional Development Programs:** Strengthen after-school academic support for senior high students, focusing on exam preparation, study skills, and self-confidence, particularly for girls and rural learners, while supporting youths with core professional skills for workplace deployment.
- **Inclusive Learning for Girls:** Deepen our gender-responsive approaches and strengthen partnerships with community actors, and caregivers to ensure access, safety, and belonging for all learners.

PILLAR 2: YOUTH EMPOWERMENT AND ECONOMIC DIGNITY

Liberia's youth face intersecting barriers to employment and personal agency. This pillar focuses on building their skills, amplifying their voice, and connecting them to opportunities that restore dignity and improve livelihoods.

KEY STRATEGIES:

- **Enhancing Empowerment and Entrepreneurship:** Scale proven models like the USAID Youth Advance program, which combines literacy, financial education, and business incubation. Our goal is to empower young people, especially women and single mothers with practical pathways to income generation and marketable skills.
- **Livelihood Support for Marginalized Groups:** Through savings and loan groups, peer-led training, and vocational starter kits, LIPACE will work with partners to support informal sector resilience and microenterprise development.
- **Digital Skills, Innovation Hubs, and Peer Mentoring:** We will invest in youth-centered learning hubs that offer digital literacy training, access to technology, and peer mentorship. This includes our partnership with secondary school students and graduates to lead innovation clubs and community service projects.

PILLAR 3: SYSTEM STRENGTHENING AND POLICY ENGAGEMENT

Sustainable change must go beyond projects; it must influence the rules, structures, and relationships that shape education delivery. This pillar focuses on LIPACE's role as a catalyst for policy reform, institutional learning, and public accountability.

KEY STRATEGIES:

- **Education Reform and Policy Co-Creation:** Building on our work in teacher licensing and school accreditation, we will continue to support the Ministry of Education and partners in advancing evidence-based reforms that improve education quality and equity.
- **Data Systems and Learning Assessments:** Expand our capacity to design and use learning assessments, school quality monitoring tools, and student performance tracking systems to inform adaptive programming and national benchmarks.
- **Civil Society and Government Engagement:** Strengthen coalitions across the civil society landscape, promote inclusive dialogue between government and communities, and ensure that marginalized voices shape education priorities at the national level.

PILLAR 4: INSTITUTIONAL SUSTAINABILITY AND INNOVATION

To meet growing demands and reduce reliance on project-based funding, LIPACE will invest in institutional systems that promote resilience, credibility, and innovation. This includes a long-term transition to The Achievement Hub, a name and model that better reflect our identity and mission.

KEY STRATEGIES:

- **Resource Mobilization and Diversified Financing:** Expand our funding base through strategic partnerships, local philanthropy, fee-for-service models, and pooled contingency funds that support long-term growth.
- **Internal Systems Strengthening:** Enhance digitization of systems in finance, procurement, HR, safeguarding, and MEL. This includes digital dashboards, staff upskilling, fraud management and safeguards, and stronger audit practices.
- **Branding and Institutional Transition:** Launch the rebranding strategy that officially transitions LIPACE to The Achievement Hub. This will involve stakeholder consultations, visual identity redesign, and a comprehensive change management process to ensure alignment internally and externally.

THE ACHIEVEMENT HUB TRANSITION

WHY “LIPACE” NO LONGER CAPTURES OUR FULL MISSION?

Since its founding in 2011, the Liberia Institute for the Promotion of Academic Excellence (LIPACE) has grown from a grassroots tutoring initiative into a nationally recognized institution working across education, youth development, livelihood support, and systems strengthening. Yet the name “LIPACE” remains largely associated with academic excellence alone, limiting public perception of the organization’s broader impact, particularly in areas such as civic voice, economic empowerment, digital skills, policy reform, and social inclusion.

Furthermore, the acronym “LIPACE” reflects a time when our work was mainly classroom-focused and centered in Monrovia. Today, we operate across six counties, working directly with over 30,000 learners, youth, teachers, and community actors through a growing portfolio of initiatives that go beyond formal education. As we move into a new strategic period, a name that better captures the breadth, spirit, and ambition of our mission is necessary.



VISION AND RATIONALE FOR “THE ACHIEVEMENT HUB”

The Achievement Hub represents the next chapter in our evolution; a name that reflects our purpose of enabling individuals and communities not just to learn, but to achieve. Achievement is not defined narrowly by grades or qualifications, but by the ability of learners, youth, and families to reach their potential, contribute to society, and live with dignity.

The idea of a hub reflects our approach: bringing together knowledge, opportunity, support, and systems change under one integrated model. It positions us as both a convener and a catalyst, enabling impact across sectors and sustaining momentum beyond any single project or donor cycle.

The rebrand to The Achievement Hub model envisions physical and virtual spaces that integrate:

- A reading and literacy center
- An innovation, science, and digital learning lab
- Community spaces for civic dialogues
- Support services for school retention and exam readiness
- Teacher and facilitator training centers
- Lodging, event, and shared office space for community partners and civic leaders

By integrating these elements into one coherent identity, The Achievement Hub reflects who we are becoming: a locally-led, systems-focused organization that centers people, purpose, and progress.

TRANSITION TIMELINE AND STAKEHOLDER ENGAGEMENT PLAN

The transition from LIPACE to The Achievement Hub will take place over a four-year period (2026–2029), beginning with internal reorientation and stakeholder engagement, and culminating in a public relaunch and functionality of the first physical achievement hub space.

PHASE 1: INTERNAL PREPARATION AND STAKEHOLDER ENGAGEMENT (Q2 2026 – Q1 2027)

- Consultation with board, staff, and partners on naming, and values alignment
- Legal processes (re-registration, bank accounts, official documents)
- Staff training on brand values, messaging, and institutional identity
- Stakeholder mapping and engagement strategy for communities, donors, and government.

PHASE 2: PUBLIC REBRANDING AND COMMUNICATION (Q2 2027 – Q4 2028)

- Launch of new brand identity, logo, and digital assets
- Narrative storytelling campaign highlighting “Voices of Achievement”
- Public events and media engagement leading to the official launch
- Gradual transition of documentation and reports under new branding

PHASE 3: PROGRAMMATIC AND INFRASTRUCTURE INTEGRATION (2026 – 2029)

- Development and Launch of the first physical Achievement Hub Site
- Integration of ongoing programs under the new identity
- Continued donor and partner briefings, with branding support to field offices

BRAND IDENTITY, COMMUNICATION, AND RISK MITIGATION

A communication and identity framework that reinforces continuity while signaling growth will guide the rebranding. Key messaging will emphasize:

- Our consistent values and mission
- The expanded scope of services and communities we serve
- Real stories of learners and youth who embody achievement

We recognize the risks of confusion among partners. To mitigate this:

- A co-branding period (LIPACE – now The Achievement Hub) will be maintained for 12–18 months
- Stakeholder briefings will be held at county and national levels
- Transition check-ins will be conducted with donors and community groups
- All systems and compliance protocols will remain uninterrupted during re-registration

This transition is a strategic shift that reflects where we are and where we are going. As The Achievement Hub, we will continue to leverage data, champion equity, learning, and systems change, but with a clearer identity and deeper community ownership.

IMPLEMENTATION FRAMEWORK

Translating this strategic plan into results will require careful phasing, partner coordination, and adaptive implementation. Our approach is grounded in the principle of doing what is practical, scalable, and sustainable, prioritizing catalytic efforts that lay the groundwork for long-term systems change while delivering immediate value to learners, youth, and communities.

Strategic Priorities by Year

Year	Strategic Focus
2025	• Strengthening internal systems, rebranding, and deepening foundational learning programs. • Launch of the “Achievement Hub” transition process with stakeholder consultations. • Implementation and Expansion of accelerated learning and Remedial Learning Programs in priority counties.
2026	• Public launch of The Achievement Hub brand. • Development of the first pilot Achievement Hub physical site. • Consolidation of youth skills programs and entrepreneurship pathways. • Implementation and Expansion of accelerated learning and Remedial Learning Programs in priority counties.

2027	• Scale-up of institutional support services including teacher licensing, local education reform, and VSLA-school linkages. • Integration of hub-based digital literacy and job-readiness programs. • Expansion of internal MEL and data systems to track cross-program impact. • Implementation and Expansion of accelerated learning and Remedial Learning Programs in priority counties.
2028	• Mid-term review and learning assessment. • Public Rebranding and Communication of Achievement Hub Transition • Implementation and Expansion of accelerated learning and Remedial Learning Programs in priority counties.
2029	• Expansion into 2–3 additional counties on programming • Acceleration of livelihood and social protection linkages, particularly for girls and young women.
2030	• Final evaluation and strategic planning for next phase. • Full consolidation under The Achievement Hub identity. • Launch of the 2031–2035 agenda with stronger national influence.

Key Programs, Initiatives, and Partners						
Strategic Activity / Focus Area	2025	2026	2027	2028	2029	2030
INSTITUTIONAL TRANSITION						
Stakeholder engagement on Achievement Hub vision						
Launch of new brand identity						
Completion of full rebranding						
EDUCATION PROGRAMS						
Expansion of accelerated learning & WASSCE in Review						
Expansion of Core Foundational Learning Works						
Inclusive education models (girls & disabilities)						
YOUTH EMPOWERMENT						
Peer mentoring and youth engagement						
Digital skills & professional development programs						
Livelihood support to vulnerable youth						
Rwanda-based contingency fund for higher education						

SYSTEM STRENGTHENING									
Teacher licensing and school leadership support									
Expansion of MEL and research functions									
Participation in civil society platforms									
PHYSICAL ACHIEVEMENT HUB PILOT SITE									
Site identification and planning									
Construction/Functionality of pilot site									
Full program deployment (digital lab, science lab, civic and training spaces, library, etc.)									
Evaluation and expansion mechanisms to new counties									

MONITORING, EVALUATION, AND LEARNING (MEL)

MEL PRINCIPLES AND FRAMEWORK

At LIPACE, Monitoring, Evaluation, and Learning (MEL) is not just a compliance function; it is central to how we deliver impact, adapt programs, and remain accountable to those we serve. Our MEL approach is guided by four core principles:

- **Evidence for Action:** Data must inform decision-making across all levels from classroom practices to policy advocacy.
- **Participation and Inclusion:** We prioritize community-led feedback, youth engagement, and inclusion of marginalized voices in our learning processes.
- **Timeliness and Relevance:** Data must be timely, context-responsive, and tailored to drive action in dynamic environments.
- **Learning Culture:** We see every program and every partner engagement as a learning opportunity. We commit to adaptive management, reflective practice, and iterative improvement.

These principles are operationalized through a three-tiered MEL framework, aligned with LIPACE's theory of change and strategic pillars:

- **Data Program-Level MEL:** Each intervention is tracked against clear indicators of reach, quality, and outcomes, often using pre-post assessments, attendance logs, and periodic monitoring visits.
- **Systems-Level MEL:** We partner with education authorities, research institutions, and peer NGOs to generate data that informs national learning assessments, school standards, and policy dialogue.
- **Institutional Learning and Accountability:** We conduct internal reviews, partner learning sessions, and real-time feedback loops to ensure our decisions are data-driven and accountable to beneficiaries.

DATA COLLECTION, USE, AND ACCOUNTABILITY

Our MEL strategy integrates both quantitative and qualitative methods across the program lifecycle. Key tools include:

- Standardized tools for learning outcomes (e.g., oral reading fluency, foundational numeracy)
- Digital attendance and performance trackers for learners and facilitators
- Community Scorecards and youth-led surveys to generate feedback on service delivery
- Case studies and outcome stories to capture intangible shifts in confidence, voice, and community ownership

To ensure data use, we have institutionalized quarterly Learning and Reflection Meetings, where findings are discussed not just with staff, but also with community leaders, partners, and youth beneficiaries. Dashboards and data summaries are generated by the MEL team and shared with program managers to guide planning, support supervision, and mid-course corrections.

Accountability is further reinforced through our anonymous feedback and grievance systems, and routine field supervision reports ensuring that data collection does not just extract information, but returns value to communities.

ADAPTIVE MANAGEMENT AND CONTINUOUS LEARNING

LIPACE's adaptive approach was most evident during our implementation of the Second Chance program and Youth Advance. In both cases, real-time data led to critical shifts: from changing the timing of classes to meet farming schedules, to redesigning retention strategies after dropout risks were flagged in early warning dashboards.

As we evolve into the Achievement Hub, our MEL function will deepen its focus on:

- Cross-learning among partners through joint MEL reviews
- Institutional benchmarking using dashboards and scorecards
- Research collaborations to test innovative models (e.g., Contingency Fund for Higher Education, strategic support for teacher licensing)
- Capacity building for partners and community-based organization to generate and use their own data

Ultimately, our goal is to make MEL a living system, not just a report writing function. Through it, we will hold ourselves accountable; amplify community voices, and shape programs and policies that reflect real-world needs.

INSTITUTIONAL CAPACITY AND GOVERNANCE

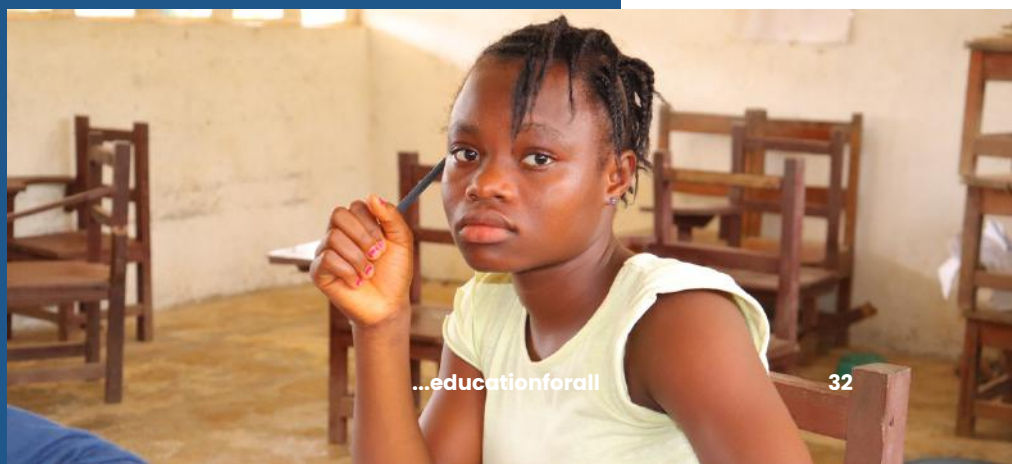
ORGANIZATIONAL STRUCTURE

Over the past five years, LIPACE has undergone significant institutional growth, transforming from a small program-focused NGO into a national platform for education, youth, and systems reform. Our current structure reflects a balance between programmatic delivery, systems strengthening, and strategic leadership.

The organization is led by an Executive Director, supported by a Senior Management Team composed of department leads for Programs, Finance & Administration, Monitoring & Evaluation, and Communications & Partnerships. These departments are further supported by cross-functional teams and project-specific personnel. A newly established Executive Assistant and Internal Systems Officer plays a central role in compliance monitoring and documentation quality across departments.

The Board of Directors, which is composed of independent professionals with experience in education, governance, legal, and nonprofit leadership, serves as the organization's highest governing body, providing oversight, fiduciary direction, and strategic guidance. Board subcommittees (e.g., Finance and Risk, Programs and Learning) are activated for deeper engagement on key priorities.

As we transition into the Achievement Hub, our structure will evolve to include decentralized program hubs across key counties, supported by central technical teams. This will enhance proximity to communities, build local ownership, and enable more agile program delivery.



LEADERSHIP DEVELOPMENT

LIPACE is deeply committed to building internal leadership pipelines. We recognize that the sustainability of our impact depends on the growth and retention of passionate, capable leaders at all levels of the institution.

Through our internal mentorship system, staff are paired across roles to foster cross-learning and growth. Strategic roles such as the Executive Assistant and Systems Officer were developed as internal promotions and part of our belief in growing from within.

We have also embedded staff development into operational plans, with regular capacity-strengthening workshops in MEL, grant management, safeguarding, procurement, and data literacy.

INTERNAL AUDIT, RISK MANAGEMENT, AND COMPLIANCE

Strengthening financial integrity and operational resilience is a cornerstone of our strategic vision. In 2024, we began implementing a decentralized compliance oversight model, spearheaded by the Executive Assistant and Internal Systems Officer, with internal audit checklists, pre-review of procurement files, and documentation compliance routines. Monthly reconciliations using QuickBooks are standard practice, and all major transactions are authorized through a layered approval process.

To further strengthen governance, we are:

- Introducing a formal internal audit function with quarterly spot checks and audit trails
- Implementing a Procurement and Asset Management Dashboard to track supplier engagement, stock flows, and potential irregularities
- Developing an Internal Audit and Risk Mitigation Policy aligned with donor standards and financial accountability best practices

A core part of our compliance strategy is proactive learning. We conduct after-action reviews for every major project closeout or irregularity turning lessons into reforms. This culture of reflection and accountability positions us well to scale transparently and with credibility.



BUDGET FRAMEWORK AND RESOURCE STRATEGY

MULTI-YEAR BUDGET PROJECTION (2025–2030)

As LIPACE transitions into The Achievement Hub, our projected resource needs will increase to reflect both our programmatic expansion and institutional transformation.

The multi-year budget forecast anticipates steady growth in four core areas:

- **Program Delivery** – scaling of accelerated learning, WAEC-in-Review, livelihood, and policy programs across more counties.
- **Infrastructure and Systems** – including the rollout of first achievement hub physical site, digitization of Procurement, MEL and finance systems, and internal audit expansion.
- **Human Resources** – investments in skilled professionals, leadership development, and a localized workforce across counties.
- **Strategic Innovation** – testing new models (e.g., peer mentoring, digital labs, science labs), learning hubs, and stakeholder platforms.

Our preliminary annual operating budget projection grows from approximately **USD 695,000 in 2025 to USD 1 Million by 2030**, reflecting a blend of direct programmatic costs and strategic overhead to sustain quality, compliance, and systems reform. These figures will be refined through annual reviews and cash-flow forecasting tools embedded in our MEL and finance dashboards.

Year	Projected Annual Budget
2025	\$695,000
2026	\$750,000
2027	\$800,000
2028	\$875,000
2029	\$950,000
2030	\$1,000,000

RESOURCE MOBILIZATION STRATEGY

To deliver on this ambitious agenda, LIPACE will deploy a diversified resource mobilization strategy focused on both scale and sustainability. Key pillars of this strategy include:

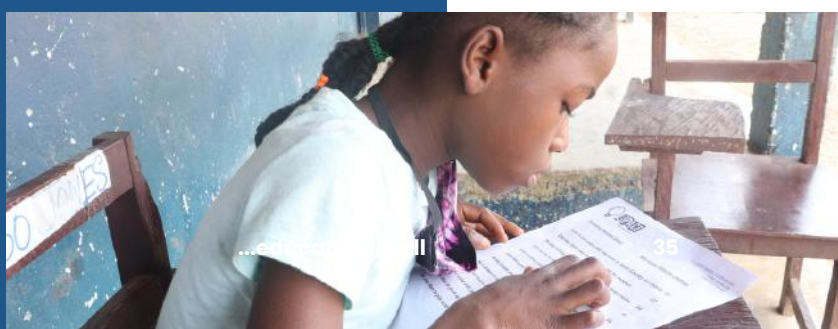
- **Grants and Institutional Funding:** Strengthening long-term partnerships with bilateral and multilateral donor like the European Union (EU), alongside trusted INGOs such as Luminos Fund, Book Aid International, Education Development Center and Plan International. We will continue building a strong track record in cost-effective delivery, high quality reporting, and systems-based approaches to attract repeat grants.
- **Philanthropy and Unrestricted Giving:** Launching a targeted campaign for flexible, multi-year philanthropic support to power institutional innovation and hub transition. This includes engagement with diaspora Liberians, corporate foundations, and individual philanthropists aligned with education and youth development.
- **Earned Income Models:** Gradually introducing fee-based services through our science labs, teacher training programs, innovation hubs, civic spaces and accommodation for civic leaders through the achievement hub. These services will offer affordable, context-relevant tools and services while contributing revenue to our reserve and operations.
- **Consortium and Local Fund Pooling:** Playing an anchor role in multi-CSO consortia, including management of pooled grant funds and hosting of localized funding platforms to increase reach and influence.

INVESTMENT IN CORE INFRASTRUCTURE AND RESERVES

We recognize that impact is unsustainable without institutional resilience. In line with this, LIPACE will prioritize strategic investments in:

- **Core Infrastructure:** These include the setup of regional Achievement Hubs, equipping of learning labs, digitization of core systems (finance, HR, MEL), and sustainable office upgrades.
- **Institutional Branding and Communication:** Dedicated budget lines for communications, storytelling, impact visualization, and the rollout of The Achievement Hub brand identity.

By 2027, we aim to allocate at least 10% of our annual income toward institutional sustainability (core systems, staff development, etc.), ensuring that LIPACE thrives, not just survives, in the next era of civil society in Liberia.



ANNEXES

ANNEX A: SNAPSHOT OF 2020–2024 RESULTS

Focus Area Key	Achievements (2020–2024)
Foundational Learning	Over 5,000 students reached through Second Chance and remedial programs across six counties. Four libraries renovated and in use for rural schools to promote reading
Youth Development	500+ youth supported with leadership training, digital skills, and entrepreneurship programs.
Education Systems Support	Contributed to national teacher licensing framework and literacy benchmarks.
Community Engagement	Mobilized 150+ community-learning facilitators; led local education planning in rural areas.
Monitoring and Evaluation (M&E)	Deployed data dashboards, outlier checks, and standardized tools across programs.
Institutional Development	Established internal audit function, upgraded QuickBooks accounting system, and digitized HR forms.

ANNEX B: PARTNER ACKNOWLEDGEMENTS AND FUNDING MAP

Institutional Partners (2020–2024):

- The Luminos Fund
- Book Aid International
- Mercy Corps
- Education Development Center
- Ministry of Education (Liberia)
- National Civil Society Council of Liberia (NCSCL)
- Education NGO Forum (ENF)



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