



Strategic Plan 2026-2030



Theme:
“Strengthening Government Service Delivery through Efficient Asset Management, Institutional Modernization, and Accountability.”

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LIST OF ABBREVIATIONS

AAID – ARREST Agenda for Inclusive Development

AMIS – Asset Management Information System

CIPS – Chartered Institute of Procurement and Supply

CSOs – Civil Society Organizations

EPA – Environmental Protection Agency

EU – European Union

GoL – Government of Liberia

GSA – General Services Agency

IT – Information Technology

ICT – Information and Communication Technology

LIPA – Liberia Institute of Public Administration

MACs – Ministries, Agencies, and Commissions

MFDP – Ministry of Finance and Development Planning

MEL – Monitoring, Evaluation and Learning

MELF – Monitoring, Evaluation and Learning Framework

MELP – Monitoring, Evaluation and Learning Plan

M&E – Monitoring and Evaluation

NGO – Non-Governmental Organization

NUPAS – Non-US Organization Pre-Award Survey

PESTEL – Political, Economic, Social, Technological, Environmental and Legal Analysis

PFM – Public Financial Management

PPCC – Public Procurement and Concessions Commission

PPP – Public–Private Partnership

SOPs – Standard Operating Procedures

ACKNOWLEDGMENT:



On behalf of the Management of the General Services Agency (GSA), I extend my sincere appreciation to all individuals and institutions that contributed to the successful development of the GSA Five-Year Strategic Plan (2026–2030). This strategic plan represents a significant milestone in strengthening the institutional capacity of the Agency and positioning it to more effectively deliver on its mandate of providing essential administrative and logistical support services to the Government of Liberia.

The preparation of this strategic plan was made possible through the collaborative efforts of the dedicated staff and management team of the General Services Agency, whose insights, technical inputs, and commitment helped shape the vision, priorities, and strategic direction outlined in this document. I am particularly grateful to the various bureaus and sections within the Agency - including the Bureau of Human Resources, Bureau of Fleet Management, Bureau of Real Estate, Finance Section, Bureau of Management Information Systems (MIS), Bureau of Public Building Maintenance, Bureau of Asset Management, Logistics Cluster, Presidential Logistics Section, Public Relations Office, Bureau of Mobile and Equipment, Bureau of Warehousing and Distribution, Transport Section, Security Section, Monitoring and Evaluation Section and Internal Audit Department -for their active participation in the consultative process.

Special recognition is extended to the Government of Liberia for its continued support and commitment to strengthening public sector service delivery. The strategic guidance and policy direction provided by national development frameworks have greatly informed the priorities and implementation strategies contained in this plan. I also wish to acknowledge the valuable contributions of our partners and stakeholders who provided technical advice and constructive feedback throughout the development of this strategic framework.

This Five-Year Strategic Plan (2026–2030) provides a clear roadmap for enhancing operational efficiency, strengthening asset and fleet management systems, improving the maintenance of

public infrastructure, and promoting transparency and accountability in government support services. The successful implementation of this plan will require sustained collaboration, effective coordination, and the dedication of all stakeholders.

Finally, I would like to express profound gratitude to His Excellency, Joseph Nyuma Boakai, President of the Republic of Liberia, for his leadership, support, and commitment to strengthening public sector institutions in Liberia. His administration's dedication to improving governance, accountability, and public service delivery continues to provide the necessary policy direction and motivation for institutions like the General Services Agency to perform their duties effectively.

As Director General, I reaffirm the commitment of the General Services Agency to fully implement this strategic plan and to continuously improve the quality of services provided to government institutions and the Liberian people. I am confident that through collective effort, innovation, and accountability, the Agency will achieve the goals outlined in this document and contribute meaningfully to the modernization and effectiveness of Liberia's public service.

Hon. Galakpai W. Kortimai
Director General, GSA

EXECUTIVE SUMMARY

The General Services Agency (GSA) Strategic Plan 2026–2030 provides a transformative roadmap to reposition the Agency as a modern, efficient, and technology-driven institution that underpins effective governance and service delivery across the Government of Liberia. Anchored in the ARREST Agenda for Inclusive Development (AAID), the Plan focuses on strengthening governance, modernizing systems, improving service delivery, and ensuring financial and environmental sustainability.

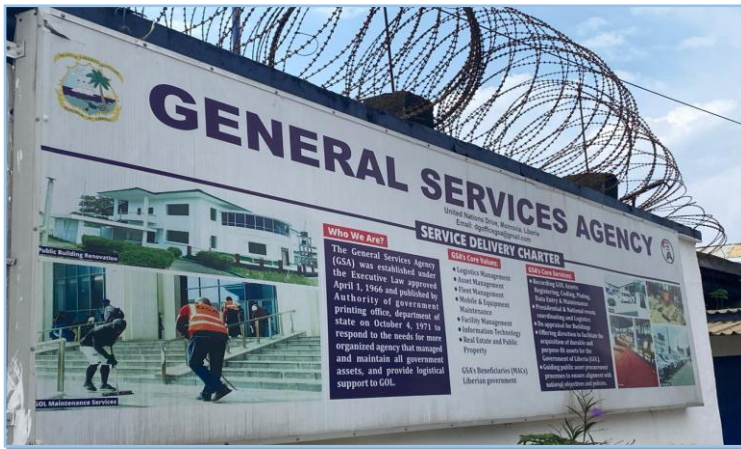
Key Transformational Priorities (2026–2030)

1. Modernization of GSA’s legal, policy, and governance framework, including amendment of the 1971 GSA Act.
2. Full digital transformation of asset, fleet, and facilities management through AMIS and integrated ICT systems.
3. Strengthening financial sustainability through cost recovery, revenue diversification, and value for money management.
4. Building a professional, motivated, and future ready workforce supported by structured capacity development and succession planning.
5. Decentralization of at least 60% of GSA services to regional hubs to improve nationwide responsiveness.

The Strategic Plan was developed through a participatory and evidence-based process involving consultations, technical analyses, stakeholder engagement, and organizational assessments. These analyses identified key challenges, including limited ICT infrastructure, an aging fleet, weak maintenance systems, inadequate cost-recovery mechanisms, and human resource gaps. At the same time, the process highlighted major opportunities such as digital reforms, public-sector modernization, and expanding partnerships to strengthen service delivery. By 2030, GSA aims to achieve improved service turnaround times (30% reduction), at least 40% cost recovery across major service lines, 80% client satisfaction, and full digitization of asset and fleet records. Implementation will be supported by a robust Monitoring, Evaluation, and Learning (MEL) framework, phased capital investments, and strategic partnerships with national and international stakeholders.

1.0 INTRODUCTION

1.1 Institutional Background of the General Services Agency



GSA Service Charter

The General Services Agency (GSA) is a central administrative institution of the Government of Liberia with statutory responsibility for the management, safeguarding, and efficient utilization of public assets across all Ministries, Agencies, and Commissions (MACs). As the government's

principal custodian of public property, the Agency plays a pivotal role in promoting transparency, accountability, and value-for-money in the management of state-owned resources. Through its centralized systems and nationwide service delivery functions, the GSA supports the effective functioning of government institutions and contributes significantly to improved public service delivery.

The Agency was established by an Act of the National Legislature on April 1, 1966, and the Act was subsequently published into law on October 4, 1971. It operates under the authority of the Executive Branch of the Government of Liberia and serves as a key enabler of administrative efficiency and operational coordination within the public sector. Headquartered on United Nations Drive in Monrovia, the GSA provides centralized asset management, logistics, and support services to MACs throughout the country. Its establishment reflected the Government's recognition of the need for a professional, centralized, and accountable system to manage public property and logistical services in an orderly and cost-effective manner.

Over the years, the GSA has evolved in scope and institutional relevance in response to public-sector reforms, decentralization efforts, and growing demands for effective governance. The Agency is the official custodian of all government-owned movable and immovable assets, ensuring that such assets are acquired, registered, utilized, maintained, and disposed of in accordance with applicable laws, policies, and procedures. This role underscores the

Government's commitment to prudent public resource management, fiscal discipline, and the strengthening of public financial management systems.

1.2 Mandate and Core Functions of the GSA

The mandate of the General Services Agency is derived from its enabling Act, which assigns the Agency broad authority to manage government assets and logistics in a coordinated, transparent, and accountable manner. This mandate positions the GSA as the lead institution responsible for ensuring that public assets are efficiently managed throughout their entire lifecycle, from acquisition to disposal, in support of government operations.

In carrying out its mandate, the GSA is responsible for the control and supply systems, including central warehousing and the distribution of vehicles/materials, equipment, spare parts, and supplies to government institutions. The Agency also oversees the utilization, disposal, and management of excess, surplus, or obsolete government property, while developing and enforcing standard specifications to guide procurement and asset management across MACs.

Additionally, the GSA executes policies and programs relating to the management of public housing, public buildings, public lands, and other government-owned or leased properties. This includes facilities management, maintenance services, and real estate administration to ensure that public infrastructure remains functional, safe, and cost-effective. The Agency further manages and controls government vehicles, mobile and equipment, including the operation of depots, garages, and service facilities, thereby supporting mobility and logistics requirements across the public sector. The GSA's mandate also extends to the administration of central data processing and information systems, as well as the coordination of logistics services that may be assigned by the President in line with national priorities. Through these functions, the Agency serves as a backbone institution for public-sector operations, ensuring continuity, efficiency, and accountability in government service delivery.

1.3 Vision, Mission and Core Values

As a major outcome of this planning process, the GSA team has redefined its Vision, Mission and Values to reflect renewed aspirations to become a modern, efficient, and service-driven

public institution. The newly adopted Vision, Mission, and Values Statements provide a clear picture of the Agency's desired future while ensuring alignment with government-wide expectations for accountability, digital transformation, and improved public sector performance.

These statements are informed by the institutional assessments, stakeholder consultations, and strategic issues identified during the development of the 2026–2030 Strategic Plan. Collectively, they articulate the direction in which GSA aims to evolve as it strengthens its mandate, enhances service delivery, and contributes to national governance reforms under the ARREST Agenda for Inclusive Development.

Vision Statement

To be a modern, transparent, and efficient service delivery institution providing high-quality asset, fleet, and facilities management services that support effective governance and national development.

Mission Statement:

To provide reliable, cost-effective, and accountable asset, fleet, and general services to government institutions through efficient processes, skilled personnel, modern technology, and strong institutional partnerships.

Core Values:

- **Accountability:** We uphold the highest standards of responsibility, transparency, and ethical conduct in the management of public assets and resources.
- **Professionalism:** We demonstrate competence, integrity, and respect in all interactions while promoting excellence in service delivery.
- **Innovation:** We embrace modern technology, data-driven solutions, and continuous improvement to enhance efficiency and effectiveness.
- **Teamwork:** We promote collaboration, mutual support, and collective problem-solving within GSA and with our stakeholders.
- **Service Excellence:** We are committed to delivering timely, reliable, and quality services that meet the needs of government institutions and the public.

- **Environmental Stewardship:** We prioritize environmentally sustainable practices in fleet, facilities, and asset management to support national climate and green-growth initiatives.

1.6 Organizational Framework of the GSA

The organizational structure of the General Services Agency is designed to promote effective leadership, accountability, and seamless coordination between administrative support services and operational functions. At the apex of the Agency is the Director General, who serves as the Chief Executive Officer and provides overall strategic leadership, policy direction, and institutional oversight. The Director General is supported by two Deputy Directors General: the Deputy Director General for Administration (DDGA) and the Deputy Director General for Operations (DDGO). This leadership arrangement strengthens decision-making processes and ensures balanced oversight of both internal management systems and service delivery operations.

The Department of Administration, supervised by the DDGA, is responsible for managing the internal systems that enable the Agency to function effectively. This department oversees Human Resource Management, Finance Section, Procurement Section, Internal Audits, Warehousing and Distribution, Security, Public Relations, Management Information Systems, Transport, Real Estate and Public Property, and Monitoring and Evaluation. Through these bureaus and sections, the Department of Administration ensures institutional efficiency, regulatory compliance, financial accountability, and effective communication across the Agency.

The Department of Operations, under the leadership of the DDGO, is responsible for the Agency's core technical and service delivery functions. These include Public Buildings Maintenance, Asset Management, Fleet Management, Mobile and Equipment Services, Presidential Logistics, and Logistics Cluster. Through its specialized bureaus and sections, the Department of Operations provides direct support to MACs nationwide and ensures that government assets are available, functional, and efficiently deployed to support national programs and administrative activities.

1.7 Rationale and Need for Developing the Plan

Despite its strategic importance and broad mandate, the GSA operates in an environment characterized by increasing demand for public services, aging public infrastructure, resource constraints, and heightened expectations for transparency and accountability. The expansion of government activities, coupled with decentralization and ongoing public-sector reforms, has placed additional pressure on the Agency to modernize its systems, strengthen institutional capacity, and improve service delivery outcomes.

The development of this plan is therefore necessary to provide a clear and coherent strategic framework that aligns the GSA's mandate, organizational structure, and operational priorities with national development goals, including the Government's ARREST Agenda for Inclusive Development (AAID). The plan serves as a roadmap for institutional strengthening, improved asset and logistics management, enhanced coordination with MACs, and the adoption of modern management practices. It also establishes a basis for performance measurement, accountability, and efficient allocation of resources. Furthermore, the plan responds to the need for structured capacity building, policy refinement, and systems improvement across the Agency. By articulating clear objectives, strategies, and implementation mechanisms, the plan will enable the GSA to anticipate future demands, optimize the use of public assets, and deliver standardized, high-quality services across government institutions.

2.0 PURPOSE AND SCOPE OF STRATEGIC PLAN

The Strategic Plan covers a five-year period (2026–2030) and outlines measurable strategic objectives, performance targets, and an implementation framework that guides annual planning, resource allocation, and monitoring and evaluation. It also provides a clear and coherent framework that guides the General Services Agency (GSA) in fulfilling its statutory mandate while responding to emerging national priorities and



GSA and LIPA DGs in Steering Committee meeting at GSA

institutional challenges. The plan seeks to enhance GSA ability to focus on strengthening its institutional capacity while delivering its functional mandate as the central government entity responsible for the management of public assets, (including infrastructure, fleet, and logistical services). This plan also establishes a long-term direction for improving general services operational efficiency, governance, accountability, and service delivery across all Ministries, Agencies, and Commissions (MACs). It articulates the strategic priorities required to transform the Agency into a modern, technologically driven, environmentally responsive, and financially sustainable institution that supports the broader goals of the ARREST Agenda for Inclusive Development (AAID).

The scope of the strategic plan is comprehensive and encompasses all functional areas of the Agency, including governance and policy reforms, financial sustainability, human capital and organizational culture, technological modernization, environmental and infrastructure management, and operational service delivery. It integrates insights derived from holistic institutional reviews using a combine matrix that integrates a PESTEL and SWOT analyses to identify key strategic issue from stakeholder consultations and desk reviews carried out by both the Technical Working Team and LIPA consultants

This strategic plan also defines the roles and responsibilities of GSA departments, regional offices, and management structures in executing the approved priorities. It serves as a reference document for government partners, development stakeholders, and service

providers, ensuring coherence, transparency, and alignment across all interventions linked to GSA’s mandate. By providing a structured and forward-looking strategic direction, the plan ensures continuity, institutional learning, and a unified approach to enhancing public service delivery throughout Liberia.

3.0 THE STRATEGIC PLANNING PROCESS

The strategic planning process was executed as a structured, participatory, and evidence-driven exercise, culminating in the completion of the Agency’s 2026–2030 Strategic Plan. The process began with the establishment of a governance framework comprising a Technical Working Team (TWT) and a Steering Committee to ensure technical rigor, coordination, and policy oversight. Following the inception meeting which formally launched the assignment, the consultant presented a comprehensive road map outlining the stages, timelines, responsibilities, and deliverables that would guide the development of the plan. This framework informed a series of systematic activities, including the review of key institutional documents such as the GSA Act of 1971, annual reports, work plans, HR records, past financial reports, and other relevant policy instruments, which provided essential insights into GSA’s operational performance and institutional gaps.

Throughout the planning cycle, the consultant worked collaboratively with the TWT in weekly technical sessions to carry out detailed analytical exercises, including PESTEL¹ and SWOT² assessments, stakeholder mapping, and the identification of strategic issues and objectives across six thematic pillars. These participatory analyses ensured that the emerging priorities were evidence-based, aligned with the Agency’s statutory mandate, and responsive to national development goals under the ARREST Agenda for Inclusive Development (AAID).

To ensure institutional ownership and collective validation, the consultant facilitated a series of work sessions with senior management, the Steering Committee, and general staff from both the Departments of Administration and Operations. These sessions provided the

¹ POLITICAL, ECONOMIC, SOCIAL, TECHNOLOGICAL AND LEGAL framework analysis - <https://www.cipd.org/uk/knowledge/factsheets/pestle-analysis-factsheet/#:~:text=A%20PESTLE%20analysis%20studies%20the,managers%20in%20strategic%20decision%20making.>

² Strength, Weaknesses, Opportunities, and Threats (SWOT)

platform to review, refine, and validate the findings, strategic issues, and proposed objectives, ensuring broad-based consensus across all levels of the Agency.

4.0 SITUATIONAL ANALYSIS

The situational analysis was conducted through a structured and participatory process. The process combined qualitative and quantitative methods, including comprehensive document reviews, institutional self-assessments, technical working sessions, stakeholder consultations,



GSA M&E Director speaks to technical team



LIPA DDGRC and team presents the SP framework

and the application of standard strategic analysis tools such as SWOT and PESTEL. These tools were used to systematically assess the Agency’s internal capacities and constraints, as well as the broader political, economic, social, technological, environmental, and legal environment within which GSA operates.

The internal dimension of the situational analysis focused on assessing GSA’s organizational structure, human resource capacity, operational processes, institutional systems, financial management practices, and technological readiness. Through facilitated discussions and document reviews, the analysis examined how existing systems support or constrain service delivery in asset management, fleet management, procurement support, and common services to Ministries, Agencies, and Commissions (MACs). The assessment enabled the identification of institutional strengths that can be leveraged, as well as systemic gaps that require strategic intervention. Detailed internal assessment findings, including strengths and weaknesses, are presented in **Annex 1-Table 1**.

The external dimension of the situational analysis examined macro-environmental and sectoral factors affecting GSA’s mandate and operations. Using the PESTEL framework, the analysis

considered political and policy alignment with the ARREST Agenda for Inclusive Development (AAID), fiscal and economic constraints, technological trends in public-sector service delivery, evolving stakeholder expectations, environmental sustainability considerations, and the legal and regulatory framework governing public asset management. This external assessment highlighted both enabling conditions and external risks that may affect the implementation of the Strategic Plan. The full PESTEL analysis and stakeholder mapping results are presented in **Annex 2-Table 2**.

The integration of internal and external analyses enabled the identification of critical strategic issues to be addressed over the next five years (2026–2030). These issues relate primarily to institutional capacity strengthening, modernization of systems and processes, digital transformation, service decentralization, accountability and compliance, sustainable financing, and alignment with national development and governance reforms. The prioritization of these strategic issues directly informed the formulation of the Strategic Objectives, Strategic Priorities, and implementation framework presented in subsequent sections of this Plan.

By adopting this approach, the Strategic Plan remains concise, results-focused, and accessible to partners and stakeholders, while maintaining analytical rigor through detailed annexes. The situational analysis therefore serves as the foundation upon which the GSA’s Strategic Objectives and Priority Actions are built, ensuring that proposed interventions are responsive to institutional realities and aligned with national development priorities under the ARREST Agenda for Inclusive Development.

4.1 GSA Stakeholders’ Analysis

The stakeholder analysis identified and examined the various actors whose interests, actions, and expectations influence the performance and strategic direction of the General Services Agency (GSA). Through the document review, Technical Working Team (TWT) deliberations, and insights from preliminary consultations, the analysis recognized that GSA operates within a complex network of internal and external stakeholders whose collaboration is essential for effective service delivery. Internally, the primary stakeholders include senior management, bureaus and sections directors, technical staff from operations and administration, and support personnel whose roles directly affect fleet management, asset management, maintenance services, procurement support, and administrative coordination. Their engagement is

fundamental, as they constitute the institutional capacity required to implement reforms, improve processes, and drive digital transformation.

Externally, GSA's stakeholders span across central government institutions, service providers, development partners, oversight bodies, and end-users of public services. Key actors include the Ministry of Finance and Development Planning (MFDP), which provides the budgetary allocations that sustain GSA operations; the Civil Service Agency (CSA), which plays a key role in staffing, job classifications, and performance standards; and the Public Procurement and Concessions Commission (PPCC), whose regulations influence procurement-related functions. Line ministries, agencies, and commissions form a major segment of stakeholders as they depend on GSA for maintenance, fleet services, asset records, facility management support and disposal. Development partners including the World Bank, One UN House, etc. serve as both funders and technical advisors, offering opportunities for modernization and capacity building. Private-sector vendors, especially those involved in fleet maintenance, ICT systems, fuel supply, and infrastructure services, also play a crucial role in GSA's operational ecosystem. State-Owned Enterprises (SOEs) and Civil Society Organizations (CSOs) also constitute important stakeholders whose roles, interests, and advocacy perspectives influence the Agency's operational environment and public accountability.

5.0 Strategic Issues

Based on the environmental assessment, stakeholder mapping, and SWOT results, several strategic issues have emerged that require targeted attention under the GSA Strategic Plan (2026–2030). One major strategic issue is the need for legal and institutional reform, specifically the amendment of the 1971 GSA Act and the development of updated regulations, Standard Operating Procedures (SOPs), and compliance mechanisms. The Agency requires a stronger governance framework to support decision-making, coordination, and accountability.

Another strategic issue relates to human capital development and organizational culture. Addressing skill gaps, strengthening staff welfare and motivation, and establishing a structured capacity-building and performance management framework are essential for improving productivity and effectiveness across sections/bureaus. The Agency must also address the strategic issue of technological modernization, including upgrading ICT infrastructure, implementing the Asset Management Information System (AMIS), digitalizing operational

processes, and enhancing cybersecurity. These investments are necessary to improve transparency, reduce operational delays, and generate reliable data for planning and decision-making.

A fourth strategic issue concerns financial sustainability and resource mobilization. The Agency faces persistent financial constraints that hinder operational efficiency, maintenance activities, and long-term capital investments. Strengthening the cost-recovery model, diversifying revenue streams, and enhancing budgeting accuracy are key priorities. Additionally, environmental sustainability and infrastructure enhancement represent emerging strategic concerns. GSA needs to align with national environmental regulations, introduce green fleet and maintenance policies, and upgrade workshops, facilities, and service centers to minimize environmental impact and promote climate-resilient operations. Finally, service delivery improvement and process re-engineering remain central strategic issues. The Agency must streamline workflows, improve customer service mechanisms, decentralize selected services, and enhance monitoring, evaluation, and reporting to strengthen operational efficiency across government. These issues collectively define the areas where strategic interventions are required to transform GSA into a modern, efficient, and accountable service institution.

6.0 Overview of Strategic Plan Pillars and Objectives

Following the extensive review of GSA’s situational analysis, all strategic issues derived were harmonized and categorized to form six strategic pillars. Each Pillars has specific goals outlined to be achieved over the next five years; these goals are further broken down into strategic objective with key milestones for delivery. As seen below the six pillars provides strategic guidance and relevance for improvement in governance, financial sustainability, human capital, technology, environmental management, and operational efficiency. Each pillar sets clear goals and objectives, with action steps, responsibilities, and measurable outputs to ensure accountability and effective service delivery.

PILLAR 1: Governance policy reforms & institutional systems strengthening	AAID Pillar and Intervention
Review and amend the GSA Act of 1971 to align with contemporary public-sector governance standards and national reform priorities.	Pillar 3: Rule of Law 3.13.22.2 Revision of constitutional and legal regimes

<p>Strategic Objectives</p>	<p>Establish and operationalize a Legal, Compliance, and Internal Control function to strengthen contract enforcement, regulatory compliance, and risk management</p> <p>Develop, approve, and institutionalize Standard Operating Procedures (SOPs) for all administrative and service delivery functions.</p> <p>Strengthen management of government fleet, assets, and real estate through approved policies, guidelines to ensure full compliance by institutionalizing GSA’s role through the acquisition and disposal of assets across MACs.</p>	
<p>PILLAR 2:</p>	<p>Financial Accountability, Resource Mobilization & Sustainability</p>	<p>AAID Pillar and Intervention</p>
<p>Strategic Objectives</p>	<p>Develop and implement cost-recovery and service payment mechanisms.</p> <p>Streamline internal processes to improve budgeting, financial forecasting, and expenditure control systems</p> <p>Diversify revenue sources through partnerships with MACs, the private sector, and development partners, to enhance facilities and assets management.</p>	<p>Pillar 1: I. Economic Transformation</p> <p>-</p> <p>I.1.2.3 Strengthening institutional public financial capacity</p>
<p>PILLAR 3:</p>	<p>Human Capital Development, Organizational Culture & Social Impact</p>	<p>AAID Pillar and Intervention</p>
<p>Strategic Objectives</p>	<p>Design and implement a structured and continuous capacity-building program covering technical, managerial, and digital skills.</p>	<p>Pillar 1: Economic Transformation: formulation of Human Capacity Development Strategy;</p> <p>Pillar 3: Rule of Law</p>

	<p>Institutionalize a performance management and staff motivation framework linked to institutional goals.</p> <p>Build staff capacity to effectively use digital tools and information systems.</p> <p>Develop an HR handbook that promotes inclusivity, gender equality, youth participation, and positive organizational change.</p>	<p>3.14.24.2 Strengthening administrative and operation capacity of institutions.</p> <p>Pillar 4: Governance and Anti-Corruption 4.15.26.7 Strengthening institutional capacity to enforce transparency Standards; Pillar 4: Governance and Anti-Corruption</p> <p>4.16.29.2 Capacity Building for Public Sector, Local Governments and Stakeholders;</p> <p>Pillar 4: Governance and Anti-Corruption</p> <p>4.17.32.3 Improvement of the Sector’s institutional Capacity.</p>
PILLAR 4:	Digital Transformation & Communication	AAID Pillar and Intervention
Strategic Objectives	<p>Develop and implement a comprehensive roadmap for the institutionalization of ICT systems across bureaus and sections</p> <p>Deploy and operationalize an integrated Asset Management Information System (AMIS) across GSA and MACs.</p> <p>Deploy Modernize ICT infrastructure, including networks, email systems,</p>	<p>Pillar 4: Governance and Anti-Corruption 4.17.32.3 Improvement of the Sector’s institutional Capacity;</p> <p>Pillar 1: Economic Transformation: 1.2.5.2 Formulation of Human Capacity Development Strategy;</p> <p>Pillar 1: Economic Transformation: 1.3.7.2 Strengthening of institutional capacity in Modern business practices and digital compliance tools;</p> <p>Pillar 2: Infrastructure Development: 2.11.19.1 Harmonization of GoL ICT Infrastructure and Services</p> <p>Pillar 3: Governance and Anti-Corruption:</p>

	<p>website, financial management system, Data storage, and all necessary compliment for cybersecurity.</p> <p>Increase public awareness and confidence in GSA’s mandate, services, and achievements.</p>	4.15.26.5 Digitalization and protection of national documents and records
	PILLAR 5: Environmental Sustainability & Infrastructure Management	AAID Pillar and Intervention
Strategic Objectives	<p>Develop a comprehensive environmental sustainability action plan for implementation across MACs targeting Assets and fleet management.</p> <p>Pilot the action plan at GSA to reduce environmental impact and operational costs of government fleet operations through low-emission vehicles.</p> <p>Roll out action plan to MACs incrementally to reduce environmental impact and operational costs of government fleet operations through low-emission vehicles.</p>	<p>Pillar 5: Environmental Sustainability 5.18.36.1 Rehabilitation and expansion of key waste management infrastructure, including transfer stations and final disposal facilities</p> <p>Pillar 6: Human Capital Development 6.20.45.5 Implementing environmental health programs; including healthcare wastes management, drinking water quality and safety, chemical and vector control, and radiation safety.</p> <p>6.20.45.8 strengthening Public Health Surveillance and Monitoring.</p>
	PILLAR 6: Operational Efficiency & Service Delivery Enhancement	AAID Pillar and Intervention
Strategic Objectives	<p>Strengthen stakeholder engagement, communication through steering mechanisms to review plans and key outcomes routinely.</p> <p>Establish structured communication and feedback mechanisms with MACs and stakeholders.</p>	<p>Pillar 2: Infrastructure Development: 2.11.19.6 Supporting women and youth ICT Entrepreneurs</p> <p>Pillar 3: Rule of Law 3.13.22.11 Mainstreaming and domestication of gender and human</p>

	<p>Institutionalize Gender Equality and Social Inclusion (GESI) principles across recruitment, training, leadership development, and service delivery.</p> <p>Strengthen governance, ethics, integrity, and anti-corruption systems through policy enforcement, staff training, and enhanced internal controls.</p> <p>Institutionalize Monitoring, Evaluation, and Learning (MEL) systems to support evidence-based planning, performance management, and continuous organizational learning.</p> <p>Enhance regional service delivery and operational responsiveness through decentralization of GSA services.</p>	<p>rights laws into national legal instruments.</p> <p>Pillar 4: Governance and Anti-Corruption Enhancement of inclusive and gender responsive local economic development. Pillar 4: Governance and Anti-Corruption: 4.16.29.13 Digitization and institutionalization of performance management system across the country.</p>
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To further define the pillars and developed a comprehensive strategic plan framework for effective implementation and monitoring, below each pillar is discussed in detail with reference to the strategic objectives and milestones. These strategic objectives provide a coherent framework for institutional strengthening, service optimization, and accountability enhancement in line with GSA’s statutory mandate and national development priorities. They are derived from the situational analysis, stakeholder consultations, and strategic diagnostics conducted during the planning process and are aligned with the ARREST Agenda for Inclusive Development (AAID), particularly Pillar 2: Infrastructure Development (6.2.5 Communication Technologies and Digital Economy), Pillar 4: Governance and Anti-Corruption (6.4.1 Transparency and Accountability), and Pillar 5: Environmental

Sustainability. Each Strategic Objective is presented with an overview, and indicative milestones to guide implementation, monitoring, and partner alignment.

PILLAR 1: Governance policy reforms & institutional systems strengthening

This pillar focuses on strengthening the legal, regulatory, and institutional framework of the General Services Agency (GSA) to enhance governance, accountability, and compliance across the public sector. The pillar emphasizes the review and modernization of existing laws, policies, and operational procedures to align with contemporary public sector governance standards and national reform priorities. It also seeks to reinforce institutional capacity by establishing effective legal, compliance, and internal control mechanisms to improve contract enforcement, risk management, and regulatory compliance. Additionally, the pillar promotes the development and institutionalization of Standard Operating Procedures (SOPs) to ensure consistency, efficiency, and transparency in administrative and service delivery functions across GSA bureaus and sections. Particular attention is given to strengthening the governance and regulatory oversight of government assets, including fleet operations, public facilities, and real estate, while ensuring compliance with national legal frameworks such as the Public Procurement and Concessions Commission (PPCC) Act and the Public Financial Management (PFM) Law. Through improved monitoring of government-owned and leased properties and enforcement of lease agreements and contractual obligations across Ministries, Agencies, and Commissions (MACs), this pillar establishes a strong institutional foundation for sustainable governance reforms and improved public sector service delivery.

- **Goal:** Revise GSA legal and regulatory policy framework to align with national reforms, strengthen institutional systems, compliance and performance of its mandate across the public sector.

Strategic Objective 1.1: Review and amend the GSA Act of 1971 to align with contemporary public sector governance standards and national reform priorities.

Strategic Objective 1.2 Establish and operationalize a Legal, Compliance, and Internal Control Function to strengthen contract enforcement, regulatory compliance, and risk management.

Strategic Objective 1.3 Develop, approve, and institutionalize Standard Operating Procedures (SOPs) for administrative and service delivery functions across all bureaus and sections.

Strategic Objective 1.4 Strengthen the management of government fleet operations through approved policies and guidelines to ensure compliance with the PPCC Act and Public Financial Management (PFM) Law in asset acquisition and disposal.

Strategic Objective 1.5 Strengthen the management of government real estate and public facilities through approved policies and regulatory frameworks governing acquisition and use of buildings and land across MACs.

Strategic Objective 1.6 Conduct regular review and compliance monitoring of Government of Liberia owned and leased properties to ensure adherence to lease agreements and contractual obligations

PILLAR 1: Key Milestones (2026–2030)

- Draft revised GSA Act submitted for legislature and approved 2027
- Legal and compliance unit established and operationalized by 2027
- At least one SOP developed and implemented across each bureau and section by 2028.
- Improved coordination with MACs for compliance in the acquisition and disposal of assets and alignment with the PPCC Act and PFM Law.

PILLAR 2: Financial Accountability, Resource Mobilization & Sustainability

This Pillar has been strategically identified with key objectives derived to address long standing financial sustainability challenges and continuous over reliance of GSA on the GoL Budget. Considering the changes experienced in the scope and functional mandate of GSA over time, especially with MACs not taking full responsibilities of procurement of key government assets, GSA is determined to reengineer its internal systems promote a strong preventive maintenance culture across MACs and reduce long term operational costs by extending the lifecycle of government assets. At the core of the Pillar, are strategic objectives and interventions designed to enhance financial accountability and mobilize resources for financial sustainability.

- **Goal:** Reengineer financial management systems and control to improve cost recovery, institutionalize transparent fees for service mechanisms and document management systems.

Strategic Objective 2.1 Develop and institutionalize a comprehensive resource mobilization strategy to support GSA programs and operations.

Strategic Objective 2.2 Streamline internal processes to improve budgeting, financial forecasting, and expenditure control systems.

Strategic Objective 2.3 Ensure transparent and accountable billing, payment verification, and financial documentation for all disposed government assets.

Strategic Objective 2.4 Develop and implement revenue generation initiatives where applicable to support agency sustainability.

PILLAR 2: Key Milestones (2026–2030)

- Cost-recovery framework approved and institutionalized by 2028
- Effective digital financial management systems developed operationalized by 2027
- At least two strategic partnerships established by 2029
- Institutionalize efficient, transparent, and accountable revenue generation and collection mechanisms for all GSA services.

PILLAR 3: Human Capital Development, Organizational Culture & Social Impact

This Pillar strategically positions human capital development as the center of GSA’s transformational journey. Key objectives focus on building a skilled, motivated, and professional workforce capable of delivering high-quality services. It emphasizes capacity building, performance management, staff welfare, retention and inclusive organizational culture. This pillar also aligns with the AAID Program 5, with objective to promote sustainable economic growth which can create inclusive employment. As such to support the achievement of the AAID Pillar 1, Program five with a focus on decent jobs. As such, GSA is positioning itself to enhance the skills of its current workforce and ensure proper retention strategies are implemented to create a decent job environment.

Findings from the situational analysis revealed that the GSA workforce is operationally strong but has notable gaps in strategic, managerial, and technical skills. Educational attainment is mixed, with most staff holding diplomas, certificates, and a combined total of approximately 31% with undergraduate degrees, and postgraduate qualifications, indicating a need to strengthen leadership, strategic management, ICT, and professional expertise. The age profile is dominated by mid-career staff, which supports continuity, but it also signals succession risks as senior employees near retirement. *See further details in staffing plan below:*

- **Goal:** Strengthen Human Resource Capacity through structured and integrated capacity building programs that enhances staff motivation, effectiveness and retention.

Strategic Objective 3.1 Design and implement a structured and continuous staff capacity-building program covering technical, managerial, and digital competencies.

Strategic Objective 3.2 Institutionalize a performance management and staff motivation framework linked to institutional goals.

Strategic Objective 3.3 Build staff capacity to effectively utilize digital tools and information systems to improve institutional productivity.

Strategic Objective 3.4 Develop and implement an inclusive Human Resource Handbook that promotes gender equality, youth participation, and positive organizational culture.

Strategic Objective 3.5 Institutionalize Gender Equality and Social Inclusion (GESI) principles across recruitment, training, leadership development, and service delivery.

PILLAR 3: Key Milestones (2026–2030)

- Annual training plans implemented starting 2026
- Performance appraisal system operational by 2027
- Staff welfare and incentive framework approved by 2028

PILLAR 4: Digital Transformation & Communication

This pillar aims to transition GSA into a digitally enabled service institution by modernizing ICT infrastructure, automating core processes, improving data-driven decision-making and strengthen engagement with the public. This pillar also aligns with the ARREST pillar 2 and

will enable GSA to contribute to the strategic goal of enhancing ICT infrastructure for interoperability across government systems.

Goal: Institutionalize a digital information management system that is interoperable across departments and ensure seamless processes.

Strategic Objective 4.1 Develop and implement a comprehensive roadmap for the institutionalization of ICT systems across all GSA bureaus and sections.

Strategic Objective 4.2 Deploy and operationalize an Integrated Asset Management Information System (AMIS) across GSA and Ministries, Agencies, and Commissions.

Strategic Objective 4.3 Modernize ICT infrastructure including network systems, official email systems, website platforms, financial management systems, and data storage infrastructure.

Strategic Objective 4.4 Develop and implement an Automated Government Fleet and Fixed Asset Registry Database to improve asset monitoring and management.

Strategic Objective 4.5 Conduct asset management training workshops for asset monitors across MACs and county administrations on digital asset management systems.

Strategic Objective 4.6 Develop and operationalize the official GSA website to support public information sharing and digital communication.

PILLAR 4: Key Milestones (2026–2030)

- Core service processes standardized by 2027
- Prioritized infrastructure upgrades completed by 2029
- Regional service hubs operational by 2030

PILLAR 5: Environmental Sustainability & Infrastructure Management

This Pillar aims to enhance GSA service readiness and availability through infrastructure upgrades, and service decentralization and quality assurance. Key objectives and interventions focus on ensuring services are reliable and delivered with timeliness. Activities under this pillar

will be complemented by proposed interventions for ICT, communication system and financial management.

- **Goal:** Strengthen GSA responsiveness to environmental impact and reduce its carbon footprints.

Strategic Objective 5.1 Develop and implement a government-wide environmental sustainability action plan targeting facility management practices across MACs.

Strategic Objective 5.2 Identify and conduct assessments of Government of Liberia buildings and facilities to inform renovation and rehabilitation interventions.

Strategic Objective 5.3 Strengthen the Public Building Maintenance Bureau’s operational capacity through improved access to tools and equipment.

Strategic Objective 5.4 Conduct comprehensive inventory and condition assessments of government facilities, including presidential palaces, storage facilities, and other public infrastructure.

PILLAR 5: Key Milestones (2026–2030)

- A comprehensive government wide fleet and facility management environmental action plan launched
- Plan adopted by GSA for procurement of Assets

PILLAR 6: Operational Efficiency & Service Delivery Enhancement

This pillar focuses on strengthening operational systems, accountability, and service delivery across Government Spending Agencies (MACs) through improved communication, monitoring, public engagement, and logistics coordination. The pillar promotes evidence-based planning, transparency, and institutional performance by establishing effective monitoring, evaluation, and learning systems that support informed decision-making and alignment with national, regional, and global priorities. It also emphasizes responsive service delivery through the implementation of service standards, stakeholder feedback mechanisms, and strengthened coordination between the General Services Agency (GSA), MACs, and the

public. In addition, the pillar aims to improve the management and oversight of government assets through strengthened inventory systems, compliance with disposal regulations, and periodic verification exercises to enhance accountability and efficiency in resource management. It further addresses national logistics preparedness by strengthening risk assessments, disaster preparedness systems, and contingency planning for transportation and logistics support during emergencies, including procedures for rehabilitating damaged logistics infrastructure such as Forward Logistics Bases across counties. Through these initiatives, the pillar reinforces GSA's role in supporting national programs, state functions, and government operations while enhancing institutional efficiency, public trust, and effective service delivery.

➤ **Goal:** Promote evidence-based planning, and alignment with national, regional and global priorities for accountability, performance management and gender integration.

Strategic Objective 6.1 Establish structured communication and feedback mechanisms with MACs and stakeholders to strengthen coordination and service delivery.

Strategic Objective 6.2 Develop, validate, and implement a five-year strategic plan aligned with AAID priorities.

Strategic Objective 6.3 Strengthen monitoring, evaluation, and reporting systems for institutional performance accountability.

Strategic Objective 6.4 Institutionalize a Monitoring, Evaluation, and Learning (MEL) framework to support evidence-based planning and decision-making.

Strategic Objective 6.5 Implement service delivery standards and client satisfaction mechanisms to measure stakeholder satisfaction and improve service performance.

Strategic Objective 6.6 Strengthen government asset management systems, including disposal compliance and periodic verification of asset inventories.

Strategic Objective 6.7 Conduct periodic asset verification exercises to address inventory discrepancies across MACs.

Strategic Objective 6.8 Increase public awareness and confidence in GSA's mandate, services, and achievements through improved communication strategies.

Strategic Objective 6.9 Establish mechanisms to monitor public opinion and media coverage relating to GSA activities and national issues.

Strategic Objective 6.10 Strengthen public engagement through press conferences, newsletters, brochures, and multimedia communication platforms.

Strategic Objective 6.11 Conduct risk assessments and vulnerability analyses affecting logistics operations and national emergency preparedness.

Strategic Objective 6.12 Strengthen disaster preparedness systems through improved communication channels and logistics coordination.

Strategic Objective 6.13 Develop contingency plans for transportation and logistics support during national emergencies.

Strategic Objective 6.14 Establish procedures for assessing and rehabilitating damaged logistics infrastructure, including Forward Logistics Bases across counties.

Strategic Objective 6.15 Provide technical and logistical support for national programs, state ceremonies, and official government events.

PILLAR 6: Key Milestones (2026–2030)

- Stakeholder engagement strategy implemented by 2026
- Quarterly performance reporting institutionalized by 2027
- Client feedback system operational by 2028
- GESI framework developed, approved, and fully implemented across all departments by 2027
- Annual integrity and compliance performance maintained at or above 90% by 2028
- Occupational health and safety standards applied in 100% of operational environments by 2029
- MEL framework operational and integrated into planning, reporting, and decision-making across all bureaus and sections by 2027

6.1 GSA’s Strategic Posture

The strategic posture of the General Services Agency (GSA) reflects its commitment to operating as a progressive, service-oriented, and performance-driven public institution. As the central government entity mandated to manage public assets, fleet, facilities, logistics, and administrative support services, GSA adopts a forward-looking stance focused on institutional modernization, operational excellence, and results-based service delivery. This posture positions the Agency as a critical enabler of efficiency, accountability, and professionalism across the public sector.

Central to this posture is a strong emphasis on good governance and accountability. GSA is committed to strengthening its legal, policy, and institutional frameworks to ensure transparency, ethical conduct, and compliance with national regulations and international public-sector management standards. The Agency embraces evidence-based decision-making, supported by accurate data, performance monitoring, and robust internal control systems, as a means of improving operational effectiveness and building public trust.

GSA's strategic posture is further anchored in a deliberate drive toward operational excellence and digital transformation. The Agency positions itself as a leader in the adoption of modern technologies to improve asset management, fleet operations, facilities maintenance, and logistics services. Through the standardization and automation of processes, integration of ICT systems, and strengthening of data governance, GSA seeks to enhance efficiency, reduce operational waste, minimize service delays, and improve oversight and accountability in the management of public resources.

Human capital development forms a core pillar of the Agency's strategic orientation. GSA recognizes that sustainable institutional performance depends on a skilled, motivated, and ethically grounded workforce. Accordingly, the Agency is committed to fostering a professional organizational culture that values continuous learning, innovation, integrity, and performance excellence. Investments in staff training, leadership development, performance management, and staff welfare are prioritized to ensure personnel are equipped with the competencies and tools required to deliver high-quality services.

In addition, GSA adopts a stakeholder-centered and partnership-driven posture. The Agency acknowledges that effective service delivery depends on strong collaboration with Ministries, Agencies, and Commissions (MACs), development partners, regulatory institutions, and private-sector service providers. By promoting open communication, responsiveness, and structured engagement mechanisms, GSA aims to build trust, improve coordination, and ensure that its services are aligned with the needs and expectations of its clients.

Through this strategic posture, the General Services Agency positions itself not merely as an administrative support institution, but as a strategic partner in public sector transformation. By enabling efficient government operations, safeguarding public assets, and delivering reliable and value-for-money services, GSA contributes directly to improved government performance

and the achievement of Liberia’s national development objectives under the ARREST Agenda for Inclusive Development.

7.0 STRATEGY IMPLEMENTATION

The effective implementation of this Strategic Plan requires a disciplined, coordinated, and results-oriented approach that translates strategic intent into measurable outcomes across the General Services Agency (GSA). Strategy implementation will be anchored in strong leadership commitment, clearly defined institutional arrangements, effective communication, and a robust performance management system. GSA will adopt a structured and phased implementation approach to ensure that strategic priorities are systematically integrated into departmental operations, budget processes, and institutional accountability frameworks over the 2026–2030 period.

To operationalize the Strategic Plan, GSA will develop Annual Operational Plans (AOPs) that translate the strategic objectives and priorities into specific activities, timelines, outputs, and responsible bureaus and sections. Each bureau and section will align its annual work plan with the Strategic Plan and the Balanced Scorecard performance targets, ensuring coherence and consistency. This cascading of objectives from the corporate level to departmental and individual levels will promote ownership, minimize duplication of effort, and enable effective coordination among bureaus and sections.

Institutional capacity strengthening will be a central pillar of strategy implementation. GSA will prioritize investments in human capital development through structured training programs, leadership development initiatives, and competency-based performance management systems. These efforts will be complemented by organizational reforms aimed at clarifying roles, improving inter-departmental coordination, and standardizing operational processes through the development and enforcement of policies and Standard Operating Procedures (SOPs). Together, these measures will enhance the Agency’s ability to execute strategic initiatives efficiently and consistently.

Digital transformation will play a critical enabling role in implementation. GSA will progressively invest in modern ICT infrastructure and systems to support automation, data integration, and real-time performance reporting. The deployment of digital platforms such as

the Asset Management Information System (AMIS), fleet and maintenance management systems, and electronic records management will strengthen transparency, improve service delivery efficiency, and support evidence-based decision-making across the Agency.

The effective allocation and management of financial resources will underpin successful implementation. GSA will adopt a results-based budgeting approach, ensuring that financial resources are aligned with strategic priorities and performance targets. Budget allocations will prioritize high-impact initiatives, including ICT modernization, infrastructure upgrades, fleet renewal and maintenance, staff capacity development, and the strengthening of internal controls. In parallel, the Agency will pursue cost-recovery mechanisms, efficiency gains, and strategic partnerships to enhance financial sustainability and reduce over-reliance on national budgetary transfers where feasible.

Stakeholder engagement will remain integral to implementation success. GSA will establish and maintain structured communication and coordination mechanisms with Ministries, Agencies, and Commissions (MACs), regulatory bodies, development partners, and private-sector service providers. Regular engagement forums, service-level discussions, and feedback mechanisms will be used to align expectations, address implementation challenges, and foster collaborative problem-solving in service delivery.

To ensure accountability and continuous improvement, GSA will implement a robust governance, monitoring, and performance management framework. This framework will include periodic management review meetings, quarterly performance assessments, and annual strategic reviews to track progress against targets, identify risks and bottlenecks, and adjust implementation approaches as necessary. The Monitoring and Evaluation (M&E) function will play a central role in tracking indicators, generating analytical reports, and providing timely evidence to inform management decisions. The Senior Management Team will use these insights to reinforce accountability, guide corrective actions, and ensure that the Strategic Plan remains responsive to emerging priorities and operational realities. Through this structured and integrated implementation approach, the General Services Agency will ensure that its Strategic Plan moves beyond policy intent to tangible improvements in institutional performance, service delivery quality, and the effective management of public assets in support of Liberia's national development agenda.

7.2 Performance targets using the balanced scorecard model

To ensure effective implementation of the 2026–2030 Strategic Plan, the General Services Agency (GSA) adopts the Balanced Scorecard (BSC) as its primary performance management framework. The BSC translates the Agency’s Strategic Objectives into measurable performance targets across four interrelated perspectives: Financial Sustainability, Internal Processes, Customer and Stakeholder Satisfaction, and Learning and Growth. This integrated approach enables the GSA to monitor progress holistically, strengthen institutional accountability, and align operational performance with national development priorities under the ARREST Agenda for Inclusive Development (AAID).

The Balanced Scorecard provides a results-oriented mechanism for linking strategy to execution. It supports evidence-based decision-making, annual operational planning, resource allocation, and performance reporting, while ensuring that financial outcomes, service delivery efficiency, stakeholder expectations, and human capital development are pursued in a balanced and mutually reinforcing manner.

Under the Financial Perspective, performance targets focus on strengthening financial sustainability, improving resource mobilization, and enhancing financial management systems. By the end of the strategic period in 2030, the GSA aims to achieve a minimum of 40 percent cost recovery across its major service lines, including fleet management, public building maintenance, warehousing, logistics support, and asset management services. This target reflects the Agency’s commitment to reducing dependency on central government transfers while maintaining affordability and service quality for MACs.

In addition, the Agency targets an average annual increase of at least 15 percent in revenue diversification, driven by the introduction of structured service fees, cost-recovery mechanisms, partnership arrangements, and more efficient utilization of public assets. Strengthening financial controls, upgrading budgeting and expenditure tracking systems, and enforcing compliance measures are expected to result in a minimum 20 percent reduction in financial leakage, inefficiencies, and unplanned expenditures by 2030. These targets collectively support fiscal discipline, transparency, and long-term financial viability.

The Internal Process Perspective focuses on improving operational efficiency, standardizing service delivery, and modernizing institutional systems. A key performance target is the development and full implementation of Standard Operating Procedures (SOPs) across all sections and bureaus by 2027, ensuring consistency, accountability, and clarity in workflows and service standards.

Digital transformation is a central driver of internal efficiency. By 2029, the GSA aims to achieve full digitization of asset records, fleet operations, maintenance workflows, and logistics processes through the deployment of the Asset Management Information System (AMIS) and related digital platforms. As a result of process re-engineering, automation, and improved interdepartmental coordination, the Agency targets a minimum 30 percent improvement in service delivery turnaround time across key functions such as fleet servicing, procurement support, public building maintenance, and logistics coordination by 2030.

From the Customer and Stakeholder Perspective, performance targets emphasize service quality, responsiveness, transparency, and effective engagement with Ministries, Agencies, and Commissions (MACs). By 2030, the GSA aims to achieve a minimum client satisfaction rating of 80 percent, reflecting improved predictability, timeliness, and professionalism in service delivery.

To enhance accessibility and equity in service provision, the Agency targets the establishment of functional regional service hubs, with the objective of reducing service delays for MACs outside Monrovia by at least 35 percent over the strategic period. Strengthened stakeholder engagement mechanisms, including regular coordination meetings, structured service-level agreements, and digital feedback platforms, will be institutionalized to improve communication, manage expectations, and build trust between the GSA and its clients.

The Learning and Growth Perspective focus on building a competent, motivated, and future-ready workforce capable of sustaining institutional reforms and service excellence. By 2030, the GSA aims to ensure that at least 85 percent of staff receive annual capacity-building training, aligned with their functional roles, leadership responsibilities, and emerging public-sector competencies, including digital skills and ethical governance.

In support of performance accountability, the Agency targets the full implementation of an integrated Performance Management System (PMS) across all bureaus and sections by 2028, linking individual performance appraisals to productivity, service quality, ethical conduct, and institutional values. Additionally, improvements in staff welfare, working conditions, recognition systems, and gender-responsive policies are expected to contribute to a minimum 25 percent increase in overall staff motivation and performance levels over the 2026–2030 period.

8.0 STAFFING PLAN AND SUCCESSION PLANNING

The General Services Agency (GSA) recognizes that a strategically aligned, future-ready, and adequately resourced workforce is essential to delivering on its expanded mandate under the 2026–2030 Strategic Plan. The staffing plan aims to ensure that the Agency has the right number of personnel, with the appropriate mix of skills, qualifications, and experience, deployed efficiently across operational, technical, and administrative units. GSA approved personnel listing (2025), GSA employs a total of 343 personnel, comprising 340 staff and 3 senior management officials: the Director General, Deputy Director General for Administration, and Deputy Director General for Operations. Personnel are concentrated in Public Building Maintenance (110 employees), Central Administration (95), Management Information Systems (MIS, 81), and the Mobile Bureau/Equipment Services (57), reflecting alignment with mission-critical functions and providing a foundation for effective service delivery.

Over the next five years, GSA will optimize staffing to address emerging priorities in digital transformation, governance and compliance, legal and financial management, asset and fleet management, and regional service expansion. Recruitment efforts will focus on specialized technical and professional roles, including ICT specialists, asset valuation experts, compliance officers, engineers, internal auditors, legal and financial management staff. Additionally, GSA will establish a cadet/probation hiring system to retain interns and early-career professionals, ensuring continuity and creating a pipeline of skilled personnel for long-term service.

The Agency also anticipates expanding the workforce to at least 400 personnel over the strategic period. This includes increasing the Public Building Maintenance unit to 150 trained technicians, strengthening operational capacity, and reducing service delivery bottlenecks. Staffing expansion will be accompanied by systematic professional development, structured

deployment, and competency-based promotions to maximize operational efficiency, institutional resilience, and performance outcomes.

The workforce demonstrates strong operational capability but also reveals critical gaps in strategic, managerial, and technical competencies. Educationally, 24.5% of staff hold diplomas, 19.2% hold certificates, 28.3% hold undergraduate degrees (BBA, BA, BSc, AA, BPA), and 2.6% hold postgraduate qualifications. This profile underscores the need for enhanced leadership, strategic management, ICT, and professional expertise across units. The age distribution shows a predominance of mid-career personnel (late 30s to late 40s), supported by both newer recruits and long-serving employees. This distribution ensures operational continuity but highlights succession risks as senior personnel approach retirement.

To address these gaps, GSA will implement a structured succession planning framework. This framework will identify critical positions across bureaus and sections, including directors, supervisors, procurement and finance leads, legal and financial management staff, and regional service managers. High-potential employees will be paired with experienced staff through mentorship programs, rotational assignments, and leadership development initiatives. Professional growth will be supported through postgraduate education, professional certifications (MBA, MPA, engineering, ICT), and targeted training aligned with departmental priorities.

To strengthen governance, compliance, and institutional accountability, a Legal and Financial Management section will be established. This unit will provide oversight on contracts, procurement compliance, financial planning, audit readiness, and risk management, ensuring that GSA operates under modernized and enforceable frameworks. Staff in this section will receive specialized training in financial management, auditing, legal compliance, public procurement laws, and corporate governance, enabling them to contribute directly to improved operational efficiency and transparency.

GSA recognizes that salary disparities across units and positions can undermine staff motivation, retention, and performance. To address this, the Agency will review remuneration structures, align compensation with market benchmarks, and ensure equity across grades and

technical specialties. The review will also link performance-based incentives to measurable outputs, fostering a culture of productivity, fairness, and accountability.

8.1 Succession Planning

Succession planning is central to sustaining institutional knowledge and leadership capacity. GSA will maintain a competency-based promotion framework, targeting high-potential staff for leadership and technical roles. Mentorship, professional development, rotational assignments, and postgraduate training will ensure readiness of mid-career personnel for supervisory and senior management positions. By integrating succession planning into the broader staffing strategy, the Agency will preserve institutional memory, maintain service continuity, and reinforce a sustainable human capital pipeline.

The staffing and succession plan will be fully integrated into GSA's human resource management systems, performance management processes, and capacity-building initiatives. Regular workforce assessments will monitor staffing adequacy, skills gaps, succession readiness, and operational performance, ensuring data-driven decision-making for recruitment, deployment, and professional development. Through this approach, GSA will maintain a motivated, skilled, and future-ready workforce capable of delivering the 2026–2030 Strategic Plan efficiently and sustainably, while supporting the Government of Liberia's public service modernization agenda.

8.2 Capacity Development Plan

The Capacity Development Plan for the General Services Agency (GSA) is designed to strengthen human capital, technical competencies, organizational systems, and leadership capabilities over the 2026–2030 strategic period. Grounded in the Agency's current staffing profile of 343 personnel comprising 340 staff and three senior management officials, this plan aims to ensure that GSA has a skilled, professional, and future-ready workforce capable of implementing its strategic objectives. The Agency's workforce spans within four functional budgeted programs in the national budget: Central Administration, Management Information Systems (MIS), Public Building Maintenance (PBM), and Mobile & Equipment, providing a solid foundation for service delivery. However, achieving the transformative goals of this strategic plan requires targeted investments in skills development, professionalization, succession planning, and institutional strengthening.

The existing workforce demonstrates a wide range of educational qualifications. The highest proportion of employees hold diplomas and certificates, while a smaller group possesses Bachelor's degrees (BBA, BA, BSc, AA, BPA), and only a few holds postgraduate qualifications. While this composition provides strong operational competence, it highlights the need for enhanced managerial, strategic, and technical capacity, particularly in leadership, facilities management, ICT systems, public administration, procurement, and financial oversight. Staff with undergraduate qualifications will be supported through postgraduate programs and professional certification pathways, including MBAs, MPAs, and technical qualifications. The presence of employees with unknown qualifications underscores the need to establish a comprehensive Human Resource Information System (HRIS) to facilitate evidence-based workforce planning and capacity tracking.

The age and tenure profiles of the workforce indicate a predominance of mid-career staff, with most employees aged 40–47, complemented by younger personnel aged 25–30 and long-serving employees with 15–29 years of experience. This distribution ensures operational continuity and retention of institutional knowledge, but also signals succession challenges as senior staff approach retirement. Over the next five years, GSA will strengthen its talent pipeline through targeted recruitment, structured mentorship programs, leadership development initiatives, and competency-based succession planning to prepare mid-career staff for supervisory and managerial roles

Public Building Maintenance and Mobile Bureau: Staff in these units will receive targeted training in modern maintenance techniques, occupational health and safety (OHS) standards, fleet management systems, preventive maintenance planning, and environmental compliance. Periodic in-service training programs will be implemented in collaboration with vocational institutions, ensuring that technical personnel maintain practical, up-to-date skills.

Management Information Systems (MIS): Capacity development will focus on digital literacy, ICT systems management, cybersecurity, database administration, asset-tracking technologies, and digital service delivery platforms. Training programs will be delivered in partnership with LIPA, national universities, and international training institutions, ensuring long-term knowledge enhancement and exposure to global best practices.

Central Administration: Staff will benefit from advanced training in public administration, financial management, procurement compliance, project management, customer service, internal audit, and governance. Short-term, internal training sessions for supervisors will be conducted by the Bureau of Human Resources in collaboration with technical and professional staff, while long-term capacity building will leverage external partnerships with higher institutions of learning and development partners.

Developing leadership capacity is central to the Agency's transformation. Senior and mid-level managers will participate in strategic leadership programs focusing on decision-making, ethics, accountability, change management, and team development. Leadership training will be reinforced through mentorship, rotational assignments, and exposure to international best practices. A strengthened Performance Management System (PMS) will link staff performance with organizational objectives, encourage productivity, and ensure fair and consistent evaluations. By investing in leadership development, GSA will cultivate a cadre of managers capable of steering complex reforms, fostering collaboration, and promoting a culture of professionalism and continuous improvement.

Capacity development extends beyond individual skills to institutional systems and processes. GSA will invest in modernizing its HR management systems, digitizing records, enhancing asset and fleet management platforms, and establishing standardized operating procedures across all departments. Staff will be trained to effectively use these systems, ensuring operational efficiency, accountability, and sustainability of modernization initiatives. Continuous skills audits, updated training curricula, and integration of performance-based development plans into the HR framework will reinforce a culture of learning and institutional excellence.

Recognizing that a motivated and well-supported workforce is essential for sustainable performance, GSA will enhance workplace conditions, occupational safety, communication channels, and access to adequate tools and protective equipment. These measures are intended to boost productivity, reduce staff turnover, and foster a professional, resilient, and engaged workforce capable of meeting strategic objectives. GSA will engage in sustainable partnerships with vocational institutions for periodic in-service training of technicians, and with LIPA and

other higher institutions of learning, both nationally and internationally, to provide long-term capacity-building opportunities for senior management and technical staff. Partnerships with security institutions will ensure periodic training for GSA's security personnel. These collaborations will broaden access to specialized expertise, facilitate exposure to best practices, and accelerate the adoption of modern service delivery standards.

9.0 ACTION PLANS

The execution of the GSA Strategic Plan requires a clear and actionable roadmap that translates strategic objectives into specific, measurable, and time-bound activities. The Action Plans serve as the operational blueprint that guides departments/bureaus and sections in implementing the Agency's priorities. These plans identify what needs to be done, who is responsible, the sequence of activities, required resources, and expected outcomes. By establishing structured action plans, the GSA ensures coherence, accountability, and consistency across the institution's operational and administrative functions.

The action plans will be organized around the major strategic themes identified in the strategic plan namely digital transformation, service delivery improvement, institutional capacity development, financial stewardship, and governance and compliance. For each strategic theme, detailed activities will be outlined to guide implementation. For instance, under digital transformation, activities will include deploying an integrated asset management system, rolling out fleet tracking technology, digitizing administrative workflows, and training staff on ICT systems. Within service delivery, the action plans will cover establishing service-level standards, optimizing maintenance schedules, upgrading workshops and facilities, and strengthening coordination with client ministries and agencies.

Each action plan will assign clear roles and responsibilities to departments/ bureaus such as Asset Management, Fleet Management, Human Resources, ICT, Finance, Facilities & Maintenance, and Monitoring & Evaluation. This ensures that every unit understands its contribution to the overall institutional goals. To support implementation, detailed timelines will be incorporated short-term (0–12 months), medium-term (1–3 years), and long-term (3–5 years). These timelines help prioritize urgent reforms, sequence activities effectively, and guide resource allocation.

Resource planning is a central element of the action plans. GSA will determine the financial, human, and technological requirements needed for each activity and align these needs with annual budget proposals. Where necessary, the Agency will engage development partners, private sector actors, and other government institutions to support capacity-building and technical assistance interventions.

Monitoring and accountability will be built directly into the action plans. Each action will be linked to measurable indicators tracked through the Monitoring & Evaluation system to ensure transparency and timely reporting. Progress reviews will be conducted quarterly and annually to identify challenges, address implementation bottlenecks, and refine the plans where necessary. This ensures that actions remain realistic, adaptive, and aligned with evolving institutional priorities.

Overall, the Action Plans provide a structured and disciplined approach to implementing the GSA Strategic Plan. They translate high-level strategies into concrete, executable steps, ensuring that the Agency achieves meaningful and measurable improvements in efficiency, service delivery, and public sector performance. Through effective action planning, the GSA will strengthen its role as a modern, responsive, and accountable service institution supporting national development.

12.0 POLICIES & PROCEDURES

Effective implementation of the GSA Strategic Plan requires a robust policy and procedural framework that supports accountability, transparency, and standardized service delivery across all operational units. The development and enforcement of policies and procedures will ensure that the Agency's activities are executed consistently, efficiently, and in line with national regulations and international best practices. As GSA strengthens its mandate as the central service institution of government, a well-defined policy environment becomes essential for guiding decision-making, minimizing operational risks, and promoting a culture of professionalism and compliance.

To achieve this, GSA will undertake a comprehensive review and modernization of its existing policies, with emphasis on areas such as asset management, fleet administration, facilities maintenance, procurement support, ICT governance, financial management, human resources,

and risk management. Each of these domains will be guided by clear, updated policies that outline standards, procedures, responsibilities, and performance expectations. The revised policies will incorporate global public-sector standards, including transparency principles, internal control mechanisms, and digital governance requirements that support efficient and accountable service delivery.

Standard Operating Procedures (SOPs) will be developed to accompany each policy, providing step-by-step guidance on how tasks should be executed across departments. These SOPs will ensure uniformity in the handling of government assets, fleet servicing protocols, facility inspections, maintenance scheduling, warehouse operations, and administrative support services. By establishing clear procedural workflows, GSA will reduce operational bottlenecks, eliminate duplication, and improve coordination among units.

A major focus of the policy framework will be the integration of technology-enabled procedures, particularly in asset tracking, fleet monitoring, digital recordkeeping, and electronic reporting. The introduction of ICT-driven processes will strengthen data quality, improve transparency, and allow real-time monitoring of operational activities. Policies governing the use of the Asset Management Information System (AMIS), fleet tracking solutions, and digital maintenance logs will further support efficiency and enhance decision-making accuracy.

Furthermore, GSA will strengthen governance and compliance by institutionalizing policies on internal audit, risk management, ethics, and staff performance. These policies will reinforce accountability, reduce vulnerabilities to fraud or misuse of resources, and promote a culture of integrity across the Agency. In line with international standards, GSA will ensure that all policies incorporate mechanisms for periodic review, quality assurance, and continuous improvement. This guarantees that the policy framework remains relevant and responsive to emerging trends, regulatory changes, and evolving stakeholder needs.

To enhance implementation, GSA will conduct regular training and awareness sessions to ensure that staff fully understand the policies and procedures governing their roles. Compliance monitoring will be integrated into departmental performance assessments, with clear consequences for non-compliance and incentives for adherence. This approach will create a disciplined operational environment where policies are not merely documented.

13.0 CAPITAL INVESTMENT PLAN

The Capital Investment Plan outlines the major long-term investments required to support the successful implementation of the GSA Strategic Plan and to strengthen the Agency's capacity to deliver efficient and modern public services. As the institution responsible for managing government assets, fleet, facilities, and administrative support services, the GSA requires sustained capital investments to modernize its infrastructure, upgrade operational systems, and ensure the availability of high-quality service equipment. This plan provides a structured framework for prioritizing, financing, and managing capital expenditures over the strategic period.

A key focus of the Capital Investment Plan is the modernization of physical infrastructure and operational facilities. This includes rehabilitating and upgrading GSA workshops, expanding warehouse and storage capacity, improving mechanical and electrical tools, and constructing modern service centers to enhance the Agency's ability to maintain fleet, buildings, and government equipment. The plan also prioritizes the renovation of existing administrative buildings and the development of new, purpose-built structures that meet contemporary standards of safety, accessibility, and efficiency.

Additionally, substantial investments will be directed toward ICT infrastructure and digital transformation, which are critical enablers of system modernization. This includes procuring hardware and software for the Integrated Asset Management System (AMIS), fleet tracking technologies, data servers, digital recordkeeping platforms, network security systems, and user-support tools. Investments in ICT will strengthen transparency, enhance real-time data availability, and support evidence-based decision-making across all departments/bureaus.

Fleet renewal and maintenance represent another major capital expenditure area. To ensure reliable service delivery to ministries, agencies and commissions (MACs), the General Service Agency (GSA) will invest in acquiring new vehicles, refurbishing existing units, and equipping its maintenance centers with modern diagnostic tools and spare parts. Planned investments will also support the introduction of energy-efficient or alternative fuel vehicles over time, in alignment with the ARREST Agenda for Inclusive Development (AAID) under Pillar 5 Environmental Sustainability.

Human capital development also carries capital expenditure implications, particularly in the establishment of training facilities, acquisition of technical equipment for practical skill-building, and development of digital learning platforms. These investments aim to enhance staff competencies and ensure the Agency possesses a workforce capable of operating modern systems and technologies.

To ensure financial sustainability, the Capital Investment Plan incorporates a multi-source funding strategy. This includes central government budget allocations, development partner contributions, cost-sharing arrangements, and potential revenue-generating mechanisms such as service fees or cost-recovery initiatives permitted under national law. Each capital project will be assessed based on strategic relevance, cost-benefit ratios, risks, and expected impact on operational efficiency.

Finally, the execution of the Capital Investment Plan will follow a structured process, including feasibility assessments, procurement planning, stakeholder consultations, and phased implementation. Oversight mechanisms led by the Finance, Procurement, and M&E Units will ensure transparent budgeting, timely implementation, and strict adherence to Public Procurement regulations.

14.0 RISK MANAGEMENT

Effective risk management is a cornerstone of GSA's strategic plan, ensuring that the Agency can anticipate, mitigate, and respond to potential threats that may hinder the achievement of its objectives. The General Service Agency (GSA) operates in a complex public service environment characterized by operational, financial, technological, and regulatory challenges. Accordingly, a structured and proactive risk management framework is essential to safeguard assets, optimize service delivery, and maintain public trust.

The GSA adopts a comprehensive risk management approach, encompassing risk identification, assessment, mitigation, monitoring, and reporting. This approach ensures that both internal and external risks are systematically evaluated and managed. Internal risks may include operational inefficiencies, inadequate workforce capacity, procedural lapses, or technology failures, whereas external risks may arise from changes in government policy, economic instability, natural disasters, or fluctuations in donor support and funding.

A risk identification and assessment process will be implemented across all departments/bureaus, focusing on likelihood, impact, and potential consequences of each risk. Risks will be categorized by type: strategic, operational, financial, compliance, and reputational - and prioritized based on their potential effect on GSA's mission. This allows the Agency to focus resources on managing high-priority risks that could significantly disrupt operations or service delivery.

To mitigate identified risks, the General Service Agency (GSA) will implement a range of preventive and corrective measures. Operational risks will be addressed through process standardization, staff training, and adoption of technology-driven solutions, such as automated asset management systems and fleet tracking technologies. Financial risks will be minimized through rigorous budgeting, internal audits, and compliance with procurement regulations and the Public Financial Management (PFM) Act of 2009. Strategic risks, such as policy shifts or funding volatility, will be managed through stakeholder engagement, scenario planning, and diversification of funding sources.

The Agency will establish a Risk Monitoring and Reporting Framework to ensure continuous oversight. This includes regular departmental risk assessments, quarterly risk reports to senior management, and an integrated Risk Register to track mitigation actions and outcomes. A dedicated Risk Management Unit, working in coordination with internal audit and compliance teams, will oversee risk implementation, provide guidance on emerging threats, and recommend adjustments to mitigation strategies as needed.

Additionally, the GSA recognizes the importance of building a risk-aware culture throughout the entity. Employees at all levels will be trained on risk identification and reporting procedures, emphasizing accountability and proactive problem-solving. Senior Management Team will reinforce risk-conscious decision-making and integrate risk considerations into strategic planning, operational execution, and performance evaluations.

15.0 STRATEGIC PLAN MONITORING & CONTROL

Effective implementation of the General Services Agency's (GSA) strategic plan requires a strong monitoring and control framework that ensures strategic objectives are met, resources are efficiently utilized, and results align with national priorities. The monitoring system enables

continuous oversight, timely detection of performance gaps, and rapid application of corrective measures to keep the Agency on track. To achieve this, the GSA adopts a structured results-based approach that integrates both qualitative and quantitative Key Performance Indicators (KPIs) aligned with departmental action plans, capital investments, and risk mitigation measures. These KPIs provide measurable standards for evaluating operational efficiency, service quality, financial discipline, procurement compliance, and stakeholder satisfaction.

The monitoring framework utilizes a multi-tiered reporting mechanism in which departmental/bureaus heads prepare monthly progress updates highlighting achievements, bottlenecks, and resource use. Senior management consolidates these reports on a quarterly basis to assess progress toward strategic goals, identify deviations, and determine intervention measures. An annual strategic review will be conducted to evaluate overall performance, incorporate lessons learned, and adjust priorities based on operational realities and shifting policy environments. To strengthen evidence-based decision-making, the Agency will employ digital reporting systems, performance dashboards, and integrated management tools that provide real-time data on operational activities, financial performance, and service delivery outcomes.

Internal audits and compliance assessments form an essential part of the control process, helping ensure adherence to established policies, financial regulations, and public sector standards. Audit findings inform corrective measures that enhance accountability, efficiency, and risk management across all departments. Additionally, stakeholder engagement through consultations with ministries, agencies and commissions (MACs), development partners, and service beneficiaries provides valuable feedback that supports continuous improvement and strengthens institutional transparency. Through this dynamic and adaptive monitoring and control system, the General Service Agency (GSA) will ensure that its strategic plan remains responsive, achievable, and aligned with its mandate to deliver high-quality public services.

16.0 FINANCIAL PROJECTIONS

16.1 Capital Investment Plan

The Capital Investment Plan of the General Services Agency (GSA) outlines the long-term investments required to modernize infrastructure, strengthen operational capacity, and

improve service delivery across government institutions. The plan prioritizes strategic investments in the rehabilitation and expansion of GSA workshops, warehouses, administrative buildings, and service centers to support efficient asset, fleet, and facility management. It also emphasizes the development of modern ICT infrastructure, including digital asset management systems, fleet tracking technologies, and electronic recordkeeping platforms to enhance transparency and data-driven decision-making. Additional investments will focus on fleet renewal, procurement of modern maintenance equipment, and the establishment of training facilities to strengthen technical capacity among staff. Through these capital investments, GSA aims to improve operational efficiency, enhance the management of public assets, and support the effective delivery of logistical and administrative services to Ministries, Agencies, and Commissions (MACs) across Liberia.

16.2 Income and Expenditure Statement

The Income and Expenditure Statement for the General Services Agency (GSA) provide a comprehensive financial projection for the implementation of the Agency's Five-Year Strategic Plan covering the period 2026–2030. The projections are informed by a review of the Government of Liberia's financial support to the Agency between FY2024 and FY2025, which serves as the baseline for estimating future operational and programmatic expenditures. These projections reflect the anticipated financial requirements necessary for the Agency to effectively implement its strategic priorities, strengthen institutional systems, and expand service delivery to government institutions across Liberia.

Based on the projected operational needs of the Agency, the total estimated cost for implementing the 2026–2030 Strategic Plan amounts to Twenty-Four Million Six Hundred Seventy-Four Thousand Two Hundred Twenty United States Dollars and Nine Cents (US\$24,674,220.09). The financial projections are distributed across the key operational bureaus and sections of the General Services Agency, including the Bureaus of Human Resources, Fleet, Real Estate, Management Information Systems (MIS/ICT), Public Building Maintenance, Asset Management, Logistics Cluster, Presidential and Logistics Section, Public Relations Office, Monitoring and Evaluation Section, and Finance Section. These allocations are intended to support the Agency's operational sustainability, infrastructure maintenance,

fleet modernization, asset management, and digital transformation initiatives during the implementation period.

The financial projections assume an annual increase of approximately five percent (5%) across the planning period to account for inflationary pressures, rising operational costs, and expanding service responsibilities of the Agency. This incremental adjustment ensures that the Agency can maintain operational efficiency while addressing the increasing demand for government asset management, logistics coordination, fleet operations, and public facility maintenance services. The gradual annual increase also allows for the strengthening of administrative systems and the scaling up of institutional reforms envisioned under the Strategic Plan.

In alignment with international best practices for strategic plan implementation, the financial framework also prioritizes accountability and performance monitoring. As such, seven percent (7%) of the total strategic plan budget, amounting to US\$1,727,196.57, has been allocated to the Monitoring and Evaluation (M&E) Section. This allocation will support the establishment of a robust monitoring and evaluation system that will track implementation progress, assess institutional performance, and ensure that planned interventions achieve their intended outcomes.

The Monitoring and Evaluation Section will play a critical role in supporting evidence-based decision-making throughout the implementation of the Strategic Plan. Specifically, the unit will conduct routine performance monitoring, periodic progress reviews, and a comprehensive Mid-Term Review to assess implementation effectiveness and recommend necessary adjustments. In addition, the M&E unit will undertake a summative evaluation at the end of the strategic period and facilitate the development of a new strategic framework to guide the Agency's operations beyond 2030.

Summary of Income and Expenditure per Bureau

Activity	2026	2027	2028	2029	2030	Total (2026-2030)
Bureau of HR	\$ 252,029.00	\$ 264,630.45	\$ 277,861.97	\$ 291,755.07	\$ 306,342.82	\$ 1,392,619.32
Bureau of Fleet	\$ 743,343.90	\$ 780,511.10	\$ 819,536.65	\$ 860,513.48	\$ 903,539.16	\$ 4,107,444.28
Bureau of Real Estate	\$ 332,643.90	\$ 349,276.10	\$ 366,739.90	\$ 385,076.89	\$ 404,330.74	\$ 1,838,067.53
Bureau of Finance	\$ 193,118.90	\$ 202,774.85	\$ 212,913.59	\$ 223,559.27	\$ 234,737.23	\$ 1,067,103.83
Bureau of Management Information System (MIS/ICT)	\$ 356,238.90	\$ 374,050.85	\$ 392,753.39	\$ 412,391.06	\$ 433,010.61	\$ 1,968,444.80
Public Building Maintenance Bureau	\$ 346,496.00	\$ 363,820.80	\$ 382,011.84	\$ 401,112.43	\$ 421,168.05	\$ 1,914,609.13
Monitoring & Evaluation Section	\$ 312,579.05	\$ 328,208.00	\$ 344,618.40	\$ 361,849.32	\$ 379,941.79	\$ 1,727,196.57
Bureau of Asset Management	\$ 523,009.50	\$ 549,159.98	\$ 576,617.97	\$ 605,448.87	\$ 635,721.32	\$ 2,889,957.64
Public Relation Office	\$ 59,750.00	\$ 62,737.50	\$ 65,874.38	\$ 69,168.09	\$ 72,626.50	\$ 330,156.47
Logistics Cluster	\$ 702,802.85	\$ 737,942.99	\$ 774,840.14	\$ 813,582.15	\$ 854,261.26	\$ 3,883,429.39
Presidential and Logistics Section	\$ 643,400.00	\$ 675,570.00	\$ 709,348.50	\$ 744,815.93	\$ 782,056.72	\$ 3,555,191.15
TOTAL	\$ 4,465,412.00	\$ 4,688,682.60	\$ 4,923,116.73	\$ 5,169,272.57	\$ 5,427,736.19	\$ 24,674,220.09

APPENDICES

Annex: 1 - PESTEL/SWOT Tables

PESTEL Factor	Strengths	Weaknesses	Opportunities	Threats
Political	<ol style="list-style-type: none"> 1. The ACT that established GSA. 2. Representation at the Cabinet level 3. National presence across the fifteen counties. 4. Alignment with AAID Pillar 2 	<ol style="list-style-type: none"> 5. Weak coordination with MACs 6. No approved policies and standards (Fleet, Asset Management, Maintenance, ICT, Real Estate, Asset Disposal, 7. Limited interest from top management on policies and procedures. 8. Lack of follow-up on the implementation of the PFM law 9. No centralized communication platform for Fleet and asset requests. 10. Weak fleet and assets management strategies. 	<ol style="list-style-type: none"> 12. Representation at the Cabinet level 13. Strengthen partnership with One UN House and other development partners 14. Enactment of Local Government Act of 2018 15. Collaboration with PPCC, MFDP, CSA. 	<ol style="list-style-type: none"> 16. Intrusion into GSA's functions by some MACs 17. Low budgetary support and allocation 18. The amendment of 1971 Act 19. Political interference in mandate area. 20. Changes in senior leadership position 21. Bureaucratic delays in approvals 22. Establishment of PPC Act of 2010 (count 123 & 124)

PESTEL Factor	Strengths	Weaknesses	Opportunities	Threats
		<ul style="list-style-type: none"> 11. Dependence on central government budget. 		
Economic	<ul style="list-style-type: none"> 1. Contribute to revenue generation through the disposal of GoL retired fleet & assets. 2. GoL rental/lease of public facilities to public & private institutions 3. GSA fleet reduces reliance on external transport costs 	<ul style="list-style-type: none"> 4. Insufficient funding for modernization; 5. Lack of cost-benefit framework for asset management 	<ul style="list-style-type: none"> 6. Poor maintenance of GoL assets/facilities by MACs 7. Retention of disposable fees pay by MACs (operation and administrative) 8. Revenue generation potential via garage & service fees 9. Centralized fleet and asset management 10. All assets from donors/partners to MACs for use shall be first channeled through GSA for recording and further reassignment 11. Public-private partnerships (fleet, facility maintenance) 12. Cost recovery from MACs on asset disposal 13. Local economic stimulation through regional garages (Local Government) 14. Revenue potential from training centers and garages 	<ul style="list-style-type: none"> 15. Limited financial autonomy

PESTEL Factor	Strengths	Weaknesses	Opportunities	Threats
Social	<ol style="list-style-type: none"> 1. Service to MACs 2. Job creation through decentralized operations 3. Staff motivation via training centers 4. Youthful human resource 5. Nationwide visibility across 15 counties 6. Commitment to transparency 7. Diverse technical expertise 	<ol style="list-style-type: none"> 8. Logistical support 9. Usurping of functions 10. Internal operational Influence (management team) 11. Inability to conduct national + international monitoring of GoL assets. 12. Weak public Awareness 13. Detachment of major functions 14. Performance ineffectiveness 15. High attrition rate 16. Weak internal communication between departments 17. Public distrust 18. Resistance to change 19. Absence of performance evaluation systems 	<ol style="list-style-type: none"> 20. Proximity to the presidency 21. Skill development programs 22. Gender and youth programs 23. Public awareness campaigns 24. Employee welfare reforms 	<ol style="list-style-type: none"> 25. Labor unrest 26. Unequal service distribution

PESTEL Factor	Strengths	Weaknesses	Opportunities	Threats
Technological	<ol style="list-style-type: none"> 1. Trained and qualified personnel in ICT + Data management 2. Centralized asset database 	<ol style="list-style-type: none"> 3. IT integration 4. Complete lack of logistics including ICT equipment 5. Weak asset and fleet management system 6. No ICT infrastructure 7. No Asset Management Information System (AMIS) 8. Low ICT literacy 9. Outdated hardware/software 10. Digital systems expansion for maintenance 11. Staff resistance to new tech 	<ol style="list-style-type: none"> 12. Introducing Cloud platforms for Asset and fleet Management 13. Mobile field reporting on asset and fleet 14. Joint ICT partnerships 15. Leverage on Modern ICT infrastructure 	<ol style="list-style-type: none"> 16. Cyber security threats 17. High adoption costs
Environmental	<ol style="list-style-type: none"> 1. Environmental control in facility renovation 2. Real Estate Bureau oversight of sustainable land use 	<ol style="list-style-type: none"> 4. No Environmental Policy 5. Nationwide facility maintenance 6. Use of old government vehicles increasing emissions 	<ol style="list-style-type: none"> 14. Securing GoL assets for environmental compliance 15. Decentralized environmental friendly garages 16. Restoring damaged GoL public facilities grounds 	<ol style="list-style-type: none"> 22. Public pressure for environmental compliance

PESTEL Factor	Strengths	Weaknesses	Opportunities	Threats
	<ol style="list-style-type: none"> 3. Participation in national environmental initiatives 	<ol style="list-style-type: none"> 7. Limited environmental compliance knowledge 8. Poor environmental infrastructure in regional offices 9. Poor waste management system 10. Outdated infrastructure 11. Preventive maintenance 12. Pollution from vehicle emissions 13. Poorly maintained facilities 	<ol style="list-style-type: none"> 17. Collaboration with EPA on Environmental Policy 18. Adoption of green fleet (low-emission vehicles); 19. Implementation of recycling programs for government assets 20. Collaboration with Ministry of Public Works 21. Access to international funding that support environmental initiatives (fleet and asset) 	
Legal	<ol style="list-style-type: none"> 1. Clear mandate under GSA Act of 1971 2. Authority to enforce contracts 	<ol style="list-style-type: none"> 3. Internal SOPs 4. Not in Compliance with PPCC Act and PFM Law 5. No legal internal unit 6. Outdated regulations 7. Weak monitoring and enforcement compliance 	<ol style="list-style-type: none"> 15. Representation by Ministry of Justice 16. Introduction of e-procurement systems. 17. Harmonization of regulations 18. E-governance platforms that allow real-time monitoring, reporting, and compliance tracking for GSA operations. 	<ol style="list-style-type: none"> 19. Political influence on compliance

PESTEL Factor	Strengths	Weaknesses	Opportunities	Threats
		<ul style="list-style-type: none"> 8. Non-compliance by MACs; 9. Weak enforcement of sanctions for asset misuse. 10. Overlap in legal roles between GSA and other MACs 11. Changes in laws/regulations 12. Ambiguity in inter-agency roles 13. Contract disputes 14. Weak enforcement 		

Annex: 2- STRATEGIC ISSUES (2026–2030)

The analysis of GSA’s internal and external environment through the PESTEL and SWOT frameworks identified a range of strategic issues that affect institutional performance and service delivery. Addressing these issues will require deliberate actions across governance, finance, human capital, technology, environment, and operations. The following thematic areas summarize the key strategic issues and outline what GSA will do to address them during the 2026–2030 planning period.

1. Governance, Policy, and Institutional Strengthening (Linked PESTEL Dimensions: Political and Legal)

❑ Key Strategic Issues

- ✓ Outdated GSA Act of 1971 and lack of policy alignment with national reforms.
- ✓ Weak coordination with Ministries, Agencies, and Commissions (MACs).
- ✓ Limited compliance with the PPCC Act and Public Financial Management (PFM) Law.
- ✓ Lack of approved policies, guidelines, and standards for fleet, asset, ICT, and real estate management.
- ✓ Political interference and frequent leadership changes undermining stability.
- ✓ Absence of a Legal and Compliance Unit to enforce regulations and contracts.

❑ Strategic Focus

- ✓ Review and amend the GSA Act of 1971 to strengthen institutional authority and clarify mandates.
- ✓ Develop, approve, and implement comprehensive operational policies and Standard Operating Procedures (SOPs) for all functional areas (fleet, asset, ICT, facilities, and real estate).
- ✓ Establish a Legal and Compliance Unit to handle contract enforcement, policy adherence, and inter-agency compliance.
- ✓ Strengthen coordination frameworks with oversight institutions (MFDP, PPCC, CSA, LRA, LLA and Local Government).
- ✓ Institutionalize governance and accountability mechanisms, including performance monitoring and reporting frameworks.
- ✓ Advocate for political and operational autonomy to minimize interference and improve continuity in leadership and decision-making.

2. Financial Sustainability and Resource Mobilization (Linked PESTEL Dimension: Economic)

❑ Key Strategic Issues

- ✓ Heavy reliance on the central government budget.
- ✓ Weak internal revenue generation mechanisms.
- ✓ Lack of cost-benefit and cost-recovery frameworks.
- ✓ Poor maintenance culture among MACs increasing operational costs.
- ✓ Limited financial autonomy and capacity for modern financial management.

❑ Strategic Focus

- Develop and implement a Financial Sustainability Strategy that includes cost recovery, internal revenue generation, and reinvestment of retained earnings.
- Introduce Public-Private Partnerships (PPPs) for garage services, fleet maintenance, and facility management to expand service delivery and revenue streams.
- Establish regional garages, service centers, and training facilities to generate income while decentralizing services.
- Implement a cost-benefit framework for all asset, fleet, and facility management activities.
- Promote a maintenance culture among MACs through sensitization, cost-sharing arrangements, and enforcement of maintenance policies.
- Strengthen budgeting, financial planning, and control systems to improve transparency, efficiency, and accountability.

3. Human Capital, Organizational Culture, and Social Impact (Linked PESTEL Dimension: Social)

❑ Key Strategic Issues

- ✓ Weak communication and coordination across departments.
- ✓ Lack of performance evaluation and reward systems.
- ✓ High staff attrition, low motivation, and limited welfare programs.
- ✓ Inadequate capacity-building and professional development opportunities.
- ✓ Weak public awareness of GSA's mandate and image.
- ✓ Limited gender and youth inclusion and resistance to change.

❑ Strategic Focus

- Develop and implement a Human Capital Development Strategy focusing on continuous training, leadership development, and career progression.
- Establish a performance management system linking individual performance to organizational goals and recognition schemes.
- Enhance employee welfare programs, including health, safety, and incentive-based initiatives to boost motivation and retention.
- Improve internal communication systems through regular departmental coordination meetings, staff retreats, and feedback mechanisms.
- Launch nationwide public awareness campaigns to educate stakeholders and the public on GSA's functions, services, and achievements.
- Mainstream gender equality and youth empowerment into all operational and policy frameworks.
- Promote organizational culture change initiatives that foster accountability, teamwork, and innovation.

4. Technological Modernization and Digital Transformation

(Linked PESTEL Dimension: Technological)

❑ Key Strategic Issues

- ✓ Lack of ICT infrastructure and integrated information systems.
- ✓ Absence of an Asset Management Information System (AMIS) and real-time data tools.
- ✓ Low ICT literacy among staff.
- ✓ Weak cybersecurity and data management systems.
- ✓ Resistance to digital transformation due to outdated processes and limited resources.

❑ Strategic Focus

- Develop and implement a Digital Transformation Strategy for all operational areas.
- Design and deploy an integrated Asset and Fleet Management Information System (AMIS) to enable real-time tracking, reporting, and data-driven decisions.
- Upgrade ICT infrastructure and systems, including internet connectivity, hardware, and software across all regional offices.
- Provide continuous ICT and data management training to improve digital literacy and staff competence.
- Develop and implement a Cybersecurity and Data Protection Policy to safeguard institutional information and operations.
- Adopt cloud-based and mobile reporting platforms for real-time field data collection.
- Collaborate with ICT partners and government agencies (e.g., Ministry of Posts & Telecommunications, NITA) for systems integration.

5. Environmental Sustainability and Infrastructure Management

(Linked PESTEL Dimension: Environmental)

❑ Key Strategic Issues

- ✓ No institutional environmental policy for asset and facility management.
- ✓ Poor waste management and maintenance practices.
- ✓ Use of outdated and high-emission vehicles.
- ✓ Limited collaboration with the Environmental Protection Agency (EPA) and other partners.
- ✓ Inadequate preventive maintenance for buildings and fleet.

❑ **Strategic Focus:**

- Develop and enforce a GSA Environmental and Facility Maintenance Policy in line with national environmental laws.
- Adopt a green fleet policy by gradually replacing old vehicles with low-emission or electric models.
- Establish decentralized, eco-friendly regional garages equipped with waste disposal and recycling systems.
- Strengthen collaboration with EPA and the Ministry of Public Works to promote environmental compliance and sustainability.
- Integrate preventive maintenance into all asset and facility operations, including regular inspections and repairs.
- Mobilize donor and climate financing for environmental infrastructure and green initiatives.
- Implement recycling and waste management programs in all GSA-managed facilities.

6. Operational Efficiency and Service Delivery Enhancement (Cross-Cutting Issue: Integrating Political, Economic, Social, and Technological Factors)

❑ **Key Strategic Issues**

- ✓ Weak operational systems for asset and fleet management.
- ✓ Fragmented communication and reporting channels.
- ✓ Bureaucratic delays in approvals and decision-making.
- ✓ Limited monitoring, evaluation, and reporting capacity.
- ✓ Over-centralization of services limiting regional effectiveness.

❑ **Strategic Focus**

- Re-engineer operational processes to simplify procedures, reduce bureaucracy, and improve turnaround time.
- Establish a centralized digital communication platform for service requests, fleet tracking, and asset monitoring.
- Develop and implement a Monitoring, Evaluation, and Learning (MEL) Framework to assess performance and outcomes.
- Decentralize operational functions by empowering regional offices with logistics, staff, and resources to improve local service delivery.
- Adopt results-based management systems for planning, budgeting, and performance reporting.
- Strengthen interdepartmental collaboration through shared accountability and cross-functional teams.
- Implement continuous improvement mechanisms through feedback, audits, and stakeholder engagement.

Strategic Objectives (2026–2030)

1. Governance, Policy, and Institutional Strengthening

(Linked PESTEL Dimensions: Political and Legal)

- 1.1 Review and amend the GSA Act of 1971 to align with national reforms and strengthen institutional authority by 2027.
- 1.2 Develop and implement at least five comprehensive operational policies and SOPs for fleet, asset, ICT, and real estate management by 2028.
- 1.3 Establish and operationalize a fully functional Legal and Compliance Unit to enforce regulations and contracts by 2026.
- 1.4 Strengthen coordination frameworks with at least five oversight and partner agencies (MFDP, PPCC, CSA, LRA, Local Government) by 2027.
- 1.5 Institutionalize governance and accountability mechanisms through a performance monitoring and reporting framework operational in all departments by 2028.
- 1.6 Advocate for and achieve at least 50% political and operational autonomy to improve leadership continuity and decision-making by 2030.

2. Financial Sustainability and Resource Mobilization

(Linked PESTEL Dimension: Economic)

- 2.1 Develop and implement a Financial Sustainability and Cost-Recovery Strategy to reduce government budget dependence by 30% by 2027.
- 2.2 Establish at least three diversified internal revenue streams through PPPs, regional service centers, and training facilities by 2028.
- 2.3 Operationalize a cost-benefit analysis framework covering all asset, fleet, and facility management functions by 2027.
- 2.4 Strengthen budgeting and financial control systems to achieve 100% compliance with PFM and PPCC financial management standards by 2028.
- 2.5 Promote maintenance and cost-sharing culture among MACs by conducting annual training programs reaching 90% of client institutions by 2029.
- 2.6 Achieve partial financial autonomy by retaining and reinvesting at least 40% of internally generated revenues for service improvement by 2030.

3. Human Capital, Organizational Culture, and Social Impact

(Linked PESTEL Dimension: Social)

- 3.1 Develop and implement a Human Capital Development Strategy covering training, leadership, and succession for 100% of staff by 2026.
- 3.2 Establish and enforce a performance management and incentive system linking individual targets to institutional goals by 2027.
- 3.3 Enhance staff motivation and retention by increasing welfare and recognition programs by 40% by 2028.
- 3.4 Improve internal communication by conducting quarterly coordination meetings and annual staff retreats across all departments by 2027.
- 3.5 Increase public awareness of GSA's mandate by conducting nationwide outreach campaigns covering all 15 counties by 2028.
- 3.6 Mainstream gender equality, youth empowerment, and inclusion by ensuring at least 40% female and youth participation in all programs by 2030.
- 3.7 Foster an organizational culture of accountability and innovation through annual staff development and culture change initiatives starting 2026.

4. Technological Modernization and Digital Transformation

(Linked PESTEL Dimension: Technological)

- 4.1 Design and implement a Digital Transformation Strategy covering all GSA operational areas by 2027.
- 4.2 Develop and deploy an integrated Asset and Fleet Management Information System (AMIS) accessible to all departments by 2027.
- 4.3 Upgrade ICT infrastructure and connectivity in 100% of regional and central offices by 2028.
- 4.4 Train at least 80% of staff in ICT and data management competencies through continuous certification programs by 2029.
- 4.5 Develop and enforce a Cybersecurity and Data Protection Policy ensuring 100% compliance with national ICT standards by 2026.
- 4.6 Deploy cloud-based and mobile platforms to capture and report real-time operational data across all regions by 2028.

4.7 Strengthen ICT partnerships by signing at least three collaboration agreements with ICT agencies and private partners by 2027.

5. Environmental Sustainability and Infrastructure Management

(Linked PESTEL Dimension: Environmental)

5.1 Develop and implement a GSA Environmental and Facility Maintenance Policy aligned with AAID for Inclusive Development Pillars 5 Environmental Sustainability by 2027.

5.2 Implement a green fleet transformation plan to replace at least 40% of high-emission vehicles with low-emission or electric models by 2030.

5.3 Construct and operationalize three regional eco-friendly garages with waste recycling and disposal systems by 2028.

5.4 Strengthen collaboration with EPA and Ministry of Public Works through annual joint environmental compliance reviews starting 2026.

5.5 Institutionalize preventive maintenance schedules to cover 100% of government buildings and fleet assets by 2026.

5.6 Mobilize at least US\$2 million in donor and climate financing to support green infrastructure projects by 2027.

5.7 Implement waste reduction and energy efficiency programs in all GSA-managed facilities achieving 30% waste reduction by 2030.

6. Operational Efficiency and Service Delivery Enhancement

(Cross-Cutting Issue: Political, Economic, Social, and Technological)

6.1 Re-engineer operational processes to reduce service turnaround time by 40% by 2027.

6.2 Establish a centralized digital service platform to process and track 100% of service requests electronically by 2028.

6.3 Develop and operationalize a Monitoring, Evaluation, and Learning (MEL) Framework for all programs by 2026.

6.4 Decentralize operational functions to at least five regional offices equipped with full logistics and staff by 2027.

6.5 Implement results-based management systems linking 100% of departmental budgets to measurable outcomes by 2028.

- 6.6 Strengthen interdepartmental collaboration by forming at least four cross-functional teams for major service areas by 2027.
- 6.7 Enhance stakeholder satisfaction through biannual feedback surveys and service audits achieving 80% satisfaction rate by 2030.

Annex 3: Stakeholder Mapping

NAMES OF ORGANIZATIONS	Level of Interest			Level of Power (Influence)			Level of Commitment(s)				STATUS
	High	Medium	Low	High	Medium	Low	Key Players	Keep Satisfied	Keep Informed	Minimal effort	
GOL	X			X			X	X	X		HH
One UN House			X			X				X	LL
Judiciary	X			X			X	X	X		HH
National Legislature	X			X			X	X	X		HH
SOEs			X			X				X	LL
CSOs			X			X				X	LL
Private Sector	X			X			X	X	X		HH
Other development partners		X			X			X	X	X	MM

Annex: 4 - 5-Year Annual Operational Plan, Milestones and Budget (2026 – 2030)

Pillar 1: Governance policy reforms & institutional systems strengthening								
Goal: Revise GSA legal and regulatory policy framework to align with national reforms, strengthen institutional systems, compliance and performance of its mandate across the public sector.								
Annual Operational Plan	Milestones	Timeline					Responsible Bureau(s)	Budget
		2026	2027	2028	2029	2030		
Strategic Objective 1.1: Review and amend the GSA Act of 1971 to align with contemporary public-sector governance standards and national reform priorities.	Draft revised GSA Act submitted for legislature and approved by 2027		600.00				Bureau of HR	600.00
Strategic Objective 1.2: Establish and operationalize a Legal, Compliance, and Internal Control function to strengthen contract enforcement, regulatory compliance, and risk management	Legal and compliance unit established an operationalized 2027		4,587.5	4,587.5	4,587.5	4,587.5	Bureau of HR	18,350.00

Strategic Objective 1.3: Strengthen management of government assets through approved policies, guidelines to ensure full compliance by institutionalizing GSA's role the acquisition and disposal off assets across MACs.	Improved coordination with MACs for compliance in the disposal of assets and alignment with the PPCC Act and PFM Law.	66,530	66,530	66,530	66,530	66,530	Bureau Of Asset Management	332,650.00
Strategic Objective 1.4: Strengthen management of government fleet through approved policies, guidelines to ensure full compliance by institutionalizing GSA's role through acquisition and disposal off assets across MACs.	Improved coordination with MACs for compliance in the acquisition and disposal of assets and alignment with the PPCC Act and PFM Law.	146,068.78	146,068.78	146,068.78	146,068.78	146,068.78	Bureau of Fleet	730,343.90
Strategic Objective 1.5: Strengthen management of government Real Estate through approved policies, guidelines to ensure full compliance by institutionalizing GSA's role	Improved coordination with MACs for compliance in the acquisition of buildings and land in alignment with the PPCC Act and PFM Law.	48,800	48,800	48,800	48,800	48,800	Bureau of Real Estate	244,000.00

through the acquisition of building/land across MACs								
Strategic Objective 1.6: To review GOL's own/leased properties and ensure that lessees are in conformity with the terms/conditions of the leases	Biannual inspection/review of GOL leases	11,310	11,310	11,310	11,310	11,310	Bureau of Real Estate	56,550.00
Strategic Objective 1.7: Develop, approve, and institutionalize Standard Operating Procedures (SOPs) for all administrative and service delivery functions.	At least One (1) SOP developed and implemented for bureau of Fleet by 2028		36,791				Bureau of HR, Fleet & Asset Management	13,000.00
Pillar 2: Financial Accountability, Resource Mobilization & Sustainability								
Goal: Reengineer financial management systems and control to improve cost recovery, institutionalize transparent fees for service mechanisms and document management systems.								
Annual Operational Plan	Milestones	Timeline					Responsible Bureau(s)	Budget
		2026	2027	2028	2029	2030		

Strategic Objective 2.1: Develop GSA resources mobilization strategy	Resources mobilization approved and institutionalized by 2028	2,800	2,800	2,800	2,800	2,800	Bureau of Finance	14,000.00
Strategic Objective 2.2: Streamline internal processes to improve budgeting, financial forecasting, and expenditure control systems.	Effective digital financial management systems developed operationalized by 2027	3,200	3,200	3,200.00	3,200	3,200	Bureau of Finance	16,000.00
Strategic Objective 2.3: Ensure GOL used assets are disposed through proper billing and purchase.	Prepare billing slips for all assets being disposed of and verify all flagship payment receipts for accuracy	29623.78	29623.78	29623.78	29623.78	29623.78	Bureau of Finance	148,118.90
Strategic Objective 2.4: Revenue generation initiatives	Revenue generation initiatives developed	3,000	3,000	3,000	3,000	3,000	Bureau of Finance	15,000.00

PILLAR 3: Human Capital Development, Organizational Culture & Social Impact

Goal: Strengthen Human Resource Capacity through structured and integrated capacity building programs that enhances staff motivation, effectiveness and retention

Annual Operational Plan	Milestones	Timeline					Responsible Bureau(s)	Budget
		2026	2027	2028	2029	2030		

Strategic Objective 3.1: Design and implement a structured and continuous capacity-building program covering technical, managerial, and digital skills.	Annual training plans implemented starting 2026	165.78	165.78	165.78	165.78	165.78	Bureau of HR	828.90
Strategic Objective 3.2: Institutionalize a performance management and staff motivation framework linked to institutional goals.	Performance appraisal system operational by 2027		3,500	3,500	3,500	3,500	Bureau of HR	14,000.00
Strategic Objective 3.3 Build staff capacity to effectively use digital tools and information systems.	Staff welfare and incentive framework approved by 2028	26,700	26,700	26,700	26,700	26,700	Bureau of HR	133,500.00
Strategic Objective 3.4: Develop an HR handbook that promotes inclusivity, gender equality, youth participation, and positive organizational change.	Develop, validate, and approve an inclusive HR handbook that integrates gender equality, youth participation, and change-management principles for organization-wide implementation.	29,375	29,375				Bureau of HR	58,750.00
Strategic Objective 3.5: Institutionalize Gender Equality	GESI framework developed, approved, and fully implemented across all departments by 2027	2,000	2,000	2,000	2,000	2,000	Bureau of HR	10,000.00

and Social Inclusion (GESI) principles across recruitment, training, leadership development, and service delivery.								
Pillar 4: Digital Transformation & Communication								
Goal: Institutionalize a digital information management system that is interoperable across departments and ensure seamless processes.								
Annual Operational Plan	Milestones	Timeline					Responsible Bureau(s)	Budget
		2026	2027	2028	2029	2030		
Develop and implement a comprehensive roadmap for the institutionalization of ICT systems across	Core service processes standardized by 2027						Bureau of Management Information System (MIS/ICT)	
Deploy and operationalize an integrated Asset Management Information System (AMIS) across GSA and MACs.	Priority infrastructure upgrades completed by 2029	41,400	41,400	41,400	41,400	41,400	Bureau of Management Information System (MIS/ICT)	207,000
Develop Modernize ICT infrastructure, including networks, email systems, website, financial management system, Data storage,	Regional service hubs operational by 2030	11,634.78	11,634.78	11,634.78	11,634.78	11,634.78	Bureau of Management Information System (MIS/ICT)	58,173.90

and all necessary compliment for cybersecurity.								
Development of proposed Automated Fixed Asset Management database, vehicle tracking	Management of proposed GoL Fleet and Fixed Asset Registry through Automated database management application	15,213	15,213	15,213	15,213	15,213	Bureau of Management Information System (MIS/ICT)	76,065.00
Assets Management workshop for Assets monitors on proposed Data Management Software Application at all MACs and county level	Assets Management and the collection of data at all MACs and county level						Bureau of Management Information System (MIS/ICT)	
Developing of GSA official Website for the use of information sharing and dissemination local, international and international vai the world wide web	To disseminate the function and Activities of the Agency	15,000					Bureau of Management Information System (MIS/ICT)	15,000

Pillar 5: Environmental Sustainability & Infrastructure Management

Goal: Strengthen GSA responsiveness to environmental impact and reduce its carbon footprints.

Annual Operational Plan	Milestones	Timeline					Responsible Bureau(s)	Budget
		2026	2027	2028	2029	2030		
Develop a comprehensive environmental sustainability action	A comprehensive government wide facility			7,851.3	7,851.3	7,851.3	Bureau of Real Estate	23,553.90

plan for implementation across MACs targeting facility management.	management environmental action plan launched by 2028							
To identify GoL building and facilities	To conduct assessment and field visitation for renovation works	57,419.22	57,419.22	57,419.22	57,419.22	57,419.22	Public Building Maintenance Bureau	287,096.10
Acces to tools and equipment	To have access to tools and equipment for to effectively carry the bureau functions	11,880	11,880	11,880	11,880	11,880	Public Building Maintenance Bureau	59,400.00
To prevent further deterioration and safety risk	Conduct comprehensive inventory on presidential palaces, storage, facilities, MACs etc.						Public Building Maintenance Bureau	
Establish structured communication and feedback mechanisms with MACs and stakeholders.	Quarterly performance reporting institutionalized by 2027						Public Building Maintenance Bureau	

Pillar 6: Operational Efficiency & Service Delivery Enhancement

Goal: Promote evidence-based planning, and alignment with national, regional and global priorities for accountability, performance management and gender integration.

Annual Operational Plan	Milestones	Timeline					Responsible Bureau(s)	Budget
		2026	2027	2028	2029	2030		

Validate and launch a 5 year Strategic Plan align with AAID Pillars and begin implementation	Develop Strategic plan aligned with AAID						Monitoring and Evaluation Section	
Strengthen monitoring, evaluation, and reporting systems for performance accountability.	Client feedback system operational by 2028	35,025	35,025	35,025	35,025	35,025	Monitoring and Evaluation Section	175,125.00
Institutionalize Monitoring, Evaluation, and Learning (MEL) systems to support evidence-based planning, performance management, and continuous organizational learning.	MEL framework operational and integrated into planning, reporting, and decision-making across all service departments by 2027		1,863.51	1,863.51	1,863.51	1,863.51	Monitoring and Evaluation Section	7,454.05
Achieve full implementation of priority service standards in the 2026 SDC by the end of December and establish client feedback mechanisms in Q3	Conduct a survey to measure MACs and citizens satisfaction and implement adjustments for the mid-year	26,000	26,000	26,000	26,000	26,000	Monitoring and Evaluation Section	130,000.00
To conduct periodic verifications and address inventory discrepancies.	Conduct periodic verifications and address inventory discrepancies.	35,313.6	35,313.6	35,313.6	35,313.6	35,313.6	Bureau Of Asset Management	176,568.40

Increase public awareness and confidence in GSA's mandate, services, and achievements.	Develop and roll out a coordinated public communication and outreach strategy to improve public understanding of GSA's mandate, services, and key achievements by 2029	5,110	5,110	5,110	5,110	5,110	Public Relation Office	25,550.00
Ensure the monitoring of public opinions regarding the agency of other national issues	Develop an internal news tracking form for all Departments/Bureaus to track news making events in their various bureau/departments	440.00	440.00	440.00	440.00	440.00	Public Relation Office	2,200.00
Ensure to plan interaction between the agency and the public by setting up press conference, giving out newsletter, and brochures	Develop a mini-video and photo lab for storage of exclusive coverage of all GSA events recorded and photographed	6,400.00	6,400.00	6,400.00	6,400.00	6,400.00	Public Relation Office	32,000.00
To carry out risk assessment & vulnerability	Conduct thorough analyses of natural and synthetic risks affecting logistics operations.	23,000	23,000	23,000	23,000	23,000	Logistics & Disaster Cluster	115,000.00
Ensure Preparedness Measures	To improve and ensure robust communication channels in place to facilitate timely information sharing during both disaster & logistics emergency response and emergency supply	8,240	8,240	8,240	8,240	8,240	Logistics & Disaster Cluster	41,200.00

To ensure Response Protocol	To develop a contingency plans for maintaining and resolving essential transportation problems in getting Logistical and Disastrous supply and response equipment						Logistics & Disaster Cluster	
To ensure Response Protocol	To establish a clear procedure for assessing dilapidated or damaged infrastructures or facilities like the Forward Logistics Base (FLB) in five counties of the country.	109,320.57	109,320.57	109,320.57	109,320.57	109,320.57	Logistics & Disaster Cluster	546,602.85
Provides technical and logistical support for national programs and ceremonies organized by the Government of Liberia.	To setup for the President, Vice President, First Landy and Second Lady, Speaker, Pro-Tem, Chiefh Justice of Liberia during official programs and other programs	128,680	128,680	128,680	128,680	128,680	Presidential and Logistical Section	643,400.00

