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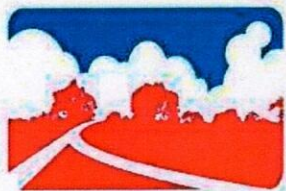
National Road Fund of Liberia



NATIONAL ROAD FUND OFFICE OF LIBERIA



FIVE YEARS STRATEGIC PLAN 2025-2030



NRF

National Road Fund of Liberia

FIVE YEARS STRATEGIC PLAN 2025-2030

FORWARD

The National Road Fund (NRF) Strategic Plan for 2025-2030 outlines the institution's vision and mission. It aims to realize its full potential and better serve its stakeholders and the nation. Formulating this first strategic plan has given the NRF a chance to assess its successes and challenges, define our vision and future goals, and propose strategies aligned with the ARREST Agenda for Inclusive Development (AAID), the national development plan designed to address the urgent needs for road infrastructure development. The goals of this strategic program reflect the NRF's commitment to excellence through our core functions, which include providing strategic financial oversight, facilitating the maintenance and rehabilitation of road and bridge infrastructure, and engaging with partners and communities. The NRF has developed strategies for appropriate road financing, institutional capacity building, and resource mobilization to enhance road connectivity and improve the administration of road funds. This strategic plan represents the collective efforts of NRF stakeholders, whose input has been and will continue to be integral to both its development and implementation. We are confident that, through collaborative partnerships with relevant authorities, the implementation of this strategic plan will introduce measures to address the challenges facing the road sector and leverage Public-Private Partnerships (PPP) through strong engagement. Consequently, the 2025-2030 Strategic Plan also aims to promote value for money across the economy, emphasizing the importance of delivering projects and programs at the right price, with the agreed design quality, and within the established delivery timelines.

Furthermore, the NRF will enhance stakeholder collaboration to improve the planning, management, and maintenance of the country's road network and infrastructure. The Board appreciates the participation of stakeholders in the planning and development of this Strategic Plan and is confident that, with continued support from all parties involved, the strategic objectives outlined in the 2025-2030 Strategic Plan will be fully achieved, enabling the NRF to contribute effectively to the national development agenda.



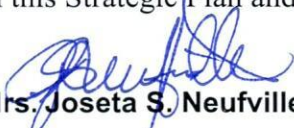
Hon. Roland Layfette Giddings

CHAIRPERSON - BOARD OF DIRECTORS

ACKNOWLEDGEMENT

I am pleased and optimistic as I address all stakeholders in the Road Sector. The role of the National Road Fund (NRF) in unlocking Liberia's business potential cannot be overstated. The Government has echoed this commitment through the development of the renewed national agenda for the next five years, which promotes investment programs for the maintenance, rehabilitation, and development of the road network in Liberia to foster socioeconomic growth. I am delighted to note that this Strategic Plan focuses on crucial areas that aim to promote growth in the institution and the national road sector as a whole. I want to take this opportunity to commend the NRF staff and partners for successfully completing the process of formulating the 2025-2030 Strategic Plan for the institution, which will require commitment and dedication for effective implementation.

I would also like to recognize the commitment of the INFOQUEST Strategic Plan Core Team and the consultant throughout the planning process, stakeholder engagements, and plan development. I firmly believe that, with the support of our stakeholders, we will achieve the objectives outlined in this Strategic Plan and contribute significantly to Liberia's economic development.



Mrs. Joseta S. Neufville-Wento
Fund Manager



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EXECUTIVE SUMMARY

The National Road Fund (NRF) strategic plan outlines a comprehensive five-year roadmap for 2025-2030, focused on achieving autonomy in sustaining and managing road funds in Liberia. The plan begins with establishing NRF's primary mandate of providing strategic financial oversight for the road sector and facilitating maintenance of road and bridge infrastructure. Established in 2016, the NRF is authorized to collect various funding sources including vehicle charges, entry fees, registration fees, and petroleum product levies.

The organization operates within a complex external environment shaped by political commitment to infrastructure development, economic challenges, social dynamics including population growth and urbanization, technological advancements in road user fee collection, legal frameworks requiring amendment for greater autonomy, and environmental challenges from climate change. Internal analysis reveals strengths in administrative management and human resources, while highlighting weaknesses in data-driven processes and coordination with other agencies.

The strategic direction is guided by the vision of achieving autonomy in sustaining and managing road funds, supported by a mission to proactively mobilize and manage resources transparently. Core values include integrity, accountability, transparency, teamwork, excellence, and innovation. The plan identifies three strategic priorities: sustainable road financing and maintenance, institutional capacity building, and resource mobilization. Implementation will be supported by a comprehensive financial framework, detailed communication strategies for internal and external stakeholders, and a robust monitoring, evaluation, and learning system.

The plan emphasizes adaptive management approaches to accommodate changing circumstances while maintaining strategic focus. Success metrics will be tracked through regular evaluations, with formal review processes established for necessary strategic adjustments. The comprehensive framework ensures alignment with national development goals while positioning NRF to effectively address Liberia's road infrastructure needs through sustainable financing and management practices.

1.0 INTRODUCTION

1.1 Purpose of the Strategic Plan

Since its inception as a printed handbill, the National Road Fund (NRF) has primarily focused on funding road and bridge maintenance work. The fund governs and oversees these activities, including approving the Annual Road Maintenance Expenditure Program (ARMEP) submitted by agencies authorized to conduct road and bridge maintenance in Liberia. The NRF is dedicated to facilitating oversight of financial resources in the road sector, specifically concerning maintenance.

As our people's needs and expectations grow, so do our organizational capacities and objectives. The increasing demand for our services compels the agency to reaffirm its vision and address fundamental questions: What goals should we prioritize to best use our skills and resources? What organizational structure will enable us to fulfill our mission? How can we craft our identity and message effectively to maximize understanding, effectiveness, and sustainability?

To address these core questions, we propose a strategic plan that outlines who we are and where we are heading as an organization. In developing our strategic plan, we will examine our organizational identity from multiple perspectives: We will reflect on our roles and current expectations, identify our primary programmatic initiatives and their anticipated evolution, review the characteristics and needs of our different stakeholders especially the targeted populations we serve and explore ways to structure the NRF to serve the people of Liberia better. Additionally, we will identify key aspects of the NRF that need enhancement to meet the growing needs of our partners. It is important to note that the NRF has lacked a written operational, strategic document since its establishment. Therefore, the development of a five-year Strategic Plan is crucial. Given the numerous global political, economic, social, and technological changes, it is essential to reflect on their implications for the NRF's current strategies and priority areas. With this in mind, the Strategic Plan facilitators adopted a participatory planning approach involving engaging a wide range of stakeholders through workshops and reviewing relevant documents concerning the NRF.

1.2 Development Process and Stakeholder Engagement

The development of the National Road Fund's five-year strategic plan represents a comprehensive and methodically executed process that exemplifies best practices in strategic planning and stakeholder engagement. The process was initiated with the establishment of a Strategic Planning Taskforce that brought together key personnel from within the National Road Fund and external consultants from Infoquest, combining internal institutional knowledge with specialized expertise in infrastructure financing, strategic management, and policy development. This task-force was specifically charged with three critical responsibilities: overseeing the formulation of the strategic plan, ensuring comprehensive stakeholder participation throughout the process, and maintaining alignment with both regional and global best practices in road infrastructure management.

The planning framework adopted by the task-force was structured around several key phases, beginning with an extensive situation analysis. This foundational phase involved a detailed examination of the NRF's operational context, including a thorough assessment of its achievements

to date, current challenges, and future opportunities. The analysis encompassed both internal capacity evaluations and external environmental factors, with particular attention paid to emerging trends in road financing that could impact the organization's future operations. This comprehensive review provided the essential baseline understanding needed to inform the subsequent stages of the planning process.

Following the situation analysis, the task force conducted an extensive stakeholder identification and mapping exercise. This crucial phase involved identifying and categorizing key stakeholder groups whose input would be vital in shaping the strategic plan. The stakeholder groups included a diverse range of entities: government ministries and agencies involved in infrastructure development, international and local development partners, communities affected by road infrastructure projects, private sector organizations involved in construction and maintenance, and civil society organizations representing various public interests.

The stakeholder engagement phase was particularly notable for its multi-faceted approach to gathering input and feedback. The process centered around a series of carefully structured workshops and consultations designed to facilitate meaningful dialogue on the organization's vision, mission, and strategic priorities. These sessions served the dual purpose of gathering fresh insights while also validating the findings that emerged from the initial situation analysis. A particularly valuable component of the engagement strategy involved individual interviews with high-level stakeholders, including senior government officials and representatives from donor organizations. These one-on-one discussions proved instrumental in ensuring that the strategic plan would align effectively with broader national development objectives while meeting the expectations of key funding partners.

Throughout the entire development process, the taskforce maintained an unwavering commitment to the principles of inclusivity and transparency. Stakeholders were not merely consulted but were actively encouraged to provide feedback at each stage of the plan's development. This approach fostered a strong sense of ownership among stakeholders and established a foundation of shared accountability for the plan's eventual outcomes. The emphasis on inclusive participation was particularly evident in the way feedback was solicited and incorporated, with multiple opportunities provided for stakeholders to review and comment on draft versions of the plan.

The final phase of the development process involved a meticulous synthesis of all gathered data and stakeholder feedback. This information was carefully analyzed and organized into coherent themes and objectives that would form the backbone of the strategic plan. The draft strategic plan underwent further refinement through validation workshops, where stakeholders had the opportunity to review and provide final input before the plan was finalized. This iterative approach to validation ensured that the final document truly reflected the collective wisdom and aspirations of all stakeholder groups.

The outcomes of this comprehensive engagement process resulted in a strategic plan that achieved several crucial objectives. First, it established a shared understanding of the NRF's role and priorities among all stakeholders, creating a unified vision for the organization's future. Second, the plan demonstrated clear responsiveness to the diverse needs and expectations of various stakeholder groups, ensuring broad-based support for its implementation. Finally, the plan was

positioned to effectively address both immediate challenges in road financing and infrastructure development while maintaining the flexibility to respond to future developments in the sector. This thorough and inclusive approach to strategic plan development has created a robust framework that will guide the NRF's operations and decision-making processes over the next five years, with strong stakeholder support and clear alignment with national development objectives.

1.3 Alignment with National Development Goals

The National Road Funds strategic plan is in alignment with both national and global development frameworks. The Sustainable Development Goal (SDG), target 9.1 emphasized the need for infrastructure development and the most recent national development agenda: ARREST Agenda for Inclusive Development (AAID) pillar 2 emphasized the need for Infrastructural Development with specific strategy policy 7 emphasized Policy 7: Roads and Basic Infrastructure.

The principle objective of this policy is to develop and modernize essential roads to enhance connectivity, promote economic growth, and improve access to essential services to improve the country's overall productivity and competitiveness. This includes developing and maintaining a comprehensive network of paved roads to facilitate transportation, support local markets, and enhance trade to ensure they meet community needs, thereby fostering social development and improving safety increasing overall quality of life. Ultimately, these efforts seek to stimulate investment and support sustainable development across the country. The National Road Fund as a key Actor in this sector is critically positioned to achieve this objective especially through its strategic plan and mandate.

2.0 ORGANIZATIONAL CONTEXT

2.1 Mandate and Historical Overview

The National Road Fund (NRF) has a primary mandate to provide strategic financial oversight for the road sector and facilitate the maintenance of road and bridge infrastructure in the country. An Act of the Legislature established the National Road Fund (NRF), which was approved in December 2016 and published as a handbill in January 2017. Its purpose is to finance the maintenance of roads and bridges, oversee the road fund, and approve the Annual Road Maintenance Expenditure Program (ARMEP) submitted by agencies authorized to carry out road and bridge maintenance works in Liberia. The NRF is also responsible for collecting, managing, and disbursing funds on behalf of these agencies. The funding sources authorized by the Road Fund Act of 2016 include charges on motor vehicles traveling within the Republic of Liberia's road network, which may be based on the vehicle's mass, length, width, height, loading, number of axles, and distance covered. Entry fees are levied on all foreign motor vehicles entering Liberia, registration and license fees for motor vehicles and drivers, and levy on every gallon of petroleum product imported into the country.

The Road Fund may also receive contributions from monies collected from road user charges appropriated by the National Legislature of Liberia and grants and loans arranged by the government for specific programs, projects, or works. Monies received from loans obtained on behalf of the Road Fund Proceeds from the sale of assets Capital gains derived from interest or dividends earned on investments. Funds collected for the road are expected to be used for maintenance and improvements related to road and bridge infrastructure in Liberia by

- Routine and periodic maintenance of roads, bridges, and directly associated facilities
- Emergency works (to a maximum of 7% of annual expenditure on road maintenance by the Fund)
- Costs directly related to the running of the office of the Road Fund (to a maximum of 1.5% of annual expenditure on road maintenance by the Fund in pursuit of its responsibilities identified in the Road Fund Act of 2016). This may include, but not be limited to:
- Underwriting administrative expenditures on behalf of the Fund, including managing the road user charging system.
- Payments towards capital, interest, incidental cost, or charges on loans obtained by the Fund (use only for road maintenance).
- Rehabilitation and improvement works, including paving of roads to a maximum of 40% of its annual revenues only through servicing of loans approved by the Government where:
- The works are applied to roads or bridges previously identified by the government as of strategic importance to the socioeconomic development and security of the country and currently deemed to be unmaintainable;
- The works shall be designed to bring a clearly defined section of road or a bridge into a maintainable

2.2 Governance and Operational Framework

According to the Road Fund NRF Act of 2016, the main functions of the NRF involve the governance of “second-generation” road funds through specific legislation. This legislation outlines the roles and responsibilities of a management board, which represents various stakeholders and oversees the operations, and a secretariat that manages the day-to-day activities of the road fund. Key characteristics of “second generation” road funds generally include the following:

- A solid legal foundation, with separate administration for the road fund and clearly defined rules and regulations.
- An agency that acts as a purchaser rather than a provider of road maintenance services.
- Strong oversight through a board comprising private and public sector representatives.

- Revenue that is additional to the budget, derived from charges related to road usage and directed straight into the Road Fund's bank account.
- Effective financial management systems alongside a lean and efficient administrative structure.
- Regular technical and financial audits to ensure transparency and accountability.

2.3 Key Achievements

The National Road Fund (NRF) has reached several significant milestones since its establishment in 2016, showcasing substantial progress in fulfilling its mandate of providing strategic financial oversight and facilitating road infrastructure maintenance in Liberia. Key achievements include:

2.3.1. Operationalization of an Automated Financial Management System:

A pivotal achievement has been the successful implementation of an automated financial management system using SAGE 300 software, with support from the World Bank. This modernization effort marks a transformative step in enhancing the institution's financial transparency and accountability, aligning directly with its core mandate of effective fund management. The SAGE 300 system has revolutionized how the NRF manages its fiduciary responsibilities, enabling more precise tracking and reporting of expenditures. This is crucial for maintaining stakeholder trust and ensuring the efficient utilization of road maintenance funds.

2.3.2. Launch of the Axle Load Program:

In response to infrastructure challenges identified through technical assessments, the NRF has taken proactive measures to address one of the primary factors contributing to road deterioration in Liberia. The launch of the Axle Load Program in 2024, in collaboration with the Ministry of Transport, represents a strategic effort to preserve road infrastructure investments. This initiative originated from a comprehensive quality assurance review commissioned by the NRF, identifying the lack of axle load control as the second most significant cause of premature road deterioration. This achievement illustrates the NRF's commitment to financing road maintenance and implementing preventive measures to extend the lifespan of infrastructure and optimize resource utilization. The program is active along routes near the Freeport of Monrovia, where heavy-duty equipment operates. Strong regulations now govern the movement of this equipment, leading to increased revenue collection since the program's introduction.

2.3.3. Expanding Road Access and Connectivity:

The most tangible demonstration of the NRF's impact is its significant contribution to expanding road access and connectivity throughout Liberia. Between 2018 and 2024, the NRF financed various road infrastructure projects, including maintenance, rehabilitation, and emergency works, covering 6,750.53 kilometers of roadway. This substantial investment, totaling approximately \$70.8 million, has significantly advanced the country's transportation network. The scale of this achievement is particularly noteworthy in light of the NRF's founding mandate, as it demonstrates the institution's effectiveness in mobilizing and deploying resources for critical infrastructure development. This roadworks enhances physical connectivity and support broader socioeconomic development goals by facilitating trade, improving access to essential services, and stimulating economic activities across Liberia.

These achievements collectively showcase the NRF's evolution into a capable and effective institution, successfully transforming its mandate into tangible improvements in Liberia's road infrastructure. The combination of enhanced financial management systems, proactive infrastructure preservation measures, and substantial investments in road networks reflects the NRF's comprehensive approach to fulfilling its responsibilities and establishing a strong foundation for sustainable road sector development in Liberia.

3.0 STRATEGIC CONTEXT AND ANALYSIS

3.1 Overview of Global and Regional Trends in Road Financing

The global landscape of road financing has undergone significant transformation in recent years, characterized by innovative funding mechanisms and sustainable approaches to infrastructure development. Traditional government budgetary allocations are increasingly being supplemented by diverse financing instruments, including public-private partnerships (PPPs), infrastructure bonds, and dedicated road funds. In developed economies, there is a growing trend toward user-pay principles, with sophisticated electronic toll collection systems and congestion pricing mechanisms becoming mainstream. These countries are also exploring distance-based charging systems and environmental taxes to ensure sustainable funding streams while promoting green transportation initiatives. The World Bank and regional development banks have intensified their support for road infrastructure financing, particularly in developing nations, through concessional loans and technical assistance programs.

In the African context, regional economic communities are promoting cross-border infrastructure development through initiatives like the Program for Infrastructure Development in Africa (PIDA). The African Development Bank has established specialized infrastructure funds to bridge the continent's road financing gap, estimated at \$68 billion annually. Countries within the Economic Community of West African States (ECOWAS) are increasingly adopting second-generation road funds, characterized by direct user charges and autonomous management structures. These funds typically derive revenue from fuel levies, axle load charges, and vehicle registration fees, moving away from traditional budget-dependent financing models.

Notable trends include the emergence of climate-resilient financing mechanisms, where road projects must demonstrate adaptation and mitigation measures to access funding. Multilateral development banks are incorporating climate considerations into their infrastructure financing criteria, influencing national road fund policies. Digital transformation in revenue collection, including automated toll systems and mobile payment platforms, is enhancing collection efficiency and reducing leakages. The COVID-19 pandemic has accelerated the adoption of innovative financing solutions, including green bonds and infrastructure debt funds, as governments seek to maintain road maintenance programs amid fiscal constraints.

Regional integration initiatives have spawned multinational corridor projects, necessitating coordinated financing approaches among neighboring countries. These projects often combine funding from multiple sources, including national road funds, regional development banks, and private sector investors. Performance-based maintenance contracts are gaining prominence, linking funding disbursements to specific maintenance outcomes and service levels. This trend aligns with global best practices in road asset management and ensures more efficient utilization of limited resources. As Liberia positions its National Road Fund within this evolving landscape, understanding and adapting to these global and regional trends becomes crucial for sustainable road sector financing and development.

3.2 External Environmental Analysis (PESTLE Framework)

The NRF, which is part of the wider transport sector, particularly the road sector like many other public institutions, has been and will continue to operate in a dynamic political, economic, social, technological, and legal environment.

3.2.1. Political

Over time, the demand for roads has gained political attraction for the last two decades. Successive governments have proven and continue to show favorable over the past two decades, and the demand for improved road infrastructure has gained significant political attention. Successive governments have demonstrated a strong commitment to enhancing the road network. Upon taking office in 2023, the current government launched an ambitious road infrastructure development program as a top priority within its first hundred days. It aims to enhance domestic, regional, and international trade, making road infrastructure a critical component of the national development agenda (AAID).

3.2.2. Economic Developments

The Road Sector is expected to be crucial in promoting sustainable growth and transforming the sector socioeconomically. However, the government faces numerous challenges, particularly as it navigates the global economic crisis. This situation poses serious difficulties for the National Road Fund (NRF), which relies heavily on tax revenue to maintain bridges throughout the country. One key objective of the ARREST agenda related to the transport sector is to improve infrastructure

development. This includes creating a reliable, interconnected, cost-effective transportation network and increasing private sector participation, essential for achieving diversified and sustainable economic growth. For the Road Fund, the ARREST agenda emphasizes proactive resource mobilization to support the following initiatives:

- (a) Constructing and maintaining strategic road infrastructure to stimulate economic activities, enhance connectivity across the country, and preserve road asset investments;
- (b) Upgrading and rehabilitating roads, including feeder roads and bridges, to facilitate trade and development, improve the movement of goods and services, and reduce travel times and costs; and
- (c) Developing tolls and implementing road user charges to finance road programs while also exploring public-private partnerships (PPPs) as a financing mechanism for road construction.

3.2.3. Social Developments

The social context of Liberia is shaped by its diversity, values and custom and the post conflict challenges which is undermining its social cohesion, economic development and reconstruction. The social landscape reflects a complex interplay of factors that influence the well-being and quality high-income inequality of life of its citizens. The country is ranked 152 out of 166 globally in the 2023 Sustainable Development Goal Index, with an SDG Index score of 52.4. Liberia's development indicators show limited progress, with a high maternal mortality rate of 742/100,000 live births, prompting the government to prioritize comprehensive reproductive services through health infrastructure and skill development.

Liberia's population has been increasing steadily over the years, from 1,016,443 in 1962 when the first census was conducted. According to Liberia 2022 Population and Housing Census (LPHC), the population as of 2022 stands at 5,250,187 million, with an annual growth rate of 3 percent. The population is almost evenly divided between males (50.4%) and females (49.6%). A little over half (54.5%) of the population resides in urban communities, while the remaining (45.5%) resides in rural areas. Overall, as shown in table 2 below, Montserrat County alone accounts for over a third (36.6%) of the population, with close to 92 percent of its population residing in urban areas.

Dependency in the population is the percentage of the non-working age population (aged 0-14 and 65 years or over) that would be supported economically by the working age population (15-64 years). The percentage is 59 percent (56% urban and 63% rural). This means that about 59 persons of the non-working age population are being supported by every 100 persons of the working age population. (LPHC, 2022).¹

¹ Liberia Population and Housing Census, 2022

This dependency ratio indicates a gradual transformation of Liberia's population age structure with a growing working-age population (55% in 2008 to 63% in 2022). This is an indication that Liberia is going through the early window of opportunity for a demographic dividend, (smaller under 15 populations to a more pronounced change in the productive working population. Accordingly, integrating population dynamics into development planning becomes important for Liberia to harness the demographic dividend.

This situation, particularly among the youth, has led to increased anti-social behaviors, such as vandalizing road infrastructure and public furniture, contributing to high maintenance costs. The proposed plan by the NRF aims to implement major road infrastructure development projects, including financing the maintenance of roads and bridges. This initiative is expected to create jobs, thereby increasing employment opportunities, reducing poverty levels in communities near construction sites and road networks, and decreasing incidents of vandalism.

3.2.4. Technological Developments

The world has been experiencing a significant shift in Information Communication Technology (ICT), which has transformed the business landscape and changed how businesses operate. Global trends show an increasing investment in cost-effective electronic systems for collecting Road User fees, mainly through Advanced Toll Management Systems (ATMS). However, our country is lagging in adopting ICT, which challenges the national government's revenue generation. To address this, the strategic application of ICT can enhance economic efficiency by creating jobs, adding value, and increasing global competitiveness. The government is working to implement an e-program that requires all public service institutions to provide electronic services, including e-payment solutions. This initiative also includes the National Road Fund (NRF), mainly responsible for mobilizing resources. The proposed plan to introduce a toll system should capitalize on these advancements in ICT to boost revenue collection and enhance the quality-of-service delivery in the road sector.

3.2.5. Legal Developments

The National Road Fund (NRF) aims to expand its resource base; however, it is essential to note that the Road Fund Act No. 2016 does not explicitly require the NRF to mobilize, retain, or utilize the funds raised for road rehabilitation, maintenance, and road transport, traffic, and safety management. The NRF's role is primarily to provide advisory services to the Ministry of Finance, the only institution responsible for these tasks under the Public Finance Management (PFM) law. Furthermore, the Act does not mandate the NRF to perform technical audits to ensure value for money, which can sometimes lead to revenue losses. To address these limitations, the NRF is seeking an amendment to its 2016 Act to align with second-generation best practices and improve its effectiveness and efficiency in service delivery. The NRF operates within a restricted scope,

which hinders its impact on transforming the road sector. If the NRF is granted more autonomy, it will be better equipped to effectively transform the country's transport and road sectors.

3.2.6. Ecological/Environmental Developments

Recently, Liberia has faced various adverse effects of climate change, such as floods and erosion, particularly during the rainy season. These issues have damaged drainage systems and road infrastructure throughout the country, placing additional strain on the resources available for emergency response and road maintenance. As an institution responsible for funding road maintenance, ensuring that the infrastructure developed often at a significant cost to taxpayers meets the highest standards and can withstand the test of time is crucial.

3.3 Internal Capacity Assessment (SWOT Analysis)

To map out a realistic and relevant future developmental engagement, it was necessary for the participants to critically reflect on its strengths, weaknesses, opportunities, and threats to understand that these areas are critical to developing a realistic Strategic Plan. The strengths, weaknesses, opportunities, and threats analysis was conducted with the management and staff of the NRF and some board members at a one-day workshop. Below are the findings from the analysis:

Strength	Weakness
<ul style="list-style-type: none"> ➤ Effective Administrative and Fiscal Management ➤ Attract the best talents and streamline hiring processes ➤ Deliver periodic quality reports potential to revenue generation sources ➤ Legitimate Establishment (Legislative Act) ➤ Human Resource: Competent staff, most of whom are relatively Young and motivated ➤ System and Policies in place to guide operations (HR Manual & Administrative Manual) 	<ul style="list-style-type: none"> ➤ Lack of data driver program or process to finance road works (Budget), (Software application), ➤ Poor coordination by the way the NRF and MPW/RMMU/IIU (primary roads, secondary roads on an annual basis, data collection ➤ Lack of Checks and balances in revenue collection ➤ Limited Utilization of adds revenue sources ➤ Political Interference in terms of revenue collections ➤ Limited of Public Awareness
Opportunity	Threats
<ul style="list-style-type: none"> ➤ Financial and Economic Potential 	<ul style="list-style-type: none"> ➤ Climate change

<ul style="list-style-type: none"> ➤ Strong political Interest ➤ Leveraging Private Capital Investment ➤ More road users with well-maintained roads/ bridges increase revenue ➤ Other Revenue generating opportunities by Utilization of Road user charges other than fuel leverage (Axleload, Vehicle Registration, Tow System, Weight Bridges) and Tapping into add revenue streams (driver's license, tricycle, motorbikes) ➤ Adapting effective strategies and plans from another fund globally, e.g., Uganda National Road fund (Website Reporting ➤ Maintaining a well-informed through Professional Staff development opportunities. ➤ Insurance coverage on Public Infrastructure (damage on guard rail by vehicles) 	<ul style="list-style-type: none"> ➤ Emergence of new technology (The emergence of electric Vehicles) ➤ Change in Political Governance Structure ➤ According to the act, the NRF cannot adequately account for all sources of revenue. ➤ Policy restriction (PFM law requires a consolidated account of GOL fund)
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3.4 Stakeholder Mapping and Engagement Results

The NRF has conducted a critical analysis indicating that, due to its position, it may become a strong competitor for certain actors in the road sector if policies are not reviewed and mechanisms are not established to define roles and responsibilities clearly. However, there are also opportunities for collaboration among various stakeholders to improve road and bridge maintenance and enhance road safety in Liberia. An analysis report on the NRF's clients and beneficiaries revealed that their primary need is timely and efficient financing for road transport, traffic management, safety initiatives, public road projects—including urban and feeder roads—and capacity building for local contractors. The analysis highlighted several key interests and concerns regarding stakeholders and government actors. These include the need for timely obligation payments, prudent resource utilization, and support for capacity building, transparency in the payment process, and effective communication and involvement of stakeholders.

4.0 STRATEGIC DIRECTION (2025–2030)

Considering the external and internal analyses, including the stakeholder's and clients' analyses as well as the performance and capability assessments conducted, and the key issues arising from that

place, the NRF has set for itself an operational framework within which all strategic decisions relating to the effective execution of its mandate will be made as follows:

4.1 Vision Statement

The NRF shall, in the next five years, work towards achieving: “*AUTONOMY IN SUSTAINING AND MANAGING ROAD FUND*”. Through this vision statement, the Board, Management, and staff commit to implementing an open-door policy and subjecting the Institution's operations to public scrutiny while maintaining the highest ethical and professional standards. In addition, through this vision statement, the Board and Management commit to strategically reposition the Institution to effectively respond to the needs of its clients and the concerns of its stakeholders.

Further, by this statement, the Institution pledges to pursue all means possible to mobilize adequate funding and implement strategies, systems, and procedures that will guarantee resource management, value for money, and financial viability while meeting the economic needs of the road sector.

4.2 Mission Statement

Consistent with the Vision, Strategic Themes, and Strategic Results, for the next five (5) years, NRF has committed itself to a mission: “To proactively mobilize resources, and effectively manage and administer the Road Fund transparently and sustainably to ensure value for money and stimulate socio-economic development.”

Through this Mission Statement, the Board, Management, and Staff, with the support of stakeholders, shall endeavor to consistently enhance operational efficiency, manage resources, conduct business openly, and subject itself to public scrutiny in line with corporate governance principles. This undertaking will ensure the institution's financial viability, sustainable road sector development, and economy.

4.3 Core Values and Guiding Principles

4.3.1. Integrity: We believe in and uphold integrity as the foundation of our individual and corporate actions. With this value, we pledge to be honest, trustworthy, ethical, and respectful in all our actions.

4.3.2 Accountability: This value is centered on reliability and personal responsibility for action. We will take responsibility for our actions and own the consequences in our quest to deliver an excellent service that exceeds stakeholders' expectations.

4.3.3 Transparency: We will conduct our business, including decision-making, openly and by our professional ethics and rules.

4.3.4 Teamwork: Teamwork synergizes our strengths and consolidates our belief that we can achieve more with less.

4.3.5 Excellence: We believe excellence will drive the results that enable us to fulfill and exceed stakeholders' expectations. This value will inspire us to relentlessly us to pursue success and execute our mandate relentlessly.

4.3.6 Innovation We believe in a creative and open-minded workforce that uses innovation in decision-making to propel better service delivery.

5.0 Strategic Themes

Three strategic themes have been developed to ensure that all key issues are adequately addressed and that the NRF remains focused on its core mandate: Effective Management of Road Funds, Institutional Capacity Enhancement, and Resource Mobilization. Each theme includes defined objectives and activities that will support the Institution's strategic plan for 2025-2030, guiding the Board and Management in their decision-making.

5.1 Strategic Theme 1: Sustainable Road Financing and Management

5.1.1 Objective 1. Enhancing Service Delivery to Exceed Stakeholder Expectations The NRF is dedicated to delivering services that meet and exceed the expectations of its stakeholders. To achieve this, the Institution will implement measures to identify and eliminate bottlenecks in the value chain and establish effective mechanisms for receiving and managing stakeholder feedback. This objective involves investing in system and process improvements to enhance service quality and ensure we effectively meet our client's needs.

5.1.2 Objective 2: Improving the legal mandate of the NRF: This objective involves reviewing the Institution's current legal framework in consultation with key stakeholders to give legal effect to the expanded mandate, effectively enabling the NRF to perform technical audits and mobilize additional funding for road infrastructure development.

5.1.3 Objective 3. Enhance Financial Management This involves the NRF responsibly managing the financial resources entrusted to it by stakeholders and applying them appropriately for their intended purposes. Additionally, the Agency will utilize financial, administrative, technological and logistical resources to support its operations and achieve established goals. These resources will be used prudently to maintain ongoing support from shareholders and partners.

5.1.4 Objective 4: Enhance Value for Money This objective evaluates the quality and quantity of products or services by comparing their monetary costs to the desired standards within an agreed-upon time frame. To achieve this, the NRF will implement several measures, including strengthening the processes for financial and technical audits, minimizing operational costs or waste, and ensuring value for money.

5.2 Strategic Theme 2: Institutional Capacity Development

5.2.1 Objective 1: Optimize Asset Capital to enhance Human Capital: The NRF will ensure that Asset Capital, which contributes to the working environment for human capital, is maintained in good condition and utilized to its fullest extent. We will implement deliberate measures to develop human capital, a component of Intellectual Capital. This represents the knowledge of the Institutions that is held by our staff, including their numbers, skills, innovation, attitudes, and behaviors.

5.2.2 Objective 2: Enhance Supportive Infrastructure: This objective requires the Institution to invest in advanced climate resilience infrastructure, including intangible assets that are part of structural capital, such as databases and ICT, while excluding business systems, policy and processes.

5.2.3 Objective 3 Technology and Database system : NRF has not fully exploited technological solutions and as a result, operational effectiveness and efficiency under-match stakeholders' expectations. Accordingly, the NRF will embark on deploying IT and digital solutions which will enhance excellence in its service delivery. The NRF envisions a digital transformation of services by efficient implementation and use of IT solutions. By deploying online service portals including online or mobile payments, computerized driver testing, automated feedback systems and enterprise relational systems, among others, the NRF will eliminate human related inefficiencies.

5.2.4 Objective 4: Establish a Climate Resilience system: This objective requires the Institution to invest in the protection of the environment by instituting measures that will advanced climate resilience infrastructure, including introducing penalty for those who will violate and train experts to monitor and ensure full compliance through partnership with other actors working on climate change.

5.3 Strategic Theme 3: Resource Mobilization

5.3.1 Objective 1: Increase and diversify revenue sources Within the Road Fund's context, NRF will work toward increasing revenue by using three fundamentals: raising additional funds, broadening the revenue base, and minimizing operational costs.

5.3.2 Objective 2. Partnership Engagement: Coordinating road safety awareness with other stakeholder to expand reach; Shared burden of ensuring protection of the travelling public; Coordinating with regional transport authorities to ensure efficient cross border transport management; d. Reviewing transport means and routes and developing accessibility strategies; and e. Promoting and assisting road transport and safety research among universities and research institutions.

6.0 Strategic Results

By pursuing three strategic themes, the Institution aims to achieve three interconnected Strategic Results: Satisfied Stakeholders, a Positive Corporate Image, and Excellent Service.

6.1 Satisfied stakeholders

To satisfy stakeholders, the institution aims to meet or exceed their expectations by consistently managing and improving business processes, ultimately enhancing the quality-of-service delivery.

6.2 Positive Corporate Image

By enhancing internal business processes, cultivating a positive work culture, and delivering quality services, the Institution will strengthen and promote a healthy brand image, generating the public confidence and support necessary to fulfill its mandate effectively.

6.3 Excellent Service

Attainment of an Excellent Service will entail the Institution being able to acknowledge and attend to stakeholder inquiries and demands promptly.

6.4 Summary of Strategic Themes, Results and Objectives

Strategic Theme	Sustainable Road Financing and Maintenance	Institutional Capacity Development	Resource Mobilization
Strategic Result	Satisfied stakeholders	Positive Corporate Image	Excellent Service
Strategic Objectives			
1.	Enhancing Service Delivery to Exceed Stakeholder Expectations:		
2.	Improving the legal mandate of the NRF:		
3.	Enhance Financial Management		
4.	Enhance Value for Money		
5.	Optimize Asset Capital to enhance Human Capital		
6.	Enhance Supportive Infrastructure		
7.	Technology and Database system		
8.	Establish a Climate Resilience system		
9.	Increase and diversify revenue sources		
10.	Multi- Partnership Engagement		

7.0 Strategic Themes, Objectives, Key Performance Indicator, Results Matrix

STRATEGIC THEME ONE: Sustainable Road Financing and Maintenance

OBJECTIVE ONE: Enhancing service delivery to exceed stakeholder's expectation

Actions/Activities	Timeline					Key Performance indicators (KPI)	Result
	Yr.1	Yr.2	Yr. 3	Yr.4	Yr. 5		
Community outreach to ARMEP project areas							
Media engagement with beneficiary communities						Increased public participation	NRF provides excellent service by acknowledging and promptly addressing stakeholder inquiries and need
Organize quarterly stakeholder engagement						Reduced Stakeholders' Complaints.	
Develop and implement a Stakeholders' Feedback Management mechanism							
OBJECTIVE TWO: Improving the legal mandate of NRF							
Actions/Activities	Timeline					Key Performance indicators (KPI)	Result
	Yr. 1	Yr.2	Yr. 3	Yr.4	Yr. 5		
Engage policy and decision makers on the NRF ACT amendment							

Re-categorizing the Road fund from 1 st Generation to second generation						Frequency of engagement with policy and decision makers	Revised NRF mandate supporting autonomy
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OBJECTIVE THREE Enhancing financial management.

Actions/Activities	Timeline					Key Performance indicators (KPI)	Results
	Yr. 1	Yr.2	Yr. 3	Yr.4	Yr. 5		
Conduct regular financial audit						# of audit conducted	Revised internal contractual processes to ensure the NRF operates effectively and efficiently.
Develop a protocol for payment of contracts fund						Established protocol in operation	Improved NRF financial and Operational Image
Regular BVA meeting with implementing partners						# of meetings conducted	
Develop internal departmental budget management and controls(Ex. Petty cash system)							
Strengthen budget management and internal controls.							
Develop and implement an Asset Management System						Adherence to IAA 10 priority areas in full operation	

Develop and implement a debt stock monitoring and management system							established protocol in place to track and maintain organization's assets	
OBJECTIVE FOUR : Enhancing value for money								
Actions/Activities	Timeline					Key Performance indicators (KPI)	Result	
	Yr. 1	Yr.2	Yr. 3	Yr.4	Yr. 5			
Conduct road inventory survey						Defined validation steps on on-going project/ program		
Conduct periodic monitoring supervision activities						Local User Discounts approval process Streamlined	Excellent service delivery in the administration of road maintenance and rehabilitation	
Develop and implement contractor reward system								
Develop and implement Service Level Agreements (SLAs) on all vendors' contracts								
Develop and implement a Faults Management System (FMS)								
Develop Competitive procurement process								

STRATEGIC THEME TWO: Institutional Capacity Development
OBJECTIVE ONE: Optimize Asset Capital to enhance Human Capital

Actions/Activities	Timeline					Key Performance indicators (KPI)	Result
	Yr.1	Yr.2	Yr. 3	Yr.4	Yr. 5		
Develop staff capacity-building plan						Work with the existing skills, assisting staff to acquire and integrate technical skills in their work	Strengthened the organizational and program effectiveness of NRF through the implementation of appropriate policies, the acquisition of suitable equipment, and the recruitment of skilled staff.
Build new skills in advanced applications							
Strengthen the Performance Management System (Appraisal)						# of staff appraisal	
Recurrent training: (advancement in current skills)						Motivation strategy applied	
Develop and implement a Staff feedback management system							A positive work culture that reinforces overall success NRF.
Strengthen the workplace social support system, (Motivation strategy)							Improve NRF's institutional branding to boost public confidence and support for its mandate.
Develop and Implement a Staff Retention Scheme (SRS)							
Develop and implement an Open and competitive Recruitment System (OCCRS)							

OBJECTIVE THREE: Technology and Database system

Actions/Activities	Timeline					Key Performance indicators (KPI)	Result
	Yr. 1	Yr.2	Yr. 3	Yr.4	Yr. 5		
Set up field monitoring data system						Quality of technology introduced in the system.	Improved digitation on road infrastructure maintenance
Procure technical engineering equipment(software)							
						Frequency of high tech application in the road sector applied	

OBJECTIVE FOUR: Establish a Climate Resilience system:

Actions/Activities	Timeline					Key Performance indicators (KPI)	Result
	Yr. 1	Yr.2	Yr. 3	Yr.4	Yr. 5		
Develop public awareness tool climate change						Measures taken to promote climate resilience's in the road sector.	Construction and maintenance of climate resilient road infrastructure.
Upgrade drainage system							
Impact assessment of climate change effect road infrastructures							

Develop and implement a leadership and management training program.							
Carryout periodic learning exchanges with other regional NRF							
Develop and implement communication strategy							

OBJECTIVE TWO: Enhance Supportive Infrastructure

Actions/Activities	Timeline					Key Performance indicators (KPI)	Result
	Yr. 1	Yr.2	Yr. 3	Yr.4	Yr. 5		
Procure technical engineering equipment (hardware)						# of toll sites identified Resource shared strategy in used	Improved management and operational efficiency
Implement an Advanced Tolling Management System (ATMS).							
Develop and implement a Shared Services System (SSS).							
Strengthen the administrative and logistical support systems.							

STRATEGIC THEME THREE: Resource Mobilization
OBJECTIVE ONE: Increase and diversify revenue sources

Actions/Activities	Timeline					Key Performance indicators (KPI)	Result
	Yr.1	Yr.2	Yr. 3	Yr.4	Yr. 5		
Rollout implementation of Axle load program						Increase in the revenue based (Income)	New sources of revenue identified to increase effort toward growing road fund financing
Develop and implement a resource mobilization strategy						Revenue tracking system approved	
Securitize future road user charges							
Develop a revenue tracking system with relevant agencies						25% revenue generated from non-traditional sources	
Levy of fines on carbon emissions etc							
Conduct assessments on potential revenue sources							
Identify and construct toll stations at major transits							

OBJECTIVE TWO: Multi-Partnership engagement

Actions/Activities	Timeline					Key Performance indicators (KPI)	Result
	Yr. 1	Yr.2	Yr. 3	Yr.4	Yr. 5		
Create a collaboration framework to enlist support from development partners.						Number of development partners identified and collaborating with.	coordination, collaboration, cooperation and networking
Collaborate with relevant government ministries to support resource mobilization strategy implementation						Number of joint resource mobilization initiatives carryout.	strengthening NRF and Partners
Strengthen Public-Private Partnerships on road infrastructure maintenance						Number of new revenue streams identified.	

8.0 FINANCIAL FRAMEWORK

The Budgetary framework highlights cost projections on the strategic objectives will be broken down into annual operational/business budget. This shall form the basis for program and administrative financial planning.

8.1 Budgetary Framework(PLEASE

Themes	Objectives	Annual Projection				
		Year 1	Year 2	Year 3	Year 4	Year 5
Sustainable Road Financing and Maintenance	Enhancing service delivery to exceed stakeholder's expectation	\$40,625,156.00	\$42,937,000.00	\$46,048,093.00	\$59,862,521.00	\$65,862,521.00
	Improving the legal mandate of NRF					
	Enhancing financial management.					
Institutional Capacity Development	: Enhancing value for money					
	Optimize Asset Capital to enhance Human Capital					
	Enhance Supportive Infrastructure.					
	Technology and Database system					

	Establish a Climate Resilience system:					
Resource Mobilization	Increase and diversify revenue sources					
	Partnership engagement					

9.0 Contingency and Risk Mitigation Strategies

A thorough risk assessment will be conducted for each identified strategic objective in order to clear the path for the successful implementation of the Plan. Strategic risks will be monitored and managed within the context of the Institution-wide Risk Management Framework.

The Institution will be proactive in reviewing the existing risk management system in order to effectively Identify, assess and take appropriate actions to manage risks that may impact the attainment of each strategic objective. The Key Risk Indicators (KRI) will be incorporated in all the strategic Implementation Plans alongside the Key Performance Indicators (KPI). The risks will be reviewed and updated regularly throughout the period of the Plan.

9.1 Key Risk Indicators (KRI)

RISKS AND RISKS MITIGATION	
RISKS	MITIGATION
Placement of the Road taxes in the government consolidated accounts based on the PPCC act delay projects financing	NRF will continue to engage relevant government ministries on the collection and management of road fund
Unprecedented disasters on road infrastructures due to climate change might hinder implementation of rehabilitation and increase cost	NRF will plan for emergency readjustments
Global political crisis affecting petroleum pricing	NRF will increase effort to diversify funding sources.

10.0 COMMUNICATION AND ENGAGEMENT PLAN

10.1 Internal Communication Strategies

The internal communication strategy will serve as the foundation for ensuring comprehensive understanding and alignment with NRF's strategic vision across all organizational levels. At its core, the strategy emphasizes regular departmental engagement through structured monthly meetings where teams can discuss progress, challenges, and adaptations needed for successful strategy implementation. Senior management will lead quarterly town hall sessions, creating an open forum for dialogue about strategic initiatives and fostering a culture of transparency and shared purpose.

To maintain continuous awareness and engagement, the organization will leverage its existing internal network to host a strategic plan dashboard, providing real-time visibility into key performance indicators and implementation progress. The Fund Manager will maintain regular communication through detailed updates that not only highlight achievements but also address challenges openly, encouraging collaborative problem-solving. The strategy further integrates strategic objectives into employee performance management systems, creating direct links between individual roles and organizational goals.

Through dedicated intranet resources, comprehensive documentation, and targeted departmental briefings, staff at all levels will have access to the information and tools needed to contribute effectively to strategic objectives. Employee feedback mechanisms will ensure two-way communication, enabling staff to contribute insights and suggestions that can enhance strategy execution.

10.2 Public Relations and Media Engagement

The public relations and media engagement approach will focus on building and maintaining strong relationships with external stakeholders while ensuring transparent communication about NRF's strategic initiatives and achievements. Through a comprehensive media relations program, NRF will regularly engage with journalists and news outlets to share progress on strategic objectives, highlighting the impact of road maintenance projects on community development and economic growth. Quarterly media briefings will provide detailed updates on fund utilization and project milestones, demonstrating accountability in resource management.

The organization will maintain an active presence across various media platforms, sharing compelling stories about infrastructure improvements and their positive impact on communities. An annual stakeholder report will provide comprehensive coverage of strategic progress, including detailed financial information and project outcomes.

Public awareness campaigns will focus on educating citizens about road user charges and their direct contribution to infrastructure development. Media tours of key projects will offer firsthand exposure to NRF's work, while leadership engagement through opinion pieces and interviews will help shape public discourse on infrastructure development. The strategy includes robust crisis communication protocols to address public concerns promptly and maintain stakeholder trust throughout strategy implementation.

10.3 Stakeholder Feedback Mechanisms

The stakeholder feedback framework will establish a comprehensive system for gathering, analyzing, and responding to input from all stakeholder groups affected by NRF's strategic initiatives. Through bi-annual stakeholder forums, the organization will create structured opportunities for construction contractors, transport operators, and community leaders to engage in meaningful dialogue about strategic priorities and implementation challenges. An accessible online feedback portal will enable continuous public input on road maintenance priorities and project impact.

Regular consultation meetings with government agencies and development partners will ensure alignment of strategic initiatives with broader national development goals. The organization will implement systematic surveys of road users and beneficiary communities to gather quantitative and qualitative data on service delivery and satisfaction levels. Regional offices will serve as important feedback collection points, ensuring geographical representation in stakeholder input. An expert advisory committee comprising industry specialists and civil society representatives will provide technical guidance and community perspectives on strategic initiatives. Annual satisfaction surveys will measure stakeholder perceptions and identify areas for improvement.

A robust grievance redress mechanism will ensure timely and effective response to stakeholder concerns, while comprehensive documentation and analysis of feedback trends will inform strategic adjustments and future planning processes. This integrated approach to stakeholder feedback will support adaptive management of the strategic plan while building stronger relationships with key stakeholder groups.

11.0 MONITORING, EVALUATION, AND LEARNING (MEL)

Monitoring and Evaluation (M&E) will be vital for effective implementation of both this Strategic Plan and Annual Business Plans. The M&E mechanism once instituted will give NRF an opportunity to track progress and evaluate its performance against set Strategic Results, Strategic Objectives, Intended Results and Targets as well as institute corrective measures timely. At individual level, monitoring and evaluation will be done on a monthly basis. At Departmental level, monitoring and evaluation of plans implementation will be done quarterly. At institutional level, monitoring and evaluation will be done bi-annually (internally) and annually (with stakeholders). Accordingly, quarterly and annual progress reports on the implementation of the Plan will be prepared by each Department and submitted to Management and, ultimately to the Board of Directors for consideration. A mid-term evaluation will also be undertaken to assess the progress being made towards achieving set objectives. A terminal evaluation will also be conducted to determine the full extent of Plan implementation and the overall impact as well as inform the preparation of the next Strategic Plan.

11.1 Monitoring Framework and Tools

The monitoring framework for NRF's strategic plan implementation will establish a comprehensive system for tracking progress and measuring performance across all strategic objectives. The framework will utilize an integrated monitoring system that combines both quantitative and qualitative data collection methods. A digital dashboard will serve as the central monitoring tool, providing real-time tracking of key performance indicators (KPIs) aligned with each strategic priority. This system will incorporate automated data collection from various departments, including financial management systems, project management tools, and stakeholder engagement platforms. Regular performance reports will be generated through a standardized template that captures both output and outcome indicators for each strategic objective. The

monitoring tools will include customized data collection forms, project tracking matrices, and financial monitoring spreadsheets that align with existing NRF systems. A balanced scorecard approach will be implemented to monitor progress across four key perspectives: financial performance, stakeholder satisfaction, internal processes, and organizational learning. The framework will also include risk monitoring tools that track potential threats to strategic implementation and trigger early warning indicators when interventions are needed.

11.2 Evaluation Processes and Timelines

The evaluation process will follow a structured timeline that ensures regular assessment of strategic plan implementation and impact. Quarterly evaluations will focus on operational progress and immediate outcomes, examining the effectiveness of implementation strategies and identifying any operational bottlenecks. Semi-annual evaluations will take a broader view, assessing progress toward strategic objectives and analyzing the effectiveness of various initiatives in achieving desired outcomes. A comprehensive mid-term evaluation will be conducted at the 2.5-year mark, providing an in-depth analysis of progress, challenges, and necessary adjustments to strategic direction. This will involve external evaluators working alongside internal teams to ensure objectivity and fresh perspectives. The final year will include a summative evaluation that measures overall impact and achievement of strategic goals, while also gathering insights to inform the next strategic planning cycle. Each evaluation will follow a systematic process including data collection, analysis, stakeholder consultation, and report generation. The evaluation timeline will be synchronized with NRF's fiscal year and reporting cycles to ensure seamless integration with organizational processes.

11.3 Adaptive Management for Strategic Revisions

The adaptive management approach will enable NRF to respond effectively to changing circumstances while maintaining strategic focus. This process will establish a systematic method for reviewing and adjusting strategic initiatives based on monitoring data, evaluation findings, and emerging challenges or opportunities. Regular strategy review meetings will be held with senior management to assess implementation progress and make necessary adjustments to tactics and approaches. The adaptive management system will include clear protocols for identifying when strategic revisions are needed, whether due to external changes in the operating environment or internal performance issues.

A formal change management process will guide any significant revisions to strategic objectives or implementation approaches, ensuring that changes are well-documented and communicated to all stakeholders. The system will incorporate learning loops that capture lessons from implementation experience and feed them back into strategic decision-making. Flexibility will be built into annual work plans to accommodate strategic adjustments while maintaining overall alignment with long-term goals. Risk management strategies will be regularly updated to reflect new challenges and mitigation measures. This adaptive approach will ensure that the strategic plan remains relevant and responsive to NRF's evolving needs while maintaining accountability for results.

Challenges in the Road sector



Some interventions



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