LIBERIAN LOCAL GOVERNMENT CAPACITY BUILDING PLAN

A 2-year Plan for Improving Local Service Delivery in Liberia through Strengthened Institutions and Capacities

Ministry of Internal Affairs (MIA) & United Nations Human Settlements Programme (UN-Habitat)

DRAFT 1 Nov. 2009
LIBERIAN LOCAL GOVERNMENT CAPACITY DEVELOPMENT PLAN

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Table of Contents

Foreword iv
Acronyms v
BACKGROUND 1
Liberia Local Governments: a Multitude of Challenges 1
From a Centralised to a Decentralised System of Government 2
Liberia’s Civil Service Capacity Challenges 5
INTRODUCTION TO THE CAPACITY DEVELOPMENT PLAN 7
Aim 7
Vision 8
Scope 8
Guiding Principles 8
Developing Capacities of People; Organizations; and Institutional Frameworks 9
ASSESSMENT OF CAPACITY NEEDS 11
Introduction to Capacity Needs Assessment 11
Individual Capacities 13
Organizational Capacities 14
Capacity of the Institutional Framework 17
Capacity of Institutions which can Provide Training 18
STRATEGIC FRAMEWORK 22
Strengthening Individual Capacities 22
Strengthening Organizational Capacities 23
Strengthening the Institutional Framework 25
Strengthening Training Providers 25
Implementation Modalities 26
ACTION PLAN 31
Priorities .................................................................................................................. 31
Risks ...................................................................................................................... 36
Organisational and Implementation Arrangements ........................................... 37
Funding Requirements and Modalities ................................................................. 38
Monitoring and Evaluation Framework ................................................................. 39

Appendix 1: Reference List .................................................................................. 42
Appendix 2: List of Institutions Consulted ............................................................. 43
Foreword

Strengthening the capacities of staff working for the Ministry of Internal Affairs and in Counties is crucial for improving services to communities throughout Liberia.

In order to achieve the objectives as set out in the national Poverty Reduction Strategy, the Government has initiated many new reforms, some of which have particular importance for the Ministry of Internal Affairs, notably the draft policy on decentralisation and local governance and the public sector reform policy, including the civil service reform strategy.

The Ministry of Internal Affairs, along with other Ministries, Agencies and Commissions, is committed to playing a full part in the achievement of these objectives, particularly in relation to leading and supporting the process of decentralisation and establishing local governance, as well as promoting local socio-economic development.

This Local Government Capacity Development Plan has been developed based on an extensive assessment which the Ministry of Internal Affairs carried out in order to identify the key local government capacity assets and gaps. This 2-year Local Government Capacity Building Plan is aimed to strengthening local government capacities and to ensure fulfillment of the Ministry’s mandate.

We want to thank those in our Ministry and Counties who have participated in this assessment process. In addition we are thankful to our development partners from the United Nations family as well as the European Commission for their technical and financial support for carrying this assessment.

We hope the findings presented in this report will provide an important contribution to ensure we have knowledgeable, skilled and productive civil servants and institutions which can drive and manage sustainable and equitable growth in Liberia.

Monrovia,
November 2009

Ambulai B. Johnson Jr.
Minister of Internal Affairs
<table>
<thead>
<tr>
<th>Acronyms</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACBF</td>
<td>African Capacity Building Foundation</td>
</tr>
<tr>
<td>CDA</td>
<td>County Development Agenda</td>
</tr>
<tr>
<td>CDP</td>
<td>County Development Programme, European Commission</td>
</tr>
<tr>
<td>CSA</td>
<td>Civil Service Agency</td>
</tr>
<tr>
<td>CSRS</td>
<td>Civil Service Reform Strategy</td>
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<tr>
<td>CST</td>
<td>County Support Team</td>
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<tr>
<td>GC</td>
<td>Governance Commission</td>
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<tr>
<td>GoL</td>
<td>Government of Liberia</td>
</tr>
<tr>
<td>LDLD</td>
<td>Liberian National Decentralization and Local Development Program</td>
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<tr>
<td>LGCDP</td>
<td>Local Government Capacity Development Plan</td>
</tr>
<tr>
<td>LIPA</td>
<td>Liberia Institute of Public Administration</td>
</tr>
<tr>
<td>LISGIS</td>
<td>Liberia Institute for Statistics and Geo Information Services</td>
</tr>
<tr>
<td>MIA</td>
<td>Ministry of Internal Affairs</td>
</tr>
<tr>
<td>MPEA</td>
<td>Ministry of Planning and Economic Affairs</td>
</tr>
<tr>
<td>NCDS</td>
<td>National Capacity Development Strategy</td>
</tr>
<tr>
<td>PRS</td>
<td>Poverty Reduction Strategy</td>
</tr>
<tr>
<td>RUSPS</td>
<td>Rapid Urban Sector Profiling for Sustainability</td>
</tr>
<tr>
<td>SES</td>
<td>Senior Executive Service</td>
</tr>
<tr>
<td>UNDP</td>
<td>United National Development Programme</td>
</tr>
<tr>
<td>UN-HABITAT</td>
<td>United Nations Human Settlements Programme</td>
</tr>
<tr>
<td>UNMIL</td>
<td>United Nations Mission in Liberia</td>
</tr>
</tbody>
</table>

This report has been prepared by the Ministry of Internal Affairs (MIA) of the Republic of Liberia with support from the United Nations Human Settlements Programme (UN-Habitat). The analysis, conclusions and recommendations of the report do not necessarily reflect the views of the Government of Liberia, MIA and UN-Habitat.
BACKGROUND

Liberia Local Governments: a Multitude of Challenges

Local Governments\(^1\) in Liberia are facing enormous challenges. Following a decade and a half of conflict (1989 – 2003), more than 80 percent of the housing stock and critical infrastructure are either destroyed or in various states of disrepair. Years of public mismanagement have left the Liberia administration system unable to plan and implement for equal growth. At the same time cities are growing fast and the government is struggling to provide the infrastructure required in order to keep up with the rate of urbanization.

In order to provide a coherent and integrated response to these challenges, local authorities have developed County Development Agendas (CDA’s)\(^2\) which provide a framework for transitioning from aid-dependent reconstruction to sustainable development.

CDAs were developed in a transparent and consultative manner and as such represent a major sea change in the way in which governance has been characterised over the past decades in Liberia.

Through the CDAs, local governments set themselves a number of very ambitious goals to make a measurable impact in the lives of Liberians over a period of three years (2008 – 2011). At the same time, through the county and community based consultations which were used to formulate the CDAs, huge expectations have been raised.

To make the implementation of any CDA a success, it is recognized that there are a number of challenges which will need to be addressed in parallel. These include among others:

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\(^1\) In this report the term Local Government is used to refer to government institutions at County, District, Municipalities and Townships and such also includes devolved national officers at the local level.

\(^2\) Which in turn contribute to the implementation of a national Poverty Reduction Strategy (PRS)

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Urbanization in Liberia

Of the approximately 3.96 million inhabitants about 60% or 2.39 million reside in urban areas. Settlements are considered ‘urban’ when they have more then 2000 inhabitants. Annual urban population growth rate for 2005 – 2010 is estimated at 5.65% and is mainly caused by population growth, migration from rural to small towns, and from towns to cities. Of the total urban population about 56% live in slum.

Source: UN DESA and UN-Habitat, 2008
<table>
<thead>
<tr>
<th>Key Performance Area</th>
<th>Main Challenges for County Development Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutional Capacity and Sub-National Transformation</td>
<td>Core sub-national systems are not established or implemented; Accountability, performance management mechanisms are nonexistent or poorly adhered to; Financial management, programme management, urban design and management capacities are limited.</td>
</tr>
<tr>
<td>Basic Service Delivery and Infrastructure</td>
<td>Slow pace and poor quality of services delivered; Limited community participation in planning and implementation of community improvement projects; Critical need for all weather access roads, access to housing, health, water and sanitation and education as precursors to economic and social development.</td>
</tr>
<tr>
<td>Local Economic Development</td>
<td>High levels of poverty due to unemployment; Lack of core agricultural extension services and capital inputs; Poor quality LED strategies and no clear focus and interventions in traditional growth areas such as mining, rubber, palm oil, timber, fisheries to increase employment.</td>
</tr>
<tr>
<td>Financial Viability and Management</td>
<td>Poor understanding and application of the public financial management system. Budget, procurement, asset and operations management systems are either not in place or poorly adhered to; Poor financial management capacity and systems; Low revenue base.</td>
</tr>
<tr>
<td>Good Governance</td>
<td>Instability within and between political and administrative domains; Existing policies, regulatory, legal frameworks and instruments for management of human settlements are fragmented and distributed among various poorly co-ordinated ministries and agencies; Poor communication between county authorities and citizens; Ineffective district, chieftaincy and clan level political structure; Outside of Monrovia, no local government and chieftaincy election in the last 20 years.</td>
</tr>
</tbody>
</table>

*Source: Information among others collected through consultative workshops held in Bomi, Bong and River Gee Counties as well as at the Ministry of Internal Affairs.*

**From a Centralised to a Decentralised System of Government**

The current governance systems in Liberia are still very much centralized and designed to suit the needs of a by-gone era, a rural nation which no longer exists. The centralized government system slows down the decision making process substantially and makes it difficult to respond to local development needs.

“*You have to go to Monrovia to basically get anything done. Applying for a car number-plate has to be done in Monrovia while such services could be easily provided in the County capital*”

*Official during consultation meeting in Bong*
needs in a transparent and effective manner. Especially since the current state of infrastructure makes travel to and from the capital very difficult, the need to transfer decision making power and resources to lower levels of government have become apparent.

Through the adoption of the PRS and CDA the government signaled that the decentralization of power from Monrovia to the regions and local levels is a crucial component for meeting the needs of ordinary citizens.

Decentralization policies are being formulated and experiments in providing local governments’ greater autonomy in decisions on what services should be delivered to who are being implemented. A draft National Policy on Decentralization and Local Governance is currently being discussed in Parliament while the allocation of County Development Funds provide a first opportunity for Counties to formulate and implement responses which address local challenges and needs.

Table 1: Positions in Liberian Local Governments.

<table>
<thead>
<tr>
<th>Executive Branch</th>
<th>Judiciary Branch</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Local Government Positions</td>
<td>Positions devolved to Local Governments</td>
</tr>
<tr>
<td>Superintendent</td>
<td>County Attorney</td>
</tr>
<tr>
<td>District Superintendent</td>
<td>Agriculture Extension Officer</td>
</tr>
<tr>
<td>Development Superintendent</td>
<td>County Health Officer</td>
</tr>
<tr>
<td>Land Commissioner</td>
<td>Ministry of Information Bureau</td>
</tr>
<tr>
<td>Mayor</td>
<td>Chief</td>
</tr>
<tr>
<td>Township Commissioner</td>
<td>Commerce Inspector</td>
</tr>
<tr>
<td>District Commissioner</td>
<td>Police Commander</td>
</tr>
<tr>
<td>Paramount Chief</td>
<td>GSA Coordinator</td>
</tr>
<tr>
<td>Clan Chief</td>
<td>Gender Coordinator</td>
</tr>
<tr>
<td>Town Chief</td>
<td>County Population Officer</td>
</tr>
<tr>
<td>Quarter Chief</td>
<td>MRD Coordinator</td>
</tr>
<tr>
<td></td>
<td>Revenue Agent</td>
</tr>
<tr>
<td></td>
<td>Resident Surveyor</td>
</tr>
<tr>
<td></td>
<td>Circuit Judge</td>
</tr>
<tr>
<td></td>
<td>Magistrate</td>
</tr>
<tr>
<td></td>
<td>Justice of the Peace</td>
</tr>
</tbody>
</table>

Source: LIPA Local Government Capacity Building Needs Assessment Report

Figure 1: Simplified Organizational Chart of Ministry of Internal Affairs
Draft National Policy on Decentralization and Local Governance

Although the devolution of political, fiscal and administrative powers still requires approval by the National Parliament and a constitutional amendment through a national referendum, some aspects of what decentralization might look like in Liberia can be extracted from the draft national policy on decentralization and local governance.

While stressing the unitary nature of Liberia the draft policy the 15 counties will be granted political, fiscal and administrative authority so to empower the Liberian people to participate in all dimensions of local self-governance and facilitate equal political participation in the process of national democratic governance.

Major powers granted to the Counties relate to local economic development and its’ role to promote peace, maintain public order and provide for the delivery of basic public goods and services such as health, sanitation, public works, education, human services, gender equality, economic and business development, sports, culture, tourism, parks and recreation.

One key element the draft policy introduces is direct elections for Superintendents; District Commissioners; Members of the County legislative Assembly; Paramount Chief; Clan Chief; Mayors; and Members of city councils and assemblies.

Counties will benefit from direct revenue sharing with the national government (distributed according to a formula that takes into account among others population and good governance practices) and shall be authorized to levy local taxes.

*Source: Draft National Policy on Decentralization and Local Governance, Governance Committee*

The efforts to extend the mandate of local governments in a decentralized system will need to go hand-in-hand with a substantial increase of qualified local government officials and in resources available to local governments. At the same time, central government, and in particular the Ministry of Internal Affairs (MIA), will need to adapt to a new role in which it will support and monitors County development.

Currently, MIA is responsible for the central administration of local authorities located in the fifteen counties. Within the framework of an effort to improve overall GoL efficiency and effectiveness, the Governance Reform Commission (GRC) conducted a situational review of among others MIA and presented their findings and recommendations on the mandates, missions, functions and organization structures. Although these recommendations are still under discussion, they provide an indication of how the mandate of among others MIA could change in order to better align itself with the decentralization process.
Key Recommendations on the Mandate, Mission, Function and Organisational Structure of the Ministry of Internal Affairs

The MIA will be the main sector ministry responsible for the design, development, support and coordination of the implementation of the decentralization policy;

MIA needs a fundamental shift in emphasis away from a “center of control” to one for empowerment and transformation of local governance and coordination of support to the development of the peripheries of the country;

A change in the nomenclature to Ministry of Local Government is recommended;

The mandate of the Ministry of Local Government shall be to support the process of transformation and integration of the people through popular participation in decision making; empowerment and access to quality services (to spearhead the implementation of the decentralization process) in order to foster good democratic governance.

The mission of the proposed Ministry of Local Government will be to coordinate relations between central government in Monrovia and local governments (in Counties, Districts, Municipalities and Townships) and supervise, guide, harmonize, mentor, monitor, advocate for local governments, and coordinate decentralization issues among stakeholders as well as promote and manage the decentralization process to Counties/Districts within the context of good governance, which will ensure economic growth development and employment in both rural and urban communities.

The functions of the proposed Ministry of Local Government will be to (i) formulate and implement policies to support decentralization program in Counties/Districts; (ii) Issue/enforce HR/Financial/Administrative Policy guidelines to ensure efficient operations at the County/District level; (iii) Provide technical assistance to Counties/Districts including issues related to performance management; (iv) monitor the needs, concerns and aspirations of the rural and urban people and represent these to the Central Government.

Source: Recommendations on the Mandates, Missions, Functions and Organisation Structures of Government Ministries and some Agencies, Governance Commission

**Liberia’s Civil Service Capacity Challenges**

Liberia’s civil war did not only ruin infrastructure, it also destroyed human and institutional capacities relevant for the functioning of government. During the war a substantial amount of qualified people, including civil servants, either died or left the country.

At the same time, the war also affected the operation of the institutions that were responsible for human capital development in the country. Universities, colleges and secondary and high schools could not operate fully, were not maintained and deteriorated which in turn blocked the development of new capacities.
As a result, by the end of the war, the Liberian Civil Service had become dysfunctional and disoriented and absolutely not prepared to address the challenges of rebuilding the country.

Both the PRS and CDAs recognize that limited leadership, technical and administrative capacities is one of the key risks which “could derail the implementation of the PRS/CDA and frustrate the commitment to generating rapid, inclusive and sustainable growth”\(^3\). As such strengthening the civil service capacities are core for Liberia’s recovery and growth.

This report presents an analysis of capacity assets and challenges related to local governance in Liberia. The report reviews both capacities within the local government structure as well as within the MIA and analyses these capacities both in relation to the existing as well as anticipated mission, mandate and functions of local governments and MIA.

\[ \text{“Local Government in Liberia is at the embryonic stage, low level of resources; low human capacity; and considerably poor infrastructure render local authorities a desperate package of unfulfilled needs and multiple chiefs to content with.”} \]

\[ \text{Source: LIPA Local Government Capacity Building Needs Assessment Report, p2} \]

This report furthermore presents a roadmap to address these capacity challenges by specifying whose capacity should be strengthened in which areas, and which institutions would be capable to provide the require capacity development support. It finally present a 2 year Capacity Development Plan to strengthen local government capacities by identifying prioritization of needs, implementation modalities, resources required and monitoring and evaluation frameworks to be established.

\[ \text{“The building of institutions that can deliver quality services across the country in a new inclusive and highly participatory democracy characterized with strong systems of governance and in which rights are respected, people are engaged in the government process, institutions serve the public good and national resources are used to the benefit of all”} \]

\[ \text{Source Poverty Reduction Strategy, PRS, April 2008, p22} \]

\[ \text{See among others CDA Bong County, 2008: p40} \]
INTRODUCTION TO THE CAPACITY DEVELOPMENT PLAN

Aim
The alleviation of poverty directly depends on the capacity of local service delivery institutions to effectively fulfill their mandates. Due to the consequences of the conflict and persistently low levels of development, the institutional capacity to deliver services in Liberia is acutely inadequate to meet the needs of the population.

The aim of this Local Government Capacity Development Plan (LGCDP) is to provide a roadmap to enhance the capacity of Liberian local authorities (Counties and Districts) to meet service delivery requirements as expressed in their County Development Agendas (CDAs).

By presenting a comprehensive analysis of current local government capacities; identifying required capacities and by prioritizing intervention strategies, this LGCDP is to guide initiatives which support the development of Liberian local government capacities in a coherent and coordinated manner. In addition the LGCDP is to facilitate the exchange of good practices in order to promote effective investments in the people and institutions that drive Liberia’s development agenda.

Similar to the National Capacity Development Strategy (NCDS) which presents a 10 year plan for all capacity development fields in Liberia, the drafting of this LGCDP responds to the following needs:

<table>
<thead>
<tr>
<th>Need for a <strong>systematic and comprehensive approach</strong> to develop local government capacities and ensure investments are not ad-hoc.</th>
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<tbody>
<tr>
<td>Need for a <strong>cohesive framework to coordinate</strong> Capacity Development initiatives (tools, methodologies and processes) related to local governments.</td>
</tr>
<tr>
<td>Need to ensure Capacity Development initiatives are relevant and <strong>gear local governments for the future</strong> and become more self-reliant.</td>
</tr>
<tr>
<td>Need for a <strong>platform for action and prioritization</strong> required to develop partnership and mobilize and efficient use of resources.</td>
</tr>
<tr>
<td>Need for <strong>technical guidance and quality assurance</strong> of programme and initiatives</td>
</tr>
</tbody>
</table>
**Vision**

The vision underlying this LGCDP is:

“To equip Liberian local governments with knowledgeable, skilled and productive civil servants and institutions which can drive and manage sustainable and equitable growth at local level through the planning, management and implementation of their County Development Agenda’s”.

**Scope**

The LGCDP is initially providing a two year plan to address current capacity gaps but also takes into consideration anticipated capacity gaps required to be addressed as part of further decentralization; change of functions and mandates; drawdown of the United Nations Mission in Liberia (UNMIL) and changes in priorities as Liberia moves from focusing on reconstruction to achieving sustainable growth.

The LGCDP is primarily aimed at ways and means required to strengthen local government capacities but also addresses the need to strengthen the capacities of the Ministry of Internal Affairs (MIA) as well as local training institutions such as the Liberia Institute for Public Administration (LIPA) to guide and facilitate local government capacity building.

<table>
<thead>
<tr>
<th>Capacity Reviews</th>
<th>Local Governments</th>
<th>MIA</th>
<th>Training Institutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Capacity Gaps = Current Capacity Requirements – Current Capacity</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Anticipated Capacity Gaps= Anticipated Capacity Requirements – Existing Capacity</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

**Guiding Principles**

Similar to the NCDP, the following principles have guided the development of this CDP:

- **Liberia has capacity assets:** although there are many capacity challenges, the existing and untapped human capacities cannot be dismissed;
- **Capacity development is an immensely challenging task:** Investing in individuals and institutions is never an easy task and especially in a post-conflict situation such as Liberia, it will take time and sustained efforts which will go hand-in hand with set-backs, shortcomings and frustrations;
- **Capacity Development should as much as possible be hands-on:** support programmes should reach down to the working level of local governments and link to the challenges which local officials are facing on a daily basis;

*This Capacity Development Plan is formulated within the broader frameworks provided by the Poverty Reduction Strategy, the County Development Agenda’s, the Civil Service Reform Strategy as well as the National Capacity Development Strategy and aims to align resources and technical support for capacity development of local governments.*
• **Capacity Development efforts should promote equity and gender equality:** In a post-conflict situation and to ensure continued reconciliation, it is extremely important that the opportunities created for capacity development are provided in an equitable manner and to recognize the importance of gender stereotypes that can sometimes reduce opportunities for both men and women;

**Developing Capacities of People; Organizations; and Institutional Frameworks**

Investing in training of individuals without addressing challenges of the organizations they work for or the institutional framework they have to comply with, will limit the impact of capacity building initiatives. It is for example not good enough to invest in one-off training programmes and expect that it is sufficient for transforming work quality. In the same manner, it is not adequate to adapt a new policy for how something should be done without investing in the organizations and people to adapt their systems and ways of working to facilitate the implementation of the policy. As a result, any capacity building strategy must be comprehensive and articulate how synergies can be realized by investing at three levels:

- human capacity;
- organizational capacity;
- capacity of institutional framework

**Figure 2: Human, Organizational and Institutional Framework Capacity**

<table>
<thead>
<tr>
<th>Human capacity: Individual competencies:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge</td>
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<tr>
<td>Skills</td>
</tr>
<tr>
<td>Attitudes</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Organizational capacity: Elements that strengthen the capacity of specific organization to deliver their mandates:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Processes and systems</td>
</tr>
<tr>
<td>Service Delivery arrangements</td>
</tr>
<tr>
<td>Human resource management</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Capacity of the institutional framework: Elements that facilitate the development of capacity:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policies</td>
</tr>
<tr>
<td>Legal and Regulatory frameworks</td>
</tr>
<tr>
<td>Norms and Values</td>
</tr>
<tr>
<td>Culture</td>
</tr>
</tbody>
</table>
A comprehensive capacity assessment and capacity development plan will need to ensure the relationship between the various capacity levels are interlocking and mutually reinforcing so that support to individuals and organization is further supported by a strong institutional framework which can sustain capacity gains.

For the purpose of this local government capacity development plan, the above implies that capacity development entails more than individual training, and must focus on strengthening both the organizations the individuals work for as well as the overall legal and regulatory framework which governs their work.

Placing a few individuals with the required skills and competencies within organizations is necessary for catalyzing improvements, but not sufficient for elevating the organization if the internal management, performance review and teamwork is not strengthened. If improved individual capacities will not go hand-in-hand with improved organizations and the way individuals are rewarded/recognized for good performance, individuals will start to become frustrated, ineffective and might pursue other career opportunities.
ASSESSMENT OF CAPACITY NEEDS

Introduction to Capacity Needs Assessment

As already described in previous sections of this report, Liberian local governments face a multitude of challenges. The challenges for developing a professional government sector as highlighted in the National Capacity Building Strategy (NCDS) include:

Core challenges present in the professional service in Liberia:

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

*Source: Draft National Capacity Building Strategy, 2009*

To verify whether the above generic findings as apply for local governments and to identify and prioritize possible capacity development initiatives for local governments, the Ministry of Internal Affairs (MIA) supported by UN-Habitat carried out a Capacity Needs Assessment in October 2009. For the assessment, two basic instruments were applied:

- Focus group discussions with key stakeholders
- Capacity Needs Assessment Questionnaires

Both these tools were applied at the level of the MIA as well as in Counties. As the time for carrying out the review was limited, it was agreed to carry out the assessment in 3 Counties (Bong, Bomi and River Gee). By selecting a county in each of the 3 geographical regions of Liberia, it is hoped information as gathered in the Counties assessed would be sufficiently representing the status of Counties through-out the country.

In addition through direct observations, literature review and meetings with various institutions involved in strengthening local governance in Liberia, information on capacity needs and the possible ways and means to address these. A complete overview of institutions consulted is included in Annex 2 of this report.

The MIA/UN-Habitat assessment builds on the analysis by the National Capacity Development Strategy and work carried out by Liberian Institute for Public Administration (LIPA) which...
carried out a large number of interviews with local governments officials (main findings summarized in box below).

**LIPA Local Government Needs Assessment**
For their Local Government Needs Assessment LIPA interviewed some 993 local government officials while they attended civic education workshops in the fifteen provinces in Liberia. The interviews focused on capacities related to visioning; management of projects/programmes; management of people; management of the office and management of money.

Some of the key findings of the assessment include:
- There is no clear agreement about job responsibilities resulting in unproductive routines and conflicts regarding delineation of responsibilities;
- The power relationship between chiefs, commissionaires, mayors and local representatives from the various ministries and the security apparatus are often problematic resulting in a mix up of executive and judicial functions;
- Gender, environment and sustainability issues are considered but not addressed in a planned and structured way;
- Personnel management is weak with no system for performance review, hiring or firing of staff or work planning in place;
- There is no clear and effective governments approved framework for budgeting and accounting on government expenditures;
- There are major performance weaknesses related to logistics, infrastructure and funds;

In terms of training needs the LIPA report identifies the following priorities (in brackets percentage of respondents who identified this particular training need):

- Leadership (56.6%)
- Project Planning (27.0%)
- Administration (22.7%)
- Monitoring (16.6%)
- Supervision (15.0%)
- Evaluation (11.8%)
- Management (31.0%)
- Conflict Management (24.9%)
- Project Management (16.6%)
- Records Management (15.7%)
- Budgeting (13.8%)
- Accounting (7.6%)

*Source: Local Government Capacity Building in Liberia, Needs Assessment Report, LIPA*

In total 99 people participated in the Focus Group Discussions while 144 completed capacity needs assessment questionnaires were collected. Findings of the assessment are summarized in the following pages structured according to:
- Individual capacity;
- Institutional capacity;
- Capacity of the institutional framework;
- Capacity of the institutions which can provide training required.

A more detailed report on the assessment of Local government capacities can be found in: “Liberian Local Government capacity Assessment” MIA/UN-Habitat, 2009
Table 2: Respondents to the Questionnaires.

<table>
<thead>
<tr>
<th></th>
<th>Number of Participants to Focus Group Discussions</th>
<th>Number of Completed Capacity Needs Questionnaire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bomi County</td>
<td>26</td>
<td>25</td>
</tr>
<tr>
<td>Bong County</td>
<td>24</td>
<td>22</td>
</tr>
<tr>
<td>River Gee County</td>
<td>21</td>
<td>21</td>
</tr>
<tr>
<td>Ministry of Internal Affairs</td>
<td>28</td>
<td>76</td>
</tr>
<tr>
<td>Total:</td>
<td>99</td>
<td>144</td>
</tr>
</tbody>
</table>

**Individual Capacities**

**Individual Capacities at County Level**

From the 68 questionnaires collected in the Counties, 58 were from men (85.3%) and 10 were from female (14.7%) employees. Most of the respondents held a secondary (39.7%) or bachelor degree (32.4%) and 78% has more then 5 years of working experience. This many years of working experience can be explained as the questionnaire was targeted to middle and senior officials within the Counties.

In terms of training needs, there is a high demand for training in almost all the areas identified. It is relevant to note that these needs are basically similar irrespective of positions held.

Some of the key areas mentioned for capacity building by the respondents included:

- Ability to formulate strategies
- Ability to formulate performance standards
- Understanding the County Budget cycle
- Ability to access various sources of revenue
- Knowledge of support available for county officials in terms of advise, training and finance
- Land use planning
- Computer training (applications, information management, statistical software, GIS)

From the analysis of training needs per County as presented in the Annex 2, it became clear that the training needs are high throughout and that there actually are not too large a difference between the different Counties.
Individual Capacities at Ministry of Internal Affairs

From the 76 respondents in the Ministry 43 were male and 33 female. From the 19 respondents at Assistant Minister; Director; and Assistant Director level, there was only 1 female respondent. Of all the respondents only 2 have obtained Master-degrees and 24 Bachelor degrees as their highest degree earned. Finally by and large the respondents were people with substantial years of work-experience and that there are few employees who have recently started their career (out of the 76 respondents 15 had 5 or less years of working experience).

From the assessment of training needs in the Ministry, it can be concluded that irrespective of the position respondents hold or for which Department they work for, that there is a great need for capacity building in almost any area.

Some of the priority areas identified for training according to the respondents include:

- Computer training
- Human Resource Management
- Local government management and development planning
- Communication techniques
- Budgeting and planning
- Team building
- Introduction of performance standards
- Planning and decision making
- Urban planning and administration
- Survey and mapping
- Data collection procedures and Management information systems
- Disaster response/management

Organizational Capacities

Organizational capacities refer to elements within the organization which strengthen or limit an organization to reach its’ objectives. Elements of organizational capacity among others include how processes and systems are organized, what the arrangements for service delivery are and how human resources are managed.

Organizational Capacities at County Level

The governance structures in Liberia are problematic, not only the relationships between the central and local governments, but also between the local governments and the civil society.

The respondents in the County had varying perceptions regarding the organizational issues in their Counties. In relation to various statements they were provided, only in a few instances there was a clear disagreement/agreement between respondents. Of note are 51.9% who were in
partial agreement that there is clarity on roles and responsibility of government agencies working in the county. Nearly half (43.8%) disagreed that decision making at the county level involved broad public participation. A majority of 70.2% agreed that decentralization will improve public services at county level.

“Although people are given a certain position, this doesn’t imply it clear what they have to do. Although I have not been aware of my Terms of Reference, I think my present job entails mitigating disputes between chiefs, commission and other matters arising from land”. County inspector who has been in his current position for the past 2 years.

<table>
<thead>
<tr>
<th>County Issues</th>
<th>Disagree with statement (%)</th>
<th>Somewhat agree with statement (%)</th>
<th>Complete agreement with statement (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 The vision for development of our county is clear</td>
<td>34.6</td>
<td>34.6</td>
<td>30.8</td>
</tr>
<tr>
<td>2 There is clarity on roles and responsibility of government agencies working in our county</td>
<td>18.5</td>
<td>51.9</td>
<td>29.6</td>
</tr>
<tr>
<td>3 Different government agencies in our county work well together</td>
<td>27.8</td>
<td>38.9</td>
<td>33.3</td>
</tr>
<tr>
<td>4 Decision making at the county level involves broad public participation</td>
<td>43.8</td>
<td>31.6</td>
<td>24.6</td>
</tr>
<tr>
<td>5 Decentralization will improve public services at county level</td>
<td>15.8</td>
<td>14.0</td>
<td>70.2</td>
</tr>
</tbody>
</table>

Organizational Capacities at Ministry of Internal Affairs

From the survey it became clear that the most common challenges and constraints respondents faced when carrying out their jobs included:

- Lack of trained personnel especially in the area of computers and personnel management.
- Lack of resource and lack of office space and equipment such as typewriter, computer, printer/photocopier and phone. Electricity black-outs and lack of air-conditioning in the office make the working environment not conducive.
- Poor motivation of the employees mainly because of the low salaries and lack of transport to facilitate their work.
- Difficulties in getting needed information from the counties. This among others relates to lack of logistical support to facilitate gathering of information and implementing tasks.
- Slow and strenuous procurement procedures.
- Poor working relationships with bosses.
- Limited decision making power for low level staff resulting in very centralized decision making.
Liberian Local Government Capacity Development Plan

- Overlapping of functions.
- Differences in staff benefits are demoralizing.
- Training opportunities are availed based on favoritism.

From the feedback collected through the questionnaire a number of conclusions can be drawn. Although there are some clear differences between Departments, 56.90% of the respondents have a positive appreciation of their organization indicating that they themselves as well as their colleagues perform well (e.g. meeting deadlines, are resourceful, responsive to changing needs, etc). Most of them also agree they have clear job descriptions (50% completely agreement with this statement) and work well in teams (47.38% of the respondents completely agree with this statement).

One area which all identify as needing improvement include the need for re-training of staff on a regular basis (54.13% disagree with this statement).

Table 3: Organizational issues in the Ministry of Internal Affairs

<table>
<thead>
<tr>
<th>Organizational Issues</th>
<th>Disagree with statement (%)</th>
<th>Somewhat agree with statement (%)</th>
<th>Complete agreement with statement (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 My colleagues and I perform well (e.g. meet deadlines, are resourceful, responsive to changing needs, etc.)</td>
<td>13.45</td>
<td>29.65</td>
<td>56.90</td>
</tr>
<tr>
<td>2 We have well developed work plans</td>
<td>20.30</td>
<td>41.43</td>
<td>38.28</td>
</tr>
<tr>
<td>3 We have clear job descriptions</td>
<td>30.48</td>
<td>19.55</td>
<td>50.00</td>
</tr>
<tr>
<td>4 Staff performance is regularly monitored</td>
<td>26.15</td>
<td>27.95</td>
<td>45.93</td>
</tr>
<tr>
<td>5 If there is a need, staff has the opportunity to attend need based training</td>
<td>12.95</td>
<td>39.68</td>
<td>47.38</td>
</tr>
<tr>
<td>6 Staff are re-trained on a continuous basis</td>
<td>54.13</td>
<td>26.78</td>
<td>19.13</td>
</tr>
<tr>
<td>7 We work well in teams</td>
<td>19.58</td>
<td>38.15</td>
<td>42.28</td>
</tr>
<tr>
<td>8 Qualifications of staff and the positions they hold are well matched</td>
<td>35.03</td>
<td>37.78</td>
<td>27.20</td>
</tr>
</tbody>
</table>

“Every year we have to have to prepare an annual report which needs to be submitted the President. Each year it is a challenge put all data and information together as Departments do not submit data and information on time or data are just not available.

We not only need training in report writing but also in how to develop and implement systems to plan, set targets and report on these targets”.

MIA participants to Capacity Assessment Review Workshop.
**Capacity of the Institutional Framework**

Institutional capacities are those issues outside the direct scope of an organization but which facilitate or obstruct the organization reaching its’ objectives. Institutional capacity elements to be considered among others include policies, legal and regulatory framework, norms and values as well as cultures.

Institutional issues largely relate to the finding of the Civil Service Reform Strategy (CSRS).

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**The Civil Service Reform Strategy (CSRS)**

The development of the CSRS by the Civil Service Agency (CSA), provides a statement on reform of the Liberian Government bureaucracy. Approved in June 2008, the goal of the CSRS is to create a small government that provides better services to the people and to build a public service which is effective and efficient in achieving national development goals.

*Source: Taking the Civil Service Reform Strategy 2008 Forward (2009)*

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Areas which will require attention as highlighted through the questionnaires and focus group discussions both at County Level as well as in the MIA included:

- **Clarifying relations between Central and Local governments.** The roles and responsibilities of both central government and local governments have to be clarified in such a way that it is clear which level of the bureaucracy is responsible for policy-making, setting regulations, implementation and monitoring and evaluation.

- **Enhancing Service Delivery:** Relevant rules and regulation should be review so to improve service delivery both in terms of quality of services as well as expanding access to all segments of the population.

- **Pay Reforms:** Compensation, remuneration and incentives should be organized in such a manner so the public sector can attract, retain, and contribute to the motivation of civil servants to diligently perform their roles and responsibilities.

- **Human Resources Management:** Related to the above, Civil Service laws, policies and regulations should be improved so recruitment, development and utilization of civil servants can be optimized.

- **Leadership Development:** Institutional arrangements need to be put in place to strengthen executive managerial and technical leadership capacity in the Civil Service to lead change and implement the government’s reconstruction and reform agenda.

- **Gender Equity:** Measures need to be instituted in Civil Service institutions so that the involvement of women, at all levels, in decision-making can be increased.
\textbf{Capacity of Institutions which can Provide Training}

Besides a review of the capacity assets and capacity needs of the Counties and the Ministry of Internal Affairs, a review was carried out to see which institutions are capable in order to provide the capacity building support required.

Institutions suitable for providing training should ideally meet the following criteria:

- Be a Liberian Institution;
- Have a clear mandate for training government officials;
- Have qualified staff with experience in providing training to government officials.

Unfortunately there are not many institutions in Liberia which fit these criteria. In fact, only the Liberia Institute for Public Administration (LIPA) is currently clearly mandated to carry out this capacity building function. As LIPA itself also has some capacity constraints and will never be able to address all training needs for local governments, also some other institutions were reviewed.

\textbf{Liberian Institute for Public Administration (LIPA)}

The Liberia Institute for Public Administration (LIPA) is currently the main government mandated training and capacity building institution. It has 54 staff members (of which 10 are professional staff) and runs a wide range of training and development programs.

Two factors are believed to be hindering the efficient delivery of capacity building services by LIPA to the government organs including the 15 Counties. One is the internal capacity of LIPA itself. The other is the geographical spread of the 15 administrative counties of Liberia with poor infrastructure connectivity, all of which LIPA is to serve.

Among LIPA staff very few are professional staff. The senior staff members of LIPA have gained their experience basically on the job. With the exception of the Director General and one other staff, all others only recently received their graduate degrees through support from the African Capacity Building Foundation (ACBF). Further staff development takes place through internal short-term, skill-building initiatives. The UK Department for International Development (DFID) has been supporting local staff training programs as well as study tours and ACBF is supporting both long term and short term training for staff.

Besides its facilities in Monrovia, LIPA has taken the initiative to establish a regional center in Gbarmah (Bong County) which is expected to be operational by the end of 2009. It furthermore has the intention to open similar facilities in South-east and East region of the country.
LIPA’s Training and Development Programme

- Certificate in Business Administration (12 weeks)
- Certificate in Public Administration and Public Management (12 weeks)
- Human Resources Management (4 weeks)
- Project Planning and Management (4 weeks)
- Managing Government (3 weeks)
- Office Management and Practices (4 weeks)
- Procurement & Materials Management (12 weeks)
- Commuter Literary training (2 weeks)
- Managing the Boss (2 weeks)
- Women in Management (2 weeks)
- Monitoring and Evaluation (3 weeks)
- Records Management (2 weeks)
- Customer Care (2 weeks)

*Source: LIPA Training and Development Programme 2009/2010*

LIPA has a number of established training programmes but these are mainly geared to needs of government and private institutions in Monrovia. It does not yet have curricula specifically developed to the needs and requirements of local governments. In case LIPA indeed will address these local government training needs, it will require support in order to develop and test training materials and curricula.

**Ministry of Internal Affairs (MIA)**

Although the Ministry currently doesn’t have a clear training mandate it has a training division (within the Department for Research and Planning Development) and in addition it’s anticipated mandate provides for a facilitating/technical advisory role to Counties and Districts. Furthermore, in the review of mandates, mission, functions and structures, it

At this stage, very few MIA staff have hands-on experience in developing and implementing training so in case the Ministry will take up a substantial training role, they will need to be provided with external support to develop competencies, organizational structures and facilities to enable the Ministry to implement training.

**Civil Service Commission (CSC)**

It is envisioned the CSC will have the overall function of the management of training in the public services. To that end, the Commission is to develop a National Public Service Training Policy to guide the service in capacity building. However, it is not envisioned the CSC will itself
provide training but rather support all ministeries, Agencies and Local Governments with training and developing their staff in collaboration with LIPA⁴.

**Universities and Colleges**

Although on an occasional basis, Liberian Universities are involved in strengthening local government capacities, their key focus is on providing education through regular educational programmes. At the same time the Universities themselves are also struggling with developing and retaining their capacities.

While the demand among MIA and local government staff for degree programmes is very high, the current programmes as provided by Universities are not really targeted to government officials. Although from a career perspective it will be very interesting for government to participate in degree programmes, the investment in terms of duration and resources is very high compared to the short and targeted courses.

**Other Government Institutions and Training Modalities**

In specific areas, government institutions are working directly with local governments to develop their capacities. The Liberia Institute for Statistics and Geo Information Services (LISGIS) for example support Statistical officers in all the Counties to develop their skills in data collection and analysis.

In addition there are a number of (in some cases donor supported) government programmes which ensure senior and qualified personnel can be recruited/retained for government positions and provide “on-the-job” and coaching assistance. The “Liberia Emergency Capacity Building Support” (LECBS) Project, the “Transfer Knowledge through Expatriate Nationals” (TOKTEN) and the “Senior Executive Service” (SES) were established as a means to help identify and deploy skilled Liberians into the civil service. For Counties, especially the SES seems to be a meaningful instrument which allows them to attract and retain a number of highly qualified civil servants.

**Out of Country Training**

Besides training provided in Liberia, a number of MIA and County staff have had the opportunity to participate in training and exchange visits outside of Liberia. Some of the countries to which staff went to strengthen their capacities include China, South Africa, Ghana, Israel, Kenya, Uganda, Benin, Lesotho, Siera Leone, Denmark, Ethiopia, Libya and the United States of America.

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International Donor Community

A large number of initiatives have been undertaken by the international donor community to strengthen local government capacities. Among others these include:

The joint UN programme **Strengthening Capacity of Local Administration** (UNCST) was created in September 2006 to build capacity of local administration in assessing, planning, coordinating and raising resources for, and delivering essential services in support of the consolidation of civil authority and recovery. Working closely with other UN partners, the programme focuses on 3 areas: 1) Restoring functionality of county administrative offices / transportation, 2) Developing capacity of county officials and 3) Strengthening data and information management in the counties.

The **“Liberian National Decentralization and Local Development Program (LDLD)”** aims to strengthen policy and strategy development for strengthening governance through supporting the development of a policy and a legal framework for decentralization as well as the establishment and elaboration of procedures; processes and systems for sub-national government institutions. At the same time LDLD promotes local sector-specific investments and in the process aims to strengthen management of Liberia’s innovations in restoring local government.

The European Commission supported **County Development Programme** (CDP) among others will provide training in the fields of Community Driven Development and Local Economic Development. In addition it provides technical assistance to develop capacity development plans for central and local levels as well as for organizational change, restructuring and rightsizing and the implementation of the Civil Service Reform agenda in general.
STRATEGIC FRAMEWORK

Strengthening Individual Capacities

Although there numerous area where individual capacity strengthening needs to take place, a number of competency areas have been identified where capacity building will be crucial. The guiding principle for strengthening of individual capacities in this plan is defined as follows:

Provide Liberian local government officials with the knowledge, skills and attitudes to drive and manage sustainable and equitable growth at the local level

Reflecting on this principle in relation to the outcomes of the capacity needs assessment, a number of priority areas can be identified for individual capacity strengthening initiatives.

Planning for Results:

• Develop an understanding of the performance based management and policy formulation process and be able to translate these policies into programmes and activities which can make a difference.
• Equip participants with the tools required to develop policies and to facilitate participatory planning and effective project implementation.
• Develop an appreciation for participatory planning approaches and the importance of considering gender, equity and environmental concerns.

Managing Local Governments:

• Develop an understanding of the roles and responsibilities of local governments and the resources available to local governments in order to perform their functions;
• Strengthen participants skills in organizational, financial, procurement and human resource management relevant for the development of professional and effective local governments in Liberia
• Gain an appreciation of a transparent and reliable professional bureaucracy

Being a Competent Local Government Employee

• Develop an understanding of the roles and responsibilities of local governments employees and what it takes to perform effectively and efficient;
• Develop practical skills relevant for local government officials such as computer training, communication techniques, working in teams, conducting meetings and mediation/negotiation techniques;
• Develop an appreciation of ethics relevant for a local government employee.
For the Ministry, training of individuals needs to be geared towards reaching its’ new mandate and staff will need to develop competencies related to supervising, guiding, harmonizing, mentoring, monitoring, advocating for local governments, and coordinating decentralization issues among stakeholders.

**Strengthening Organizational Capacities**

Strengthening of organizational capacities needs to follow the priorities as set out by the Civil Service Reform Strategy (CSRS) and to develop the Civil Service in a professional bureaucracy. The guiding principle for strengthening of organizational capacities in this plan is defined as:

| Strengthen the way the Ministry of Internal Affairs and Liberian local governments are organized so they can be effective and efficient in meeting local challenges and local needs. |

The MIA and Counties will need support to implement new policy reforms enacted through the CSR Programme and translate the strategy into new practices, procedures, and expectations of civil servants working on the ground.

Some of the concrete suggestions regarding organizational strengthening collected from the Counties included:

- **Rotate Senior Officials**: Senior officers such as superintendents, district commissioners and magistrates should be rotated;
- **Use of the County Development Fund** should be synchronized with the social development fund and institute a management mechanism free of political manipulation and bias.
- **Ensure the employ of skillful, efficient, trained and qualified workers** who should be placed in the right positions and that delivery of training should be as much as possible decentralized to the Counties.
- **Ensure collaboration and coordination** between the superintendent, line ministries and the legislative caucus as well as among the line ministries, local administration up to the clan level. More clearly defined and delineated roles and responsibilities are required to ensure no overlapping of functions (especially between the superintendent, development superintendent and project planners).
- **Strengthen Public Participation**: Ensure the public is involved in decision making especially in development and financial issues. Women and youth involvement was especially recommended.
- **Improve the employment payment systems** and ensure new employees are promptly put in the payroll.
Some of the concrete suggestions regarding organizational strengthening collected from the Ministry included:

- **Review the organizational set-up** and where necessary redrafting terms of references for officials to avoid usurpation of functions and establish clear rules and guidelines of institutional coordination and collaboration.
- Introduce a **transparent system for recruitment as well as promotion** including the introduction of staff performance review system. Ensure remuneration commensurate with qualification and position held and that officials to hold positions based on qualifications, experience and education rather then on family affiliation.
- Improve **record keeping and information sharing** for example through ensuring regular Departmental meetings are held.
- **Strengthening linkages with the Counties** for example by ensure a regular Ministerial tour of Counties.
- Develop a comprehensive **strategy for training** and scholarships which can benefit all.
- Provide more **resources and decision making power** to the various departments.
- Restructuring of staff and ensuring **gender balance**.

The suggestions above for both the Counties as well as the Ministry closely relate to the outputs of the envisioned functional review of government tasks and functions. The Governance Commission and Civil Service Agency have jointly provided detailed tools which can be used by ministries and agencies to guide functional and job analysis. The outputs of such review include:

- Redefined mandates of ministries and agencies, and clearly defined core functions, as well as revised mission and vision statements and core values;
- Revised organizational structure, with updated job descriptions/specifications, that synchronize with revised mandates and core functions;
- Revised organizational methods and procedures that enhances the effectiveness and efficiency of ministries and agencies;
- Undated manpower requirements for the ministries and agencies within the context of revised mandated, core functions and organizational structures;
- Identified human and institutional capacity building requirements;
- Rationalization and detailed information on staff to be retained, retired and redundant;
- Identified logistical needs and estimates for ministries and agencies;
- Improved internal and external communication policies and processes.

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5 Page 7, Taking the Civil Service Reform Strategy 2008 Forward, Governance Commission, Civil Service Agency, April 2009
**Strategizing the Institutional Framework**

Again, taking the priorities as set out by the Civil Service Reform Strategy (CSRS), the guiding principle for strengthening of organizational capacities in this plan is defined as:

| Strengthening the institutional framework governing the Ministry of Internal Affairs and Liberian local governments so they are equipped and empowered to address local challenges and meet local needs. |

The overall objective of the CSRS is to ensure a lean government that is easily manageable and sustainable. Although final details of the CSRS still have to be worked out and a lot of challenges are expected along the way, the CSRS provides some indication on how the institutional framework of Local Governments and the Ministry of Internal Affairs will change in the future as the guiding principles for transformation are clear:

- Government activities should be limited to essential function
- Government should not be performing activities that can more appropriately be off-loaded to and delivered by the private sector or by other non-state actors
- Collectively, the functions of government should be affordable based on available resources
- Organizational structure of ministries and agencies should reduce the management layers and actual numbers of political appointees as well as contain policy formulation functions
- Decentralization of certain central government ministries and agencies such as those responsible for health and education should be considered.

**Strengthening Training Providers**

**Build Capacity to Build Capacity**

Crucial for strengthening the capacity of those involved in local governments in Liberia, will be to further strengthen the capacity of institutions which can provide training. It needs to be ensured that Liberia invests in strengthening its own capacity building institutions. While capacity building in the form of donor-funded projects may continue, the Government of Liberia and development partners should systematically position the Liberian training and educational institutes to manage coordinate, implement these initiatives. Liberian institutions should house and manage major training programmes to ensure that these investments are

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6 Page 6, Taking the Civil Service Reform Strategy 2008 Forward, Governance Commission, Civil Service Agency, April 2009
Liberian Local Government Capacity Development Plan

guided by national development priorities and sustained through national resources in addition to donor-funded investments.

As indicated before, the number of Liberian institutions ready to provide capacity building to local governments is unfortunately limited. Those institutions which are available (LIPA) or have the intention and potential to develop themselves into training providers (MIA) should be supported. The strategic outcome defined for the Capacity Building providers is:

**Strengthen the institutions charged with developing capacities for local governments so they can provide effective and efficient capacity development support.**

### Implementation Modalities

#### Regular Degree Education

The local government capacity assessment clearly identified the desire of government staff to obtain degrees at educational institutes as the lack of local, high-quality education in professional fields has reduced the development trajectory of most professionals in Liberia. As investments in formal education will take a substantial time before having an impact on the qualifications of the local government workforce, it will not be sufficient to address capacity needs in areas which are crucial for the country’s recovery and economic growth.

#### In-service Training

Until the Liberian education system is capable of increasingly graduating well-educated and qualified individuals with productive abilities, in-service training is a necessary mechanism for developing skills in an accelerated manner. In addition in-service training is also important for continuous professional development of Ministry and Local Government staff.

In-service training needs to be directly linked to the identified capacity needs in relation to improvement of service delivery. In general such training is of shorter duration and is relevant for the day-to-day work of the officials trained.
To increase the impact of in-service training, it is good to take the following practices into account:

<table>
<thead>
<tr>
<th>Practices to be reflected in training to be delivered:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Provide a clear definition of the objectives of the training and how they relate to the specific jobs of the trainees</td>
</tr>
<tr>
<td>• Link the training to broader organizational or national objectives</td>
</tr>
<tr>
<td>• Ensure participant and organizational buy-in and commitment</td>
</tr>
<tr>
<td>• Carefully select participants based on concrete criteria</td>
</tr>
<tr>
<td>• Carefully select trainers / facilitators</td>
</tr>
<tr>
<td>• Ensure training includes practical and relevant experience as well as theory</td>
</tr>
<tr>
<td>• Utilize appropriate and varied training delivery methods</td>
</tr>
<tr>
<td>• Include incentives for application of what was learned during the training</td>
</tr>
<tr>
<td>• Create follow-up mechanisms</td>
</tr>
<tr>
<td>• Improve training programmes based on evaluation of participants’ application of what they learned in their daily work</td>
</tr>
</tbody>
</table>

**Learning by Doing**

There is a great value in learning by doing. Given that the County Development Agendas (CDAs) serve as the blueprint for recovery and development of the Counties, it is the most concrete foundation to which efforts to improve service delivery should be anchored. At national level to Poverty Reduction Strategy (PRS) which is subsequently broken down into 90 day deliverables, will provide a framework for Capacity Building initiatives. The CDA and PRS implementation can provide a vehicle for capacity building as well as identifying and addressing capacity gaps that hinder implementation of all CDA &PRS deliverables. On a 90 day basis, both the Counties as well as Ministry could come to clearly defined actions needed to align people, internal organization, and processes to effectively deliver.
In Egypt for example, UN-Habitat supported capacity building by applying this ‘learning-by doing’ approach around strategic planning and participatory processes. By coaching and training teams involved in city planning efforts, it was possible to build, immediately utilize and mainstream capacities.

In situations of acute capacity gaps, in which worker motivation is extremely low, and basic professional behaviors are not the norm, fundamental approaches are needed to strengthen supervision and support to colleagues in performing their individual roles. Through intensive coaching and by providing an exemplary role, staff members will have a chance to develop their confidence and competencies by knowing their can fall back on advise and support.

Coaching is one method for addressing this need of supervision as it provides for one-on-one guidance and support. Given the scale of the capacity gaps in the middle and lower levels of staff in Liberian institutions, there is a need to invest in coaching support for supervisors that oversee middle and lower-level staff. Initiatives such as SES and the CSTs provide important opportunities for coaching. Where possible the possibilities for coaching should be increased. At later stage when UNMIL is phasing out former UNMIL employees who have developed skills and know-how through their work with the mission there is an opportunity to place these professionals in jobs where they may utilize their competencies to perform important roles and transfer knowledge to other employees.

A combination of coaching and in-service training is being applied by the Government of Liberia and the Liberian Decentralization and Local Development (LDLD) programme who have recruited Financial Management Expert and a Procurement Expert for each of the three (3) geographical regions of Liberia. The Experts are supposed to spend 20% of their time on providing classroom training while the rest of the time, they are to travel from one County to another in order to provide on-the-job coaching and assistance to finance and procurement officers.

Any capacity building approach will need to invest in Leadership. Good leaders are required to inspire and drive change so to develop strategic visions and translate them into policies, strategies and partnership which enable concrete actions and results. The Local Leadership courses for which UN-Habitat provided Training of Training in Liberia have been designed to build the capacities of leaders in key competencies relevant for their positions such as using power; overseeing; representation; communicating and decision making. Now that a team of trainers has the confidence and capacity to deliver this training, a programme for delivering the training throughout all the 15 Counties in Liberia is being designed.

Learning by Seeing
An important capacity building mechanism which can be applied is through providing opportunities for exchange visits and benchmarking tours both within the country as well as outside of Liberia. Through twinning between Counties and peer-to-peer exchange results and methods can be compared and lessons can be learned based on good practices.
Through providing opportunities for staff-members to temporarily work a similar but other organization then their own, they could gain valuable experience and see how these organizations are managed. Such attachments of a few weeks or months can either be with organizations in country or outside. The learning experience will need to allow the staffmember to reflect on how the organization he/she works for can be improved based on the first-hand experience he/she has had in a similar organization.

A variation of this “learning by seeing” is through peer-reviews which facilitate staff members of one local government to review and advise on the performance of an other local government (e.g. in relation to their performance in delivering on the County Development Agenda’s). This modality as among others applied in Zimbabwe allows for positive review and exchange between Counties.

**Training of Training Institutions**

Strengthening of Capacity Building institution could be through a mix of the following interventions:

- **Training of Trainers** (ToT): developing the confidence and capacities of trainers in designing and implementing effective training. Not only need the ToTs develop skills in training techniques but also need to develop their understanding of the topics in which they will have to provide training.
- Assistance with development of training materials: where good international materials exist, assistance will need to be provided to adapt these materials to the Liberian situation.
- Advise on training function management: to strengthen the organization, management, marketing and post-training follow-up of training institutions, they should be assisted with concrete advise, examples and support in order to improve their organizations in these areas.
- Provide opportunities for research and consultancy assignment: by ensuring trainers can be involved in research and consultancy assignments relevant for their training, which will give trainers first hand experience is addressing challenges in local governments;
- Facilitate exchange and twinning with similar international training institutions. Collaboration between training institutions would help.

One key area in which capacity building institutions should be supported is in team facilitation where various trainers/facilitators provide different inputs in one session (e.g. one trainer will
introduce a topic theoretically, one trainer will present a case while a third trainer will facilitate a group exercise related to the topic).

**Decentralized Training Provision**

With the difficulties to go from one place to another in Liberia, it will be important to ensure the training will be delivered as closely to the recipients as possible and in a decentralized manner. Such decentralized delivery will need to go hand-in-hand with a decentralized follow-up on the training provided. This among others implies interaction with the participants in their own working environment a few weeks/months after the training to see whether they are using the newly developed skills and which difficulties they face in using these skills.

In for example **Kenya**, regional training centers have been set up so that the distance which participants have to travel from their place of work to the training centers is not too far and to accommodate on-the-job follow-up.

For the 2 year scope of this plan, it would be too ambitious to plan for a network of regional training centers specifically set-up to train local government staff. At the same time, LIPA is taking the initiative to set up a network of 3 regional training centers with the first one to be established in Bong County. Alternatively, where possible a decentralized role out of training should be organized in such a way that participants have the option to take part in a training in their own or neighboring County. In terms of facilities for such decentralized provision of training, County halls or facilities of existing education institutions could be used for running the courses.
ACTION PLAN

Priorities

As this is a two year plan, and as capacity building is by default an activity which requires long-term investments, the scope of what can be done in relation to what needs to be done is limited. As a result, it is important to focus capacity building interventions in areas which will have a high-impact in relation to Liberia’s priorities of recovery; economic growth and governance.

By aligning capacity building interventions with the Poverty Reduction Strategy (PRS) and County Development Agenda’s (CDAs) at national/County level and linking them to the Civil Service Reform Strategy, impact of the interventions can be increased.

In addition, using the rapid results approach and 90 day deliverables action plan as a process for breaking down the strategies into manageable activities, a vehicle is provided for “learning by doing” capacity building and priorities for capacity building activities will follow the 90 day priorities.

While the scope of the plan is limited, it needs to have a progressive outlook and future capacity demands and needs should be anticipated. A regular review and update of the plan is required so to ensure it remains relevant as Liberia progresses.

<table>
<thead>
<tr>
<th>Action / Deliverable</th>
<th>Start Date</th>
<th>Target End Date</th>
<th>Lead Institutions</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide Liberian local government officials with the knowledge, skills and attitudes to drive and manage sustainable and equitable growth at the local level</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training of at least 400 County officials in Local Elected Leadership (LEL) through role out of LEL module throughout the Country</td>
<td>October 2009</td>
<td>June 2010</td>
<td>MIA Research &amp; Develop. Planning Dept.</td>
<td>CST, LEL Facilitators trained in Oct. 2008, UN-Habitat</td>
</tr>
<tr>
<td>Training in of at least 200 Ministry and County officials in Local Economic Development (LED)</td>
<td>December 2009</td>
<td>June 2011</td>
<td>MIA Research and Development</td>
<td>MPEA, CSTLDLD, CDP, UN-Habitat</td>
</tr>
<tr>
<td>Action / Deliverable</td>
<td>Start Date</td>
<td>Target End Date</td>
<td>Lead Institutions</td>
<td>Partners</td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
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</tr>
<tr>
<td>Training of at least 200 County officials in Community Driven Development</td>
<td>Feb. 2010</td>
<td>June 2011</td>
<td>MIA Research &amp; Develop. Planning Dept.</td>
<td>MPEA, CDP, CST</td>
</tr>
<tr>
<td>Training of at least 150 MIA staff in Performance Based program planning, budgeting and monitoring and reporting</td>
<td>March 2010</td>
<td>June 2011</td>
<td>MIA Admin. Dept.</td>
<td>CDP, LDLD, UN-Habitat</td>
</tr>
<tr>
<td>Training of at least 100 MIA and County staff in Urban Planning and Management</td>
<td>March 2010</td>
<td>June 2011</td>
<td>MIA Urban Planning Department</td>
<td>UN-Habitat</td>
</tr>
</tbody>
</table>

*Strengthen the way the Ministry of Internal Affairs and Liberian local governments are organized so they can be effective and efficient in meeting local challenges and local needs.*

<table>
<thead>
<tr>
<th>Establishment of MIA Capacity Development Team including drafting of Scope of Work, identification of team-members and resources</th>
<th>December 2009</th>
<th>February 2010</th>
<th>MIA Research &amp; Develop. Planning Dept.</th>
<th>UN-Habitat</th>
</tr>
</thead>
<tbody>
<tr>
<td>Further detailing of Departmental and County Training plans in relation to Decentralization policy (including detailed training topics, target groups, methodology, resources required, etc)</td>
<td>January 2010</td>
<td>June 2010</td>
<td>MIA Capacity Building Team</td>
<td>MIA Department, Counties, LIPA, CST, LDLD, UN-Habitat</td>
</tr>
<tr>
<td>Completion of MIA Functional Review Process (incl. organizational and job analysis) and make proposals for rightsizing (incl. proposing ToRs as well as organizational structure) in line with envisioned tasks and functions of the Ministry.</td>
<td>December 2009</td>
<td>June 2010</td>
<td>MIA Administration Department</td>
<td>Civil Service Agency, LIPA, CPD, LDLD,</td>
</tr>
<tr>
<td>Action / Deliverable</td>
<td>Start Date</td>
<td>Target End Date</td>
<td>Lead Institutions</td>
<td>Partners</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Strengthening the institutional framework governing the Ministry of Internal Affairs and Liberian local governments so they are equipped and empowered to address local challenges and meet local needs</td>
<td></td>
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</tr>
<tr>
<td>Provide substantive contributions to Decentralization process</td>
<td>November 2009</td>
<td>December 2011</td>
<td>MIA</td>
<td>LDLD, CPD</td>
</tr>
<tr>
<td>Provide substantive contributions to the Civil Service Reform Strategy including agreement on Mandates and Functions of MIA</td>
<td>November 2009</td>
<td>December 2011</td>
<td>MIA</td>
<td>CPD, LDLD</td>
</tr>
<tr>
<td>Strengthening the institutions charged with developing capacities for local governments so they can provide effective and efficient capacity development support.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare a training delivery overview of training providers, training facilitators and resources people and facilities available in the Counties for decentralized delivery of training</td>
<td>January 2010</td>
<td>February 2010</td>
<td>MIA Training Team</td>
<td>CST, LIPA</td>
</tr>
<tr>
<td>Further detailing of local government Training of Trainers strategy (including advise on training methods, training impact reviews, training institution management, etc.)</td>
<td>March 2010</td>
<td>December 2011</td>
<td>MIA Training Team</td>
<td>MIA, LIPA, UN-Habitat, MPEA Nat. Cap. Strengthening Unit</td>
</tr>
<tr>
<td>Collaborate to localize training materials on Local Elected Leaders, Local Economic development, Financial Management,</td>
<td>December 2009</td>
<td>June 2010</td>
<td>LIPA</td>
<td>MIA Capacity Building Team, UN-Habitat, LDLD</td>
</tr>
</tbody>
</table>
Liberian Local Government Capacity Development Plan

90-DAY ACTION PLAN

The action plan below covers the period December 2009 until February 2010. Based on experienced gained and results achieved, every three months a new 90 Day Action Plan needs to be developed.

<table>
<thead>
<tr>
<th>#</th>
<th>Activities</th>
<th>Lead Responsibility</th>
<th>Implementing Partner</th>
<th>Budget</th>
<th>Funding Source</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>December</td>
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<tr>
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<td></td>
<td>January</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>February</td>
</tr>
<tr>
<td>1</td>
<td>By the end of February 2010 have completed a 2-year Liberian Local Local Government Strategy and Operational Plan</td>
<td>MIA</td>
<td>CST/UN-Habitat, LDLD, CDP</td>
<td>$10,000</td>
<td>CST/UN-Habitat, LDLD, CDP</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>By end of February 2010 have trained at least 300 County &amp; national senior staff in areas supporting decentralization including Local Leadership, Financial Management and Local Economic Development</td>
<td>MIA</td>
<td>CST/UN-Habitat, LDLD, CDP</td>
<td>$100,000</td>
<td>CST/UN-Habitat, LDLD</td>
<td></td>
</tr>
<tr>
<td>#</td>
<td>Activities</td>
<td>Lead Responsibility</td>
<td>Implementing Partner</td>
<td>Budget</td>
<td>Funding Source</td>
<td>Time Frame</td>
</tr>
<tr>
<td>----</td>
<td>---------------------------------------------------------------------------</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>December 2009</td>
</tr>
<tr>
<td>3</td>
<td>Establishment of MIA Capacity Development Team including drafting of Scope of Work, identification of team-members and resources</td>
<td>MIA</td>
<td>CST/UN-Habitat, LDLD</td>
<td>$5,000</td>
<td>CST/UN-Habitat, LDLD</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Prepare a training delivery overview of training providers, training facilitators and resources people and facilities available in the Counties for decentralized delivery of training</td>
<td>MIA Capacity Building Team</td>
<td>CST/UN-Habitat, LIPA</td>
<td>$20,000</td>
<td>CST/UN-Habitat,</td>
<td></td>
</tr>
</tbody>
</table>
**Risks**

With the scope of strengthening the capacity of Liberia’s local government being so large and complex, there are certain risks which must be mitigated as much as possible by paying regular attention to them.

<table>
<thead>
<tr>
<th>No.</th>
<th>Risk</th>
<th>Mitigation measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Fragmentation, duplication, and incoherence in local government capacity development initiatives</td>
<td>• Ensure effective coordination between those providing support to local government capacity building. MIA to work closely with development agencies and coordinate with the National Capacity Development Unit in MPEA.</td>
</tr>
</tbody>
</table>
| 2   | Demand for capacity development support services is greater than supply | • The needs for capacity development is much larger than what can be provided by Liberian institutions, which necessitates reliance on external support in the form of technical assistance, education / training abroad while strengthening the Liberian institutions.  
  • Maintain prioritization scheme for delivering capacity development support services which is in alignment with priorities in the PRS and CDAs. |
| 3   | Ensuring quality and consistency in capacity building initiatives     | • Build consensus around principles guiding capacity building initiatives.  
  • Establish mechanisms for training evaluation and training impact review.  
  • Develop a roster of qualified trainers and facilitators. |
| 4   | Ensuring investments are nationally-driven and not donor-driven       | • Maintain leadership for facilitating and monitoring local government capacity development with MIA.  
  • Align capacity development projects / investments with Civil Sector Reform strategy.  
  • Explore financial management measures that may facilitate greater agenda setting authority within Liberian institutions. |
| 5   | Sustainability of resources dedicated to the local capacity development agenda | • Financial and technical resources may not fully meet demand, but resources are not scarce in Liberia. The challenge will be to sustain resource commitments behind investments that may take many years for results to manifest.  
  • Resource commitments behind certain capacity development initiatives will need to be structured over multi-year periods outlined in specific programme and project design parameters. |

*Source: Adapted from draft National Capacity Building Strategy*
**Organisational and Implementation Arrangements**

In line with its envisioned mandate to coordinate relations between central and local governments, the MIA should be driving the coordination effort of capacity building of local governments. This among others includes:

- Coordination of local government capacity development initiatives;
- Technical advisory services on local government capacity development policy and programming;
- Mobilize resources for this Local Government Capacity Development Plan (LGCDP);
- Monitor and evaluate implementation of this LGCDP.

It is proposed that a separate **MIA Capacity Development Team** is established which would be able to take up these functions.

At the same time, MIA will need to link to **National Capacity Development Unit (NCDU)** in the Ministry of Planning and Economic Affairs which has an overall role in coordination of capacity development initiatives and implementation of the National Capacity Development Strategy (NCDS).

Even though MIA needs to take a leading role in capacity development of local governments, it will not be able to do this alone and in a vacuum. Therefore, this Plan aims to mobilize a broad coalition of partners. The following articulation of collaborative working arrangements and accountabilities will guide the partnership building aspects of LGCDP.

<table>
<thead>
<tr>
<th>Institution</th>
<th>Nature of Collaboration</th>
<th>Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIA</td>
<td>• LGCDP process leadership and coordination</td>
<td>• Engagement with all relevant stakeholders</td>
</tr>
<tr>
<td></td>
<td>• Monitoring and evaluation of the implementation of LGCDP</td>
<td>• Continues monitoring and where necessary adaptation of LGCDP</td>
</tr>
<tr>
<td>MPEA</td>
<td>• NCDS process leadership</td>
<td>• Stakeholder engagement</td>
</tr>
<tr>
<td></td>
<td>• Coordination of NCDS</td>
<td>• Integration of NCDS across sector plans and line ministry activities</td>
</tr>
<tr>
<td></td>
<td>• Data collection to inform planning for human and institutional capital development</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Technical support and exchange of best practises</td>
<td></td>
</tr>
<tr>
<td>CSA</td>
<td>• Technical collaboration in the area of Civil Service Reform</td>
<td>• Alignment of efforts between the LGCDP/NCDS and the Civil Service Reform Programme</td>
</tr>
<tr>
<td></td>
<td>• Partnership to support capacity development programmes</td>
<td></td>
</tr>
<tr>
<td>LIPA</td>
<td>• Technical collaboration in the area of training and organizational support services</td>
<td>• Alignment of efforts between the LGCDP/NCDS and the overall</td>
</tr>
</tbody>
</table>
## Liberian Local Government Capacity Development Plan

### Institution | Nature of Collaboration | Requirements
--- | --- | ---
State institutions | • Partnership to support implementation of capacity development programmes | training agenda for the Liberian Civil Service
Civil Society | • Input to the identification of strategic priorities for capacity development at County level across sectors  
• Leadership of sector-specific capacity development investments at County level  
• Promotion of capacity development through decentralized governance structures | • Adherence to policies and mechanisms governing capacity development coordination  
• Political and technical support for sound public policy which promotes capacity development in Liberia
Educational / Training Institutions (public and private) | • Input to the identification of strategic priorities for capacity development in core areas of civic engagement at local level  
• Support with advocacy for capacity development  
• Exchange of lessons learned | • Adherence to regulations that promote an enabling environment for capacity development  
• Promotion of values consistent with the vision for national capacity development
Donors and International Development Agencies | • Sustained partnership in human capital development  
• Visioning for the role of education and skills development for local governments in national recovery | • Provision of equal opportunities in education and training  
• Provision of highest quality learning opportunities possible  
• Adherence to policies and mechanisms governing capacity development coordination

*Source: Adapted from draft National Capacity Building Strategy*

### Funding Requirements and Modalities

The overview below gives an estimation of resource required to implement this 2 year action plan. It should be taken into consideration that these figures are purely indicative and are required in a manner that complements the resource mobilization efforts of the PRS and CDAs.

<table>
<thead>
<tr>
<th>Activity</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide Liberian local government officials with the knowledge, skills and attitudes to drive and manage sustainable and equitable growth</td>
<td>$400,000</td>
<td>$400,000</td>
</tr>
<tr>
<td>Activity</td>
<td>2010</td>
<td>2011</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>------</td>
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</tr>
<tr>
<td>at the local level</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strengthen the way the Ministry of Internal Affairs and Liberian local</td>
<td></td>
<td></td>
</tr>
<tr>
<td>governments are organized so they can be effective and efficient in</td>
<td></td>
<td></td>
</tr>
<tr>
<td>meeting local challenges and local needs</td>
<td>$40,000</td>
<td>$20,000</td>
</tr>
<tr>
<td>Strengthening the institutional framework governing the Ministry of</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal Affairs and Liberian local governments so they are equipped</td>
<td></td>
<td></td>
</tr>
<tr>
<td>and empowered to address local challenges and meet local needs</td>
<td>$20,000</td>
<td>$20,000</td>
</tr>
<tr>
<td>Strengthening the institutions charged with developing capacities for</td>
<td></td>
<td></td>
</tr>
<tr>
<td>local governments so they can provide effective and efficient capacity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>development support.</td>
<td>$40,000</td>
<td>$40,000</td>
</tr>
<tr>
<td>Sub-totals</td>
<td>$500,000</td>
<td>$480,000</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>$980,000</td>
</tr>
</tbody>
</table>

**Monitoring and Evaluation Framework**

Monitoring and evaluation of implementation of this Local Government Capacity Development Plan (LGCDP) has to take place at different levels:

Measuring changes in human and institutional capacities against baselines. This among others could cover baseline information on education levels and professional capabilities at the individual and organizational level. The assessment of local government capacities as carried out to provide a basis for the development of this plan, was not designed to provide a comprehensive overview of quantities and qualities of human resources in the Ministry as well as Counties but other initiatives are under way in order to bridge this gap in human resources available.

Monitoring capacity development “inputs” including the following baseline parameters:

- Accounting of individuals receiving training
- Accounting of individuals receiving coaching / mentoring support
- Accounting of scholarships granted
- Accounting of training institutes with associated data, such as number of faculty

Monitoring implementation progress of the LGCDP and impact of capacity development programmes and projects in realizing its’ four strategic outcomes. Suggested indicators for each of the strategic outcomes are outlined below:
<table>
<thead>
<tr>
<th>Outputs</th>
<th>Indicators</th>
<th>Baselines</th>
<th>Targets</th>
<th>Target dates</th>
<th>Sources of verification</th>
</tr>
</thead>
</table>
| Liberian local government officials have knowledge, skills and attitudes to drive and manage sustainable and equitable growth at the local level | - Number and type of training modules offered  
- Number of officials trained  
- Impact of training delivered  
- PRS/CDA implementation rate | | - Training courses currently being delivered and number of officials trained  
- Current status of PRS/CDA implementation | 2011 | MIA training database  
PRS Deliverable Tracker |
| Liberian local governments are organized so they can be effective and efficient in meeting local challenges and local needs | - Number of Capacity Development Teams established at County and National level  
- % completion of functional review process  
- % of staff members with job descriptions  
- Checklist of organizational effectiveness indicators | | - Current appreciation of organizational issues as included in Local Government Assessment Report  
- MIA and Local Governments are right-sized and organized so to meet their mandates | 2011 | Governance Commission reports  
MIA and County Annual Reports |
| Institutional Framework governing local governments is so they are equipped and empowered in order to | - % of decentralization of tasks and functions to local governments  
- % of completion of Civil Service Review Strategy  
- Resources available for capacity strengthening | | - Current appreciation of institutional issues as included in Local Government Assessment Report  
- Local governments have the resources in order to meet their mandates | 2011 | LRDC Secretariat  
Civil Service Agency |
<table>
<thead>
<tr>
<th>Outputs</th>
<th>Indicators</th>
<th>Baselines</th>
<th>Targets</th>
<th>Target dates</th>
<th>Sources of verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>address local challenges and local needs</td>
<td>• Overview of decentralized training facilities</td>
<td></td>
<td>• LIPA to introduce training in line with local government capacity needs</td>
<td>2011</td>
<td>LIPA catalog of services</td>
</tr>
<tr>
<td></td>
<td>• Number and type of training modules developed</td>
<td></td>
<td>• In each County facilities for delivering training are identified</td>
<td></td>
<td>MIA Training database</td>
</tr>
<tr>
<td></td>
<td>• Types of pedagogical methods employed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Quantity and Qualifications of training providers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Institutions charged with developing capacities for local governments</td>
<td>• Training modules currently on offer</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>can provide effective and efficient capacity development support.</td>
<td>• $600K annual budget of LIPA with 10 in-house faculty staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix 1: Reference List

- Bomi County Development Committee (2008), *Bomi County Development Agenda*, Ministry of Planning and Economic Affairs, Monrovia, Liberia
- Bong County Development Committee (2008), *Bong County Development Agenda*, Ministry of Planning and Economic Affairs, Monrovia, Liberia
- Liberia Institute of Public Administration (2009), *Strategic Plan: LIPA 2014*, Liberia Institute of Public Administration
- River Gee County Development Committee (2008), *River Gee County Development Agenda*, Ministry of Planning and Economic Affairs, Monrovia, Liberia
Appendix 2: List of Institutions Consulted

Bomi County
Bong County
European Commission supported County Development Programme (CDP)
Liberian Decentralization and Local Economic Development Programme (LDLD)
Liberian Institute for Public Administration (LIPA)
Ministry of Internal Affairs (MIA)
Ministry of Planning and Economic Affairs (MPEA)
River Gee County
Swedish International Development Agency
UN County Support Team (UNCST)
UN-Habitat Liberia
United Nations Development Programme (UNDP)
World Bank Institute