



**LIBERIA LOCAL GOVERNMENT LEADERSHIP PROGRAMME
NATIONAL TRAINING OF TRAINERS AND LOCAL GOVERNMENT LEADERS
WORKSHOP
ON LOCAL ELECTED LEADERSHIP
'Recovery through enhanced Local leadership and Governance'
6 – 17 October, Buchanan -Liberia**

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WORKSHOP REPORT

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ABBREVIATIONS AND ACRONYMS

CDA	County Development Agenda
CST	Country Support Team
GTI	Government Training Institute
HSC	Head of State Commendation
LEL	Local Elected Leadership
LG	Local Government
LIPA	Liberia Institute of Public Administration
MIA	Ministry of Internal Affairs
NGO	Non-governmental Organization
OGW	Order of Grand Warrior of Kenya
PRS	Poverty Reduction Strategy
TOT	Training of Trainers
UNMIL	United Nations Mission in Liberia
UNDP	United Nations Development Programme
UN-HABITAT	United Nations Human Settlement Programme

EXECUTIVE SUMMARY

The National Training of Trainers (TOT) and Local Government Leaders Workshop for Liberia were conducted from 5th to 12th October 2008 and 13th to 17th October 2008 respectively. The 37 participants for the TOT included representatives from the United Nations Country Support Team (CST), Liberia Institute of Public Administration (LIPA), Ministry of Internal Affairs(MIA), United Nations Mission in Liberia(UNML), UNDP and NGOs. Twenty seven (27) county superintendent and development superintendent attended the Local Government Leaders Workshop.

The theme of the two events was “Recovery through enhancement Local Leadership and Governance “. The TOT broad objective was to improve knowledge, skills and capacity of the participants in the methods, design and delivery of participatory, interactive, client centered training programs on Leadership, based on UN-HABITAT training materials. The TOT was to train a pool of trainers from Liberia, who would in turn train local leaders and officials. The Local Government Leaders workshop was intended to provide evidence that the TOT participants were adequately prepared to deliver leadership training at the county level. Specifically, it was to enable workshop participants to demonstrate a clear understanding of leadership competencies in relation to the Government of Liberians Local Government System and development strategies viz; Poverty Reduction Strategies (PRS) and County Development Agenda (CDA) and, to also develop an action plan for implementation and follow up of the local Leadership training.

During both trainings two roles, that is Leadership and Representation, and five (5) competencies, that is communication, using power, decision making, financing and institution making, out of the twelve roles and competencies were covered. The other five (5) competencies (i.e facilitating, policy making, enabling, negotiating and overseeing) could not be covered. This was due to the tight schedule and the specified number of days for the workshops.

The following are some of the key recommendations made following the training;

1. LEL materials need to be adapted to suit the local condition
2. The number of the national trainers need to be increased to reach the large number of local officials especially considering the challenges posed by reaching remote locations
3. A detailed TOT Master Class for the National Trainers is needed to further develop and strengthen the facilitation skills and competencies of trainers in local governance capacity building
4. Additional programmes on conflict management, local economic development, environmental planning and management, financial management and project planning and management are essential to address unique local conditions
5. Tools to evaluate the training impact on performance need to be developed

A formal evaluation conducted at the end of the ToT workshop revealed a high level of participants’ satisfaction scoring 4.36 points out of a maximum 5. The participants’ initial expectations were adequately met and most of their initial fears were cleared by the end of the event. Overall participants saw the training was seen as an eye opener and appreciated the facilitation by UN-HABITAT.

1. BACKGROUND AND INTRODUCTION

1.1 Background

Local government, especially in developing countries, are facing the challenges of decentralization as their central government transfer certain responsibilities and decision-making powers to local government institutions. The role of leaders, both elected and appointed and as community representatives at the local government level, has to be revisited and redefined in the light of the new developments involving restructuring of government at national and local levels, the strengthening of democratic institutions, and the introduction of multi-party political systems.

Liberia is no exception on the many challenges that face local governments around the world. Local government (LG) in Liberia is organized in a hierarchical manner with the Ministry of Internal Affairs at the top. Local Government elections have not been held for many years and many appointees are currently holding elective positions. Some of the challenges affecting the Liberia local government system are highlighted as follows

- Citizen participation and representation;
- Poor supervision
- Basic service Delivery and infrastructure
- Financial management
- Local economic development and planning
- Good governance

The Liberia Local Government Leadership Programme was seen as an important step towards strengthening the Liberia local governments. It was directed at leaders who can begin to internalize the above challenges and appreciate their role in local and national development. The training under this programme was intended to impart the knowledge, skills and attitudes which appointed and elected leaders requires for better civic leadership, positive interaction with their central government agencies, local authority officers and non-governmental and community-based organizations, and effective local development and management.

1.2 Introduction

After fifteen (15) years of conflicts, Liberia is a country well on recovery and reconstruction. In this endeavor the country has adopted the Poverty Reduction Strategy (PRS) at the national level and County Development Agenda (CDA) at each County level. These two key visionary documents have been prepared through a process of national consultation and have defines key areas of priority for development.

The three year (2008-2011) Poverty Reduction Strategy is the country's blue print, which guides the nation's efforts aimed at addressing the interlinking problems of illiteracy, unemployment, poverty and conflict. The PRS has four (4) pillars which are i) Expanding peace and security; ii) Revitalizing economic activities; iii) Strengthening Governance and rule of law; and iv) Rebuilding Infrastructure and providing basic services.

On the other hand the County Development Agenda (CDA) is a manifestation of Liberia's new bottom-up approach where development decisions start with ideas and inputs from the people.

Effective leadership has been determined as the principal vehicle for effective implementation of the two policy documents.

As the country prepares for local government elections in the next few years (anticipated for the year 2010), it has been found appropriate to develop the attitude, capacity and competences of the managerial leadership in all the fifteen counties in the country.

In this regard, the Government of Liberia through the Ministry of internal Affairs, the UN Country Support team (CST) and UNDP Liberia made a request to UN-HABITAT. The request was to support the Liberia Institute of public Administration (LIPA) which is charged with provision of training research and consultancy services for the public service to deliver a leadership training programme using the UN-HABITAT Local Elected Leadership (LEL) series.

It is in response to the request that the UN-HABITAT designed the National Training of Trainers and Local Government Leaders workshop which were conducted from 5th to 12th October, 2008 and 13th to 17th Octobers, 2008, respectively, at the unification Hall in Buchanan City, Headquarters of Grand Bassa County.

This report highlights the objectives, methodology activities and key outputs of these events.

2. OVERVIEW OF THE TRAINING OF TRAINERS WORKSHOP

2.1 ToT Opening ceremony

The ToT workshop was officially opened by Mr Michael George from the Ministry of Internal Affairs. Mr George emphasized the importance of the workshop especially in the present phase of implementing the country's development blueprints the CDA and the PRS. In addition, he emphasized the important contribution the leadership training would make in changing attitudes as the country transitions to elected leadership from appointed leadership in the coming few years. The UNDP representative Mr Bauke Van Werrigh reiterated the UN commitment to support Liberia in the recovery period saying the leadership training is one such support through UN joint programming that involves a number of UN agencies including UNDP, UNMIL, UNCST and UN-HABITAT. Mr Werrigh also read a message from the Secretary-General of the United Nation on the occasion of the World Habitat Day (see annex 1) which coincided with the first day of the leadership ToT workshop.

2.2 ToT Theme and Objectives

Theme

'Recovery through enhanced Local leadership and Governance'

Broad Objective

To improve knowledge, skills and capacity of the participants in the methods, design and delivery of participatory, interactive, client centered training programs on Leadership, based on UN-HABITAT training materials. The TOT was to train a pool of trainers from Liberia, who would in turn train local leaders and officials.

Specific Objectives

- Demonstrate a clear understanding of the Government of Liberia's local government system and development strategies – PRS and CDA
- Demonstrate ability to design and deliver an interactive local elected leadership training programme for local leaders.
- Have in place key elements to guide the adaptation of UN-HABITAT LEL manuals to national context to be used for training local elected leaders in Liberia.
- Develop an action plan for implementation and follow-up of the local elected leadership training.

2.3 ToT Outline

The overall structure of the ToT workshop was as shown below;

Day One: Monday, 6th October, 08	Day Two: Tuesday 7th October, 08	Day Three: Wednesday 8th October, 08
<u>Introduction</u> Theory and concepts of adult learning Overview of LEL training series Team formations	<u>Team work</u> Preparation of LEL training modules	<u>Half-day Presentations</u> Team 1: Decision making competency Team 2: Representation competency Feedback session
Day four: Thursday, 9th October, 08	Day Five: Friday 10th October, 08	Day Six: Saturday, 11th October, 08
<u>Half-day Presentations</u> Team 3: Institution building Competency Team 4: Communication competency Feedback session	<u>Half-day Presentations</u> Team 5: Using power Competency Team 6: Financing Competency Feedback session	<u>Team Action Planning and adaptation</u> Adaptation discussion Action planning Certificate Issuance ToT Closing

The full programme of the ToT is contained in Annex 2

2.4 ToT Facilitation

The workshop facilitators consisted of (i) Mr. Samuel M. Githaiga, OGW HSC a Senior Training Management Consultant and an immediate former Director of the Government Training Institute-Mombasa, Kenya (ii) Ms. Bridget Oballa, an Associate Human Settlement Officer UN-HABITAT and (iii) Mr. John Hogan, a Human Settlement Officer also at UN Habitat. They worked closely with UNDP and UNMIL to support the National counterparts particularly LIPA and MIA to deliver the ToT and the Local Government Appointed Officials Workshop

2.5. Competencies and Team facilitation

Participants prioritized some six competencies out of the 12 competencies/roles covered in the UN-HABITAT training series for rehearsal during the ToT. They were placed into teams each of which had a national trainer from LIPA as the following table reflects

Competency	Team title ¹	LIPA staff	Other members	Day	Time
Decision Making	Peacock	Richard Panton	Deroe A Weeks Vincent Daka Livingstone Karuki Santigie L.	Wednesday	8.30-1.00
Representation	Repper bird	Richard Panton	Eddie Turyalika Aloys Uwimana Alosius P.Taylor Pro Luthuu	Wednesday	2.00-5.30
Institution Building	Eagle	Esigbemi	-Isaac William Martin Sopp Radha Krishma Lawrence Sessy Kafula EKabero	Thursday	8.30-1.00
Communicating	Duck	Charles Jarrett	Ayesha James Newton Woyeh	Thursday	2.00-5.30
Using Power	Pigeon	Esigbemi / P Harris	Dr. M. Mafulu Ann Isaza Boteno Ma Inecita Montero Feona Johnson Togba Veronica G. Tanyon	Friday	8.30-1.00
Financing	Rooster	Jacob D. Davies	Alouysious Sheriff Stephen Tambah Yoseph Ashenafi	Friday	2.00-5.30

2.6 Training Participants

A total of 37 participants who were and competitively chosen were trained during the ToT training workshop. They represented both field based UN country support team staff as well as local NGOs with extensive training experience.

Workshop	Participants Category	Male	Female	Total
ToT	Capacity Building Group	5=100%	0=0%	5
	National Trainers (LIPA Staff)	4=80%	1=20%	5
	CST Project Staff	11=73%	4=27%	15
	Local/County Based Trainers	8=67%	4=38%	12
	Total	28=76%	9=24%	37

It is noted that the number of participants in each of the workshops exceeded 24 the number usually recommended for effective participation in team-based exercises.

¹ Team Names chosen after participants' six favourite birds available in Liberia

Surprisingly this didn't have a major effect on participation as all group activities were touching on practical aspects of the participants' daily operations. See Annex 3 for the list of participants

2.7 Adherence to participants selection criteria

All the participants had good academic/professional qualification ranging from bachelor degree to PhD levels. They also had extensive working and adult training experience. Regarding gender representation it is regrettable to note only of 24% of the 37 participants were women. Some form of positive discrimination in favour of women should be tried in future selection of participants.

Regional/geographical representation was balanced as all counties were equitably represented.

It was evident from various form of assessment that the participants were committed to the training of local leaders. The seriousness they exhibited during the action planning sessions is an adequate indicator or evidence of their genuine commitment to rollout the training to the county level participants.

2.8 Training methodology

The two training events were organized in a highly participatory manner. Seven selected modules on local elected/appointed leadership roles and competencies were covered viz: leadership, representation, communication, using power, decision-making, financing and institution building.

Action planning and evaluation also formed part of each training event. After being introduced to the LEL roles and competencies the participants were exposed to various adult learning techniques and session planning process. They were also given the opportunity to design and sessions to the appointed leader/official.

The key methods applied during the training sessions were lecturette, case studies games, group discussion, role plays, demonstration brainstorming, and questions and answers.

2.9 Initial expectations and fears

Prior to the training events, participants' expectations and fears were sought and processed/summarized. At the end of the training it was necessary to determine the extent to which the initial expectations and fears were achieved or eradicated respectively. The analysis of the responses indicated that the participants had a positive image of what had gone on during the training. Majority felt that most of their expectations had been met while several of their fears had been naturally cleared (see Annex 4).

2.10 Training evaluation

The training evaluation was carried out both formally and informally. Formally, through daily and end- of- training evaluation and informally through continuous monitoring of events and adjusting as needs arose. The facilitators and organizing officials also held daily wrap-up meetings to review progress and plan for the following day. The results of all forms of evaluation indicate high level of participants' satisfaction especially because of facilitators professionalism in handling the whole process and the high quality of reference materials from the UN-HABITAT.

The participants however expressed some displeasure with the food which they claimed to be inadequate and also monotonous. Toilet facilities were also seen to be inadequate and gender insensitive. It was also felt by a few participants that the workshops was a bit too demanding as evidenced by daily late ending and working even on Saturday and Sunday.

See Annex 5 for the evaluation results

3. OVERVIEW OF THE LOCAL GOVERNMENT APPOINTED OFFICIAL/LEADERS WORKSHOP

3.1 Formal opening ceremony

The training was formally opened on Monday 6th October, 2008 by Hon. Ambulai B. Johnson Jr, Minister of Internal Affairs on behalf of H.E. Madam Ellen Johnson- Sirleaf the President of the Republic of Liberia. It was formally closed on Friday 17th October, 2008 by the same Minister.

The two occasions were attended by high level officials who included the Minister of Finance, the Minister of planning and Economic Affairs, Chief of Civil affairs UNMIL, Deputy Special Representative of the UN Secretary General, Director General of LIPA and UN-HABITAT official (see annex 6 for order of the closing ceremony).

In her opening speech the President underscored the importance of building capacity of Government Administration by strengthening key administrative competencies which she said is a concrete step towards creating a more responsive government, one that is able to attend to the needs of the people. She expressed her full support to the efforts and thanked all those who made the workshop a reality i.e. UN, LIPA, UNDP MIA UNMIL and UN-HABITAT.

3.2 Workshop Objectives

The general purpose

The general purpose of the Pilot Workshop on LEL was to provide an opportunity for the TOT participants or 'pool of trainers' to practice the use of adult learning techniques in disseminating knowledge and skills gained during the TOT.

Specific Objectives;

The workshop objectives were stated as follows;

At the end of the workshop participants should be able to:

- demonstrate a clear understanding of leadership competencies in relation to the Government of Liberia's Local Government System and development strategies which are embodied in the Poverty Reduction Strategies (PRS) and County Development Agenda (CDA)
- develop an action plan for implementation and follow up of the local Leadership training

3.3 Programme at a glance

Day One: Monday, 13 th October <ul style="list-style-type: none"> • High Level Opening Ceremonies (PM)
Day Two; Tuesday , 14 th October <ul style="list-style-type: none"> • Climate Setting • Expectations and Objectives • Leadership and Representation Roles • Communication
Day Three: Wednesday, 15 th October <ul style="list-style-type: none"> • Using Power Competency • Decision Making Competency • Financing Competency
Day Four: Thursday, 16 th October <ul style="list-style-type: none"> • Institution Building Competency • Action Planning • Evaluation
Day Five: Friday, 17 th October <ul style="list-style-type: none"> • High Level Closing Ceremonies (AM)

Notes on the workshop programme;

- (1) The above programme is based on three 2-hour sessions per day starting from 8.30 am and ending at 5.00 pm with and
- (2) Each competency was handled by at least 6 ToT participants one of whom was a national trainer from LIPA

The detailed Workshop programme is contained in annex 2

3.4 Workshop Facilitation

The workshop was facilitated by TOT participants with the support of national trainers and UN-HABITAT representatives

3.5 Workshops Participants

A Total of 27 participants were trained during the government officers' workshops. The participants represented the 15 counties of Liberia at the senior most political level.

Workshop	Participants Category	Male	Female	Total
Appointed Leaders/officials workshop	Superintendents	9=69%	4=31%	13
	Assistant Superintendents for Development	12=86%	2=14%	14
	Sub-total	21=78%	6=22%	27

See annex – for the participants list.

4. RECOMMENDATIONS

The following are the Trainers/ Facilitators general comments, observations and recommendations following the ToT and the Government Leaders Workshop

4.1 LEL materials adaptation process

Prior to the training events UN-HABITAT sent the LEL manuals to CST and LIPA for adaptation. The outputs of the exercise were local case studies and role plays. Unfortunately they were not adequately used during the Tot or even during the Local Government appointed officials/leaders workshop. Having gone through the whole training process, LIPA is expected to complete the adaptation process to include the materials and ideas which came from the workshop discussion and thereafter use them during the subsequent regional training events.

In other experiences of UN-HABITAT, many member states have additionally chosen to develop a low-cost booklet to give to participants as a means of deepening their understanding of the materials. Such booklets typically follow the format of the "Quick Guide" contained within the Local Leadership Series. Such publications can be used to not only to provide an overview of all of the leadership competencies / roles, but can also be used to include: a message from a minister or head of state, an update on legislative or structural reforms, new initiatives, a summary of targets to be achieved. While such a publication requires time, effort and finances to produce, they can be a valuable tool to set the leadership training firmly within national development priorities as well as providing a means for trainees to refresh and deepen their mastery of the materials. In some cases such publications have also been used as work books containing the exercises used during the training and therefore eliminate the need for

photocopying. Lastly, such a publication would be a useful means of institutionalizing the programme within Liberia as it would serve as a written reference document.

4.2 Increasing the number of national trainers

Whereas it was expected that the National trainers from LIPA would provide full team leadership, it was noted that not all of them proactively embraced this role. One of the groups infact seemed to rely on the local trainers to lead the group discussion process. Given the important task ahead of rolling-out the leadership training, the national trainers team need to be increased by creating a 'pool of Leadership master trainers' . This could be done by including Mrs. Deroe E. Weeks, Mr. Aloysius P. Taylor, Dr. M. Mafulu, Ms. Ayesha Noor, Yoseph Ashenafi and Mr. Aloysius Sheriff- all who exhibited outstanding training talents and exceptional commitment. This team can aid the localisation of programmes at the county level and in turn provide support to their less experienced peers while greatly improving scale and cost-effectiveness of the programme. LIPA, MIA, UN-CST and UNDP should however exercise their discretion in boosting this team with additional members from the pool of many talented and potential-filled ToT participants. See annex 7 which contains a leadership song compose by ToT participants, a true testimony of their commitment and enthusiasm for the leadership training.

4.3 Strategy for cascading down training

Overall the performance of the trained 'pool of trainers' was very promising and demonstrated a real commitment to developing and improving both their training skills as well as their knowledge of the Leadership Series. The target group for the next level training is huge and more complex. The following is therefore recommended,

- more national trainers need to be recruited in order to handle the regional/county level training more effectively and professionally (see also 4.2 above).
- A special National trainers meeting to discuss finer logistical arrangement for the training need to be held in the **not** distant future
- The trained trainers need to have an opportunity to deliver the materials before the end of the year so that they may have an opportunity of further developing their skills, otherwise they risk losing their hard won abilities over the medium-term.

4.4. Refining the learning Aids

Over the course of the LEL training, participants developed their own presentations based on one of the 6 roles / competencies contained within the series. Their presentations used power point slides as a learning aid. In the roll-out of the programme, the following is suggested

- The slides be reviewed to ensure that they are universally relevant, accurate, and adequately reflect key issues and priorities contained within the series.
- The power point slides must be very simple, and should follow the 6 x 6 rule (no more than six words per bullet and 6 bullets per slide). They can therefore be

used by trainers to structure their sessions in combination with their session plans in the event that electricity is not readily available.

- There is a need to review, edit, format and include relevant logos to ensure the uniformity of learning aids used. It is expected and encouraged that trainers will adapt the programme to suit local needs and audiences, however this should be done on the basis of a uniform “template presentation”.

4.5 Action plans development

Considering the practical nature of the action plans and amount of data required to develop them more time should have been allocated to the exercise and can still be allocated to refine the action plans. At least a full day is usually recommended.

It is to be noted with appreciation, however, that a lot of thought was put in the action planning exercise, both during the ToT and the government leaders workshop. Involving the Superintendents and Development Superintendents fully in fine tuning the budget and other action plan activities enhanced their feeling of ownership and also communicated transparency on the part of the development partners, UNDP and UNMIL.

4.6 Session plans and team facilitation

Jointly developed session plans are required for effective team facilitation. Deliberate efforts are needed for the national and local trainers to get used to team facilitation and team session plan development. The following is suggested;

- From the national trainers, a team of 2 -4 trainers, is composed with at least one professional LIPA trainer. This would help develop a spirit for team facilitation and provide a new trainers with the necessary support to further improve their skills and abilities while also providing a level of quality assurance to the delivery of various capacity building programmes
- Participants were also asked to prepare detailed session plans for each competency / role. These will also need to be reviewed by these teams, however it is suggested that this be undertaken following the first or second national training event, once trainers gain further experience in delivering the programme.

4.7 Training programme evaluation:

An evaluation system is required that will not only measure the effectiveness of the training but also act as a barometer of governance issues at the local level. There needs to be explicit means for trainers to feedback on important training topics to a central point for further action by the Ministry of Internal Affairs with support from and UNMIL Civil Affairs and UNDP

4.8 Further ToT for the national trainers

Given the large number of training events planned for 2009, coupled with the need for an expanded pool of trainers it is recommended that a follow-up mechanism is planned for 5- 6 months from now which would involve an additional training of trainers combined with an opportunity to delve into the competencies and roles in greater as a

means of improving both the facilitation skills and knowledge of the trainers involved. The session would also provide an opportunity to review and address challenges and successful, and plans for localising materials, presentations and exercises for use at county/ district levels to ensure their relevance and impact. A two-week more in-depth and exclusive ToT is required for the national trainers. The proposed ToT would also enhance participants undertaking of the following aspects.

- (a) Training Needs Assessment- procedure and reporting
- (b) Training Design – objective setting and curriculum development
- (c) Training- Implementation – Managing the various phases of training functions
- (d) Training Evaluation – developing tools for impact assessment

4.9 Requirement for Additional programmes

Considering the local conditions, the national recovery activities especially those embodied in the PRS and CDA, the following additional competency training modules may be necessary and should be planned for at a later date:

- (a) Conflict Management
- (b) Local Economic Development
- (c) Environmental Planning and Management
- (d) Project Planning & Management
- (e) Participatory budgeting
- (f) Local government Financial Management

4.10. Suggested co-ordination mechanisms

- a) The implementation of the ToT will be undertaken as part of “One UN” and will be lead by UNMIL, UNDP as well as a number of other agencies active at the County Level, and with UN-HABITAT support as and when needed. This collaboration to date has proven to be very beneficial in that it has created a powerful synergy linking financial resources, human capacities and political momentum at County and National levels. However, as with any “One UN”, careful consideration must be given to the implementation of activities if the initiative is to be a success and not hampered by cumbersome and inefficient co-ordination and communication systems. A programme of this size and magnitude will require a significant amount of backstopping work. This would include supporting and directing trainers, facilitating financial and logistical resources, providing advice and feedback to trainers on substantive governance matters, feeding critical issues and recommendation to the County Support Teams for deliberation and action, ensuring the overall quality of the training events, mobilizing and sustaining interest and support for the leadership programme at national and local levels.
- b) In most countries, such programmes are normally co-ordinated by national governments or associations of local government. However, given the complex institutional framework and relative weakness of the Ministry of Internal Affairs including LIPA and County structures it is recommended that UN CST continue

to lead this initiative. Considering the innovative nature of this programme combined with the facts that training will be taking place in areas that are remote and hard to access, involving civil servants who rarely have access to training, a good number of invaluable lessons will be drawn from this exercise. It is therefore important that information, knowledge and know-how is housed within an appropriate office of the Ministry of Internal Affairs. In this way capacity building needs of staff at County and District levels can be addressed in a manner which builds upon lessons learnt from the Leadership Training programme. As no obvious section within the Ministry of Internal Affairs exists, it is recommended that one be created in order to address the complex challenges of realising development objectives at the local level. In the short-term a staff development officer could be recruited to fulfill this purpose.

- c) Clearly the programme co-ordination activities described are fairly generic, and could be undertaken by any UN agency that is partner to the activity. However given the, scale, scope and intricate linkages between these elements it is recommended that a decision is taken to identify a “lead” agency or task force combining several agencies that will be accountable for undertaking all of the above mentioned tasks. Regular channels of communication should be maintained to ensure that the “One UN” principles remains firmly embedded within the initiative, while maintaining close collaboration with the Ministry of Internal Affairs and County Level civil servants, leaders and development partners.

4.11 Enhancing LIPA’s Local Government training capacity

The demand for Local Government Training in Liberia will increase as decentralization process takes shape. LIPA which is providing training research and consultancy services to the entire public sector may not be able to satisfy the said high demand in the foreseeable future. In the short term, early creation of a Department of Local Government Training in the Institute is advised. A study/benchmarking tour of other counterpart institutions in Africa including the Government Training Institute (GTI) Mombasa-Kenya, and Uganda Management Institute and Kampala Uganda , and the Institute for Democracy on Southern Africa (IDASA) could be a valuable investment in providing insight on the structure and functioning of a typical Local Government Training Department. (See also separate report on suggestions for Local government capacity building in Liberia)

5. ANNEXES

ANNEX 1: MESSAGE OF THE UN SECRETARY GENERAL ON WORLD HABITAT DAY 2008

UNITED NATIONS



NATIONS UNITES

THE SECRETARY GENERAL

Message on World Habitat Day
6th October, 2008

Many of the world's most pressing challenges – poverty, natural disasters, escalating prices for food and fuel – have important links with rapid urbanization.

Urbanization changes forever the way we use land, water and energy. Done well, it can bring people choices and help them thrive. Done poorly, it reduces safety, despoils the environment and exacerbates the marginalization of those who are already suffering and excluded.

The theme of this year's World Habitat Day is "*harmonious cities*". Our rapidly urbanizing world cannot claim to be harmonious if slum-dwellers do not enjoy opportunities to find jobs and improve their living conditions. Nor will it be harmonious if the growth and expansion of urban areas comes at the expense of the natural environment.

The Millennium Development Goals call for a significant improvement in the lives of at least 100 million slum dwellers by 2020. As of 2005, slightly more than one third of the urban population in developing regions lived in slum conditions. In sub-Saharan Africa, the proportion was over 60 percent, meaning that large investments will be necessary, for example to provide access to water, sanitation, durable housing or sufficient living space. But even in that region, and in others where deprivation is not as acute, simple, low-cost interventions could go a long way.

Cities have tremendous potential to be places where balanced development prevails, where diverse people live in harmony, and where healthy living conditions coexist with low levels of energy consumption, resource-use and waste. As we observe World Habitat Day, I call on all partners and stakeholders to do our utmost to realize this potential, and to build decent living conditions for all women, men and children in a way that also preserves our natural heritage and promotes greener and smarter growth.

ANNEX 2: WORKSHOP PROGRAMMES

a). ToT PROGRAMME

‘Recovery through enhanced Local leadership and Governance’

5th -11th October, 2008

Time	Topic/Activity
Sunday	
Date: 5th October, 2008	
17:00-19:00	<ul style="list-style-type: none"> - Arrival and registration - Welcome and briefing
Monday	
Date: 6th October, 2008	
08:30 – 10:30	<ul style="list-style-type: none"> - Opening ceremony - Expectations and objectives - Climate setting & ground rules - Liberia Local Government System and development strategies
10:30-11:00	Coffee/Tea Break
11:00-13:00	<ul style="list-style-type: none"> - Leadership - Overview of LEL roles and competencies
13:00-14:00	Lunch
14:00-15:30	- Adult learning principles & training methodologies
15:30-16:00	Coffee/Tea Break
16:00-17:30	<ul style="list-style-type: none"> - Identification of the six most crucial modules - Formation of 6 working groups (Roles A-F) - Allocation of tasks - Working with diversity
Tuesday	
7th October, 2008	
08:30-08:40	<ul style="list-style-type: none"> - Review of previous activities - Plenary for any clarification of tasks
08:40-10:30	Individual LEL material reading and note taking
10:30-11:00	Coffee /Tea Break
11:00-13:00	Team work: Training objectives & design
13:00-14:00	Lunch
14:00-15:30	Team work: Training objectives & design (con't)
15:30-16:00	Coffee/Tea Break
16:00-17:30	Preparing of training materials
Wednesday	
8th October, 2008	
08:30-10:00	Team 1 Session (Role A)
10:00-10:30	Coffee/Tea Break
10:30-12:00	Team 1 Session (Role A)
12:00-12:30	Feedback session
12:30-13:30	Lunch
13:30-15:00	Team 2 session (Role B)
15:00-15:30	Coffee/Tea Break
15:30-17:00	Team 2 session (Role B)
17:00-17:30	Feedback session
Thursday	
9th October, 2008	

Time	Topic/Activity
08:30-10:00	Team 3 Session (Role C)
10:00-10:30	Coffee/Tea Break
10:30-12:00	Team 3 Session (Role C)
12:00-12:30	Feedback session
12:00-13:30	Lunch
13:30-15:00	Team 4 Session (Role D)
15:00-15:30	Coffee/Tea Break
15:30-17:00	Team 4 Session (Role D)
Friday 10th October, 2008	
08:30-10:00	Team 5 Session (Role E)
10:00-10:30	Coffee/Tea Break
10:30-12:00	Team 5 Session (Role E)
12:00-12:30	Feedback session
12:30-13:30	Lunch
13:30-15:00	Team 6 Session (Role F)
15:00-15:30	Coffee/Tea Break
15:30-17:00	Team 6 Session (Role F)
17:00-17:30	Feedback session
Saturday 11th October, 2008	
08:30-10:30	<ul style="list-style-type: none"> - Adaptation of the UN-HABITAT LEL materials to local context- Plenary discussion - Adaptation of the UN-HABITAT LEL materials to local context- Group exercise - Plenary presentation on adaptation
10:30-11:00	Coffee/Tea Break
11:00-12:30	- Action plan development
12:30-13:00	- Final discussion and evaluation
13:00-13:30	<ul style="list-style-type: none"> - Presentation of certificates - Closing of ToT workshop
13:30-14:30	Lunch
14:30 onwards	Free time
Sunday and Monday 12th and 13th October, 2008	
08:30-4:00	Preparation towards Government Officials Workshops: (Programme, aide memoir, presentations-ToT participants and Facilitators)

**b). LOCAL GOVERNMENT OFFICERS LEADERSHIP & GOVERNANCE TRAINING
PROGRAMME**
'Recovery through enhanced Local leadership and Governance'
13th -16th October, 2008

Programme

Time	Topic/Activity
Day One; Monday, 13th October, 2008- High level Opening ceremonies	
Pre-session 15:00-17:00	<ul style="list-style-type: none"> - Introductions Expectations & Objectives - Climate Settings & Ground Rules
Day Two Tuesday, 14th October, 2008	
Session 1 08:30-10:30	<ul style="list-style-type: none"> - Introductions - Expectations & Objectives - Climate Setting & Ground Rules - Overview of the Leadership Competencies - Liberian Local Government System and development strategies
10:30-11:00	Coffee/Tea Break
11:00-13:00	- Leadership & Representation Roles
13:00-14:00	Lunch Break
Session 2 14:00-16:00	- Communicating Competency
16:00-16:30	Coffee/Tea Break
16:30-17:00	- Learning Points
Day Three Wednesday, 15th October, 2008	
Session 3 08:15-08:30	- Review of Previous Activities
08:30-10:30	- Using Power Competency
10:30-11:00	Coffee/Tea Break
11:00-13:00	- Decision Making Competency
13:00-14:00	Lunch Break
Session 4 14:00-16:00	- Financing Competency
16:00-16:30	Coffee/Tea Break
16:30-17:00	- Learning Points
Day Four Thursday, 16th October, 2008	
Session 5 08:15-08:30	- Review of Previous Activities
08:-10:30	- Institution Building Competency
10:30-11:00	Coffee/Tea Break
11:00-13:00	<ul style="list-style-type: none"> - Learning Points - Action Planning
13:00-14:00	Lunch Break
Session 6 14:00-16:00	Evaluation & Official Closing
16:00-16:30	Coffee/Tea Break & Departure

ANNEX 3: LIST OF PARTICIPANTS

a) Listing of CST-UNDP Trainers for Leadership ToT

S/No.	Name	Country	Cell	E-mail	Current Residence
1.	Ma Inecita Montero	Bomi	05-319-743	montero@un.org	Tubmanburg
2.	Livingstone Kariuki	Bong	06-820-684	kariuki@un.org	Gbarnga
3.	Vincent K. Daka	Gharpolu	06-543-177	siakay@un.org	Bopulu
4.	Santigie L. Sesay	Grand Bassa	06-608-155	seay24@un.org	Buchanan
5.	Ana Isaza-Botero	Cape Mount	05-319-143	isaza-batero@un.org	robersport
6.	Bintumba Mayoyo	Grand Gedeh	06-530-945	mayoyos@un.org	Zwedru
7.	Yoseph Ashenafi	Grand Kru	06-615-534	ashenafiy@un.org	Barclayville
8.	Ayesha Noor	Lofa	06-532-608	ayesha@un.org	Voinjama
9.	Pro Luthuu	Margibi	06-430-423	luthuh@un.org	
10.	Kafula Kabaso	Maryland	06-495-852	kabaso@un.org	Harper
11.	Alosius P. Taylor	Montserrado	05-319-763	taylor@un.org	Monrovia
12.	Aloys Uwimana	Nimba	06-835-742	uwimanaa@un.org	Sanniquellie
13.	Eddie Turyahika	Rivercess	06-437-294	turyahika@un.org	Cestos
14.	Dr. M. Mafulu	River Gee	06-536-733	mafulu@un.org	Fish Town
15.	Radha K.Ranjitkar	Sinoe	06-341-139	ranjitkar@un.org	Greenville

b) Listing of Selected Local Trainers for Leadership ToT (Blamo to Kindly add and verify this list)

S/No.	Name	Country	Cell	E-mail	Current Residence
1.	Newton Woyeh	Bomi	06-613-166	woyeh@un.org	Tubmanburg
2.	Deddeh Flomo	Bong	06-413-281		
3.	Mohammed Kamara	Gharpolu	06-902-233	mmkamara2007@yahoo.com	Bopulu
4.	Feona Johns0n-Togba	Grand Bassa	06-634-569	anuch93@yahoo.com	Buchanan
5.	Aloysius Sheriff	Cape Mount	06-590-161	sheriff@un.org	Robert Street
6.	Joshua S. Dorbor	Grand Gedeh	06-453-758		
7.	Alfred K. Gipli	Grand Kru	06-586-822	gipli@un.org	Barclayville
8.	Stephen Tambah	Lofa	06-520-451	tambah@un.org	Voinjama
9.	James Walker	Margibi	06-663-950/ 077-548-757	teaplah@yahoo.com	Kakata

10.	Sabestine Toe	Maryland	06-939-436	N/A	
11.	Deroe A. Weeks	Montserrado	06-517-134	daweeks2002@yahoo.com	Monrovia
12.	Martins Sopp	Nimba	06-566-995	mrtssopp@yahoo.com	Sanniquellie
13.	Isaac Williams	Rivercess	06-457-315	iwilliams777@yahoo.com	Cestos
14.	Veronica G. Tanyon	River Gee	06-481-308	veronicagtanyon@yahoo.com	Fish Town
15.	Robert Sayweah	Sinoe	06-953-227	N/A	

c) List of Participants at the Government Leaders Workshop - County Superintendents (Bauke/Blamo to Kindly add and verify this list)

	NAME	COUNTY	TITLE	WORKSHOP NAME	MOBILE	E-MAIL
1.	Julia Duncan-Cassell	Grand Bassa	Superintendent	DUMBOY	077720577	supeggrandbassa@yahoo.com
2.	Sylvester Grisby	Sinoe	Superintendent	SUGAR	06841563	gildorl@yahoo.com
3.	Gertrude T. Lami	Gbarpola	Superintendent	GOAT	06459380	getrudetenelamin@yahoo.com
4.	Christopher Bailey	Grand Gedehs	Superintendent	CASSAVA	06567489	chrisbailey@yahoo.com
5.	J. Karku Sampson	River Gee	Superintendent	SOUP	06676002	karkusampson@yahoo.co.uk
6.	B. Rancy Ziankahn	River Cess	Superintendent	BREAD	06546112	
7.	Robert S. Kamei	Nimba	Superintendent	RICE	06405819	
8.	Nyenekon Barcon	Montserrado	Superintendent	NUTS	06516127	tbbarcon@yahoo.com
9.	Ranney B. Jackson	Bong	Superintendent	RAM	06522855	ranneyj@gmail.com
10.	Mambu B. Momo	Bomi	Superintendent/proxy	MEAT	06513341	shalombom@yahoo.com
11.	Roseline Sneh	Grand Kru	Acting Superintendent	SNAIL	06541442	
12.	K. Hodo Clark	Maryland	Superintendent	KALA	06616423	
13.	Levi Z. Piah	Margibi	Superintendent	PLANTAIN	06525627	
14.	Galakpai Kortimai	Lofa	Asst. Superintendent	TORBORGEE	06579592	yeawkortimai@yahoo.com
15.	K.M. Barley Togba	Grand Bassa	Asst. Superintendent		06520977	bintogba@yahoo.com
16.	J. Momolu Bass	Montserrado	Asst. Superintendent	MILK	06545786	lbass2008@yahoo.com
17.	Erasmus D. Fahnbulleh	Cape Mount	Asst. Superintendent	EDDOE	06551876	masinc@yahoo.com
18.	Fofi S. Bamba, Sr.	Lofa	Asst. Superintendent	FARINA	06833317	baimba54@aoc.com
19.	Roger B. Woodson	Nimba	Asst. Superintendent	RABBIT	06512466	
20.	K.Moses Monlonporlor	Gbarpolu	Asst. Superintendent		06536436	mosesmonlorporlor@yahoo.com

21.	Rebecca T. Benson	Bomi	Asst. Superintendent	RED BEANS	06552311	
22.	Joseph N. Jah	Sinoe	Asst. Superintendent	JAM	06563049	
23.	S. Nyonbio Seoh	Grand Gedeh	Asst. Superintendent	SHRIMP	06560609	
24.	T. Michael Wisseh	Grand Kru	Asst. Superintendent	TOMATO	077022279	tmwisseh19572002@yahoo.com
25.	Jackson C. Nyepan	River Gee	Asst. Superintendent	JOLLOFF RICE	06471629	
26.	John K. Zogar, Sr.	River Cess	Asst. Superintendent	JUICE	06971683	
27.	Lucia Herbert	Bong	Asst. Superintendent	LEMON	06550111	fannia1966@yahoo.com
28.	John Z. Buway	Margibi	Asst. Superintendent	JELLY	06558044	jbwvay@yahoo.com

d) List of Government Officials (Eric to Kindly add and verify this list)

	NAME	TITLE	Ministry	E-MAIL
1.	Hon Ambulai Johnson	Minister	Ministry of Internal Affairs	
2.	Hon	Minister	Ministry of Finance	
3.	Hon	Minister	Ministry of Planning and Economic Affairs	
4.	Mr George Michaels	Officer	Ministry of Internal Affairs	
5.	--			
6.	--			

e) List of LIPA officials / National Trainers (Esi to Kindly add and verify this list)

	NAME	TITLE	MOBILE	E-MAIL
1.	Prof. Harold J. Monger	Director General	06520265	hjmonger@yahoo.com
2.	Richard S. Panton	Deputy Director General, Training and Development	06 544 591	richardspanton@yahoo.com
3.	P. EmMersyn Harris	Deputy Director General, Administration and Management		
4.	Esigbemi O. Kperegbe	Deputy Director General, Training and Development	06572609	esigbemez@yahoo.com
5.	Charles Jarrett	Deputy Director General, Training and Development		cgjarrett@yahoo.com

6.	Jacob D. Davies		Jddavies63@yahoo.com
7.	Augustine J. Zaizay		ajimajay@gmail.com

f) List of United Nations Representatives

	NAME	UN AGENCY	TITLE	Phone	E-MAIL
1.	Jordan D. Ryan	UNMIL	Deputy Special Representative of the Secretary General, Resident Coordinator and Humanitarian Coordinator	231 6 566 566	Ryan8@un.org
2.	Francis Kai-Kai	UNMIL	Chief of Civil Affairs Section		kaikaif@un.org
3.	Eric Hubbard	UNMIL	Civil Affairs Officer		hubbard@un.org
4.	Bauke Van Weringh	UNDP	Project Coordinator- County Support team		Bauke.weringh@undp.org
5.	Blamo Nimle	UNDP	Finance Assistant		blamo.nimle@undp.org
6.	John Hogan	UN-HABITAT	Human Settlements Officer, Training and Capacity Building Branch	254 20 7623185	John.hogan@unhabitat.org
7.	Bridget Oballa	UN-HABITAT	Associate Human Settlements Officer, Training and Capacity Building Branch	254 20 7624882	Bridget.oballa@unhabitat.org
8.	Samuel Githaiga	UN-HABITAT	Consultant and former Director Government Training Institute- Mombasa, Kenya	254 722 339238	smgithaiga2006@yahoo.com

ANNEX 4: FEARS AND EXPECTATIONS

a). EXPECTATIONS EXPRESSED PRIOR TO THE LEADERSHIP TRAINING COMMENCEMENT

To what extent have the following initial expectation been met?	Not met	Partly met	Fully met
• The workshop will be a turning point especially for local authorities in the endeavor to make Liberia properly governable place.	0	11	5
• That the acquired leadership skills will be applied to ensure genuine peace and sanity this improving good governance in the country.	2	8	5
• In sum, activates the on-going decentralization policies to achieve the PRS.	1	8	5
• Gain more knowledge on how to conduct leadership training for Local Government Officials.	0	3	14
• To have more detailed understanding of the concepts of leadership	0	6	12
• That the course will deal with team building strategies	0	6	10
• The elements of success measurements will be highlighted	2	7	9
• That we will be introduced to how to deal with conflicts in the work place	4	6	7
• How to plan and deliver an effective meeting	1	8	6
• To obtain tools that can help me support the government in a better way in terms of taking the lead and responsibility for the country's development	1	10	7
• Improve leadership skills and abilities	1	3	15
• Knowledge acquired from this training will help to enhance my work and that I will learn the types/kinds of leadership	0	5	15
• To learn new methods practices and create more contracts	0	7	8
• Improve skills in administration, finance and decision making and also develop institutional building and good leadership capacities	0	7	11
• Improve on good governance and leadership	0	3	14
• Be able to disseminate the knowledge gained to others	0	2	13
• To be able to train others on leadership skills. I hope that training will be appreciated by the Local Government	1	3	15
• To have enough subject matter to prepare participants to train others in leadership skills and organizational development strategies	1	7	7
• Assist me further what I have achieved	0	7	6
• Exchange views among superintendents and also acquire methods of dealing with the complexity of my popular	1	7	6
• To gain basic skills in leadership training	0	5	12

B). FEARS EXPRESSED PRIOR TO THE LEADERSHIP TRAINING COMMENCEMENT

Do the following initial fears still exist?	(Yes)	(No)
• I hope that the time specified for the workshop will be utilized well	13	13
• Repetition	4	14
• Don't have any fears or fear about this workshop	8	7
• Training time may be too short	7	16
• I hope that the trainers will have sufficient time and materials for the training	7	15
• Course content may not be exhausted	11	11
• Workshop seems to be long yet we have other duties to perform in the counties where some of us are the OIC of offices	11	10
• The knowledge should not be shunned by those in authority (2)	16	7
• Challenges ahead during the implementation. Possible non-cooperation from the people	12	9
• Logistical difficulties of staying in a place like Buchanan for two weeks	6	17
• How shall we be able to ensure that changes take place as a result of the training?	15	6
• Workshop participants may not carry/disseminate the knowledge acquire properly	5	16
• Long duration of the workshop	12	10
• The large number of the issues to be addressed	15	7
• The workshop might turn out to be one of those many workshops where great ideas and knowledge gained are never put into practice	12	9

ANNEX 5: TOT FINAL EVALUATION RESPONSES SUMMARY

The purpose of this evaluation was to provide feedback to the ToT organizers and facilitators in order to make improvements in the management of similar programmes in future. Below is the outcome.

Evaluation scores:
1=strong disagree; 2=disagree; 3=neither; 4=agree; 5=strongly agree
Please tick as appropriate

Area	Evaluation Scores					Total Responses	Weighed Average
	1	2	3	4	5		
ADMINISTRATION/LOGISTICS							
1. The facilities and equipment were adequate	0	1	5	14	8	28	4.08
2. The organizer's staff was supportive and sensitive to my needs	0	1	4	12	9	26	4.12
WORKSHOP CONTENT							
3. I clearly understood the workshop objectives	0	0	0	17	9	26	4.19
4. The workshop met all of its stated objectives	0	1	4	15	8	27	4.18
WORKSHOP/ PROGRAM DESIGN							
5. The workshop was delivered effectively	0	0	2	15	10	27	4.29
6. Workshop materials were useful and well structured	0	0	1	17	10	28	4.32
FACILITATION							
7. The facilitator demonstrated a thorough knowledge and understanding of the leadership topics	0	0	1	12	15	28	4.21
8. The workshop was conducted in a professional manner	0	0	1	10	17	28	4.57
9. Overall, I was satisfied with the facilitation	0	0	2	16	10	28	4.21
RECEIVED IMPACT							
10. The workshop was productive	0	0	3	13	11	27	4.07
11. The workshop produced substantive results	0	1	2	18	7	28	3.62
12. Overall, I was satisfied with the outcome of this workshop	0	0	10	16	11	28	4.36

Strengths of the Leadership ToT workshop

- Provided in-depth skills/ knowledge required to further improve local leaders capacity
- Provided the benchmarks for good governance
- Facilitators good presentations teamwork and coordination
- Commitment and involvement of all
- Participatory approach was focused and not boring
- Variety of methods and up to date materials
- All materials provided eg. Books, flip chart and power point
- Participants high level of motivation which made them to stay on until late everyday without complaining.
- Very clear objectives and expected outcomes (2)
- The topics/ competencies and contents were relevant to what we face in the field (2)
- Strict adherence to time and agreed policies
- Facilitators energy despite being tired

- Availability of LEL manuals (2)
- Facilitators have strong skills
- Opportunity for participants to present and to be corrected before the actual training of superintendents
- The topics, materials and trainer (2)
- The workshop was very rewarding in terms of imparting knowledge, participation, facilitation etc
- Facilitation skills, participatory approach, variety of exercise (2)
- Excellent trainers, support from UNDP, expatriate team and LIPA
- Competencies, experience sharing and practical nature
- Good material, knowledge of subject and catering
- Commitment of both the trainers and facilitators
- The gap that had been existing for good governance is going to surely close for good governance now.
- Highlights of the competencies was quite thorough
- I learnt leadership competencies in depth than what I knew.
- I previously/ didn't know so, I have attained knowledge, skills and professionalism
- Objectives were accomplished in a participatory manner
- Material resources were given for carrying on effective training at the Regional and country levels

Weakness of the Leadership ToT workshop

- There were times when participants could get tired because of long sessions
- Localize the material before the training start
- Support staff were intercepting into session hours
- Trainers should be given two to three days before they start their presentation (2)
- Time shortage for presentation exercise and practice for presentation (3)
- Didn't notice much weakness but observe time during the process
- Power imbalance thus cutting off the projector often
- Respect of time (schedule) and food rationing
- Punctuality by some participants
- Time was long and sometimes poorly managed
- Electronic material
- No (3)
- Listening to theories and monotonous role plays
- Restroom facilities were inadequate and not gender sensitive. Rent mobile toilets
- Heat- obtain more fans (2)
- The warm temperature truly affected absorption, productive engagement and health of participants
- Too many instructions. Be as precise as possible
- Food services and stationery should be improved (2)
- Lack of conformity of Laptop and projector
- Provide training material in advance.

Strengths of workshop materials

- They contained practical exercises. They are relevant
- They were enough for all participants (6)
- Enough flip chart, writing pads and stickers (2)
- They were well organized. The manuals will be very useful in future
- Up to date clear and interesting
- The materials correspond with training objectives
- Completeness in terms of content and as guides. I highly commend UN-HABITAT and organizers for making the workshop possible.

- Very easy to understand / digest and to adapt to a local setting (3)
- Well grounded in the context of our world. Very clear
- They were all useful and meaningful as per our society
- Well selected. Every trainer knew how to use the material.

Weakness of workshop material

- Nothing in particular (7)
- They were bulky. So many handouts with no time for participants to read (2)
- Required competencies which are not found in the manuals should be developed
- Contents of some competencies were difficult and not presented by participants in a logical manner
- Computer and projector sometimes let the presenters down (4)
- Some are very long to read (2)
- Pens provided were not writing

The Facilitation

Strengths of the Facilitators:

- They are knowledgeable in the various description and possessed the requisite training skills (8)
- Team coordination and spirit (2)
- All of the UN-HABITAT team/ consultants demonstrated a high degree of professionalism in terms of delivery of workshop material. They involved all sexes (3)
- Knowledgeable, focused and experienced. They were open to others view and gave opportunity for all to participate/ contribute (4)
- Putting real life situation in the facilitation
- Listening to the participants need
- Clarity and knowledge of material (competencies)
- Used different training methods well
- Always ready to answer questions, give ideas and necessary support in general.
- Through top of the line presenters (2)
- Knowledge, perseverance and energy (2)
- Good feedback skills
- Took good control of the sessions
- Good approach. Simplicity and personal relationship and wealth of experience
- His experience and know-how. He is competent
- Their endurance during the process is worthy noting
- Preparedness
- Excellent presentation and teamwork (3)
- Facilitators had a generic undertaking of the tools and this was a plus
- Good Facilitation particularly from the experts from UN-HABITAT
- They were very considerate when it came to adjutants in terms of time

Weakness of the Facilitators:

- I will need to work harder to find their weakness (3)
- Long hours of intensified training don't drive the point home
- None (11)
- Too much work in too little time
- Not clear in speech/ speaking fast
- Be more strict for the intervention time
- Time allocated for concepts was short
- Had very high expectation of the participants. Failed to not that some participants were getting bored

- Failed to give time to each group especially during the final preparation stage.
- All allotted time has to be used properly even if any group is not ready (2)
- Increase the number of facilitators
- Mixing people of different specialization is not good
- They were 100% perfect. I think they did extremely well.

Other Comments

- Arrange / assemble training materials in advance
- Thank you. The training was good for me because I have learnt many new things/ideas
- No comments (8)
- It was a good workshop. The time went very fast
- I wish to learn more from UN-HABITAT team in future
- The training of trainers should continue in different stages to keep improving the abilities of the trainers
- Please give many more workshops of this type Liberia needs it
- This team should focus on other topics to work LIPA on. May be it would be workshops for Hotel operators, business people just anything that would improve social service in Liberia
- As whole the ToT was good and should arrange for other fields as well
- Please have the materials available to the participants at least a week prior to the training
- Please and please, next time before deciding on the venue of training the organizer should fully establish its appropriateness- especially availability of accommodation. This has always been an issue in the past but it seems like the lessons have never been learned. Venue do severely affect overall condition of the participants
- Food quality and quantity declined after the first 2 days. Here was excessive rationing.
- The training was good and timely
- Catering. In mixed environment avoid providing food that is not generally acceptable to all (pork meat)
- I would be ready to attend any other workshop with this same facilitators. They are competent and experienced
- I really benefited from the Leadership ToT programme
- Overall the training was good and rewarding. I learnt additional skills especially in the area of competencies
- I was able to gain knowledge on how to conduct training and give presentation in a training
- Don't trust technology so much
- Overall the training was very good and it has made me attain training skills I didn't have before as a trainer.

ANNEX 6-: FORMAL CLOSING CEREMONY

THEME: RECOVERY THROUGH ENHANCED LOCAL LEADERSHIP AND GOVERNANCE

Order of Ceremonies

Invocation (10:00-10:05)	Ms. Veronica G. Tanyon <i>Local Trainer, River Gee County</i>
Overview of the Training Sessions (10:05-10:15)	Mr. Samuel M. Githaiga <i>Senior Management Training Expert</i>
Presentation of the Trainers (10:15-10:20)	Prof. Harold J. Manger <i>Director-General, LIPA</i>
Awarding of Certificates (10:20-11:00)	<ol style="list-style-type: none">i. National Trainers & Capacity Building Working Group <i>Minister of Finance</i>ii. Local/County-base Trainers <i>Minister of Planning & Economic Affairs</i>iii. CST Project Staff/County-base Trainers <i>Chief of Civil Affairs, UNMIL</i>iv. Assistant Superintendents-Development <i>Deputy Special Representative of the UN Secretary General</i>v. County Superintendents <i>Minister of Internal Affairs</i>
Remarks (10:00-11:15)	<ol style="list-style-type: none">a) Local Trainers (5 Mins)b) CST Project Staff (5 Mins)c) County Superintendent (5 Mins)
Vote of Thanks (11: 15-11:20)	Ms. Deroe A. Weeks <i>Chairperson, Management Committee</i>
Benediction (11:20-11:25)	Ms. Feona Johnson –Togba <i>Local Trainer, Grand Bassa County</i>

ANNEX 7: THE LEADERSHIP SONG

Composed by the very dedicated group of ToT participants
on 11 October 2008 in Buchanan, Liberia

Committed, yes we are to the PRS
Committed, yes we are to the PRS

We are proud of Liberia
For the birth of the CDA
That will reduce poverty
Making life worth a living

CHORUS

Committed, yes we are to the PRS
Committed, yes we are to the PRS

We will never never -again
Make a turn to poverty
Good Governance will be our guide
For the good of the people

CHORUS

Committed, yes we are to the PRS
Committed, yes we are to the PRS

We will respect the Rule of Law
And uphold transparency
Giving each and every one a chance
To partake in the CDA

CHORUS

Committed, yes we are to the PRS
Committed, yes we are to the PRS

For peace and security
PRS is our only hope
For sustainable development
We are committed to the PRS

CHORUS

Committed, yes we are to the PRS
Committed, yes we are to the PRS