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LIBERIA INSTITUTE OF PUBLIC ADMINISTRATION CLIENT PERCEPTION 2016 SURVEY REPORT



JULY 2016

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Cover Photo: The sign from the entrance to the Liberia Institute of Public Administration expressing the Institute's mission to all incoming students.

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DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS

BS	Bachelor of Science Degree
BWI	BWINAANA – an NGO
CI	Confidence Interval
CSA	Civil Service Agency
GEMS	Governance and Economic Management Support Project
GOL	Government of Liberia
HR	Human Resources
LIPA	Liberia Institute of Public Administration
LPO	Local Purchase Order
LPRC	Liberia Petroleum Refinery Company
M&E	Monitoring and Evaluation
MACs	Ministries, Agencies, and Commissions
NGO	Non-Governmental Organization
PPCC	Public Procurement and Concessions Commission
RFQ	Request for Quotation
USAID	United States Agency for International Development

I. KEY FINDINGS

USAID-GEMS, working in partnership with the Liberian Institute of Public Administration (LIPA), conducted a sample survey of past attendees of LIPA trainings and a smaller number of their supervisors between Dec. 2015 and Feb. 2016. The purpose of this survey was to collect data on multiple dimensions of trainees' satisfaction with the training they received. This is a follow-up survey to a similar one conducted in Sept. 2013; its findings, and any changes since then, will be used by LIPA to improve their training program.

For both the 2013 and 2016 surveys, the dimensions of satisfaction included in the survey were: 1) the degree to which the training met the trainees' expectations; 2) the extent to which they felt the training contained useful information; 3) their reported use of training on the job; 4) their willingness to recommend LIPA training to others and; 5) qualitative explanations of their responses to the above questions. Supervisors were asked about perceived improvements in employees' performance post-training and their willingness to recommend LIPA training to others. Both sets of respondents were also asked to provide recommendations or suggestions to LIPA for improving training.

The 2016 survey had additional questions aimed at assessing whether supervisors could have considered an employee for promotion based on any observed LIPA training-related performance improvement. The 2016 survey sampled trainees from among those who had completed their training from 2012 until up to three months prior to the survey. The 2013 survey only included those who had completed LIPA training longer than three months but not more than 12 months from the date of sample selection in August of 2013.

The 2016 survey sampling was able to allow for comparisons among four groups of trainee employers: Government of Liberia (GOL), Private Sector (for profit), Non-governmental Organization (NGOs, or not-for-profit), and Self-sponsored Trainees. A total of 226 trainees were interviewed along with 85 supervisors. The 2013 survey did not distinguish between the *for-profit* Private Sector and *not-for-profit* NGO categories. The 2016 survey was conducted for four weeks by a team of four data collectors. Data analysis and reporting was conducted by a USAID-GEMS M&E Advisor with inputs from LIPA.

In almost all questions, participants expressed responses in two ways, each with five levels:

- I.
 - i. strongly agree
 - ii. agree
 - iii. not sure
 - iv. disagree
 - v. strongly disagree

2.
 - i. very much so
 - ii. for the most part
 - iii. somewhat
 - iv. only slightly
 - v. not at all

Unless otherwise stated, the positive response categories consist of “strongly agree,” “agree,” “very much so,” or “for the most part” depending on the particular question. The survey brought out a number of key findings and trends as follows:

- In both the 2013 and 2016 surveys, there is a noticeable trend that a very high proportion of trainees reported learning useful information or skills. However, the proportion of those reporting that the course has met their expectation was lower. Even lower was the proportion reporting that they used the information or skills learned in the course to do their job. This trend is observed for each group of trainees.
- The finding that more trainees reported learning useful information but fewer reported using it on-the-job was statistically significant in nearly all cases across the two survey years and across the different trainee categories. This trend is what is expected in reality because many can report learning useful information/skills but fewer would go ahead and apply it to their work. The fact that the survey data brought out this finding points to the high quality of the data in both surveys and serves as an endorsement of the reliability of all other findings.
- Overall in 2016, 93% of all trainees reported learning useful information, 89% reported that the training met their expectations, and 69% reported that they used what they learned on-the-job. There was clear improvement in each of these three indicators compared to the 2013 figures of 89%, 80%, and 66% respectively. Despite these consistent increases, only the category of “training met my expectations” is statistically significant. However, detailed analyses of these three indicators across the different trainee categories reveal some important changes of statistical significance.
- The proportion of private sector trainees reporting that *they learned useful information* (those answering “very much so” or “for the most part”) increased from 79% in 2013 to 100% in 2016. This statistically significant change was occasioned by the upward movement of a large portion (21%) that in 2013 were in the “somewhat” category moving to the “for the most part” and “very much so” categories.
- Similarly, the proportion of self-sponsored trainees reporting that *they learned useful information* (those answering “very much so” or “for the most part”) increased from 91% in 2013 to 100% in 2016. This statistically significant change was occasioned by the upward movement of a group that in 2013 was in the four lower levels.
- All the three trainee categories with data in both surveys registered a statistically significant improvement in the proportion that reported that LIPA training *met their expectations*, i.e. GOL from 76% (2013) to 88% (2016), and Private Sector from 79% (2013) to 89% (2016). The proportion of NGO trainees reporting that training met their expectations stood at 89% in 2016, but had no comparable data from 2013.
- Overall, the proportion that reported *using training to do their work* increased from 66% in 2013 to 69% in 2016. Although this change is not statistically significant, there was a sizeable group (15%) that moved from “for the most part” in 2013 to “very much so” in 2016. Further, the proportion that reported on the two lower (negative) responses of “not at all” or “only slightly” reduced from 23% in 2013 to 17% in 2016.

- For GOL trainees, the proportion that reported *using training to do their work* increased from 70% in 2013 to 72% in 2016. Although this change is not statistically significant, there was a sizeable group (13%) that moved from the “for the most part” in 2013 to “very much so” in 2016. Further, the proportion that reported on the two negative levels (“not at all” or “only slightly”) reduced from 18% in 2013 to 13% in 2016.
- Since the 2013 “private sector” was not disaggregated into “for profit” and “NGO” it is difficult to make valid comparisons with 2016. However, the private sector and NGO trainees had high proportions of those reporting that they used their training to do their jobs with the private sector being the highest among all categories at 74% and NGO being comparable to the overall at 68%. One of the more interesting findings is the reduction in the self-supported trainees’ proportion reporting using training to do their jobs from 50% in 2013 to 41% in 2016. Already the 2013 value was much lower for this trainee category than for the rest of the trainee categories and the 2016 value shows a further decline in the indicator. In 2016, it can be summarized that the proportion of trainees reporting that they used the training to do their jobs ranged from 72%-74% for all trainees apart from the self-sponsored which stands at 41%.
- In both surveys, the analysis of all cases where respondents reported that they did not use training to do their jobs (those answering “only slightly” or “not at all”) revealed that the main reason was the mismatch between what they learned and the job that they were doing, with 65% in 2013 and 77% in 2016. Of the remaining cases (nearly a quarter), the low results occurred because the self-sponsored trainees were not employed, and thereby had no opportunity to use their skills on-the-job (with 21% in 2013 and 23% in 2016). In 2013, quality and relevance-related reasons were cited but these were few at 15%, while no such cases were mentioned for 2016.
- While on first consideration the low level of reported training use by self-sponsored trainees might indicate that there was a problem with the quality of training, additional analysis of the responses explaining the results reveals different reasons. It may be argued that most of the self-sponsored trainees may have attended LIPA courses as a way of enhancing their employability, but for most this aim had not been achieved. This may lead to the conclusion that LIPA needs to manage expectations in their marketing messaging.
- Regarding the jobs mismatch, these occurred mostly with GOL trainees because the jobs that they were doing were not related to the training received or the trainee was too junior to handle the tasks that the training was aimed at improving. LIPA needs to tighten their course admission criteria and also examine the various recommendations given by trainees and supervisors in order to close the gap in training utilization.
- The proportion of supervisors that reported observing an improvement in job performance for a LIPA-trained employee had improved from 79% in 2013 to 88% in 2016 – a statistically insignificant change but a positive one nonetheless. This finding clearly indicates that a very high proportion of supervisors think that LIPA training has been useful in enhancing trainees’ job performance.
- In 2016, an additional question was asked if supervisors who had observed improved trainee performance had added more/new tasks, to which three quarters (75%) answered “very much so” or “for the most part”. This level is lower than the proportion of supervisors reporting that

they had observed an improvement in trainee performance (88%). This may point to some aspect of idle capacity where LIPA trained staff may not be fully engaged in order to utilize their learned skills.

- In sum, whether statistically significant or not, the majority of the assessed indicators reflect a strong and positive change from the 2013 survey with the exception of reported use of training by self-sponsored trainees. These achievements were accomplished despite the negative impacts of Ebola that stalled training at LIPA for nearly one year between 2014 and 2015. As USAID-GEMS comes to an end, and to maintain the momentum for these surveys, LIPA should consider simpler options such as website-based course evaluation tools.

II. PURPOSE AND SURVEY METHODOLOGY

Purpose

The purpose of the second phase of the LIPA Client Satisfaction survey is to provide data to measure the change in satisfaction of LIPA trainees and their supervisors from the time of the first survey that was conducted in Sept. 2013. As data collection for the 2016 survey commenced in Dec. 2015, the spacing of the two surveys is two years which is ideal as it takes about the same time for the attributes being assessed to change.

The 2016 survey will not only validate the baseline survey but also provide means for assessing if any changes have occurred to demonstrate impacts of LIPA programs including the substantial contribution of USAID-GEMS interventions at LIPA. One of the USAID-GEMS PMP indicators derives its data from the two surveys.

Data from the survey will be utilized by staff and managers of LIPA to identify potential areas of strengths and weaknesses in LIPA training services. It will also be shared with LIPA training stakeholders to help inform them of needed areas of program support and to help track progress in improving the LIPA brand.

Questionnaire Design

The survey was developed by the USAID-GEMS M&E Team with input from LIPA and the USAID-GEMS Training Advisor. Survey questions were presented in a Likert scale format with standardized response categories of: “not at all”, “very little”, “somewhat”, “for the most part”, and “very much so.” Each multiple choice survey question was followed up with a short answer question asking respondents to provide an explanation for their response. Using skip patterns, respondents that selected the lowest two categories were asked to explain the reasons behind their low ratings. A final series of questions asked for additional comments and suggestions for LIPA which produced a valuable compendium of issues that may contain gems for LIPA to extract. The instrument was kept quite short at 14 questions in order to limit interview times. As a result, each data collector averaged at five questionnaires per day.

Sampling

The sampling design was intended to allow for (1) statistical comparisons across the four trainees’ employer groups, and (2) attempts at a balanced representations in training courses, years in which training was completed, and trainees’ gender. As a final check, the final sample for each group had to satisfy the basic statistical requirement of a 30-respondent minimum for a fairly homogenous cluster. The lowest sample size was for self-sponsored trainees (27) but it still managed to bring out very consistent results from the 2013 survey.

Table I below shows the sampling scheme and the samples accomplished. The key consideration was to ensure a minimum of 30 respondents for a fairly homogenous cluster. Random sampling was then used to identify the actual respondent to be interviewed. LIPA had provided phone numbers for those in the sampling frame.

Table 1: Trainee and Supervisor Sample Sizes in 2016

Trainee Type	Desired	Sampled	Response Rate	Rationale & Explanation on Response Rate
ALL	345	311	90%	To represent each of the 10 most-offered courses in each of the X 3 course completion years (2013, 2014, 2015) X 4 organization types (GOL, NGO, For-profit, Self) X 2 (male, female) = 240 + 105 supervisors reflecting half of the trainees apart from the 30 who are self-supported.
GOVT	121	121	100%	After removing 30 self-supported trainees, 39 from the private sector, and 105 supervisors, the remaining sample 171 was allocated to GOL, NGOs, and supervisors at a ratio of 7:3 reflecting their relative enrollments.
NGO	50	44	88%	Meets the minimum of 30 units and more to increase precision.
PRIVATE SECTOR	39	34	87%	One male and one female from each of the organizations that had sent a trainee to LIPA was considered and these were 39 out of 51 that had been identified as coming from private sector.
SELF SUPPORTED	30	27	90%	Since from the 2013 survey it was found out that self-supported past trainees were difficult to contact, the 30-person minimum for a large statistical sample was planned.
MALE	168	157	93%	Response rates were nearly the same for both male and female.
FEMALE	72	69	96%	
SUPERVISORS	105	85	81%	Many supervisors were very difficult to schedule an interview with as they were travelling or in meetings.
MALE SUPERVISORS		77		
FEMALE SUPERVISORS		8		

Data Entry, Cleaning and Analysis

A total of four interviewers were hired to conduct the interviews over the course of five weeks between Dec. 2015 and Feb. 2016. The enumerators received a four-hour classroom training complemented by supervised fieldwork to pilot test the survey instrument and interview methodologies.

Subjects were recruited for interviews using their mobile number as provided during training registration. The majority of interviews were conducted face-to-face with trainees and responses captured using smart-phones. A limited number were conducted via telephone. For a few trainees with whom phone contact was not possible, emails were sent with the interview instrument attached—

however, only one such attachment was returned completed. Each respondent was informed that their participation was optional and that their responses would be used by LIPA to help them improve training quality. Respondents were not promised confidentiality.

The data entry process was significantly sped up due to the use of smart-phones to capture responses and data being easily exported to Excel spreadsheets. Data cleaning and analysis was conducted in Excel. Survey data analysis consisted of frequencies, cross-tabulations, and calculations of standard errors for use in statistical tests. A few recodes of qualitative responses were conducted as well.

Statistical significance tests were conducted at a less stringent 90% confidence interval as opposed to the stronger 95% interval because of the inherent uncertainty in those middle responses (i.e. there could be some cases of “somewhat” that may have ended up being “for the most part” and vice versa). A stronger statistical test would have been used if our data had only two responses (i.e. YES/NO) but the survey had five responses and there are potential misclassifications across the results. USAID-GEMS personnel did their best to minimize such errors through the training of data collectors to execute the survey in a consistent manner (see Annex 10 for indicators and their 90% confidence interval ranges).

Background of Respondents

Gender

An analysis of the known characteristics of the sample’s trainees is useful for several reasons. For one, it is important to make sure that the sample is representative of LIPA trainees overall. In addition, reviewing the details of training participants in such a random sample can help LIPA better understand their market and, potentially, better understand responses to the survey that may have been influenced by the personal and professional traits of the trainees. The sample of trainees interviewed for the survey follows the same general gender breakdown as LIPA trainees overall. About 75% of the respondents were male (see Table 2). In Liberia, male workers dominate the workforce in nearly all areas and LIPA trainees reflect this imbalance.

Type and Cadre of Trainee

Attendees at LIPA trainings came from a variety of employers, including government agencies, NGOs, and for-profit companies and from varied professional roles as shown in Table 2. It is evident that asset management and human resources staff were less represented compared to procurement, financial management, project management and Monitoring & Evaluation (M&E) personnel.

Table 2. Reported Titles of Respondents

Title	#	%
Procurement Officers_ALL	55	24.3%
Finance Officer_ALL	30	13.3%
Procurement Officer (Analyst etc.)	28	12.4%
Administrative Officers_ALL	26	11.5%
Project Management Officer (Researcher)_ALL	24	10.6%
Finance Officer (Accountant, Budget Analyst)	19	8.4%
Project Management Officer (Researcher)	17	7.5%

Title	#	%
Monitoring and Evaluation Officer_ALL	15	6.6%
Procurement Manager, Director	15	6.6%
Assets and Logistics Senior Officers_ALL	13	5.8%
Human Resource Officer_ALL	13	5.8%
Procurement Assistant (junior compliance officer, procurement clerk)	12	5.3%
Auditor_ALL	11	4.9%
Business Person	7	3.1%
Human Resource Officer	7	3.1%
Asset Manager/Logistics Officer	6	2.7%
Assets and Logistics Senior Officer	6	2.7%
Finance Officer (Manager, Controller, deputy controller) Senior	6	2.7%
Marketing Agent	6	2.7%
Finance Officer (Accounts Clerk, Cashier, etc.) Junior	5	2.2%
Human Resource Officer (Record. Analyst, HR assistant, Filling Clerk) Junior	5	2.2%
Not Employed	3	1.3%
Secretary	3	1.3%
Classroom Teacher (Principal)	2	0.9%
Desk officer	2	0.9%
Information technology officer	2	0.9%
Retail inspector	2	0.9%
System Administrator	2	0.9%
Training Instructor	2	0.9%
Public Relation Officer/ Special Assistant to the Director	2	0.9%
Asset Management Junior Officer	1	0.4%
Hair Dresser	1	0.4%
Human Resource Manager/Director	1	0.4%
Investigator (Volunteer)	1	0.4%
Media monitor	1	0.4%
Probation Supervisor	1	0.4%
Product Inspector	1	0.4%
Transaction Manager	1	0.4%

Training Topics

While in 2013 the five most-listed training titles in the sample included M&E, Procurement Management, Human Resource Management, Professional Administration & Management and Internal Audit, the situation had changed slightly in 2016 where the first four were: Procurement, Internal Control System and Internal Audit, M&E, and Human Resource Management (see Table 3).

Table 3. Training Courses Most Represented in 2016 Survey Sample

Courses Most Offered in 2013	Proportion of Trainees in the 2013 Sample	Courses Most Offered in 2016	Proportion of Trainees in the 2016 Sample
Monitoring and Evaluation	20.20%	Certificate in Procurement	38.5%
Procurement Management	19.70%	Internal Control/internal audit	16.8%
Human Resource Management	12.63%	Monitoring and Evaluation	16.4%
Professional Administration and Management	7.07%	World Bank Procurement In-Service	6.6%
Internal Audit	5.56%	Certificate in Human Resource	6.2%
Project Planning and Management	5.05%	Diploma in Procurement	4.9%
Internal Control	4.55%	Certificate in public sector finance.	3.5%
Public Sector Finance	3.54%	Certificate in Project Planning and Management	3.1%
Banking and Finance	3.03%	Office and Asset Management	2.2%
Communication and Report Writing	2.02%	Certificate in Communication and Report Writing	0.9%
Public Procurement	2.02%	Professional Administration	0.9%

III. DETAILED SURVEY FINDINGS

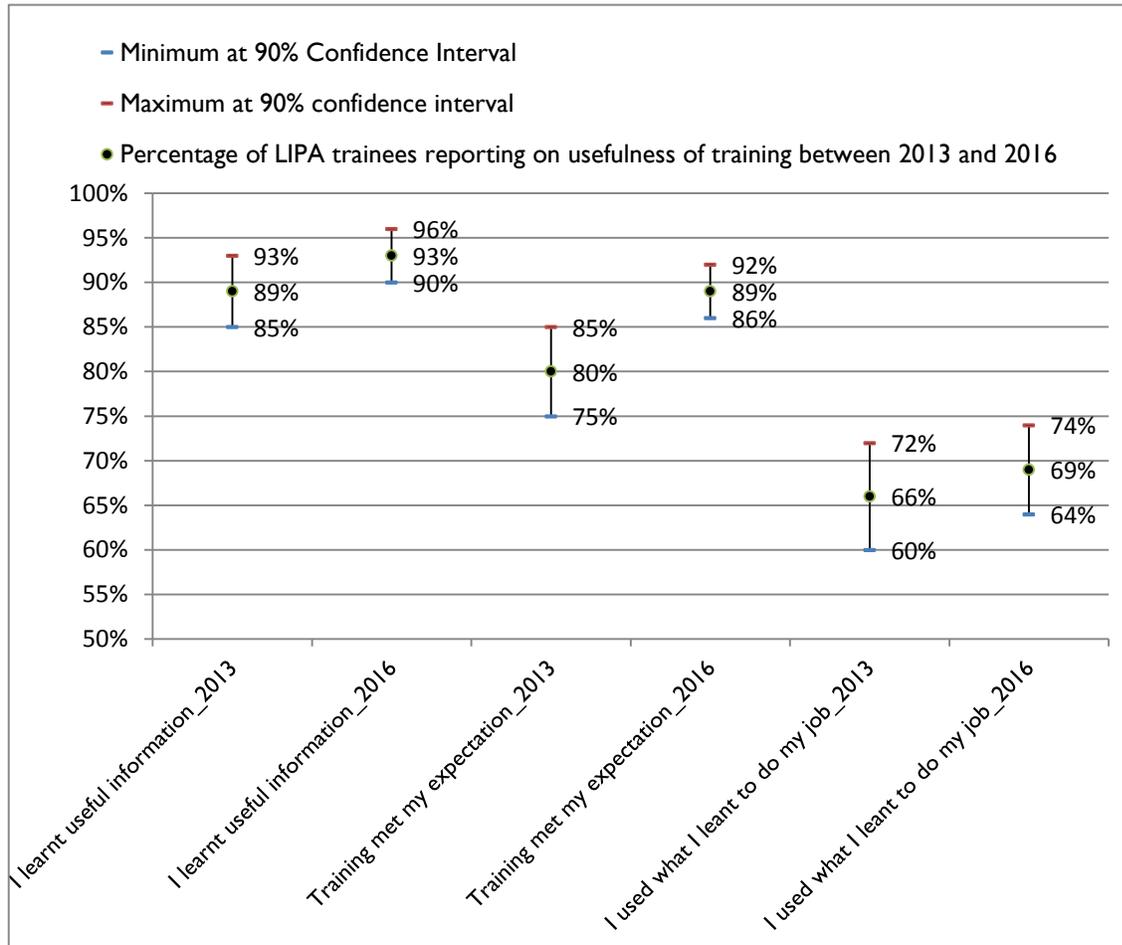
(a) Overall perception of trainees and supervisors

- As shown in Table 4, almost all indicators improved from 2013 to 2016 except for the proportion of self-supported trainees who reported that they used the training, which dropped to 41%. This reduction, however, was not statistically significant from the 2013 value of 50%. The 41% was, however, a significantly lower result than for all other types of trainees in both 2013 and in 2016.
- The other reduction was that of private sector trainees, among whom use of training fell from 89% (2013) to 74% (2016), which can be attributed to the fact that there was no data disaggregation in 2013 between NGOs and the for-profit private sector. In 2016, these two were disaggregated and had more or less similar values.
- In both the 2013 and 2016 surveys, there is a definite cascade (see Figure 1) of the effects of LIPA courses in that very high proportions of the trainees reported learning useful information or skills but the proportion of those reporting that the course met their expectation was lower; and even lower is the proportion reporting that they used the information or skills that they learned during their job. The same cascade of the three indicators is observed in each group of trainees in both years' surveys.
- This cascade is what is expected in reality. These results therefore attest to the high quality of the data in both surveys and are an endorsement of the reliability of all other findings.
- In the 2016 survey 93% of trainees reported learning useful information, 89% reported that training met their expectations, and 69% reported that they used what they learned to do their jobs. There was a clear improvement (see Figure 1) in each of these three indicators since in 2013 those that reported learning useful information were 89%, those that reported that training met expectations was 80%, and those that reported they had used the training to do their jobs were at 66%.
- Table 4 shows the results for the three indicators and highlights which ones are statistically different. It is clear that moving from a higher level to a lower level represents a statistically significant drop, i.e. the proportion that reported learning useful information is statistically higher than the proportion stating that training met their expectations, which in turn is significantly higher than the proportion that reported using training to do their jobs. This is true for both the 2013 and 2016 surveys and for nearly all trainee categories.

Table 4: Summary of Key Trainee Perception Indicators, 2013-2016

Trainee's Employer	Year	Proportion reporting LEARNING useful information from LIPA course (L)	Proportion reporting that LIPA training met their EXPECTATIONS (E)	Proportion reporting that they USED information or skills learnt to do their jobs (U)	Levels (L, E, U) with statistical significance differences at 90% Confidence Interval
Overall	2013	89%	80%	66%	L-E, E-U
	2016	93%	89%	69%	E-U
GOL	2013	90%	76%	70%	L-E
	2016	91%	88%	72%	E-U
Private Sector	2013	79%	79%	89%	E-U
	2016	100%	88%	74%	L-E, E-U
Self-Sponsored	2013	91%	84%	50%	L-E, E-U
	2016	100%	96%	41%	L-E, E-U
NGO	2013	Data was part of the private sector	Data was part of private sector	Data was part of the private sector	
	2016	91%	89%	73%	L-E, E-U

Figure 1: Proportion of 2013 and 2016 survey respondents reporting learning useful information, that training met their expectation, or that they used training to do their job.



(b) Detailed Perceptions

This section presents detailed perceptions. Wherever a statistically significant difference is mentioned, it always tested according to a 90% confidence interval.

(i) Reported Levels of “Learned Useful Information”

- Trainees were asked if, in their view, they learned useful information during the training. As can be seen in Table 5 below, overall, 82% of respondents responded “very much so” when asked this question, which is an improvement of 11% points from the 2013 rating of 71%.
- Although the change from 2013 is not statistically significant, there is a high level of appreciation of training content at 94% (up from 89% in 2013) when “for the most part” and “very much so” are combined. It is clearly that the majority of LIPA trainees feel that they received valuable knowledge during the trainings that they attended.
- Using only the “very much so” response shows that GOL trainees recorded the highest increase of 18% points, while the other categories had an 11% points increase from 2013 to 2016 survey.

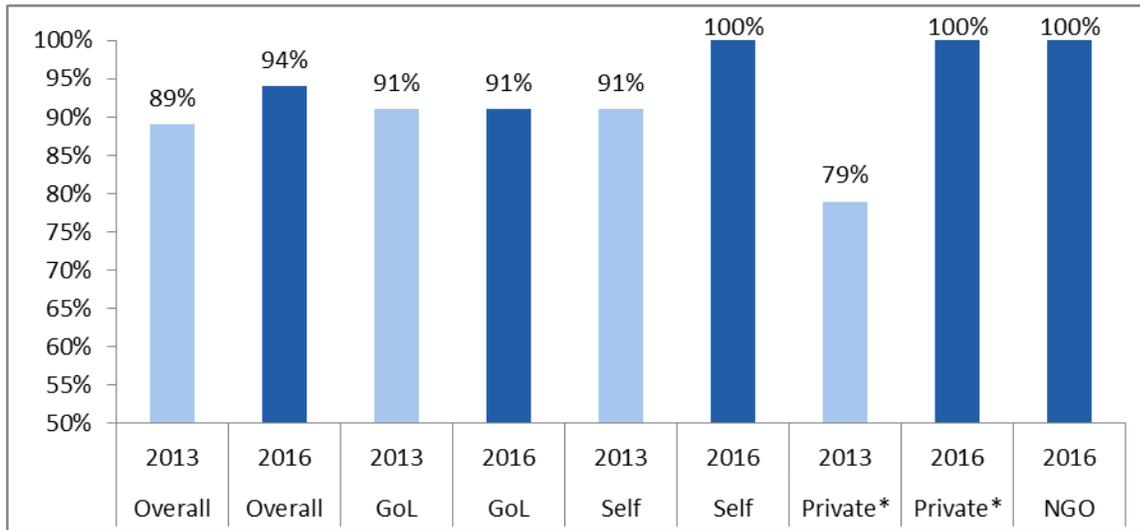
- Although the overall change (18%) for the top two responses for GOL trainees is not statistically significant, it is very noteworthy that that 18% was actually a movement from the “for the most part” (31% in 2013, and 13% in 2016) to the “very much so” category.

Table 5. Trainees’ Response to “I learned useful information during the training”

Employer	Yr.	Not at all	Only slightly	Somewhat	For the most part	Very much so
Overall	2016	0%	0%	6%	12%	82%
	2013	1%	4%	8%	18%	71%
GOL	2016	0%	1%	8%	13%	78%
	2013	1%	4%	5%	31%	60%
Self	2016	0%	0%	0%	7%	93%
	2013	0%	4%	5%	9%	82%
Private	2016	0%	0%	0%	15%	85%
	2013	0%	3%	18%	5%	74%
NGO	2016	0%	0%	9%	7%	84%

- In 2016, there was only one (0%) respondent in the category of “not at all” or “only slightly”, down from 5% in 2013.
- As shown in Figure 2, the proportion of trainees responding to either “very much so” and “for the most part” reveal much larger increases from 2013 than considering only “very much so”. While there are many differences between the two survey years and across the four trainee categories, the following are the only differences that are of statistical significance;
- The proportion of private sector trainees answering “very much so” and “for the most part” increased from 79% in 2013 to 100% in 2016. This positive change was occasioned by the upward movement of a large proportion (21%) that in 2013 were in the “somewhat” (18%) and “only slightly” (3%) categories. In 2016 this 21% was distributed to “for the most part” (10%) and for “very much so” (11%) which left the bottom two categories each with zero percent.
- Similarly, the proportion of self-sponsored trainees answering “very much so” and “for the most part” increased from 91% in 2013 to 100% in 2016. This positive change was occasioned by the upward movement of a proportion (11%) that in 2013 were in the four lower categories resulting in dropping of the proportion in the last three categories to 0% each.

Figure 2: Proportion of Trainees that Responded to "Very Much So" or "For Most Part" to the Question "I Learned Useful Information"



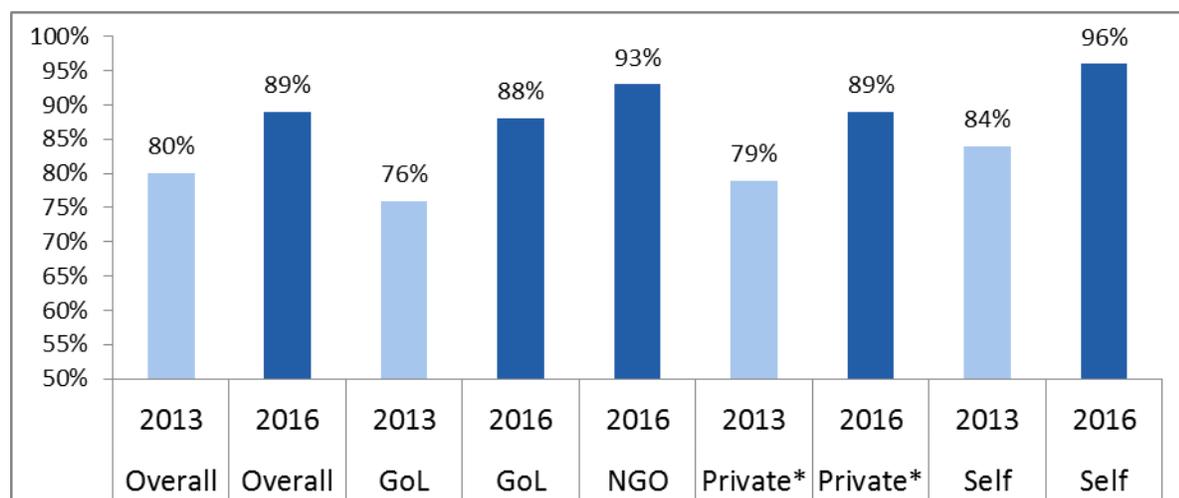
(ii) Reported Levels of “Training met my expectation”

- Trainees were asked to state if the training met their expectations. Overall, in 2016, respondents were positive in their responses to this question with 89% responding either “for the most part” or “very much so” (Table 6 and Figure 3) which was an increase from 80% in 2013. This change was statistically significant. Furthermore, it is important to find out how each category of trainees performed.
- For GOL trainees, the change in the proportion that reported that training met their expectations (the top two responses) from 76% in 2013 to 88% in 2016 is statistically significant. This change was occasioned by movement of some proportion from lower response levels in 2013 to the “very much so” in 2016. Further, another large proportion moved from the “for the most part” to the “very much so” category although this is not the cause of statistical difference because it just “internal redistribution” within the combined category used in the analysis; however, in real terms this is a very positive change.
- Similarly, for self-sponsored trainees, the change in the proportion that reported that training met their expectation (from 84% in 2013 to 96% 2016) is statistically significant. This change was occasioned by movement of some respondents (12%) from lower categories in 2013 to “very much so” in 2016. This resulted in the last two response categories having 0% in 2016 (none reported “not at all” or “only slightly” for the question *training met my expectation*).
- The change in the proportion of private sector trainees reporting “for the most part” or “very much so” to the question *training met my expectation* from 2013 (79%) to 2016 (89%) is almost statistically significant—although the two confidence intervals do not overlap, the maximum value (84%) for 2013 is the minimum value for 2016. This can be concluded that there is an important improvement from 2013 to 2016.

Table 6: Trainees’ Response to “The training met my expectations”

Employer	Yr.	Not at all	Only slightly	Somewhat	For the most part	Very much so
Overall	2016	1%	1%	9%	13%	76%
	2013	2%	5%	14%	19%	61%
GOL	2016	1%	1%	10%	16%	72%
	2013	1%	6%	17%	31%	45%
Self	2016	0%	0%	4%	11%	85%
	2013	1%	4%	11%	8%	76%
Private	2016	0%	0%	11%	15%	74%
	2013	5%	3%	13%	16%	63%
NGO	2016	0%	0%	12%	7%	86%
	2013	0%	0%	12%	7%	86%

Figure 3: Proportion of trainees that responded to "very much so" or "for most part" to the question "the training met my expectation"



(iii) Reported Levels of “I used what I learned to do my work”

- Trainees were asked if they had been able to use the training in their work. Such questions are generally used to test if the training imparted knowledge and skills that were relevant to the job responsibilities of the attendees and to gather information on barriers to targeted performance improvements in the workplace. However, such a question is subject to important limitations regarding why the trainees attended the course and/or how they were selected. Responses to this question by LIPA trainees demonstrate such issues clearly.

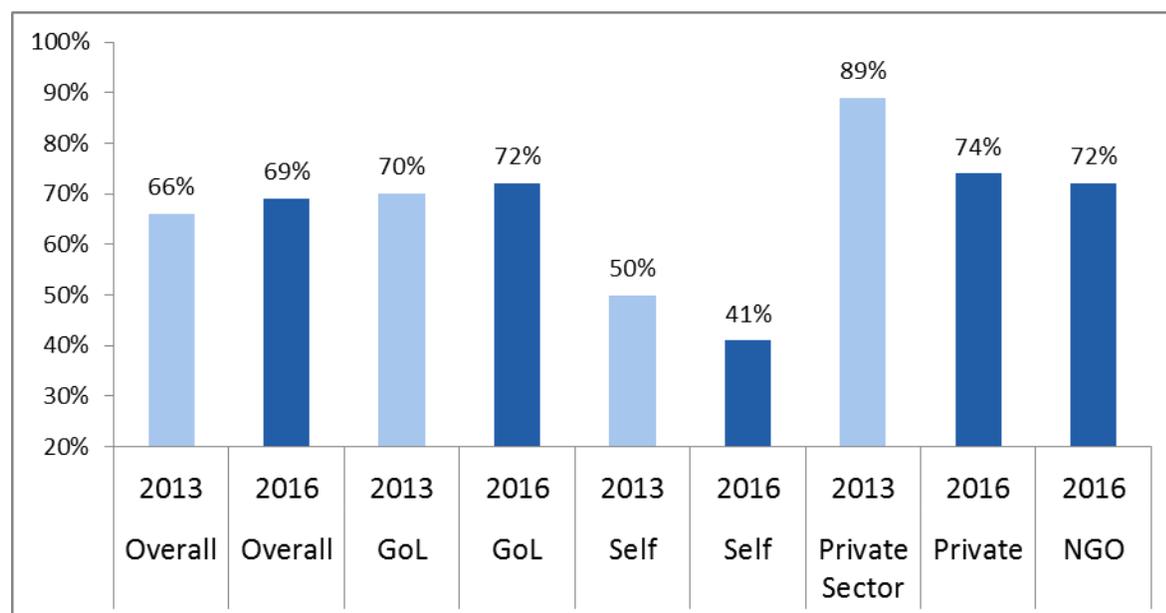
- As Table 7 and Figure 4 below illustrate, LIPA trainees reported high, although not universal, use of training in their workplace based on those that answered either “very much so” or “for the most part” to the question, *used training to do my work*.
- Overall, the proportion that reported using training to do their work increased from 66% (in 2013) to 69% (in 2016). Although this change is not statistically significant, there was a sizeable group (15%) that moved from the “for the most part” to “very much so” in 2016 compared to the 2013 levels. Further, the proportion that reported on the two lower (negative) responses of “not at all” or “only slightly” declined overall from 23% in 2013 to 17% in 2016.
- For GOL trainees, the proportion that reported using training to do their work increased from 70% (in 2013) to 72% (in 2016). Although this change is not statistically significant, there was a sizeable group (13%) that moved from the “for the most part” to “very much so” in 2016 compared to the 2013 levels. Further, the proportion that reported on the two lower (negative) responses of “not at all” or “only slightly” reduced from 18% in 2013 to 13% in 2016.
- Since in 2013 the “private sector” was not disaggregated into “for profit” and “NGO” it is difficult to make valid comparisons with the 2016 proportion of those reporting using training to do their jobs. However, the private sector and NGO trainees recorded high use with private sector being highest among all categories at 74% and NGO being comparable to the overall at 68%.
- One of the most remarkable findings is the decrease in the proportion of self-sponsored trainees reporting using training to do their jobs from 50% in 2013 to 41% in 2016. Already the 2013 value was much lower in this category than for the rest of the trainee categories. The very low 2016 value is therefore not surprising. The reduction was occasioned by 12% points move from “for the most part” in 2013 to “not at all” in 2016 which resulted in an equal proportion of self-sponsored trainees at both extreme ends, i.e. 41% at “very much so” and 41% at “not at all”.
- While on first consideration this might indicate that there was a problem with the training quality, additional analysis of the responses explaining the reasons for the low levels of reported usage demonstrates that the main issue had to do with the employment of the trainees and not with the utility of the training.

Table 7. Trainees’ Response to “I have been able to use the training to do my work”

Employer	Year	Not at all	Only slightly	Somewhat	For the most part	Very much so
Overall	2016	13%	4%	14%	11%	58%
	2013	14%	9%	11%	23%	43%
GOL	2016	8%	5%	15%	16%	56%
	2013	6%	12%	12%	27%	43%
Self	2016	41%	7%	11%	0%	41%

Employer	Year	Not at all	Only slightly	Somewhat	For the most part	Very much so
	2013	29%	9%	12%	12%	38%
Private	2016	9%	6%	11%	12%	62%
	2013	3%	0%	8%	34%	55%
NGO	2016	0%	14%	14%	4%	68%

Figure 4: Proportion of trainees who answered "very much so" or "for the most part" to the question "the training was useful to my job"



- The qualitative responses for reported non-use of training were analyzed and recoded for common themes in Table 8 below. In both surveys, the main reason for non-use is training-job mismatch with 65% in 2013 and 77% in 2016. Of the remaining cases (nearly a quarter) were because the trainee was not employed in order to utilize training (21% in 2013 and 23% in 2016). In 2013, other reasons to do with quality and relevance were cited but these were few (15%) and no such case was mentioned in 2016.

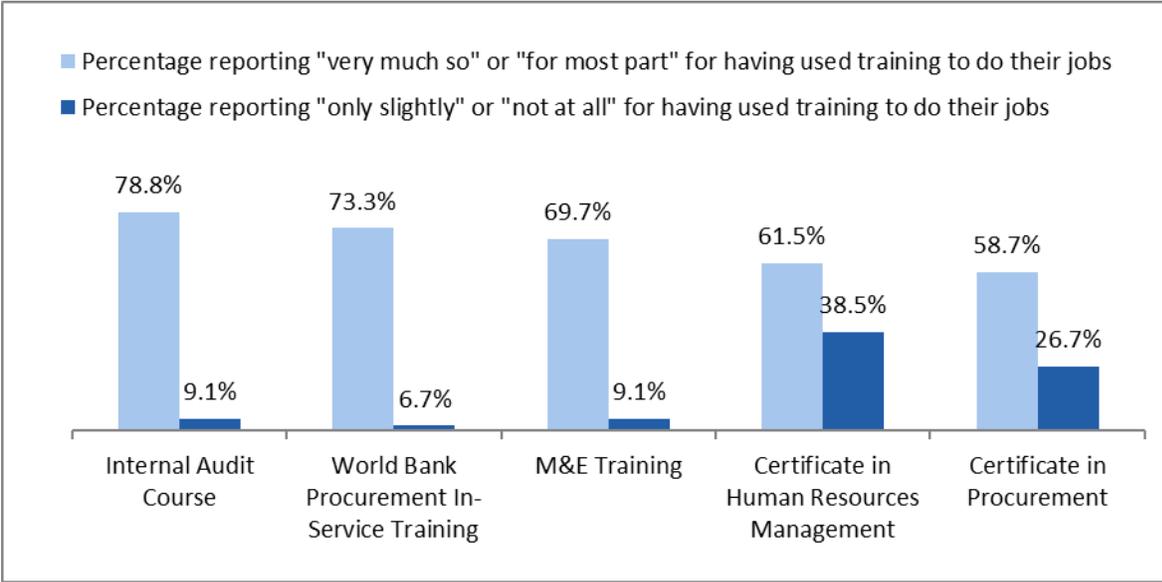
Table 8. Trainees' Reasons for Non-use of Training

Employer	Unemployed		Job Different from Training		Quality Issue		Other		Total	
	2013	2016	2013	2016	2013	2016	2013	2016	2013	2016
GOL	0 (0%)	0 (0%)	11 (41%)	11 (41%)	1 (50%)	0 (0%)	3 (75%)	0 (0%)	15 (35%)	11 (31%)
Self	8 (89%)	8 (100%)	16 (59%)	5 (19%)	1 (50%)	0 (0%)	1 (25%)	0 (0%)	27 (63%)	13 (37%)

Employer	Unemployed		Job Different from Training		Quality Issue		Other		Total	
	2013	2016	2013	2016	2013	2016	2013	2016	2013	2016
Private	1 (11%)	0 (0%)	0 (0%)	5 (19%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (2%)	5 (14%)
NGO		0 (0%)		6 (22%)		0 (0%)		0 (0%)		6 (17%)
Total	9 (100%)	8 (100%)	27 (100%)	27 (100%)	2 (100%)	0 (0%)	4 (100%)	0 (0%)	43 (100%)	35 (100%)

- In 2016, about 41% of the respondents that reported that the training course was not directly related to or useful in their job were GOL-sponsored.
- All the ones that cited unemployment as the reason for none-use were self-sponsored trainees who selected and paid for a course themselves, perhaps in the hope that it would lead to improved job opportunities.
- LIPA may want to further explore the issue of unnecessary GOL-funded trainings in order to maximize the return on scarce government resources.
- Some courses were more utilized than others. For the five most-offered courses in the 2016 survey, the proportion of trainees that reported using (“very much so”, “for most part”) and those not using their training on the job (“not at all”, “only slightly”) are shown in Figure 5.

Figure 5: Proportion of trainees reporting on various levels of course utilization.



- Two courses stand out in terms having a relatively higher proportion of those not using the training, namely the certificates in Human Resources and in Procurement. As can be seen in Table 9 below, the proportion of trainees reporting not using their Certificate in Procurement is highest in the Self-sponsored category followed by the Private Sector and NGO trainees.

Table 9: Number and proportion of trainees not using certificate in procurement and the reasons for non-use

	Number of cases of “not-at-all” and “only slightly”	Number taking Certificate in Procurement in the sample	%
NGO	3	13	23.1%
GOL	9	55	16.4%
Self-sponsored	7	13	53.8%
Private Sector	2	7	28.6%

REASONS FOR NON-USE OF CERTIFICATE IN PROCUREMENT

Private Sector reasons for not using

- My position does not allows me to practiced what I learned.
- What I do is far from procurement and only responsible for sales

NGO reasons for non-use

- Because the training is not related to my current job
- Position doesn't deal with procurement
- My position has nothing to do with procurement

Self-sponsored reasons for not using

- I am having difficulties in using my training because, the environment I find myself do not give me the opportunity to apply what I learnt at LIPA
- I have not gotten job in procurement to actually put what I learnt in use.
- Because I am private businessman nothing much is practiced when it comes to what I learnt
- I am not working currently and not able to practice anything learned from LIPA.
- I have been unemployed since completion I seldom use what I learnt from LIPA in my business transactions
- I have difficulties using my training because I have never had the opportunity to work and put my training into use
- It is because I am not working

GOL reasons for not using

- Because my work is not related to what I learnt at LIPA
- Result of my present position at job place
- Because I am not in the procurement section to actually put my training in to practice.
- My current position just do not allows me to do so.
- My current position just don't allows me practice what I learned.
- My current position don't allow me practice what I learnt to the fullest
- Because my job is different from the training
- I am a special Assistant and not in the procurement section
- I am not in the procurement section and that gives no time to practicalize what I have learnt

Table 10 shows the verbatim reasons given by the various trainee types for not using certificate in human resources.

Table 10: Reasons the Six Cases Were Not Using a Certificate in Human Resources

NGO

- I am serving in a different capacity in the health sector instead of the HR Section.

GOL

- As a nurse and counselor, I never had the opportunity to what I learnt at LIPA

- As deputy director for operation I am using the part of the training that has to do with planning but not the entire HR management training.

- Because I am currently working in different position, but as an acting Human Resource Assistant I am somewhat and somehow using and practicing what I learnt at LIPA.

SELF

- Still searching for employment that will enable me practice what I learnt.

(iv) Verbatim statements on aspects of the courses trainees found most useful

- Trainees were also asked to provide examples of how they had used the training in their jobs. The detailed responses are contained in the appendices so that LIPA trainers can extract any that they may find useful to improve any aspect of the training program (Annex I-9).

(v) Verbatim statements on additional views by trainees

- Trainees were also asked to provide any additional views. The detailed responses are contained in the appendices so that LIPA trainers can extract any that they may find useful to improve any aspect of the training program (Annex I-9).

(vi) Trainees' reporting that they would refer others for LIPA training

- Trainees were asked if they would recommend LIPA training to their colleagues, an important indication of training satisfaction. In 2013, 97% said they would and this rose to 100% in 2016. Asked if they would take another LIPA training if they had a chance, all apart from two said "Yes" (99%). The two who said "No" was because "I am seriously engaged in my business to which I am groomed," and the second person said "Just because my job has nothing to do with what I learned at LIPA".

(vii) Supervisor Responses

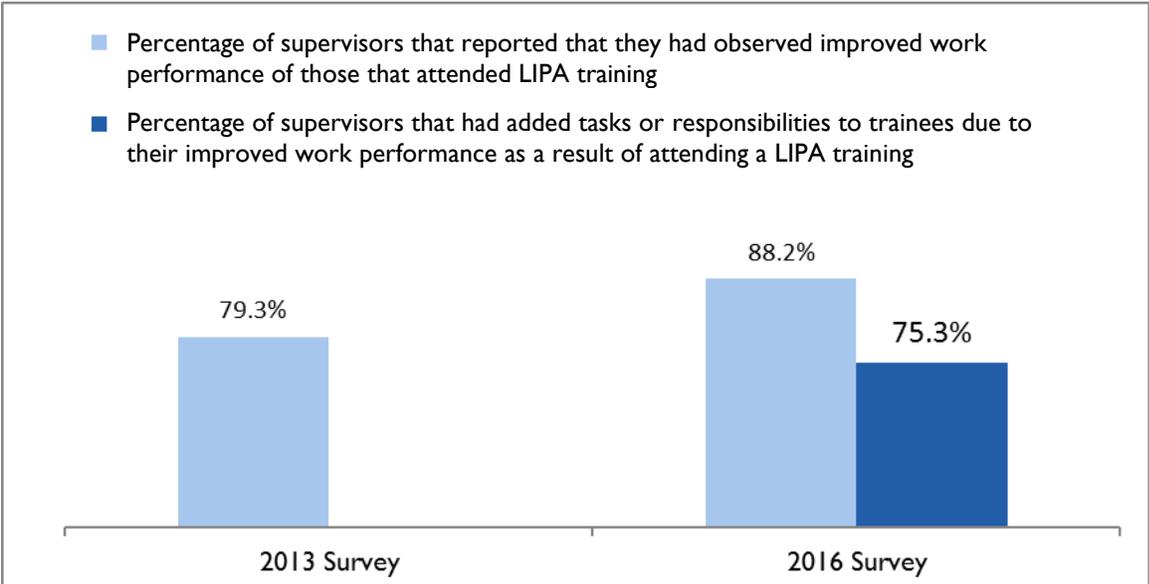
- Supervisors were asked if they had seen improved on the job performance of their employee that attended LIPA training. Supervisors reported a high level of perceived improvement as shown in Table 11 below.

Table 11: Supervisor Responses to “I’ve seen an Improvement in the Work Performance of My Staff that Have Attended LIPA Training”

Response	2013 Survey	2016 Survey
Not at all	3.5%	0.0%
Only slightly	13.8%	0.0%
Somewhat	3.5%	1.2%
For the most part	37.9%	42.4%
Very much so	41.4%	45.9%
Not Aware of Training		10.6%
Total	100.0%	100.0%

- The proportion of supervisors that reported that they observed an improvement in job performance for a LIPA-trained employee had improved from 79% in 2013 to 88% in 2016—not a statistically significant change but a positive one nonetheless. This finding clearly indicates that a very high proportion of supervisors think that LIPA training has been useful in enhancing trainee job performance.
- In 2016, an additional question was asked if supervisors who had observed improved trainee performance had added more/new tasks and three quarters (75%) answered “very much so” or “for the most part”. This level is statistically lower than the proportion of supervisors reporting that they had observed an improvement in trainee performance. This may point to some aspect of idle capacity where LIPA trained staff may not be fully engaged in order to utilize the learnt skills.
- In 2013, about 17% of supervisors had observed *only slightly* or *no* improvement in employee performance but this dropped to 0% in 2016. Although not captured in 2013, the proportion of supervisors reporting that they were not aware that the employee had undergone LIPA training was about 11% in 2016. Perhaps the 17% in 2013 that had not observed improvement may have been mixed up with those not aware of the training.
- When asked if they would recommend LIPA training to their staff, all but two said that they would (one businessperson reported that they have no staff to send while a government official said his procurement team is lean due to attrition by the reform process). When asked to give any suggestions on any aspect of training the supervisors reported a variety of suggestions which have been reproduced verbatim (see annex 1-9) so that LIPA can extract what is useful to their training program.

Figure 6: Proportion of supervisors reporting observing improvement in employee work



IV. CONCLUSIONS AND RECOMMENDATIONS

- LIPA needs to tighten its student admissions criteria for the course catalogue currently under development, and also to ensure that the cataloging is very explicit about the career implications for each course including the potential for employability or upward mobility for those already on jobs.
- There is a need for stronger LIPA/CSA collaboration for the implementation of the national training policy that requires that:
 - Only 2% of each MAC's personnel cost to be spent on LIPA training, which will result in the right people being sent to the right LIPA courses—because the selection will be more stringent.
- LIPA needs to extract what it finds useful from the many suggestions that were provided by respondents in order to make course corrections and improvements, and, identifying training needs and specific work-place performance improvement objectives for each trainee before s/he begins a course. That way there should be a better line up of work-place impacts with what trainees learned at LIPA.
- Additional questions for future surveys need to capture:
 - What are the motivating factors for seeking LIPA training?
 - For those that have shown improvement on-the-job as the result of LIPA training, what are the barriers for not getting extra tasks or promotions?
 - Were there criteria for trainee selection and was the selection transparent (as supervisors)?
 - How do potential trainees get comprehensive information about available courses at LIPA so that they can select instead of just being hand-picked by their boss?
- To maintain the momentum for these surveys, LIPA should consider simpler options such as website-based course evaluation tools.

Annex I: Useful Aspects of Training for GOL Trainees

Annex I: For the GOL trainees answering, “somewhat”, “for-most-part”, or “very much so” to the question; the training was useful for my work, the following are the areas of the aspects of the training that they found most useful
I am using PPCC laws, bid analysis, Request for quotation RFQ.
The most useful part in my training is handling Policy and procedures issues, preparing payments request, who sign first, etc.
Procurement processes, price negotiations to suit purchase order and budget.
It have thus helped me in reconciling records in preparation for auditing.
Recruitment and staff welfare.
Planning, monitoring and managing project with special reference to budgeting.
Preparing requisition and purchase order.
Bidding, purchase and following the PPCC procurement laws.
I developed my capacity in using the policies and PPCC laws in all procurement processes. I can now use all steps in preparing procurement documents, monitoring and auditing the process to ensure it meets all principles.
Presently, I am doing recording of contract documents, RFQ, system and control, etc.
Statistical analysis, report writing, conducting survey and data management.
Reports writing and reports presentation.
I arrange training for staff, arrange all financial records monthly through our database, do RFQs, system and control.
I been able to do procurement plans, request for quotation and evaluation.
I am working with system and control, audit procedures, governance and control, etc.
Preparation of procurement plans and request for quotations.
Procurement planning and bid evaluation.
As the County Assistant Manager I am using what I learned from LIPA to carry on M&E of our projects on a daily basis.
Application of the PPCC laws in all procurement processes.
The aspects of budget formulation, allocation in line with the government strategic paper and plan.
My work and what learnt from the training are inter-related, but for most part I have applied the Verification of payment request, monitoring results, etc.
Application of PPCC laws in all procurement planning and procedures in spite my transfer from the department.
Office management procedures learnt from LIPA are what I have been applying at my work place in spite of challenges.
Preparation of bidding document, request and application of quotation methods.
Application of the PPCC Law.
Approving all procurement processes for my ministry taking into consideration the PPCC laws governing procurement procedure.
Preparing procurement plan with regards to the PPCC laws.
The training enabled me verify all accounting systems of reporting, documentation, auditing, etc.
From the training, I can now put those control mechanisms as relates human relationship at the work place.
Monitoring project implementation process from start to finish.

Annex 1: For the GOL trainees answering, “somewhat”, “for-most-part”, or “very much so” to the question; the training was useful for my work, the following are the areas of the aspects of the training that they found most useful

Procurement plan, reporting, request for quotation, contract negotiation, etc. are the most useful things I am applying in my work.
I have been using assessment techniques to assess the impact of a project and I am also using monitoring and evaluation methods on my job.
Managing the office as well as applying those basic office procedures
Preparation of procurement plan, standard bidding document as well as application of the PPCC Law.
The setting of a proper work, managing time and so forth
The entire training has been useful to me as an auditor here at LPRC. Especially keeping track of the corporation asset.
Procurement planning and bid evaluation.
Setting your monitoring indicators.
Integrity and the skill to prepare a bidding document.
The logical framework.
The logical framework and its methodologies.
The planning aspect.
I am able to apply those methods in managing my staffs when it comes to managing public funds.
The recruitment of qualified staff as well as seeking employees' welfare are some of the things I learnt that I am applying on my job.
As a cashier I put my record in place in case there is an audit.
Monitoring and Evaluating a project properly as a project analyst.
The training had helped me to understand the bidding processes, review bid documents and do bid analysis at all levels.
In my work, I followed the procurement processes like putting in request for quotation (RFQ) filling out IR, PO etc.
The most useful part in my training is handling policy and procedures issues, preparing payments request, who signs first etc.
The Preparation of plans, methods, as well as the application of the PPCC Law.
Preparing proper procurement plan and the application of the PPCC Law.
I am applying the method of tax policy and government budgeting. Monitoring principle especially on government projects.
Procure Value based on standard and durability which includes good services.
Management of voucher, receipt and other financial document in reconciliation. I can now conduct audits using some of those techniques learnt at LIPA unlike before.
Very high for my job which has promoted me as comptroller.
Currently I serve as a member in the procurement department helping in drawing planning and also being part of bid evaluation.
The issues of documents being filed along with receipts and vouchers.
I use the training in the context of public policy using the evaluation methodology.
The training helped me monitor and measure project impact, data analysis and report on indicators
I use this training in order to have a transparent and accountable procurement process at MCSS.

Annex I: For the GOL trainees answering, “somewhat”, “for-most-part”, or “very much so” to the question; the training was useful for my work, the following are the areas of the aspects of the training that they found most useful

I was able to use procurement training to understand procurement laws and putting them in to use.
The training helped me understand the different types of procurement processes including national and international bidding process.
The training helped me understand procurement processes we need to follow. For example meeting the need of the RFQ (request for quotation). As an auditor, this training helped me follow-up on bidding contracts for the purpose of accountability and transparency.
This training actually helped me to implement procurement laws effectively. Because I was not trained in implanting procurement before.
Management.
I have been able to apply things learnt from the training in managing all procurement in my institution.
I have not been able to a practice what I was taught only because my current position is far from procurement. Presently, I am going through logistics job training at WVFP which I think have drawn me a little closer to procurement.
Collecting data in a more systematic way to conduct audit.
I have used the control mechanism to my work as part of the internal control.
Procurement and bidding matrixes coupled with negotiation skills.
From the LIPA training I am now able to apply the PPCC law in my daily procurement processes.
There was no procurement system in place before my training. From the training I was and is able to reorganize and centralize all procurement issues. I do quotations, organize bidding processes and prepare purchase orders putting a stop and hold on random purchase.
I am not really applying what I learnt at LIPA as a result of my current position.
I now fully understand the inner work of an internal auditor as the training have also exposed me in my field as it is respect to the current position I occupied.
I can now handle all procurement issues in my department and entity. What I do best is preparing Purchase Orders and bid negotiations.
As county procurement officer of Grand cape I was not able to practice what I have learnt for every procurement process was done at the central level in Monrovia.
This has help me to monitor and evaluate both my teachers and students as well as guide me to make proper decision.
I learnt to handle procurement issues more professional though I was doing it almost the same but I learn some new techniques and methodologies involve.
I learn to apply the PPCC law to my work.
The aspects of human resources seeking employees’ welfare and recruiting rightly.
Application of the PPCC laws.
I learnt new public procurement procedures, that made me stop doing some wrong things that I thought were right.
After the training, I was able to apply the PPCC laws in all procurement processes, but that was short live because I was transferred a few months later after we had a new board of commissioners but I still have that knowledge.
I have been able to apply things learnt from the training in managing the county school grant.
It clear that I have all but only a certificate and now willing to do diploma in procurement to improve my performance on the job.

Annex 1: For the GOL trainees answering, “somewhat”, “for-most-part”, or “very much so” to the question; the training was useful for my work, the following are the areas of the aspects of the training that they found most useful

It is very important but based on my current position I am not able to adequately all that I have learnt only because my position has been changed from deputy director of procurement to supply director.
Budget development planning and the development of strategies to put into practice. Also is the transparent management of these budget as an integral part of good governance and democratic accountability.
I can now apply the method of M&E planning which links to impact, output and outcome indicators.
The entire training have been very useful. I learnt the importance of monitoring as it plays a vital role in any project life. Now I know what, when and how to monitor my projects. I can now collect and analyze data.
It was quite unfortunate that after my completion of the certificate program, in three months’ time I was transferred to another department which had made it too difficult to practice what I was taught.
It has helped me improve the style of work in the most refined way. It helps open my mind in a broader sense that keeps me in control of what I do on the job.
Basically it has helped me in the audit section where I work.
The entire course. The principles, plans, steps involve and negotiation skills.
Filling of Procurement documents and this has made simple retrieving documents whenever the need arises. It also built up my negotiation skills.
My present position has not made able to perform what I have learnt. But I am able to apply the Local Purchasing Order (LPO) method.
Management.
The training is helping me in my current job as dean of students here at BWI, because I am able to monitor and evaluate both my students and teachers well with the knowledge acquired.
It had helped me with respect to apply the right procurement methods like procurement planning, bidding, etc.
It has built my skills in planning and negotiations.
It had helped me with respect to apply the right procurement methods like procurement planning, bidding, etc.
Well the knowledge that was the most useful part.
By applying the methods of procurement planning which was never known before.

Annex 2: Useful Aspects of Training for Private Sector

Annex 2: For the Private Sector trainees answering, “somewhat”, “for-most-part”, or “very much so” to the question; the training was useful for my work, the following are the areas of the aspects of the training that they found most useful.

Verifying all financial transaction of the institution and basically all internal control method.
Applying those internal control processes as a finance officer.
I am doing internal auditing, checking if the organization financial policy is being followed.
I am using Internal control system, conducting internal audit.
I am using the PPCC laws, documentation of bid documents, RFQ, etc.
I used the M&E knowledge in my previous position and currently I am applying it by trying to monitor and evaluate my staff.
Monitor, audit and reconcile all day today’s transactions for both national and international transfers.
Though there is a procurement department, I am at most times selected to be part of the procurement committee where I sometimes contribute or play advisory role.
The proper handling of document and all basic office management procedure.
Conducting research and survey, data collection and analysis.
I have being using internal control system at Access Bank so far.
Preparing purchase order, request for quotation...
Bidding process and analysis, price negotiation and most important the use of PPCC Laws in Procurement.
I monitor all procurement processes and see to it done in compliance with the PPCC laws for accountability purpose.
Auditing brokers and agents and putting in place internal managerial control mechanism.
As a logistician, I am not directly involved in procurement, I sometimes just use what I learnt to guide me in making requisitions or be part of bidding committee.
Putting in place those internal control mechanism.
I applied my procurement techniques of bids evaluation and managing my county projects.
Recruitment of qualified and competent staff and basic employees’ issues.
I used the training to develop and manage databases, report writing, reporting, etc.
The training had helped me in handling my daily procurement activities effectively according to the procurement protocol using PPCC laws.
Research.
Using the PPCC laws is most useful to my work and current position.
When I left the program my entire work was centered around internal control at International Bank Liberia Limited but currently my work is a bit different but the knowledge is there ready to be apply.
I have been able to use my skills in negotiating, bidding, and procuring on behalf of the company taking into consideration government procurement policy.
The entire training session. Procurement processes, bidding, etc.
It give me more clues in addressing or reconciling records when it comes to auditing.
Project writing has played a vital role in my work,
Research,

Annex 3: Useful Aspects of Training for NGO Trainees

Annex 3: For the NGO trainees answering, “somewhat”, “for-most-part”, or “very much so” to the question; the training was useful for my work, the following are the areas of the aspects of the training that they found most useful,

I am using monitoring and evaluation techniques to conduct surveys, collect data and report on all ongoing project activities.
Preparing purchase orders and record reconciliation,
Data collection and analysis,
Identifying project indicators, data collection monitoring and reporting,
Developing indicators, data collection, analysis and measuring results and project impact,
As research specialist, I conduct pre and pro training survey.
Building M&E systems, conducting baseline survey, analyses, reporting, etc.
Procurement need assessment, contract negotiations, PPCC laws application, RFQ, etc. are the most useful part of my training that I am applying in my present job.
I used the knowledge where I work before as a M&E officer but in this current position I can't apply the M&E knowledge, however I am applying my internal audit and internal control knowledge that I acquired from my previous LIPA training so to an extent I am applying what I learn from the LIPA training.
Bidding, filling and preparing Purchase Order using PPCC laws and policy.
Employment and appraisal techniques.
Being able to address all administrative issue, documentations, filling, etc.
Data collection, analysis, measuring results of impact and reporting.
Recruitment of qualified staff, staff orientation and staff welfare.
Setting up a control mechanism for the purpose of transparency. The issue of documentation and filing.
Procurement is holistic and I am applying all the basic procurement processes been guided by the PPCC laws.
Procurement is holistic so what I can say is that I am applying the basic procurement processes that learnt during the training.
I have been able to properly monitor and evaluate project at my work place.
Conducting surveys, collecting and analyzing data to inform project for decision making.
Measuring impacts on all our projects.
I use the training to guard me in following compliance issues like checking if the system have been followed according to policy.
Identifying indicators, and measuring project results and impact.
The entire procurement concept. It built up my negotiation skills.
I have used the PPCC ACT as well as carry out procurement planning something I learn from the training.
I am able to apply the internal control methods and audit along administrative control.
Preparing my record books properly in case to face an audit at all times.
I have been able to use the procurement laws, procedures and rules.
The entire training. Through my effort from what I learnt at LIPA, procurement issues have been made simple at county level. I presently do quotations, bidding matrixes and prepare procurement orders.
Well the training helped me perform more effectively as a human resources person so yes I have been able to use the training in my work.
The aspect of carrying on internal audit and control in a more professional way.

I am a part of the procurement team so for internal control purpose I applied those basic internal control method.
The part that dealt specifically with business procurement procedures.
It has helped worked properly with my staffs even when it comes to those human resource issues like employment, etc.
I realized that I should have done project management which is my sole concentration before doing M&E.
It did not really meet my M&E skills which I currently function but only at a procurement level.
I can now do business negotiations, bidding and preparing purchase orders, etc. which are presently part of my Job Descriptions.
It has enhanced my communication skills to a higher level.
It is difficult for I am not practicing what I have learnt.

Annex 4: Useful Aspects of Training for Self Sponsored Trainees

Annex 4: For the SELF Sponsored trainees answering, “somewhat”, “for-most-part”, or “very much so” to the question; *the training was useful for my work*, the following are the areas of the aspects of the training that they found most useful

Procurement planning.
I file all records including cash and other clients’ documents which is re-conciliated on a daily basis.
Prepare purchase order and monitoring the process using the PPCC laws.
As Executive Director of my institution the training have helped me monitor and oversee all ongoing procurement issues. I can prepare purchase orders, put in bidding and discuss budget and expenditure with my staff.
Bidding and price negotiation during procurement.
The training has helped me negotiate prices and preparing purchase orders that could be used by my colleagues in purchasing goods.
From the training, I have been able to apply business negotiation skills before purchasing goods.
Monitor and evaluate all IT projects.
It has helped me properly plan activities as relates purchasing and ordering goods for my store.
I am presently using what I learnt to develop my business. Bidding for goods and negotiating business.
Currently I am able to monitor and evaluate myself as well as do my procurement in line with the PPCC law as though I am working for someone remember now I also did procurement while I was doing M&E.
All part. Budgeting and monitoring my business activities. In flow and expenditure.
Though it is not fully applied, it has helped me participate in annual logistics and insurance evaluation.
Being able to address customers’ satisfaction especially in the business circles.

Annex 5: Components and Suggestions to LIPA by GOL Trainees

Annex 5. Comments and Suggestions to LIPA by GOL Trainees
LIPA should relocate to a spacious ideal area.
I want LIPA to hire more qualified trainers / instructors.
Training time was not properly utilized as it lasted only for two days and topics were not exhausted. I recommend the training time be extended depending on topics to cover.
LIPA should expand its training courses.
LIPA should offer degree course at a minimum and affordable cost.
LIPA should start offering senior level degree courses.
LIPA should continue its good work.
LIPA should share information with organizations to ensure that staffs are trained in what they can practice at work place.
LIPA should continue this training at advance level.
LIPA should offer advance course and extend its training time.
I appreciate LIPA and suggest they continue at advanced level and somehow offer a degree course.
LIPA should do more hands-on training than theoretical training.
I do recommend that this training be decentralize so that others living in other counties can participate.
I would be delighted if the training continues.
I don't have any comment as I am satisfy with LIPA training,
I appreciate the training and I want it continue so that others will be able to attend.
The timing was too short and the research materials need to be provided in time.
I have nothing much to say, I admired the training as everything went well to my expectation.
That the classes time and period of training be extended.
LIPA suggest organization to send staff for training courses they can use and practice at work place.
That LIPA inject more practical section in their curriculum.
I want LIPA to ensure that their lectures are punctual.
LIPA should extend training time and expand their program to other counties in Liberia.
LIPA need to expand their facility or just relocate to a very spacious facility.
LIPA should adjust some of the course time to lunch hour.
LIPA should relocate as well as expand to a degree granting institution.
LIPA should monitor the presentation of the trainers.
Nothing really I just want to urge LIPA to continue the training.
Well I just want LIPA to continue the program.
LIPA should extend the duration of the course.
LIPA should think of advancing to a degree level.
Being satisfied with LIPA training programs, I suggest they introduce more higher-level courses.
LIPA should monitor the performance of their lecturers.
LIPA should bring in more trained instructors to help move our educational system to a better level.
I suggest LIPA start offering degree courses.
LIPA should recommend graduates for employment upon completion of training.

Annex 5. Comments and Suggestions to LIPA by GOL Trainees
Government should liaise will LIPA to train professional staffs from all government ministries and agencies to help them function effectively.
LIPA should decentralize the training to the counties.
I want LIPA should properly work on its training schedule.
Nothing really but to encourage LIPA continue the training.
That LIPA continue to build the capacities of young Liberians.
The program is good but LIPA should extend the instructional time and urge their instructors to be punctual.
LIPA should extend to a degree granting level and that they should provide scholarship opportunity for students who are not financially potent but academically astute.
That LIPA add more time to their courses and give more opportunity to poor Liberians.
That LIPA gives preference to more students but reducing entry criteria or requirement.
LIPA need to revisit the training syllabus and time.
That self-sponsored students be recommended for studies in other institutions.
LIPA should coordinate with PPCC when it comes to drafting procurement training manuals.
The institution need to contextualize the training base on position of the trainee at job place.
The institution need to contextualize the training based on where the trainee finds himself at job places.
LIPA should liaise with government to provided internship for students graduating from the training with honor but are unemployed.
I would love to see a reduction in the fees/tuition at LIPA.
I just want to appreciate LIPA for efforts of impacting knowledge but GOL must take the initiative of supporting LIPA to expand its programs and facilities.
The government should provide LIPA the necessary equipment and human resource material to effectively run the program
Nothing really but to just encourage LIPA to continue the training.
Most of the lecturers should be punctual, and the training time should be extended.
LIPA should decentralize training to the counties level so people who are in the counties can't come to Monrovia only to attend LIP training.
LIP should reduce fees and decentralize the program in all the counties of Liberia.
Time was not executed properly, the training was only two days. The training should be extended to three days instead of two days.
Government should give LIPA the needed support that will encourage senior level government officials to make use of the training especially in procurement which will enable them understand the procurement process and the PPCC Law.
I advocate for government support to enable LIPA continue at a higher level
That LIPA offer high level courses and extend course time
That the courses timelines be extended and also donors continue their support.
That LIPA be given increased budgetary allotment to expand its scopes and also be decentralized.
That LIPA diversify programs beyond the certificate.
That LIPA extend its courses timeline which will help give its students enough time to absorb the learning materials.
Nothing so far yet.
Nothing so far.

Annex 5. Comments and Suggestions to LIPA by GOL Trainees
Infrastructure needs to be upgrading. LIPA should excel to degree level.
The government should support LIPA to enable them train more people for the establishment of a viable M&E working group that will help monitor & evaluate government projects around the country.
LIPA needs to upgrade their training facilities, the training rooms are too small. In order to accommodate more people the need to extend the training facilities.
LIPA needs to expand their facilities, and also decentralize the training in all the counties of Liberia.
LIPA should extend their training program to other counties.
LIPA needs to upgrade their staff to a degree level with an upgrade of their facilities.
I recommend LIPA train directors and assistant ministers to be more effective, because LIPA training is essential to directors, managers or minister of government.
Needs to upgrade training centers by expanding the facility to another level.
LIPA needs to include the policy makers in the training process.
Training should be up graded to a BSC level.
The facilities needs to be upgraded and more training programs need to be introduced and also prairies. Should be given to government employees, many young people are leaving colleges without having any such training.
Training should be up graded to a BSC level.
Nothing yet so far!
The lesson is good but LIPA should try to carry on more awareness to attract more people to the program.
I want LIPA to hire more full time professional professor to work at the institution.
Broaden their training program to an advance stage offering degree courses.
I want LIPA to be upgraded to master's level like GIMPA in Ghana.
I thank LIPA and suggest that they introduce higher diploma and degree courses.
LIPA should train government sponsored students in disciplines that fits their job description giving them the opportunity to use and practice knowledge acquired.
That more budgetary support be given to LIPA to widen its scope.
That LIPA tries to give sponsorship to some employees who are sent by Government or NGOs.
LIPA should introduce new courses for senior officers. I prefer AA degree or even higher.
That LIPA expand the courses guide and also extend the courses timeframe.
Because of the busy schedule of most of the instructors they sometimes run with the lesson and don't explain in detail. I therefore recommend LIPA to expand to an institution of higher learning. Well I cannot remember specific instance right now where the instructors ran with the lesson but I know for sure that was the case for some lesson.
LIPA should be transformed into a full flesh degree institution.
LIPA should continue the program and government should maintain and utilize those that goes through LIPA.
I hope LIPA can move to a bigger place.
I want government to invest more into LIPA and make it an institution of higher learning.
They should make the program up to degree level because this will help us advance ourselves.
The need to decongest some of the classes and expand to a degree granting institution.
What I experience is that most entity spend their resources to train their staff but do not utilize them fully because of the change of administration or sometimes political or administrative reasons which is sometimes frustrating but really the training is good and I would love for LIPA to make itself a full degree granting institution.
That job opportunities be created by LIPA after studies for self-sponsored students.

Annex 5. Comments and Suggestions to LIPA by GOL Trainees
That the training at LIPA be offered at a higher level like degree program.
That LIPA provide additional team of training instructors and directors
Suggest that LIPA expand their training to a higher level.
That LIPA apply more practical aspects than theoretical.
I suggest LIPA expand it courses to a higher level and introduce more new ones.
That trainees be allowed to continue other courses together.
I love the training but the facilities need to be improved to accommodate more students.
LIPA should give an opportunity for internship at the end of annual program.
Nothing so far!
That they should provide efficient internet facility to give student added advantage.
Suggest LIPA improve and employ more qualify Liberian to lecturers.
I suggest LIPA broaden their courses to a higher level.
The training is necessary and should be continue at the top governmental levels with officials to understand more about procurement and other disciplines offered by LIPA.
The facilities needs to be upgraded and more training programs need to be introduced and also priorities should be given to government employees, many young university graduates to acquire marketable trainings.
The government need to employ full time instructors that will spend time explaining the lessons in detail and another thing is to expand the program to a masters levels.
Training should be up graded to a BSC level.
LIPA should introduce career development studies for junior students.
That the capacities of LIPA be improved and that courses timelines be extended.
LIPA in collaboration with government agencies and NGOs encourage graduate to fully utilize their skills acquired at LIPA.
Nothing so far.
To add up training hours along with additional courses.

Annex 6: Comments and Suggestions to LIPA by NGO Trainees

Annex 6: Comments and Suggestions to LIPA by NGO Trainees
LIPA should create Employment opportunities for trainees who do not have jobs upon completion of training.
LIPA should try to liaise with government and its partners to provide internship for jobless graduate.
To help them advance their knowledge.
LIPA should improve its training courses.
LIPA should increase training time.
I am grateful for LIPA training and therefore suggest that management recommend graduate to prospective employers.
LIPA should continue its good work.
I pray and hope that this training continue so that other Liberian can acquire likewise.
M&E is very practical than theoretical, LIPA should do more practical training than theoretical. LIPA should also introduce internship programs for trainees.
The facility of LIPA needs to be expanded and upgraded to standard for higher degree program.
I don't have much to say. I suggest LIPA continue in good faith to build the capacity of other Liberians.
LIPA should introduce online training courses compare to the class room training that they are under taking currently. So people from different locations within and outside Liberia can have the opportunity to participate in LIPA learning process.
LIPA should provide or facilitate some form on internship for students completing the training but are unemployed.
LIPA should always recommend graduates to organizations where they would have the opportunity to practice what they learnt.
LIPA offer advanced training courses and extend training time.
That LIPA be upgraded when it comes to capacity and facility.
LIPA should start offering degree courses.
LIPA should extend course time and employ more qualify instructors.
That LIPA improve their training to a degree level and extend training time.
I recommend LIPA offer more advanced courses to be taught by qualified lecturers with an extension in training time.
Government should provide incentive or opportunity for student completing the training with honor, most especially those that are unemployed.
Government and LIPA should provide incentive or opportunities for student completing the training with honors, most especially those self-sponsored and unemployed.
Well the program is good and I think LIPA should be given the needed support.
I suggest and recommend LIPA expands its training by offering more advance courses to be taught by qualify lecturers.
That the instructional staffs at LIPA should be punctual.
LIPA training is very good to young graduates. I recommend LIPA an expansion of training facilities.
LIPA should extend their training to other parts of the country, and also introduce Online courses to afford others the opportunity to attend LIPA training from outside.
I wish LIPA do more to help Liberians.
LIPA should be supported by government and donors countries and organization/institutions to scrap out the fees paid but set standards for enrollment.

Annex 6: Comments and Suggestions to LIPA by NGO Trainees

That LIPA incorporate a certified cross examiner and certified public Accountant in their programs instead of student travelling abroad to do so.

LIPA need to extend the time for each course to enable the facilitators expand on the lessons more professionally.

I think LIPA need to look at the procurement procedure of some big organization like the European Union since they are one of the biggest donor in Liberia.

LIPA I suggest should get into a full-fledge yearly (2-3 years) program instead of the shorter monthly programs.

LIPA should move to a bigger building to accommodate more trainees at a giving time.

The entity should maximize their staff after they have been trained. LIPA they should relocate to a bigger facility.

Personally I want LIPA to continue the program and if possible make it up to master level.

Well LIPA should just continue creating impact our society

LIPA needs to scale-up and be more research base.

That LIPA training schedule be a student friendly one.

That courses' duration be extended.

Expand training courses taking into consideration length of training. Training time should increase.

I suggest that LIPA not only train but recommend graduates to institutions for job.

LIPA is doing extremely well, but there is a need for improvement in capacities areas especially like management aspect on work and the upgrading of their system like other African countries.

LIPA should improve on their quality of lecture that will encourage foreign national gain education in Liberia.

Annex 7: Comments and Suggestions to LIPA by Private Sector Trainees

Annex 7: Comments and Suggestions to LIPA by Private Sector Trainees
LIPA should maintain the program but more importantly monitor their trainers / instructors.
LIPA should be upgraded to master's level.
LIPA have trained and qualified instructors, who should maintain that good standard.
LIPA should work more on expanding their facilities and upgrade their curriculum.
LIPA should introduce online courses to avoid over-crowdedness in class.
LIPA should advance their training to degree level.
LIPA should continue it's training to benefit more Liberians and decentralize it program in Liberia.
LIPA should increase the training hall capacity and extend training time.
LIPA should create more awareness about the training using different media networks.
This program needs be extended to other counties so that others Liberians can benefit.
LIPA should continue their good work, the training is so good.
It will be important that LIPA expand their facilities and also introduce internship program.
Well I just want LIPA to advance to a degree-granting institution.
LIPA in collaboration with the government should think of providing internship for its graduate that are unemployed.
LIPA should be thinking of offering degree courses as another option.
LIPA should start offering degree courses.
Just to encourage LIPA continue its good work.
LIPA should embed full time logistics training with procurement as they go together.
I want LIPA to be made a degree granting institution and that they should send people on internship upon completion if they are unemployed.
I recommend that LIPA expand their facilities and increase lecture times.
LIPA should try to make the program a degree granting one.
LIPA should be more practical than theoretical for example, they should teach us how to use the technological equipment such as GPS than only teaching the theoretical part.
LIPA needs to upgrade their training facility to international standard.
They need to improve on expanding their facilities especially the training rooms.
The program should be upgraded to a master's level and that LIPA should facilitate in providing job training for some of their trainees that are unemployed.
Well when I was there I observed that one of our colleague was serving as teacher assistant something which may discourage other but generally the program is good and LIPA should continue.
That LIPA see those that are trained demonstrate what they have learnt by creating opportunities for practicing.
That the Government of Liberia and Donors give more support to LIPA so that the course be offered at master level.
LIPA training is very good and I suggest the introduction of more training techniques and new courses.
LIPA should improve in their training methods and upgrade courses to higher levels.
Nothing so far yet.

Annex 7: Comments and Suggestions to LIPA by Private Sector Trainees

That they should create and balance the schedule for self-sponsored, NGOs and government sponsored student then prioritizing Government and NGO sponsored students. Also the courses timelines be adjusted at a minimum rate for evening hours courses.

They should adjust the course curricula to make them more practical than theoretical and also enlarge their facility.

They need to improve on expanding their facilities especially the training rooms.

Annex 8: Comments and Suggestions to LIPA by Self-Sponsored Trainees

Annex 8: Comments and Suggestions to LIPA by Self-Sponsored Trainees
LIPA is good for now, everything I saw at LIPA was all great.
LIPA should make provisions for more trainings and recommend graduates to other organizations for employment to enable them practice what they learnt.
LIPA should continue providing more professional courses in other to help the Liberian people in their career development.
LIPA should try and liaise with the government and its partners to provide internship for trainees to help them apply what they have learnt.
LIPA should improve on their training curriculum and reduce tuition for average Liberian students.
LIPA should open its doors to poor students.
Thanks to LIPA. I will suggest LIPA continue with advanced courses for senior managers.
Thanks to LIPA. I suggest they continue helping other meaningful Liberians.
I encourage them continue the training.
I will be delighted if this training continue so that we can get more ideas.
I would recommend that LIPA decentralize the training in the 15 counties so that others can have the opportunity to attend the training at the county level.
I would recommend that LIPA continue the training in order to build a very robust professional environment.
I would recommend that this training continue in order to build more professionals in Liberia.
I want this training to continue, it's one of the best training I have seen in town.
I recommend that this training continue to benefit other meaningful Liberian.
I suggest LIPA introduce internship program along the promotion of job opportunities for students who perform well during the training program.
LIPA should monitor their trainers to see if they are presenting the lesson properly.
Nothing much. Just want LIPA continue its training programs.
LIPA along with its partners should create opportunities for unemployed graduates leaving the program.
LIPA should continue its training programs that will encourage women learn and acquire more skills
LIPA needs to reduce fees to encourage self-sponsored can attend.
LIPA should include more new advanced training programs.
That LIPA revise the curriculum so as to on pad with the Institution in Ghana and create internship programs.
LIPA should assist those trainees that will complete the program get some internship or job training.
LIPA should improve on their training and extend time.
Will suggest and recommend LIPA organize a free-flow of courses. LIPA should start offering a six months diploma course instead of the regular three months certificate courses.
That LIPA extend their programs to Bachelor levels.

Annex 9: Comments and Suggestions to LIPA by Supervisors

Annex 9: Comments and Suggestions to LIPA by Supervisors
LIPA should seek assistance from PPCC in the preparation of procurement training manual.
LIPA should continue the great job.
LIPA is good for now, all of their trainees are very good in terms of performance.
LIPA training is good but, they need to decentralize the training to the 15 counties in Liberia.
The training is good but LIPA needs to create employment opportunities for trainees by linking them to possible employers.
Thanks to LIPA. I will appreciate it greatly if the government increase funding to LIPA.
Nothing much but just thanks to LIPA.
LIPA should expand to a degree granting institution.
LIPA should always share training information with NGOs and related government agencies who will decide which staff to send for training in line with position and job description.
LIPA should introduce advance trainings and encourage organizations to send their staffs for these trainings.
That the government give more financial support to LIPA.
LIPA should continue this training to help more people build their skills.
To be more accurate with their training by introducing online programs.
I recommend that this training continue.
LIPA should continue the good job in our Society in building more professionals.
That LIPA enlarge is scope and scale through decentralization.
Nothing so far yet to suggest or recommend.
That LIPA should scale up to offering degree courses at higher levels and get PPCC involve when preparing the procurement training manuals.
The institution should move to another advance level.
I just want LIPA to relocate to a more spacious facility.
LIPA should try to partner with all government ministries and agencies HR departments annually to identify their HR capacity needs in order to train the right staff which will bring about productivity.
LIPA should try to decentralize the training.
LIPA should extend the duration of the course time and try to revise some of the instructional materials.
Well LIPA should relocate because the current training hall is not spacious.
Like I said this is my first time hearing about LIPA but I think LIPA should be made a degree granting institution.
I think LIPA and its partners should make follow up on those completing the program to see how they are performing on their job especially those from government ministries and agencies.
LIPA should expand to degree granting institution.
LIPA should be given more funding to move to a bigger facility.
The training period be extended.
Well the program is good and I believe LIPA should be given the needed support.
That LIPA increase the capacity in terms of accommodation.
LIPA should after training liaise with NGOs for proper placement of graduates to enable them practice and develop what they learnt.
LIPA should continue impacting the nation.

Annex 9: Comments and Suggestions to LIPA by Supervisors

Nothing much. I thank LIPA and recommend it start offering higher level courses.
LIPA should continue its good work and sometimes recommend good students for employment.
That LIPA should notify other organizations as regards to the training programs for each section.
LIPA should improve their facilities and increase their training materials that will make it more practical.
LIPA should not only train, but also recommend trainees for employment.
LIPA should extend this program in other parts of Liberia.
LIPA need to expand their courses and extend training time.
LIPA should relocate to a bigger and spacious facility as well as decentralize the program.
LIPA should create job opportunity for trainees after training.
LIPA should provide opportunities for outstanding students completing their program.
Actually I must commend LIPA for the program and urge government to give them the required support.
I am certify with LIPA training, all my staffs that attended LIPA training have being performing well on job. They should continue with the great job.
LIPA should solicit funds from donor partners to enable them hire more qualify instructors.
LIPA at most times be practical than just theoretical in its training.
There should be lower cost in terms of tuition fees at LIPA, not all the people can afford LIPA fees.
Well I can't really recommend right now because I have not gone through the training myself but I believe the program is good and that LIPA should be given more support.
Government should give LIPA more support logistically.
That Government gives all financial support to LIPA.
LIPA needs to extend courses timeline, apply more in-depth study to it along with decentralization in the counties.
That courses be offered at Bachelor level and decentralized.
That staffs and instructors be focused on the curriculum than self-experiences.
That LIPA have some levels of extension in its programs to satisfy its trainees.
That LIPA helps to create jobs opportunities for its graduates who are unemployed.
I will like to encourage LIPA for the great job they are doing for the Liberian people. I hope and pray that they continue in the same good spirit.
I think with the level of training LIPA is ok yet.
LIPA training is good they should encourage more people to go for this training opportunity.
I think with the level of training LIPA is ok yet.
LIPA training is good they should encourage more people to go for this training opportunity.
Personally I think LIPA should get the requisite support the need.
LIPA should be support to continue the great job and hopefully be upgraded to a degree granting institution.
The training is helpful and I recommend LIPA introduce more advanced training courses - taking into consideration the length of training.
I recommend such a good program be supported at all level.
I will appreciate it greatly if LIPA could introduce more programs and extend these to other needy Liberians, while I appeal to central government to help provide scholarship schemes.
LIPA should continue the program because as long as the program is on we will continue to send our staff for training to be productive.

Annex 9: Comments and Suggestions to LIPA by Supervisors

LIPA should continue its good work and introduce more advanced courses for business entities like ours.
Nothing much just to encourage our donors and international partners as well as government to continuously support the program.
I thank LIPA for their effort in helping Liberians help themselves, their organization and their country as well. I recommend LIPA extend their program and introduce more programs.
I am satisfied and happy with LIPA training and so have no comment.
LIPA needs to increase the training space so as to accommodate more trainees.
LIPA should try to improve on their facilities and strengths.
Much satisfied with the training, but recommend LIPA offer courses at a higher level.
LIPA needs to upgrade its facilities and decentralize the training in Liberia.
LIPA should improve on their training and if possible decentralize the training to other parts in Liberia.
The training is good for Liberians. I suggest that LIPA improve on training techniques and introduce more advanced training.
I personally want LIPA to expand their training rooms that will accommodate more trainees.
Government and NGOs needs to put more efforts into expanding LIPA facilities that will accommodate more people wishing to be trained.
Training should be more practical than theoretical. Policy makers, should be part of this process. LIPA should work towards establishing a procurement body so as to make procurement professionally more independent.
Create more training opportunities with improved mentorship.
Expand and decentralize training to other parts of Liberia
I suggest LIPA improve on their curriculum and start offering higher level trainings - from certificate to diploma and degree.
That they increase their facility and carrying out more awareness that will benefit individuals than institutions.
That LIPA train more staffs from government offices in the area of professionalism, for capacity development that could be compared to institutions in Ghana.

Annex 10: Confidence Intervals for Key Comparisons Used in the Findings

Annex 10: 90% confidence intervals for key comparisons used in the findings			
Indicator	Value	Min	Max
Proportion of GOL Trainees Reporting Learning Useful Information_2013	0.90	0.86	0.94
Proportion of GOL Trainees Reporting Training Met their Expectation_2013	0.76	0.71	0.81
Proportion of GOL Trainees Reporting Using Training to do their Work_2013	0.70	0.65	0.75
Proportion of GOL Trainees Reporting Learning Useful Information_2016	0.91	0.88	0.94
Proportion of GOL Trainees Reporting Training Met their Expectation_2016	0.88	0.84	0.92
Proportion of GOL Trainees Reporting Using Training to do their Work_2016	0.72	0.67	0.77
Proportion of NGO Trainees Reporting Learning Useful Information_2016	0.91	0.88	0.94
Proportion of NGO Trainees Reporting Training Met their Expectation_2016	0.88	0.84	0.92
Proportion of NGO Trainees Reporting Using Training to do their Work_2016	0.73	0.68	0.78
Proportion of Overall Trainees Reporting Learning Useful Information_2013	0.89	0.85	0.93
Proportion of Overall Trainees Reporting Training Met their Expectation_2013	0.80	0.75	0.85
Proportion of Overall Trainees Reporting Using Training to do their Work_2013	0.66	0.60	0.72
Proportion of Overall Trainees Reporting Learning Useful Information_2016	0.93	0.90	0.96
Proportion of Overall Trainees Reporting Training Met their Expectation_2016	0.89	0.86	0.92
Proportion of Overall Trainees Reporting Using Training to do their Work_2016	0.69	0.64	0.74
Proportion of Private Sector Trainees Reporting Learning Useful Information_2013	0.79	0.74	0.84
Proportion of Private Sector Trainees Reporting Training Met their Expectation_2013	0.79	0.74	0.84
Proportion of Private Sector Trainees Reporting Using Training to do their Work_2013	0.89	0.85	0.93
Proportion of Private Sector Trainees Reporting Learning Useful Information_2016	1.00	1.00	1.00
Proportion of Private Sector Trainees Reporting Training Met their Expectation_2016	0.88	0.84	0.92
Proportion of Private Sector Trainees Reporting Using Training to do their Work_2016	0.74	0.69	0.79
Proportion of Self-Sponsored Trainees Reporting Learning Useful Information_2013	0.91	0.88	0.94
Proportion of Self-Sponsored Trainees Reporting Training Met their Expectation_2013	0.84	0.80	0.88
Proportion of Self-Sponsored Trainees Reporting Using Training to do their Work_2013	0.50	0.44	0.56
Proportion of Self-Sponsored Trainees Reporting Learning Useful Information_2016	1.00	1.00	1.00
Proportion of Self-Sponsored Trainees Reporting Training Met their Expectation_2016	0.96	0.94	0.98
Proportion of Self-Sponsored Trainees Reporting Using Training to do their Work_2016	0.41	0.36	0.46
Proportion of Supervisor Reporting Improved Trainees Performance_2013	0.79	0.67	0.91
Proportion of Supervisor Reporting Improved Trainees Performance_2016	0.88	0.82	0.94
Proportion of Supervisors Reporting Adding Tasks due to improved performance_2016	0.75	0.67	0.83

CODE		

Annex I I: Trainee Survey Instrument

Interviewer should explain to the respondent that:

1. the purpose of the survey is to help LIPA improve the quality of its training
2. all personal information in the form will be kept confidential and will not be shared with anyone
3. participation in future LIPA trainings will not be affected by the information that they provide
4. there will be no penalties or rewards for participation in the survey
5. finally, ask them for their permission to begin! If they say no, thank them for their time and move to the next person.

For questions with multiple potential responses, the interviewer should read out the possible responses and ask the respondent for the best answer.

#	question	response	skip
	Last Name of Respondent		
	First Name of Respondent		
	Sex	Male 1 Female 2	
	name and type of entity where you work	name type self (consultant/business person)...1 government (of Liberia or other).....2 private company 3 donor, ngo, church.....4 other.8 specify	
	Position and level at this entity	position title level lower/junior/entry 1 middle 2 senior 3 executive.....4	
	name of most recent training attended at LIPA	Diploma in Procurement..... 1 Certificate in Procurement..... 2 Certificate in Human Resource Management.....3 Diploma in Human Resource Management 4 Internal Audit..... 5 Internal Control System..... 6 Monitoring and Evaluation Section one & two..... 7	

#	question	response	skip
		Office Management and Practice..... 8 Professional Administration and Management..... 9 Project Management..... 10 Public Sector Finance..... 11 Public Sector Management..... 12 Certificate in Procurement/Section One & two..... 13 Management in Government Sector..... 14 Certificate in Marketing Management... 15 Certificate in Communication and Report Writing..... 16 Certificate in Computer Courses..... 17 Certificate in Development Planning..... 18 Diploma in Baking and Finance..... 19 Diploma in Development Management 20 Certificate in Project Planning and Management..... 21 Certificate in Purchasing and Supply... 22 Certificate in Record Management..... 23 work planning.....24 Other..... 25	
	month of most recent training attended at LIPA	month completed: 1,2,3, 4, 5, 6, 7, 8, 9, 10,11, 12	
	year of most recent training attended at LIPA	year completed: 2011, 2012, 2013, 2014, 2015	
	who paid for your most recent training at LIPA?	self (consultant/business person)...1 government (of Liberia or other).....2 private company3 donor, ngo, church.....4 other.....8 specify	
	The training met my expectations	Not at all 1 only slightly 2 somewhat 3 for the most part 4 very much so 5	goto 10 goto 10
	if you answered only slightly or not at all, please explain why the training did not meet your expectations <i>Write all responses</i>		
	i learned useful information during the training	Not at all 1 only slightly 2 somewhat 3 for the most part 4	goto 12 goto 12

#	question	response	skip
		very much so 5	
	if you answered only slightly or not at all, please explain why the information in the training was not useful. <i>write all responses</i>		
	I've been able to use the training in my work	Not at all 1 only slightly 2 somewhat 3 for the most part 4 very much so 5	goto 14 goto 14 goto 15 goto 15 goto 15
	if you answered only slightly or not at all, please explain why you have had difficulty using the training in your work <i>write all responses</i>		goto 16
	if you answered somewhat, for the most part or very much so, what parts of the training have been most useful in your work? <i>write all responses</i>		
	Would you take another training course at LIPA if you get the opportunity"?	yes 1 no 2	goto 17 goto 18
	If yes, why?		
	If no, why?		
	would you recommend LIPA training to your colleagues?	yes 1 no 2	goto 20
	if no, why not? <i>write all responses</i>		
	what other comments or suggestions would you make to improve your satisfaction with LIPA training? <i>write all responses</i>		

Annex 12: Supervisor Survey Instrument

#	question	response	skip
	Last Name of Respondent		
	First Name of Respondent		
	Sex	Male 1 Female 2	
	name and title of entity where you work	name type self (consultant/business person)...1 government (of Liberia or other).....2 private company3 donor, ngo, church.....4 other.....8 specify	
	Position at this entity	position title level lower/junior/entry 1 middle 2 senior 3 executive.....4	
	name of most recent training attended by one of your staff at LIPA		
	date of most recent training attended by one of your staff at LIPA		
	who paid for the most recent training of one of your key staff who attended at LIPA?	self (consultant/business person)...1 government (of Liberia or other).....2 private company3 donor, ngo, church.....4 other..... specify	
	I've seen an improvement in the work performance of my staff that have attended LIPA training?	strongly agree 1 agree 2 not sure 3 disagree 4 strongly disagree 5	goto 10 goto 10
	if you answered strongly disagree or disagree, please explain why you believe you have not seen an improvement in the work performance of your staff that attended LIPA training <i>Write all responses</i>		

#	question	response	skip
	because I've seen an improvement in the work performance of my staff that have attended LIPA training, the organization has added him/her new/superior roles or tasks?	strongly agree 1 agree 2 not sure 3 disagree 4 strongly disagree 5	
	because I've seen an improvement in the work performance of my staff that have attended LIPA training, the employee has been promoted	yes , and lipa training played a part 1 yes , but not necessarily because of lipa.....2 no , because there was no higher grade available although lipa training could have been considered in such a promotion3 no , because lipa training didn't help much in improving employee skills or performance...4 no , because employee failed to apply lipa training.....5	
	would you send other staff that you supervise to LIPA for training?	yes 1 no 2	goto 14 goto 15
	please explain the main reason that you would send your staff to LIPA for training <i>write all responses</i>		
	please explain the main reason that you would not send your staff to LIPA for training <i>write all responses</i>		
	would you recommend LIPA training to your colleagues?	yes 1 no 2	goto 17
	if no, why not? <i>write all responses</i>		
	what other comments or suggestions would you make to improve your satisfaction with LIPA training? <i>write all responses</i>		

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