

USAID/LIBERIA

Fiscal Year 2000 Results Review and Resource Request

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USAID/LIBERIA FISCAL YEAR 2000 RESULTS REVIEW AND RESOURCE REQUEST

Part I. Overview and Factors Affecting Program Performance

This document attempts to capture the significant and positive changes that have taken place in Liberia over the past year and the role that USAID's assistance has contributed to those positive changes. USAID's assistance has helped bring about successful presidential and legislative elections and Liberia's transition to a democratically elected, unified and internationally recognized government. Our assistance contributed significantly to the stability that prevails in the country and provided vital support for the revitalization of the agricultural and social sectors, which has encouraged the return of refugees and internally displaced persons. While there is still much to be done, Liberia has made concrete progress toward the establishment of peace and stability, establishment of a democratic government, and the revitalization of its economy.

After providing nearly a half billion dollars to Liberia during the civil war for humanitarian assistance and to support a peaceful solution to the conflict, USAID's assistance is now shifting toward building a foundation for political stability and sustainable development. Civil war in Liberia has been replaced by peace, which has already produced a dividend in the form of renewed business and retail activities, increased foreign presence and representation, and modest investments in infrastructure to repair roads, schools, clinics and other public and private facilities. In addition to increased economic activity and investments, the end of the war offers the first real prospect in the past 10 years for the U.S. and the international community to work with the Government of Liberia and its people to move the country toward sound political and economic policies and sustainable development.

USAID's programs will continue to carry out activities to strengthen Liberia's young democracy and promote good governance. These are key prerequisites for establishing a stable and lasting peace, and an enabling environment for an open, market-driven, and prosperous economy. The Mission will also continue programs designed to revitalize the rural and social infrastructure necessary to attract and retain returning internally displaced persons and refugees.

The USAID program will remain committed to key principles of operation which include:

- Working closely with USG agencies such as State/PRM, USIS, Treasury, Justice, and USAID's Africa Bureau offices and the BHR offices of OFDA, FFP, and OTI in developing a well coordinated and focused USG program.

- Working closely with all key donors including UNDP, WFP, UNHCR, UNFPA, UNICEF, IMF, World Bank, and the European Union to achieve the most efficient use of our combined

resources.

-- Working closely with the Government of Liberia and local NGOs to respond to and realize the Government's goal of developing Liberia's capacity to manage its affairs in a sustainable manner.

The civil crisis in Liberia has not allowed USAID to prepare a long-term, five-year development strategy with a well defined baseline and appropriate performance indicators. Instead, the emphasis has been on short-term emergency humanitarian assistance focused mostly on Liberia's nearly 1.3 million displaced persons and refugees. Over the next two years, the mission will continue much of this focus. However, the Mission must also use this period to plan for and implement a transition strategy which allows for the phasing out of BHR/OFDA-funded agriculture and health activities as well as a sharp reduction, if not elimination, of emergency food aid. Sector assessments in democracy and governance, health, and agriculture will be conducted to facilitate this transition. As the emergency assistance provided through BHR declines from \$72 million in FY 1996 and \$33 million in FY 1997, the Mission will face increasing pressure from the government to increase bilateral development assistance to offset the decline in emergency humanitarian assistance. The projected sharp decline in BHR emergency humanitarian resources is imminent and troubling.

Given the scarcity of bilateral development assistance funds, the level of assistance available to Liberia will ultimately depend on the availability of funds and the country's policy performance in comparison to other African countries. Nonetheless, without a significant increase in the bilateral development assistance level, the Mission will not be able to effectively achieve our two strategic objectives. In addition, the lower assistance level in support of democracy and governance, food security, and the provision of primary health care will have an adverse impact on the stability of the government and the success of its recovery program. Increased development assistance funding is essential for the USG to remain engaged to ensure that Liberia's positive momentum and window of opportunity are not lost.

The USG in general, and USAID in particular, has played a key role in returning this war-torn country to peace and in providing it the opportunity to develop viable democratic institutions and move toward sound economic policies and an open, market-driven economy. Our assistance has given the Liberian people, who have suffered so much over the past eight years, an opportunity to free themselves from civil conflict and near total dependence on the donor community, and an opportunity to get back on their feet. While the road ahead may not be all clear or assured, it is pointing in the right direction. Supporting Liberia's progress is clearly preferable to allowing the country to lose the precious ground that has been gained recently through great sacrifice by the Liberian people and substantial cost to the international community.

Part II. Progress Towards Objectives

Table 1 --- Strategic Objective Performance Summary

Objective Name	Rating	Findings
SO 1: Successful Democratic Transition including Free and Fair Elections	Met	Against significant odds, an election was held in Liberia and declared free and transparent by both international and domestic observers. The Independent Election Committee (IECOM) succeeded in running a national election and has moved on to focus on creating a sustained capacity for elections. (IECOM's name was changed in September 1997 to Election Commission, ECOM.) Over 20 local NGOs provided vital assistance to the election process. Opposing parties inside and outside government have chosen repeatedly to be involved in the civic process by attending public forums and presenting their views.
Percent funding through NGOs and PVOs: FY 1998 100%; FY 1999 100%; FY 2000 100%		

A. *SO1: Successful Democratic Transition including Free and Fair Elections*

Objective's Link to USG Priorities

The Mission's SO1 is linked to USAID's Strategic Objective of strengthening democracy and good governance and supports U.S. national interests by promoting democratic principals and respect for human rights by foreign governments.

Performance Analysis

Performance under this strategic objective met expectations.

As a first step in moving from seven years of civil war, the USG, Liberian factions and major donors agreed that the viability of Liberia's political system hinged on its ability to disarm factions and conduct credible elections. USAID assistance helped make national elections a reality. Under a \$6.2 million USAID-funded grant, the International Foundation for Elections Systems (IFES) provided IECOM with technical assistance, training and commodities. USAID/Global Consortium for Elections and Political Process Strengthening (\$1 million) and IFES also provided sub-grants to other local and international NGOs to support election monitors, civic education, and an impartial media source. The Department of Justice's International and Overseas Prosecutorial Development Assistance Training and Criminal Investigative Training Assistance Program (OPDAT/ICITAP) received \$1.4 million

to provide election-related rule of law training to law enforcement officials. IRs for SO1 show the excellent performance which led to the achievement of the key SO level result -- the July 1997 national election. The electoral process, while not perfect, was deemed by political parties, civic groups, and national and international observers alike to be free and transparent and to reflect the will of the Liberian people. The election was a pivotal achievement of SO1 which was accomplished under a tight time constraint and against significant obstacles.

1. Results for IR 1.1: Improved Capacity for Holding Elections

Through USAID support to IFES, IECOM developed voting materials and in a transparent and impartial manner organized the election process, registered voters, and tabulated ballots for the Liberia voters.

"Our delegation was impressed with several aspects of the election: ... Preparations --- Despite the compressed time for the electoral process, our delegates found that virtually all of the sites that they observed had adequate materials, and were staffed by workers from IECOM....". Preliminary Statement on the Liberian Special Elections from the Carter Center, July 21, 1997.

The Department of Justice's OPDAT/ICITAP program funded training for 500 policemen to provide a secure environment for elections and funded judicial election law training to strengthen local capacities to address potential election disputes. The resulting secure environment for elections succeeded in reducing election day intimidation to insignificant levels.

Post-election period: The Independent Election Commission (IECOM) was designated a permanent commission charged with carrying out all other national elections and its name was changed to Election Commission (ECOM). For upcoming 1998 municipal elections, with IFES assistance, ECOM is implementing a transparent and public process for hiring Magistrates, Assistants, Registrars and Poll Workers in a country where these individuals have traditionally been party hacks. ECOM has also moved to solidify its non-partisan stature by refusing to unilaterally introduce changes to the election laws to Parliament as it had the right to do. Instead, ECOM formed an Inter-Party Advisory Council (IPAC) and is soliciting feedback on proposed election law changes before submission to Parliament.

2. Result for IR 1.2: Increased Participation by Civil Society

Through a sub-grant to the National Democratic Institute (NDI), USAID supported the creation of the Liberian Elections Observers Network (LEON), a network of over 20 Liberian NGOs, through which accredited domestic observers monitored the national elections. Through LEON's successful efforts to involve the Liberian people in the election process, the public confidence in the process rose and the election results were broadly accepted.

"Observers -- We were impressed by the dedication and effectiveness of the domestic observers from LEON, the Council of Churches, human rights groups, and others... In addition, domestic observers, primarily from LEON, were present at roughly 64% of the polling stations visited". Preliminary Statement on the Liberian Special Elections from the Carter Center, July 21, 1997.

Search for Common Ground's independent radio production facility, Talking Drum Studio (TDS) supported by USAID as a sub-grantee of IFES, produces radio dramas, news features, and talk show programming for six radio stations and three newspapers in Liberia and gives live dramatic performances in rural areas. TDS produced voter education information and Poll Worker information messages that ran repeatedly on eight Liberian radio stations and helped produce an organized election by providing education and keeping rural election officials informed of proper voting procedures, despite a number of last minute changes.

The African Leadership Forum, funded through an IFES sub-grant, held workshops to help illiterate women (illiteracy for women is estimated at 87%) understand voting procedures and voting rights. The workshops also provided a forum for women to discuss their concerns about problems affecting their daily lives, including physical abuse and rape.

Post-election period: STAR Radio, supported by USAID through an IFES sub-grant, is an impartial news-oriented radio station, which has raised the standard of news reporting and become a respected and impartial source of information about Liberia. Local listeners in Monrovia and surrounding areas, including journalists from the print press, rely on STAR as a source of information. A measure of STAR Radio's importance as an impartial news provider in Liberia was seen in the January 9th GOL closure of STAR Radio when it became concerned, among other things, that STAR Radio distributed news unfavorable to the government by reporting on the abduction of one journalist and the killing of an opposition leader and members of his family. The donor community, Liberian civic organizations, international interest groups, USAID and the US Embassy united to send a strong message to the Taylor government that freedom of the press is essential. The Taylor Government has since allowed STAR Radio back on the air and has spoken publicly in favor of human rights and freedom of the press.

3. Expected Progress Through FY 2000 and Management Actions

USAID/Liberia believes that performance prospects are on track for another successful year.

The Mission has addressed the need to re-evaluate the current election-focused SO 1 strategy through a democracy and governance assessment. This assessment has examined the government's priorities, identified obstacles to building a viable democracy, and evaluated the government's respect for the rule of law and its efforts to protect and promote human rights. The assessment will also provide information to update and modify current activities and identify new interventions. Finally, a number of activities currently implemented by USAID

grantees seek to support the organization and local participation in the upcoming local elections. The Mission will most likely continue and possibly broaden these activities (including working with ECOM and providing civic information through STAR Radio) as the upcoming local elections present an excellent opportunity to increase political diversity in government.

Trends Affecting Performance: The Taylor administration is consolidating and expanding its power in a number of sectors including military, police, political institutions, media and the economy. Recent government actions include restructuring the Armed Forces of Liberia (AFL) and the police to increase the number of Taylor loyalists, the creation of a special presidential guard with broad authority to arrest and detain citizens, and the creation of entities or concessions which reward Taylor supporters. Unchallenged, this trend may lead to an ineffective and token opposition.

Opportunity to Affect the Trend: Upcoming local elections are extremely important and present an excellent opportunity for establishing serious political competition during the Taylor administration. Local government elections (mayoral and chieftaincy) will elect over 70 mayors and over 1,000 paramount, village, and town chiefs in a country where, traditionally, authorities in Monrovia have controlled rural areas through local government officials. A number of positive factors could make this a venue for the opposition to secure a strong voice in Liberia's government. A sizable number of Liberians live in cities where mayors have taxing and revenue spending authority. The Legislature is drafting legislation to increase the financial independence of local government. ECOM seems committed to running well-organized, transparent and fair elections. Political parties are starting to organize by calling party caucuses and identifying candidates. Election results, which put into office a number of opposition parties representing opposing views, could serve as a counterbalance to the Executive Branch's efforts to entrench its authority.

Table 2 --- IR 1.1 Results From USAID Support*

IR 1.1 Improved Capacity for Holding Elections		
Conditions Existing at the End of Hostilities Period August 1996 -- March 1997	USAID Supported Results -- Pre-election Period April 1997 -- July 1997	USAID Supported Results Post-election Period August 1997 -- current
Independent Elections Commission established in February 1997	IECOM begins work on April 2 to design ballots, registration forms, and produces training procedure manuals, tally sheets, and similar material.	IECOM is established as a permanent elections committee and the name is changed to Election Commission (ECOM).
	IECOM organizes the management of the election process for 2,000 election stations around the country overcoming administrative and logistical problems in a short time frame.	ECOM begins to prepare for upcoming local elections.
	IECOM registers 750,000 voters, and over 85% of registered voters cast ballots. IECOM tabulates over 600,000 ballots. The results of the election are declared free and fair by all observers.	ECOM establishes a Schedule of Electoral Activities Action Plan for September 1997- December 1998 covering Mayoral and Chieftaincy elections.
		Workshop held in which ECOM assesses its progress and identifies next steps needed to develop its capacity and establish itself as fully independent and competent.
		January 1998 ECOM forms a interparty consultative body (IPAC) to enhance transparency, openness and coordinate proposed election law changes.
No objective source of information on the democratic process available to Liberian NGOs, political parties, and other groups.	Star Radio, an objective source of news and information, begins broadcasting in English, Liberian English, French and 14 local languages in July 1997.	In November 1997, the Liberian Democracy Resource Center (LDRC) was established providing direct access to information on the democratic process. Star radio continues to operate.

*In table 1 illustrative IR 1.1 and 1.2 from the Strategic Framework are combined.

Table 3 --- IR 1.2 Results From USAID Support

IR 1.2 Increased Participation by Civil Society		
Conditions Existing at the End of Hostilities Period August 1996 -- March 1997	USAID Supported Results -- Pre-election Period April 1997 -- July 1997	USAID Supported Results Post-election Period August 1997 -- current
No objective source of information and news.	Star Radio, an objective news radio station, begins broadcasting in July 1997.	Star Radio expands to eight hours of programming featuring information on health, civil society, news and special programs for relief organizations. Many local listeners in Monrovia and surrounding areas, including Liberia's print press, rely on Star as a source of information.
Few civilians involved in establishing government policies and national leaders.	A network of over 20 Liberian NGOs formed the Liberian Elections Observers Network (LEON) and held community-based pre-election voter education programs for 9,000 Liberians in 13 counties, targeting areas without accessible radio voter education programs.	An evaluation of the election process and recommendations for changes to strengthen democratic institutions in Liberia were reached through a post-election round table held by IFES. This round table brought together high-level representatives, political parties, the election commission, LEON and other Liberian NGOs.
	LEON recruited, trained, and fielded over 1,200 domestic observers covering 65% of polling stations.	A national discussion takes place on the promotion of a free and responsible press in Liberia through a public forum co-sponsored by LDRC which brought together well known human rights advocates, government spokesperson, ministry officials, NGO leaders and media.

Table 4 --- Strategic Objective Performance Summary

Objective Name	Rating	Findings
SO 2: Successful Transition from Relief to Recovery through a Community Reintegration Program	Met	<p>USAID's assistance to Liberia is responsive to the needs of Liberian refugees and internally displaced persons to return to their homes. USAID's programs are implemented by NGOs and UN agencies.</p> <p>Working relations, communication, and coordination between USAID and other donors, including the UN, European Union, and the NGO community are strong, and are key to meeting present humanitarian and emergency needs and eventually building a sustainable development program in Liberia.</p>
Percent funding through NGOs and PVOs: FY 1997 100%; FY 1997 98%; FY 2000 98%		

B. SO 2: Successful Transition from Relief to Recovery through a Community Reintegration Program

Link to USG Priorities

SO 2 is consistent with the Agency's strategic priorities of saving lives, reducing suffering, and reinforcing development potential. By assisting Liberia's move toward peace and stability, and creating conditions necessary for post-war social and economic development, SO 2 contributes to the U.S. goal of promoting a peaceful and prosperous West Africa.

Performance Analysis

1. IR 2.1 Completed Resettlement: 25% of internally displaced persons, refugees, and ex-combatants are resettled in selected communities, and they remain settled.

(a). P.L. 480 Title II Food Aid

The Bureau for Humanitarian Response/Food for Peace Office (BHR/FFP) provided over \$23 million in food aid for vulnerable persons and to community centers in support of demobilization and reintegration activities. Prior to FY 1997, the emergency food aid program focused on meeting the immediate food needs during the civil war. In 1997, however, the Title II program, which supplies 85% of all food aid in Liberia and covers half the population, shifted its focus to promoting rural resettlement through programs designed to increase food crop production, rehabilitate health and education facilities, and rebuild the infrastructure.

As peace, security and disarmament were achieved in rural Liberia, the Title II program shifted its focus from emergency feeding to supporting resettlement in rural communities. Title II activities included seed protection rations, rural school feeding, and food-for-work for teachers, health workers, and infrastructure development. The infrastructure reconstruction projects (bridges and roads) were critical in promoting resettlement by improving access to remote locations. The school feeding program supported the re-opening of 1,250 primary schools.

Of the 350,000 persons located in official displaced camps who received food rations at the start of FY 1997, more than 100,000 had permanently resettled in rural areas by February 1998. This is in addition to a large number of undocumented displaced persons and refugees who returned to their homes.

Plans were developed by Liberia's Donor Committee on Food Aid to discontinue food aid within camps to be replaced by targeted food aid activities in rural areas. These plans were shared at the highest levels of the Government of Liberia and, in January 1998, received Presidential Cabinet approval. As a result, food distributions in camps ended in February 1998.

(b). Emergency Humanitarian Assistance Activities

The Bureau for Humanitarian Response/Office of Foreign Disaster Assistance (BHR/OFDA) has been supporting emergency humanitarian assistance activities in Liberia since 1990. These programs have focused on emergency health care, water and sanitation projects, shelter construction, nutritional programs, and emergency agriculture assistance to displaced and war-affected populations. OFDA-funded programs support the resettlement effort by providing basic shelter, agriculture recovery, and health services for returnees in their resettlement areas. These interventions act as a pull factor to foster resettlement and keep returnees home once they have returned. These activities are discussed more fully under IR 2.2 and IR 2.3.

(c). Vocational Training and Skills Development Programs

Prospects for a lasting peace were significantly improved when Liberia commenced the Disarmament, Demobilization and Reintegration Process (DDR) in November 1996. In accordance with the Abuja Peace Agreement of August 1996, international donors and UN agencies pledged assistance that helped transform demobilized fighters into civilians. Below are USAID-funded activities that contributed to the transformation:

Under the War Affected Youth Support (WAYS) activity (669-0218), \$4.7 million was granted to UNICEF in FY 1997 to assist child soldiers and other disadvantaged youths. UNICEF estimates that it will assist more than 10,000 children by the time demobilization, repatriation and reintegration programs end. To date, approximately 4,300 disadvantaged youths have received assistance under the WAYS activity. In FY 1997, about 1,560 youths were trained in carpentry, blacksmithing, agriculture, masonry, home economics, tailoring and

graphic arts. In recognition of the superior work done by the graphic arts students, the Independent Elections Commission hired them to produce T-shirts for poll workers and election monitors to wear during the July 19, 1997 elections. Under Save the Children and Don Bosco care, approximately 650 orphaned and abandoned children were cared for in FY 1997. Only 47 of the children remained in the program at the end of the reporting period. Many of those leaving were either reunited with their families or received loans from a revolving fund to form business cooperatives. To date, all loans have been repaid. The youths were trained in the vocations listed above and attended literacy and non-formal education classes. UNICEF provided 320,000 education kits to more than 770 schools for about 200,000 children and 7,014 teachers.

An internal assessment determined that the WAYS activity should cater to the educational needs of different age groups. Children, 13 and under, will now be engaged in an accelerated learning program that will enable younger children to catch up on missed schooling with the aim of reintegrating them into a regular school setting. Older children will continue in vocational training programs that include business management classes. Programs include referral to other programs, on-the-job training and job placement. The training cycle will be extended from six to nine months.

Under the Rehabilitation, Reconstruction and Recovery Program activity (669-0222), the Opportunities Industrialization Center International, Liberia (LOIC) provides a six month training program for ex-fighters and civilians in tailoring, shoe-making, carpentry, and plumbing. LOIC also provided trauma counseling and sensitization programs for communities located near its activities. As scheduled, activities were operational at the Monrovia Center and three satellite sites. Of the 1,900 target number, about 1,450 (about 25% females) students completed the six months training programs and 10,000 people benefitted indirectly through economic growth in the area, including jobs for instructors and purchase of building supplies and food. LOIC carried out an internal audit in FY 1997 to determine the effectiveness of the program. Audit recommendations implemented by LOIC include: 1) dismissal or reassignment of staff to rural areas to begin new programs in support of repatriation and reintegration; 2) revision of all training materials; 3) organization of staff development workshops; and 4) updated job descriptions. An independent evaluation is tentatively scheduled for mid 1998.

2. IR 2.2 Agricultural Recovery: Food and cash crops production increased.

(a). Bureau for Humanitarian Response/Office of Disaster Assistance (BHR/OFDA)

USAID and the European Union have been implementing a major seeds and tools program to accelerate the reestablishment of food crop production. Under the program, needs assessments are done by NGOs who then request seeds and tool kits to cover needy farmers in their specific areas. Tools are sold at a subsidized price while the seed is free. Sale proceeds are kept in the local communities and used to finance reconstruction work such as health centers, schools, or potable water. The program is run by a national Seeds and Tools

Committee composed of donors (USAID, EU and FAO), the Ministry of Agriculture and NGO representatives. The program is highly accepted and viewed as an important contribution to increase rice production in Liberia.

During the review period, grants were provided to Africare, Catholic Relief Services, Lutheran World Federation/World Service, and World Vision International, to finance their participation in the Seeds and Tools Program. During the 1997 growing season, 2,700 metric tons of seed rice and over 181,000 pieces of assorted farming tools were distributed to about 118,000 farmers throughout the country, representing 78% of the total number of farmers targeted during the year. The seeds were distributed along with food rations to discourage farmers from consuming the seed rice. This resulted in the planting of more acres of farmland across the entire country, thus increasing the food security to approximately 60% of the pre-war level during the 1997 cropping season. This is a significant increase from the 30% level of 1996.

Initially, tools were distributed free of charge to farmers. However, a Tools-For-Sale/Community Improvement Program (TFS/CIP) was initiated in 1996 to infuse more tools into the community on a subsidized basis to help generate funds for community-identified projects such as latrines, wells and bridges in rural areas. A complimentary Tools-For-Work program was implemented in communities where many farmers were unable to purchase tools even at subsidized prices. Under this scheme, farmers are required to do community work including road cleaning, filling pot holes, reopening farm-to-market roads, and repair and construction of bridges before receiving tools. As a result, frequently used market roads and bridges have already been restored.

A 1997 agricultural assessment was undertaken to determine the appropriateness and impact of OFDA-funded programs and to recommend its future focus. The assessment determined that emergency agricultural activities in Liberia are generally effective and have improved food security by increasing food production and reducing the dependence on food aid. The excellent coordination of members of the seeds and tools committee and the monitoring mechanisms to ensure that inputs reach intended users were seen as the strengths of the program. However, major constraints were encountered during the year, including the lack of capacity of the implementing partners (both in terms of personnel and logistics), insecurity in areas of the country during the first months of 1997, and bad roads during the rainy season. Some organizations also overstated their capacity, thus resulting in low coverage of assigned areas.

(b). P.L. 480 Title II Food Aid

Food aid was used in conjunction with the Seeds and Tools Program to support agricultural rehabilitation in Liberia. As part of the program, food-for-seed protection rations were provided to the 118,000 participating families. These bulgur wheat rations encouraged agricultural production activities for recently returned persons by encouraging seed rice to be planted rather than consumed.

In addition, Title II food aid contributed to agricultural rehabilitation through food-for-work agricultural activities, including clearing land, planting, plantation rehabilitation, seed multiplication projects, swamp and upland rice development and vegetable gardening. Through these activities, in combination with other donor activities, food aid played a significant role in increasing crop production in 1997. The FAO estimates that rice production, which was approximately only 30% of pre-war levels in 1996, had increased to 60% of pre-war levels in 1997. Because of this increased production, food aid needs for 1998 have reduced. Greater food production also reduces the need for commercial imports, thus saving scarce foreign exchange.

3. IR 2.3 Rehabilitated Institutions: Functioning institutions (schools, health centers, training institutions, etc) are re-established.

(a). P.L. 480 Title II Food Aid Program

Title II food aid played a major role in rehabilitating institutions that provide critical social services. This included food-for-work for school teachers, vocational trainers and health workers. Food was also provided to students in schools and vocational training institutes and to patients in clinics and therapeutic feeding centers.

The World Food Program, which receives about 80% of its resources from USAID, helped reactivate educational institutions in Liberia through an emergency school feeding program. This program supported the re-opening of 1,250 schools by the end of 1997 through both student feeding and food-for-work payment for 20,616 teachers and support staff. The number of schools supported increased during 1997 from 855 to 1,250 and about 320,000 primary school children throughout Liberia benefited from the food aid activity.

Food-for-work was provided for the reconstruction of health care institutions and hospitals and to feed health workers and patients in these institutions. Food-for-work and food-for-training rations were also provided to trainers and students to encourage the re-establishment of vocational institutions. Over 1,200 war-affected youths received training in vocational skills from this program.

(b). BHR/OFDA Health Sector Initiatives

Provision of basic health services: BHR/OFDA funding has played a major role in commencing the revitalization of the Liberian health sector after years of civil war. During the review period, OFDA supported six organizations for the provision of basic health care to the war-affected population in rural areas of ten counties. Health services that were delivered include basic treatment of diseases, immunizations, health education and maternal and child health care. With OFDA funding, Lutheran World Service was able to reactivate the health center at Zorzor and operate the Phebe Hospital outpatient and outreach service of ten clinics, serving 400,000 persons. Save the Children Fund/UK provided health services to a target population of 200,000 persons through a network of 18 clinics. World Vision Relief and

Development reactivated 14 clinics serving 45,000 persons. Medecins du Monde operated 25 mobile clinics, serving a population of 250,000 in six counties. Medecins du Monde began the process of turning these mobile sites into fixed clinics during the reporting period. With OFDA funding, the International Rescue Committee reactivated ten clinics in rural Nimba County serving a population of 30,000 people. The International Rescue Committee clinics were not fully functional until late in the reporting period. OFDA also provided funding at the end of FY 1997 to UNICEF's health program to reactivate a network of 50 clinics around the country. These will be included in next year's review. OFDA health sector programming is coordinated with the Ministry of Health, UN, donors and other health sector partners in Liberia.

In FY 1998, BHR/OFDA will continue to fund partners for the provision of basic health care. These programs will focus on the rural areas of the country to encourage the resettlement of internally displaced persons and refugees. Emergency funding of health services should phase out by the end of FY 1998. OFDA will participate in the upcoming USAID health assessment for Liberia to ensure that there is a coordinated transition from emergency to development programming.

Nutrition Interventions: BHR/OFDA funding has been critical to support emergency nutritional programs in seven counties of Liberia. Therapeutic and supplementary feeding centers cared for thousands of malnourished children and adults during the review period. OFDA's main implementing partner, Action Contre la Faim, operated a total of four therapeutic feeding centers in Buchanan, Gbarnga, Kulela, and the VOA1 Displaced Camp. These were supported by a network of supplementary feeding programs and outreach activities. In addition, nutritional surveillance and assessments were conducted to gauge the nutritional status of the population in both rural and urban areas. World Vision also carried out some nutritional rehabilitation work in their operational areas.

In FY 1998, BHR/OFDA will continue nutritional programming with the aim of incorporating these therapeutic feeding centers into a health facility setting. With increased security and stability around the country, the nutritional status of the population has been improving and the need for emergency funding of nutritional programs is diminishing. Health facility staff will be trained in the treatment and case management of malnutrition and the current therapeutic feeding centers should be phased out by the end of 1998.

(c). Job Creation and Training Activities

Civil Reconstruction Teams: The BHR/OTI-funded Civil Reconstruction Teams activity, implemented by the UNDP's Office for Project Services (UNOPS) staff, provided jobs for about 10,000 demobilized fighters. Activities included clearing roads and refurbishing schools and clinics. Participants cleaned the rubbish from urban streets as well as helped re-open roads in rural areas.

Micro-projects Resettlement Program: The Micro-projects activity is a follow-on to the Civil Reconstruction Team activity discussed above. Its purpose is to provide resettlement and reintegration assistance at the town and village level in rural Liberia, using community-identified micro-project interventions. Results expected over the next 18 months are: 366 micro-projects will be implemented; eight Area Reintegration Development Centers will be established; 60,000 children will benefit from school programs; and 16 national team leaders and project monitors will be hired and trained.

On September 30, 1997, USAID granted \$1.2 million to UNDP to implement projects in support of Liberia's National Recovery Program. In FY 1998, USAID will provide \$2.4 million and UNDP will provide \$3 million to support this program. Project implementation began in November 1997 (FY 1998), therefore results under the activity will be reported in the 2001 R4. UNOPS will work with returned refugees and internally displaced persons (IDPs) to implement over 400 projects in the next 18 months. Activities will include: reconstruction of schools, clinics and medical facilities; repair of access and farm-to-market roads; and agricultural activities (including swamp rice cultivation, warehousing, and food processing). The activity also includes more socially oriented activities, i.e. community organization, public forums, and conflict resolution workshops to strengthen civil society at the local level. To date, 68 micro-projects have started including eight road repairs, 31 educational, 10 health, seven agricultural, seven water/sanitation, and five other.

As it became apparent that repatriation and reintegration were moving slower than anticipated, a fact-finding survey was carried out by UNOPS to learn why more people had not returned to rural communities. Among the top reasons were lack of security and housing. Accordingly, the activity was amended to include building tools (hammers, nails, and building material) so that returnees could rebuild their homes. Discussions continue with Liberian officials on security issues.

To ensure coordination of donor activities, UNOPS signed an agreement with UNICEF, UNHCR, WFP, and FAO. UNOPS and UNICEF are collaborating on the renovation and revitalization of 100 schools, 50 clinics and five hospitals in nine counties. UNICEF is providing educational supplies and teacher training through the Ministry of Education. UNOPS is responsible for the structural renovation and provision of basic furniture for these facilities. Graduates of USAID-funded training activities will be employed to help renovate schools and health facilities. This will provide on-the-job training and will provide them with an initial source of income as they will be paid for their services. Under the expanded scope of WAYS, county health teams have been reactivated in all counties except one. Cold chain equipment, drug and medical supplies have been ordered for use in the renovated health facilities.

Accelerated Technical/Vocational Training for Demobilized Soldiers (669-0226). In May 1997, the Phelps-Stokes Fund received \$817,500 to rehabilitate Liberia's oldest vocational and technical institute, Booker Washington Agricultural and Industrial Institute (BWI), to train demobilized fighters and others disadvantaged by the war. Phelps-Stokes founded BWI in

1929 as the first vocational high school in Liberia and has had a continuing interest in promoting technical skills in Liberia. BWI will take the lead in training ex-combatants, the vast majority of whom are unskilled young men and women, to assist with their reintegration into civil society.

The skill areas offered in six-month courses include agriculture, electricity, appliance and automotive repair, trades (carpentry, masonry, painting, plumbing), and home economics. The first 500 students, graduating in March 1998, include 357 boys and 143 girls. Of those graduating, 69.4% are ex-combatants. Because of the overwhelming demand for training at BWI, housing for 500 students is being provided for those living outside the immediate area. Start-up of the program was slow because of the need to renovate buildings damaged during the war and to hire a local project manager and instructors. However, progress made in the BWI project during its first seven months have been widely praised in Liberia. President Taylor expressed a strong interest in the goals of the activity and that the Ministries of Education and Labor cooperate fully in implementing the project.

Realizing the tremendous income generated from the BWI farms prior to the civil war, and in an effort to make the project economically viable, a general assessment of BWI's Farm (rubber, palm oil, upland rice, swamp rice, and root and tuber crops) was carried out in October 1997. A decision was made to rehabilitate 42 acres dedicated to rubber farming, 42 acres used to produce palm oil, 72 acres for upland rice and roots/tubers, and 12 acres to grow swamp rice. BWI students have already cleared the land and begun re-planting. Crops will be sold to the local communities and used to feed students.

In 1994, UNICEF received a \$1,091,000 grant to establish two orthopaedic facilities in Liberia -- the Ganta Rehabilitation Center in Nimba County and the Benedict Menni Rehabilitation Center outside Monrovia -- where physical therapy and prostheses and orthoses are produced. The establishment of these centers was a big step in helping to achieve self-reliance for disabled persons, many of whom were crippled during the civil war. The activities were put on hold following the April-May 1996 outbreak during which the facilities were completely vandalized. Following an assessment by USAID staff in August 1997, a decision was made to resume work on the Ganta facility.

(d). Expected Progress Through FY 2000 and Management Actions

With nearly one-half of Liberia's population still living as refugees or IDPs, activities under SO 2 are correctly focused on the immediate objective of completing the national reintegration process.

Assuming the successful completion of repatriation and resettlement programs in the next 18-24 months, USAID/Liberia has begun refocussing its program from emergency humanitarian to capacity building developmental activities. USAID will continue programs that train, educate and rehabilitate the estimated 33,000 ex-combatants, assist in the return and resettlement of returning refugees and internally displaced persons, and promote private sector

growth and employment opportunities.

Trend Affecting Performance: Of the 500,000 refugees expected to return to Liberia, only 3,726 had repatriated under UNHCR auspices, from Ghana, Cote d'Ivoire and Nigeria by the end of January 1998. Although a credible estimate of the actual number of spontaneous returnees is not known by relief and development agencies in Liberia, it is believed that a significantly larger number have self-repatriated, or are establishing an economic base in Liberia by commuting from their points of asylum.

Opportunity to Affect the Trend: Donors have begun to adjust activities to more effectively address concerns expressed by refugees and internally displaced persons regarding their reasons why they have not returned home. In an effort to address two of the main reasons given -- lack of schools for their children and jobs -- USAID/Liberia will begin two new activities under IR 2.1 in FY 1998, as follows:

Employment and Income Generation in Liberia

In FY 1998, USAID will develop a private sector initiative to help create jobs for ex-combatants and civilians, many of whom were plantation workers before the war. A revolving fund will be established with a reputable bank that will provide loans to rubber, coffee, and cocoa farmers to help re-start farming in these sectors to create jobs, and to jump-start the economy. The principal focus of this activity will be to support the rehabilitation of rubber, coffee and cocoa sectors. This will help create an environment for peace by providing income generating opportunities for unemployed ex-fighters, returning refugees and internally displaced persons. These sectors were chosen because the basic assets (tree plantations and product processing facilities) are intact and will respond quickly to interventions. Further, export of these commodities, for which Liberia was well known in international markets before its civil war, will generate much needed foreign exchange. USAID/Liberia is working with the Ministry of Agriculture in designing the activity.

Schools for Africa - Liberia

USAID/Liberia will provide a grant to the International Foundation for Education and Self-help (IFESH) in FY 1998 to finance the construction and rehabilitation of 100 schools in rural Liberia. IFESH will hire ex-combatants and parents of school-age children to construct and rehabilitate primary schools. Initially, the program will target communities with large numbers of returning refugees and internally displaced persons. In addition to primary education, the completed schools will also be the location for adult literacy programs with a focus on women. Graduates of USAID-funded training programs will assist with school construction and the production of desks, benches, and other fixtures.

SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program			
APPROVED: COUNTRY/ORGANIZATION: USAID/LIBERIA			
RESULT NAME: IR 2.1 Successful Resettlement of Internally Displaced Persons and Returning Refugees (To provide vocational skills training to help reintegrate ex-combatants and civilians into the work force)			
INDICATORS: - # of ex-combatants and civilians trained from the three USAID-funded training and trauma counseling projects			
UNIT OF MEASURE: NUMBER	YEAR	PLANNED	ACTUAL
SOURCE: UNICEF (WAYS), LOIC and BWI/PHELPS-STOKES. Some of these organizations provide sub-grants to Liberian NGOs for implementation of activities	97	16,000	5,720
	98	12,352	
	99	5,052	
INDICATOR DESCRIPTION: Participants who completed USAID funded vocational training program			
COMMENTS:			

SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program			
APPROVED: COUNTRY/ORGANIZATION: USAID/LIBERIA (BHR/OFDA-FUNDING)			
RESULT NAME: IR 2.2: Agriculture Recovery (Increased food crop production through distribution of seed rice and tools, seed protection, and farm rehabilitation.)			
INDICATOR: - Total numbers of farmers receiving seeds and tools			
UNIT OF MEASURE: NUMBER Out of a targeted 150,000 farmers, over 118,000 received 2,700 MT of seed rice and 181,000 pieces of assorted farm tools during the 1997 crop year.	YEAR	PLANNED	ACTUAL
	97	150,000 farmers 3,000 MT seed rice	118,000 farmers 2,700 MT of seed rice
	98	130,000 farmers for tools 2,815 MT of seed rice	
SOURCE: Action Contre la Faim, AFRICARE, Catholic Relief Services, European Union, Lutheran World Federation/World Service, Save The Children (United Kingdom) and World Vision			
COMMENTS:			

SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program			
APPROVED: COUNTRY/ORGANIZATION: USAID/LIBERIA			
RESULT NAME: IR 2.3 Rehabilitated Institutions (Rehabilitation of education and health facilities, using ex-combatants and community participation to promote resettlement and reintegration of internally displaced persons and returning refugees)			
INDICATORS:			
- # of health facilities reactivated (does not include UNICEF clinics for this review period).			
UNIT OF MEASURE: NUMBER	YEAR	PLANNED	ACTUAL
SOURCE: MDM, ACF, World Vision, LWF/WS, IRC, SCF/UK, UNICEF (Note that some of these organizations provide sub-grants to Liberian NGOs for implementation of activities).	97	76	79
	98		
	99		
INDICATORS:			
- # of primary schools reactivated and students attending.			
UNIT OF MEASURE: NUMBER	YEAR	PLANNED	ACTUAL
SOURCE: WFP. (WFP implements through international and local partner organizations)	97		1,250 schools 320,000 students
	98		
	99		
INDICATOR:			
- # of ex-combatants and civilians employed by project activities			
UNIT OF MEASURE: NUMBER	YEAR	PLANNED	ACTUAL
SOURCE: UNICEF, UNOPS, UNHCR, EU AND CRS. (Some of these organizations provide sub-grants to Liberian NGOs for implementation of activities)	97		50,000
	98	60,000	
	99	60,000	
INDICATOR DESCRIPTION:			
COMMENTS:			

Part III. Status of the Management Contract

In May of 1997 USAID/Washington reviewed and approved a Mission document entitled "USAID's Strategic Framework for Assisting Liberia's Transition from Crisis to Recovery" which presented a development assistance strategy for USAID/Liberia to be implemented over a 24-month period. The short duration of the strategy recognized the uncertainty in the country and placed an emphasis on supporting national presidential and legislative elections and the resettlement of internally displaced persons and refugees. The strategy led to our current strategic objectives: (1) SO 1 Successful Democratic Transition including Free and Fair elections; and (2) SO 2 Successful Transition from Relief to Recovery through a Community Reintegration Program. The two SOs are still appropriate and should remain valid through FY 1999.

The Government of Liberia wants to see donor assistance move away from its short-term emergency and humanitarian focus toward a long-term focus on capacity development. The Mission believes that the Government's position is correct in focusing on capacity development and moving toward sustainable development activities. The Mission conducted a democracy and governance assessment in January 1998 and plans to carry out health and agriculture sector assessments in FY 1998. While it is anticipated that these assessments will identify assistance activities that are consistent with the current SOs, they will also identify assistance activities that support both the Mission and Government's commitment to support capacity development in the key areas of democracy and governance, primary health care, and agriculture development. The assessments in agriculture and health will also assist the Mission's transition from BHR/OFDA funded agriculture and health activities to bilateral funded activities. OFDA funds are not expected beyond FY 1998.

USAID/LIBERIA
FY 2000 RESOURCE REQUEST

March 1998

USAID/Liberia
FY 2000 O.E. Budget Request
Narrative

1. Overview of FY 1998 Levels

The Liberia Mission's O.E. budget is based on the Mission's continuous location on Embassy grounds, and on the approved FY 98 staffing pattern which includes 2 USDH and 8 FNPSC. The budget also reflect costs of office space and other personnel services costs provided to 2 USPSCs and 4 FNPSCs, program funded. We will follow-up on a request for additional resources of 35,000.00, increasing our FY 98 O.E. budget level of \$570,000.00 to 605,000. This is necessary to cover the cost of replacing one of the Mission's two O.E. funded vehicles.

2. Overview of FY 1999 Levels

We have tried to live with in our FY 1999 O.E. ceiling of \$700,000.00. This will cover the projected staffing increase of 1 USDH, 2 additional FNPSC, 1 Program funded USPSC and 3 Program funded FNPSCs. However, because of an impending wage survey, the Mission anticipates a 40% increase in the local compensation plan. Thus, the O.E. request for FY 99 is increased by 47,000.00 for a requested total of \$747,000.00 during FY 99..

3. Overview of FY 2000 Levels

The FY 2000 O.E. budget assumes one additional 1 FNPSCs in the staffing level, however, we maintained a straight line budget level of \$700,000.00 for FY 2000 as that of FY 1999. The request level reflects the anticipated increase in the local compensation plan of 40% above the current local pay scale. As a result, the FY 2000 Request O.E. level is \$56,000.00 above the Target level.

Part IV. Resource Request - Fiscal Years 1999 - 2000

Financial Plan

1999-2000 BUDGET

SO 1: Successful Democratic Transition, Including Human Rights and the Rule of Law

Project Number	Project Title	FY 1999	FY 2000
<u>Development Assistance</u>			
669-0XXX	TBD	2,000	2,000
<u>Economic Support Funds</u>			
669-0223	ICITAP/OPDAT	<u>3,000</u>	<u>3,000</u>
	Sub-Total	5,000	5,000

SO 2: Successful Transition from Relief to Recovery through a Community Reintegration Program

Project Number	Project Title	FY 1999	FY 2000
<u>Development Assistance</u>			
669-0224	Rehab Trg (LOIC)	500	500
669-0225	BWI	-	700
669-0228	Private Sector	1,000	1,000
669-0XXX	Better Health/CS	2,000	2,000
669-0XXX	Food Production	<u>2,000</u>	<u>1,300</u>
	Sub-Total	5,500	5,500
<u>Economic Support Funds</u>			
669-0XXX	Capacity Building	2,000	4,000
	<u>P.L. 480 Title II</u>	<u>15,000</u>	<u>12,000</u>
	Grand Total	27,500	26,500

Prioritization of Strategic Objectives:

The Mission is committed equally to both SOs and believes that their realization is essential for the country to move toward sustainable development. However, USAID/Liberia ranks SO 2 ahead of SO 1 because of the critical need to resettle Liberia's population, provide a minimum of social services and avoid famine. Failure to resettle Liberia's internally displaced persons and refugees and to revitalize its economic and social systems will lead to a situation of perpetual dependence on emergency humanitarian assistance at substantial costs to the USG and other donors. The current poor state of the Liberian economy and its weakened agricultural system, which barely feeds half the population, do not allow for withdrawal of US humanitarian assistance. While the achievement of SO1 is essential for the country's economic progress, it would be acceptable to withdraw USAID's assistance to the democracy and governance area if funding were not available or it was perceived that the Liberian Government was not sufficiently serious and cooperative.

The discussion of the performance of the SOs shows that both SOs have met the Mission's expectations. However, both areas represent significant challenges, and it will be years before either SO approaches a status in which substantial external assistance is not required. For reasons discussed above, the Mission SO ranking is as follows:

1. SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program

Resettling and reintegrating Liberia's 700,000 internally displaced persons and 500,000 refugees is a huge task facing the nation and its devastated economy. The successful reintegration and absorption of the returnees requires the revitalization of the economy, rebuilding of the nation's infrastructure, and the provision of education, health and security services throughout the nation. In FYs 1999 and 2000, USAID activities under SO 2 will continue its multi-sector assistance approach to encourage repatriation and resettlement. The Mission will support the expansion of primary education and increase the availability and quality of primary health care services. Assistance will be provided to micro-projects and employment generation, rural incomes will be increased through assistance to the cash crop sector, and training activities will continue to be provided to ex-fighters to help reintegrate them into society and the economy. Technical assistance will be provided to key ministries involved in economic planning and financial management. Also, P.L. 480 Title II resources will be used to support this strategic objective. The Title II program expects to transition from an emergency rehabilitation activity in FY 1999 to a development program in FY 2000.

2. SO 1: Successful Democratic Transition, including Free and Fair National Elections, Respect for Human Rights, and the Rule of Law:

To promote and reinforce Liberia's democratic transition, USAID's assistance in FYs 1999 and 2000 will support a comprehensive democracy and governance program. We will continue our work with the legislature, Human Rights Commission, the media, judiciary, law enforcement agencies and civil society. The promotion of respect for human rights, rule of law and freedom of press will be key elements of the Mission's democracy and governance

effort. We will also place importance on strengthening local government, providing civic and voter education to improve understanding of individual rights and responsibilities, working with civil society to enhance its role in developing local capacity to organize and manage elections, and encourage the general society to participate in the political process and monitor the performance of its political leaders.

Part V. Linkage with Centrally Funded Mechanisms

NOT APPLICABLE

Part VI. OE Tables and Narrative

USAID/Liberia's OE tables and narratives contained in a separate document.

USAID FY 2000 BUDGET REQUEST BY PROGRAM/COUNTRY

10-Aug-98
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Country/Program: LIBERIA
Scenario: Base Level

S.O. #	Title	SUCCESSFUL DEMOCRATIC TRANSITION	Est. SO Pipeline End of FY 99	Estimated Total	FY 2000										Est. Expend. FY 00	Est. Total Cost life of SO	Future Cost (POST 2000)	Year of Final Oblig.
					Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G				
SO1 SUCCESSFUL DEMOCRATIC TRANSITION INCLUDING FREE AND FAIR NATIONAL ELECTIONS																		
ES	Bilateral		2,250	0			0								2,250	5,042	0	XX
ES	Field Spt		0	0			0									2,400	0	
	Total		2,250	0	0	0	0	0	0	0	0	0	0				0	
DP	Bilateral		998	2,000										2,000	1,925	9,744	0	XX
	Field Spt		750	750										750	1,000	1,000	0	
	Total		1,748	2,750	0	0	0	0	0	0	0	0	0	2,750			0	
SO2 SUCCESSFUL TRANSITION FROM RELIEF TO RECOVERY THROUGH COMMUNITY REINTEGRATION																		
SS	Bilateral		5,750	0										3,500	8,200	0	XX	
	Field Spt		0	0												0	0	
	Total		5,750	0	0	0	0	0	0	0	0	0	0				0	
DP	Bilateral		4,262	5,500		1,257	2,243		1,000			1,000	0		6,000	27,094	0	XX
	Field Spt		0	0													0	
	Total		4,262	5,500	0	2,243	0	1,000	0	1,000	0	0	0				0	
ESF	Bilateral		1,650	0										1,650	3,000	0	XX	
	Field Spt		0	0													0	
	Total		1,650	0	0	0	0	0	0	0	0	0	0				0	
	Bilateral			0													0	XX
	Field Spt			0													0	
	Total		0	0	0	0	0	0	0	0	0	0	0				0	
	Bilateral			0													0	
	Field Spt			0													0	
	Total		0	0	0	0	0	0	0	0	0	0	0				0	
Total Bilateral			14,910	7,500	0	2,243	0	1,000	0	1,000	0	2,000						
Total Field Support			750	750	0	0	0	0	0	0	0	750						
TOTAL PROGRAM			15,660	8,250	0	2,243	0	1,000	0	1,000	2,750						0	

FY 2000 Request Sector Totals -- DA		
Econ Growth		2,243
[Of which Microenterpris		1,000
HCD		2,000
PHN		0
Environment		0
[Of which Biodiversity]		0
Democracy		2,000
Humanitarian		0

FY 2000 Request Sector Totals -- ESF		
Econ Growth		0
[Of which Microenterprise		0
HCD		0
PHN		0
Environment		0
[Of which Biodiversity]		0
Democracy		0
Humanitarian		0

FY 2001 Target Program Level	0
FY 2002 Target Program Level	0
FY 2003 Target Program Level	0

Program Funding

USAID FY 1999 Budget Request by Program/Country

10-Aug-98
12:19 PM

Country/Program: LIBERIA
Scenario: Base Level

S.O. # , Title	Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 98	Estimated Total	FY 1999										Est. Expend. FY 99	Est. Total Cost life of SO	Future Cost (POST 2000)	Year of Final Oblig.	
					Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G					
SO1 SUCCESSFUL DEMOCRATIC TRANSITION INCLUDING FREE AND FAIR NATIONAL ELECTIONS																			
ES	Bilateral		0	3,000											3,000	750	5,042	0	XX
ES	Field Spt		554	0												554	2,400		
	Total		554	3,000	0	0	0	0	0	0	0	0	0	0	3,000			0	
DP	Bilateral		1,798	1,000											1,000	1,800	9,744	0	XX
DP	Field Spt		500	1,000											1,000	750	1,000		
	Total		2,298	2,000	0	0	0	0	0	0	0	0	0	0	2,000			0	
SO2 SUCCESSFUL TRANSITION FROM RELIEF TO RECOVERY THROUGH COMMUNITY REINTEGRATION																			
SS	Bilateral		2,514	0												4,500	8,200	0	XX
	Field Spt			0														0	
	Total		2,514	0	0	0	0	0	0	0	0	0	0	0				0	
DP	Bilateral		4,572	5,500		2,000	1,500		1,000			1,000				5,750	27,094	0	XX
	Field Spt			0															
	Total		4,572	5,500	0	2,000	1,500	0	1,000	0	0	1,000	0	0	0			0	
ES	Bilateral		0	2,000			2,000									350	2,000	0	XX
	Field Spt			0															
	Total		0	2,000	0	0	2,000	0	0	0	0	0	0	0				0	
	Bilateral			0														0	XX
	Field Spt			0														0	
	Total		0	0	0	0	0	0	0	0	0	0	0	0				0	
	Bilateral			0														0	
	Field Spt			0														0	
	Total		0	0	0	0	0	0	0	0	0	0	0	0				0	
Total Bilateral			8,884	11,500	0		3,500	0	1,000	0	0	1,000	0	0	4,000				
Total Field Support			1,054	1,000	0		0	0	0	0	0	0	0	0	1,000				
TOTAL PROGRAM			9,938	12,500	0	0	3,500	0	1,000	0	0	1,000	0	0	5,000			0	

FY 1999 Request Sector Totals -- DA	
Econ Growth	5,500
[Of which Microenterpris	1,000
HCD	2,000
PHN	0
Environment	0
[Of which Biodiversity]	0
Democracy	0
Humanitarian	0

FY 1999 Request Sector Totals -- ESF	
Econ Growth	2,000
[Of which Microenterprise	0
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	0
Democracy	3,000
Humanitarian	0

FY 2001 Target Program Level	0
FY 2002 Target Program Level	0
FY 2003 Target Program Level	0

USAID FY 1998 Budget Request by Program/Country

10-Aug-98
12:19 PM

Country/Program: LIBERIA
Scenario: Base Level

S.O. #, Title		FY 1998														Future Cost (POST 2000)	Year of Final Oblig.
Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 97	Estimated Total	Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G	Est. Expend. FY 98	Est. Total Cost life of SO		
SO1 SUCCESSFUL DEMOCRATIC TRANSITION INCLUDING FREE AND FAIR NATIONAL ELECTIONS																	
ES	Bilateral	553	0										0		5,042	0	09/31/00
ES	Field Spt	354	1,400										1,400	1,200	2,400	0	09/31/00
Total		907	1,400	0	0	0	0	0	0	0	0	0	1,400	1,200	2,400	0	
DP																	
DP	Bilateral	1,244	1,000										1,000	1,000	9,744	0	09/31/00
DP	Field Spt	0	1,000										1,000	500	1,000	0	09/31/00
Total		1,244	2,000	0	0	0	0	0	0	0	0	0	2,000	1,500	10,744	0	
SS																	
SS	Bilateral	509	0											0	1,497	0	09/31/00
SS	Field Spt	0	0												0	0	09/31/00
Total		509	0	0	0	0	0	0	0	0	0	0	0	0	1,497	0	
SO2 Successful Transition from Relief to Recovery through a Community Reintegration Program																	
SS	Bilateral	2,199	2,265			2,000		265				0	0	1,950	8,200	0	XX
SS	Field Spt	0	0			0		0							0	0	XX
Total		2,199	2,265	0	0	2,000	0	265	0	0	0	0	0	1,950	8,200	0	
DP																	
DP	Bilateral	1,550	7,497			6,497		1,000				7,500		4,469	27,094	0	XX
DP	Field Spt	0	0			0		0							0	0	XX
Total		1,550	7,497	0	0	6,497	0	1,000	0	0	0	7,500	0	4,469	27,094	0	
Field Spt																	
	Bilateral	0	0			0		0						0	0	0	XX
	Field Spt	0	0			0		0							0	0	XX
Total		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Bilateral																	
		6,055	10,762	0	0	8,497	0	1,265	0	0	7,500	1,000					
Total Field Support																	
		354	2,400	0	0	0	0	0	0	0	0	2,400					
TOTAL PROGRAM		6,409	13,162	0	0	8,497	0	1,265	0	0	7,500	3,400				0	

Econ Growth	3,497
[Of which Microenterpris	0
HCD	1,000
PHN	0
Environment	0
[Of which Biodiversity]	0
Democracy	2,000
Humanitarian	0

Econ Growth	0
[Of which Microenterprise	0
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	0
Democracy	1,400
Humanitarian	0

FY 2001 Target Program Level	0
FY 2002 Target Program Level	0
FY 2003 Target Program Level	0

Liberia

GLOBAL FIELD SUPPORT

Objective Name	Field Support: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)					
				FY 1998		FY 1999		FY 2000	
				Obligated by:		Obligated by:		Obligated by:	
Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau		
SO2	Consortium for Elections and Political Processes Strengthening	H	1 YEAR		2,400		0		0
	(CEPPS) 936-5468								
GRAND TOTAL.....				0	2,400	0	2,500	0	2,500

* For Priorities use high, medium-high, medium, medium-low, low

Workforce

Org.USAID/LIBERIA FY 1998 On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff	
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other			
U.S. Direct Hire								0	2							2	2
Other U.S. Citizens: 1/ OE Internationally Recruited OE Locally Recruited Program	1	1						0 0 2				0				0 0 0	0 0 2
FSN/TCN Direct Hire: OE Internationally Recruited OE Locally Recruited								0 0								0 0	0 0
FSN/TCN Non-Direct Hire: OE Internationally Recruited OE Locally Recruited Program								0 0 1			7	0				0 7 0	0 7 1
Total Staff Levels	1	2	0	0	0	0	0	3	2	0	7	0	0	0		9	12
TAACS								0								0	0
Fellows								0								0	0

1/ Excluding TAACS and Fellows

Workforce

Org.USAID/LIBERIA FY 1999 Target On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire								0	3						3	3
Other U.S. Citizens: 1/ OE Internationally Recruited OE Locally Recruited Program	1	3						0 0 4				0			0 0 0	0 0 4
FSN/TCN Direct Hire: OE Internationally Recruited OE Locally Recruited								0 0							0 0	0 0
FSN/TCN Non-Direct Hire: OE Internationally Recruited OE Locally Recruited Program			2					0 0 2			8	0			0 8 0	0 8 2
Total Staff Levels	1	5	0	0	0	0	0	6	3	0	8	0	0	0	11	17
TAACS Fellows								0 0							0 0	0 0

1/ Excluding TAACS and Fellows

Org.USAID/LIBERIA FY 1999 Request On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire								0	3						3	3
Other U.S. Citizens: 1/ OE Internationally Recruited OE Locally Recruited Program	1	3						0 0 4				0			0 0 0	0 0 4
FSN/TCN Direct Hire: OE Internationally Recruited OE Locally Recruited								0 0							0 0	0 0
FSN/TCN Non-Direct Hire: OE Internationally Recruited OE Locally Recruited Program			2					0 0 2			8	0			0 8 0	0 8 2
Total Staff Levels	1	5	0	0	0	0	0	6	3	0	8	0	0	0	11	17
TAACS Fellows								0 0							0 0	0 0

1/ Excluding TAACS and Fellows

Workforce

Org.USAID/LIBERIA FY 2000 Target On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff	
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other			
U.S. Direct Hire								0	3							3	3
Other U.S. Citizens: 1/ OE Internationally Recruited OE Locally Recruited Program	1	3						0 0 4				0 0				0 0 0	0 0 4
FSN/TCN Direct Hire: OE Internationally Recruited OE Locally Recruited								0 0								0 0	0 0
FSN/TCN Non-Direct Hire: OE Internationally Recruited OE Locally Recruited Program			2					0 0 2			9	0				0 9 0	0 9 2
Total Staff Levels	1	5	0	0	0	0	0	6	3	0	9	0	0	0	12	18	
TAACS Fellows								0 0								0 0	0 0

1/ Excluding TAACS and Fellows

Org.USAID/LIBERIA FY 2000 Request On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff	
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other			
U.S. Direct Hire								0	3							3	3
Other U.S. Citizens: 1/ OE Internationally Recruited OE Locally Recruited Program	0 1	0 3						0 0 4				0				0 0 0	0 0 4
FSN/TCN Direct Hire: OE Internationally Recruited OE Locally Recruited								0 0								0 0	0 0
FSN/TCN Non-Direct Hire: OE Internationally Recruited OE Locally Recruited Program			2					0 0 2			9	0				0 9 0	0 9 2
Total Staff Levels	1	5	0	0	0	0	0	6	3	0	9	0	0	0	12	18	
TAACS Fellows								0 0								0 0	0 0

1/ Excluding TAACS and Fellows

Workforce

Org.USAID/LIBERIA FY 2001 On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff	
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other			
U.S. Direct Hire								0	3							3	3
Other U.S. Citizens: 1/ OE Internationally Recruited	0	0						0								0	0
OE Locally Recruited Program	1	3						0			0				0	0	0
								4								0	4
FSN/TCN Direct Hire: OE Internationally Recruited								0								0	0
OE Locally Recruited								0								0	0
FSN/TCN Non-Direct Hire: OE Internationally Recruited								0								0	0
OE Locally Recruited Program								0		9					9	9	9
			2					2			0				0	0	2
Total Staff Levels	1	5	0	0	0	0	0	6	3	0	9	0	0	0	12	18	18
TAACS								0								0	0
Fellows								0								0	0

1/ Excluding TAACS and Fellows

Workforce

Org.USAID/LIBERIA Summary On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
FY 1998:																
U.S. Direct Hire	0	0	0	0	0	0	0	0	2	0	0	0	0	0	2	2
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	7	0	0	0	7	7
Total OE Funded Staff	0	0	0	0	0	0	0	0	2	0	7	0	0	0	9	9
Program Funded	1	2	0	0	0	0	0	3	0	0	0	0	0	0	0	3
Total FY 1998	1	2	0	0	0	0	0	3	2	0	7	0	0	0	9	12
FY 1999 Target:																
U.S. Direct Hire	0	0	0	0	0	0	0	0	3	0	0	0	0	0	3	3
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	8	0	0	0	8	8
Total OE Funded Staff	0	0	0	0	0	0	0	0	3	0	8	0	0	0	11	11
Program Funded	1	5	0	0	0	0	0	6	0	0	0	0	0	0	0	6
Total FY 1999 Target	1	5	0	0	0	0	0	6	3	0	8	0	0	0	11	17
FY 1999 Request:																
U.S. Direct Hire	0	0	0	0	0	0	0	0	3	0	0	0	0	0	3	3
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	8	0	0	0	8	8
Total OE Funded Staff	0	0	0	0	0	0	0	0	3	0	8	0	0	0	11	11
Program Funded	1	5	0	0	0	0	0	6	0	0	0	0	0	0	0	6
Total FY 1999 Request	1	5	0	0	0	0	0	6	3	0	8	0	0	0	11	17
FY 2000 Target:																
U.S. Direct Hire	0	0	0	0	0	0	0	0	3	0	0	0	0	0	3	3
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	9	0	0	0	9	9
Total OE Funded Staff	0	0	0	0	0	0	0	0	3	0	9	0	0	0	12	12
Program Funded	1	5	0	0	0	0	0	6	0	0	0	0	0	0	0	6
Total FY 2000 Target	1	5	0	0	0	0	0	6	3	0	9	0	0	0	12	18
FY 2000 Request:																
U.S. Direct Hire	0	0	0	0	0	0	0	0	3	0	0	0	0	0	3	3
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	9	0	0	0	9	9
Total OE Funded Staff	0	0	0	0	0	0	0	0	3	0	9	0	0	0	12	12
Program Funded	1	5	0	0	0	0	0	6	0	0	0	0	0	0	0	6
Total FY 2000 Request	1	5	0	0	0	0	0	6	3	0	9	0	0	0	12	18
FY 2001 Estimate:																
U.S. Direct Hire	0	0	0	0	0	0	0	0	3	0	0	0	0	0	3	3
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	9	0	0	0	9	9
Total OE Funded Staff	0	0	0	0	0	0	0	0	3	0	9	0	0	0	12	12
Program Funded	1	5	0	0	0	0	0	6	0	0	0	0	0	0	0	6
Total FY 2000 Target	1	5	0	0	0	0	0	6	6	0	18	0	0	0	24	30

Workforce

MISSION :

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USDH STAFFING REQUIREMENTS BY SKILL CODE

BACKSTOP (BS)	NO. OF USDH EMPLOYEES IN BACKSTOP FY 98	NO. OF USDH EMPLOYEES IN BACKSTOP FY 99	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2000	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2001
01SMG	1	1	1	1
02 Program Off.	1	1	1	1
03 EXO				
04 Controller				
05/06/07 Secretary				
10 Agriculture.				
11Economics				
12 GDO		1	1	1
12 Democracy				
14 Rural Dev.				
15 Food for Peace				
21 Private Ent.				
25 Engineering				
40 Environ				
50 Health/Pop.				
60 Education				
75 Physical Sci.				
85 Legal				
92 Commodity Mgt				
93 Contract Mgt				
94 PDO				
95 IDI				
Other*				
TOTAL	2	3	3	3

*please list occupations covered by other if there are any

TRUST FUNDS & FSN SEPARATION FUND

Orgno.: 21669
 Org. Title: USAID/LIBERIA

Foreign National Voluntary Separation Account

Action	FY 97			FY 98			FY 99		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	8,000.0	0.0	8,000.0	8,678.0		8,678.0	10,232.0		10,232.0
Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0

Unfunded Liability (if any)
 at the end of each FY.

Local Currency Trust Funds - Regular (\$000s)

	FY 97	FY 98	FY 99
Balance Start of Year	663,651.2	663,651.2	663,651.2
Obligations	0.0	0.0	0.0
Deposits			
Balance End of Year	663,651.2	663,651.2	663,651.2

Exchange Rate(s) Used

Trust Funds in Dollar Equivalents, not in Local Country Equivalents

Local Currency Trust Funds - Real Property (\$000s)

	FY 97	FY 98	FY 99
Balance Start of Year	0.0	0.0	0.0
Obligations			
Deposits	0.0	0.0	0.0
Balance End of Year	0.0	0.0	0.0

Trust Funds in Dollar Equivalents, not in Local Country Equivalents

Operating Expenses

Org. Title: USAID/LIBERIA Org. No: 21669 OC	Overseas Mission Budgets														
	FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
Org. Title: USAID/LIBERIA Org. No: 21669 OC	Overseas Mission Budgets														
	FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total

Operating Expenses

Org. Title: USAID/LIBERIA Org. No: 21669 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total												
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH			0			0			0			0			0
	Subtotal OC 11.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0			0			0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0			0			0			0
11.5	FNDH			0			0			0			0			0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0			0			0			0			0
11.8	FN PSC Salaries	91.1		91.1	118.2		118.2	165.2		165.2	139.8		139.8	195.8		195.8
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0			0			0
	Subtotal OC 11.8	91.1		91.1	118.2	0	118.2	165.2	0	165.2	139.8	0	139.8	195.8	0	195.8
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances			0	16		16	16		16	16		16	16		16
12.1	Cost of Living Allowances	1.8		1.8	7.5		7.5	7.5		7.5	7.9		7.9	7.9		7.9
12.1	Home Service Transfer Allowances			0	0		0	0		0	4		4	4		4
12.1	Quarters Allowances			0	0		0	0		0	0		0	0		0
12.1	Other Misc. USDH Benefits			0	0		0	0		0	0		0	0		0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FNDH			0	0		0	0		0	0		0	0		0
12.1	Other FNDH Benefits			0			0			0			0			0
12.1	US PSC Benefits			0	0		0	0		0	0		0	0		0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FN PSC	8.7		8.7	10.2		10.2	10.2		10.2	12.1		12.1	12.1		12.1
12.1	Other FN PSC Benefits	14.1		14.1	16.7		16.7	16.7		16.7	19.1		19.1	19.1		19.1
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0			0			0
	Subtotal OC 12.1	24.6	0	24.6	50.4	0	50.4	50.4	0	50.4	59.1	0	59.1	59.1	0	59.1
13	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	Severance Payments for FNDH			0			0			0			0			0
13	Other Benefits for Former Personnel - FNDH			0			0			0			0			0
13	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	Severance Payments for FN PSCs	0		0	0		0	0		0	0		0	0		0
13	Other Benefits for Former Personnel - FN PSCs			0			0			0			0			0

Operating Expenses

Org. Title: USAID/LIBERIA Org. No: 21669 OC		Overseas Mission Budgets															
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request			
		Dollars	TF	Total													
Subtotal OC 13.0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
21	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
21	Training Travel	8		8	20		20	20		20	15		0	15	15		15
21	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
21	Post Assignment Travel - to field	1.9		1.9	2		2	2		2	2		2	2		2	2
21	Assignment to Washington Travel			0			0	0		2			2	2		2	2
21	Home Leave Travel	0		0	3.8		3.8	3.8		3.8	3.8		3.8	3.8		3.8	3.8
21	R & R Travel	0		0	7.6		7.6	7.6		7.6	3.8		3.8	3.8		3.8	3.8
21	Education Travel			0			0	0		0			0	0		0	0
21	Evacuation Travel	20		20	10		10	10		10	10		10	10		10	10
21	Retirement Travel			0			0	0		0			0	0		0	0
21	Pre-Employment Invitational Travel			0			0	0		0			0	0		0	0
21	Other Mandatory/Statutory Travel	3.5		3.5	6		6	6		6	6		6	6		6	6
21	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
21	Site Visits - Headquarters Personnel	30		30	30		30	30		30	30		30	30		30	30
21	Site Visits - Mission Personnel	10		10	10		10	10		10	10		10	10		10	10
21	Conferences/Seminars/Meetings/Retreats	10		10	15		15	15		15	20		20	20		20	20
21	Assessment Travel	5		5	15		15	15		15	10		10	10		10	10
21	Impact Evaluation Travel			0			0	0		0			0	0		0	0
21	Disaster Travel (to respond to specific disasters)	0		0	0		0	0		0			0	0		0	0
21	Recruitment Travel			0			0	0		0			0	0		0	0
21	Other Operational Travel	0		0	0		0	0		0			0	0		0	0
Subtotal OC 21.0		88.4	0	88.4	119.4	0	119.4	119.4	0	119.4	112.6	0	112.6	112.6	0	112.6	112.6
22	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
22	Post assignment freight	27		27	27		27	27		27	0		0	0		0	0
22	Home Leave Freight	0		0	6		6	6		6	6		6	6		6	6
22	Retirement Freight			0			0	0		0			0	0		0	0
22	Transportation/Freight for Office Furniture/Equip.	3.5		3.5	1.5		1.5	1.5		1.5	0.9		0.9	0.9		0.9	0.9
22	Transportation/Freight for Res. Furniture/Equip.	7.5		7.5	0		0	0		0	4.3		4.3	4.3		4.3	4.3
Subtotal OC 22.0		38	0	38	34.5	0	34.5	34.5	0	34.5	11.2	0	11.2	11.2	0	11.2	11.2
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
23.2	Rental Payments to Others - Office Space			0			0	0		0			0	0		0	0
23.2	Rental Payments to Others - Warehouse Space			0			0	0		0			0	0		0	0
23.2	Rental Payments to Others - Residences	16		16	28.8		28.8	28.8		28.8	28.8		28.8	28.8		28.8	28.8
Subtotal OC 23.2		16	0	16	28.8	0	28.8	28.8	0	28.8	28.8	0	28.8	28.8	0	28.8	28.8
23.3	Communications, utilities, and miscellaneous charge	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
23.3	Office Utilities			0			0	0		0			0	0		0	0
23.3	Residential Utilities	33.8		33.8	46.4		46.4	46.4		46.4	47.2		47.2	47.2		47.2	47.2
23.3	Telephone Costs	17		17	24		24	24		24	24		24	24		24	24
23.3	ADP Software Leases			0			0	0		0			0	0		0	0

Operating Expenses

Org. Title: USAID/LIBERIA Org. No: 21669 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
23.3	ADP Hardware Lease			0		0			0			0			0	
23.3	Commercial Time Sharing			0		0			0			0			0	
23.3	Postal Fees (Other than APO Mail)	0		0	0	0	0		0	0		0	0		0	
23.3	Other Mail Service Costs	0.5		0.5	0.5	0.5	0.5		0.5	0.5		0.5	0.5		0.5	
23.3	Courier Services	1		1	1	1	1		1	1		1	1		1	
	Subtotal OC 23.3	52.3	0	52.3	71.9	0	71.9	71.9	0	71.9	72.7	0	72.7	72.7	0	72.7
24	Printing and Reproduction			0		0			0			0			0	
	Subtotal OC 24.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0		0			0			0			0	
25.1	Management & Professional Support Services	1		1	1	1	1		1	1		1	1		1	
25.1	Engineering & Technical Services			0		0			0			0			0	
	Subtotal OC 25.1	1	0	1	1	0	1	1	0	1	1	0	1	1	0	1
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards			0		0			0			0			0	
25.2	Residential Security Guard Services	32.8		32.8	30.1	30.1	30.1		30.1	30.1		30.1	30.1		30.1	
25.2	Official Residential Expenses			0		0			0			0			0	
25.2	Representation Allowances	0.4		0.4	2	2	2		2	2		2	2		2	
25.2	Non-Federal Audits			0		0			0			0			0	
25.2	Grievances/Investigations			0		0			0			0			0	
25.2	Insurance and Vehicle Registration Fees	1		1	1	1	1		1	1		1	1		1	
25.2	Vehicle Rental	1		1	1	1	1		1	1		1	1		1	
25.2	Manpower Contracts			0		0			0			0			0	
25.2	Records Declassification & Other Records Services			0		0			0			0			0	
25.2	Recruiting activities	0.2		0.2	0.2	0.2	0.2		0.2	0.2		0.2	0.2		0.2	
25.2	Penalty Interest Payments			0		0			0			0			0	
25.2	Other Miscellaneous Services	3		3	3	3	3		3	3		3	3		3	
25.2	Staff training contracts	0		0	0	0	0		0	0		0	0		0	
25.2	ADP related contracts			0		0			0			0			0	
	Subtotal OC 25.2	38.4	0	38.4	37.3	0	37.3	37.3	0	37.3	37.3	0	37.3	37.3	0	37.3
25.3	Purchase of goods and services from Government ac	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	159.7		159.7	165	165	165		165	165		165	165		165	
25.3	All Other Services from Other Gov't. accounts			0		0			0			0			0	
	Subtotal OC 25.3	159.7	0	159.7	165	0	165	165	0	165	165	0	165	165	0	165
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	1		1	1	1	1		1	1		1	1		1	
25.4	Residential Building Maintenance	0.5		0.5	0.5	0.5	0.5		0.5	0.5		0.5	0.5		0.5	
	Subtotal OC 25.4	1.5	0	1.5	1.5	0	1.5	1.5	0	1.5	1.5	0	1.5	1.5	0	1.5

