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LIBERIA COMMUNITY INFRASTRUCTURE PROJECT II

ANNUAL REPORT OCTOBER 2008 - SEPTEMBER 2009

OCTOBER 1, 2008 – SEPTEMBER 31, 2009

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LIBERIA COMMUNITY INFRASTRUCTURE PROJECT II

ANNUAL REPORT: OCTOBER 1 2008 – SEPTEMBER 31, 2009

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Sponsoring USAID Office: USAID Liberia

Contract Number: 623-00-03-00050-00, Task Order # 10

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INTRODUCTION

This report covers the performance period of October 2008 to September 2009, the second year of implementation, which corresponds to the increased contract value, time extension and contract deliverables contained within Modification 4. It also includes summary data for the fourth quarter of Fiscal Year (FY) 2009. As per the agreement with the USAID/Liberia Mission, a separate quarterly report will not be required. This Annual Report includes a brief narrative report, a report on beneficiary targets vs. actual, and an explanation of the key performance results, including reasons for achievement or difficulties experienced. The targets were based on the November 2008 Year II Annual Work Plan and the USAID FY2009/2010 Operational Plan. A brief reference is made to the Year I Annual Work Plan and the USAID FY 2008 Operational Plan for Year I projects that ended in FY 2009.

The report provides a list of the 16 required performance indicators that were contained within the LCIP II Performance Management Plan (PMP) submitted on March 29, 2008 and included in the Year II Annual Work plan. Eight of the performance indicators listed in the LCIP II PMP corresponds either to the USAID Foreign Assistance Framework standard indicators, or to the USAID FY 2009 Operational Plan. A brief narrative on the quality of the data, how it was obtained, and how it was being monitored is provided at the end of the report.

During this period, the following contract modifications were issued:

Mod #	Date	Amount	Time
●	●	●	●
●	●	●	●
●	●	●	●
●	●	●	●

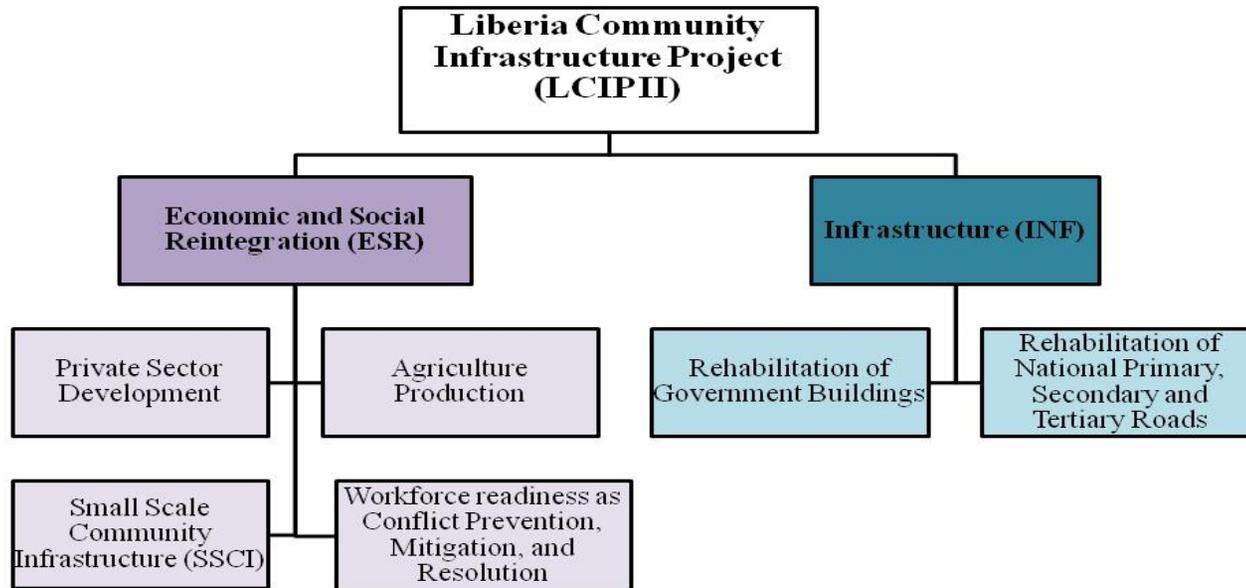
The project was fully funded as of modification 8 on August 31, 2009.

LCIP II Program Components

LCIP II is divided into two major components, which are further subdivided into different programmatic areas:

1. Support for Community-level, Community-based, Economic and Social Reintegration (ESR)
2. Repair and Reconstruction of Public Infrastructure (INF)

The table below demonstrates the different programmatic areas within the two components:



LCIP II Results Framework

The project outputs in this program fall within three key Intermediate Results (IR) categories that are linked to the project objective of *Restore and Improve Basic Economic Activity and Livelihoods* and to USAID's Economic Growth portfolio:

- IR1: Restore financial self-sufficiency of war affected persons (particularly youth and women), through activities that will provide employment and skills development opportunities
- IR2: Contribute to enhance cohesion in the communities, particularly through activities to restore community infrastructure and essential services; and
- IR3: Link to Government by rehabilitating and reconstructing key national, county and local level infrastructure (such as administrative buildings, roads, and schools).

LCIP II was able to translate these results into five integrated task components, which are:

- **Restore financial self-sufficiency of war-affected persons** – this component includes agricultural sector capacity, microenterprise productivity, and workforce development.
- **Contribute to social cohesion in communities** – this component has been effectively integrated throughout LCIP II activities, by organizing communities in “development corridors” to participate in Community Development Committees and Community Based Organizations to participate as beneficiaries in implementing projects addressing their priority needs. This type of approach created awareness and training activities that promote dialogue, and peaceful resolution of conflicts at the work place and in the community.
- **Linking communities to government** – LCIP uses its infrastructure component to rehabilitate key public and community infrastructure, in order to enhance the delivery of public services and connect communities to markets, and to local and national government representatives.
- **Improving basic literacy and numeracy skills** – this component includes the Rehabilitation of Artisans/Apprenticeship Program (RAAP) under private sector development.
- **Strengthening conflict mitigation** – likewise, this crosscutting component has been integrated throughout virtually all ESR projects. Such activities included: psychosocial support workshops; psychosocial support counseling; “palaver hut” and focus group discussions; conflict management techniques; sports activities that serve as team-building mechanisms preceding community discussions to facilitate community mobilization, awareness for LCIP activities, constructive dialogue, positive behavior change, and peaceful working relationships. Most projects include psychosocial counselors on staff, as the availability of individual private counseling services has demonstrated to be useful and as well as necessary. The peaceful implementation of many LCIP projects can be attributed partly to the support provided by these psychosocial interventions.

MAJOR FY 2009 ACCOMPLISHMENTS: SUMMARY

Although many important and successful projects and objectives were completed this year, a few major accomplishments claim special recognition, and thus are highlighted below.

TODEE DEVELOPMENT CORRIDOR

The Todee Development Corridor developed into a joint effort project between the LCIP Infrastructure and ESR team. The multi sector interventions consisted of improvement of roads, community access, community water and sanitation, health facilities, primary education facilities, enterprise and workforce strengthening, and agricultural development.

The inclusion of agricultural development activities extended the corridor to cover the entire Todee District with an estimated population of 40,000 persons. LCIP implemented a program in the Todee district working with 600 farms on vegetable, root and tuber production, which include plantains, cassava, potato and peanuts.

Before the war, the Todee district was one of the agricultural baskets for Montserrado County, providing a large proportion of food to the area, particularly Monrovia and Kakata, the larger cities in Montserrado. During the war, many of the farmers fled and the roads were destroyed, thus leaving both a knowledge and transportation vacuum.

As LCIP was already conducting road rehabilitation activities, the ESR team did an assessment of the Todee area and found that many farms were still more or less intact but that the knowledge base was no longer there and thus the yield being achieved was not at the optimal level of production.

The agriculture interventions, which are still ongoing, are focused on training farmers on nursery construction, bed preparation and seed planting, growth and harvesting techniques. Business development training was being carried out to teach farmers on how to sell their crops, and reinvest in their farming activities. The project also includes minor production of some of the crops, such as making farina and fufu from cassava.

The aim of this project was to facilitate and encourage the restoration of the agricultural capacity of the Todee community, and through the improved access of the roads, improve the ability of farmers to get their crops from farm to market.

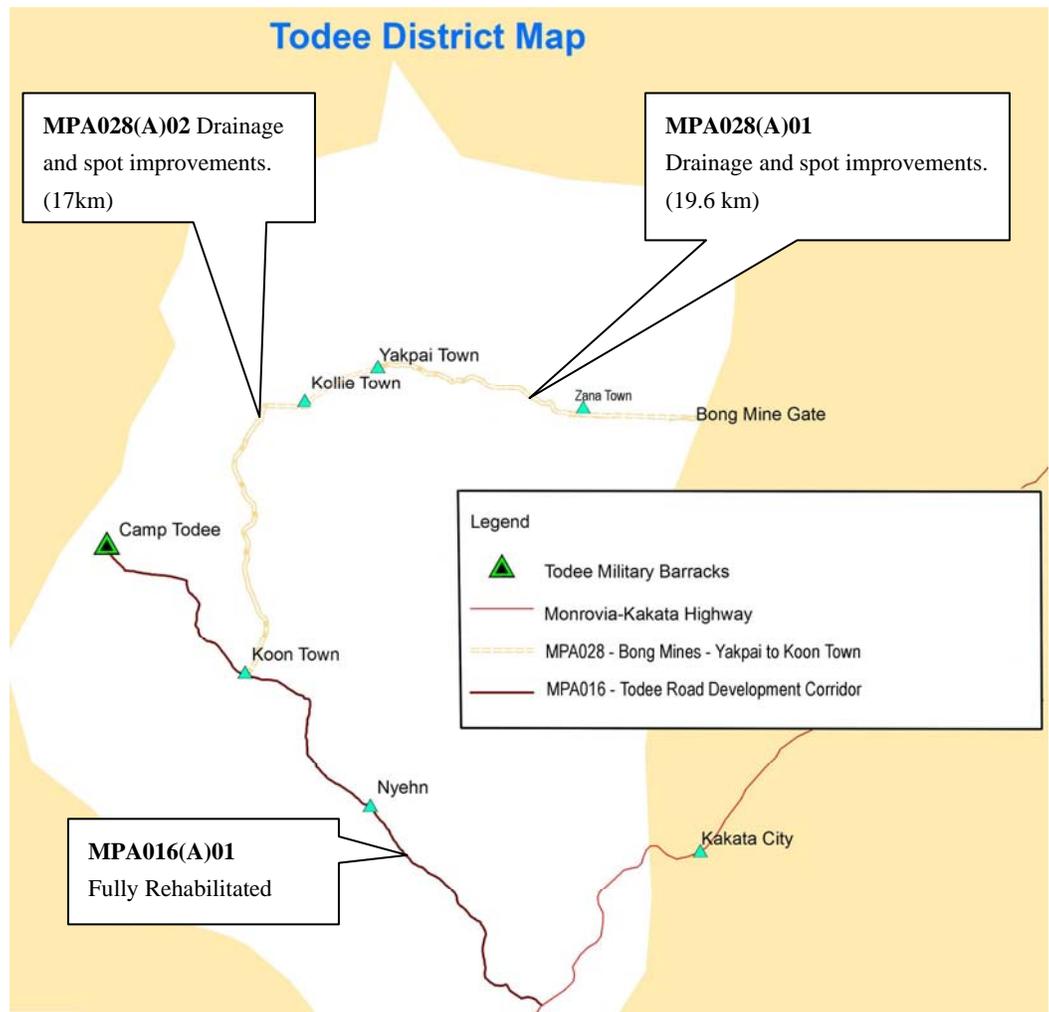
Under the infrastructure component, the Todee Development Corridor has three phases. The first Phase of the project, which started in the year 2007/8, consisted of completion of the 31.25km Todee road and 7 bridges, whose original objective was to enable the reopening of the defunct military barracks (Camp Todee). During this phase, LCIP shifted the focus to place emphasis on addressing poverty reduction. The second intervention during the first phase was community mobilization and development to enhance their participation in project design and implementation of additional off-road social and transportation infrastructure improvements. During FY 2009, 5.25km road was rehabilitated, 5 bridges were completed, communities formed 20 CDCs and 8 registered CBOs, priority community access infrastructure projects (CAIPs) were identified by communities through using an integrated community access-planning tool. 8 registered CBOs participated in labor-based community contracts obtained from road and bridge works subcontractors. The completed projects were handed over to Government of Liberia and Todee community on 13 May 2009. At the end of the activities, travel time was noticeably reduced from 3 hours to 45 minutes. Increased roadside selling was noticed along with greater numbers of people attending the markets. A communications tower was constructed to enhance mobile telephone coverage in the area. Several schools could also be seen to be undergoing rehabilitation.



Figure 1: Potato farmer tending to his crops

The second phase of the project, implemented during the reporting year, consisted of rehabilitation of priority community access infrastructure projects (CAIPs) including:

- Provision of new and rehabilitation of 36 water wells
- 3 class room blocks with a teacher’s lounge and a book store at Nyehn Public school, Manjoe town school and Yoe Public school
- Improvements of the Nurses housing at Nyehn Health Centre, to allow nurses to sleep at Todee rather than travelling to and from Monrovia, thus increasing the amount of time they spend at the clinic.
- One bridge and two vented fords on Koon Town to Yakpai Town road.
- Community based, labor-based routine road maintenance works training scheme, and
- Seven bridges / structures on Sackie Town – Pleemu Town – Zana Town road, currently under procurement.



The works were outsourced to small-scale local contractors or technical NGOs registered in Liberia through a limited competitive bid process (RFP). The local contractors and NGOs worked with CBOs in the areas of the CAIPs.



Figure 2: Rehabilitated section of the Northern Todee Corridor

The CAIPs strategy centered on the created and trained community CBOs and CDCs actively participating in identifying and prioritizing projects that were relevant and important at the community, clan and district level. Under the guidance of an LCIP subcontractor, the 8 CBOs and 20 CDCs identified the school, nurse quarters and community road as community priorities and presented them to LCIP. Communities also contributed land and labor for the first clearing of works. Works are still ongoing and are expected to be completed by December 2009.

The third phase, which began on May 1 2009, focused on opening up access along the Northern Todee corridor. LCIP, through a local subcontractor, has rehabilitated 15.6km of the 19.6km of the Bong Mines to Yakpai Town road and rehabilitated 5 of the 6 bridges along the road. The remaining works are still ongoing. However, the transportation times have already been dramatically reduced from 1 hour to 18 minutes. In order to increase community involvement and ownership over the project, 3 CBOs and 7 CDCs were created and trained in community mobilization, project planning and management skills, and road routine maintenance skills.

Spot improvements along the Koon Town to Yakpai Town road are yet to commence. At the time of the report, the procurement of works had just been completed. This activity will commence in October 2009.

CASH FOOD CROP: PRODUCTION AND MARKETING

LCIP's agricultural goal since mid-2007 has been to help Liberian farmers recapture part of the market share for commonly consumed food crops, which are imported from neighboring countries. The strategy employed to achieve this objective has been to design projects that simultaneously address five areas that must be strengthened:

- Technical expertise;
- Farm-as-business skills;
- Access to markets;
- Appropriate inputs;
- Beneficiary motivation.

Beneficiary motivation is a particular challenge, as Liberian youth are accustomed to instant gratification. However, LCIP addressed that issue by demonstrating to beneficiaries the high demand for and economic potential of staple food crops. The communities targeted in the 2007/2008 pilot project started to earn significant cash for the sale of their staple food crops. Their success allowed LCIP in FY2009 to expand and improve upon the concept in the nine current cash food crops projects in 6 geographic regions.

LCIP's approach is to encourage individual ownership of farms, while emphasizing the importance of farming associations for business purposes. Farmers who own the results are motivated to work harder on their individual farms, while the bargaining power of individual farmers in farming associations is increased when they sell.

The farmers have not only accepted the advantage of the farming associations, but its benefit has been multiplied. For example, in four separate farming associations, members have used profits from the sale of cash food crops and established savings clubs that provide microcredit to their beneficiaries. Each association has between 80,000 and 100,000 Liberian dollars, or US\$1230 and US\$1540 respectively. Member farmers can borrow money for up to three months at an interest rate of 20%, while non- association members pay a slightly higher rate of 25%.

Individual farmers have also demonstrated tremendous accomplishments. For example, in August of 2009, after 6 months in the program, one farmer harvested cassava that sold for \$280,000 Liberian dollars, roughly US\$4,300. With the proceeds, in addition to reinvesting in and expanding his farm, he was able to build a 4-bedroom house on his farm for his family. His sister specializes in corn and, after witnessing his success, she is now motivated to expand her neighboring farm and generate similar results.



Figure 3: Bags of Cassava for selling

Several success stories like these two have been evident to date. However, most success stories are expected to be apparent in the drier months of October, November, and December 2009.

BUSINESS INCUBATION

As part of LCIP's exit strategy, a business incubation project, designed to support transition from grant funding to microcredit as an option for expansion, was introduced. In FY2009, LCIP provided business incubation to 25 businesses whose success and expansion through credit is expected to provide positive role models in their respective business communities. The participants selected included microenterprises, small businesses, and farms that had participated in and/or graduated from LCIP enterprise development projects and that demonstrated exceptional potential. The incubation services included a 3-year business plan plus ongoing consultancy services. Currently, there are few organizations and professionals in Liberia who specialize in business development, particularly consulting and business plan development appropriate for microenterprises. A local consulting firm, Republic Consulting Group, was awarded a grant to work on the business plans and provide ongoing consultancy. Unfortunately, the demand for the business consultants employed by

RCG was significant, and they all resigned from RCG, after being offered higher paying positions. As a result, most of the technical expertise was managed directly by DAI staff.

In spite of the challenges, in August 2009, two beneficiaries received business loans. A blacksmith in Gbarnga, Bong County, received a US\$10,000 loan, and a restaurant in Foya, Lofa County, received a US\$15,000 loan. Both have started making scheduled loan payments.



Figure 4: Mamadee Konneh's Shop

These two achievements represent the first success stories out of the business incubation project, but more loans are expected to be approved before the project's end in December 2009.

The first loan of \$10,000 was extended to Mamadee Konneh, a Mandingo blacksmith who participated in an LCIP enterprise development program in 2005/6. He has continued to participate in LCIP projects, and his business has expanded significantly. Employing advice learned in business development training, Mr. Konneh brought in a business manager as a partner to manage the financial and administrative aspects of their business, while he focused on the trade. Mamadee Konneh Blacksmith Shop regularly receives contracts for items such as farming tools, oil presses, rice mills, and cassava mills. This loan will allow them to increase their capacity significantly. For example, while they previously produced one mill in 10 days, they will now be able to produce three to four mills per week.

HONEY PRODUCTION

The honey production pilot project first took place in 2007 and 2008. The continuation of the project in FY 2009 has been extremely effective. The project aims for FY 2009 were to increase honey production and create associations to strengthen the market power of the honey farmers. Thus far, 150 farmers in three counties have been participating in the program and 6 association groups have been formed.

As part of the grant, a training school was set up and has been in session teaching the 150 farmers on beehive construction, honey processing, harvesting, and marketing strategies. As a way to add value to honey production, the project also began two pilot programs. The first has been teaching farmers how to extract beeswax from the honeycomb debris produced during honey processing and model the wax into candles. The second introduced different types of flowers with different types of nectar to diversify the color and flavor of the rainforest honey.



Figure 5: Constructed Beehive by Beneficiary

The program has also been providing training on snail farming and the growing of Moringa trees. The farmers are being taught how to breed and raise snails, construct snail cages, grow Moringa trees and harvest their leaves, both for consumption and selling on the market. Snails and Moringa tree leaves contain nutritional and medicinal properties which are also being taught to the farmers.

There have been ongoing success stories with this program. Impressive revenue generation was noticed by the end of the fiscal year. One beekeeper started with one hive but quickly understood the potential and slowly increased his hives to 58. As a result, in early August, he managed to sell 75 gallons of honey in two weeks and earned US\$1,500 in honey sales. With that income, he was able to build his three-bedroom home for his family. He currently leads one of the beekeeper associations organized by LCIP. Another farmer was able to sell 43 gallons of honey in one week earning \$850. The association intends to pool their honey production together in order to increase their bargaining power and market share. Talks have begun on supplying supermarkets in Monrovia with honey produced by these farmers and associations.

SANQUIN RIVER BAILEY BRIDGE

In October 2008, the Ministry of Public Works (MPW) and LCIP conducted a site inspection of the Sanquin River Bridge. Due to the increased volume of traffic and heavy loads being transported over the bridge, as a result of improved road access along the Greenville to Buchanan road, severe damage had been inflicted on the bridge and its abutments. The MPW, after the assessment, declared the bridge unsafe for all vehicles, though it was still safe for pedestrian crossings.

As a result, in November 2008, a temporary 190' Bailey bridge structure was assembled over the decaying and damaged bridge to accommodate vehicle crossings while a permanent structure was under construction. The emergency assembly was carried out through a unique partnership with the Ministry of Public



Figure 6: AFL Soldiers setting Bailey Bridge in place

Works, Ministry of Defense, the newly restructured Armed Forces of Liberia (AFL) Engineering Battalion, PAE's Security Sector Reform military mentors and trainers, and USAID's LCIP Engineers. This exercise was used as a training exercise for the new Engineering Battalion of the AFL, and was one of the first non-combat activities that the soldiers had taken part in. This activity was also a good opportunity to introduce the new face of the peaceful AFL to the people. More than 100 young AFL soldiers proudly passed through the many communities along the road, greeted by waving flags, cheering and singing, along with words of gratitude for the work that the AFL was going to carry out.

After the completion of this emergency (temporary) solution, in March 2009, LCIP began the mobilization of labor and materials to the Sanquin bridge site and began concrete substructure works in April 2009. As a way to secure active community involvement, most unskilled labor and materials, such as sand and crushed rock, were sourced directly from surrounding communities. Community groups were paid market rates for all resources consumed by the project. It is estimated that close to \$100,000 was injected into this local rural economy.

Between April and early July 2009, the two new bridge abutments were constructed. Concrete works (400 m³ or 1000 tons) for the foundations and wall stems and forming of the abutments were executed during May and June. Access ramps, (7,500 m³ or 15,000 tons of lateritic road gravel), linking the new bridge with the existing road were undertaken concurrently with the concrete works.



Figure 7: Bailey Bridge over old log bridge

The moving of the Bailey bridge from the old log bridge to the new abutments was scheduled for mid-July to accommodate the Bailey Bridge Expert that would lead the process. However, the two weeks necessary to move the Bailey bridge happened to coincide with Liberian Independence Day. The Buchanan to Greenville road closure would have made it difficult for Sinoe residents to attend the celebrations in Gbarnga, the host city. DAI was asked by MPW, with USAID in agreement, to delay the launch. A new launch date is scheduled for early November for completion by the end of December 2009.

GREENVILLE BUCHANAN ROAD

The Greenville Buchanan road is a national highway linking three (3) counties- Grand Bassa, Rivercess and Sinoe - with more than 106 large communities. The total length of road expected to be rehabilitated under the contract was 149 miles, and the approved funding total was \$2.316 million. Much of the original road was a

network of old logging roads that was neither designed, nor maintained, to provide access to non-logging traffic. The USAID funded rehabilitation funding under LCIP was limited to cross-drainage structures, small bridges, and improvements to the surface at 50 of the worst spots on the road that limited access during the peak rainy season. Funding was never intended, nor was it sufficient, to upgrade or improve the alignment and surface material of the road, and did not include sealing or paving the road surface.

The Greenville Buchanan road rehabilitation efforts began in March 2007 under LCIP I (Task Order # 3). Due to the enormity and complexity of the road, rehabilitation efforts carried on into LCIP II though the scopes of work varied. The purpose of this grant was to conduct effective repair and replacement of drainage structures along the road and provision of basic all weather access to the counties linked by the road. The drainage structures were meant to provide a foundation for further road improvements including future re-surfacing and realignment of the road to improve mobility along the road. During implementation of works, LCIP initially struggled with the quality and pace of work produced under the large subcontracts given to larger subcontractors, as well as the supervision, which was provided by a private Liberian architectural and engineering firm.

LCIP Impact: Greenville Buchanan Road

- *All weather access along the entire 246 km stretch*
- *Reduced journey times by 70%*
- *100% of the construction by local firms*

After releasing funding under LCIP II, in February 2008, for the continuation of the grant, a Technical Memorandum of Understanding (MOU) was signed by both DAI and USAID. The MOU effectively revised the scope of work for the rehabilitation of this road, limiting interventions to only those structures that were not currently sustainable within the next 3 to 5 years. For example, any log bridge that had an expected life span of 3 to 5 years was not to be replaced with permanent concrete culverts or small concrete bridges.

As time went on, LCIP learned that awarding and supervising smaller subcontracts issued to medium and small subcontractors, greatly improved the quality of work produced, and the LCIP Engineering team was staffed with additional road inspectors and managers (both expatriate and Liberian) for supervision. LCIP also employed a materials testing technician and purchased specialized imported equipment to identify and select the location of soil materials to be used, as well as testing the quality of concrete used in cross drainage structures and bridges, as a way to control and monitor subcontractor performance and compliance with technical specifications. Starting in November 2008 LCIP organized classroom and practical training programs to a group of selected small subcontractors, focusing on reading and understanding drawings, technical specifications, budgets, and identifying resources of labor and materials needed to be successful.



During the 2009 rainy season, DAI also awarded a number of subcontracts to the trained subcontractors for the implementation of routine and emergency road maintenance, to maintain access along the road during this difficult time of year. Subcontractors were assigned to various locations to ensure that any emergency road closure due to fallen trees, bad surface spots, or log bridge failures were limited to less than 24 hours. At the close of the rainy season, the same subcontractors cleared culvert lines with accumulated debris, side brushed new vegetation, cleared fallen trees, and reopened side drains, as part of the routine maintenance activities, which should be completed each year to ensure continued access to the road.

Figure 8: Drainage Works along the GB Road From the inception of the project to completion in August 2009, 464 persons participated in the implementation of rehabilitation works along the road generating 103,366 person days of employment.

where they would be visited by their trainers and mentored before returning for the last part of the course. Several students were informally interviewed during the visit. These students expressed their pleasure at being able to take part in the program and said they had been taught many new and useful tools. They expressed their satisfaction with the classrooms and dormitories. The ZRTTI Business Manager, Mr. Kunukie, also expressed his gratitude for the ZRTTI rehabilitation efforts.

REHABILITATION OF THE MINISTRY OF PUBLIC WORKS

In March 2009, LCIP held the dedication ceremony for the Ministry of Public Works complex. This 113,000 square foot building renovation included 6 buildings within the MPW compound located in Monrovia. The 6 buildings included a main building with offices for ministerial, administrative and operations staff, a warehouse, a heavy duty and light duty workshop, a traffic workshop and a mechanics office. As a result of the LCIP activity, 180 persons gained temporary employment during the construction activities between July 2007 and March 2009, generating 45,274 days of employment.

The rehabilitation of the MPW building was originally scheduled to be completed in 6 months (January 2008), however, due to a number of challenges with the subcontractor, A&E consultant supervision, and delays caused by the MPW itself, who continued to occupy the compound throughout the reconstruction process, construction extended for nearly 14 months beyond the originally scheduled completion date.



Figure 12: MPW Building Before

DAI has taken a much more active and direct role in supervising construction progress, and like MPW, has taken over the supervision where the A&E consultants demonstrated a lack of capacity. Additionally, on many current projects, DAI has taken a lead in procurement of direct expenditures which has reduced the subcontractor's need for cash-on-hand and improved speed of delivery of materials. In many cases DAI takes a much more hands-on approach to working to support the subcontractor in its procurement scheduling, cash –flow, transportation, and even consulting advice for management.

This project reflected the many challenges of rehabilitating key public infrastructure in Liberia; Lack of local contractor capacity, insufficient availability of locally supplied construction material, competing priorities within the Government of Liberia counterparts, and recruiting sufficient engineering capacity within LCIP. Many lessons learned have certainly been documented and are being used in projects currently under implementation by DAI under this task order. For example,

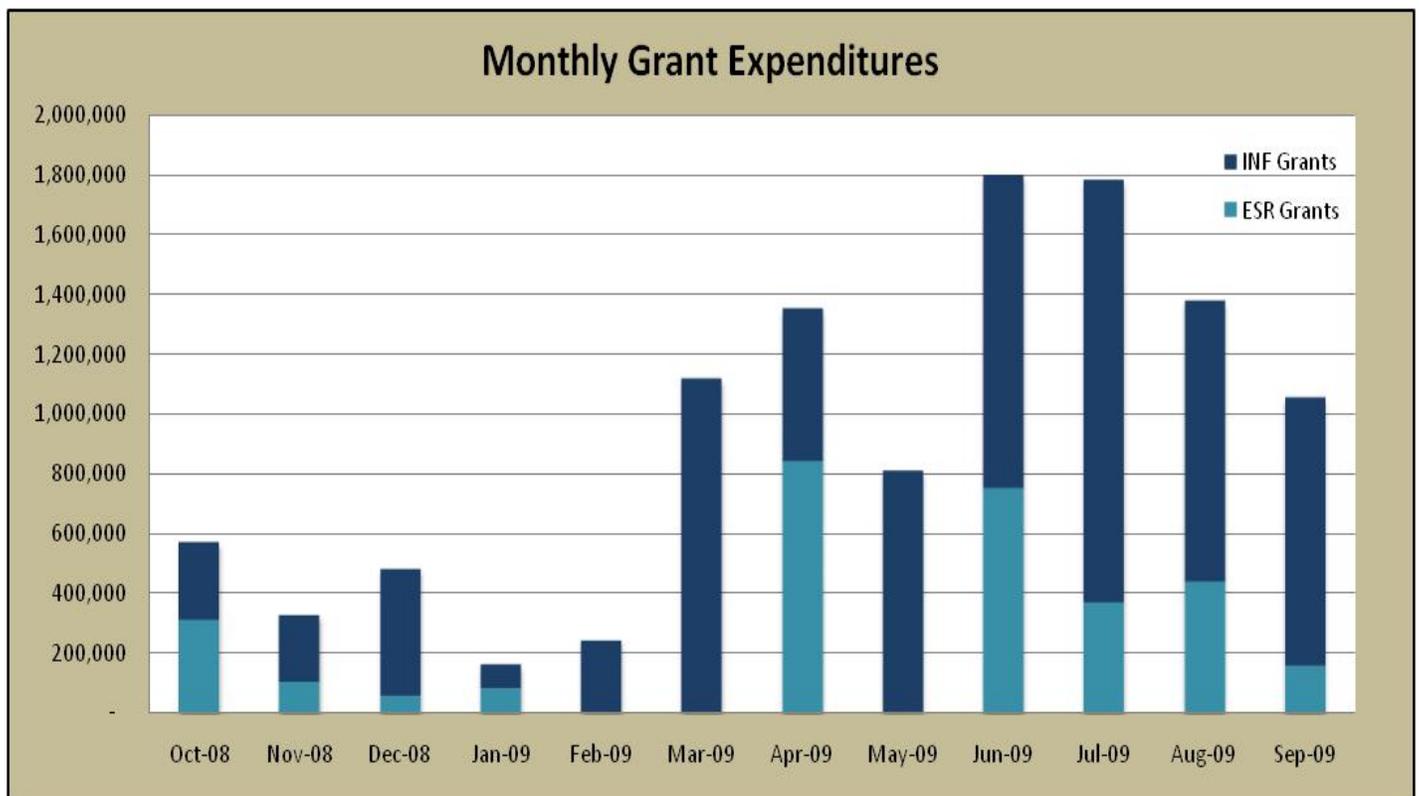


Figure 13: MPW Building After

SUMMARY FY 2009: GRANT ACTIVITIES

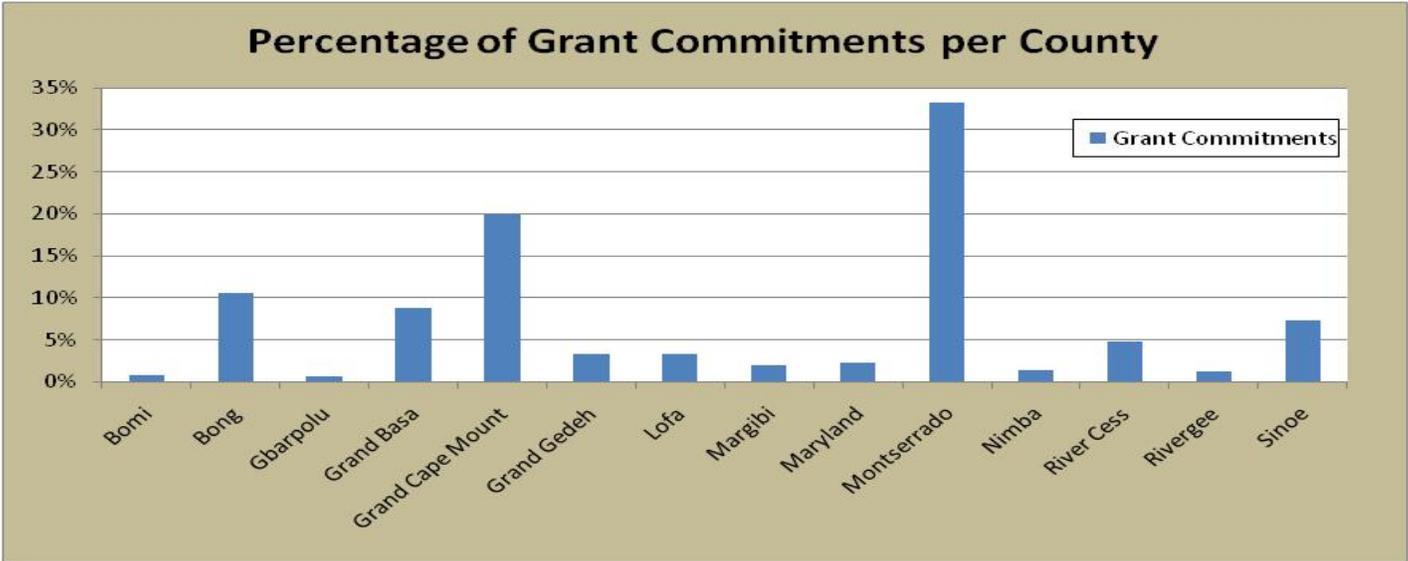
Grants to local implementing partners were the key to LCIP's work in all of the communities for both the INF and ESR activities. To date LCIP II has awarded 64 grants: 43 ESR grants and 21 INF master grants (including more than 90 sub-contracts). A LOP total of \$32,455,211 (of the \$49,998,676 total funding available through April 30, 2010) has been committed to these activities. The graph below depicts the monthly grant expenditure between October 2008 and September 2009 for both Infrastructure and ESR grants.

During this reporting period, a total of \$11,072,520 was spent on grant activities with 72% spent on infrastructure activities and 28% spent on ESR activities.

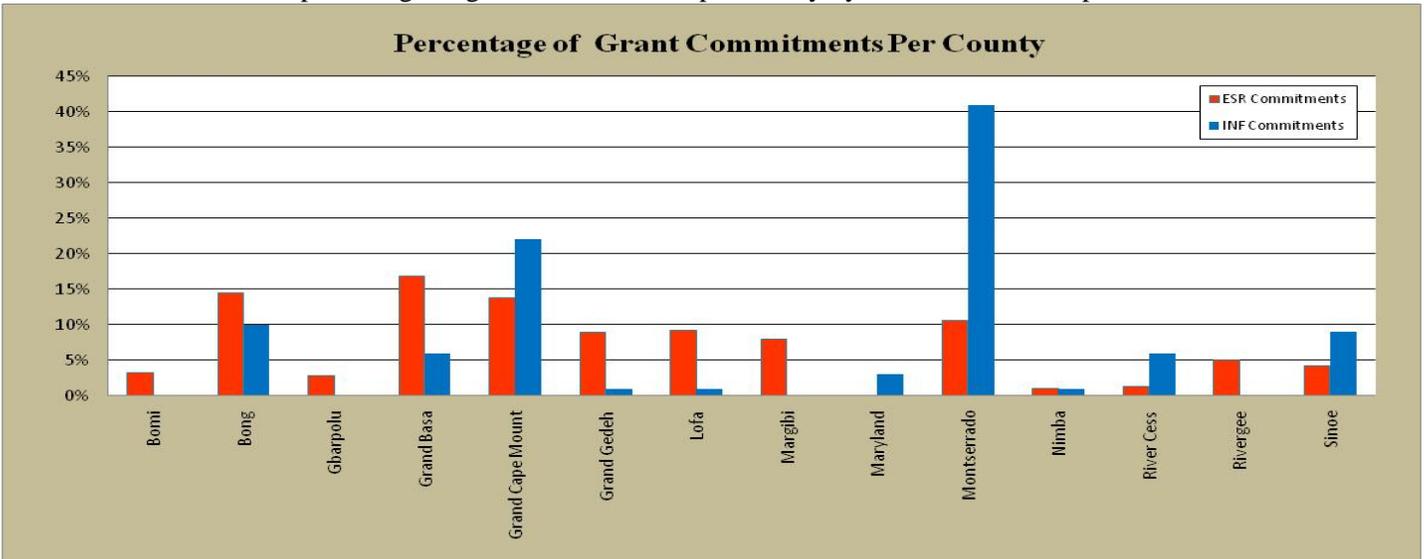


GEOGRAPHIC DISTRIBUTION OF GRANTS

A map of all activities can be found in the appendix. During the course of this year, LCIP committed grants in 14 counties. The percentage distribution of the grant values, by county, is summarized below. The percentages are based off the total amount of grants expenditures from Work plan II. One third of LCIP grants were committed in Montserrado County, which included the rehabilitation of the National Elections Commission (\$2.5M), the rehabilitation of the Todee Development Corridor Project (\$1.5M) and the rehabilitation of Fendall Campus (\$1.2M), three of the largest commitment amounts. Grand Cape Mount County received 20% of funding commitments, the majority of which is due to the rehabilitation of the Robertsport Medina Road (\$3M).



Below is a breakdown of percentage of grant commitments per county by ESR and INF component.



SUMMARY FY 2009: PROGRAM ACTIVITIES

The following narrative focuses on three critical aspects of program achievements during the last 12 months, and for FY 2009:

- I. Achievement across the entire program portfolio (ESR and INF), measured in beneficiary and person days of employment (PDE);
- II. Key performance indicators, of which most linked to USAID's Foreign Assistance Framework and/or USAID/Liberia's Operational Plan reporting; and,
- III. LCIP II task accomplishments.

I. BENEFICIARY AND PERSON-DAYS-OF-EMPLOYMENT (PDE) ACHIEVEMENTS

For most of the grants that are ongoing or have been recently completed, both beneficiary targets and PDE targets have been met or exceeded through September 30, 2009. There are several reasons for this, including:

1. Many of the subcontractors, such as the NEC, ramped up their workforce prior to the heavy rain periods to try to accomplish as much as possible during the dry period. This also translated into actual PDE exceeding target PDE figures for the majority of the infrastructure projects.
2. ESR activities, once begun, were actually able to absorb more beneficiaries than had been originally anticipated. The actual beneficiaries currently participating in the program are two to three times more than anticipated. This has also translated into higher than expected PDE.
3. In some cases, for both Infrastructure and ESR projects, actual beneficiaries closely met or exceeded the target figures, while actual PDE did not meet their targets. This can be attributed to the late start in activities, such as Private Sector Development, the Border Posts, and Fendall Campus, which were several months behind the originally planned schedule.
4. Border Post activities did not meet their target for both workforce and person days of employment. In the Year II Work plan, the rehabilitation efforts on the four selected border posts had been scheduled to begin in January 2008. However, only the Bo Waterside border post rehabilitation had begun, and this did not get underway until August 2009, thus the reason why neither targets were met.

The following tables show the current list of LCIP II activities, through September 2009, the original targets (reference Year II Annual Work Plan dated November 2008) and actual (cumulative to date) results, including any currently active or recently closed grants that occurred within the second year of LCIP II activities.

Table 1: LCIP II: FY 2009 Beneficiary Data

TYPE	ACTIVITY	STATUS	Target Workforce (A)	Jul – Sep 09 (B)	Total # of Work Force (Oct 08 - Sep 09) (C)	% of Target Achieved to Date (D) = (C/ A)	Target PDE (E)	Jul – Sep 09 (H)	Total # of PDE (Oct 08 - Sep 09) (I)	% of Target Achieved to Date (J) = (H/I)
ESR	Activities within Private Sector Development Component	O	915	902	1,867	204%	62,370	21,252	28,994	46%
ESR	Activities within Agriculture Production Component	O	1,645	2,906	6,548	398%	11,550	102,764	78,924	683%
ESR	Activities within Small Scale Community Infrastructure Component	O	100	-	415	415%	2,888	-	6,825	236%
ESR	Activities within CPMR Component	O	250	279	439	176%	n/a	1,736	4,936	n/a
INF	Rehabilitation of Maryland County City Hall	O	71	128	128	180%	13,044	19,998	19,998	153%
INF	Rehabilitation of National Elections Commission	O	91	106	243	226%	16,951	7,988	16,376	97%
INF	Rehabilitation of TNIMA	O	115	144	144	125%	23,019	6,386	13,808	60%
INF	Rehabilitation Four Border Posts	O	36	25	25	69%	6,906	1,294	1,294	19%
INF	Rehabilitation of Engineering Building – Fendall Campus	O	103	98	98	95%	19,113	3,298	3,298	17%
INF	Rehabilitation of Robertsport Medina Highway	O	344	116	278	81%	15,102	13,502	33,620	223%
INF	Rehabilitation of Sanquin River Bailey Bridge	O	115	108	148	129%	5,034	1,838	6,636	132%
INF	Rehabilitation of a Feeder Road Development Corridor (Including MPW Capacity Building)	O	306	277	506	165%	13,424	17,815	35,930	268%
INF	Rehabilitation and Maintenance of Buchanan to Greenville Road	C	*120	90	421	351%	*7,920	1,802	51,849	655%
	TOTAL		4,211	5,179	11,260	267%	197,321	197,673	302,488	153%

C = Complete, O = Ongoing, D = Delayed

II. KEY PERFORMANCE INDICATORS

IR 1: Employment and skills development opportunities for unemployed youth expanded

The LCIP II development hypothesis was that as the skills, knowledge, and attitudes of Liberian youth increases, through internships, apprenticeships, on-the-job training, and through professional training, then the opportunities to gain employment will expand. This IR is focused on the supply side of employment – considering that there are jobs available, but that many Liberians seeking those jobs need additional experience or skills and knowledge in order to successfully compete for those jobs.

Performance of LCIP II impact for IR 1 is measured at the individual level. Overall, the performance of LCIP’s activities has been mixed, some targets were exceeded, some were met, and others were unmet. Targets for LCIP II FY 2009 were set based on an assumption that workforce development is focused on building up skill sets through training and mentorship of the individuals partaking in the program.

Please note that the targets and actual results reflect the period from October 2008 through September 2009, which does not always coincide with the completion of grants. Thus, the measurement, based on an annual basis, can distort the achievements made under the entire portfolio over the entire Task Order period.

Indicator No.	Name of Indicator	Performance		
2	Number of persons participating in workforce development program (<i>FY 2009/10 OP indicator</i>)	FY 09 Target	2,910	Deviation (± 10%)
		FY 09 Actual	6,902	Exceeded
Analysis	<p>This target included all participants taking part in workforce development activities, which involve skills training. Casual construction (INF projects) laborers were not included in this figure.</p> <p>The activities included comprise mainly of ESR activities such as the RAP program, PIP and agricultural production programs. The INF activities included were limited to the MPW capacity building training and the Small Contractor Training.</p> <p>As can be seen, the target has surpassed the target set. This was mainly due to the agricultural programs, which have been able to absorb more people than originally expected. Many farmers have requested to involve their families in the rehabilitation process, especially the elderly farmers who cannot do a lot of the manual labor required. Therefore, the families have also been taking part in the trainings and demonstrations on how to rehabilitate their farmland.</p>			

Indicator No.	Name of Indicator	Performance		
3	Number of persons completing workforce development program (<i>FY 2009/10 OP indicator</i>)	FY 09 Target	200	Deviation (± 10%)
		FY 09 Actual	19	Unmet
Analysis	<p>The 19 people that have completed the workforce development were participants that took part in the Small Contractors training held by the INF division. The target was based off the assumption that the Private Sector Internship Program (PIP), under ESR, would have started in January 2009. The program was designed to provide 3 month internships to participants on a rolling basis, with new interns for each cycle. The 200 target represents the estimated figures of those interns that would have finished their 3 month internships. However, the intern placements did not begin until July 2009. Results cannot be measured until January 2010.</p>			

Indicator No.	Name of Indicator	Performance		
4	Number of persons gaining employment or more remunerative employment as a result of participation in workforce development program (<i>FY 2009/10 OP indicator</i>)	FY 09 Target	100	Deviation (± 10%)
		FY 09 Actual	4	Unmet
Analysis	The target above was also set based off the PIP program under ESR. The grant, intended to have begun in January 2009, would have occurred in a cyclical manner with intern programs lasting only 3 months. However, due to the delays in the start of the programs, intern placements began in July, which meant that the first cycle of interns will not end until the end of September. Thus, the target was not achieved.			

Indicator No.	Name of Indicator	Performance		
5	Number of farmers trained in agricultural sector productivity (<i>Proposed new FY2009/10 OP custom Indicator</i>)	FY 09 Target	2,970	Deviation (± 10%)
		FY 09 Actual	3,506	Exceeded
Analysis	This indicator is based off all ESR agriculture activities. Under these activities, the trainings are a continuous process; however, there are some trainings in each grant that are standalone. The 3,506 farmers reported above have all completed some form of stand-alone training; however, they are still engaged in ongoing training activities that will continue throughout the grant.			

Indicator No.	Name of Indicator	Performance		
10	Number of person days of employment generated (<i>Proposed FY 2009/10 OP custom indicator</i>)	FY 09 Target	176,000	Deviation (± 10%)
		FY 09 Actual	302,488	Exceeded
Analysis	<p>The results exceeded the target by 151%. The reasons for this increase are as follows:</p> <ol style="list-style-type: none"> Generally, all of the national infrastructure projects show PDE results higher than the original targets, due to 6 – 7 day workweeks, and in some cases, such as the NEC, double shifts. There was a great push towards the beginning of the rainy season to maximize on the dry weather conditions before the rains began. The ESR agricultural projects were able to absorb more people in their programs than originally anticipated. This accounts for a big part of why more persons were partaking in income generating activities than had initially been estimated. 			

Indicator No.	Name of Indicator	Performance		
13	Number of person days of training to improve local capacity for management and implementation of infrastructure activities (<i>Proposed new FY 2009/10 OP custom indicator</i>)	FY 09 Target	600	Deviation (± 10%)
		FY 09 Actual	805	Exceeded
Analysis	Training to improve local capacity includes the small infrastructure contractor training, the Ministry of Public Works Capacity training and the Todee Development Corridor CBO training.			

IR 2: Community infrastructure and essential services strengthened

The LCIP II development hypothesis that as community infrastructure improves and essential services are restored, employment opportunities will expand for marginalized youth and other populations. This will occur as farmers, smallholders, micro and small business owners, and cottage industry participants improve their business practices, reduce transportation costs, and participate more competitively in the market place. Activities that contribute towards the achievement of this IR include the restoration of basic services, such as clean water, access to agricultural inputs (including technologies), access to markets, and access to market information. This IR is focused on the demand side of employment – considering that there are people seeking jobs, but that many Liberian firms will only be able to hire additional employees or provide better jobs for their existing employees (or themselves) if their business are successful and expanding.

Performance of LCIP II impact for IR 2 is measured at the firm or organization level. Overall, LCIP II met or exceeded performance for this result.

Indicator No.	Name of Indicator	Performance		
1	Number of additional hectares under improved technologies or management practices (<i>FY 2009/10 OP indicator</i>)	FY 09 Target	2,333 ha.	Deviation (± 10%)
		FY 09 Actual	3,524.35 ha.	Exceeded
Analysis	This indicator target was exceeded. This indicator includes both cash tree and cash food crops. Many of the agricultural programs were able to absorb more farmers into the programs than originally envisaged, thus more hectares of land were able to be put under improved management practices.			

Indicator No.	Name of Indicator	Performance		
6	Number of micro enterprises receiving business development services (<i>FY 2009/10 OP indicator</i>)	FY 09 Target	1,110	Deviation (± 10%)
		FY 09 Actual	3,832	Exceeded
Analysis	Micro enterprise relates to most of the ESR activities, such as agriculture, small business incubator, cottage industry and			

	microenterprise development project. Each RAAP Artisan and agriculture farmer in the RAAP and agriculture programs has an element of business development service incorporated into the programs. The agriculture and RAAP interventions have been able to accommodate more farmers and artisan shops than initially thought at the time of writing of the Year II Annual Work plan.
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Indicator No.	Name of Indicator	Performance		
7	Number of micro enterprises linked to larger-scale firms as a result of assistance (<i>FY 2009/10 OP indicator</i>)	FY 09 Target	45	Deviation (± 10%)
		FY 09 Actual	22	Unmet
Analysis	<p>The 22 micro-enterprises linked to larger-scale firms include 4 honey groups, 2 rice producer associations and 16 enterprises under the RAAP program.</p> <p>The ESR team and its grantees are currently working on finalizing access to and/or formations of group associations, so linkages of these associations to larger-scale firms has not yet been accomplished.</p>			

Indicator No.	Name of Indicator	Performance		
8	Number of producers organizations, water associations, trade and business associations, and community-based organizations (CBOs) receiving assistance (<i>FY 2009/10 OP indicator</i>)	FY 09 Target	30	Deviation (± 10%)
		FY 09 Actual	37	Exceeded
Analysis	<p>The actuals are made up of 17 Community Based Organizations and 20 County Development Committees set up under the Todee Development Corridor and others that took part in the small contractor training program, under the Infrastructure component. ESR is currently focusing on trying to create business associations, particularly under the agriculture grants, but these have not yet been solidified.</p>			

Indicator No.	Name of Indicator	Performance		
9	Value (in US\$) of community contribution to LCIP II activity	FY 09 Target	Minimum of 200 USD per community	Deviation (± 10%)
		FY 09 Actual	Average of 650 USD per community	Exceeded
Analysis	<p>The average community contribution was based on a total value of USD\$56,543.00, which was contributed by 87 communities. The contributions include the values of raw materials (stone, labor, bricks, and other inputs) and land. These contributions were calculated based on RAAP, Rubber Nursery, Rubber Rehabilitation and Agriculture Production activities only. The value of community contribution is calculated based off current local market values of the labor and materials being provided by the communities.</p>			

Indicator No.	Name of Indicator	Performance		
16	Number of sub-national government entities receiving assistance to improve their performance (<i>USAID FAF Standard Indicator – Program Element Local Government and Decentralization</i>)	FY 09 Target	12	Deviation (± 10%)
		FY 09 Actual	12	Met
Analysis	The target for this indicator was met. The sub-national government industries receiving assistance were mainly benefitting from Infrastructure activities through the rehabilitation of roads and government buildings. Some of the county level ministries being assisted were the Ministry of Public Works, Ministry of Finance, Ministry of Agriculture, Drug Enforcement Agency, Ministry of Health, Ministry of Education and Ministry of Internal Affairs.			

IR 3: Public infrastructure rehabilitation and reconstruction links communities to government

The LCIP II development hypothesis is that as national and public infrastructure are restored, communities – whether urban, peri-urban, or rural – will be able to better communicate and participate in making decisions with their government representatives. As well, as such infrastructure is rehabilitated, the Liberian government is more able to “get out to” the citizens and demonstrate the return to normal governance. This IR focused on the foundation of governance – considering that Liberians will be able to return to normalcy, when national roads and bridges are restored and public buildings are functional, operating and earning income (reduced transportation costs increases profit). This is essential to achieving the LCIP II objective of expanding employment opportunities.

Performance of LCIP II impact for IR 3 is measured at the national level. Overall, LCIP II results were mixed.

Indicator No.	Name of Indicator	Performance		
11	Kilometers of transport infrastructure constructed or repaired (<i>FY 2009/10 OP indicator</i>)	FY 09 Target	75 km	Deviation (± 10%)
		FY 09 Actual	281.38km	Exceeded
Analysis	The original 75 km was determined based on the completion of approximately 90% all roads being rehabilitated (85km) during this period. The target was set based on the 30km road rehabilitation works for feeder roads, 40km for the Robertsport – Medina Road, and the balance for the Greenville – Buchanan road rehabilitation and maintenance. The estimate for the Greenville – Buchanan road rehabilitation and maintenance efforts were undervalued. 91 km of road were rehabilitated and there were several spot repairs along a 118 km stretch of the road. Several cost savings were gained during implementation. These savings were injected back into the project and used to increase the number of bad spots that would be repaired.			

Indicator No.	Name of Indicator	Performance		
12	Number of bridges rehabilitated or reconstructed	FY 09 Target	7 bridges	Deviation (± 10%)
		FY 09 Actual	18 bridges	Exceeded
Analysis	<p>During the period of the initial road condition surveys and assessments, there were structures that could not be seen, and were destroyed by over loaded trucks that exceeded the actual loading that the structures were designed to resist thereby causing structural failure. Some feeder roads had also not been assessed at the time that the targets were being set.</p> <p>Greenville-Buchanan road team rehabilitated 7 log bridges, while 10 bridges were rehabilitated along the Todee development corridor and the Sanquin bridge was put in place.</p> <p>Note – cross-drainage and culvert structures were not counted as bridges under this indicator.</p>			

Indicator No.	Name of Indicator	Performance		
14	Square feet of buildings rehabilitated (<i>revised</i>)	FY 09 Target	59,000	Deviation (± 10%)
		FY 09 Actual	36,000	Unmet
Analysis	TNIMA was the only building that had been fully rehabilitated at the time of this report. Due to the delays in the start of implementation of the NEC, Maryland City Hall and Fendall Campus, these results cannot be reported in FY 2009.			

Indicator No.	Name of Indicator	Performance		
15	Number of classrooms repaired (<i>USAID FAF Standard Indicator – Program Element Basic Education</i>)	FY 09 Target	18	Deviation (± 10%)
		FY 09 Actual	12	Unmet
Analysis	<p>The target for this indicator was based on rehabilitation works on Fendall Campus. Due to the late start of the project, no classrooms have yet been fully rehabilitated.</p> <p>However, rehabilitation works on the TNIMA dormitory included 7 classrooms within the dorms and there were some off-road activities along the Todee Development Corridor which involved the rehabilitation of schools. These activities made up 12 classrooms indicated under the actuals.</p>			

FY2009 Performance Indicators – Year II Work plan Activities

The following tables show the **required** (USAID Annual Report) performance indicators and targets, as per the May 2008 LCIP II Performance Management Plan and USAID Operational Plan for FY 2009 and actual (cumulative to date) results, including any currently active or recently closed grants that occurred within the second year of LCIP II activities.

Table 2: FY 2009 Key Performance Indicators

#	Indicator	Component	Target FY 2009	Actuals FY 2009	Deviation (±10%)	Types of LCIP Activities
1	Number of additional hectares under improved technologies or management practices (<i>FY 2009/10 OP indicator</i>)	ESR	2,333	3,524.35	Exceeded	Agricultural productivity
2	Number of persons participating in workforce development program (<i>FY 2009/10 OP indicator</i>)	ESR, INF	2,910	6,902	Exceeded	Agricultural productivity, Workforce development, Microenterprise productivity
3	Number of persons completing workforce development program (<i>FY 2009/10 OP indicator</i>)	ESR, INF	200	19	Unmet	Agricultural productivity, Workforce development, Microenterprise productivity
4	Number of persons gaining employment or more remunerative employment as a result of participation in workforce development program (<i>FY 2008 OP indicator</i>)	ESR	100	4	Unmet	Agricultural productivity, Workforce development, Microenterprise productivity
5	Number of farmers trained in agricultural sector productivity (<i>Proposed new FY 2009/10 OP custom indicator</i>)	ESR	2,970	3,506	Exceeded	Agricultural productivity
6	Number of micro enterprises receiving business development services (<i>FY 2009/10 OP indicator</i>)	ESR	1,110	3,832	Exceeded	Agricultural productivity, Workforce development, Microenterprise productivity
7	Number of micro enterprises linked to larger-scale firms as a result of assistance (<i>FY 2009/10 OP indicator</i>)	ESR	45	22	Unmet	Agricultural productivity, Workforce development, Microenterprise productivity
8	Number of producers organizations, water associations, trade and business associations, and community-based organizations (CBOs) receiving assistance (<i>FY 2009/10 OP indicator</i>)	ESR & INF	30	37	Exceeded	Agricultural productivity, Workforce development, Microenterprise productivity, Community infrastructure,

#	Indicator	Component	Target FY 2009	Actuals FY 2009	Deviation (±10%)	Types of LCIP Activities
9	Value (in US\$) of community contribution to LCIP II activity	ESR & INF	Min of \$USD 200/ community	Average of \$USD 650/ community	Exceeded	Agricultural productivity, Workforce development, Microenterprise productivity, Community rehabilitation
10	Number of person days of employment generated (<i>Proposed FY 2009/10 OP custom indicator</i>)	ESR & INF	176,000	302,488	Exceeded	All INF Activities, RAP Apprentices, PIP interns, Rubber Rehab, SSCI, Fisheries, POTUS Furniture
11	Kilometers of transport infrastructure constructed or repaired (<i>FY 2009/10 OP indicator</i>)	INF	75 km	281.38km	Exceeded	Road rehabilitation (including feeder roads)
12	Number of bridges rehabilitated or reconstructed	INF	7	18	Exceeded	Road rehabilitation (including feeder roads)
13	Number of person days of training to improve local capacity for management and implementation of infrastructure activities (<i>Proposed new FY 2009/10 OP custom indicator</i>)	INF	600	805	Exceeded	Public and community infrastructure
14	Square feet of buildings rehabilitated (<i>revised</i>)	INF	59,000	36,000	Unmet	Public and community infrastructure
15	Number of classrooms repaired (<i>USAID FAF Standard Indicator – Program Element Basic Education</i>)	INF	18	12	Unmet	Public and community infrastructure
16	Number of sub-national government entities receiving assistance to improve their performance (<i>USAID FAF Standard Indicator – Program Element Local Government and Decentralization</i>)	INF	12	12	Met	Buildings (ministries, including line ministries at border posts) and Roads (county governments)

List of IRs

1. Employment and skills development opportunities for unemployed youth expanded;
2. Community infrastructure and essential services strengthened
3. Public infrastructure rehabilitation and reconstruction links communities to government

FY2008 Performance Indicators – Year I Work plan Activities

Under the Year 1 Work plan, there were a few activities that were wrapped up during this current reporting period and so were not reported in the previous annual report. Below are the full figures for the eight indicators that were affected by the completed projects.

Table 3: FY 2008 Key Performance Indicators

#	Indicator	IR	Target (FY 2008)	Actual (FY 2008)	Actual (FY 2009)	Total Actuals Achieved	Deviation (± 10%)	Types of LCIP Activities
1	Number of hectares of land rehabilitated (<i>FY 2008 OP indicator</i>)	1 & 2	3,500	5,102	243	5345	Exceeded	Rubber nursery, Rubber rehabilitation, All 6 Agriculture marketing grants
2	Number of persons participating in workforce development program (<i>FY 2008 OP indicator</i>)	1 & 2	10,000	5,439	2,813	8,306	Unmet	RAP, PIP, Rubber rehab, Rubber nursery, All Ag. Marketing grants
3	Number of persons completing workforce development program (<i>FY 2008 OP indicator</i>)	1 & 2	7,500	3,739	2,513	6,252	Unmet	RAP, PIP, Rubber rehab, Rubber nursery, All Ag. Marketing grants
4	Number of persons gaining employment or more remunerative employment as a result of participation in workforce development program (<i>FY 2008 OP indicator</i>)	1 & 2	3,750	3,157	362	3,519	Met	RAP, PIP, Rubber Rehab, Rubber nursery, All Ag. Marketing grants
5	Number of people trained	1, 2 & 3	5,093	3,272	1,045	4,317	Unmet	RAP, PIP, Rubber Nursery, Rubber Rehab, Ag Production (6 grants)
7	Number of person days of employment generated	3	143,726	689,632	8,304	697,936	Exceeded	All activities
11	Number of Buildings Rehabilitated	2 & 3	10	59	21	80	Exceeded	Bomi Admin, Buchanan Admin, KRTTI, ZRTTI, Sinoe Admin, Lofa Admin and MPW
12	Number of Classrooms Repaired	2 & 3	No Target	22	19	41	N/A	KRTTI and ZRTTI

These added activities did not change those targets that were unmet to met or exceeded. The justifications provided in the previous annual report provide the details behind why the Year I targets were unmet and why some were exceeded by large margins.

III. TASK ACCOMPLISHMENTS

The following chapter provides an explanation of the accomplishments achieved, organized first by Component, then by Task, as per the Year II Work plan.

COMPONENT 1: Economic and Social Reintegration (ESR)

Table 4: Status of LCIP II Year II Work Plan Tasks - ESR

#	Activity	Original End Date	Revised End Date	Status
1	Activities within Private Sector Development Primary Task Area	Dec-09	On schedule	Open
2	Activities within Agriculture Production Primary Task Area	Dec-09	On schedule	Open
3	Activities within Small Scale Community Infrastructure Primary Task Area	Dec-09	On schedule	Open
4	Activities within CPMR Primary Task Area	Dec-09	On schedule	Open
5	Delivery of Potus Furniture <i>* LCIP completed the furniture production on schedule. However, the furniture transport and delivery was not originally an LCIP task, and the road challenges combined with the timing (rainy season) caused a delay in project completion, expected for the first quarter of FY2010.</i>	Feb-09	Dec-09	Open

During the year under review, the ESR project portfolio was divided into two main areas: private sector development and agricultural sector development. Projects falling within both components were supported by crosscutting elements including workforce readiness workshops and relevant small-scale community infrastructure. Moreover, the two technical sectors overlap significantly in the areas of workforce development and access to credit, as well as support to cottage industry, microenterprise, and small business. This configuration was developed based on lessons learned and prioritized needs determined through LCIP's previous project experience.

Overall strategy

In FY 2009, LCIP continued to support the rehabilitation and expansion of microenterprises and smallholder farms in diverse sectors under the premise that their restored productivity would create jobs. Sectors selected included but are not limited to electronics, rubber, oil palm, cocoa, coffee, cosmetology, construction, metal works, weaving, tailoring, food processing, masonry, etc. Simultaneously, LCIP focused on developing the skills and knowledge of potential workforce for these businesses and farms. Youth have been trained to work specifically in each selected microenterprise and farm. This methodology increases the probability that, as the business or farm meets the increased demand for its products/services, the business or farm owner will provide sustainable employment to the youth trained in the program.

The success of this strategy has been evident in the resulting remunerative employment figures. Impact assessments conducted during FY2009 have demonstrated that over 80% of the apprentices who were trained in Liberian-owned microenterprises and who graduated in 2008 have been retained as employees. This percentage actually increases at times, as some graduated apprentices initially try to start their own business and later return to the original business owner for work. This same success is expected for the current apprentices who graduate in December 2009. With the intern program that ended in December 2008 (Q1 FY2009), over 40% of the interns placed with large and medium-sized enterprises were

employed, and this success is expected for the interns completing their internships in December 2009. Additionally, over 90% of youth trained as skilled agricultural laborers in rubber, under the Year I Annual Work Plan, have been retained as employees. This percentage is expected for youth trained to work in small tree crops, rubber, oil palm, cocoa, and coffee, who complete their workforce development training in December 2009.

Selected geographic location:

The ESR selection criteria for geographic locations included:

- Rural cities that generate economic opportunities outside of Monrovia and encourage repatriation;
- Location of LCIP infrastructure projects;
- Potential for positive impact;
- Success of previous projects;
- Proximity to markets;
- Vulnerability to conflict: Border counties with tribal conflicts, such as Nimba and Grand Gedeh, as well as regions, such as the northwest, which have high Muslim populations;
- Community receptiveness and willingness to contribute;
- Logistical feasibility.

Beneficiary selection criteria:

ESR continued to prioritize the LCIP target group of youth and young adults between the ages of 18 and 35. That said, in order to generate employment, the ESR programs must also incorporate older war-affected Liberians who, through rehabilitation and development of their enterprises and farms, can provide employment opportunities to the youth target.

Additionally, in an effort to support sustainability, LCIP required high beneficiary contribution. The primary benefit is that, by engaging communities fully, community members participating in the project will have a stronger sense of ownership. This connection to the project will increase the probability of sustainable results. Additionally, since there are still donor programs that distribute food or offer unsustainable employment to unskilled labor, requiring beneficiary contribution actually acts as a filter that reduces the numbers significantly to those more serious participants. Lunch is provided during each activity, but beneficiaries are not paid to participate in training programs. Beneficiaries have demonstrated tremendous interest and contribution. For example:

- Not only were apprenticeships in the RAAP program unpaid, but those participants who come from satellite villages to receive training were required to organize their own food and accommodation.
- Beneficiaries were not paid to participate in any ESR project; interns, apprentices, and farmers must find alternate economic means while participating in ESR the training program.
- Mothers must find childcare through friends and relatives, as children were not allowed at the training sites.
- Community beneficiaries must contribute to construction materials and unskilled labor for small infrastructure projects.

Task 1: Private Sector Development

Private sector development includes development of cottage industry, microenterprise, small business, and workforce, as well as projects that support access to credit.

Each project under this activity includes a small-business training component, which include business management, marketing and financial management trainings designed to provide participants with the skills necessary to continue the project activities beyond the grant implementation period.

The following programs fall under this task:

Grant name	Partner	Value	Start Date	End Date	Location
Adding Value to Coconut	Center for Sustainable Energy Technologies (CSET)	\$177,570	Apr-09	Dec-09	Grand Bassa, River Cess, Sinoe
Honey Production	UMCAP	\$75,316	Jul-09	Dec-09	Nimba, Bong, Grand Gedeh
Processing and Preservation	COSDO	\$133,710	Apr-09	Dec-09	Same as LCIP agriculture projects
Rehabilitation of Artisan and Apprenticeship Program (RAAP)	ODAFARA	\$454,991	Apr-09	Dec-09	Bomi, Cape Mount, Gbarpolu, Grand Gedeh, Sinoe
	ECREP	\$351,923			
Trade Fair	ODAFARA	\$179,910	Mar-09	Dec-09	Cape Mount
Business Incubator	Republic Consulting Group (RCG)	\$255,466	Apr-09	Dec-09	Bong, Grand Bassa, Lofa, Montserrado, Nimba
2009 Beneficiary Competition	MADET	\$174,321	Jul-09	Dec-09	Same as all LCIP projects
Intern Program	Making Enterprises	\$244,660	Apr-09	Dec-09	Monrovia

Support to Cottage Industry:

In the Year II Work Plan, LCIP focused on three cottage industry development projects, selected in large part because these otherwise underutilized sectors have few entry barriers and would provide economic opportunity for both employers and employees:

- 1. Adding Value to Coconut** – In Liberia, coconut is an underutilized natural resource. In addition to oil, potential coconut products include charcoal. Coconut shell charcoal is not only a green fuel which burns cleaner and is less detrimental to the forest, but it requires less labor and time to produce than other forms of charcoal, resulting in an increased profit margin for charcoal producers. Food products include sugar, vinegar, candy, salt, and animal/poultry feed. Other marketable items include oil lamps, mats, mosquito repellent, and jewelry. Renovating Liberia’s coconut industry would also generate demand for oil presses, charcoal production stoves, and other related tools, all of which can be locally fabricated. This project has trained 314 beneficiaries in three different counties on the various forms of coconut production listed above.
- 2. Honey and Snail Production** - This project has previously been done during the Year 1 Work plan with success. Honey and snail production is both low in capital investment and labor intensity, and allows for a high profit margin. The program worked with 350 existing and 150 new beekeepers. Training for existing beekeepers emphasized increasing operational efficiency of the hives, as well as advanced business development training. Instruction for the new beekeepers included hive construction, operation, maintenance, and repair, as well as baiting bees, honey production, proper harvesting methods, and farmer safety. Business training also helped new and existing farmers form associations in order to strengthen their marketing strategies for the newly formed cooperatives.

- 3. Processing and Preservation** – this project, also implemented under Work plan 1, focused on food preservation and processing techniques for mainly locally consumed goods that could be sold on the domestic market. In order to help in the value chain process, the implementing partner used produce from farmers participating cash food crop programs and training them, along with other community members, on proper methods of food preservation, including a hygiene awareness component, to encourage increased production of agricultural goods without the fear of spoilage. The aim was also to reduce dependence on imported crops, as many of these same crops can be found in country and are only imported because the preservation techniques have been lost in Liberia. As of the time of this report, 213 people were participating in the processing and preservation training activities.

Enterprise and Workforce Development

The Rural Artisan and Apprenticeship Program (RAAP) began implementation in five counties (listed in the table above). Ninety-five (95) business owners (artisans) were identified, evaluated and selected. A total of 946 apprentices have been recruited and are currently undergoing training. A variety of vocational tradecrafts including carpentry, metal works, baking, motorcycle repair and electronics were taught in FY 2009. Forty-Six (46) vocational trainers for each skill were provided at each artisan site by outside training agencies. Each artisan was provided with a ten-year land lease and materials to both build and outfit their workshops. Apprentices were then paired with the various artisans in the field in which the apprentices were interested in and were being taught by both the trainers and the artisans. The trainers also helped the artisans to brush up on their skills and teach them management and marketing practices. Upon completion of the program in December 2009, apprentices will take a GOL approved certification test to become accredited in their new trade field.

Trade Fair

To provide practical applications of the enterprise development training provided in all LCIP ESR projects, a “Made in Liberia” trade show and marketing event, originally scheduled for June 2009, will take place in Robertsport, Grand Cape Mount in December 2009. Due to the delay in approval of six large agricultural grants, it was decided to delay the trade fair in order to allow the implementing partners to adequately prepare for the fair. The Trade Fair event will include 500 Liberian businesses, farms and farming associations that are participating in or graduated from an LCIP project. Two days of business development training will be held prior to the trade fair exhibition with guest speakers from various ministries and businesses to discuss business best practice. One day of results analysis will take place after the event.

Business Incubation

As part of the ESR exit strategy, the business incubator project is intended to help support the transition from grant funding to sustainable enterprises. The project provides consultancy and development of a 3 year business plan for exceptional graduates of ESR projects. Additionally, the project provides advanced business development workshops. By the end of September, 9 participating businesses had already used the business plans prepared through this project to apply for microcredit and small business loans. It is expected that several applicants will obtain microcredit or small loans in October and November 2009 that have a realistic and attainable payment schedule, that use their assets and collateral, and that help their businesses attain relevant and effective expansion goals.

Beneficiary competition

LCIP is conducting a 2009 Beneficiary Competition. This grant was designed to motivate farmers and microenterprises to increase productivity over the duration of the project. The prizes will be trade-specific items that will allow the

business/farm to expand. A total of 930 ESR beneficiaries have registered to participate in the competition in August 2009. Each trade will be judged in its own category. The beneficiaries will be visited twice by a team of judges, which include interns from the PIP program, according to the criteria designed by the implementing partner. Results will be available in December 2009.

Intern Program

Other workforce development initiatives included the second version of the LCIP internship program. In FY2009, the design was modified slightly to include university students to participate in part-time internships or short-term projects as a mechanism to help them gain professional work experience that might bridge the lag time between the time of graduation and professional employment. The program provided practical work experience and, for some, sustainable employment opportunities. To date, over 220 interns have been placed in 30 organizations.

Task 2: Agriculture Production

Agriculture Sector Development includes development of cash food crops, small tree crops, and inland fish farming, as well as relevant agricultural workforce development.

Below are the grants that fall under Agriculture Production:

Grant name	Partner	Value	Start Date	End Date	Location
Cash Food Crops	CATALYST	\$162,087	Jul-09	Dec-09	Bong; Cape Mount; Grand Gedeh; Monserrado; River Gee
	NWDA	\$150,676	May-09		
	ODAFARA	\$270,635	Apr-09		
	LAS	\$255,367	May-09		
	PNO	\$220,036	Apr-09		
	TECURD	\$201,271	Apr-09		
Small Tree Crops and Cash Food Crops	ARS	\$323,895	May-09	Dec-09	Nimba; Lofa; Bassa
	RAA	\$344,968	May-09		
	TECURD	\$400,216	May-09		
Inland Fish Farming	FFDC	\$174,360	Apr-09	Dec-09	Bong; Grand Gedeh

Cash Food Crops

In the agricultural sector development, ESR decided to emphasize staple food crops sold as cash crops over small tree crops. In this way, the beneficiaries were encouraged to continue farming through cash sales. The crops selected included vegetables, root/tubers and rice. These items are commonly consumed in the Liberian daily diet and are currently imported from neighboring countries.

All the agricultural programs also include a ‘farm-as-business’ training component which cover areas such as improved value chain, market linkages, financial record keeping, microenterprise management and small scale business management. The aim is to enable the farmers not only to improve farm productivity through technical farming skills that increase volume of produce cultivated but also to provide them with skills that will enable them to run their farms as a profitable and sustainable business.

Cash food crop projects worked with 1,988 farmers nationwide in FY 2009, by training them in rehabilitation and crop production techniques. Trainers went out to all the sites to provide on the job instruction on improved methods for planting and growing. This was done either directly or through demonstration sites. Farmers were provided with tools and casual laborers were brought in to help clear the land. These projects emphasized improved farming techniques and were supported by relevant infrastructure; including culverts, wells, with hand-pumps, and agriculture processing equipment. The infrastructure support was provided through the small-scale community infrastructure grants.

Small Tree Crops

Support to smallholder cash and tree crop farmers helped to restore the farm's productivity and, as a result, farmers' financial self-sufficiency, while simultaneously training youth as skilled agricultural laborers. Once the farm's productivity has been restored, the smallholder generally employs some, if not all, of the youth trained in the same project. In the case of skilled rubber tappers and oil palm workers, the smallholder farmers began employing and paying all youth trained through the program. It is anticipated that, after the grant ends in December 2009, over 90% will maintain employment with the smallholder.

Smallholder tree crops activities are split into three main areas:

1. **Rubber** – throughout the reporting period, increased emphasis was placed on the workforce development component training more youth and rehabilitating fewer farms. During the previous LCIP grants, more emphasis was placed on rehabilitating as many farms as possible rather than training tappers, though training was occurring simultaneously. However, during the program, many farmers requested that additional tappers be allowed to attend the training, as some farmers needed more than 10 trained tappers. Additionally, the high prices of latex increased the farmers' motivation to rehabilitate their farms. As a result, there are increasingly more rehabilitated farms but a significant shortage of skilled workforce. In order to meet the demand for skilled tappers, a decision was made to prioritize the workforce development component, specifically training of youth as tappers and reducing the number of actual farms that would undergo rehabilitation. For this activity, 40 farms were under-brushed and rubber extraction has begun. Tools were procured and distributed to farmers for the purpose of clearing the farms and tapping activities. The program also began training of 400 rubber tappers in proper tapping and collection of latex techniques. As of September 2009, 41.48 tons of rubber has been produced generating USD\$29,454 in revenue for the farmers. Salala Rubber Corporation and Firestone bought the majority of the rubber sold by the farmers. Over 90% of the youth trained as rubber tappers are expected to gain employment with the smallholders toward the end of the project in December.
2. **Coffee and Cocoa** – emphasis was placed on improved rehabilitation, processing and post harvest storage. Through improved rehabilitation techniques as well as facilities for harvesting, processing, and storage, our farmers are expected to harvest more, reduce post-harvest waste, and sell their produce for a higher profit margin. The critical months of harvesting include October – January, at which time the results will be quantifiable. Based on needs observed in the pilot project, six centrally located agriculture processing and warehousing sites have been selected and are under construction. At the time of this report, 389 coffee farmers and 141 cocoa farmers were participating in the program. Farmers were involved in brushing, pruning and conducting land surveys of their individual farms.
3. **Oil palm** – 27 smallholder farmers were selected to participate in the project based on the proximity of their farms to a large oil palm plantation scheduled to be rehabilitated, as, once oil palm is harvested, the fruit has a limited shelf life before it needs to be processed. By selecting farmers that are within reasonable distance to a production plant, stronger market linkages can be created. To support these smallholders, 100 youth have been trained and continue to receive training in skilled techniques such as pruning, ring weeding, and harvesting. Now that the productivity is being restored to the smallholder farms, although the plantation rehabilitation has been delayed, the local demand for oil palm is still higher than the smallholders can produce. As a result, the farms

continue to expand by rehabilitating more land. Rehabilitation activities on the 27 selected farms included brushing, pruning and ring weeding of 300 acres of land. Once these activities are complete, harvesting training will take place for both the farmers and 100 youth that have been involved in the clearing activities.

Inland Fish Farming

Inland fish farming is a low-cost economic opportunity that provides locally produced protein sources. Demand for fish in the interior regions of Liberia is extremely high. This demand has been capitalized on by the project by providing farm-as-business training to fish farmers at the hatcheries, which are selling whole fish as well as fingerlings. Fish farmers are being trained on proper pond preparation, stocking, feeding, management, harvesting and farm-as-business management. The program has been training 40 fish farmers and 160 beneficiaries. A total of 12 out of 40 fish ponds have been completed, while 15 were under construction in Bong and Grand Gedeh Counties in five communities. The balance will be completed between October and December 2009.

Task 3: Small Scale Community Infrastructure

Grant name	Partner	Value	Start Date	End Date	Location
Small-Scale Community Infrastructure (SSCI)	ADRAHO	\$345,326	May-09	Dec-09	Cape Mount; Bong; Lofa

LCIP small-scale community infrastructure activities have been focused mainly on the rehabilitation and creation of wells with hand pumps, culverts, small bridges, and market halls. These activities occurred in areas where LCIP had economic growth interventions. One activity new to FY2009 was the inclusion of agricultural processing sites that benefit project farmers involved in LCIP programs. Each site is comprehensive, including warehousing space, covered drying sites, washing sites, wells with hand pumps, and relevant tools. In one project, LCIP collaborated with the Sirleaf Market Women’s Fund in Heindii, Bong County on the construction of the Sirleaf Market Hall. A collaborative launching of the market hall will take place in December 2009.

The intention of the program was to improve farm-to-market access, post-harvest processing and storage, and access to safe water at markets and business sites. Additionally, particular emphasis is placed on training of community youth in the construction, operation, maintenance, and repair of the infrastructure being put in place. In the case of the agricultural processing sites, community members are also trained in business management of each site, open to all community farmers, although a slightly higher fee is charged to non-association member farmers. As the SSCI grant started at the beginning of the rainy season, completion of all sites is expected in December 2009. At the time of this report, 415 persons have participated in the project generating 6,825 person days of employment.

Task 4: Conflict Prevention, Mitigation, and Resolution as Workforce Readiness

Grant name	Partner	Value	Start Date	End Date	Location
Workforce Readiness	Buccobac	\$85,754	Jul-09	Dec-09	Cape Mount; other LCIP projects

Conflict prevention, mitigation, and resolution (CPMR) activities were integrated into all ESR implementation efforts. CPMR included making individual psychosocial counseling available. All ESR grant budgets included psychosocial staff

and activities such as psychosocial workshops, palaver hut meetings, focus group discussion, and sports activities with emphasis on football/soccer. These mechanisms facilitated awareness of various ESR activities and encouraged dialogue, positive behavior change, and peaceful working relationship between project beneficiaries, other community members, and project staff. The peaceful implementation and conclusion of ESR projects can be attributed partly to impacts of these psychosocial interventions.

Workforce Readiness (WFR)

Additionally, as Liberians transition from Crisis Mitigation toward Sustainable Development, LCIP’s CPMR support was modified slightly to include workforce readiness training. Workforce readiness training supports skills development by providing extra instruction on a specific set of competencies and life skills that improve effectiveness of the LCIP workforce development projects. The curriculum included competencies such as: conflict management in the workplace; time management; effective communication; problem solving and critical thinking. The curriculum was piloted for 50 apprentices whose progress demonstrated the importance of workforce readiness to support effective workforce development. To date, although the project started in July, the beneficiaries have demonstrated great interest in the WFR workshops, and anecdotal evidence suggests that training in these competencies is improving beneficiaries’ understanding of, as well as interest in, LCIP’s workforce development training.

Task 5: POTUS Furniture

Grant Name	Partner	Value	Start Date	End Date	Location
POTUS Furniture Production	MADET	\$84,938	Sep-08	Dec-09	Bong, Grand Bassa, Grand Gedeh, Lofa, Nimba, River Cess, Sinoe
	ODAFARA	\$77,000			
	LAS	\$56,300			

The POTUS furniture production project developed as a result of former US President Bush’s pledge to provide Liberian schools with 10,000 pieces of school furniture. By awarding furniture production contracts to LCIP-supported microenterprises, the mandate also helped restore financial self-sufficiency for 30 carpentry shops. In the year under review, over 300 youth working at 30 carpentry shops in seven counties participated in the production of 10,500 pieces of school furniture. These desks and chairs were successfully delivered to five of six designated recipient counties. Only 1,000 pieces of furniture are currently in storage in River Gee, waiting to assess road access to Grand Kru in late November. At that time, if Grand Kru is still inaccessible, the 1,000 remaining desks and chairs will be distributed to the schools in River Gee.

Challenges and Lessons Learned

- During the year in review, the USAID Mission’s strategic categorization of Liberia changed from Crisis Mitigation to Sustainable Development. This strategic evolution from quick impact interventions to long-term sustainable interventions along with new requirements on Local Implementing Partner internal controls structure has required additional capacity building for our implementing partners, particularly in the area of financial management.
- The increased emphasis on advanced business development and farm-as-business training, including the business incubator project, was a result of a gained understanding that the business sector lacks professional expertise. That said, implementing partner expertise for business plan development is particularly difficult to source locally. Most business students study accounting or economics, but their management expertise and analytical skills are limited. Those few professionals with relevant expertise are more attracted to potential revenue generated by large contracts with large enterprises. They do not have experience with or interest in microenterprises in the interior. As a result, much of the technical expertise for business plan development and consultancy was managed within the DAI team. It would be worth bringing in short-term technical expertise to conduct training-of-trainer workshops.

- This year demonstrated that our beneficiaries respond well to multiple and diverse practical applications designed to support training. As a result, ESR continues to include as many practical demonstrations that reinforce training received in each individual grant. Examples include the 2009 Trade Fair, 2009 beneficiary competition, advanced business development workshops, or market linkage trips, which reinforce concepts such as marketing and sales, quality control, business-to-business links, or customer service.

COMPONENT 2: Infrastructure Activities (INF)

Most of the public infrastructure identified for rehabilitation under LCIP II was developed based on priorities and commitments identified over the preceding months by USAID and US Embassy negotiations with the Government of Liberia. The identified national infrastructure projects under the Year II Annual Work Plan constituted the following portfolio:

1. Rehabilitation works on eight vertical structures: These activities include the National Elections Commission, Maryland County Administration building, the Tubman National Institute of Medicinal Arts building, four border posts, and the University of Liberia Fendall campus.
2. The rehabilitation of national primary, secondary and tertiary (rural feeder) roads: These activities include the completion of the rehabilitation and maintenance of the 150 mile Greenville – Buchanan – Cestos Highway, the replacement/rehabilitation of the Sanquin River bridge, 30km of feeder road and off road improvements, and the 45km Robertsport – Madina road.

As in the previous year, LCIP encountered shortfalls in Liberia’s private sector construction capacity. With the time constraints faced on all infrastructure activities, LCIP engineering staff continued to gradually increase their direct involvement in implementation of activities.

Local subcontractors and consultants continued to be used for most of the infrastructure design, supervision and construction implementation works. This has continued to be the case for most of the vertical structures. Owing to the deficiencies in capacity of the private sector in particularly road works, DAI continued to undertake design and supervision services for most feeder road projects.

Table 5: Status of LCIP II Year II Work Plan Tasks - INF

Task No.	Activity	Original End Date	Revised End Date	Status
1.1	Rehabilitation of Maryland County City Hall	Nov-09	On schedule	O
1.2	Rehabilitation of National Elections Commission	Dec-09	Feb-09	D
1.3	Rehabilitation of TNIMA	Jul-09	Sep-09	C
1.4	Rehabilitation Four Border Posts	Dec-09	Jan-10	O
1.5	Rehabilitation of Engineering Building – Fendall Campus	Nov-09	Dec-09	O
2.1	Rehabilitation of Robertsport Medina Highway	Aug-09	Feb-09	D
2.2	Rehabilitation of Sanquin River Bailey Bridge	Jun-09	Nov-09	D
2.3	Rehabilitation of a Feeder Road Development Corridor	Dec-09	On schedule	O
2.4	Completion of Rehabilitation of Buchanan to Greenville Road	Jun-09	Aug-09	C
3.1	INF Procurement, Training, and Technical Assistance Programs	Dec-09	On schedule	O
C = Completed, D = Delayed, O = Ongoing,				

REHABILITATION OF ROADS

Many of the road rehabilitation projects in FY 2009 were designed, tendered, and supervised directly by the team of LCIP Road Project Managers, Inspectors, and Materials Technicians. This implementation strategy was adopted because the LCIP team concluded that there is a significant lack of qualified road engineering firms in Liberia, as well as a lack of international firms that have adapted/customized their activities to the specific conditions unique to Liberia (rain fall, lateritic material, use of the roads, etc.) to fit a sensible design solution. The DAI team also found that it had adequate experienced personnel on staff to take on the supervision roles. There was only one road, Robertsport – Medina, which required an external supervisory body. This was due to the scale of the works required. DAI would have either had to increase the supervision staff on hand or outsource this capacity, and it was determined that outsourcing would be more effective.

This year, the rains started earlier than expected, with downpours occurring as early as March. Though the rains were not very different from the previous year, there was a marked change in the approach taken by the subcontractors. The subcontractors, having learned from the previous year, ramped up activities prior to the heavy rains and immediately took advantage of dry periods to further their progress. This significantly reduced the delays in project completion.

Road subcontracts were slightly modified in the past year stemming from lessons learned in the first year. Rather than creating large contracts to one subcontractor, smaller contracts were given to many subcontractors, large and small. This improved both the quality of work and time taken to complete the rehabilitation efforts.

LCIP also ventured into trying to create “incentive structured” contracts. For Robertsport – Medina and the Bong Mines – Yakpai road, a performance bonus (based on time completed) driven contract was devised. The premise of the contract was that if the road was completed prior to the set completion date, a bonus would be applied for the time saved. The quality of works, however, could not be compromised as a consequence. The hope was that the opportunity to earn more money would entice the subcontractor to improve on completion time.

In March 2009, a reconnaissance trip was taken along the Maimu-Tokpaipolu road to assess whether this could be a potential feeder road rehabilitation site. The plans for activities were then put on hold due to uncertainty on how the road would be funded. However, in June, it was decided that the road could be used as a practical demonstration site for the MPW capacity-building trainees. The bid request and contractor selection occurred in September. Works will commence in October 2009, under the joint management of LCIP and MPW experts.

The major distinction that occurred this year under the road infrastructure activities was the emphasis placed on capacity building. All road grants contained elements of training either for contractors, community based organizations (CBOs), or government officials. For example, for the Robertsport – Medina road, a pre-bid training workshop was held for all participating contractors. Training either occurred prior or during activity implementation with emphasis placed on road maintenance.

Task 2.1: Robertsport – Medina Road

The rehabilitation of the Robertsport to Medina road (41.34km) was substantially completed at the end of FY 2009. Design of the road occurred at the start of the FY09 fiscal year and construction began in March 2009.

The rehabilitation of the road was aimed at linking communities to government, economic and social services. The need for this road intervention was initially determined by the Ministry of Public Works, and supported by the US government, as a national priority. It is identified as a National Secondary Road and the Supply Route that links Robertsport (the head quarters of Grant Cape Mount County with a population of over 129,055) and other nearby smaller towns or settlement villages, like Falie, Bomie, Tosor, Sembehum, Camp Piso, Teh, and Fandoh, to another National Main Supply Route

(Monrovia – Turbmanburg Highway) via Madina town. The area has beautiful scenery lying between the Atlantic Ocean and Lake Piso (a proposed sanctuary) making it one of Liberia’s greatest potentials as a destination for both local and international tourism.

The project consisted of a full rehabilitation of the 41.34km gravel road. This involved the replacement and construction of new hydraulic structures, raising of low sections to prevent inundation and water stagnation, protection of embankments where required, clearing and formation to camber, placing 150mm thick lateritic gravel as wearing course, reconstruction of drains, and improvement of priority access linking to the road. Construction and supervision works were outsourced to subcontractors through competitive tender.

During implementation, 41.34km of the road was formed and surfaced with gravel, and 67 reinforced concrete cross drainage structures were constructed. A total of 278 persons from the surrounding communities and Monrovia took part in the rehabilitation efforts, generating 33,620 person days of employment.

Five HIV/AIDS awareness campaigns also took place under the subcontract. The campaigns were meant to raise awareness about the virus and prevention methods both the subcontractor employees and the communities could take in order to try to mitigate against the increased risk of exposure due to the increased volume of people that would be coming into the communities during the rehabilitation efforts. This was very well received by the targeted communities and the supervising consultant was approached on numerous occasions about providing more awareness campaigns.

A high school in Robertsport town was also identified for repair, through collaboration with ESR /IPs, and is expected to be completed in November 2009.

The overall project implementation is estimated at 95% completion, with community access infrastructure works and the otta seal (the use of bitumen and lateritic gravel for pavement) construction demonstration (1km) remaining and is expected to be completed during November and December 2009 respectively. The main road works is now under retention period of 5months during which the subcontractor is expected to make good all defects and maintain the works.

The original end date of July 2009 was revised due to the high rainfall during the months of July, August and September, which caused considerable delays in project implementation thus requiring extra efforts to beat deadlines and correct works damaged by the rains. There was also unforeseen ground conditions, especially hard rock exposed during major earth cuts at the start of the road. However, the subcontractor helped to save time by increasing the labor force along the road and implementing two shifts to recoup lost time.

The rehabilitation efforts have greatly reduced driving time from an estimated 1 hour and 45 minutes to 30 minutes. Roadside selling was also visibly increased. This could be due to higher traffic on the road because of the increased accessibility and decreased driving time along the road.

Task 2.2: Rehabilitation of Sanquin River Bailey Bridge

The original Sanquin log bridge was constructed in 1995 to replace an older log bridge. Significant decay had been detected in the logs forming the central pier and judgment made that its available life span was limited and a permanent structure required if access across the Sanquin River was to be guaranteed.

Sinoe County is connected to the north through two routes: the Greenville Buchanan road and the Greenville Zwedru road. The route through Zwedru is much longer and the road is often inaccessible during the rainy season. MPW requested that USAID fund a replacement bridge for the Sanquin to secure, in collaboration with improvements the Buchanan Greenville road, all weather access to Greenville and Sinoe County. In 2007 a 190’ bailey panel bridge was procured and delivered to Monrovia for this purpose. The panel bridge was stored at the GSA compound in Paynesville waiting for the construction of concrete abutments. The new permanent structure was to be sited immediately downstream

of the existing bridge. Construction substructure compound was scheduled to commence in February – March of 2009 pending sufficient reduction in the river water levels.

Significant improvements to the Buchanan Highway during the dry season of 2008-9 resulted in two destructive consequences, 1 - sizable increase in volume and size loaded logging trucks and 2 - deeper penetration of logging activities into River Cess and Sinoe Counties. In September 2008, following repeated passages of the heavily laden logging trucks across the existing log bridge, a partial failure of the central pier of the bridge occurred. An MPW/LCIP inspection of the bridge in October 2008 resulted in MPW declaring the bridge unsafe for passage for all but pedestrian traffic. A further investigation of the structure and its abutments by LCIP, accompanied by representative of the Armed Forces of Liberia (AFL) and PAE, concluded that the 190' Bailey bridge could be used as an emergency solution to the failed bridge. LCIP, PAE and AFL collaborated with both the logistical support and the temporary launch of the bridge.

In November the 190' Bailey bridge was transported from Paynesville to the bridge site. The AFL, under the guidance of PAE and LCIP, successfully launched the temporary crossing. The implementation arrangements for the design and construction of the permanent bridge placement and abutments was carefully selected to take into account the unusual hydrology of the river (it can rise very quickly causing construction challenges), and the limited window for construction (between February and June). LCIP opted for a design-build approach, undertaking both with in-house engineers. Mobilization commenced in March and work on the concrete substructure started in April 2009.

LCIP sourced as much material as possible from the surrounding communities. Sand, crushed rock and boulders were all provided exclusively by community groups, as was the bulk of the unskilled labor. All timber used for the construction of the works compound and the formwork for the bridge was extracted from local forests. Community groups were paid market rates for all resources consumed by the project. It is estimated that close to \$100,000 was injected in the local economy.

The project was planned to finish by mid June and the bridge was to be moved from the existing to the new structure by the beginning of July. The launch was then postponed until mid-July to accommodate the availability of DAI's Bailey Bridge Consultant and to finish work on the new approach ramps and later postponed to November 2009 in order to keep access to the bridge open during the independence day celebrations.

Task 2.3: Rehabilitation of Feeder Road Development Corridor

The Feeder Road Development Corridor can be separated into two different activities:

1. Todee Road Development Corridor
2. Rehabilitation of Bong Mine Gate - Yakpai and Koon – Yakpai Feeder Road

Todee Development Corridor

The Todee road development corridor in Todee district (Montserrado County) was extended from 26km to 31.25km after completion of an extension of the project by 5.25km during the first quarter of the reporting year.

The project was implemented as an integrated community access development for poverty reduction in the entire Todee District with an estimated population of 40,000 persons. The multi sector interventions consisted of improvement of 5.25 km of roads, community access, community water and sanitation, health facilities, primary education facilities and agricultural development.

To strengthen community ownership of the project, 8 Community Based Organizations (CBOs) were formed and registered and 20 Community Development Committees (CDCs) were recruited to take part in access planning workshops. This resulted in the identification of the above mentioned activities as community priorities.

Rehabilitation of Bong Mine Gate to Yakpai Feeder Road

The outcome of community participation in an integrated access planning process and the integration of community-based agricultural production support programs implemented by LCIP ESR gave rise to the need to expand interventions under the Todee Road development corridor to the North of the district. The two road projects in this area, Koon – Yakpai road (20km) was identified as a priority access road, while the Bong Mine Gate – Yakpai (19.6km) road lies in the largely agricultural area extending from Todee up through to the Bong Mines area.

The scope of works designed for under this grant included:

- Rehabilitation of the 19.6km Bong Mine Gate – Zana – Yakpai road to an all weather gravel surface, 5 bridges and about 312 linear meters of reinforced concrete culverts.
- Spot Improvement of Koon Town – Yakpai Market access road (20km).
- Improvement of off-road transport access infrastructure in Northern Todee.
- Routine Labor based Maintenance of Bong Mine Gate – Yakpai for 6 months.
- Social mobilization involving community development and baseline surveys.
- Routine Maintenance Training of small district / community based labor based contractors, County Resident Engineer and other relevant MPW engineers, Basic tools/ implements and maintenance demonstration.

The works on Bong Gate – Yakpai started on May 1, 2009 and by the end of the reporting year 15.6km of road works and 5 bridges had been rehabilitated, representing an estimated 50% achievement on overall grant implementation. Procurement of works for Koon – Yakpai road was completed in September 2009, and works are expected to commence during October 2009.

To date, as a result of this LCIP project, the travel time between Bong Gate to Yakpai has reduced greatly from about 1 hour to about 18 minutes.

The outcome of integrated access planning gave rise to community identified priority projects thus reflecting strongly on how the community felt their needs or problems could be addressed and their readiness to participate showed the sense of ownership developed.

Several challenges were faced during implementation:

- Most bridges were difficult to cross, affecting initial mobilization of subcontractors especially during the rains;
- Small contractors' capacity is limited, requiring that the activity be packaged into smaller scopes of work implemented together. Some of the construction materials, especially for building works, were not easily available from communities near the project areas, thus had to be transported from Monrovia.
- Contractors and MPW staff needed to take more time to understand the designs, concepts and standards being used, especially in road and bridge works.
- Poor local government capacity required that the project rely on local community institutions, many of which LCIP, through its implementing partner, had to help to form.
- The earlier than expected arrival of heavy rains made road and bridge works difficult to implement.
- Community institutions are completely reliant on support and resources from the community, rather than local government institutions that are weak or non-existent.
- Community mobilization and development started after the subcontractor had commenced, and thus their entry point to participate in implementation was not as effective.

There were also several lessons learned that were picked up along the way:

- Local government institutions are not adequately in place and are lacking capacity, therefore requiring a reliance on community based structures.
- It takes time to have new community structures and institutions in place before they can operate properly. This includes time to complete mobilization, sensitization and training.

- National institutions, such as the Ministry of Public Works, are frequently absorbed with national highways or Monrovia city emergencies, and do not provide county feeder roads with sufficient strategic support and attention.

Task 2.4: Completion of Rehabilitation of Buchanan to Greenville Road

Activities along the Greenville Buchanan road consisted of completing the drainage rehabilitation and maintenance efforts. Rehabilitation works along the Greenville Buchanan road officially ended in July 2009, when the LCIP supervision team and most subcontractors demobilized. The rehabilitation effort for this reporting period included the installation of 52 culvert lines; construction of one twin box culvert and three drifts; re-decking of three log bridge approaches in Tarsu, Pulymachu and Saywon town; re-grading along 91 km of road; and filling of 35 pot holes.

Early rains in the region slowed down the progress of earth works and drainage works resulting in time delays. Unreliable labor supply during parts of the year, due to competition for labor between road works and activities such as logging and agriculture, further exacerbated the problem. However, the increased competition for labor was also a demonstration on the improvements made along the road as this opening up of a transport route encouraged other economic activities to ramp up.

Maintenance works ended in August 2009. In August 2008, LCIP organized and managed an emergency access maintenance program designed to keep the road open during the 2008 rainy season. In October 2008, LCIP decided to continue with labor-intensive road routine maintenance activities, which were carried out along the entire Greenville Buchanan road using four of the LCIP trained subcontractors: AAA Engineering & Real Estate, West Africa International Services, Technocrats United for Reconstruction and Development, and Modern Engineering Services & Associates Inc. LCIP used these performance-based subcontracts to maintain access and protect LCIP's investment in the road from deterioration throughout the rainy period, ensuring that all roadblocks, which impeded traffic flow, such as fallen trees and damaged bridges, were cleared away or repaired within 24 hours.

The performance-based subcontracts were used as they allowed more flexibility in that they were drawn up for particular tasks and would only be paid upon completion of each task. The scope of work was not prescriptive, as it would vary depending on what maintenance activities needed to be addressed upon road inspections conducted by LCIP engineers. However, each subcontractor was provided with a ceiling value on their contracts so works could not exceed that amount without doing a modification.

LCIP collaborated with other external actors on rehabilitation efforts along the road. In February and March 2009, LCIP, in conjunction with ECO Timber, a logging company, embarked on spot improvement works between Cestos City Junction and Nimba Junction. The logging company had equipment available and realized that they would also gain from the rehabilitation efforts, and volunteered their services. However, they pulled out in March 2009 as there was not enough market demand for timber for them to continue.

LCIP also collaborated with the UNMIL Pakistani Battalion, PAK RAM 6, along the 30km stretch of road between Nyenfues Town and Greenville. UNMIL had designated the road as a main supply route at the beginning of 2009 and were moving a Pakistani Engineering Battalion to Greenville with a complete set of road improvement equipment. After negotiations with UNMIL in February 2009, and a joint LCIP/PAK RAM 6 road condition survey in March 2009, the engineering battalion mobilized and began work on the road in the beginning of April. The LCIP materials technician identified borrow pit sites that would provide suitable laterite for the earthworks and the LCIP engineers advised the battalion on proper methods of rehabilitation. However, these identified sources were not used, nor was the strong advice to use compaction equipment heeded. The materials used were of poor quality and the stretch of road was not properly compacted. As a result, that stretch of road deteriorated rather rapidly and is currently in very poor condition.

During the maintenance period, the key activities carried out were road-side brushing, culvert/bridge de-silting, repairs to 4 log bridges, pothole filling, de-silting of drains such as mitres (run off drains to remove water from side drainages along

the road), removal of objects causing obstruction from the road, and routine repairs to drainage structures. One major challenge encountered during implementation was labor scarcity; this was mostly due to the long distance of the road and relatively small and sparse population settlements along certain stretches of the road. The plan had been to employ community members in order to get them involved in maintenance activities. However, in some instances the subcontractors were forced to hire flying (mobile) labor gangs, which increased the cost of the maintenance works.

Non-the-less, the program was still able to achieve its goal of building routine maintenance capacity among subcontractors through both direct training workshops and on-the-job training by LCIP supervision staff while the works were being carried out. Vehicle access to the road was also notable. As a result of the LCIP activity, two-wheel vehicles are still able to use the road during the rainy season because of the constant maintenance activities throughout the year.

It was noted that the Ministry of Public Works was not involved in any road maintenance activities along the Greenville – Buchanan road during the 2009 rainy season, and reports already indicate that many areas where surface grading did not occur are now suffering from the effects of the heavy 2009 rains, especially in those areas where spot improvements were not prioritized and along the 30 km stretch of road that was graded by the Pakistani UNMIL battalion. In order for this road to remain in decent condition, there needs to be more effort put into providing routine maintenance services along the road.

Task 3.1: INF Procurement, Training, and Technical Assistance Programs

This task was originally made up of three components:

1. Short-term technical assistance to the Ministry of Public Works
2. Private sector road rehabilitation and maintenance training programs
3. MPW feeder road equipment procurement

Short-Term Technical Assistance to the Ministry of Public Works (MPW)

LCIP consultant Howard Shapiro provided technical assistance to the Ministry of Public Works in November 2008 for just over 3 months. His scope was to provide assistance in the following:

- Working with the World Bank and Special Implementation Unit (SIU) to identify and prioritize feeder roads in Nimba, Bong and Lofa County, as a way to leverage USAID funding to support large World Bank funding. The World Bank technical expert was no longer available in Liberia, and thus Mr. Shapiro filled a personnel gap.
- Developing implementation strategies, standard engineering designs, bills of quantity, specifications and simplified technical drawings, and tender/bid documents to be used in procuring local contractors to undertake the rehabilitation works.
- Assisting with tender evaluation and preparation of Bid Evaluation Reports
- Providing supervision during rehabilitation/construction and the defects and liabilities period.
- Providing recommendations regarding the training of MPW counterpart staff, national local contractors, skilled and unskilled labor.

Mr. Shapiro conducted a needs assessment of the feeder road division of the Ministry, along with other relevant ministry personnel. This assessment evaluated current staffing, the organization structure, and the availability of resources. The assessment found that these were all insufficient to fulfilling the mandate of the MPW. The in-house MPW expertise, number of personnel, organizational structure, and access to resources were all found to be lacking and needed to be sufficiently bolstered. Mr. Shapiro then proposed a new organizational structure, additional expertise, reorganization of staff, and resources that would be necessary in order to meet the scope of work the division is supposed to accomplish.

The Ministry of Public Works was unable to complete the documentation and next steps required in order to move the World Bank Funded feeder roads project forward as expected by USAID. As a result, USAID requested that the technical assistance provided through LCIP be ended. The final needs assessment and next steps were sent to both USAID and the Ministry of Public Works in December 2009.

Private Sector Road Rehabilitation and Maintenance Training Programs

As a consequence of poor subcontractor performance in FYs 2007 and 2008, nine class C small contractors were selected to participate in a three week skills training workshop in road infrastructure rehabilitation and maintenance in Buchanan City between November 24th and December 12th 2009. The subcontractors were selected from a number of existing subcontractors who had been engaged on various LCIP projects since 2004. Project managers from nine firms and ten technical supervisors from these firms benefited from the training. A total of 19 persons participated in this training.

The subcontractor training covered eight topics:

- Introduction to Labor-based Road Construction Procedures
- Road Drainage Systems
- Construction Materials
- Site Administration
- Work Planning Techniques
- Productivity Management
- Basic Financial Management Skills

The training also included a practical element, using a demonstration site, where the contractors were tasked with reshaping and gravelling 100m of road and installing two drainage structures.

Of the nine subcontractors that participated in the workshop, five were issued training trial subcontracts along the Greenville Buchanan road while the rest were absorbed in the other LCIP road and off road infrastructure projects, such as the Todee Development Corridor.

The workshop proved to be extremely useful. All the trained subcontractors performed very well on the training contracts and completed works on time. The five subcontractors put on other LCIP projects also excelled in performance as compared to their prior work. The subcontractors expressed their gratitude for being able to participate in the training workshops and requested that more training activities take place.

MPW Feeder Road Equipment

In the Year II Annual Work Plan, \$350,000 worth of road equipment purchases to support the Road Maintenance Capacity Building for the County level Ministry of Public Works offices. The equipment was intended to be used as part of the private sector maintenance training program described above. Upon completion of the training, the equipment was to then be transferred over to the MPW county offices.

During the first few months of this fiscal year, DAI staff investigated the costs, availability, and applicability of tractor based technologies to meet this objective. However, without an authorized dealer in country, many suppliers were not interested in selling their equipment in Liberia. Additionally, the tractors would require modifications to adapt to the particularly rough Liberian roads, and therefore after several months of research, the purchase of this equipment, with concurrence from USAID, was eventually eliminated from the LCIP deliverables. Later, this money was allocated for additional feeder road interventions and training programs.

Under a new Minister, the Ministry of Public Works (MPW) requested that USAID conduct some capacity building activities for the MPW staff, focusing on their own upcoming procurements of 10km feeder roads in each of the 15 counties.

In response, LCIP prepared technical specifications, standard drawings and standard conditions of contract which were adopted by the Ministry of Public Works Rural Roads Department as a standard from which they could begin their mandate. Until the contribution by LCIP was made, the Ministry did not have a standard set of feeder road documents, and existing subcontracts were limited to a maximum of five pages that did not include drawings or specifications.

After the development of these standards, in August 2009, LCIP conducted three capacity-building workshops for 23 Ministry of Public Works county and feeder road engineers, 7 of them coming from MPW headquarters and the remaining 16 from various counties of Liberia. The first training occurred in August 2009, and the second and third training occurred in September. Topics covered roadwork surveys; preparation of designs, technical specifications, and tender documents; procurement on subcontracts; and contract supervision. The training also included practical road surveys and design for the Maimu to Tokpaipolu road in Bong County. MPW trainees took the lead in the survey and design process under guidance and mentorship of LCIP staff.

After the training, the 16 resident county engineers were scheduled to return to their counties to identify and assess 10km of feeder roads. However, due to fuel and spare part shortages for the ministry vehicles, the MPW resident engineers were grounded in Monrovia and travel to their respective counties were severely limited.

Through early discussions with the Ministry of Public Works, the joint team selected a 20km feeder road in Bong County, which would serve as the demonstration site for the training programs, as well as the demonstration for supervision. Through the training, the MPW engineers would gain a hands-on understanding on rehabilitating feeder roads. As a result, the road would also be improved in the process. The Maimu to Tokpaipolu road rehabilitation is a part of the integrated work process training for the MPW staff. Once the subcontract is awarded, the MPW engineers will be working alongside a subcontractor and LCIP staff to carry out the rehabilitation efforts. Works will commence in October 2009.

Ministry of Education (MOE) Technical Advisor

In October 2008, the Ministry of Education (MOE) requested USAID to provide a Technical Assistant within the Division of Educational Facilities (DEF), to aid with the monitoring and management of construction of forty primary schools and the planning of construction for schools scheduled to begin in 2010.

Joshua Palmer was recruited and began a seven month short-term contract on May 1, 2009 ending in November 2009. Mr. Palmer has been assisting the DEF in advising and reviewing architectural and engineering designs, implementation plans, and monitoring subcontractor reports on school design and construction efforts. He has been involved in planning for the next construction season through drafting terms of reference for supervision agencies to oversee construction, advising on the scheduling of construction works, along with drafting construction and rehabilitation costs for contractor services. He also conducted an assessment of and capacity building activities for the DEF staff.

BUILDING INFRASTRUCTURE

All activities, aside from the border posts, under the Year II Work plan, commenced during the reporting period and will be completed in the first quarter of FY 2010.

Private sector Architectural and Engineering (A&E) consultants were historically involved in two-phases of the LCIP reconstruction process, namely design and then construction supervision. Based on previous lessons learned and limited capacity of the consulting industry, many projects were directly designed and/or supervised by DAI in-house engineers, which saved cost and, in most cases, resulted in more control of budgets and time.

During the 2009 reporting period, LCIP engineers supervised Fendall Campus and the National Elections Commission, following the completion of designs by A&E firms. TNIMA was supervised by the A&E Consultant who completed the original design, as was Maryland City Hall. The 4 border posts were designed internally by the LCIP Engineering team, and shall be supervised by LCIP Engineers. These decisions were taken after assessing the budgets, the scope of the project, and the lessons learned on previous projects.

Task 1.1: Maryland County City Hall

As originally proposed, the rehabilitation of the Maryland County Administration, a 23,000 square foot building, was to be constructed in two sections, new and old. The building was burned and vandalized during Liberia's civil crisis and has been unoccupied for a number of years. As a result of the damage inflicted, exposure to extreme environmental conditions, poor construction/design, and general neglect, the building has suffered significant deterioration of structural members. A structural assessment, conducted in May 2008 by RCT/Matco, determined that nearly 60% of the building would require demolition as part of the planned rehabilitation effort. Because demolition was beyond the scope, time and budget of the LCIP Work Plan and Task Order, consultations with USAID and the Ministry of Internal Affairs resulted in a negotiated compromise to choose an alternative site, the Harper City Hall; a change that accommodated both county and city officials.

The City Hall is a large 2-story building with 2 sections, the main offices/meeting halls (42,000 square feet) and the theater in the back of the building (5,000 square feet). Full rehabilitation of the City Hall Building began by competitively selecting Gilgal Construction Company, and construction was completed at the end of June 2009. Construction included a complete rehabilitation of the roof and ceiling, rehabilitation of structural components, supply and installation of doors, frames and windows, electrical fixtures, plastering of damaged walls and a complete rehabilitation of the drainage, sewer, electrical, and plumbing systems. Additional office space was identified and office partitions were constructed to accommodate the County staff and line ministries during rehabilitation.

The delay in the start was due to the appeals made by the County and City officials, as well as pressure applied by the Maryland County Legislature, to include the rehabilitation of the theater in the scope of the USAID funding. The Minister of Internal Affairs mediated the requests and, after a long 2 month delay, eventually signed the Grant Agreement, with the understanding that the LCIP team would investigate the costs required to rehabilitate this additional 5,000 square feet of space. Initial costs for the theater were investigated and revealed to be beyond the remaining grant budget available. Further discussions about partial-rehabilitation (perhaps just the roof) are still ongoing, but have not yet been concluded.

As of the time of writing this report, the subcontractor had completed 45% of the work and is on schedule for completion in November 2009.

Task 1.2: National Elections Commission (NEC)

The rehabilitation process for the National Elections Commission started in January 2009, after the structural assessment revealed that the original building on the designed site, formerly the USAID building, was beyond repair and was not able to be rehabilitated in such a way that would ensure a substantial life span. After consultations with USAID, the National Elections Commission (NEC), and the Ministry of Public Works, regarding demolition of the old building, the process was divided into three phases:

1. Phase I involved the demolition of the unsalvageable structure of the former USAID building. This was done by an American construction firm, GBS Liberia Inc, through a competitively bid process. This exercise was completed in January 2009.
2. Phase II was the preconstruction stage where an American consulting firm, RCT Engineering, was engaged to prepare a design brief which incorporated an initial master plan, design brief, a preliminary building schematic and a draft design & build tender and contract document.
3. Phase III involved the selection of the subcontractor (LRDC) after the evaluation of bid documents from four contractors. LRDC was selected as the most responsive bidder, with supervision and management activities carried out by RCT Engineering and LCIP. Selection of the subcontractor LRDC was done through a 2 phase Design and Build Tender process in accordance with FAR 36.301. The selection committee comprised of four representatives, one each from the Ministry of Public Works, LCIP engineering department, National Elections Commission, and the USAID Infrastructure Advisor Tony Carvalho.

This was followed by the ground breaking for the actual construction works, which took place on April 8th 2009 at the project site. In attendance were the USAID Mission Director, NEC officials, political party representatives, UNMIL representatives, and Government officials. The original scheduled end date for the project was December 2009, as per the tender documents. However, this had to be revised to February 2010 because the complexity of the design & build rehabilitation was only fully appreciated once works had begun; an eight month design & build schedule is highly ambitious even in most developed countries. The subcontractor, responsible for both the design and building of the project, experienced early delays in developing construction drawings based on the design concepts that were ready for submission and approval to LCIP Engineers. These designs were critically needed before foundation work could begin, thus the start of the project was delayed by a few weeks.

In response to these several delays, both LCIP and the subcontractor put measures in place to make up lost time. The subcontractor increased the labor force and worked two shifts. The subcontractor also organized food on site (for sale) and, during the peak rains, offered transportation for workers. In July, a number of concurrent activities were identified, to also help recover from delays experienced in the first few months, while designs were being finalized and approved. LCIP hired RCT Engineering to assist DAI in reviewing many of the drawings and material samples, as RCT Engineering offered specialized technical areas that DAI did not currently have on staff (electrical, mechanical, structural, etc.). Additionally, in July, RCT Engineering also identified a consultant, based on a requested Scope of Work, Ed Fisher, to work with the LRDC and LCIP teams on scheduling of activities, means and methods, and best practices to help ensure completion within the time frame.

From the early phases of the project, DAI made payments, on behalf of LRDC, for materials, mostly large quantities or international orders that required large up-front payment advances. This arrangement helped to increase speed of delivery of materials to site, but also helped to monitor progress made by the subcontractor. This arrangement for payment was defined in a subcontract modification.

Incorporated into the subcontract and tender design from the beginning was a Value Engineering Component, which is designed to identify opportunities to remove unnecessary costs while assuring that quality, reliability, performance, and

other critical factors will meet or exceed the client's expectations. The improvements are typically the result of recommendations made by a multidisciplinary team involving all parties involved. In September 2009, Mr. Fisher, accompanied by William Kiahon from RCT Engineering, led the LCIP and LRDC team in a two day Value Engineering session, reviewing those decisions already taken by both parties and reviewing opportunities for upcoming and additional savings or improvements to the design. Any cost savings are then shared between the client and the subcontractor, and any amounts due to the subcontractor for "additional" work are duly compensated and incorporated into a revised, and final, Firm Fixed Price subcontract value.

A call to local artisans also occurred during the reporting period, in order to create an emblem for the National Elections Commission which will be placed at the entrance of the building. All participating artisans submitted their sketches and, in some cases, models, in September 2009. A committee made up of NEC representatives will select the winner, who will then be commissioned to create the selected emblem.

As a way to ensure a smooth transition at the end of the project, when the building is handed over to the Government of Liberia, maintenance personnel from the current NEC office were integrated into the rehabilitation process. They are being shown the layout of the plumbing and electrical wiring, and the installed HVAC systems in the building, which should make maintaining the building easier. The project, a two story building, with a total estimated office space of 23,000 square feet, will, when completed, accommodate offices, meeting rooms, a computer and data processing center, space for elections observers and extra personnel during the election session.

Task 1.3: Tubman National Institute for Medical Arts (TNIMA)

The TNIMA project began in February 2009 and ended in mid September 2009. The subcontractor has now entered the 90 day defects and liabilities (retention) period. The building is scheduled to be handed over to TNIMA authorities on October 14, 2009.

The rehabilitation of the 3 storey, 36,000 square feet building included 75 dorm rooms for up to 500 nursing students (2/3 of the building anticipated for female students, and 1/3 for male students), 7 classrooms, renovation of bathrooms, rehabilitation of the walkway leading from the TNIMA dormitories to the JFK hospital, re-roofing and re-tiling of the exterior walls. 500 mattresses and 250 bunk beds were also procured for the dormitories as part of this grant, as well as classroom furniture and study lounge furniture.

Rehabilitation efforts were subcontracted to SEEK Engineering, and supervised by AEP Consultants. The subcontractor performance during implementation was very satisfactory. The only major hurdle faced was the local unavailability of certain materials, such as lighting fixtures, which had to be procured from abroad. This caused minor time delays.

The TNIMA will house residential nursing students recruited nationwide to undergo training. Upon completion of the training program, it is anticipated that the newly graduated nurses will return to their home areas, supporting the Ministry of Health and Social Welfare's (MOHSW) health goals and national plan at rural clinics, hospitals, and communities. Another USAID-funded program, "Rebuilding Basic Health Services" (RBHS), will expand and strengthen teaching capacity and curriculum and provide learning equipment and supplies for the nurses, environmental health technicians, midwives and physician's assistants studying at TNIMA. USAID Mission Director Pamela White said the contribution from the American People through LCIP and RBHS signifies the start of "no ordinary rehabilitation, but the revival of TNIMA".

Task 1.4: Four Border Posts

Four border post sites were selected for rehabilitation in FY 2009 as part of the Year II Work Plan. The sites selected included the Ganta (bordering Guinea), Toes Town (bordering Ivory Coast), Bo Waterside (bordering Sierra Leone) and Yealla (bordering Guinea) border crossings.

The spatial planning for all four border posts was a collaborative effort between all the line ministries involved, including Ministry of Internal Affairs, Ministry of Agriculture, and Ministry of Finance to name a few, which was finalized prior to the start of this reporting period. The detailed design of the buildings was completed by LCIP staff. It was decided that the same designs would be applicable to all four building sites, pending space and existing structures at each of the 4 different sites. The Bo Waterside location was used as the template for all other locations.

The rehabilitation efforts will include the following:

- Rehabilitation of the entire roof.
- Repair of any damaged structural components.
- Repair and installation of windows and doors.
- Provision and installation of power supply and new electrical distribution systems, including fixtures and fittings.
- Provision and installation of water supply, reservoir and distribution systems, including toilets, etc.
- Provision and installation of proposed ceiling tiles.
- Provision of a new septic tank.
- Painting of interior and exterior wall surfaces.
- Supply and installation of an appropriately sized generator.
- Workshop for the Border Post Maintenance Crew on the use and repair of all rehabilitated items.

The model, originally created for all four border posts, based on the Bo Waterside existing structure, had to be slightly modified for the Ganta, Yealla and Toes Town sites, due to space constraints, topographic surveys conducted in August 2009, and existing buildings.

The Bo Waterside border post rehabilitation began in July 2009. The subcontract was awarded to Seek Engineering and is being directly supervised by LCIP. The subcontractor is using a 35-person workforce, which fluctuates depending on the level of activity that is required. The subcontractor is almost finished with the block work on the main building and will begin roofing in October. The subcontractor is approximately 3 weeks behind schedule.

The Ganta border post will be a collaborative effort between the General Services Agency (GSA) and LCIP. This joint effort is a capacity building exercise for the GSA and a way to provide some needed experience for them. The GSA is responsible for all construction and maintenance of Government of Liberia buildings less than \$250,000 in value. Therefore, it was appropriate to involve them in the reconstruction of the Ganta Border Post. The Memorandum of Understanding between LCIP and the GSA was signed in September 2009, and mobilization to the site has begun.

Mobilization activities for Toes Town and Yealla border posts have just begun. LCIP will construct and supervise both locations, with internal resources and LCIP engineers, due to time constraints.

For the Ganta, Toes Town and Yealla border post, a community sensitization effort was carried out in the surrounding communities to build local buy-in and ownership of the projects from district and community stakeholders. As a result, LCIP was able to get the districts and the communities to donate land and warehouse space for the rehabilitation efforts. LCIP also plans to source materials, such as sand and gravel, as well as labor from the surrounding communities. In the case of Bo Waterside, local labor will be used, but the communities were not able to provide the material quantities necessary for the construction efforts.

The intent of this grant is to help strengthen border security by creating a space large enough to house all the border officials along with storage space and meeting rooms. The current border posts do not have adequate facilities to properly house all the officials from both Customs and Immigration. In the case of Toes Town, the border officials were disbursed throughout the community, as there was no one area large enough to contain them all. The final structures will be able to house up to 65 persons.

Task 1.5: Engineering Building – Fendall Campus

LCIP is currently rehabilitating the two story, 83,000 square feet School of Engineering building at the Fendall Campus of the University of Liberia. Renovation activities include 31 classrooms, 20 faculty offices and 3 laboratories.

The design for the building was tendered in early September 2008. AEP Inc. was awarded the subcontract for the preconstruction services in October 2008, while Sawyer & Associates were awarded the construction subcontract in July 2009. The renovation activities on the campus officially began at the end of July 2009.

Major works on the project include the complete removal and replacement of the roof, removal of damaged wooden doorframes and high level windows, demolition of all asbestos components and electrical rough works. At the time of this report, the building was 45% complete.

LCIP II YEAR I WORK PLAN ACTIVITIES - INF

During the previous annual report, a few remaining infrastructure activities had not yet been completed at the time of writing but were completed in FY 2009.

Table 6: Status of LCIP II Year I Work Plan Tasks - INF

Task No.	Activity	Original End Date	Revised End Date	Status
3.2.2	Zorzor Rural Teachers Training Institute	Dec-07	Oct-08	Closed
3.2.3	Ministry of Public Works	Mar-08	Mar-09	Closed

Task 3.2.2: Zorzor Rural Teachers Training Institute

The Zorzor Rural Teacher Training Institute (ZRTTI) was Liberia's first teacher training institute, and was originally funded by USAID, and jointly managed by the Government of Liberia and Tuskegee University, one of America's top Historically-Black Colleges and Universities (HBCU). This was the second of two Rural Teacher Training Institutes rehabilitated by USAID, through LCIP, as identified by the Ministry of Education as priorities in 2007.

Rehabilitation efforts began in October 2007. As of the last annual report, 95% of the work was completed. The work was substantially completed in October 2008, and the building was officially handed over to ZRTTI officials on November 13th 2008.

Rehabilitation works included all of the administration and academic buildings, four large dormitories, staff housing, kitchen and cafeteria, as well as 16 classrooms. Electricity and water supply were substantially restored. Three generators and two steel water towers and reservoirs were installed. 16 solar security lights were also installed on the campus.

It should be noted that the electrical system at ZRTTI was not fully completed by one of the 4 subcontractors - whose subcontract was terminated and performance bond called in. DAI is in the process of negotiating with the Liberian Electricity Corporation to provide and install the remaining transformers and high-voltage wires needed to ensure maximum effectiveness of the electrical system. The Campus is currently receiving electricity; however, it is not as efficient as originally designed.

Task 3.2.3: Ministry of Public Works

The Ministry of Public Works was completed in March 2009. The rehabilitation efforts included the renovation 6 large industrial buildings and external works such as water system, plumbing system, storm water drainage, external lighting and repair of pavement in parking lots. Internal works included installation of internal electrical cables, light fixtures and interior painting, installing doors, windows, floor tiles, installing plumbing fixtures, electrical cables and fixtures.

MONITORING & EVALUATION

The following is a brief narrative about how performance information was gathered, how indicators have been reported, evidence of information, and any spot-check efforts that were made during FY 2009.

As part of the function of the M&E Unit, performance information was regularly gathered and reported, including data for the performance indicators. The information gathering process is two-fold:

- Information gathered by the LCIP M&E Unit, and
- Information gathered by the LCIP partners (Liberian NGO grantees) and subcontractors (for-profit construction companies).

The M&E Unit gathers information during field visits, spot checks and from reports received from partners and subcontractors. Information on performance indicators were collected by the unit during the above mentioned field visits and spot checks. Partners and subcontractors were requested to report information collected on indicators during their monthly milestone and final reports. The information reported by them is then verified during the unit's field visits and spot checks to authenticate and verify the data.

Field visits and spot checks were conducted as regularly as possible, depending on the number of activities being implemented in the community or county. Visits were conducted at least twice a month to validate information provided by the partners and subcontractors. If the visit or spot checks of the LCIP M&E unit revealed that the information provided by any of the partners or subcontractor was inaccurate or questionable, it was not utilized until further authenticated, after which it was either included in the final report or rejected. In the event the information provided from the Implementing Partner or sub-contractor was inconsistent, inaccurate, or not understood, a "validation visit" was conducted prior to inclusion in any LCIP report.

Communications with partners and subcontractors was constantly maintained via phone calls to collect information, and to also to conduct preliminary verification on information received. However, information received from partners and subcontractors through phone calls was considered preliminary, until the data was verified or authenticated by documentary evidence, field visits, and/or spot checks.

Environmental Compliance

Environmental compliance checks are part of the M&E function. Compliance checks were performed regularly throughout the year to ensure that the environmental guidelines outlined in the Environmental Monitoring & Management Plan were being followed.

M&E also discussed environmental damage mitigation with subcontractors and grantees prior to and during grant implementation. Prior to any grant activity commencing, an environmental review was conducted with recommendations and areas of potential vulnerability communicated to the technical teams.

A list of all field visits, dates, and grants visited by the Monitoring and Evaluation Team between October 2008 and September 2009, is listed in the table below:

Table 7: Monitoring and Evaluation Field Visits

No.	Date of visit	Location	Grant Name
1	1-Oct-08	Nimba	Small Business Incubator
2	Oct. 22-24, Nov. 6-7, 2008	Bong & Lofa	Small Scale Community Infrastructure
3	19-Jun-09	Cape Mount	Bo Waterside Border Post
4	27-Aug-09	Montserrado	Fendall Campus
5	9-Jun-09	Cape Mount	Robertsport - Medina Road
6	18 - 20-Aug-09	Grand Bassa	Cash Tree Crops
7	26 - 27-Aug-09	Montserrado	Rural Artisan Apprenticeship Program
8	2-Sep-09	Bong	Maimu - Tokpaipolu Feeder Road
9	2-Sep-09	Lofa	Yealla Border Post
10	3-Sep-09	Lofa	Cash Food & Tree Crop
11	2-Sep-09, 4-Sep-09	Lofa	ZRTTI
12	9-Sep-09	Montserrado	Private Sector Internship Program

During the period January-March 2009, the M&E team conducted the preliminary review and screening of eleven grants and three subcontracts for potential environmental impact in compliance with the EMMP prior to project implementation. The team used the Environmental Review Form for grants and Environmental Checklist for adapted from the amended IEE.

Table 8: Monitoring and Evaluation Preliminary Screenings

No.	Grant Name	Location	Date Prepared
Grants			
1	Cottage Industry Development:(Food Processing & Preservation)	Bong, Lofa, Grand Bassa & Cape Mount	4-Mar-09
2	Cottage Industry Development: Processing Coconut	Sinoe, Rivercess & G. Bassa	5-Mar-09
3	Cash Food Crop: Bong Mines	Bong	6-Mar-09
4	Cash Food Crop: Todee	Montserrado	6-Mar-09
5	Rural Artisan/Apprenticeship Program	Montserrado, Bomi, G. Cape Mount & Gbarpolo	6-Mar-09
6	Rural Artisan/Apprenticeship Program	Sinoe, G. Gedeh & River Gee	6-Mar-09
7	Workforce Development Internship	Montserrado, Bong,Bomi,Margibi,Cape Mount & G. Bassa	6-Mar-09
8	Small Business Incubator	Montserrado, Bong, Lofa, Nimba & G. Bassa	12-Mar-09
9	Inland Fish Farming	Bong & G. Gedeh	13-Mar-09
10	Trade Fair	G. Cape Mount	17-Mar-08
11	Cash Food Crop: Gwein Town	G. Gedeh	18-Mar-09
Sub-contracts			
1	Rehabilitation/Renovation of TNIMA	Montserrado	4-Feb-09
2	Sanquin Bridge Rehabilitation	Sinoe	5-Mar-09
3	Design & Build National Election Commission Building	Montserrado	9-Mar-09

APPENDIX



Appendix B: Map of all LCIP INF activities (October 2008 – September 2009)



LCIP II 2008-2009 Building Rehabilitation

