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LIBERIA COMMUNITY INFRASTRUCTURE PROJECT II

APRIL 2007 – APRIL 2010

FINAL REPORT

MAY 2010

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CONTENTS

- ABBREVIATIONSVIII**
- EXECUTIVE SUMMARY 1**
- CHAPTER ONE INTRODUCTION3**
- PROJECT IDENTIFICATION3**
- PROJECT CONTEXT4**
- PROJECT OBJECTIVES AND APPROACH5**
 - USAID Objectives5
 - Project Objectives, Deliverables, and Goals6
 - Project Approach.....7
 - Economic and Social Reintegration Approach.....9
- PROJECT MANAGEMENT 11**
 - Project Team..... 11
 - Cooperation with Counterparts 12
- CHAPTER TWO PROGRAM ACCOMPLISHMENTS..... 13**
- COMPONENT 2: ECONOMIC AND SOCIAL REINTEGRATION..... 13**
 - Workforce Development and Employment Generation – Private Sector Development ..26
 - Workforce development and employment generation—Agriculture Production..... 30
 - Conflict Prevention, Mitigation, and Resolution..... 33
 - POTUS Furniture 33
- COMPONENT 1: INFRASTRUCTURE 13**
 - Roads..... 14
 - Buildings.....20
 - Small-scale community infrastructure23
 - Ministerial Technical Assistance24
- CHAPTER THREE TARGETS AND RESULTS..... 35**
- PERFORMANCE INDICATORS36**
- EMPLOYMENT GENERATION..... 38**
- INTERPRETATION OF RESULTS 39**
- CHAPTER FOUR BEST PRACTICES AND LESSONS LEARNED..... 39**
- BEST PRACTICES 40**
 - Implementing INF projects and Subcontractor Management..... 40
 - Implementing ESR Activities and IP Management.....42
 - Administration and Management43
- LESSONS LEARNED AND RECOMMENDATIONS43**
 - Infrastructure Activities.....43

Economic and Social Reintegration Activities	45
Administration and Strategic	47
CHAPTER FIVE FINANCIAL SUMMARY	50
ANNEX A INDICATORS, TARGETS, DELIVERABLES, AND RESULTS	51
GEOGRAPHIC DISTRIBUTION OF GRANTS	51
2009 Beneficiary Competition	51
ANNEX B METHODOLOGY	53
PROJECT MONITORING AND EVALUATION SYSTEM	53
METHODS USED TO ESTIMATE RESULTS OR IMPACT	54
ANNEX C PROJECT DOCUMENTATION	57
REPORTS PROVIDED TO USAID	57
ANNEX D MAPS	59
ANNEX E PHOTOGRAPHS	63

TABLES AND FIGURES

TABLE

Table 1: History of Task Order Modifications and Funding..... 3

Table 2: LCIP Objectives aligned with 4 PRS Pillars 5

Table 3: National Staff Promotions 11

FIGURE

Figure 1 MAP OF ALL LCIP II ACTIVITIES 2

Figure 2: Outlining the 4 phases of evolution during LCIP I and LCIP II 4

Figure 3: INF and ESR allocation of Grants Disbursements 5

Figure 4: LCIP II Technical Activity Structure 6

Figure 5: INF Projects, Pie Chart indicating total disbursements 8

Figure 6: ESR Approach/Pyramid..... 9

Figure 7: ESR Main Tasks, Pie Chart by \$ Disbursements 10

Figure 8: Per County Expenditures of Grants Funding..... 51

FIGURE 9: MAP OF AGRICULTURAL ACTIVITIES 59

Figure 10: Map of Private Sector Development Activities..... 60

Figure 11: Map of Road Activities 61

Figure 12: Map of Building Activities..... 62

ABBREVIATIONS

A&E	Architecture and Engineering
AITB	Agriculture Industrious Training Bureau
CBO	Community Based Organization
CDC	Community Development Committee
CPMR	Conflict, Prevention, Mitigation and recovery
DAI	Development Alternatives Inc.
DDRR	Demobilization, Disarmament, Recovery, and Reintegration
EMMP	Environmental Mitigation and Management Plan
ESR	Economic and Social Reintegration
ExComs	Ex-Combatants
EOI	Expression of Interest
FFP	Firm Fixed Price
FAF	Foreign Assistance Framework
GIS	Geospatial Information System
GOL	Government of Liberia
GTZ	German Development Agency
IEE	Initial Environmental Examination
INF	Infrastructure
IP	Implementing partner
IRAP	Integrated Rural Access Planning
KRTTI	Kakata Rural Teacher Training Institute
LACE	Liberia Agency for Community Empowerment
LCIP	Liberia Community Infrastructure Project
LCIP II	Liberia Community Infrastructure Project II
LEDFC	Liberian Enterprise Development and Finance Corporation
LSGA	Limited Scope Grant Agreements
LTP	Liberia Teacher Training Program

M&E	Monitoring and Evaluation
MOE	Ministry of Education
MPW	Ministry of Public Works
NGO	Non-Governmental Organization
PDE	Person Days of Employment
PDO	Project Development Officers
PRS	Poverty Reduction Strategy
PSB	Private Sector Businesses
RBHS	Rehabilitation of Basic Health Services
RFA	Request for Application
SSCI	Small Scale Community Infrastructure
STTA	Short Term Technical Assistance
TNIMA	Tubman National Institute for Medical Arts
UL	University of Liberia
UNOPS	United Nations Operations
ZRTTI	Zorzor Rural Teacher Training Institute

EXECUTIVE SUMMARY

This report covers all accomplishments, aligned according to the Scope of Work of the Liberia Community Infrastructure Project (LCIP) II Task Order from April 2007 to April 2010.

The LCIP projects were important and flexible contracting vehicles for USAID to respond to the ever-changing social and economic environment in Liberia, supporting Government of Liberia (GOL) priorities, and a way to continue to build diplomatic relationship with the new GOL administration. Liberia continues to recover from its 14 year civil war, a broken workforce, a severely damaged national infrastructure and a weak economy with a massive unemployment rate. The successes from LCIP contributed towards Liberia’s recovery and supported all efforts to “Lift Liberia¹”.

During this task order, DAI met and exceeded all infrastructure performance indicators and met most economic and social reintegration performance indicators, providing short term employment opportunities to more than 14,949 casual workers. In total, 53 of 55 grants were implemented under the approved grant budget amounts, and all activities listed in the Task Order and the two supporting annual workplans, were completed within the time period allocated.

The DAI/LCIP team continued its commitment to working with Liberian implementing partners – including private sector construction subcontractors and Liberian Non-Governmental Organizations, which was crucial to LCIP’s success and reputation within Liberia, something proudly spoken of by the US Ambassador, USAID Mission Director and President of the Republic of Liberia. Although not without challenges, by engaging Liberian implementing partners throughout the period of performance, LCIP II helped build Liberian ownership for the activities, improved prioritization and selection of activities, and encouraged participation in the activities themselves – thereby maximizing LCIP II’s ultimate impact and success.

LCIP II By Numbers
LCIP Operations Information
<ul style="list-style-type: none">• 5 offices in 14 out of 15 counties• 120 Liberian staff and service contractors• 9 expats (from 6 different countries)• 28 vehicles (including 7 heavy duty staff) and 6 motorcycles
Infrastructure Activities
<ul style="list-style-type: none">• 12 Infrastructure Projects totaling \$23M• 44 subcontractors throughout LCIP II• 123 classrooms rehabilitated• 381km of roads rehabilitated• 536,000 square feet of buildings rehabilitated• More than 3,500 temporary jobs created
Economic and Social Reintegration Activities
<ul style="list-style-type: none">• 43 Grants totaling \$9.5m• 19 Grantees• 15,279 beneficiaries• 28,000 acres of land rehabilitated

¹ “Lift Liberia” is the promotional slogan of the Poverty Reduction Strategy. <http://www.liftliberia.gov.lr>

LCIP II worked closely with government officials, particularly with the Ministries of Public Works, Youth & Sports, Education, Agriculture, and Labor to identify their priority needs and ensure LCIP II activities were always consistent with the GOL Poverty Reduction Strategy (PRS). Focusing on supporting vulnerable groups, LCIP II worked to restore the financial self-sufficiency of war-affected persons (particularly youth aged 18 to 35 and women) through activities that provided short and medium term employment and skills development opportunities. LCIP II also contributed to social cohesion in communities, particularly through activities to restore community infrastructure and essential services. LCIP II linked communities to government by rehabilitating and reconstructing key national, county, and local level infrastructure such as county administration buildings, roads, and schools.



Figure 1 MAP OF ALL LCIP II ACTIVITIES

During this task order period, the GOL and USAID both began their strategic transitions from a focus on short-term, quick impact, reintegration of ex-combatants immediately following the 2003 Peace Accord to developmental activities (beginning in 2009) that are envisioned to be more sustainable for beneficiaries, government ministries, implementing partners, and private sector contractors. Through LCIP, DAI effectively established the foundations, best practices, lessons learned and fundamentals for future medium and longer term strategic programming along this Development Continuum, and for future project designs by both the GOL and USAID.

LCIP II, like LCIP, was incrementally funded and extended throughout its 36 month period of performance, creating challenges for implementation in a country where distinct seasons of heavy rain have enormous impact on timing of project activities.

DAI learned many lessons through overcoming implementation challenges and experiencing setbacks, especially related to managing staffing levels, local subcontractor selection and management, supporting sustainability of interventions, and facilitating NGO partnerships. These lessons can similarly be applied to future USAID programs focused on national and regional infrastructure, workforce development, and agriculture initiatives.

The LCIP team, many of whom worked in the initial years of LCIP I, in the most challenging of environments is extremely proud of the legacy they leave behind, and are privileged to have been a part of such a powerful, impactful, and rewarding post-conflict contribution by USAID to the people and the Government of Liberia. Team members will recount the team's accomplishments made during these 6 years (LCIP I and LCIP II) for generations to come.

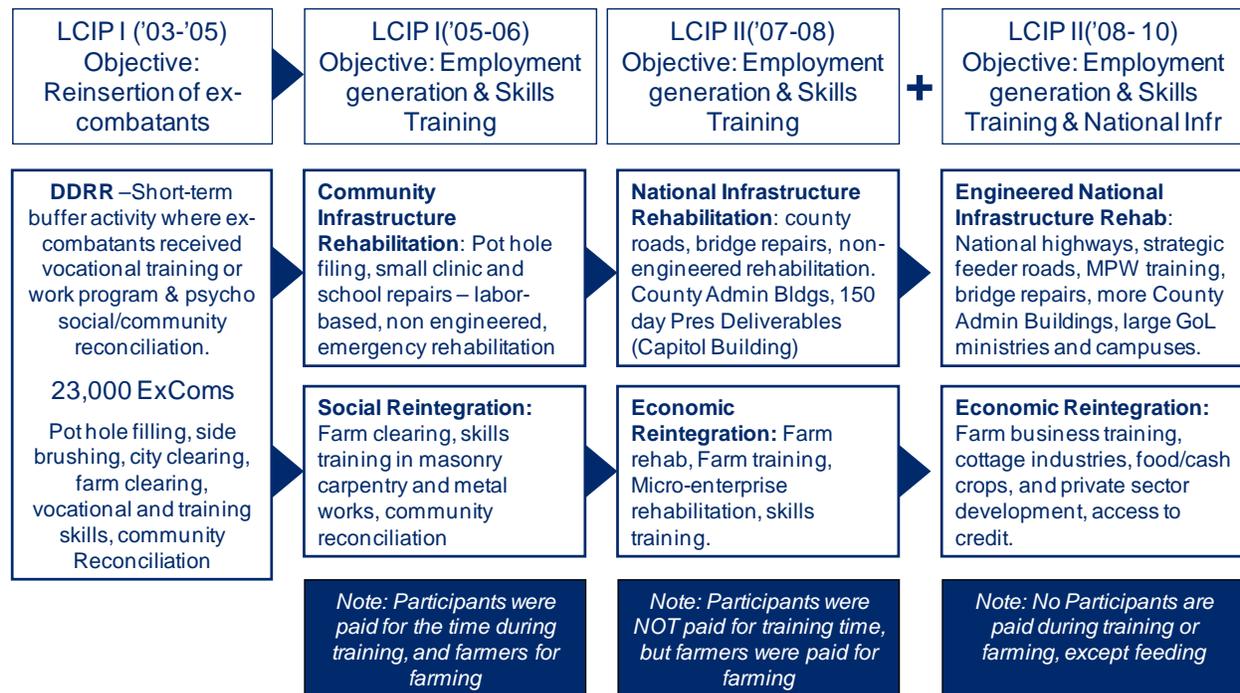
PROJECT CONTEXT

LCIP I began in March 2004 as a post-conflict relief effort focused on demobilizing and disarming ex-combatants, providing urgent relief to war-affected populations, rehabilitating small-scale community infrastructure, and preventing new outbreaks of conflict. Under LCIP I, DAI provided psycho-social counseling and reconciliation activities in over 792 communities in the 8 counties and provided employment opportunities to 24,615 ex-combatants and war-affected persons.

The LCIP II contract was awarded in April 2007 as a follow-on to LCIP. LCIP II was originally entitled Revitalization and Recovery through Employment and Service Initiative (RRESI), a project that was designed to address a country in “need of emergency employment programs, as a top priority of the newly elected Liberian government”².

LCIP II moved away from emergency relief towards more short-term and medium-term employment programs, and focused on creating conditions more conducive for financial self-sufficiency, social cohesion, and linking communities to government. LCIP II continued to focus on vulnerable groups of the populations, particularly women, youth, ex-combatants and returnees, as per the Request for Proposal and Technical Proposal by DAI, however took a broader “community” focus in activity designs as Demobilization, Disarmament, Recovery, and Reintegration (DDRR) activities had just ended prior to the award of the Task Order.

FIGURE 2: OUTLINING THE 4 PHASES OF EVOLUTION DURING LCIP I AND LCIP II



² Page 1 of RRESI Request for Proposal, October 2006.

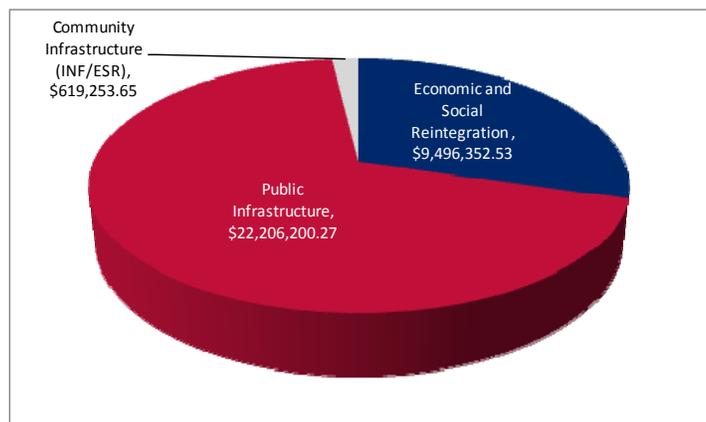
LCIP II closely aligned itself with the Poverty Reduction Strategy (PRS) released by the GOL in June 2008, particularly with the infrastructure deliverables and priorities, and agriculture sectors identified. The PRS articulates the Government’s overall vision and major strategies for moving toward rapid, inclusive and sustainable growth and development during the period between April 1, 2008 and June 30, 2011. The Government’s initial aims were to implement mutually reinforcing policies aimed at political stability, inclusive economic recovery and the restoration of basic services. The PRS is organized around four basic Pillars. The LCIP deliverables were aligned with all four pillars and stated objectives and strategies of the PRS. The table below outlines the relationship of the LCIP Components with the PRS Pillars.

TABLE 2: LCIP OBJECTIVES ALIGNED WITH 4 PRS PILLARS

PRS Pillar	LCIP Objective
1. Expanding peace and security	Contribute to social cohesion in the communities, particularly through activities to restore community infrastructure and essential services
2. Revitalizing the economy	Restore the financial self-sufficiency of war affected persons (particularly youth and women), through activities that will provide employment and skills development opportunities.
3. Strengthening governance and the rule of law; and	Link communities to Government by rehabilitating and reconstructing key national, county and local level infrastructure
4. Rehabilitating infrastructure and delivering basic services	Link communities to Government by rehabilitating and reconstructing key national, county and local level infrastructure

LCIP II allocated a total of \$32,455,211 million for grants, including Infrastructure (INF) and Economic and Social Reintegration (ESR) components representing 65% of the total budget allocated to the LCIP II contract. The breakdown of the grants into these 2 project components is illustrated to the right.

FIGURE 3: INF AND ESR ALLOCATION OF GRANTS DISBURSEMENTS



PROJECT OBJECTIVES AND APPROACH

USAID OBJECTIVES

Over the course of the program, LCIP II was a strategic vehicle designed and used by USAID to respond to the always-changing social and economic environment in Liberia, support the GOL priorities, and served as a means to build strong diplomatic relationship with the new GOL administration. During the last year of the project, LCIP also supported the developing changes within USAID’s own strategic mission objectives...starting the process of a transition from post-conflict recovery to strategic and focused development programming and project design. A new focus in programming is challenging for both USAID and their implementing

partners to execute during existing project implementation, given original objectives of programs designed years before the shift along this Development Continuum³ begins.

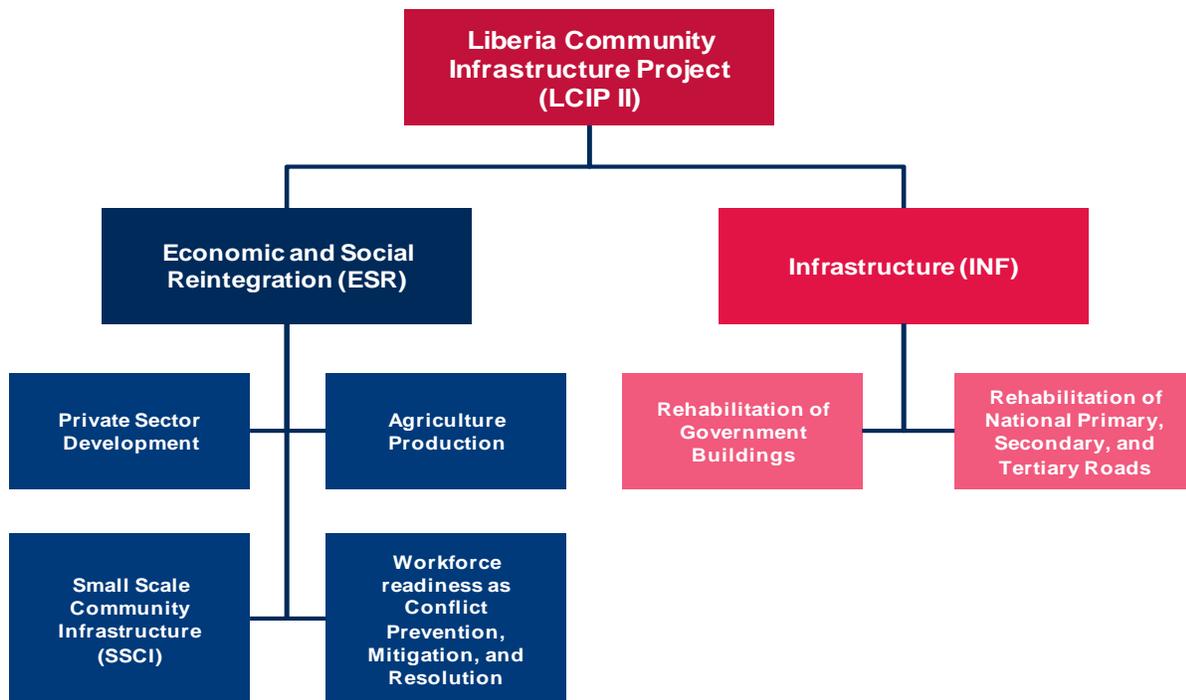
PROJECT OBJECTIVES, DELIVERABLES, AND GOALS

The overall objective of this program was to restore and improve basic economic activity and restore livelihoods in Liberia. In order to achieve these objectives, the program focused on achieving the following results:

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

To support these objectives, the original Task Order specified that “activities will focus on fostering community empowerment, participation and the sustainable reintegration of ex-combatants and returned refugees and internally displaced persons. Projects such as the rehabilitation of administrative buildings, schools, clinics, roads, and bridges will support the reintegration of those returning and those who remained in communities. Given lessons learned from the LCIP activities, it is imperative to have a psychosocial/conflict mitigation component, as well as basic literacy and numeracy skills.”⁴

FIGURE 4: LCIP II TECHNICAL ACTIVITY STRUCTURE



³ Development Continuum is a process defined by DAI whereby there is progression from conflict, to post conflict towards sustainable economic growth and development.

⁴ RRESI Task Order, #10, C.2 Objectives, Page 5.

Under Modification #4, an expansion of the scope of work occurred, while still supporting the three original objectives above. New activities included:

- Unfunded, but planned, national infrastructure projects, such as the rehabilitation of the National Elections Commission, Tubman National Medical Institute for the Arts (TNIMA), Engineering Building of Fendall Campus, and additional feeder roads.
- Technical assistance, workshops, study tours, and procurement in support of institutional capacity building at the Ministry of Public works.
- Small scale community infrastructure projects that incorporate water and sanitation supply systems.
- The assessment, design, and construction supervision of potential rehabilitation projects funded by partner donors or through multi-donor fund mechanisms.
- Activities focused on food production, value chain, and security of staple agricultural commodities – those that either will employ significant numbers of rural populations, or those that have the opportunity to provide jobs for targeted participants.

PROJECT APPROACH

This section details DAI's management approach, including technical components, cross-cutting themes, and important tools developed and utilized to achieve results. LCIP II's activities were organized into two major components:

Component #1: Infrastructure (INF). This component comprised of rehabilitation of government buildings and rehabilitation of national primary, secondary and tertiary roads.

Component #2: Support for Economic and Social Reintegration (ESR). This component comprised of agriculture production, small scale community infrastructure, private sector development and workforce readiness activities.

While INF and ESR components were organized separately, the integration of these two occurred in Development Corridors, where ESR on activities were focused along feeder roads or national highways – thus simultaneously supporting all three LCIP objectives. For example, this integration occurred in two distinct locations – The Todee Road Development Corridor and communities along the Robertsport to Medina Highway. Selection of activities within these corridors was made more successful by the introduction of an Integrated Rural Access Planning (IRAP) process, which weighted selection criteria of roads and off-road interventions based on access to healthcare, water, education, agro-ecological conditions, demographics, etc. The IRAP ensured maximum inputs by formalized Community Development Committees (CDC) and Community Based Organizations (CBO). The impact and benefit of this integration can be seen in the economic activities now found in those communities located along these roads – visibly increased agriculture activities, road side selling, more micro-enterprises along the road, improvements to homes (zinc sheeting vs. thatch), and more commercial traffic.

Public infrastructure projects were authorized through Limited Scope Grant Agreements (LSGA) entered into between the appropriate GOL Ministry and USAID/LCIP. These grant agreements provided the overall umbrella under which sub-contracts with private companies were executed for in-kind delivery of

goods and services needed to complete actual rehabilitation and reconstruction. ESR activities were undertaken through fixed obligation grants to Liberian Non-Governmental Organizations (NGOs).

Infrastructure Approach

The public infrastructure activities under LCIP II were developed based on priorities and commitments identified by USAID and the U.S. Embassy in negotiation with senior Government of Liberia representatives and in line with the GOL PRS.

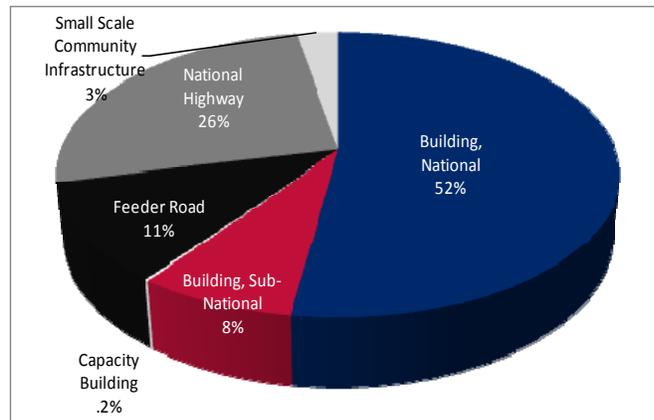
The INF component focused on the third LCIP II objective: Linking communities to government by rehabilitating and reconstructing key national, county and local level infrastructure, which included the rehabilitation of building structures and the rehabilitation of national primary, secondary and tertiary (rural feeder) roads.

In the initial stages of INF implementation, it was quickly apparent that there were large private sector construction capacity gap. The private sector capacity gap was most notable within the transport (road) infrastructure sector, where DAI noted that Liberia neither has adequate design nor competent construction capacity. The pre-construction sector for buildings (architectural design and supervision) is, in comparison to transport, competent, although over stretched by the ongoing construction boom. With its commitment to work with Liberian partners, in order to fill this gap, DAI Engineers organized formal and informal capacity building sessions for subcontractors, not only to broaden their understanding of subcontract management, pricing, and resourcing, but also to help ensure our mutual success – on time and within budget completion.

Road rehabilitation was mostly undertaken by subcontractors through a competitive bidding process, followed up by mentored supervision focusing mainly on quality control and schedule compliance. Subcontractors were encouraged to employ local laborers from the rural communities, infusing them with new sources of income (providing modest investment capital), while simultaneously bringing transfer of technical skills necessary for possible road maintenance in the future. Only one road rehabilitation project, the expansion of the Todee Road to include the Bong Mines to Koon Town feeder road, was proposed by DAI to USAID, based on assessments. The selection of transport infrastructure and social infrastructure improvement activities along Development Corridors was based on IRAP, which facilitated the balancing of the right selection criteria.

All other roads were selected either by USAID or by the Ministry of Public Works as a national, strategic, or community level priority. All roads rehabilitated under LCIP were mentioned specifically in one of the 15 County Development Agendas and in support of the GOL PRS. All building rehabilitation activities were identified by USAID or the Government of Liberia as national priorities, and no building sites were proposed by DAI to USAID for implementation.

FIGURE 5: INF PROJECTS. PIE CHART



“And when you win, you must perform, just as H.Q. Taylor has done. He competed in the bidding process for the renovation contract, won and has performed. So today we have a newly renovated MPW Building” – President of Liberia Ellen Johnson-Sirleaf commends USAID and LCIP’s commitment to working with Liberian construction companies.

ECONOMIC AND SOCIAL REINTEGRATION APPROACH

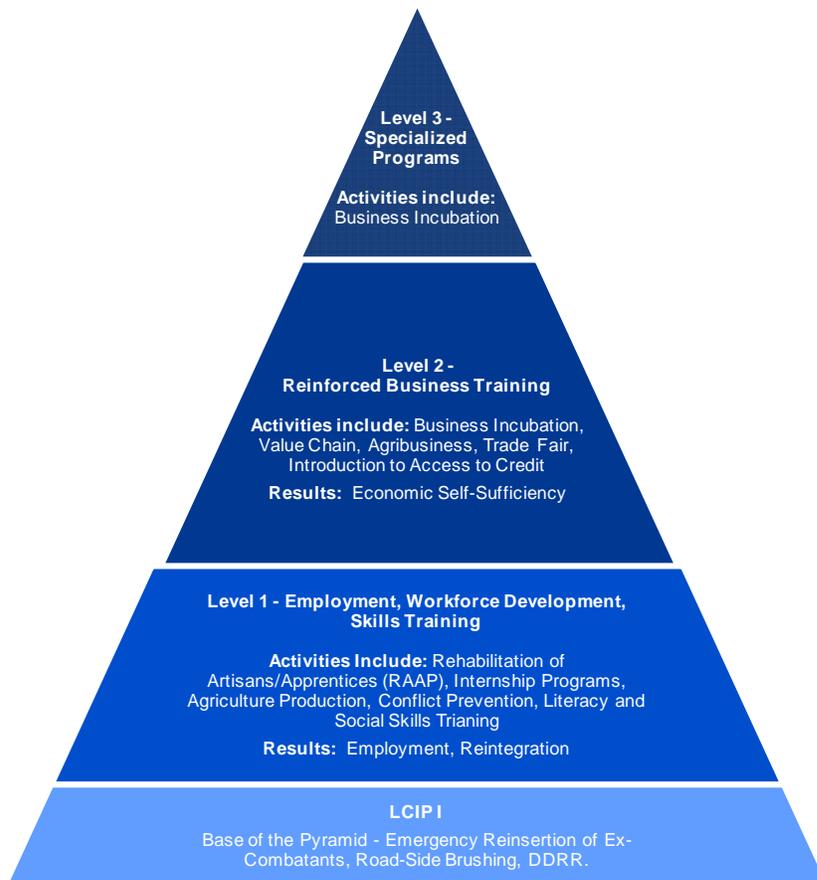
Under LCIP I, the ESR program focused specifically on recruiting ex-combatants and engaging them in short-term reinsertion programs aligned with the DDDR requirements. These programs were designed as large emergency relief cash-for-work activities meant to quickly reintegrate ex-combatants back into communities around Liberia. By contrast, the LCIP II ESR objectives focused more on short-term and medium-term economic development activities that targeted opportunities for a broader range of vulnerable groups, particularly youth and women.

The following pyramid shows the relationship of various stages of LCIP economic growth within the private and agricultural sectors, starting from 2004 when LCIP was involved in DDDR. From 2005 through 2007, LCIP was primarily involved at Level 1, through activities such as workforce development and micro-enterprise training. Under LCIP II, Level 1 grants continued and the portfolio of economic growth was expanded to include some Level 2 activities. Finally, a selected number of micro-enterprises that had demonstrated high growth potential were selected to participate in the Level 3 small business incubator grants.

The main objectives of the ESR component were divided into two parts: Economic Reintegration and Social Reintegration. Economic Reintegration provided viable economic livelihood through generating job opportunities, supporting business development and developing employable skill sets. Economic reintegration activities provided viable economic opportunities for targeted populations (particularly marginalized youth and women) through employment opportunities, workforce development programs, and increased agricultural production. Social reintegration provided psychosocial support, conflict management skills, and community reconciliation activities. Both aspects were integrated together in order to maximize the probability of sustainable peace.

The ESR grants were fixed obligation grants developed based on needs assessments carried out by the LCIP Project Development Officers (PDOs) centered on the project's primary objectives. Community members were approached and asked to identify areas of intervention which the communities would benefit most from. Following this identification stage, a process of competition for selection of an NGO

FIGURE 6: ESR APPROACH/PYRAMID



would begin with an Expression of Interest (EOI) followed by a Request for Application (RFA), and finally a submission to USAID for the grant approval.

Beneficiaries

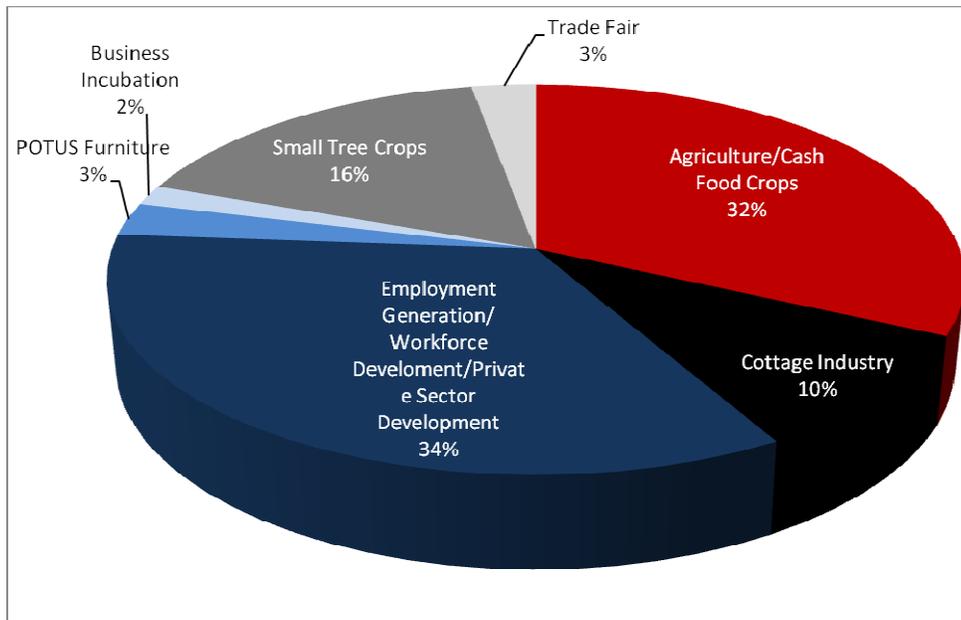
ESR activities prioritized the target group of youth and young adults between the ages of 18 and 35. ESR programs also incorporated older war-affected Liberians who, through rehabilitation and development of their enterprises and farms, who consequently provided employment opportunities to the targeted youth. Participants and communities were expected to contribute various materials to the project, such as wood for snail cage construction, and provide their own accommodation. Participants were not paid to participate in the programs, and were expected to find alternate means of sustaining themselves during the grant implementation period; lunch was provided.

The ESR project portfolio was divided into five main task areas (see Figure 6 below). Projects falling within these five task areas were supported by crosscutting elements including workforce readiness workshops and small-scale community infrastructure.

Selection criteria for geographic locations:

- Rural cities that generate economic opportunities outside of Monrovia and encourage repatriation
- Location/proximity to LCIP infrastructure projects
- Potential for positive impact
- Success of previous projects
- Proximity to markets
- Vulnerability to conflict: Border counties with tribal conflicts
- Community receptiveness and willingness to contribute
- Logistical feasibility

**FIGURE 7: ESR MAIN TASKS
PIE CHART BY \$ DISBURSEMENTS**



PROJECT MANAGEMENT

PROJECT TEAM

The LCIP Project Team, at the peak of operations, consisted of nine expatriate staff, 115 Liberian Nationals and operated out of five regional offices, including the central office in Monrovia. During this time period, four Chiefs of Party served the project – including Mr. Peter Riley, the late Mr. Steve Browne, Mr. Stuart Willcuts, and Mrs. Heather Robertson. The two technical areas were led by Team Leaders – Ms. Cynthia Mahoney (ESR Team Leader) and Mr. Jim Clarke (INF Team Leader), and Mr. Robert Obetia (Team Leader for Integrated Community Driven Development).

No major subcontractors were involved in the implementation of the LCIP II. However, for many infrastructure projects, architectural and engineering subcontractors provided designs or supervision consulting and formed part of the larger LCIP management structure during those time periods.

An integral part of the DAI management philosophy was the identification and promotion of Liberian staff into increased responsibility positions, and in the final months of the project, many of the senior Liberian managers were Acting Team Leaders, who had risen into a position of respect, authority, and management based on technical and management experience. Many of the Liberian staff were hired in 2004, under LCIP I, and provided up to 6 years of dedicated service to DAI and the two LCIP task orders.

TABLE 3: NATIONAL STAFF PROMOTIONS

Staff Name	Previous Position	Promoted Position	Yrs of Service
Myers Johnson	Driver	Fleet Supervisor	5 years
Bruno Bracewell	Logistics Assistant	Operations Manager	6 years
Mafar Forkpah-Bright	Grants Assistant	Human Resource Manager	6 years
Blamo Tweh	Driver	HR/Admin Assistant	1 year
Varney Carter	Driver	Logistics Assistant	6 years
Nelson Kanneh	Data Entry Clerk	ESR Program Officer	2 years
David Wounuah	Road Inspector	Sr. Road Engineer/Trainer	2 years
Kofa Snee and Tyee Wilson	Interns	Service Contractors (M&E and Accounting respectively)	1 year

Identified early in LCIP II, in addition to gaps in the private sector, there was a gap that also existed in the LCIP I engineering staff who transitioned onto the LCIP II Task Order. Prior to July 2007, DAI had a limited number of engineers on staff, as most work was outsourced to Liberian consulting firms. Staff previously included a Team Leader, 3 Liberian project Engineers (one degree holder) and a Draftsman. Given the increased size and complexity of many of the national infrastructure projects, and the recognized need for improved testing, design, and management tools, DAI began a large scale effort to recruit and a variety of additional positions, with an emphasis on the resources needed to successfully design and manage the national road projects. The Engineering team was

“When I came to LCIP I (as a truck driver) could not put a computer on or even put it off but now I can do that.” – Myer Johnson, promoted from Truck Driver to Fleet Supervisor

“When I graduated from the University of Liberia, it took me almost two years doing nothing; I went through the open vetting process (as an intern) fairly and because I was outstanding, that was how I was preferred to others. I wish LCIP had another life of a year or two in Liberia! It was all good and rewarding for me, may God bless LCIP/DAI for good job done in Liberia” Tyee Wilson, from Intern to Finance Assistant

increased to 18 Engineers by February 2008. With this increased staffing, DAI was in a better position to fill the gaps left by the private sector and directly supervise, and in some cases implement, the rehabilitation works.

COOPERATION WITH COUNTERPARTS

Many opportunities arose, or were created, to work closely with GOL counterparts and other donor partners and projects. The following is a list of those successful opportunities for cooperation:

Counterpart or Cooperating Organization/Donor	Project	Brief Description
GTZ, MPW, and Liberian Associations for Contractors	Road Maintenance Training Center Concept and Task Force, to be housed at University of Liberia Fendall Campus	Development of concept paper, facilitated initial meetings and secured buy-in for future development by all stakeholders
Ministry of Public Works	All roads, bridges, and many national building projects	From design, construction permitting, and technical cooperation during supervision.
Ministry of Labor and Youth and Sports	Private Sector Internship Programs, GOL Career Fair	MOL and Youth and Sports participated in the posting, recruitment, and aptitude testing of interns.
Logging Companies	Greenville Buchanan Road	Intermittently collaborated with private sector logging companies to augment heavy-duty equipment based road grading
GSA and USAID's GMAP	Ganta Border Post	Co-developed and supervised the construction of Ganta Border Post
ARD and Winrock (USAID projects)	Operations	Co-located regional operations/offices in Greenville and Gbarnga respectively.
USAID's LTPP	KRTTI and ZRTTI	Consideration made for campus layout, building prioritization, and operational/maintenance tools and trainings based on collaboration and sharing of plans and expectations
USAID's RBHS	TNIMA	Sharing of information regarding rehabilitation designs and contracts to better align TNIMA dormitory (LCIP) with TNIMA offices/classrooms (RBHS)
PAE and Ministry of Defense	Sanquin River Bridge (launch of December 2008)	The emergency assembly of a 190ft bailey bridge was carried out through a unique partnership with the Ministry of Public Works, Ministry of Defense, the new restructured Armed Forces of Liberia (AFL) Engineering Battalion, PAE's Security Sector Reform military mentors and trainers, and USAID's LCIP Engineers. It served as field training for the new Engineering Battalion, and it was one of the first non-combat training exercises, providing an opportunity for many Liberians to be introduced to the new face of the AFL.

CHAPTER TWO

PROGRAM

ACCOMPLISHMENTS

This chapter provides an overview of project activities and accomplishments during the contract period. The chapter is divided into INF and ESR project activities and accomplishments.

In addition to summarizing comprehensive LCIP II achievements, this section also summarizes significant achievements in each of the major sub-categories of the portfolio for both INF and ESR activities, and highlights any special success stories of beneficiaries that have been achieved.

COMPONENT 1: INFRASTRUCTURE

During the 14 year civil conflict, basic infrastructure was destroyed, and in the seven years since the Peace Accord, the majority of Liberia’s roads are still damaged, not well maintained, and are largely impassable. This reality seriously constrains economic recovery, linkages between communities, linkages with government in Monrovia, and the provision of basic services such as health and education. The inadequate road infrastructure also impedes peace-building efforts by limiting economic opportunities, constraining the ability of police and other security forces to operate effectively, and weakening national cohesiveness and integration⁵.

Through LCIP’s building and road rehabilitation projects, the restoration of critical public infrastructure has linked communities – at the local, regional, and national levels – to the Government of Liberia, and has supported the delivery of public services to communities, thus helping to demonstrate the benefits of peace and good governance, and improving the probability of sustainable peace.

Key roads and transport structures that were rehabilitated under LCIP, such as bridges, culverts, cross-drainage systems, surfaces, have enabled communities to travel more quickly, and less expensively, to their government representatives as well as ease the delivery of public services to previously underserved communities. The rehabilitation of public structures, such as county administration buildings and ministry buildings provided needed workspace for civil servants to carry out their public duties. Reconstructing and rehabilitating two rural teacher training institutions and two university facilities helped to build the foundation for Liberia’s future through education and learning.

In addition to the improvement of the basic road infrastructure, successful capacity building components were integrated into several road projects, including:

1. Work Process training for Ministry of Public works Resident Engineers and Rural Roads Department
2. Mentorship and training for implementing partners (subcontractors and local NGOs)
3. Community development activities supporting community institutions formation, strengthening and training

⁵ PRS.

ROADS

The rehabilitation of five roads (381km) under LCIP II has brought new life to communities by allowing access to a greater network of services including schools, markets, small businesses, healthcare and local and national government facilities. The rehabilitation of these roads has helped to improve access to social, administrative and health services in rural areas, improve access to markets thus increasing economic activities in rural areas, and they provided post conflict mitigation intervention through job creation. The rehabilitation of roads has helped to “Life Liberia”, by increasing financial self-sufficiency and linking people to governments.

The five secondary and tertiary roads were rehabilitated during the contract period include the following:

Road rehabilitation activities targeted primary, secondary and tertiary roads in 6 counties in Liberia. The outcomes of the rehabilitation activities were:

- Improved access to social, administrative and health services in rural areas
- Improved access to markets thus increasing economic activities in rural areas
- Provided post conflict mitigation intervention through job creation
- Provided temporary infusion of income and investment capital into communities, through employment opportunities generated during rehabilitation
- Maximum buy-in of communities by engaging them in employment opportunities
- Mentored supervision of subcontractors has residual effect on capacity for future work

TABLE 5: SUMMARY OF ROAD ACTIVITIES

Rehabilitation of Roads					
Road	Length of Road(s)	Description of Road Interventions	Date Completed	Est. No. Persons Employed	Est. No. of Communities Impacted
Buchanan to Greenville National Highway	241 km	Small and large bridge repairs, installation of new culverts, spot improvements to gravel surface	July 2009	885	167
Todee Road	31 km	Clearing, Engineered Rehabilitation, small and large bridge repairs, gravel resurfacing, off-road social and transport infrastructure	May 2008	217	30
Bong Mines to Yarkpai to Koon Town (Todee Road Development Corridor)	47 km	Clearing, Engineered Rehabilitation, spot improvements, small bridge repairs, gravel resurfacing, off-road transport infrastructure	January 2010	294	18
Robertsport to Medina National Highway	41 km	Clearing, Engineered Rehabilitation, small and large bridge repairs, gravel resurfacing, off road transport infrastructure	December 2009	269	11
Maimu to Tokpaipolu Feeder Road	21 km	Clearing, Engineered Rehabilitation, small and large bridge repairs, gravel resurfacing	January 2010	145	10
TOTAL	381km			1,810	

The **Greenville- Cestos City – Buchanan Highway**

links 3 remote southeastern counties – Grand Bassa, Rivercess and Sinoe. Until 2003, the road was relatively maintained as a logging route. Many sections of the road were virtually impassable starting in 2003, particularly

-
- *266 lines of culverts*
 - *36 rehabilitated log bridges*
 - *Reshaping of 123km of road*
 - *53,585m3 bad spots improved/made accessible*
 - *70% reduction in journey time (13+ hours to 6 hours)*
-

during the rainy season when huge gullies and holes formed, with some sections reduced to foot paths. Some of the counties in River Cess were

not vehicle accessible at all during the rainy season. Log bridge structures ranged from being in good condition to dangerous.

Rehabilitation created:

- Linkage of 3 counties to national highway network
- Access for communities to county government capitals in Greenville and Cestos City
- Access to sea ports in Greenville and Buchanan
- Improved access to economic opportunities to community members in local industries (logging and farming)

Due to the enormity and complexity of this 240 km project, rehabilitation activities carried on into LCIP II (begun under LCIP), though the scope of work varied. The objective was to provide basic all-weather access to the road. Improvement designs focused on drainage structure rehabilitation and bridge repair, and also selective spot improvements, focusing on

repairing severely damaged sections of the road only, within funding available. Only those structures with a lifespan of less than 3 to 5 years were repaired. Grant funding available was not enough to support a fully-engineered road rehabilitation effort appropriate for a national highway, neither including complete engineered surfacing nor road realignment improvements.

“Bad roads were forcing the already high commodity prices even higher in the county. The road works are timely and help immensely in alleviating the suffering of the local population. This road is a boost particularly to farmers who have to get markets for the produce” Superintendent of River Cess County Bob Ramsy Ziankahn

In the early stages of implementation, the quality and pace of work of the technical drawing, supervision and implementation stages was not acceptable. The large and more experienced Liberian subcontractors were not able to satisfactorily complete their scopes of work, often requiring the contract to be reduced and parceled out to other subcontractors. As a result, DAI took over the direct supervision in early 2008 (previously supervised by a Liberian A&E firm). This was one of the factors that prompted the LCIP infrastructure department expansion. This also became an opportunity for subcontractor capacity building, and in November 2008, subcontractor capacity trainings began for 9 small-enterprise subcontractors that had previously been engaged in the road activities, with practical training occurring along the road. A marked improvement was seen, resulting in five of the trained subcontractors being awarded additional subcontracts along the road.

In May 2009, the road became accessible to all forms of transport, including 2WD commercial and passenger vehicles during the rainy season, which had previously not been possible. The journey time was significantly reduced from more than 13 hours from Buchanan to Greenville to under 6 hours and cost of public transportation dramatically decreased. Through this multi-year rehabilitation effort, LCIP II increased access to goods and services for these rural populations, reduced transit times, improved road safety and reduced the risk of accident, and facilitated and encouraged increased trade and commerce and promoted economic development opportunities for rural communities.

In mid 2008, during the rainy season, LCIP II sought additional funding to implement routine and **Emergency Road Maintenance along the Greenville – Buchanan Road** in order to maintain accessibility along the road. Four of the nine trained subcontractors were selected to participate throughout the routine maintenance implementation period through a performance-based approach. Communities were engaged in the rehabilitation process through labor-intensive maintenance activities, such as side-brushing and road clearing. Awareness campaigns were launched all along the road to sensitize communities about the works that were being implemented and training community members on maintenance activities that could be carried during and post LCIP intervention.

The **Robertsport to Medina Road** is a primary highway, serving as a main supply route between Monrovia and Robertsport. Its surrounding communities have the potential to become major destinations for both local and international tourism. The area has beautiful scenery between the Atlantic Ocean and Lake Piso (a Multiple Sustainable Use Reserve and RAMSAR site⁶) making it one of Liberia’s greatest potentials as a tourism destination.

- 68 lines of culverts installed
- Surface heightened , 40% of total road
- 75% reduction in transit time
- 1.15 km community road to New Fanti Town Community Health Center
- 5 HIV/AIDs sensitization seminars carried out for workers and communities along the road

The road was in terrible condition prior to intervention, maintained only by the United Nations as a supply route. Due to the roads proximity to the ocean and lake, the road experienced severe flooding during the rainy seasons which led

to major deterioration. There were severe bad spots all along the road with badly damaged and clogged drainage structures.

This road was fully-engineered and a full upgrading of both cross-drainage structures and surface was conducted. A successful construction demonstration of a low volume/low-cost Otta Sand Seal was conducted on 1.2km section in Robertsport and Medina junction. Driving time reduced from more than 2 hours down to 30 minutes; the road has been rated for an 80km/hr standard. Approximately 100 cars travel that road each day – they now experience less break downs, less maintenance costs, and taxi fares should reduce as a result of LCIP II’s intervention.

Impact and Benefits:

- Improved access for tourism in Robertsport, population 130,000
- Improved access to economic opportunities to in local industries (fishing, farming, and tourism)
- Access to county capital in Robertsport for government services
- Improvement of access to New Fanti town health centre thus allowing access to pedestrians and vehicles all year.
- Visibly increased road side selling or shops at villages along the road.

NY Times reporter Helene Cooper agrees it is the “best dirt road in the country”....

“We were less than 30 minutes from our destination of Robertsport, home to Liberia’s nascent surfing scene, and gliding along what one local had accurately described as “the best dirt road in the country,”

*January 24, 2010 – Travel Section NY Times (Cooper)**

⁶ Ramsar site -“The Convention on Wetlands of International Importance, called the Ramsar Convention, is an intergovernmental treaty that provides the framework for national action and international cooperation for the conservation and wise use of wetlands and their resources.” (www.ramsar.org).

- 17 bridges rehabilitated
- 169 lines of culverts installed
- Driving time was reduced from 3+ hours to less than 45 minutes on main Toddee Road, and from 1 hour to 18 minutes from Bong Mines to Koon Town

The **Todee Road Development Corridor** project was an integrated approach to development and poverty alleviation that incorporated infrastructure improvements, agriculture inputs, micro-enterprise development, improved education facilities, increased health care access, and improved access to safe water for the estimated 40,000 residents who call the many towns and villages home - located in the Todee District in Montserrado County. These investments were identified through an Integrated Rural Access Planning (IRAP) exercised through the

LCIP facilitated establishment of Community Based Organizations (CBOs), which helped balance and expose true development priorities against stated priorities by local officials who may not always have had the overall best interest of communities in mind.

The Todee Road, including the connecting feeder roads (Bong Mines to Koon Town and Sackie town to Zana Roads), were scarcely in usable condition as a result of war and neglect. Restoration began with the intention to reuse the former military barracks located at the end of the Todee road. LCIP expanded the possibilities for the road rehabilitation into a “development corridor” supporting Liberia’s Poverty Reduction Strategy and the County Development Agenda’s expressed priorities. It is one of only two feeder roads connecting its rural residents to the national highway network and to the national rail road network. Road maintenance continues to be undertaken by the communities themselves, as a result of training provided by LCIP, and the pilot introduction of a toll system, approved in April 2010 by the Ministry of Public Works and Ministry of Finance.

Additionally, as a result of IRAP, DAI rehabilitated three elementary schools and expanded the nurses’ quarters at a clinic. Other infrastructure improvements also included the installation of 28 hand pumps and 18 rehabilitated wells in the Development Corridor so that more communities now have improved access to safe drinking water.

The design of the Todee Road included the integration of INF and ESR activities, and as a result LCIP’s Rehabilitation of Artisans and Apprenticeship Program (RAAP) worked with 6 businesses, 51 apprentices as well as 500 farmers specializing in vegetables, roots and tuber production in the district.

The outcome of IRAP 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 shows the sense of ownership developed. These community social structures continue to represent, plan and

Impact and Benefits:

- Improved timeliness and reduced costs of farming inputs, reduced costs of marketing surpluses and facilitation of agricultural support work by ESR or other donors/NGOs.
- More people returning to their village settlements post-rehab
- Cell phone towers were constructed and mobile telephone access now exists in most parts of the district;
- New police post in Nyen newly constructed
- Several schools are under rehabilitation
- Visibly more people in the markets and more road side shops
- Visibly more homes getting better built or roofed
- Quality of health care improved because LCIP built nurses quarters in District.

“This road is an investment from the people of the United States to the people of Todee, and the best thing the people of Todee can do to repay the investment is to make sure the district becomes one of the productive agricultural baskets of the country again”. Ambassador Donald Booth challenging the people of Todee District

communicate the interests of their communities to potential donors and the various GOL entities. The institutions now provide opportunity for communities to network on development and social concerns.

The efforts undertaken through community mobilization and development resulted in the following:

- 20 CDCs created
- 8 CBOs formed and registered
- 20 CDCs participated in access planning workshops
- 8 CBOs were engaged in labor-based contracts
- 8 CBOs opened bank accounts
- 8 CBOs including 22 persons (1 female) trained in community project implementation
- 22 persons, including 1 female received road maintenance training
- 3 CBOs were awarded routine maintenance training contract
- Community based contracts system and local contract system was implemented, demonstrated and found appropriate.
- From Bong Mines to Koon Town, a total of 7 CDCs were formed and 3 CBOs accredited and registered. Routine Maintenance Training was provided to 3 CBOs.

The **Maimu to Tokpaipolu Road** links Bong to Margibi, and Grand Bassa Counties. The Maimu-Tokpapolo Road was initially constructed as a farm-to-market road in the 1960s. Over the years, the condition of the road deteriorated making access possible during the raining reason only to four-wheel drive vehicles.

-
- *37 lines of culverts installed, re-graveled 9km of selected road sections*
 - *Driving time was reduced from 2 hours to less than 30 minutes*
-

LCIP worked in collaboration with the Ministry of Public Works Rural Roads Department to deliver a practical

demonstration opportunity to design and manage the repair and replacement of drainage structures along the road. All 15 County Resident Engineers participated in the Capacity Building workshops that started in August 2009 and culminated in the tender and award of the rehabilitation of this particular road. The work was jointly supervised, as part of the training exercise, by both the MPW Bong County Resident Engineer and the LCIP Engineers and Trainers.

The **Sanquin River Diversion Channel Bridge** links Greenville (capital of Sinoe County) with the rest of the Monrovia and Buchanan road network, and is located along the Buchanan to Greenville Highway. A 190 ft clear span bailey bridge (Bailey Inc. in Alabama) was purchased under LCIP funding, but whose launch was put on hold in February 2008 after

Impact and Benefits:

- Connected estimated 40,000 residents to 8 major towns and 3 markets
- 20 cars travel the road each day – this number doubles on market days - they will experience less break downs, less maintenance costs, and taxi fares are reduced
- Increased access to health care, not available in Maimu

review by the USAID EGAT Infrastructure Advisor from Washington DC. In September 2008 it was successfully launched in an emergency collaboration between USAID, DAI/LCIP, Pacific Architects and Engineers (PAE), a division of Lockheed Martin, and the newly formed Engineering Battalion of the Armed Forces of Liberia. During the 2009 dry season, DAI designed and built the permanent concrete abutments; however following a plea by the Ministry of Public Works, the launch of the superstructure was delayed until November 2009, allowing community members to have access to the rest of the country during the 2009 Independence Day celebrations. In November 2009, DAI subcontracted West Construction to delaunch, move, and relaunch the bailey bridge to its permanent abutments. In December 2009, the bailey bridge collapsed and was completely destroyed.

Originally representing a successful Defense/Civil collaboration and outreach effort that gave citizens and businesses travelling to/from Greenville access for more than 12 months, the bailey bridge collapse was ultimately the least successful project implemented under LCIP II.

DAI remains committed to working with USAID and the Ministry of Public Works to ensure a long-term solution is found, lessons learned documented to USAID, and communities do not suffer while another permanent solution is found. While investigations as to the reason for collapse were ongoing at the time of this report writing, this report does not provide information concerning possible causes, lessons learned, or recommendations for a future solution.

BUILDINGS

The rehabilitation of buildings under LCIP II included the following national and county level facilities:

TABLE 6: SUMMARY OF BUILDING PROJECTS

Rehabilitation of Building Activities					
Road (Location or Name)	Square Feet	Description of Rehabilitation Activity	Date Completed	No. of Persons Employed	Number of Structures or Classrooms
Ministry of Public Works, Monrovia	113,000	Rehabilitation of prioritized buildings	March 2009	122	Complex contains 6 main structures, including warehouses, offices, and workshops.
Kakata Rural Teacher Training Institute, Margibi County	90,000	Rehabilitation of campus, generator, solar lights	July 2009	215	64 structures on 900 acre campus, 23 classrooms
Zorzor Rural Teacher Training Institute, Lofa County	92,500	Rehabilitation of campus, generator, solar lights	October 2009	181	61 structures on a 1000 acre campus, 16 classrooms
Lofa County Administration Building	18,000	Rehabilitation, generator, and furniture	November 2008	36	1 large structure, more than 40 offices
Sinoe County Administration Building	16,000	Rehabilitation, generator, and furniture	January 2009	42	1 large structure, more than 30 offices, including new offices
Maryland County Administration Building	23,000	Rehabilitation, generator, and solar lights	November 2009	169	1 large structure, more than 30 offices
Tubman National Institute for Medical Arts (TNIMA) Dormitory, Monrovia	40,000	Rehabilitation, generator, furniture, and solar lights	October 2009	200	More than 75 dormitory rooms, bathrooms. 6 classrooms
University of Liberia – Fendell Campus, Engineering Building, Montserrado County	80,000	Rehabilitation, furniture, and laboratory equipment, solar lights	March 2010	121	More than 70 classrooms, faculty offices, and more than 10 laboratories.
National Elections Commission, Monrovia	22,000	Complete rehabilitation, IT ready, central AC system, exterior solar lights	March 2010	416	More than 100 offices, conference rooms, media center, IT center
4 border posts (Bo Water Side, Ganta, Yealla, and Toes Town)	7,500 each x 4 = 30,000	Rehabilitation and generator	January – April 2010	204	More than 30 offices at each
TOTAL	524,500			1,706	

Note: Todee Road Development Corridor buildings and classrooms are not included above, but are reported in LCIP II Indicators reports below.

Impact and Benefits

Liberia's education system was seriously undermined by the war. More than 30 percent of public schools were totally destroyed, and a further 16 percent of schools experienced major damage, seriously impeding the government's already-limited ability to provide education to thousands of primary students. These students continue to lack the primary education foundation they need, and they depend on the quality of their teachers and their commitment to being educators, who themselves lack quality education.

The **Rehabilitation of the Kakata and Zorzor Rural Teacher Training Institutes** are two of three teacher college campuses rehabilitated under LCIP II which hadn't been used in more than 18 years prior to the successful rehabilitation under LCIP. KRTTI has graduated over 2000 in-service and hopeful teachers in the past, and proud graduates include the President of Liberia Ellen Johnson-Sirleaf.

These large college campuses, along with a smaller facility in Webo in the southeast, are all set in rural areas, and now serve over 1300 teachers per year with almost 650 teachers served through the pre-service mechanism and an additional 650 through the in-service field-based mechanism. The rehabilitation included all prioritized⁷ building structures, generators, electrical and water distribution systems, water sources, and solar street lights.

The rehabilitation of the ZRTTI is not only a "welcomed development" in the words of Zorzor District Paramount Chief Flomo Yeawole, for the people of Lofa County, but the "entire Liberian educational system". He adds, "we thank the people of the United States for once again providing money for the ZRTTI."

Following the LCIP II rehabilitation, the USAID Education Team, under its Liberia Teacher Training Program (LTTP) began supporting pre-service and in-service teacher curriculum development and classroom training support and during the process of rehabilitation – the LCIP and LTTP teams collaborated during reconstruction to achieve mutual success.

The **Rehabilitation of TNIMA and University of Liberia Fendall Campus** represent successful projects that resulted in higher-education facilities which are both now capable of providing better educational services to Liberian students and faculty. According to the PRS "Poor health care and practices contribute significantly to poverty in Liberia, There are only 51 Liberian physicians and 297 nurse midwives (excluding trained traditional midwives) to cover public health needs for a population of over 3 million." Now complete, TNIMA will house residential nursing students. Providing residential facilities for up to 350 nursing students is critical to ensure that future nurses are recruited from all 15 counties and underserved rural areas – not just from the urban capital, Monrovia. TNIMA graduates are expected to 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.

The newly rehabilitated UL Fendall Campus building now provides a quality learning environment for a variety of engineering disciplines including Civil Engineering, Soils and Geotechnical Engineering, Electrical Engineering and Computer based Engineering. In the four (4) undergraduate engineering programs for 2009/2010, approximately 850 students (males 800 & females 50) were enrolled. In April 2009, the total number of graduates was 32, and an additional 18 graduated in December 2009. It is also expected that the building will house a Road Construction and Maintenance Training Center – to become

⁷ Within the available budget allocated by USAID, the Ministry of Education prioritized the buildings to be rehabilitated. An estimated 80% of all buildings were rehabilitated by LCIP.

a “Center for Excellence” – providing public and private sector capacity building, training and educational programs, which is a joint collaboration between the Ministry of Public Works, USAID, GTZ, and the University to train existing, and attract new professionals into the field of engineering and construction.

The **Rehabilitation of the National Elections Commission (NEC) Building** is one of the major infrastructure accomplishments for the LCIP team, completed within less than 12 months. It is the first time since 1847 that the NEC has its own building in which to operate – all previous NEC offices have been rented (costing an estimated \$70,000 USD per year in rental fees).

When USAID first began the rehabilitation of this building (formerly the USAID building in the 1970s and 80s), much of the old structure was in ruins, and structurally unsound. However, part of the former building was kept, and incorporated into this new modern facility. The three columns at the front of the building symbolically represent not only the three branches of Liberia's government, but they also remind Liberians of the integrity, impartiality and steadfastness required of any country's elections commission. The red bricks used

This building symbolizes a stark reminder to my fellow Liberians that the ballots should reign supreme over bullets at all times, while every fiber of our being will be exerted to ensure that free, fair and credible elections are the mantra of our democratic foundation. This we will neither budget nor waiver” – Vice President Joseph N. Boakai addresses the audience at the dedication program in March 2010.

on the exterior of the building were all made in Liberia and symbolize a connection to the Liberian soil in which this country's democratic traditions are rooted. The building now provides offices, meeting rooms, a computer and data processing center, a resource and reference room, a media center, and space for election observers and for extra personnel during the election season. The building is fully wired already for internet in all offices (provided by USAID) and an internal telephone system (provided by NEC). Electricity shall be provided by the Liberia Electricity Corporation, and the NEC shall be responsible for purchasing a generator large enough to power all the building, including the more than 90 air-conditioning units provided.

The design and creation of a statue at the front of the building was awarded to artist Mr. Oho Wilson, who was selected by a committee amongst 19 artistic submissions, who proposed a creative and permanent artistic monument, expression, fixture, or memorial to be featured prominently at the entrance of the new NEC building. The statue represents pride, democracy, strength, and good governance in Liberia. This woman is struggling, against all circumstances, to submit her ballot and vote and the statue is entitled “Voting is a Civic Duty”.

Selected by a four party review committee, based on an international tender, the design/build subcontractor – Liberia Reconstruction Development Company (LRDC) – ultimately was unable to complete its subcontract obligations due to financial insolvency, lack of budget management/cost control, and management problems. DAI terminated the subcontract and assumed responsibility for completion from January 2010 to March 2010, taking the project from 51% complete to 100% complete. Unfortunately, damage to the budget was already done and the costs to complete (materials and labor) exceeded the original budget approved (by 20%) for this activity under LCIP II. Due to savings on all other LCIP II activities, the cost increases for the completion of the NEC project were successfully offset. DAI's decisive termination response to the subcontractor shortcomings, ongoing management of claims and counterclaims, tight timeline and quality management during the last 3 months, and persistent

dedication to the project resulted in a proud moment for the US government, demonstrating their commitment to democratic principles and a tight supportive relationship with the Government of Liberia.

The **Rehabilitation of Four Border Posts** was prioritized by the GOL and USAID because the Government is currently attempting to reform itself to participate in addressing these wider sub-regional issues as part of its national security policy as is enshrined in the PRS. The PRS stresses the improvement of border control and monitoring traffic as well as customs and immigration issues. Liberia was at the epicenter of instability that impacts and is influenced by three of its (at times) unstable neighbors in West Africa.

Customs Collector Mr. Akoi Garwolo told guests at the dedication program in Ganta that “We are very happy for the modern office space provided us. We will do our best to make sure that the government revenue is not compromised”

The four rehabilitated border posts now house personnel from the Bureau of Immigration (BIN), Customs, Ministry of Health, National Security Agency (NSA), Drug Enforcement Agency (DEA) and Ministry of Agriculture. There are approximately 65 line ministry staff at each location, who now have quality, safe, and productive work spaces to help serve the national and international interests, travelers, and commercial traffic that depend on a functioning border post operation.

Border Post Facility	Borders with
Bo Water Side, Grand Cape Mount County	Sierra Leone
Ganta, Nimba County and Yealla, Lofa County	Guinea
Toes Town, Grand Gedeh County	Ivory Coast

The Rehabilitation of 3 County Administration Buildings, links communities to their governments by providing an opportunity for assigned central-level government officials to have suitable decentralized offices and assist in the coordination of the county’s activities. In order for the Government of Liberia to provide effective central services to peri-urban and rural communities, they need to have adequate working conditions at the county level. These buildings now house the Ministry of Internal Affairs (Superintendent’s Office), City Mayor, Representatives of the Ministries of Commerce, Justice, Planning, Labor, Education, Posts, Youth and Sport, Lands, Mines and Energy, Gender and Development, Labor, Education, Commerce, Agriculture, Justice, Planning, General Services Agency (GSA), Forestry Development Authority (FDA), and the Registrar of Deeds and Marriages, as well as the Bureau of Immigration among others. 10 out of 15 County Administration buildings were rehabilitated by LCIP or LCIP II since 2004.

“Our governments decentralization goals are intended to strengthen local authorities so that authority can be moved from the center to the people, where it belongs” President of Liberia Ellen Johnson-Sirleaf addresses the dedication program attendees for a County Administration Building built through LCIP

SMALL-SCALE COMMUNITY INFRASTRUCTURE

These activities occurred in areas where LCIP II had economic growth intervention, and included the rehabilitation and creation of wells with hand pumps, culverts, small bridges, and market halls. These activities SSCI activities were carried out as stand-alone grants or incorporated into activities falling under the private sector and agricultural development components under LCIP II’s ESR component. This maximized the impact of the ESR interventions.

In 2009, the SSCI program was expanded to include the rehabilitation of the Sirleaf Market Hall in Bong County, a cassava processing plant and the Robertsport High School in Grand Cape Mount, and 2 storage

-
- *513 youth trained in construction, operation, maintenance and repair of hand pumps*
 - *55 new wells constructed, and 15 existing wells rehabilitated*
 - *6 warehouses, 10 culvert bridges, 3 market halls, and 10 hand pumps were built as components within other ESR activities listed above.*
-

warehouses in Bong County. Side-brushing, spot improvements and side-drainage clearing of 5 km of road was undertaken along with the construction of 4 culvert bridges in Bong County in order to facilitate increased mobility for farmers to transport their goods. As a result of the increasing donor funding focused on infrastructure rehabilitation, a contractor capacity building workshop for 35 participants was also held. The brief workshop included topics such as small business development, preparation of project proposals, procedures for accessing credit, small business management and preparation of bills of quantities. All these activities were done in communities that were receiving other forms of LCIP

intervention, mainly agricultural, which through this integration, helped to maximize benefits for the communities.

MINISTERIAL TECHNICAL ASSISTANCE AND CAPACITY BUILDING

As part of the revised and expanded Scope of Work approved under Modification #4, DAI provided short and medium term technical assistance to two Government of Liberia Ministries in support of improved road and building infrastructure capacities. In addition to these 2 technical assistance positions, in January 2010, 3 Ministry of Public Works Feeder Road Department officials attended an International Labor Organization (ILO) Regional Seminar for Labor-based Practitioners in Kampala (Uganda).

The seminar brought together practitioners to share ideas, to promote widespread and cost effective use of employment-intensive approaches to infrastructure development that result in sustainable assets and optimize employment opportunities. Ministry officials were exposed to the applications of employment intensive methods in rural road maintenance works, to help MPW develop plans and budgets to maintain those roads rehabilitated under USAID funding. Attendees from the Ministry included:

Sumoiwuo Z. Harris - Assistant Minister in Charge of Rural Feeder Roads Department.
T. Oliver Zomonway - Professional Engineer in Rural Feeder Roads Department
Vilton Korma - Professional Engineer in Rural Feeder Roads Department

Ministry of Public Works

In January 2008, USAID was approached by the World Bank and the Ministry of Public Works to provide technical assistance within the Ministry to develop an implementation strategy/proposal for the national feeder roads program taking into consideration all donor funding, resource constraints and needs at the Ministry. Mr. Shapiro also assisted with the tender evaluation and preparation of reports for the World Bank funded feeder roads program. Due to a medical emergency, Mr. Shapiro was evacuated from Liberia prior to the completion of his scope of work. Due to his departure, the funding available for this STTA was reassigned to the Ministry of Education in support of school construction projects.

Ministry of Education

In December of 2008 USAID was approached by the Ministry of Education (MOE) requesting the support of a Consultant Architect (Mr. Josh Palmer) to assist the MOE's Division of Educational Facilities (MOE/DEF) with their school construction program. The World Bank Pooled fund established a

resource to provide funds for the initial phase of 40 schools. The MOE contracted directly with Liberian contractors to build these schools. The MOE engaged UNOPS and LACE for the construction supervision of the contractors, acting as the “owners’ representative”. At the same time the MOE DEF was tasked with the review of school design and monitoring of the “owners representatives”, but did not have the professional nor technical experience for this. Mr. Palmer, a registered American architect, was engaged for 7 months at the MOE/DEF and provided training and mentoring to MOE DEF managers and staff about how to conduct construction supervision, monitoring of progress, and measuring performance. Mr. Palmer advised on and reviewed the architectural and engineering designs, implementation plans, and monitored subcontractor reports on a variety of school design and construction projects, while working with the MOE/DEF engineering team to coordinate with implementing partners to leverage intense manual labor to the practical extent possible. As a result of this technical assistance Mr. Palmer delivered guidelines for the use by DEF staff in monitoring the work of the contractors and supervisors involved in the 2008/2009 and the future 2009/2010 school construction program, and a checklist of items to look for as the DEF monitors the school construction program. Additionally, he provided the results of his research of construction industry Contract Management guidelines and checklists with the DEF Team, and recommendations on possible alternative construction technologies to maximize labor based methods, increase local materials and improve construction quality and time.

COMPONENT 2: ECONOMIC AND SOCIAL REINTEGRATION

The ESR component mainly focused around the first two of the three result frameworks:

1. Restore the financial self-sufficiency of war affected persons

2. Contribute to social cohesion in the communities

Accomplishments and successes through the ESR initiatives include:

- Provided short term employment opportunities for more than 11,380 casual works and met project targets, and provided training for more than 15,279 beneficiaries.
- Achieved short and medium term income impact for beneficiaries, families, and community members
- Increased annual participation and linkages to production input suppliers, consumer and commercial markets generated by Made in Liberia Trade Fairs
- Achieved targeted infrastructural improvements in agriculture sector/communities to improve storage, processing, or value chain.
- Rehabilitated 28,000 acres of land
- Increased financial self sufficiency of project beneficiaries
- Increased workforce capacity - 82% of interns graduated and 22% of apprentices retained for long-term employment
- Achieved budget targets: 3% of ESR grants were under budget in 2007/2008, and 5.6% under budget in 2009/2010

Total beneficiaries: 15,279	
Farmers	5,096
Ag workforce development	9,594
Businesses	130
Apprentices	1423
Interns	571
Cottage industry	958
Fish farmers	400
Trained SSCI workforce	548
Business Incubator	638
POTUS furniture production	300
Workforce readiness	50

- Achieved initial shift to sustainability targets. In the last phase of grants, programs were designed not to pay farmers to farm their own land, gradually transitioning beneficiaries out of a donor-funded mentality

WORKFORCE DEVELOPMENT AND EMPLOYMENT GENERATION – PRIVATE SECTOR DEVELOPMENT

The **Rehabilitation of Artisans and Apprentices Program (RAAP)** was designed to 1) support existing Liberian businesses that were damaged by the war, but have growth potential and are needed in the community, and 2) provide a more effective learning environment for vulnerable youth. RAAP targeted

-
- *1,423 apprentices (1,381 passed trade exams, 324 retained by the artisans, and 151 started their own new businesses)*
 - *130 micro-businesses (artisans)*
-

artisan shops in communities all over Liberia, providing services that were in demand in the communities and surrounding areas. The criteria for selection was centered on artisans that currently owned businesses, were committed in continuing, and were long-term residents of the area. Apprentices

were selected in consultation with the artisans based on the apprentice’s interest and reputation in the community. Trade areas taught under the RAAP programs were carpentry, metal works, cosmetology, baking, motorcycle repair and electronics, to name a few. Small business, literacy/numeracy and psychosocial trainers were also included in the activities to provide additional training. Small business trainings included teaching the participants how to run a business effectively – bookkeeping and sanitation for example. Literacy/numeracy training was conducted to teach artisans and apprentices how to read and write simple sentences along with teaching them how to work with numbers, such as measurements. At the end of the program, the Agriculture Industrious Training Bureau (AITB), the government body that provides licensing for various trade crafts, tested and certified apprentices.

Female Mechanic Benefits

Josephine Mendoz, 37, was a participant in RAAP in 2005, as an auto mechanic apprentice, a non-traditional trade for Liberian women. After RAAP, she passed the AITB trade test and was hired by the same auto mechanic where she had apprenticed, S&S Garage. Her love for her work motivated her to return to high school. In 2008, she was recruited into the intern program, where she was assigned to Westwood Corporation, a Liberian-owned private contractor, in heavy-duty mechanics. She completed her internship in June 2008 and graduated along with 177 colleagues. After graduation, Josephine was employed as a mechanic by the George Abu Company (GAC) to work at their operation at the Phebe Hospital and School of Nursing near Gbarnga, Bong County. She was quickly promoted to Site Supervisor. Currently, Josephine is in the 11th grade.

Through LCIP II, 130 artisans became more economically competitive within their refined trade specific skill set. The trade specific training allowed for the apprentices to increase their chances for employment or their ability to begin their own businesses. The artisans benefitted from additional skills training in their trade area, exposure to management and marketing strategies and an increased pool of trained apprentices from which the artisan could either retain or hire.

The **Private Sector Internship Program** provided internship opportunities for unemployed Liberian youth, particularly

- 2008 – 246 interns placed in 26 businesses, 177 completed, and 72 hired
- 2009 – 331 interns placed in 32 businesses, 297 completed, and 52 hired

university students and recent graduates, in private sector businesses (PSBs) to allow them to gain professional work experience, employment-seeking skills and

conflict management skills in order to enhance their employability. Additionally, by training local Liberians in

“LCIP is not just about rehabilitating national infrastructure; it remains committed to increasing employment opportunities for youth, and this program seeks to improve employability, empower youth to explore vocational and professional options, and provide viable alternatives to public sector employment opportunities”

– US Ambassador Donald Booth, 2008
Launch of the LCIP internship program

more skilled areas, this will continue to help fill the knowledge gap created during the war requiring many large-scale firms to import foreign labor. Intern applicants who passed the initial round of aptitude tests were paired with the PSBs according to their skill set and the PSB requirements. The program provided professional capacity building workshops required for all interns participating in the program. The workshops covered resume-writing and job interview skills, customer service, human resource management, youth empowerment for employment opportunities, avoiding sexual exploitation and abuse, professional behavior and communication skills.

Successful interns were placed as accounting assistants, agriculturalists, budget analysts, nurses, tailors, teachers, electricians mechanics, administrative assistants and rubber technicians. Multi-national corporations, public corporations, international development organizations, local non-governmental organizations and private enterprises participated in the program.

The **Business Incubator** program (only Level III activity) concentrated on providing enterprise development trainings focused on marketing, financial management, value chains, agro farm management, business plan development and accessing credit to farmers, artisans, and apprentices.

Of the seven micro-enterprises that submitted micro-credit loan applications, facilitated under this program, two received loans from LEDFC. The other five businesses are still awaiting feedback as of this writing. An additional 19 business plans for other LCIP funded micro-enterprises were also created in 2009. These business plans are five year plans which serve as guides to the businesses on the potential for expansion and can help facilitate new loan requests.

Female Intern finds hope for her future

Patricia Amara interned at the International Bank of Liberia after completing an accounting degree.

After her internship, Patricia was employed full-time by IBLL as an Imaging Operator. When asked about the impact of this employment opportunity she responded: “My computer skills have been broadened by the professional mentoring that the well-trained and experienced professional staff of the bank gave me. I still want to learn more.” She commented further: “I feel happy that I have this job because I learn to work and earn income.”

When asked to share her thoughts about her future, Patricia smiled broadly and said: “I want to invest my earnings to improve my income because I want to study for an MBA in Finance.”

- 698 beneficiaries
- 10 participating businesses, of which 9 prepared business plans and 7 submitted micro-credit loan applications

- 500 farmers participated in farmer field schools (honey, snails, moringa)
- 6 buyer associations established
- In 2008, 150 bee-keepers produced 1500 gallons of honey, and average of 3 gallons per hive, selling 900 gallons for \$30/gallons generating \$27,000 in revenue
- In 2009, an additional 1500 gallons produced by the same beneficiaries with 1400 gallons sold at \$20/gallon generating \$28,000 in revenue

Honey production and beekeeping is a non-capital intensive and non-labor intensive cottage industry with the potential of yielding large profit margins through its potential for both local consumption and export. **Snail production** was a response to market demand for snails and the large protein content contained in snail meat. In Liberia, snails are

Bee-Keeper able to provide for his family
 William Zawolo, a farmer that had been practicing beekeeping since the late 1990s and a participant in the 2008 beekeeping grant, has become the most successful beekeeper in Liberia, now owning 108 beehives. In 2009, he produced and harvested 200 gallons of honey generating \$2,000 in sales. He explained that the income he has been able to generate from beekeeping has allowed him to send his son to medical school at Phoebe Hospital in Bong County, pay tuition for his other 3 children, build two family homes and open a video shop where he screens movies for paying customers. He is now looking to build a honey extracting house that the community can use to extract honey from honey combs.

normally hunted in the forests during the rainy season, when snails are easier to find, and both consumed and sold on the market.

Over the life of LCIP II, 500 farmers participated in farmer field school training where they were taught about snail raising, moringa production and processing, and beekeeping techniques in Nimba, Grand Gedeh and Bong Counties. The beekeeping trainings introduced Kenyan topbar beehives to the farmers due to the rather simple design, cost effectiveness and high yielding capacity of the beehive. The training included hive construction, operation, maintenance, and repair, as well as baiting bees, honey production, proper harvesting methods, and farmer safety. The snail raising component included training on snail cage construction and maintenance, snail raising and feeding, and snail harvesting.

Starting in 2009, one buyer group started providing local honey to the Abi-jaoudi supermarket located in Monrovia. 30 bottles are supplied each month, to meet the production capacity of the farmers, and are selling out every month.

The **food processing and preservation** activities were designed to train farmers, women’s groups and youth in food processing and preservation techniques for commonly consumed agricultural products that could be sold on the local market, such as hot pepper, bitter ball and pickles. The overall objective of the activities was to support

- 458 initial recruits
- 278 completed training

• “First, we never knew anything, when we want to buy pepper, cube and other household supplies, we used to ask our husbands for money, but since the introduction of the project, no man can bluff us now.”
 • – Edith Petten, 2009 processing and preservation graduate

the value chain of local crop production and reduce dependence on imported crops, as many of these same crops can be found in country and are only imported because the preservation techniques which have been lost in Liberia. Trainings occurred in Bong, Lofa, Grand Gedeh, Grand Cape Mount and Grand Bassa counties over the lifetime of the project. The topics covered included hygiene promotion, processing and preservation, canning of processed foods, and packaging and drying of vegetables and fruits.

In order to help in the value chain process, LCIP used produce from farmers participating in other cash food crop programs and training them, along with other community members. The overwhelming

majority of participants of this program were women. Many of the women participating in the program expressed their gratitude at being able to participate in the program and shared their hopes of becoming more financially independent and being able to contribute to household income.

- *Market potential – in 3 counties, 2,525 acres of land planted with coconut*
- *325 trainees, 3 workshops*

In 2009, LCIP introduced a **Coconut Processing** activity, as part of its Cottage Industry efforts to restore financial self-sufficiency of war affected person, which demonstrated diverse uses for processed coconuts. In addition to oil, potential coconut products include an alternative to charcoal, which not only requires less labor and time to produce but is

also less detrimental to the forest and environment. Food products include sugar, vinegar, candy, salt, and animal/poultry feed. Additional marketable items from coconut processing include oil lamps, mats, mosquito repellent, and jewelry. A three-series workshop model designed to reinforce training and transfer technical proficiency to the Liberian trainers and the beneficiary communities was conducted. The trainings covered food processing, doormat and jewelry production, and coal production using coconut husks. The trainings successfully increased awareness about coconut production through trainees teaching other members of their communities, and in doing so, created a market for coconut products ranging from sugar and vinegar to charcoal, door mats and earrings. The low cost, large supply and ease of obtaining coconuts, paired with the multiple uses of each part of the coconut, from the husk to the milk, makes coconut production a lucrative investment. At the conclusion of the program, the 3 training centers each formed a cooperative and are working with the Center for Sustainable Energy Technology to start marketing their products.

TABLE 4: TRADE FAIR STATISTICS, '07–09

Trade Fair Stats	'07	'08	'09
# of counties	7	13	14
# of businesses	43	100	250
# of beneficiaries	120	475	450
# of Trade Sectors	12	22	40
USD in Sales	NA	\$9,500	\$15,900

successful, and well attended, showcase event for small and larger-scale vendors to see what goods and services are available locally and to link producers with input providers, consumer and commercial markets.

Prior to the commencement of the trade fairs, workshops were held for all registered participants to reinforce previous business development trainings with topics including micro-financing, marketing, customer service, communication, business record keeping, cooperative formation, cost and pricing, and effective project management. Goods available for sale at the trade fair included vegetables (fresh, dried and preserved), root/tubers, honey, plantains, pastry products, rattan furniture, country cloth, agricultural tools, jewelry, metal

The primary objective of the three (2007 LCIP I, 2008, and 2009) **Made in Liberia Trade Fairs** were to provide a practical application of several business concepts taught in LCIP enterprise development workshops, including finishing work, marketing and advertising, cash crop farming, attention to detail, or improved value chain. The fair also acted as a

- Agriculture grossed the highest in terms of sectors \$489,016 LD, comprising of 48% of total sales, followed by Pastry with 109,975 LD, 11% of total sales.
- Highest Agriculture revenue was generated by ODA Enterprise –selling \$79,815 LD
- William Zawolo, generated \$64,860 LD in honey and moringa leave sales.
- Massa Pastry Shop – from Todee – generated \$14,590 LD, 13% of all revenue under this sector.
- Waymie sold 14,585 LD worth of coconut products, representing 25% of all food processing sales.

and electronic products. Micro-enterprise services on display included electricians, carpenters, welders, auto-mechanics and oil-palm press manufacturers.

In 2008 – agriculture sales made up 42% of total sales with tailoring generating the next largest sales representing 14% (\$85,430). Total sales generated in 2009 were 58% higher than the previous year. Agriculture products continued to be the strongest selling sector at the Fair held in Robersport, and pastry gained noticeably more popularity in 2009.

WORKFORCE DEVELOPMENT AND EMPLOYMENT GENERATION—AGRICULTURE PRODUCTION

Agriculture production activities focused on agricultural commodities that generated food production as an alternative to the effects of higher cost of imported and purchased foods, create significant numbers of jobs, and improve local food production, with particular focus placed on rural populations⁸. Projects were

Agriculture:	Acres
Lowland rice swamp:	755
Roots & tubers (cassava):	49
Assorted vegetables:	11,345
Rehabilitated rubber:	6806
Rehabilitated cocoa:	268
Rehabilitated coffee:	814
Rehabilitated oil palm:	1733

designed to simultaneously address five areas that required strengthening – technical expertise, farm-as-business skills, access to markets, appropriate inputs, and beneficiary motivation. These programs have been successful in helping Liberian farmers recapture part of the market share for commonly consumed food crops being imported from neighboring countries, reduce post-harvest

loss, transfer knowledge to a new generation of farmers. In addition, the programs addressed issues of youth who are not attracted to the slow pace and low income generated in agriculture, as agriculture wages cannot compete with unskilled labor wages offered (mining or scrap recycling).

Projects were focused on staple **Cash Food Crops** as opposed to small tree crops; the beneficiaries were

- 11, 345 acres rehabilitated
- Bitter ball, pepper, plantains, cassava, eddoes, potatoes, okra, upland and lowland rice.
- 4,715 participating farmers
- In 2008, 240 farmers in Lofa harvested 17,041 lbs of root/tuber and vegetable crops

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 of the agricultural programs also included a ‘farm-as-business’ training component which covers improved value chain, market linkages, financial record keeping, microenterprise management and small scale business management to enable

At the 2008 Made in Liberia Fair, Vice President Boakai, who once served as Minister of Agriculture, shared his thoughts “We cannot continue to rely entirely on foreign products and services when we have been so abundantly blessed with so many natural resources, including excellent soil conditions, ample rainfall, and lush beautiful forests amongst others...Why do we seemingly prefer imported can juices while allowing oranges, mangoes, and other fruits to rot on trees. Some have argued that it is the packaging and presentation that make so many of our local goods unappealing and therefore undesirable. Well, we are indirectly threatening our stability when we solely depend on the rest of the world to feed us! It is said that he who controls the belly controls the persons, and that Made in Liberia should not be a stigma but a source of pride and satisfaction”

⁸ Year 2 Annual Workplan – Pg. 4.

the farmers to improve farm productivity through technical farming skills that increase volume of produce cultivated and to provide them with skills to run their farms as profitable and sustainable businesses.

Many projects formed *kuu* associations⁹, where a certain number of farmers are grouped together and rotate working on each other's farms. Five farm families were grouped together, representing five farms, and would rotate on each other's farms on a daily basis or every couple days. This ensured that each farm could be tended to on a regular basis and increased the likelihood of sustainability of the *kuus* after the grant programs ended.

12 female farmers were taken to markets in Monrovia, to introduce farmers to larger markets. The trips introduced farmers to vendors and allowed them to see the larger market potential for their farms, as many of the farmers are subsistence farmers or only sell in the local markets.

In February 2010, LCIP, at the request of USAID, embarked on an 18 week agriculture production training for 60 Armed Forces of Liberia (AFL) soldiers. The training emerged as a response to the withdrawal of US State Department support to the Liberian Department of Defense. In anticipation of this full withdrawal, AFL soldiers were trained in introductory vegetable production, swamp development and fish farming techniques so that they will be able to start producing their own food and not be dependent on external aid. Training was held on a demonstration site where the soldiers were taught how to clear land, plant and maintain crops and how to construct fish ponds. No harvest or crop maintenance occurred due to limited time available for this activity in the final months of the task order.

Support to smallholder **Cash 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.

Rubber rehabilitation of smallholder farms was a legacy of LCIP I where heavy emphasis was placed on absorbing as many ex-combatants as possible due to the labor intensive nature of rubber production. The program worked with farmers to rehabilitate their farms as a way to encourage people to come back to the farms and restore their financial self-sufficiency. Under LCIP II, there was still a strong emphasis placed on rubber farm rehabilitation activities, but the focus shifted away from emergency response cash for work to training tappers and creating a skilled workforce that would be able to maximize production. The two main aspects of the program were; a) under-brushing/clearing of rubber farms and b) training for farmers and tappers. Tapper training started at the rubber nursery preparation and management level, including bud grafting methods and field layout and planting methods, continuing on to tapping methods, and latex solidification steps. Thus the training encompassed the latex extracting process from beginning to end. Training for farmers, while incorporating tappers training, also included small business and farm management trainings.

-
- 25 acres per farm
 - 265 farms rehabilitated and/or participated
 - 344,563 rubber seeds purchased for six (5 acre) nurseries, 70 youth trained in nursery management and bud grafting
 - 265 farmers participated
 - 199 farm managers
 - 2,920 tappers trained
-

⁹ A *kuu* is a traditional association wherein a certain number of farmers are grouped together and rotate working on each other's farms. These *kuu* formations are meant to help farmers that cannot afford to hire workers to still be able to have a large enough workforce to adequately tend to their farms.

Weighing houses were also constructed near the various farms being rehabilitated where rubber farmers could store their harvested latex and buyers could easily weigh and collect the latex being sold.

-
- 1025 cocoa and coffee farmers
 - 1082 acres of land rehabilitated
-

Cocoa and coffee have historically been two of Liberia's traditional export crops, after rubber, timber, diamonds, and iron. However, during the conflict, particularly in volatile areas such as Lofa County, most smallholder farms were inaccessible

and therefore neglected, abandoned, or poorly managed for many years. As a result, the current demand for Liberian cocoa and coffee exceeds the supply. Farmers sell all that can be harvested, but often, the produce quality is poor, resulting in low profit margin.

The LCIP activities provided important training on proper rehabilitation, harvest, and some post-harvest processing and storage techniques. The result was that participating farmers were able to harvest more and to sell all that was successfully harvested. Two warehouses were constructed to provide improved processing and storage sites and two drying houses were constructed to allow farmers to dry their cocoa and coffee beans.

Abraham Kortie, a 49 year old coffee farmer and participant in the 2009 cocoa and coffee grant, had 1.5 hectares of his coffee farm rehabilitated under the program. Since then, he has continued to maintain the area and added 3 additional hectares of newly planted coffee.

-
- 27 smallholder farmers
 - 24 farms, total of 1,733 acres
 - 100 youth engaged for under brushing and farm cleaning
-

Oil palm rehabilitation activities were designed to help farmers rehabilitate their oil palm farms that had been neglected during the war, and to provide training on maintenance of oil palm. Farmers were selected to participate in the program based on the proximity to a large oil palm plantation and production plant scheduled to be rehabilitated. Once oil palm is harvested, the fruit has a limited shelf life before it needs to be processed.

Unfortunately, of the 24 farms that were rehabilitated, only two continued to maintain their farms. Many of the other oil palm farmers focused their priorities on other businesses and farming activities, neglecting the work that had been done under the program.

Most fish currently sold domestically is either imported from the immediate neighboring countries or transported long distances from Liberia's coast and sold for an inaccessibly high price in landlocked parts of Liberia. Although some older farmers and Ministry of Agriculture staff have aquaculture experience, technical skills required for modern **inland fish farming** have not yet been transferred to the younger

-
- 2008 – 15 fish ponds rehabilitated, 27 newly constructed, 43,352 fingerlings stocked, 235 people trained
 - 2009 – 40 fish ponds, 32,800 fingerlings, and 200 trainees
-

population who could take advantage of fish farming as a viable economic opportunity in rural areas. Fish farming was chosen because the domestic demand for low-cost protein is increasing, particularly since environmental regulations are diminishing the supply of bush meat.

Participants were exposed to the business potential and technical aspects of aquaculture and were trained in pond construction, operation, and management. Small vegetable gardens were planted as fish feed. In 2008 the ponds were handed over to four groups of 10 persons, with proven technical skills, to manage on behalf of the communities, though the ponds remained open to the community. In 2009 the ponds were handed

over to individuals who owned the land being used. In addition, a hatchery was built in Grand Gedeh to be used as a future training center for surrounding communities on pond management, where interested farmers can learn about fish farming and as a resource for fish fingerlings.

CONFLICT PREVENTION, MITIGATION, AND RESOLUTION

These activities were divided into two sub-components: Conflict prevention, mitigation, and resolution (CPMR) and Workforce Readiness (WFR).

Conflict Prevention, Mitigation, and Resolution (CPMR) was a cross-cutting element included in each ESR grant activity in the form of psycho-social support. This element was aimed at promoting peace-building and providing conflict management and reconciliation techniques to the communities and participants involved in the projects. Each grant incorporated psychosocial staff to work with both the direct and indirect beneficiaries of the programs. Activities included psychosocial workshops, palaver hut¹⁰ meetings, focus group discussion, and sports activities with emphasis on football/soccer. These activities encouraged dialogue, positive behavior change, and peaceful working relationship between project beneficiaries, other community members, and project staff.

-
- *50 apprentices, 3 training sessions*
 - *66 beneficiaries participated in 2 week exchange program*
-

As Liberians transition from post-crisis toward longer term economic development needs, LCIP's CPMR support was modified slightly to include **Workforce Readiness** training. The curriculum included competencies such as: conflict management in the workplace; time management; effective communication; problem solving and critical

thinking. A domestic exchange program between project beneficiaries was also organized, to allow beneficiaries participating in the same programs across the country to see how different farmers and small businesses operated and to exchange a flow of best practice ideas.

This program did not reach full completion and was terminated early due to the inability of the implementing partner, BUCCOBAC, to fulfill the required deliverables under the grant.

POTUS FURNITURE

The President of the United States (POTUS) furniture production project is a special sub-project developed as a result of former US President Bush's pledge to provide Liberian schools with 10,000 pieces of school furniture during his visit in 2008. LCIP was tasked with fabricating and distributing the furniture to government schools selected by the Ministry of Education. Furniture production contracts were awarded to LCIP-supported microenterprises, and thus further encouraged the financial self-sufficiency for 29 carpentry shops, in 7 counties

-
- *30 carpentry shops*
 - *300 carpenters*
 - *10,500 pieces of school furniture*
-

A private transport company was engaged to help deliver furniture. 10,500 school furniture pieces were distributed to 154 schools in 6 recipient counties. The delivery and distribution process was a tremendous challenge considering Liberia's damaged infrastructure. In many locations, creative distribution was employed in order to avoid delays. For example, two schools in one district of River Cess County were

¹⁰ The palaver hut is a traditional Liberian structure similar to a gazebo. This is traditionally where communities aired their grievances in front of village elders and chiefs to settle disagreements.

inaccessible by road, so it was decided to organize a river crossing requiring canoes, kayaks, and community support. The launch site was in the heart of Cestos City's fishing village. The UN Ghanaian contingent commander provided a truck to transport furniture that had been stored in the Cestos City High School to the river bank. A fisherman who received support from LCIP in 2007 loaned two boats for the effort, and a recipient school vice president offered his canoe. Across the Cestos River, approximately 50 children from two recipient schools in the remote Yarnee District waited on the beach to help carry furniture back to their schools. They had to walk 15 – 20 minutes on a foot path to reach the first school. The second school was located about 15 minutes beyond that.

The distribution of these school furniture pieces proved to be a very complicated logistics effort, challenged by poor roads, lack of involvement by county and district education officers, temporary storage facilities, damage during transportation, and assembly plans at recipient locations. While successfully delivered as per the distribution plan provided by the Ministry of Education, adjustments to end-locations were required to be more practical and transparent.

CHAPTER THREE

TARGETS AND RESULTS

This section of the report provides a summary of beneficiary targets versus actuals, and an explanation of the results including reasons for achievement or difficulties experienced. The targets are based on the November 1, 2008 Year II Annual Work Plan and Fiscal Year 2009 Targets submitted in October 2008 to USAID. Below is a list of the 16 required performance indicators that are contained within the LCIP II Year II Work Plan. Also provided below are the targets and results for short-term employment opportunities generated by each activity and the resulting Person Days of Employment.

PERFORMANCE INDICATORS

TABLE 7: PERFORMANCE INDICATOR TARGETS AND ACTUALS

#	Indicator	Component	Target	Cumulative to Date	Types of LCIP Activities included
1	Number of additional hectares under improved technologies or management practices <i>(FY 2009/10 OP indicator)*</i>	ESR	7,000	11,510	Agriculture - Veg production, cocoa, coffee, palm oil, rubber, fisheries
2	Number of persons participating in workforce development program <i>(FY 2009/10 OP indicator)*</i>	ESR, INF	12,910	15,279	Agriculture, RAAP, PIP, INF contractor training
3	Number of persons completing workforce development program <i>(FY 2009/10 OP indicator)</i>	ESR, INF	9,919	13,993	Agriculture, RAAP, PIP, INF contractor training
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	4,958	3,776	Agriculture, RAAP and PIP
5	Number of farmers trained in agricultural sector productivity <i>(Proposed new FY 2009/10 OP custom indicator)</i>	ESR	2,970	5,558	Agriculture (2009 Indicator only)
6	Number of micro enterprises receiving business development services <i>(FY 2009/10 OP indicator)* including Value Chains</i>	ESR	1,310	3,882	All farms, RAAP, Business Incubation, and Cottage Industries
7	Number of micro enterprises linked to larger-scale firms as a result of assistance, including Value Chains <i>(FY 2009/10 OP indicator)*</i>	ESR	65	22	Agricultural productivity, RAAP, Cottage Industries
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	55	40	Agricultural productivity, Workforce development, Microenterprise productivity, Community infrastructure
9	Value (in US\$) of community contribution to LCIP II activity	ESR & INF	Min of \$USD 200/ community	Average of \$712.50 / community	Agricultural productivity, Workforce development, Microenterprise productivity, Community rehabilitation
10	Number of person days of employment generated <i>(FY 2009/10 OP custom indicator)</i>	ESR & INF	368,303	1,578,577	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>	ESR & INF	175 km	381 km	GB Road, Todee Road, Robertsport Medina, Feeder Roads, and SSCI
12	Number of bridges rehabilitated or reconstructed	ESR & INF	22	58	Bridge repairs on Todee Road , GB Road, Maimu, SSCI, and Sanquin River Bridge

#	Indicator	Component	Target	Cumulative to Date	Types of LCIP Activities included
13	Number of person days of training to improve local capacity for management and implementation of infrastructure activities (FY 2009/10 OP custom indicator)	INF	600	845	Training of subcontractors on road maintenance in Buchanan
14	Square feet of buildings rehabilitated (revised)	INF	79,000*	536,640	TNIMA, NEC, Fendall, Maryland County Admin, 4 Border Posts
15	Number of classrooms repaired (USAID FAF Standard Indicator – Program Element Basic Education)	INF	24	84	Fendall Campus, TNIMA, ZRTTI, KRTTI, 2 schools in Todee
16	Number of sub-national government entities receiving assistance to improve their performance (USAID FAF Standard Indicator – Program Element Local Government and Decentralization)	INF	19	15	Buildings (ministries, including line ministries at border posts) and Roads (county governments), JFK Medical Center, MPW, Ministry of Internal Affairs, Montserrado County, Grand Cape Mount County, NEC, Ministry of Finance
17	Number of people Trained	ESR	5,093	4,317	ESR and INF training programs (2008 only)

*Notes:

1. Indicator #1 is a merge of “Number of hectares of acres rehabilitated” from 2008 Targets/Actuals and “Number of additional hectares under improved technologies or management practices” from 2009/2010 Targets/Actuals
2. Indicator #2 does not include casual laborers hired during INF rehabilitation projects, or unskilled workforce hired under ESR projects.
3. Indicator #6 corrects an error reported in the 2009 Annual report. 3832 microenterprises were reported, however, the corrected result was 2125
4. Indicator #7 is a merge of “Number of microenterprises participating in value chains” from 2008 Targets/Actuals and “Number of Microenterprises receiving business development services” from 2009/2010 Targets/Actuals
5. Indicator #11 corrects and error reported in the 2009 Annual Report. 281.38 km were reported, however, the corrected result was 246.8
6. Indicator #14 - Targets set for square footage of buildings rehabilitated were added to the indicators in late 2008, therefore large rehabilitation projects such as KRTTI (90,000 sf), ZRTTI (92,500 sf), and Ministry of Public Works Compound (113,000 sf) were excluded from the targets and therefore skews the results. Number of buildings, as targets and results, are reported based on # of building projects and do not reflect the actual number of buildings on each project. For example KRTTI had 64 buildings within its campus, 61 buildings at ZRTTI , and 6 at the Ministry of Public Works.

EMPLOYMENT GENERATION

TABLE 8: EMPLOYMENT TARGETS AND RESULTS

Type	Activity	Status	Target Workforce	Actuals	% of Target Achieved to Date	Target PDE	Actuals to Date	% of Target Achieved to Date
			(A)	(B)	(C) =(B / A)	(D)	(E)	(G) =(E / D)
ESR	Activities within Private Sector Development Component	C	2210	3,367	152%	90,860	295,062	324.74%
ESR	Activities within Agriculture Production Component	C	4,395	6,899	157%	72,050	487,049	675.99%
ESR	Activities within Small Scale Community Infrastructure Component	C	1300	835	64%	29,288	13,131	44.83%
ESR	Activities within CPMR Component	C	250	279	112%	n/a	4,936	n/a
INF	Rehabilitation of KRTTI	C	240	178	71%	31,680	42,213	133.25%
INF	Rehabilitation of ZRTTI	C	300	123	41%	39,600	34,865	88.04%
INF	Rehabilitation of Maryland County City Hall	C	71	169	238%	13,044	24,708	189.42%
INF	Rehabilitation of National Elections Commission	C	91	416	152%	16,951	103,066	324.74%
INF	Rehabilitation of TNIMA	C	115	200	174%	23,019	13,808	59.99%
INF	Rehabilitation Four Border Posts	C	36	204	567%	6,906	8,584	124.30%
INF	Rehabilitation of Engineering Building – Fendall	C	103	121	117%	19,113	11,311	59.18%
INF	Rehabilitation of Robertsport Medina Highway	C	524	269	51%	38,862	38,413	98.84%
INF	Rehabilitation of Sanquin River Bailey Bridge	C	115	148	129%	5,034	6,636	131.82%
INF	Rehabilitation of Maimu - Tokpaipolu Road		486*	145	90%	37,184*	13,702	150.48%
INF	Rehabilitation of Bong Mines Road			294			42,252	
INF	Rehabilitation of Todee Road	C	180	217	121%	23,760	42,561	179.13%
INF	Rehabilitation and Maintenance of Buchanan to Greenville Road	C	300	885	295%	27,720	142,253	513.18%
INF	Rehabilitation of Lofa Admin Building	C	42	36	86%	4,620	5,722	123.85%
INF	Rehabilitation of Sinoe Admin Building		30	42	140%	1,980	2,622	132.42%
INF	Rehabilitation of Ministry of Public Works	C	180	122	68%	31,680	39,257	123.92%
TOTAL			10,968	14,949	136%	513,351	1,372,151	267%

*Notes:

1. Original targets were for general Feeder Roads, but results were disaggregated by locations of feeder roads.

UNDERSTANDING THE RESULTS

Targets for short-term and medium-term employment programs were all met and exceeded during the 3 year task order, including the large workforce who were employed through subcontractors and NGOs (ESR and INF) and those beneficiaries participating in training programs. This demonstrates that the design of the programs were conducive to support large numbers of workers, farmers, or apprentices/interns, and all were provided with beneficial short-term or medium-term opportunities to increase their financial self-sufficiency.

In some cases, targets were dramatically exceeded - such as those Person Days of Employment (PDE). This is a measure of the number of full (8 hours) days that were worked. It is evident that the PDE estimates calculated when setting targets was underestimated given the short time frames for implementation of many of the projects. The reasons for the dramatic results reported under this indicator are:

1. Subcontractors increased workforce based on needs i.e. the level of work to be achieved at a particular point in time, which was not necessarily expected during the design of the grant or work to be done.
2. The actual numbers of beneficiaries under the three Rehabilitation of Artisans (RAP) programs were more than the original target.
3. Targets for PDE for all Economic and Social Reintegration (ESR) grants were not calculated in the 2008 Work Plan, therefore the 2008 targets were grossly underestimated.
4. Generally, all the infrastructure targets, (both PDE and beneficiaries), are higher than the original targets, due to 6 day work weeks, increased labor force, and multiple subcontractors on each project.

Indicators #2,3,5, and 6 also exceeded cumulative targets established during work plan development. These are largely explained by the heavy focus of training of businesses (farms, RAAP, cottage industries) during implementation of the grants. Training focused on technical expertise, farm-as-business skills, access to markets, appropriate inputs, and beneficiary motivation. More farmers, RAAP businesses, and cottage industries businesses participated in the 2009/2010 activities than were originally planned, therefore the indicators related to the performance (workforce development, training, and business development services) exceeded original targets set.

The number of market linkages created (indicator #7) did not materialize as expected. This is due to the lower number of market linkages trips undertaken, the length of time it takes to foster these relationships, credit availability of micro-enterprises to increase volume output and secure their position in larger markets, and travel/transportation constraints of farmers and business owners to reach large urban areas where most of the large-scale firms operate.

All targets for infrastructure rehabilitation projects were met or exceeded, including the number of kilometers of road rehabilitated, number of bridges, number of classrooms, and number of buildings. Road rehabilitation projects were extended due to the success of the type of measurement contracts employed, thus freeing up budget savings for additional length of road, more bridges, and in the Todee Road area – more off-road infrastructure improvements (clinics and schools).

CHAPTER FOUR BEST PRACTICES AND LESSONS LEARNED

BEST PRACTICES

Many of the LCIP best practices arose out of necessity, lessons learned under LCIP I, from experiencing the weaknesses of the Liberian private sector market, and responding to the cultural and historic ways that beneficiaries, communities, and implementing partners responded to designs and implementation plans.

LCIP II worked with partners and beneficiaries at all levels of government and civil society in more than 14 counties. All of the grants, subcontracts and project-level interventions provided opportunities to evaluate outputs and impacts while ensuring implementation occurred on schedule and results were achieved.

IMPLEMENTING INF PROJECTS AND SUBCONTRACTOR MANAGEMENT

1. DAI introduced new types of subcontracts to implement both building and road rehabilitation projects, which proved to be very successful in budget management, performance management and measurement. Many subcontractors previously operated under firm fixed price subcontracts prior to the LCIP introduction. Types of new subcontracts introduced under LCIP II are listed below:
 - **Measurement Contracts, with Ceiling Price.** Examples of successful implementation include Robertsport to Medina Highway, Lofa County Administration Building, and Maimu to Tokpaipolu Feeder Road.
 - **Performance Based FFP.** Used during Emergency Road Maintenance on the Greenville to Buchanan National Highway.
2. On several occasions, DAI engaged multiple subcontractors on one project instead of a single large general subcontractor to avoid delays in implementation, reduce financial risk, and provide more (but smaller) packages to smaller and medium size contractors. This proved to be a successful strategy on the Greenville to Buchanan Highway, ZRTTI, KRTTI, and NEC (post January 1, 2010).
3. DAI took over direct management, procurement, design and or supervision when private sector was not able to carry out the work financially, technically, or managerially. Examples include NEC post January 1, 2010, Greenville Buchanan National Highway, Lofa County Administration building supervision, Fendall Campus Supervision, and for all feeder road design and supervision.
4. DAI effectively responded to weaknesses, quality issues, and supply delays of construction materials on Liberian market by importing materials from international suppliers, bulk purchasing on behalf of subcontractors, and applying discipline and daily on-site supervision procedures to document and monitor quality and progress.
5. Procurement and use of engineering laboratory and quality testing equipment was successful in ensuring the types of soils, concrete, and other road materials used met minimum standards. This

equipment was not previously used by MPW (since the civil conflict), subcontractors, or consultants in Liberia. This equipment was transferred to the University of Liberia at the close of the LCIP II for use by students and trainees attending the future Road Maintenance Training Center.

6. Increased infrastructure staff and managers helped to ensure that more regular and quality supervision was on site more often, resulting in more quality control of construction and better communication of timelines, technical challenges, and overall budget control for managers in Monrovia.
7. Environmental Compliance with the LCIP Initial Environmental Examination (IEE) procedures and its Environmental Mitigation and Management Plan (EMMP) were important components of the Monitoring and Evaluation (M&E) team responsibilities.
 - Site visits not only helped to ensure that DAI is within USAID regulations, but were also helpful in disseminating better environmental practices to the IPs which they can use in future projects.
 - Coordination and reporting to the Environmental Protection Agency (EPA) at the time of development of the Work Plan ensured that minimal work stoppage occurred during implementation and EPA was fully debriefed on LCIP activities and locations.
 - While all LCIP road projects were rehabilitation of existing roads through already degraded land and forest, the LCIP Engineers, M&E team, and subcontractors all ensured the following important aspects of the EMMP were monitored and recorded, and any IEE amendments documented:
 - Potential for increased illegal activities, including logging, bushmeat sales, and scrap metal. Logging activities were most evident on the Greenville to Buchanan Road, and visible damage caused by logging trucks to the road was repeatedly reported to local authorities, FDA, and national authorities. Most of the logging that was conducted on this road was illegal pit sawing of planks. However, sufficient GOL regulatory resources are not available at this time to monitor or control existing and potential logging activities along this road. With more and more legal logging concessions are being awarded and the monitoring of these activities should become more transparent as a consequence.
 - Potential impact on wetlands, such as the Robertsport to Medina Road, where it passes through or near an Environmental Protection Agency (EPA) Ramsar site (Lake Piso). The area has been proposed and accepted by the GOL as a Multiple Sustainable Use Reserve, with park establishment to be supported by the World Bank.
 - Construction camp mitigation plans, including the temporary office sites, human settlements, and HIV trainings to workforce and community members.
 - Where possible, sand and gravel were sourced from Ministry of Lands, Mines and Energy (MLME) licensed providers working at MLME approved sites. Where it was not possible, LCIP engineers and M&E teams used a Quarry and Borrow Pit Management Plan covering the extraction and restoration/alternative usage in consultation with local stakeholders. In general, sourcing from river beds and beaches was discouraged, but not completely unavoidable in river areas where MLME did not have established sites in rural areas.
 - While all LCIP building projects were rehabilitation of existing buildings, the LCIP Engineers, M&E team, all ensured the following important aspects of the EMMP were monitored and recorded, and any IEE amendments documented:
 - Environmentally sound final disposal of construction waste from demolition (e.g., asbestos roofing and ceiling tiles) as well as excess materials remaining from renovation.

The presence of these materials were noted at nearly all of the LCIP building sites and where EPA had local presence, they were part of the decision making about approved dump sites and asbestos collection and disposal

- Where new or rehabilitated septic systems were employed, environmentally sound designs were established and provided by LCIP engineers to subcontractors. Construction was then monitored, and EPA engaged for inspections, where they had a local presence.
 - At all LCIP building sites, previous systems of discharging of untreated human waste was terminated, and more acceptable systems installed.
8. Introduction of maintenance training programs for building maintenance staff proved to be a successful tool in creating awareness, reduce potential mistakes, and demonstrate any new technologies.
 9. Introduction of cultural performances in communities increased awareness of responsibilities in road maintenance, care of road, and ownership of roads and buildings. Cultural (theater) performances in local dialects are a traditional way of sharing information in rural Liberia, and are effective tools of communication.
 10. Integrated approach of infrastructure programs, and the combination of sectors like road/transport, agriculture and other socio-economic facilities, were more meaningful and impactful. These integrated activities addressed more of the collective needs of community people and had a wider range of impact.
 11. Incorporating training in implementation of subcontractors, during all phases (pre-bid, pre-award, implementation, and measurement) is critical for success and sustainability, given the weaknesses of the private sector.
 12. Communities in projects areas cooperated and participated readily in project works through decision making when ever involved and through the employment.
 13. Impact can be maximized, and sustainability of infrastructure can be achieved when the beneficiary communities are well mobilized, organized, and engaged in project activities.

IMPLEMENTING ESR ACTIVITIES AND IP MANAGEMENT

1. Beneficiaries responded best to multiple and diverse practical applications designed to support training, not just classroom training. Examples include the 2009 Trade Fair, 2009 beneficiary competition, advanced business development workshops, or market linkage trips, which introduced and reinforced concepts such as marketing and sales, quality control, business-to-business links, or customer service.
2. In an effort to support the likelihood of sustainability, DAI required beneficiary contributions to ensure that, by engaging communities economically, many community members participating in the project had a stronger sense of ownership over the programs being implemented. As there are still donor programs that distribute food or offer unsustainable employment to unskilled labor, requiring beneficiary contributions acted as a filter that reduced the numbers significantly to focus on more serious participants.
3. The Private Sector Internship Program focused on large-scale enterprises. These organizations were able to provide higher incomes and more opportunities for ongoing employment than smaller enterprises.

4. In the first phase of Cash Crop projects, large kuu associations were formed consisting of around 30 farmers. This did not work very well as this meant that 30 different farms would need to be tended to. In the second phase, kuu formations were smaller, consisted of farmer families rather than individual farmers, resulting in increased chances of sustainability and buy-in from farmer families.
5. In 2009, LCIP II shifted away from mass rubber and oil palm farm rehabilitation and focused on cash food crop rehabilitation. There was also more emphasis placed on training tappers rather than rehabilitating land.

ADMINISTRATION AND MANAGEMENT

1. Introducing the USAID pre-assessment survey templates has helped to strengthen IPs' capacity and their internal controls.
2. By encouraging IPs, vendors and subcontractors to open bank accounts in their company's name, this meant they were required to prove Ministry of Finance tax payments. This ensured that the companies LCIP worked with were legitimate, helped build capacity, and supported government revenues.
3. Inclusion of Geospatial Information Systems (GIS) technology has been very beneficial in helping to identify areas for implementation and as a way of reporting concise visual information about accomplishments. DAI's focus on GIS training of LCIP local staff, and the use of Global Positioning System (GPS) units were instrumental in Monitoring and Evaluation and reporting functions.
4. Promotion and training of DAI staff from junior level positions into management positions helped to gain the trust and dedication of the whole team and helped solidify their commitment through project end dates. Examples include Boima Baifaie, who was provided an opportunity to attend the DAI global staff conference in the United States and David Wounuah who was granted approval to attend a Labor Based Road Maintenance Training Seminar in Uganda – both men proved to be valuable and dedicated assets to the project deliverables and close-down until the last day.
5. Dedication events are best held after 11 am to ensure attendance and sensitization meetings should be held after 7pm when most people have returned home and can attend.
6. Projects benefit from exposure in national media. However, many local journalists expect payment for attending events, therefore providing per diems for out-of-town trips proved to be an alternative solution.

LESSONS LEARNED AND RECOMMENDATIONS

LCIP's most important lesson learned listed below are focused on the long-term success and sustainability of its initiatives, how well the program design and implementation established a foundation for its replication and maintenance, and economic benefit provided to its beneficiaries.

INFRASTRUCTURE ACTIVITIES

As for the infrastructure lessons learned, specifically related to sustainability – the long term success and sustainability of public infrastructure depends largely on the capacity of the various government Ministries, and county authorities, to not only have the budget to maintain its infrastructure, but also the human resource capacity, the political will supported through constituencies, and the degree to which corruption doesn't intervene in its challenging objectives.

1. The Government of Liberia remains still largely financially, technically, and strategically unprepared to maintain any and all of the national highways and feeder roads which were rehabilitated under LCIP.

Attempts were made to train small subcontractors and community groups, to provide opportunities for the Ministry of Public Works to outsource this maintenance to these service providers (while simultaneously continuing to support job creation and income generation), however, MPW did not prioritize these opportunities and therefore successful transitions were not made.

- Recommendation: Fully paved roads would require less maintenance but would require considerably more funding. Traffic studies, impact evaluations, and other research would need to be conducted before any investment in paved roads was determined to be suitable for a given location.
 - Focus more funding on feeder roads, community maintenance funding mechanisms.
 - By further integrating ESR and INF components through IRAP facilitation and GIS technology, at the time of geographic selection of roads, the prioritization of road projects could be based on the value and nature of economic activity that would be enabled.
 - By continuing to focus on the use of local labor in road rehabilitation works, money was injected into the impoverished rural communities (thus increasing demand for goods to be brought in and generating some investment capital however modest the scale). This provides for the transfer of technical skills necessary for community people, and could increase the changes of community "buy in" to the maintenance of the road. This is very difficult to do on national highways.
2. Sub-national government bodies and communities require central government support through the national budget system to maintain of certain types of infrastructure e.g. roads.
- Recommendation: The designs of donor funded projects should attempt to get government commitment (in kind or otherwise) up front during design; and include strategies to support the planning and budgeting for maintenance.
 - Donor funded projects should be linked to the National Budget for maintenance funding.
3. Local contractors/implementing partners lack certain vital resources like relevant equipment, skills and financial support.
- Recommendation: Additional/ongoing support in the form of access to relevant equipment, skills training and access to credit facilities could be introduced before and during implementation.
4. Coordination by MPW between various donors remains weak, especially regarding information on projects, locations, or lessons.
- Recommendation: For large portfolios of road infrastructure activities, take a lead in organizing the coordination and using GIS tools.
5. Rehabilitated infrastructures did not receive adequate maintenance funding, staffing, and from government or local government authorities. As a result roads recently rehabilitated began to immediately deteriorate after LCIP demobilization, and most buildings suffered plumbing and electrical problems.
- Recommendation: Budget for longer maintenance programs, perhaps with a cost sharing component that steadily decreases as MPW or county governments start to buy in and provide more funding.

- Provide up front long-term budgeting and planning assistance to MPW to help project maintenance budgets for national infrastructure
7. Three of the 4 border posts (Ganta, Yealla and Toes Town) were delayed until the last 9 months of the LCIP II, due to other larger building priorities (National Elections Commission, UL Fendall Campus, etc). Due to the delayed start, DAI decided that direct implementation through small labor only subcontracts (DAI to provide all materials, logistics, and on-site construction supervision) would be the most effective course of action, and would be an opportunity to engage smaller local subcontractors with performance-based contracts. However, with complications of logistics at all 3 border posts simultaneously, slow start-up of materials quantification, and insufficient management supervision, all of the risks of budget control and timelines were placed on DAI, rather than a subcontractor. As a result, border post completion was delayed by 3 months and final costs were approximately 10% in excess of approved budgets.
- Recommendations: For smaller building projects, such as these 3 border posts, the traditional approach (taken by LCIP) of tendering and awarding a firm fixed priced subcontract would have been more effective (time and cost) for these activities.
 - Dedicated operations and procurement staff should have been hired to focus solely on these activities.
9. National Elections Commission subcontractor’s poor financial management, lack of cost control, poor bid preparation, and ineffective management staff resulted in a 3 month delay in completion of the ambitious building rehabilitation and a 22% cost increase in the approved grant budget.
- Recommendations: Adjust Task Order Performance Period to allow for more time for implementation of such large and complex rehabilitation projects.
 - When Liberian firms are competing against international firms, provide additional assistance during bid preparation to ensure bid prices received will be more accurate.
 - Provide increased post-award STTA assistance in areas of financial control/budget management/forecasting of materials, from the first day.

ECONOMIC AND SOCIAL REINTEGRATION ACTIVITIES

For its ESR initiatives, the sustainability rests in the hands of both the implementing partners who have transitioned into a business model approach, and within the hands of the beneficiaries themselves.

1. Many of the programs were designed with limited time duration, limiting the full impact of what could have been achieved. For example, ESR agriculture programs were only able to work with farmers at the land preparation and early stages of growth. Very few farmers, particularly in 2009, were able to experience a harvest under the training programs. Short term activities were focused on job creation, introductory trainings, and limited market linkages.
- Recommendation: Future short-term activities in agriculture should be more focused on market linkages, input providers and linkages, and agricultural inputs.
 - Channel interventions that help establish commercial relationships
 - Targeting the same farmers each year (workplan) would reinforce the trainings provided and expand on what they have already received.

- Target discrete activities that have immediate impact, such as production assets – improved irrigation or pest control.
 - Quickly assess input constraints, and target activities that reduce or eliminate these constraints.
 - Production capacity in different counties need to be monitored and linked to markets that will be able to absorb farmer outputs, as well as farmers being able to be matched with markets that have demand within their capacity.
 - Prior to market linkages, or perhaps consecutively, the idea of larger-scale commercial production also needs to be introduced, facilitated and further developed, as an alternative.
2. Agriculture programs would have been more beneficial if they took place over a longer period of time than one to two years.
 - Recommendation: One year would have allowed farmers to be trained all the way through at least one crop cycle – from land preparation to harvest. A two year cycle would allow repetition in training and hence reinforce the farmer’s newly acquired knowledge.
 3. LCIP’s workforce readiness programs, attempted to address the engrained welfare-state type thinking of many of project beneficiaries, who for decades have continued to receive support rather than earn their own incomes.
 - Recommendations: Coordinate with social development or educational programs in the country (other donors or NGOs) who are focusing on social change and co-located activities.
 4. Create performance based arrangements for ongoing interventions in communities to encourage positive workforce behavior.
 5. Insecticides/Pesticides – many of the farmers that participated in the programs suffered from crop destruction caused by insects. DAI attempted to settle this problem by introducing organic and traditional ways in which to provide pest control. As most farmers are not able to afford any additional labor on their farms, this is not a viable option. The result is severely damaged and spoiled crops, prohibiting farmers from being able to sell their goods.
 - Recommendation: Through an early STTA, barriers to production, including pest control, could have been better planned and mitigation strategies developed that were more effective than traditional/labor intensive methods.
 6. 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.
 - Recommendation: Through an early STTA, conduct training-of-trainer workshops to supplement and bolster lack of capacity within NGOs.

7. The timing of grant development cycle was not in good alignment with the agricultural seasons
 - Recommendation: By working under a longer-term project, 3 to 5 year planning, based on agricultural seasons, could increase effectiveness.
8. Many of the programs provided basic skills training to farmers and micro-enterprises. Equipment was distributed during and at the end of the programs to ensure that participants could continue implementing the skills they had learned. However, though equipment is vital towards the continuation of the implementation, this still does not allow the farmers and micro-enterprises to significantly increase outputs or expand.
 - Recommendation: Access to micro-credits, business development plans and combination of technical training and business incubation programs
9. The programs provided intense intervention, providing labor and starting inputs during the training period. The cost of continuing these labor inputs are not sustainable by the farmers themselves.
10. LCIP II encouraged project activities facilitated through cooperatives, community ownership, and kuu formations within the communities receiving agricultural intervention. This system was put forward to fill in the labor gap on the farms, by having members help each other in each other's farms, thus increasing the productive capacity of the farm, however, when the communities were not fully established, or kuus too large, ownership and sustainability issues emerged.
11. The small business incubator programs were only able to target a small number of micro-enterprises. They were able to set-up business plans and help the business owners put forth loan applications for about half of the businesses participating, but they were not able to fully follow through on all the applications due to the length of time required for loan approvals and the short duration of the grants.
 - Recommendation: Develop business incubation plans for a smaller number of business owners, focusing any loan reviews on those that are likely to be more successful and creditworthy.
12. Many RAAP artisans have been successful in continuing on their own, after LCIP intervention has ended (financial self-sustainability). However, further expansion of the businesses is often limited because of lack of additional inputs.
 - Recommendations: More and improved facilitated access to credit through additional business incubation programs and trainings.

ADMINISTRATION AND STRATEGIC

1. Attempted strategic transition from short-term/quick impact employment creation focus to more sustainable designs within the same objectives of the Task Order caused delays in redesign, submission and approval of the work-planning session and grant development process for ESR activities, thus reducing the amount of time available for implementation. Although vital to help a country move along the Development Continuum, the early planning for these evolutionary changes in scope are necessary.
2. Liberian salaries are becoming significantly more competitive, and the IPs found it increasingly difficult to recruit and maintain quality staff, and turnover created inconsistencies and delays in implementation.
 - Recommendation: Budget expectations should be reset to include allocations for higher paid Liberian national staff.

- Salary surveys at the beginning of the project would have provided more up-to-date information given the developing NGO sector and more competition for a small qualified workforce.
3. There is adequate local technical expertise in agriculture, however, there is a more limited pool of business specialists.
 - Recommendation: International STTA
 4. Implementing partners and subcontractors were not able to adequately manage all administrative and financial matters within their organization. In many cases, DAI intervened in order to ensure that documents were properly presented, and finances were sufficiently recorded and spent. Time spent by DAI Grants, Finance and ESR staff on financial reviews of payments resulted in slow payments and thus delayed technical implementations.
 - Recommendation: Use of traditional Fixed Obligation Grants with milestones would reduce the need to review of all receipts and commitments. Support would still be required to ensure journals, internal controls, and other compliance matters were still being followed by IPs.
 5. After award of grant, additional workshops should be conducted on how to properly track/record expenses and submit both financial and technical reports.
 6. More capacity building activities should be included as part of program implementation and budgets. This will ensure uniformity among projects.
 7. Dedicated training staff should be hired and embedded from the early stages of NGO selection through implementation and closedown.
 8. Although the emphasis in the last year, was on larger projects which produce larger impact, it is challenging to find local partners that are strong in financial, technical, and organizational management capable of implementing large valued grants.
 - Recommendation: Increase dedicated contract staff to provide more direct management and financial support to IPs (possible secondment) to help simultaneously have bigger impact through fewer grants and grantees, and support development of NGOs internal structures.
 9. The original concurrent operations of both LCIP I and LCIP II task orders was complicated from a budget management and financial perspective, including severance pay, annual leave time, and legacy payments.
 10. The slow recruitment process for international engineers delayed project implementation. DAI generally does not attract large numbers of international engineering applications, therefore the pool of available candidates is small.
 - Use external recruiting companies who specialize in engineering
 - Partnering with international engineering subcontractors to provide LTTA staff, or STTA gaps.
 11. The Monitoring and Evaluation function was stretched to its limits due to the size, diversity and complexity of the projects implemented.
 - Recommendations: A large and diverse project such as LCIP needed a bigger M&E team

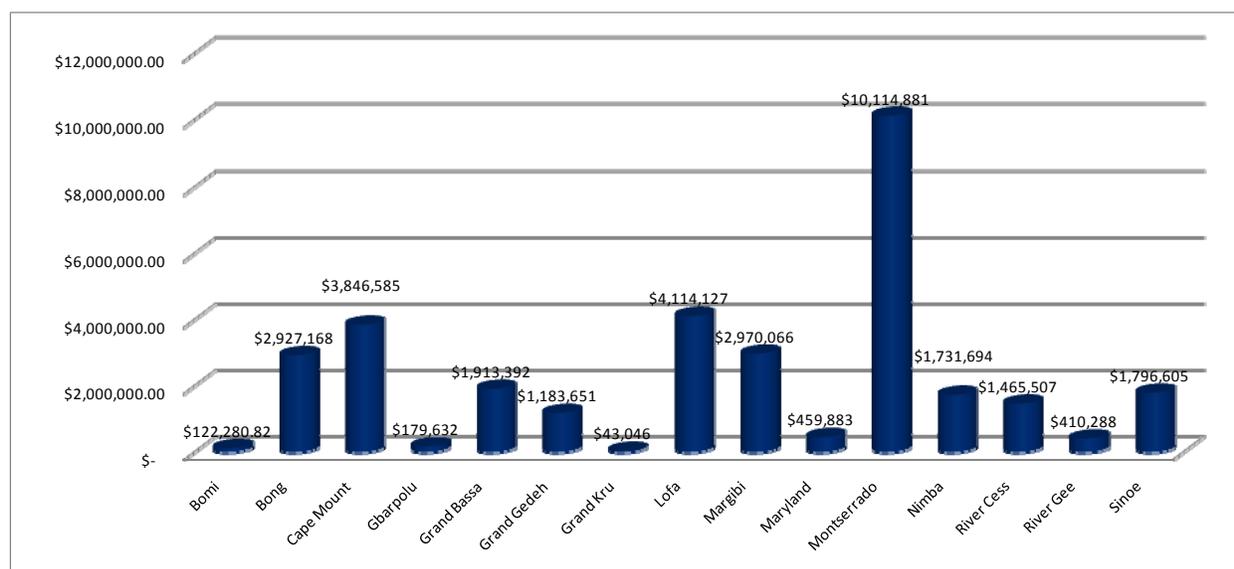
12. Regular meetings with M&E and technical teams on a monthly basis would have improved follow-up of problems or concerns raised by M&E teams during field visit.
13. An engineer on the M&E team would have been valuable to inspect road and building activities.
14. The subcontractors and IPs lacked basic understanding of environmental practices, workers safety, and best practices.
15. Environmental training of subcontractors, Routine and reinforced training of LCIP engineers on EMMP
16. Environmental obligations should be better integrated into tenders and subcontracts.

ANNEX A INDICATORS, TARGETS, DELIVERABLES, AND RESULTS

GEOGRAPHIC DISTRIBUTION OF GRANTS

A map of all activities can be found in the appendix. During the course of LCIP II, DAI provided interventions and activities in 14 of 15 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 expended in Montserrado County, which included the rehabilitation of the National Elections Commission (\$3.2M), the rehabilitation of the Todee Development Corridor Project (\$1.5M) and the rehabilitation of Fendall Campus (\$1.1M), three of the largest commitment amounts. Grand Cape Mount County received 12% of disbursements, the majority of which is due to the rehabilitation of the Robertsport Medina Road (\$3M), and Lofa County was the focus of most agriculture and micro-enterprise activities, also receiving 12% of disbursements.

FIGURE 8: PER COUNTY EXPENDITURES OF GRANTS FUNDING



2009 BENEFICIARY COMPETITION

In 2009, LCIP introduced a beneficiary competition grant. The grant was an LCIP-wide beneficiary competition intended to motivate 2009 LCIP beneficiary farmers, microenterprises, and LCIP implementing partners to increase productivity over the project life. The winners received trade-specific prizes as a positive reinforcement mechanism to encourage productivity in the private sector economy.

Participants were judged on categories such as highest produce sales, strongest application of technical skills and best practice, extraordinary innovation, best display at the trade fair and strongest application of business skills.

930 farmers and small-scale businesses registered to participate in the competition from 10 of Liberia's 15 counties. Of the participants that registered, 106 farmers and 25 small business owners in various trade sectors were selected as winners based on their outstanding performance during the project period. Prizes included sewing machines, blow torches, bicycles, water pumps and cassava presses.

Recognition and commendations were also given to 15 selected implementing partners on the strategies that they employed throughout the 2009 grant implementation phase. The selected beneficiary winners and the implementing partners were announced during the 2009 Annual Trade Fair by Honorable Joseph N Boakai, the Vice President of Liberia.

Award Winners

- The overall winner in the category of "Highest Produce Sales" for the entire competition was Mr. Derrick Gbarwo, a cassava farmer from Grand Gedeh County.

Other winners included:

"Highest Produce Sales" included:

- George Dahn of Bong County, pepper farmer
- John Bryant of Monserrado County, pepper farmer
- Anthony Gontaye of Nimba County, pepper farmer

"Extraordinary Innovation" included:

- James Fallah – electronics – Greenville, Sinoe
- Austin Dolo – electronics – Todee, Monserrado
- Harris Baigebo – electronics – Toe's Town, Grand Gedeh

"Demonstrated Long-Term Success and Growth"

- Mamadee Konneh – blacksmith – Gbarnga, Bong
- Saah Fassi – blacksmith – Foya, Lofa
- William Zawalo – honey farmer / beekeeper – Ganta, Nimba
- Josephine Mendoza – heavy duty mechanic – Plebe, Bong

"Strongest Application of Technical Skills and Best Practices" included:

- Gbarea Gbarwo – Gwein Town, Grand Gedeh - plantain farmer
- Ida Sagbe - River Gee - cassava farmer
- Soccer Jones – Fuahmah, Bong - rice farmer
- Rebecca Bee – Zebai, Bong - pepper farmer

"Exceptional Customer Service and Work Ethic Utilized as a Successful Marketing Tool" is:

- Massa Singbe of Todee, Monserrado - She and her employees begin work by 4AM in order to have fresh bread and pastries to offer customers as early as 6AM.

"Demonstrated Business Acumen" included:

- Liberia Honey Group
- Lofa Cocoa and Coffee Group

ANNEX B

METHODOLOGY

PROJECT MONITORING AND EVALUATION SYSTEM

LCIP II had two main avenues of performing project monitoring and evaluation.

The first avenue was through the two technical teams, INF and ESR. Under INF, each project had a designated engineer assigned who was responsible for overseeing implementation activities and ensuring that activities were in accordance to the project's scope. Depending on the size of the project, engineers were either stationed full-time or part-time at the site and had regular contact and interactions with the site contractors. Monthly meetings were held between the subcontractors and the engineers, inviting the monitoring & evaluations (M&E) team, along with MPW representatives and county authorities. A joint site inspection would take place followed by a meeting to discuss any areas of concern. If there were any issues that arose which the engineering supervisor could not address, these concerns would be moved up to the Senior Engineer, the Chief of Party, and if need be, USAID directly. The ESR department had project development officers (PDO) assigned to each grant who directly supervised the IP and provided guidance on implementation. Regular site visits were conducted where the PDOs would inspect works completed and talk with community members and implementing partners. Issues arising from these site visits would be reported to the ESR manager, and if further follow-up was necessary, to the M&E team.

The second avenue of monitoring and evaluation of project activities was through the dedicated M&E team. The M&E team conducted monitoring efforts in the following ways:

- **Milestone/Report Reviews:** ESR grants are required to submit milestone reports for review and approval as an added to gauge to monitor project performance. Milestone reports were reviewed by both the ESR and M&E teams and used as a starting point for further verification actions. Any problematic information presented in these reports, such as the progression of activities completed or the indicator data reported were noted. The M&E representative would initially communicate these problems to the PDOs for further clarification. The PDOs would either provide the clarifications or have the implementing partner provide further explanations. Based on these responses, a decision would be made on whether or not to perform site visits.
- **Random Site Visits:** On a monthly basis, LCIP II M&E staff randomly selected grant activities for site visits to verify activities, collect data, and confirm impact and achievements. After each site visit, "Field Monitoring Reports" were completed for each grantee assessed. For those site visits that required follow-up, the M&E staff communicated the type of follow-up required to the project supervisor. For the ESR grants, information presented was verified during these visits.
- **Problem Solving Site Visits:** When problematic performance data was observed by LCIP II Senior Management or M&E when reviewing grantee Milestone Reports or during site visits, problem solving site visits were scheduled after consultations with the PDOs, Engineers, and Team Leaders. When such efforts did not resolve the issue, the M&E team visited the site of the activities and/or interviewed the grantee/sub-contractor to resolve the problem. The results of these visits were

documented in the field trip reports. If the site visit did not resolve the problem, then the Milestone Report was not approved for performance, a temporary hold was placed on the problematic activity, and remedial action was initiated.

METHODS USED TO ESTIMATE RESULTS OR IMPACT

LCIP II created and used a Performance Management Plan (PMP) which was shared with USAID/Liberia in April 2008, to measure results and estimate impact. A detailed 36 performance indicators linked to the results framework, and included a menu of both standard key performance indicators for higher level results (such as those at the objective level) and activity-level indicators for lower level results (such as those at the implementation level). Both sets of indicators were objective, clearly defined, useable, direct, realistic, timely, and attributable to LCIP II and USAID interventions. To improve ease of use and management, the PMP included performance indicator reference sheets that were completed for standard indicators and had established formats for customized indicators to include definitions, justification for use, data quality issues, data collection methodology, frequency of collection and reporting methodologies.

During the work planning stages, indicators were selected from the PMP which would best reflect the planned outputs of the project and be most applicable to the results framework. In 2008, 15 indicators were selected to be used as measurement tools. Of the selected, 6 were 2008 OP indicators, 3 were Foreign Assistance Framework (FAF) standard indicators and 6 were general indicators added by LCIP II. As implementation begun, two indicators were dropped¹¹ as they were not seen relevant or useful to the projects being implemented. For example, one indicator was to measure the “number of community-based reconciliation projects completed¹²”. However, there were no stand-alone reconciliation projects as originally designed in the work plan, rather reconciliation activities were integrated into each ESR grant. In 2009, the reporting indicators were modified, removing 3 of the indicators and adding 4 new indicators. Of these 16 indicators, 10 were 2009/2010 OP indicators and two were FAF standard indicators, with the remaining LCIP II added indicators.

All of the indicators selected were output (quantitative) indicators rather than outcome (qualitative) data. Achievements were tracked using output indicators for several reasons:

- LCIP II implemented short-term small grants programs under ESR, correlating to the time period of the contract prior and post time extensions. This meant that each grant was not large enough, nor long enough, to begin to display higher levels of impact during the implementation period. In order to provide larger scale impact data, LCIP II clustered program activities into task groups to enable data to be aggregated at a higher level.
- LCIP II depended heavily on the implementing partners to report on the selected indicators as activities were carried out. IP capacity was factored into the choice of indicators used. Output indicators were more straight-forward and less complicated to report on, while outcome indicators would require more detailed levels of data collection and analysis. At the time, these type of indicators would have imposed large management burdens on the implementing partners. Several output indicators, however, can be used as proxies for output indicators. Value of community

¹¹ Please reference the “Quarterly Report April – June 2008” for more details.

¹² USAID FAF Standard Indicator – Program Element Peace & Reconciliation Processes

contribution, for example, helped gauge the commitment of communities to the programs being implemented in their areas and the worth of the project.

- Output-level indicators can easily and effectively be used to measure infrastructure activities.
- Outcome-level indicators tend to require external data in order to monitor change/improvements, especially in behavior. Due to the post-conflict environment of Liberia, data collection efforts by external and internal bodies are only just beginning. There is a very limited data pool available.

At the work plan level, project intervention activities were identified by USAID (for infrastructure) and technical teams with input from the Chief of Party, Deputy Chief of Party and the home office technical backstop. Once activities had been selected, based off previous activities conducted under LCIP I, USAID/Liberia and Government of Liberia priorities, and community assessments, indicator targets were set. The technical teams based these targets off of the scope of their projects, the communities in which these projects would be implemented and the impact expected. For example, under ESR, agriculture activity grants were based off the value of the grant, the number of farmers targeted to participate in the program and the acreage of land that had been assessed for intervention. For INF, the targets set were more defined. For example, for roads, the kilometer of roads to be rehabilitated was already known at the work plan stage, however, in many cases, such as the Bong Mines to Yakpai road, additional kilometers were added as other roads were identified during implementation.

During the implementation stage, each ESR activity was paired with indicators relevant to their projects. During the grant kick-off for the implementing partners, training was provided by the M&E team on the indicators, their definitions and how to report against them. In 2009, a more comprehensive training took part where each implementing partner had individualized training with a personalized indicator reporting template created by both the implementing partner and M&E. The IPs were required to report against the indicators throughout the performance period. The indicators would be submitted along with the milestone reports on a regular basis, in the narrative section and summed up in an indicator template. Person days of employment data had to be submitted on the 25th of each month to the M&E department.

Under INF, most of the indicators were reported on by the LCIP supervising engineers on a quarterly basis to the M&E team. The subcontractors were only responsible for submitting timesheets for casual labor on a monthly basis to report against the person days of employment generated on the 25th of every month.

The monthly reports submitted to USAID were used as a way to provide technical progress updates and included the number of persons participating in program activities and person days of employment for the month for each project activity separated by county. As LCIP originally began with a quick impact and rapid relief ethos, USAID wanted reports on the number of persons that had been involved in programs. Under LCIP I, this was reported on a daily basis. Under LCIP II, it was reported on a monthly basis and on an ad-hod basis at USAID's request. Thus, LCIP II made sure that there was a section included in the monthly reports. The remaining indicators, unless otherwise requested, were provided in the quarterly and annual reports to USAID, which focused more on impact resulting from progress of project activities.

ANNEX C

PROJECT DOCUMENTATION

REPORTS PROVIDED TO USAID

- # of Monthly Progress Reports (not available on Development Experience Clearinghouse)
 - August – December 2007
 - January – December 2008
 - January – December 2009
 - January – March 2010
- # of Quarterly Reports
 - January – March 2008 (not available on Development Experience Clearinghouse)
 - April – June 2008 (not available on Development Experience Clearinghouse)
 - October – December 2008 (not available on Development Experience Clearinghouse)
 - January – March 2009 (not available on Development Experience Clearinghouse)
 - April – June 2009 (not available on Development Experience Clearinghouse)
 - October – December 2009 (to be made available on Development Experience Clearinghouse)
- Annual Reports (available on Development Experience Clearinghouse)
 - Annual Report 2008
 - Annual Report 2009
- Workplans (available on Development Experience Clearinghouse)
 - Year 1 Workplan: 2007/2008
 - No Cost Extension Workplan (June –September 2008)
 - Year 2 Workplan: 2009/2010
- Technical Reports (available on Development Experience Clearinghouse)
 - Road Maintenance Sustainability Concept Paper, May 2008 (Mr. Howard Shapiro)
- STTA Reports (available on Development Experience Clearinghouse)
 - Integrated Rural Access Planning, Rob Dingen, April 2008
 - Ministry of Education, Division of Educational Facilities, Josh Palmer, November 2009
 - Gender Assessment Report, Marcia Greenburg

ANNEX D MAPS



FIGURE 10: MAP OF PRIVATE SECTOR DEVELOPMENT ACTIVITIES



FIGURE 11: MAP OF ROAD ACTIVITIES



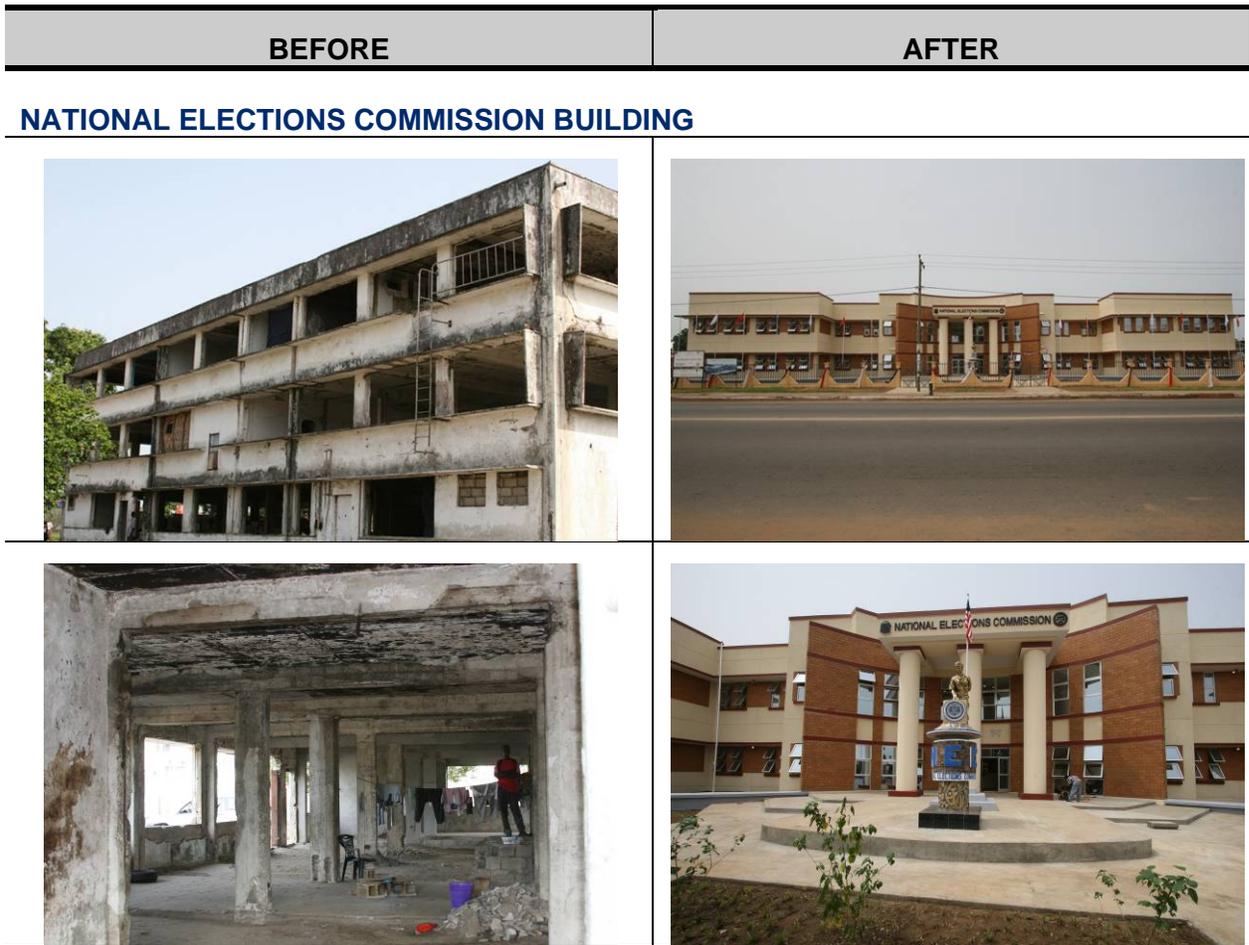
FIGURE 12: MAP OF BUILDING ACTIVITIES



ANNEX E PHOTOGRAPHS

INFRASTRUCTURE

Before and After Photographs are a visual way to show the impact of the funding provided under LCIP II for building and road rehabilitation – and provides context for readers to understand the devastation the civil conflict in Liberia wreaked on all public infrastructure.



BEFORE

AFTER

MINISTRY OF PUBLIC WORKS COMPOUND



UNIVERSITY OF LIBERIA – FENDALL CAMPUS ENGINEERING BUILDING



BEFORE

AFTER

KAKATA RURAL TEACHER TRAINING INSTITUE CAMPUS



BEFORE

AFTER

ZORZOR RURAL TEACHER TRAINING INSTITUTE CAMPUS



MARYLAND COUNTY ADMINISTRATION BUILDING (HARPER CITY HALL)



LOFA COUNTY ADMINISTRATION BUILDING (COUNTY SUPERINTENDENT'S OFFICE)



TUBMAN NATIONAL INSTITUTE OF MEDICAL ARTS DORMITORY





BO WATERSIDE BORDER POST



YEALLA BORDER POST



BEFORE

AFTER

GREENVILLE TO BUCHANAN HIGHWAY



BEFORE

AFTER

ROBERTSPORT TO MEDINA HIGHWAY



TODEE FEEDER ROAD



MAIMU TO TOKPAIPOLU FEEDER ROAD



BENEFICIARIES AND EMPLOYMENT OPPORTUNITIES CREATED



BENEFICIARIES AND EMPLOYMENT OPPORTUNITIES CREATED



BENEFICIARIES AND EMPLOYMENT OPPORTUNITIES CREATED

