

USAID/LIBERIA

Fiscal Year 2001 Results Review and Resource Request

THE ATTACHED RESULTS INFORMATION IS FROM THE FY 2001 RESULTS REVIEW AND RESOURCE REQUEST (R4) FOR LIBERIA AND WAS ASSEMBLED AND ANALYZED BY USAID/LIBERIA.

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Please Note:

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April 12, 1999

Mr. Harry Lightfoot
Director, AFR/WA
4.6 Ronald Reagan Building
Washington, DC 20523-4600

Dear Harry,

Attached is USAID/Liberia's FY 2001 R4 Report. We chose to submit the document in narrative form this year because the working group found last year's tables confusing and our current Strategic Framework does not have specific targets.

During the West Africa R4 Review, please raise the following issues:

1. ***USAID/W's approval is needed to develop a three-year framework.*** Our current strategy ends in April 1999. The Mission would like to start work on its new strategic framework this fall. If USAID/W agrees, submission would be in the spring of FY 2000.
2. ***USAID/W's assistance is needed to gain approval to increase USAID/Liberia's US staff ceiling.*** Of the 39 positions approved for the Embassy, USAID has received only three. Your help is needed to encourage State to increase USAID's ceiling from three to up to six positions. The Mission will face serious management and internal control problems if it cannot hire more staff.
3. ***The Mission needs an increase in its OE level.*** This year, ICASS costs rose to \$374,184. This is an increase of \$177,294 over last year's \$196,890 ICASS cost. The difference can mainly be attributed to increased guard service and security upgrades resulting from the East African bombings. We would also like to increase our USDH staff by one, FSN staff by six and obtain additional funds to absorb an Embassy-wide FSN salary increase. FSN salaries have not been increased since 1983.
4. ***A total of \$1.5 Million of DA funds is needed to fund a transition from OFDA agricultural activities to development assistance.*** The funds will support the introduction of better agricultural practices and promote crop diversification in Liberia's high food insecurity areas. Without the additional funds, Liberia may suffer a serious drop in food production.
5. ***The Mission requests \$500,000 in FY 99, and \$1 Million of DA funds in FY 2000 and FY 2001 to commence an HIV/AIDS intervention.*** Left uncontrolled, AIDS could undermine all efforts to assist Liberia's economic recovery.

Please review Part III, Resource Request, for further details on the above.

I welcome any questions or comments you may have on the report or the USAID/Liberia program.

Regards,

Rudolph Thomas
Director

Attachment: a/s

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LIBERIA

FISCAL YEAR 2001 RESULTS REVIEW AND RESOURCE REQUEST

PART I. Overview

After a seven-year civil war, free and transparent national elections were held in Liberia on July 19, 1997. USAID has been active in implementing activities to support the transition to peace and working with other donors to make sure that the process stayed on track. Four USAID Offices provided assistance to Liberia in FY 1998: (1) *Office of Foreign Disaster Assistance*, (2) *Food for Peace*, (3) *Office of Transition Initiatives*, and (4) *the Africa Bureau*. These Offices worked as a team to ensure that food aid, and humanitarian and development assistance were effective and timely. Our food aid programs continued to provide food to refugees, internally displaced persons and other vulnerable groups. To facilitate and encourage the return of refugees, USAID programs provided seeds and tools, revitalized primary health care services, reestablished primary schools, provided vocational training and supported job creation. The end result is that human suffering was reduced, food production rose significantly, and over 90% of the internally displaced persons and close to 50% of the refugees returned to their homes.

USAID/Liberia provides assistance under two Strategic Objectives. SO 1 supports the transition to democracy and SO 2 supports the repatriation and reintegration of refugees, internally displaced persons and former combatants into society. These SOs support the implementation of the MPP and U.S. national interests including: (1) to alleviate human suffering; (2) to establish democracy and respect for human rights; (3) to promote economic reforms and fiscal rectitude; and (4) to enhance regional security.

SO 1. Successful Democratic Transition Including Free and Fair Elections

The progress under this SO is significantly less favorable than that of the previous reporting period. It has been a difficult environment for Democracy and Governance activities. Congressional holds on Liberia's CNs caused some Mission obligations for DG activities to be delayed until September, 1998, forcing some grantees to either delay activities or slow down implementation. The Government further compounded the problem when it became involved in a September shoot-out between Government forces and those of a former faction leader, causing an evacuation of most U.S. Embassy personnel and strained relations with the United States and other donors. The September incident also led to the cancellation of recruitment for a Democracy and Governance Officer, and a complete hold on the newly awarded Department of Justice (DOJ) PASA for a Rule of Law activity, the Legislative training component of the National Democratic Institute (NDI) and support to the Elections Commission (ECOM).

There is, however, progress to report. The International Foundation for Electoral Systems (IFES) provided technical assistance to the ECOM to carry out a successful and less expensive voter registration program and held by-elections in Lofa County in May 1998. The Carter Center, working with the Center for Democratic Empowerment, a local

NGO, sponsored a high-level roundtable discussion on the relationship between the media and security institutions. NDI and Search for Common Ground have continued to promote civic education and reconciliation through their work with the public.

The future prospects for SO 1 to effectively assist Liberia's transition to Democracy will continue to be affected by GOL/US relations, the investigation into alleged human rights abuses during the September incident, and perceptions of Liberia's support for the rebels in Sierra Leone.

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

Under SO 2, initial management difficulties led to delays in the delivery of projects under the Micro-projects activity, the Mission's primary reintegration activity. Even so, substantial progress was made whereby 672,000 internally displaced persons were resettled, and 250,000 refugees returned to Liberia. The Seeds and Tools program improved food availability and security for over 1.5 million beneficiaries. The PL 480 Program assisted 397,594 primary school students through a school-feeding program, and 23,427 teachers participated in the food-for-work activity. Monthly, 28,400 vulnerable persons were fed through institutional feeding programs. More than 9,000 ex-combatants and civilians, including former child-soldiers, received vocational training; and, 40 health posts, five hospitals, and 88 schools were refurbished and revitalized.

Changes that affect performance during the next reporting period. In June 1999, the OFDA-funded humanitarian assistance program will end, including the seeds and tools program and primary health care activities. Many of these activities will continue with Development Assistance funds. To absorb OFDA activities and support a transition to sustainable development, USAID/Liberia will need more staff and an increase in its Development Assistance budget. Currently, the Mission has only two direct hire positions (the OFDA PSC will leave July), and relies heavily on USAID/Ghana, its Twinning Mission, and AFR/SD for support. However, the Mission must have additional US staff to provide adequate administrative and technical support for its program.

The entire DG portfolio remains critical; however, the Liberian Government must play a more positive role. The Government continues to harass the press, challenge the operation of Star Radio (an independent news station), and security forces intimidate individuals critical of the Government. During the next reporting period IFES will recruit a Liberian station manager and try to reinstate Star Radio's short-wave license. USAID hopes to resume the justice sector activity as soon as possible. USAID will assess whether the legislative activity should continue in FY 1999, given the strong influence of the Executive Branch over the Legislature.

The most significant program achievements were made in the agriculture sector. The FAO 1998 report on the status of food supply in Liberia shows that there was ***significant improvement in the production of rice and cassava***. Rice and cassava production reached 70 % and 100%, respectively, of pre-war production levels. In response to this

increased output of locally produced rice, FAO plans to obtain all of its seed rice needs locally for 1999. CRS, an OFDA partner, will also locally purchase 250 MT of their total 485 MT (pledged) seed rice needed for crop year 1999.

PART II. Results Review By Strategic Objective

SO 1: *Successful Democratic Transition, Including Free and Fair Elections*

Summary: The Democracy and Governance activities planned under this SO are broad and cover most of the concerns in the sector. The USAID/Liberia Democracy and Governance program has two major themes. One is to counterbalance the power of the Executive Branch by strengthening the competency and independence of other institutions. To achieve this, the current program is designed to strengthen the independence and competence of the Legislature, Judicial system, Elections Commission and the Human Rights Commission. The second major theme is to work with civil society to improve its capacity to participate in the democratic process. To this end, the Mission works with the media, and supports local NGOs to monitor and promote human rights, and promotes civic education.

The success of these programs depends on the commitment and cooperation of the Government. The Mission has developed an excellent program with the US Department of Justice to strengthen the Rule of Law through work with the Judicial system. However, this program is on hold because of allegations of GOL complicity in the war in Sierra Leone. The same is true of the proposed assistance to the Legislature. In addition to past human rights violations and the Government's alleged participation in the war in Sierra Leone, there is serious question about the effectiveness of working with the Legislature, given the recent events that show the Executive Branch's tendency to control the Legislature. The Human Rights Commission needs improved legislation and a budget to be effective. The Elections Commission, while operational and clearly committed to carrying out its duties, is also hampered by lack of funding as shown by a recent protest by ECOM employees complaining about the Government's failure to pay their salaries. GOL's will, cooperation, and interest in creating viable democratic institutions is essential for these institutions to play their proper role. In the absence of this, the USAID program will have to focus on civil society in informing the citizens about their rights and motivating them to exert more influence on the nation's decision making.

The customers of this SO are civil society and non-governmental organizations, who without USAID support, would not be able to promote human rights in Liberia. Ultimately, Liberia as a whole will benefit through access to better information and respect for human rights, which contribute to national reconciliation. The SO supports the U.S. national interests identified in the MPP by promoting democracy and human rights.

Key Results: Performance under SO 1 did not meet **expectations**. Progress was hampered by the delicate nature of post-civil war Liberian/donor relations and the events

of September 1998 that led to the evacuation of Embassy and USAID staff. Some personnel were away from post for almost six months. In several instances, USAID-funded grantees were also evacuated. This severely altered the implementation of many of the activities and led to a hold on government-to-government Democracy and Governance (DG) activities. These events also curtailed the Mission's plan to recruit an officer to manage the DG portfolio and develop a long-term DG strategy.

Key activities that were implemented included technical assistance provided by IFES to the ECOM to carry out a successful and less expensive voter registration program and successfully organize by-elections in Lofa County in May 1998. The Carter Center and a local NGO, Center for Democratic Empowerment, sponsored a high-level roundtable discussion on the relationship between the media and security institutions. An NDI-sponsored town meeting in Grand Bassa was recognized as significant in that 200 citizens and six legislative representatives, including majority and minority party members, were in attendance. Search for Common Ground produced programs targeted at children, women, families, and internally displaced persons to foster reconciliation.

Performance and Prospects:

IR 1.1 Improved Capacity for Holding Elections

Through USAID support IFES helped the Inter-Party Advisory Committee (IPAC) organize and implement meetings so that the views of political stakeholders could be incorporated into ECOM's programs. Once agreement is reached on procedures and regulations, the process will gain legitimacy through ownership by all stakeholders. Assistance to ECOM also facilitated the successful development and implementation of a less expensive voter registration program and effective by-election in Lofa County, held in May 1998. However, immediately following the elections, poll workers abducted a local government official who was held until they were paid. The Government did not include sufficient funds in its annual budget for these elections. It assumed donors would pay the bill.

A positive indicator of ECOM's improved capacity is that it was able to completely reorganize voter registration and launched a continuous registration system, the first of its kind in Africa. This type of registration is easier for prospective voters and more cost-effective. IFES arranged to refurbish six election magistrate offices. The renovated offices were equipped with HF radios to assist in communications to support the anticipated by- and local-level elections.

Expected Performance: During the next reporting period, IFES will continue to provide technical assistance to ECOM to further strengthen its capacity to carry out successful mayoral and chieftancy elections in May 1999. IFES will complete renovations to magistrate buildings, and motorcycles will be provided to commissioners so that they can visit voting districts in rural areas.

IR 1.2 Increased Participation by Civil Society

In the wake of successful 1997 elections, assistance to civil society was focused on two mutually reinforcing themes: 1) strengthening the capacities of the media to promote transparency and accountability in public and private institutions, and 2) providing Liberian society with independent and reliable viewpoints and information.

In May 1998, the Carter Center (CC), working with a local NGO, Center for Democratic Empowerment (CEDE), sponsored a high-level roundtable discussion on the relationship between the media and security institutions. The goal was to improve relations between the media and security institutions in Liberia to encourage a more open reporting environment free from intimidation and other encumbrances. Participants discussed the tension between the media and the security forces, as well as other constraints to the development of an independent, professional press in Liberia, and made recommendations for improving communication between the government security forces and the media. The CC will implement these recommendations in collaboration with local institutions. Complementary to the CC's activity were symposia funded by IFES on the role of the press in a democracy, including a national forum entitled "Promoting a Responsible and Free Press in Liberia" attended by 80 representatives from government, media and NGOs. IFES also facilitated a three-week training course in writing techniques for 25 radio journalists at the Liberian Democracy Resource Center.

IFES continued support for Star Radio through a sub-grant to Switzerland-based Fondation Hironnelle. Star Radio is an independent source of news, information, entertainment, and public service activities for a wide Liberian audience and is internationally known through its web page. USAID's assistance is facilitating the transition from expatriate management to a Liberian management team and Board of Directors. The transition should be completed during the next reporting period. The transition should address the Government's concern about the ownership and control of Star Radio, a major reason given for the removal of Star Radio's short wave license. IFES sponsored intensive training in radio production and management for the entire Star Radio staff as well as participants from private stations. Star Radio's chief technician attended a training course in transmitter operation and maintenance at the Harris Corporation in Illinois and is now capable of maintaining Star's equipment. Committed to providing nation-wide coverage, Star Radio hired, trained and deployed stringers in all 13 counties to collect and feed stories from all over Liberia. Through this training and alternate sources of funding, Star Radio is positioning itself to achieve self-sustainability within two to three years.

Star Radio is a leading source of information in Liberia and is setting the professional standards for others to follow. Evaluation of other local media content reveals that the structure and content of the various news bulletins aired in Monrovia are very similar to Star Radio's. Some stations openly admit to using the Star Radio bulletin, copying both parts of the news items and the structure of the bulletin itself. Star Radio has played a major role in controlling the spread of unsubstantiated rumors that threaten peace and stability in Liberia. Star Radio routinely invites representatives from the Government to

express their views on talk shows to foster an environment of inclusion and to dispel any notion that Star Radio is a tool of foreign influence. During the reporting period, USAID/Liberia supported the station with additional funds from BHR/OTI and the Netherlands.

Star Radio is one of six local stations that airs programs produced by Common Ground Productions' Talking Drum Studio (TDS), funded through grants from BHR/OTI and the Netherlands. TDS produces radio programs targeted at children, women, families and internally displaced persons to foster reconciliation in Liberia. TDS' various productions are having an impact on the Liberian society.

In 1998, the National Democratic Institute (NDI) sought to support the transition process through (1) targeted training workshops to educate legislators on their constitutional roles and responsibilities and to provide skills-training in legislative processes and procedures, such as bill drafting and coalition building; (2) a Legislative Resource Center for members of the Legislature; (3) civic forums held in three key counties focusing on the role of the Legislature and constituents in a democratic system of government; and (4) sub-grants to Liberian NGOs to conduct civic education activities. The first two activities were suspended following the crisis in September.

When NDI's legislative support program began in early FY 1998, the speaker of the house regularly attended official cabinet meetings of the Executive Office, undermining the separation of powers between the two branches. After attending the NDI workshop during which the separation of powers was discussed, the minority in the house worked to end the practice. The Executive Branch was forced to submit better-qualified candidates after several ruling party candidates were rejected during the Senate confirmation process. Select committee sessions and Senate plenary sessions were opened to the public and media following a dialogue between NDI staff implementing these activities and the Legislative leadership.

The NDI-sponsored town meeting in Grand Bassa was recognized as a significant event. More than 200 citizens and six legislative representatives, including majority and minority party members, were in attendance. Some positive proxy measures provide context for the potential of the Liberian bicameral legislature. During the reporting period, legislators exercised their constitutional powers and independence from the Executive Branch as follows:

The Ministers of Foreign Affairs, Finance, Post and Telecommunications, and Information were summoned for ignoring constitutional procedures and for their role in the sensitive and controversial events such as the September shooting at the American Embassy. The Legislature exercised its right to reprimand, fine and charge with contempt those officials who ignored the summons. The Legislature also summoned Joseph Tate (the President's cousin), the National Police Director and one of the most feared men in Liberia. Strikingly, these sessions were open to the public despite the highly controversial nature of the debate. The Executive's attempts to interfere with the Legislature provoked sustained public outcry from journalists, the Liberian Bar

Association, student organizations, human rights groups and business associations. For example, the Executive Branch tried twice in the past six months to instigate new elections in the Senate to remove Senate leaders, and twice the public's outcry halted the exercise. The Executive Branch's success on the third try indicates that a narrow window of opportunity to support active reformists in the government, as well as the opposition, is closing.

Expected Performance: The Carter Center (CC) is in the process of establishing an independent printing house to be owned and operated by Liberia's media houses. In Monrovia there is only one suitable printing press for newspapers. This monopoly makes printing expensive thus putting the price of one newspaper out of reach of the average city dweller. In addition, the printer is vulnerable to pressure from the Government not to print papers that contain stories that may be perceived to discredit the government.

The CC will strengthen the institutional capacity of the Catholic Church's Justice and Peace Commission and other local NGO to inform the public of its rights and to monitor human rights violations throughout the country. The CC will work through local NGOs to help the Human Rights Commission become an active institution capable of carrying out its mandate. At present, the Commission lacks staff, funds and the appropriate legislation to conduct its activities with authority. Some believe that it was set up by the Taylor Administration to appease foreign donors. The CC will start by working with human rights groups to draft legislation and then will lobby the Legislature for passage of the appropriate legislation for the Commission. Whether the Legislature has the political will to undertake this action remains to be seen. Either way, it will be an important indicator as to the commitment of the Government to meaningful human rights reform. The CC will also strengthen the institutional capacity of the Catholic Church's Justice and Peace Commission to monitor, document, publicize and provide legal redress for human rights abuses.

I.R. 1.3 Equal Access to Justice

In September FY 1998, a PASA was signed with the US DOJ for a Rule of Law activity to strengthen the capacity of the judicial system to improve personal security, protect human rights, and assure justice for all citizens. At present, the judiciary remains vulnerable to interference by the Executive Branch, and lacks the human, financial and material resources necessary to provide citizens throughout the country with their right to due process and a fair trial. This activity was put on hold following the September shooting at the U.S. Embassy and subsequent donor concerns that Liberia may be supporting rebel forces involved in Sierra Leone's civil war.

However, DOJ was able to use money from the previous year to renovate the Arthur L. Grimes School of Law and to provide a supply of legal resource materials procured or donated by US law groups. The National Bar Association library was renovated, and a fund to maintain and fuel the generator was established. The Association of Female Lawyers of Liberia office was refurbished, and the Supreme Court records room was

restored and shelved. Students and practitioners of the law in Liberia benefited from the revitalized establishments and increased access to information in Monrovia.

Expected Performance: In the next reporting period, the DOJ activity will rehabilitate the judicial system at the circuit and magistrate level. The DOJ will provide technical assistance to increase the capacity within justice sector institutions to respond to citizen demands for improved personal security and access to justice for all citizens.

Possible Adjustments to Plans: Embassy and USAID/Liberia staff will work to resolve issues with the Government and resume normal working relations. Issues still pending include denial of a short wave license to Star Radio and implementation of an independent investigation of human rights violations stemming from the September 1998 fighting in Monrovia. Support will continue to promote civic education and respect for human rights, and freedom of speech. USAID will review proposed assistance to the legislature in light of the present domination by the Executive Branch.

Other Donor Programs: The Netherlands has joined USAID in providing assistance to Star Radio, and the European Union continues to work with the judiciary by providing support for the renovation of district court houses.

Principal Contractors, Grantees or Agencies: Current grantees and contractors include the National Democratic Institute, the International Foundation for Election Systems, The Carter Center, and the U.S. Department of Justice.

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

Summary: SO 2's intermediate results support Liberia's National Reconstruction Program. The SO is helping the Government of Liberia and its people to provide the social services and infrastructure needed to resettle refugees and internally displaced persons, promote private sector growth, and create training and employment opportunities for ex-combatants and civilians. The SO supports the objectives of the MPP and US national interests by alleviating human suffering, promoting economic growth, and fostering an environment that encourages stability in the West Africa Sub-region.

USAID/Liberia and the European Union are the lead donors working with the Ministry of Planning and Economic Affairs and other technical ministries to carry out a national resettlement program to return refugees and internally displaced persons to a normal life. Although the Government has little money to support its National Reconstruction Program, its commitment and ownership is key to the overall success of the SO. Donors believe it is imperative that Liberians participate significantly in their own rehabilitation. However, at the moment, the government seems more intent on building a partisan security force than on tackling pressing development needs. Unless the government creates an enabling environment for the revitalization of rural communities and the re-establishment of functional institutions, results under this SO cannot be achieved fully.

The primary beneficiaries are refugees, internally displaced persons and ex-combatants. However, all Liberians benefit through improved access to medical care, education, jobs, and improved food security.

Key Results: This *SO met expectations* in that it has facilitated the resettlement of over 90% of the 700,000 displaced persons, repatriated close to 50% of the 450,000 refugees, and 9,000 former combatants received vocational training. Assistance under the SO helps create jobs, generate income, increase food security, improve basic education, health care, and rehabilitate the infrastructure. The Seeds and Tools program improved food availability for over 1.5 million beneficiaries and the PL 480 Program supported 123,000 farm families under the food-for-seed program. More than 5,800 ex-combatants and ex-child soldiers received vocational training in 1998 and 80 clinics, 40 health posts, five hospitals, and 88 schools were refurbished.

Performance and Prospects

IR 2.1 Completed Resettlement - Internally displaced persons, refugees and ex-combatants are resettled in selected communities, and they remain settled through the end of the 24 month period.

With State Department funding, UNHCR supported the spontaneous and organized repatriation of about 250,000 Liberians from Cote d'Ivoire, Guinea, Sierra Leone, Ghana, and Nigeria. Another 200,000 Liberians chose to remain in their country of asylum. . Reasons given by refugees for not returning to their communities includes: better access to social services, continuing concerns about security in Liberia, and greater economic opportunities in their country of asylum. Approximately 672,000 internally displaced persons were resettled; however, many people were displaced again following the September 18 fighting in Liberia.

The United Nations Office of Project Supports (UNOPS) received funds from USAID and the Netherlands to implement projects in support of Liberia's National Recovery Program in eight of Liberia's 13 counties (the European Union implements similar activities in the remaining five counties). These discrete, micro-project activities are designed to rehabilitate community structures such as schools, clinics, rural roads, etc. and are demand driven by the target groups, including ex-combatants, internally displaced persons, refugees, and people already living in the community. Last reporting period, UNOPS refurbished 88 schools, 35 clinics and one hospital. Responding to the high demand for training opportunities, UNOPS focused initially on restoring educational facilities. Health and agriculture were the next highest categories, while micro projects support for non-farm income generation was least supported. Water and sanitation projects have included the construction of wells with hand pumps and the construction of latrines. Basic family and community kits were distributed to returnees and the receiving communities, along with the provision of logistical support for their organized resettlement. Other assistance includes sensitization and therapeutic counseling, recreation, cooking utensils, and community-based participatory planning.

Under the *War Affected Youth Support* activity, implemented by UNICEF, *a pilot accelerated learning program* was begun involving 800 youths. Children, 13 and under, are now placed in accelerated learning programs that will enable them to catch up on missed schooling with the aim to reintegrate them into regular academics. The program is conducted within the existing formal school system so that these special students will eventually move into their age-appropriate grade levels. In FY 1998, approximately 2,356 disadvantaged youths, including child soldiers, were trained in carpentry, blacksmithing, agriculture, home economics, tailoring, auto mechanics, and graphic arts. Trauma counseling is also an integral part of the program. UNICEF has trained more than 8,200 youths since FY 1995.

Under the Rehabilitation, Reconstruction and Recovery Program activity, the Opportunities Industrialization Center (OIC) has institutionalized *a family and community sensitization program*. Activities focus on the special needs of ex-combatants and their acceptance into society through visitations to homes, schools, churches, market places, hospitals, and rehabilitation centers operated by other non-governmental organizations. During 1998, almost 6,000 persons benefited from the sensitization program. During the reporting period, OIC trained 776 ex-combatants and civilians, 35% females, in tailoring, shoe-making, masonry, carpentry, plumbing, furniture making, and agriculture. Since FY 1996, a total of 1,428 persons have benefited from the training component under this activity.

Expected Performance: USAID will fund social and economic recovery activities in FY 2000. Rehabilitation assistance will focus on sustaining conditions for resettlement and building the capacity of local organizations to help deliver assistance, working through international NGOs.

IR 2.2 Agricultural Recovery

OFDA, FFP, the EU, FAO, and Liberia's Ministry of Agriculture provided support for the rehabilitation of agriculture by funding a seeds and tool distribution program. In 1998, OFDA also funded transitional activities (community-based swamp rice development and seed multiplication) in parts of four counties. **A total of 32 community swamp projects were started which benefited 3,000 farm families.** Emphasis was placed on program quality and therefore shifted from normal general emergency programming to a more targeted distribution of inputs to vulnerable farmers in targeted geographic areas.

During the 1998 cropping season, a total of **2,856.6 metric tons of seed rice were distributed benefiting over 123,000 farm families with each farm family receiving approximately 25 kilograms of seed rice and as well as 25 kgs of seed protection rations.** **Over 600,000 pieces of assorted farming tools were distributed to about 135,000 farm families.** In addition to these, over 10,000 farm families arriving after registration in late March 1998 benefited from a special returnees package (hoe & cutlass) from the Seeds and Tools Committee.

According to FAO's recent report on the status of food supply in Liberia, there was significant improvement in the production of rice and cassava. This is because more farm families had access to farm inputs distributed through the Seeds and Tools Program, coupled with **the expansion in areas cultivated under rice (20%) and cassava (10%),** created by the fact that large numbers of farmers returned to their home villages and towns. This report further indicated that rice production levels **exceeded by 25% the 1997 harvest and 70% of the pre-war production, while cassava, the second staple food crop, has almost reached its pre-war production level.**

Food aid was used in conjunction with the Seeds and Tools Program to support agricultural rehabilitation in Liberia. As part of the program, **food-for-seed protection rations** were provided to the **123,000 farm families.** These bulgur wheat rations encouraged agricultural production activities for recently returned persons by allowing seed rice to be planted rather than consumed. In addition, Title II food aid contributed to agricultural rehabilitation through food-for-work agricultural activities, including clearing land, planting, plantation rehabilitation, seed multiplication projects, swamp and upland rice development and vegetable gardening. Through these activities, in combination with other donor activities, food aid played a significant role in increasing food crop production in 1998. In response to this increased output of locally produced rice, **FAO intends to obtain all of its seed rice needs for 1999 locally while CRS, OFDA's collaborating partner, will locally purchase 250 MT of their total 485 MT (pledged) seed rice needed for the 1999 crop year.** Increased domestic food production implies reduced food aid needs for 1999. Greater food production also reduces the need for commercial imports, thus saving scarce foreign exchange.

Expected Performance: The Mission is confident that it will continue to make significant progress under this IR in assisting the recovery of agriculture in Liberia and increasing food crop production. New grants will be put in place to increase production in both food and cash crops. Under the Africa Food Security Initiative (AFSI), USAID will increase the resources available for food security activities in FY 2000. The additional funds will be used to introduce better farming practices and to promote crop diversification in Liberia's high food insecurity areas. A \$1.5 million increase in DA funds is required in FY 1999 so that agricultural activities being phased out by OFDA can be continued under the development program. If not, agricultural production levels are not likely to increase further. AFR/SD staff will work closely with the Mission to review and approve the new activities.

I.R. 2.3 Rehabilitated Institutions

A significant number of institutions (schools, health centers, training institutions) were re-established and maintained operationally during the reporting period. PL 480 supported food-for-work rations to help rebuild some of these establishments as well as roads and bridges.

In 1998, the Booker Washington Institute received the "best donor program" award from the Government of Liberia for training ex-combatants. The Phelps-Stokes Fund received

a grant from USAID/Liberia in FY 1997 to rehabilitate Liberia's oldest vocational and technical institute, Booker Washington Agricultural and Industrial Institute (BWI), to provide vocational training for demobilized fighters. The Liberians view the revitalization of BWI as an important symbol of reconstruction because many prominent Liberians attended the Institute. *Through careful planning, Phelps-Stokes was able to put in place a highly cost-effective restoration program that allowed it to reopen the agriculture, electricity, automotive, business education, building trade, and home economics departments, within five months.* Phelps-Stokes was also able to open a new Department of Computer Science using 50 computers donated by individuals and U.S. businesses. During the reporting period, Phelps-Stokes *increased the number of participants per cycle from 500 to 800.* Over the life of the grant, *2,100 will be trained.* To date, 1,600 ex-combatants have been trained. The World Bank is considering providing \$150,000 to restart the agricultural program at BWI.

The International Foundation for Education and Self-Help (IFESH) has begun work to rehabilitate and/or **construct 100 schools in rural Liberia**. IFESH will implement these activities with local community residents, consisting of ex-combatants trained under USAID-funded vocational training programs. The program targets communities with large numbers of returning refugees and internally displaced persons. The schools will be used for regular academic education and adult literacy programs that focus on women. IFESH works closely with the European Union and the UNDP to ensure that they do not build schools in or near the same area. IFESH meets regularly with the Ministry of Education, other NGOs, and the Ministry of Planning to share information. The activity started after the reporting period, however, seven school sites have already been selected and building material is being hauled to the sites before the rainy season starts in May.

With FY 1998 funding from AFR/SD, USAID/Liberia started a polio eradication program. Liberia is among 14 countries working to be polio free by the year 2000. The ultimate beneficiaries are children under five years of age, which makes up about 20% of the population. The program supports the basic requirement for the eradication of polio in ways that contribute to the development of sustainable immunization and disease control programs. The activities are supportive of the Congressional Directive for global polio eradication. In January 1999, ***Liberia vaccinated nearly 528,000 children throughout the country during Round One*** of the country's campaign against polio. Superb mobilization contributed to a large turnout of mothers with their children in all thirteen counties. Strategies included endorsement and active participation of local traditional leaders, newspaper advertisements, a cultural troupe toured the country performing drama presentations, and local language messages on all local radio stations. Based on the country's estimated population used for the planning, the first round vaccinated 101% of the target population.

In FY 1999, the Mission will start the Cash Crop Production and Income Generation activity, which will finance inputs needed to rehabilitate rubber plantations. This activity has the potential to generate employment, income, and foreign exchange in a short period of time. Equator Bank will receive a cooperative agreement to support the engagement of independent Liberian producers to revitalize the rubber sector. A technical assistance

component is included to provide training and assistance to rubber workers and producers to support and enhance plantation management, production, processing, and quality control. If a hold is not placed on the CN, the Mission plans to start this activity in June 1999.

BHR/OTI, in collaboration with the Ministry of Finance, *financed the audit of the National Bank of Liberia*, which could be the beginning of a larger effort to assist the Government with its macroeconomic reforms. The audit will provide policy makers with an assessment of the financial condition of the Bank, and its operational capacity (including its structure, procedures, and staffing). The findings will provide the basis for restructuring the National Bank. It will also help meet benchmarks in place under the IMF Staff Monitored Program.

Other government-to-government assistance has been restricted because of concerns about corruption and a desire to avoid appearing to support a government whose recent actions the US and other donors strongly oppose. Despite these concerns, the Mission views the development of the capacity of key ministries as essential in managing the economy and promoting sustainable development.

Expected Performance: The Mission is confident that it will continue to achieve significant results under this SO. The intermediate results under the SO remain valid. However, our performance indicators are not contained in our strategic framework but in the individual agreements in place. We will continue to work with our NGO partners and local organizations to further strengthen key institutions in providing the training and services needed. In an effort to address concerns of the former combatants, the Mission will expand the BWI activity so that more ex-combatants can be trained and reintegrated into society with marketable and technical skills. The Mission has requested \$500,000 ESF in FY 1999 so that Phelps-Stokes can increase the number of students it trains every six months from 800 to 1,000 over a two-year period.

Possible Adjustment to Plans: As the Mission moves further away from the short-term strategic framework that was prepared in 1997, which was originally scheduled to expire in FY 1999, the document becomes less useful as a planning and management tool. There is an increasing need and urgency for the Mission to put in place a revised strategic framework to lay out the Mission's developmental goals, objectives, and intermediate results for the next three years. The Mission hopes to complete this work in the first half of FY 2000.

Other Donors: The United States and the European Union are the two largest donors that provide assistance for Liberia, each providing over \$50 million in FY 1998. Other major bilateral and multilateral donors, include the Netherlands, Sweden, Denmark, France, the United Kingdom, Japan, China, Taiwan, Canada, the United Nations, the World Bank and the International Monetary Fund. Donor activities include assistance to develop fiscal and monetary policies, food aid, food security, community-based projects, and public works activities.

Principal Contractors, Grantees or Agencies: Current grantees and contractors include Africare, United Nations Children Fund, World Health Organization, Opportunities Industrialization Center, Phelps-Stokes Fund, International Foundation for Education and Self-Help, United Nations Development Program, International Rescue Committee, Save the Children/UK, Lutheran World Service, World Vision, Catholic Relief Service, World Food Program, Medical Emergency Relief International, Action Contre La Faim, United Methodist Committee on Relief, and the African American Institute.

PART III. Resource Request

Strategic Framework: The Mission plans to extend its current two-year Strategic Framework, which expires April 1999. The current SOs will be maintained and the strategic framework extended to the end of FY 2000. The extended period will likely complete the program's transition to sustainable development. The Mission will begin work on a three-year framework, FY 2001 to 2003, this fall and have a document ready in the spring of 2000. USAID/W's approval is needed to develop a three-year strategic framework.

USAID/Liberia Staffing constraints: Simply put, the Mission needs more staff to manage its Development Assistance program. USAID/W has approved four U.S. PSCs for USAID/Liberia. However, these positions cannot be filled because of a US staff ceiling imposed by the State Department. USAID has been awarded only three of the 39 US positions approved for the Embassy.

The USAID/Liberia program is large, with an assistance level of \$53 million in FY 1998 and projected levels of \$32 million in FY 1999 and \$26 million in FY 2000. The USAID program is complex with at least 25 NGO and UN partners working in all 13 counties, and covering diverse interests, including democracy and governance, agriculture, health, education, and food aid. It is physically impossible for three persons to actively participate in collaborative discussions with the GOL and other donors, provide the technical leadership that our assistance level deserves, and provide the program and financial oversight that such a program requires. A minimum of six US positions is required to do the job effectively and responsibly. In addition to the current Mission Director and Program Officer positions, there is a need for a third US direct hire, a General Development Officer, to provide additional management depth. To assure adequate capacity to plan and manage our technical programs, the Mission needs strong technical officers in democracy and governance, health, and agriculture/private sector. The technical officers will be USPSC positions. The Mission requests that its third US direct hire position be reestablished and seeks USAID/W's assistance in persuading the State Department to increase the number of US positions allotted to USAID/Liberia. Failure to authorize a significant increase in the Mission's US staff will require a review of the USG commitment to provide humanitarian and development assistance to Liberia.

African Food Security Initiative: The Mission requests an additional \$1.5 million in DA funds for FY 1999 to implement a transition from OFDA emergency seeds and tools

agricultural activities to a sustainable agricultural program. The additional DA funds will be used to continue activities that introduce better agricultural practices and promote crop diversification in Liberia's high food insecurity areas. The Mission is aware that efforts are underway in AFR to locate funds for this requirement. However, we wish to stress the urgency of the request. Without the additional funds Liberia will suffer a drop in agriculture production and may have a reduced capacity that address environmentally unsound slash and burn farming practices.

HIV/AIDS Intervention: The Mission requests an additional \$500,000 in FY 1999 DA funds to begin an HIV/AIDS intervention. Up to \$1 million will be needed in FY 2000 and FY 2001 to continue the activity, respectively. While the Mission has supported primary health care activities through the revitalization of rural health clinics, it has not supported HIV/AIDS prevention activities. The Mission believes that HIV/AIDS prevention should be part of the health care package included in our primary health care assistance. HIV/AIDS poses a significant threat to Liberia's desire to move to recovery and sustainable development. If left unchecked, it will grow to epidemic proportions, negate efforts to improve the country's health status, and deplete the nation's limited human capital. USAID/Liberia has received a proposal from Population Services International to participate in its centrally funded AIDSMark Program, which is a condom social marketing activity. Under AIDSMark, PSI has identified Liberia as a transition country to participate in its program and is prepared to make substantial investments in starting up an AIDS activity in Liberia. AIDS is a potential disaster that cannot be ignored by those who are serious about promoting African development.

OE Request: On OE, the Mission needs an additional \$199,794 in FY 1999 to cover increases in ICASS costs and to pay for FSN salary adjustments. The FY 1998 ICASS cost was \$196,890. However, in FY 1999, the cost has risen to \$374,184. With an increase of \$177,294 for ICASS, the Mission does not have sufficient OE funds to pay for other services needed to manage the office. The ICASS amount skyrocketed mainly because of increases in guard service and upgrades needed following the East Africa bombings. The Mission also must pay for FSN salary increases. A salary and benefits survey conducted in FY 1998 showed that current wages are far below local salaries of UN agencies and some NGOs. Additional OE is needed to absorb the wage increase. Finally, the Mission does not have funds to hire six FSNs (health specialist, food/agricultural, private sector/economist, driver, secretary, and computer specialist) needed to help manage the Liberia portfolio. The mission can cover the cost of hiring additional staff late in FY 1999 with the additional \$196,890. However, approximately \$89,849 more is required in FY 2,000 and \$92,820 in FY 2001 to maintain the new staff. An additional \$67,100 is also needed to provide for a third USDH in FY 2000 and \$55,400 for FY 2001.

Prioritization of Strategic Objectives:

Again this year, the Mission ranks SO 2 ahead of SO 1. There are nearly 228,000

refugees and internally displaced persons yet to be resettled. Returning a substantial portion of these people to their homes and to productive and sustainable activities is a USAID priority. USAID must provide food aid assistance to maintain the refugees and displaced persons and to facilitate their return. USAID assistance will also help rehabilitate infrastructure and maintain services in both the health and education sectors. Employment and food security will be increased through rehabilitation of rubber plantations and food security to improved food crop farming.

The goal of SO1 to support Liberia's democratic transition remains critical but it has proven to be both challenging and problematic. The enabling environment for democracy and governance work has deteriorated because of the September fighting, alleged human rights violations associated with the event, accusations of GOL's involvement in the war in Sierra Leone, and a clear trend in which the President is exerting increasing influence over the Judicial and Legislative branches. Donors have concerns regarding human rights abuses, press harassment, and security force intimidation of individuals critical of the Government. The events of the past year make an even stronger case for democracy and governance work. However, the Government itself must take certain actions to provide an enabling environment that would allow specific activities as well as the USAID DG program to move forward. In the current environment, the USAID program will place emphasis on working with the media, civil society, and increasing citizen awareness.

The discussion of the performance of the SOs shows that SO 2 met the Mission's expectations. SO 1 did not meet expectations due to delays in proposal approvals, holds on Congressional Notifications, and holds placed on some government-to-government activities.

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

Under the SO, the Mission will continue to provide support for the return and reintegration of refugees and internally displaced persons by working with local and international NGOs and UN agencies to revitalize services in rural areas. Support will be provided for food and cash crop production, primary health care, and primary education. PL 480 Title II food aid will support these efforts, and special attention will be given to reducing food insecurity. The Title II program will transition from emergency rehabilitation in FY 1999 to a development program in FY 2000. The Mission will also continue to support vocational training for disadvantaged youths and ex-combatants.

2. SO 1. *Successful Democratic Transition Including Free and Fair Elections*

The Mission will continue to work in a number of democracy and governance areas. We

will focus on strengthening democratic institutions and practices that counterbalance executive power and strengthen citizens participation in democratic processes. USAID's assistance will promote the rule of law, free and independent media, civil society, civic education, and human rights. The SO will seek to strengthen the independence and competence of the judicial branch of government, the Human Rights Commission, and the Election Commission.

Financial Plan.

RESOURCE REQUEST – FISCAL YEARS 2000-2001			
SO 1:	Successful Democratic Transition, Including Human Rights & the Rule of Law		
<u>Development Assistance</u>			
Project Number	Project Title	FY 2000	FY 2001
669-0219	Liberia Election Assistance	800,000.00	800,000.00
669-0231	Protecting Human Rights	600,000.00	700,000.00
		1,400,000.00	1,500,000.00
Field Support Staff 669-SS02	CEPPS	600,000.00	500,000.00
Total DA		2,000,000.00	2,000,000.00
Economic Support Funds 669-SS01	Rule of Law	1,500,000.00	1,500,000.00
Total SO1		3,500,000.00	3,500,000.00
SO 2:	Successful Transition from Relief to Recovery Through a Community Reintegration		
<u>Development Assistance</u>			
Project Number	Project Title	FY 2000	FY 2001
669-0224	Rehabilitative Training	500,000.00	0.00
669-0225	Training for Demobilized soldiers	0.00	500,000.00
669-0229	Cash Crop Production (Equator)	2,000,000.00	1,000,000.00
669-0233	Seed Multiplication (WV)	800,000.00	1,300,000.00
669-0234	Smallholder Farming (LWS)	710,000.00	1,250,000.00
669-0235	CRS TAP - Tech Assist	490,000.00	450,000.00
669-0236	Farm Belt Agric Assist	300,000.00	300,000.00
Total DA		4,800,000.00	4,800,000.00
<u>Child Survival</u>			
669-0228	Community Health Initiative	510,000.00	241,000.00
669-0232	Better Health	1,031,000.00	1,300,000.00
<u>Field Management</u>			
698-0559	African Disease Control	959,000.00	959,000.00
Total CS		2,500,000.00	2,500,000.00
P.L. 480 Title II	Food Aid Assistance	15,000,000.00	12,000,000.00
Total SO2		22,300,000.00	19,300,000.00
Grand Total (SO1+SO2)		\$25,800,000.00	\$22,800,000.00

PART IV. Linkage with Centrally Funded Mechanisms

Not Applicable

PART V. OE Tables and Narrative

FY 2001 OE and Work Force narrative (USAID/Liberia's OE tables are contained in a separate document)

USAID/Liberia's OE funded employees include two (2) USDHs, and eight (8) FSNPSCs. The Mission plans to increase its OE-funded FSN staff by six this fiscal year. The OE budget needs to be increased by \$89,849.00 in FY 2000 and \$92,820.00 in FY 2001 to cover the cost of the additional staff. An additional \$67,000 is also needed to provide for a third USDH in FY 2000 and \$55,000 for FY2001.

ICASS costs for 1999 increased significantly from \$196,890 during FY 1998 to \$374,184.00. The Mission cannot absorb this huge increase of \$177,294.00 in ICASS costs without an increase in its OE budget. An additional \$199,662.00 is requested to cover the short fall in FY 1999. The \$199,662.00 includes ICASS costs of \$177,294.00 and \$22,362.00 to absorb an FSN Embassy-wide wage increase resulting from a wage survey.

The ICASS increase is due to the following reasons:

1. General Services were not included last year
2. Non-residential local guard services at the Embassy has been stepped up since the East African bombing in 1998
3. Maintenance Government Long Term Lease (GOLTL) for Building Operation was also increased this year
4. Short Term Lease (STL) Non Residence Building operation increased as well

ICASS activities will be reviewed when the Controller from USAID/Ghana (Regional Accounting Office for Liberia) visits Monrovia in May 1999.

A replacement server will be purchased in FY 2000. At the OE target level there will be no major purchases during FYs 2000 and 2001 because of the tight OE budget. The mission has streamlined most of the operational expenses. Site visits by both headquarter and mission personnel have been reduced to minimum for FY 1999 - FY 2001. Basically the major portion of our OE budget consist of ICASS costs and FSN salaries. We are left with almost nothing to operate the office.

The proposed request levels for both OE and work force for 1999 through 2001 are considered the minimum necessary for the accomplishment of USAID/Liberia program objectives.

FY 1999 Budget Request by Program/Country

22-Apr-99

LIBERIA

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DEVELOPMENT ASSISTANCE

Approp:
Scenario

S.O. # , Title		FY 1999 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 99
Bilateral/Field Spt	Total	Micro-Enterprise	Agriculture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G			
SO 1: Successful Democratic Transition Including Free and Fair Elections																
Bilateral	1,400							0						1,400	850	550
Field Spt	600													600	600	0
	2,000		0	0	0	0	0	0	0	0	0	0	0	2,000	1,450	550
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program																
Bilateral	4,812			3,000				600							2,000	1,000
Field Spt	959								959						959	0
	5,771		0	0	3,000			600	959					0	2,959	1,000
SO 3:																
Bilateral	0															
Field Spt	0															
	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:																
Bilateral	0															
Field Spt	0															
	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:																
Bilateral	0															
Field Spt	0															
	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:																
Bilateral	0															
Field Spt	0															
	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:																
Bilateral	0															
Field Spt	0															
	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:																
Bilateral	0															
Field Spt	0															
	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	6,212				3,000				600					1,400	2,850	1,550
Total Field Support	1,559				0				0	959				600	1,559	0
TOTAL PROGRAM	7,771				3,000				600	959				2,000	4,409	1,550

FY 99 Request Agency Goal Totals	
Econ Growth	3,000
Democracy	2,000
HCD	0
PHN	2,771
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 99 Account Distribution (DA only)	
Dev. Assist Program	5,000
Dev. Assist ICASS	
Dev. Assist Total:	5,000
CSD Program	2,771
CSD ICASS	
CSD Total:	2,771

Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

**FY 2000 Budget Request by Program/Country
LIBERIA**

22-Apr-99

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Approp Acct:
Scenario

DEVELOPMENT ASSISTANCE

S.O. # , Title	FY 2000 Request														Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 00	
	Bilateral/ Field Spt	Total	Micro-Enterprise	Agriculture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G			
SO 1: Successful Democratic Transition Including Free and Fair Elections																Year of Final Oblig:	
Bilateral	1,400														1,400	1,075	1,625
Field Spt	600													600	600	0	0
	2,000	0	0	0	0	0	0	0	0	0	0	0	0	2,000	1,675	1,625	0
SO 2: Successful Transition from Relief to Recovery Through a community Reintegration Program																Year of Final Oblig:	
Bilateral	6,341		2,300	2,500								1,541				3,310	1,670
Field Spt	959								959							959	0
	7,300	0	2,300	2,500	0	0	0	0	959	0	0	1,541	0	0	4,269	1,670	0
SO 3:																Year of Final Oblig:	
Bilateral	0																
Field Spt	0																
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:																Year of Final Oblig:	
Bilateral	0																
Field Spt	0																
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:																Year of Final Oblig:	
Bilateral	0																
Field Spt	0																
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:																Year of Final Oblig:	
Bilateral	0																
Field Spt	0																
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:																Year of Final Oblig:	
Bilateral	0																
Field Spt	0																
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:																Year of Final Oblig:	
Bilateral	0																
Field Spt	0																
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	7,741	0	2,300	2,500	0	0	0	0	0	0	0	1,541	0	1,400	4,385	3,295	0
Total Field Support	1,559	0	0	0	0	0	0	0	959	0	0	0	0	600	1,559	0	0
TOTAL PROGRAM	9,300	0	2,300	2,500	0	0	0	0	959	0	0	1,541	0	2,000	5,944	3,295	0

FY 00 Request Agency Goal Totals	
Econ Growth	4,800
Democracy	2,000
HCD	0
PHN	2,500
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 00 Account Distribution (DA only)	
Dev. Assist Program	6,800
Dev. Assist ICASS	
Dev. Assist Total:	6,800
CSD Program	2,500
CSD ICASS	
CSD Total:	2,500

Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2001 Budget Request by Program/Country
LIBERIA

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Approp Acct:
Scenario

DEVELOPMENT ASSISTANCE

S.O. # , Title	Successful Democratic Transition Including Free and Fair Elections														Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 01	Future Cost (POST-2001)
	Bilateral/ Field Spt	Total	Micro-Enterprise	Agriculture	Other Economic Growth	Children's Basic Education (*)	Other HCD	FY 2001 Request									
							Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G				
SO 1: Successful Democratic Transition Including Free and Fair Elections																	Year of Final Oblig: 2,001
Bilateral	1,500													1,500			2,500
Field Spt	500													500			625
	2,000	0	0	0	0	0	0	0	0	0	0	0	0	2,000	3,000	625	0
SO 2: Successful Transition from Relief to Recover Through a Community Reintegration Program																	Year of Final Oblig: 2,002
Bilateral	6,341			3,300	1,500									1,541			1,950
Field Spt	959													959			550
	7,300	0	3,300	1,500	0	0	0	0	0	0	2,500	0	0	2,909	550	1,500	0
SO 3:																	Year of Final Oblig:
Bilateral	0																
Field Spt	0																
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:																	Year of Final Oblig:
Bilateral	0																
Field Spt	0																
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:																	Year of Final Oblig:
Bilateral	0																
Field Spt	0																
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:																	Year of Final Oblig:
Bilateral	0																
Field Spt	0																
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:																	Year of Final Oblig:
Bilateral	0																
Field Spt	0																
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:																	Year of Final Oblig:
Bilateral	0																
Field Spt	0																
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	7,841	0	3,300	1,500	0	0	0	0	0	0	1,541	0	1,500	4,450	1,175	1,500	
Total Field Support	1,459	0	0	0	0	0	0	0	0	0	959	0	500	1,459	0	0	
TOTAL PROGRAM	9,300	0	3,300	1,500	0	0	0	0	0	0	2,500	0	2,000	5,909	1,175	1,500	

FY 01 Request Agency Goal Totals	
Econ Growth	4,800
Democracy	2,000
HCD	0
PHN	2,500
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 01 Account Distribution (DA only)	
Dev. Assist Program	6,800
Dev. Assist ICASS	
Dev. Assist Total:	6,800
CSD Program	2,500
CSD ICASS	
CSD Total:	2,500

Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 1999 Budget Request by Program/Country

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LIBERIA

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ECONOMIC SUPPORT FUND

Scenario: 01

S.O. # , Title	FY 1999 Request														Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 99
	Bilateral/ Field Spt	Total	Micro-Enterprise	Agriculture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G		
SO 1: Successful Democratic Transition Including Free and Fair Elections																
Bilateral	0															
Field Spt	1,500													1,500	1,500	0
	1,500	0	0	0	0	0	0	0	0	0	0	0	0	1,500	1,500	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program																
Bilateral	500				500				0					0	275	225
Field Spt	0									0				0	0	0
	500	0	0	0	500	0	0	0	0	0	0	0	0	0	275	225
SO 3:																
Bilateral	0															
Field Spt	0															
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:																
Bilateral	0															
Field Spt	0															
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:																
Bilateral	0															
Field Spt	0															
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:																
Bilateral	0															
Field Spt	0															
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:																
Bilateral	0															
Field Spt	0															
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:																
Bilateral	0															
Field Spt	0															
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	500	0	0	0	500	0	0	0	0	0	0	0	0	0	275	225
Total Field Support	1,500	0	0	0	0	0	0	0	0	0	0	0	0	1,500	1,500	0
TOTAL PROGRAM	2,000	0	0	0	500	0	0	0	0	0	0	0	0	1,500	1,775	225

FY 99 Request Agency Goal Totals	
Econ Growth	500
Democracy	1,500
HCD	0
PHN	0
Environment Program ICASS	0
GCC (from all Goals)	2,000

FY 99 Account Distribution (DA only)	
Dev. Assist Program	0
Dev. Assist ICASS	
Dev. Assist Total:	0
CSD Program	0
CSD ICASS	
CSD Total:	0

Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2000 Budget Request by Program/Country

22-Apr-99

LIBERIA

01:31 PM

Approp Acct:
Scenario

ECONOMIC SUPPORT FUNDS

SO 1 Successful Democratic Transition Including Free and Fair Elections															Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 00
Bilateral/ Field Spt	Total	FY 2000 Request														
		Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G			
SO 1: Successful Democratic Transition Including Free and Fair Elections															Year of Final Oblig:	
Bilateral	0															
Field Spt	1,500													1,500	1,500	0
	1,500	0	0	0	0	0	0	0	0	0	0	0	0	1,500	1,500	0
SO 2:															Year of Final Oblig:	
Bilateral	0															
Field Spt	0															
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3:															Year of Final Oblig:	
Bilateral	0															
Field Spt	0															
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															Year of Final Oblig:	
Bilateral	0															
Field Spt	0															
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															Year of Final Oblig:	
Bilateral	0															
Field Spt	0															
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															Year of Final Oblig:	
Bilateral	0															
Field Spt	0															
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															Year of Final Oblig:	
Bilateral	0															
Field Spt	0															
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															Year of Final Oblig:	
Bilateral	0															
Field Spt	0															
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Field Support	1,500	0	0	0	0	0	0	0	0	0	0	0	0	1,500	1,500	0
TOTAL PROGRAM	1,500	0	0	0	0	0	0	0	0	0	0	0	0	1,500	1,500	0

FY 00 Request Agency Goal Totals	
Econ Growth	0
Democracy	1,500
HCD	0
PHN	0
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 00 Account Distribution (DA only)	
Dev. Assist Program	1,500
Dev. Assist ICASS	
Dev. Assist Total:	1,500
CSD Program	0
CSD ICASS	
CSD Total:	0

Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2001 Budget Request by Program/Country

22-Apr-99

LIBERIA

01:31 PM

ECONOMIC SUPPORT FUNDS

Approp Acct:
Scenario

S.O. # ,	FY 2001 Request														Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 01	Future Cost (POST-2001)	
	Bilateral/ Field Spt	Total	Micro-Enterprise	Agriculture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G				
SO 1: Successful Democratic Transition Including Free and Fair Elections															Year of Final Oblig: FY 2001			
Bilateral	0																	
Field Spt	1,500													1,500	1,500	0	0	
	1,500	0	0	0	0	0	0	0	0	0	0	0	0	1,500	1,500	0	0	
SO 2:															Year of Final Oblig:			
Bilateral	0																	
Field Spt	0																	
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 3:															Year of Final Oblig:			
Bilateral	0																	
Field Spt	0																	
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 4:															Year of Final Oblig:			
Bilateral	0																	
Field Spt	0																	
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 5:															Year of Final Oblig:			
Bilateral	0																	
Field Spt	0																	
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 6:															Year of Final Oblig:			
Bilateral	0																	
Field Spt	0																	
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 7:															Year of Final Oblig:			
Bilateral	0																	
Field Spt	0																	
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 8:															Year of Final Oblig:			
Bilateral	0																	
Field Spt	0																	
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Field Support	1,500	1,500	0	0	0	0	0	0	0	0	0	0	0	1,500	1,500	0	0	
TOTAL PROGRAM	1,500	1,500	0	0	0	0	0	0	0	0	0	0	0	1,500	1,500	0	0	

FY 01 Request Agency Goal Totals	
Econ Growth	0
Democracy	1,500
HCD	0
PHN	0
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 01 Account Distribution (DA only)	
Dev. Assist Program	1,500
Dev. Assist ICASS	
Dev. Assist Total:	1,500
CSD Program	0
CSD ICASS	
CSD Total:	0

Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

Workforce Tables

Org USAID/LIBERIA End of year On-Board									Total	Org.	Fin.	Admin.	Con-	All		Total	Total
FY 1999 Estimate	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	SO/SpO	Mgmt.	Mgmt	Mgmt	tract	Legal	Other	Mgmt.	Staff	
OE Funded: 1/																	
U.S. Direct Hire									0	2						2	2
Other U.S. Citizens									0							0	0
FSN/TCN Direct Hire									0							0	0
Other FSN/TCN									0		1	5		1		7	7
Subtotal	0	0	0	0	0	0	0	0	2	1	5	0	0	1	9	9	
Program Funded 1/																	
U.S. Citizens									0				1			1	1
FSNs/TCNs									0				3			3	3
Subtotal	0	0	0	0	0	0	0	0	0	0	0	4	0	0	4	4	
Total Direct Workforce	0	0	0	0	0	0	0	0	2	1	5	4	0	1	13	13	
TAACS									0							0	0
Fellows									0							0	0
IDIs									0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL WORKFORCE	0	0	0	0	0	0	0	0	2	1	5	4	0	1	13	13	

1/ Excludes TAACS, Fellows, and IDIs

Workforce Tables

	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
FY 2000 Target																
OE Funded 1/									2							
U.S. Direct Hire								0							0	0
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0		1	5			1	7	7
Subtotal	0	0	0	0	0	0	0	0	2	1	5	0	0	1	7	7
Program Funded 1/																
U.S. Citizens								0							0	0
FSNs/TCNs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Direct Workforce	0	0	0	0	0	0	0	0	2	1	5	0	0	1	7	7
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	0	0	0	0	0	0	0	2	1	5	0	0	1	7	7

FY 2000 Request																
OE Funded 1/																
U.S. Direct Hire								0	2					1	3	3
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0		2	8			4	14	14
Subtotal	0	0	0	0	0	0	0	0	2	2	8	0	0	5	17	17
Program Funded 1/																
U.S. Citizens								0							0	0
FSNs/TCNs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Direct Workforce	0	0	0	0	0	0	0	0	2	2	8	0	0	5	17	17
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	0	0	0	0	0	0	0	2	2	8	0	0	5	17	17

1/ Excludes TAACS, Fellows, and IDIs

Workforce Tables

Org End of year On-Board								Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
FY 2001 Target	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
OE Funded: 1/								0	2					0	2	2
U.S. Direct Hire								0							0	0
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0		1	5			1	7	7
Subtotal	0	0	0	0	0	0	0	0	2	1	5	0	0	1	9	9
Program Funded 1/								0							0	0
U.S. Citizens								0							0	0
FSNs/TCNs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Direct Workforce	0	0	0	0	0	0	0	0	2	1	5	0	0	1	9	9
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	0	0	0	0	0	0	0	2	1	5	0	0	1	9	9

FY 2001 Request																
OE Funded: 1/								0	2					1	3	3
U.S. Direct Hire								0							0	0
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0		2	8			4	14	14
Subtotal	0	0	0	0	0	0	0	0	2	2	8	0	0	5	17	17
Program Funded 1/								0							0	0
U.S. Citizens								0							0	0
FSNs/TCNs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Direct Workforce	0	0	0	0	0	0	0	0	2	2	8	0	0	5	17	17
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	0	0	0	0	0	0	0	2	2	8	0	0	5	17	17

1/ Excludes TAACS, Fellows, and IDIs

Operating Expenses

Org. Title: USAID/Liberia Org. No: 21669 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total												
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH			0			0		0			0			0	
	Subtotal OC 11.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0		0			0			0	
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0		0			0			0	
11.5	FNDH			0			0		0			0			0	
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0			0		0			0			0	
11.8	FN PSC Salaries	118.2		118.2	121.6		121.6	201.1		201.1	123.6		123.6	205.8		205.8
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0		0			0			0	
	Subtotal OC 11.8	118.2	0	118.2	121.6	0	121.6	201.1	0	201.1	123.6	0	123.6	205.8	0	205.8
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances			0			0		0			0			0	
12.1	Cost of Living Allowances	5.6		5.6	2.6		2.6	4.1		4.1	2.6		2.6	4.1		4.1
12.1	Home Service Transfer Allowances			0			0		0			0			0	
12.1	Quarters Allowances			0			0		0			0			0	
12.1	Other Misc. USDH Benefits			0			0		0			0			0	
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH			0			0		0			0			0	
12.1	Other FNDH Benefits			0			0		0			0			0	
12.1	US PSC Benefits			0			0		0			0			0	
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC	10.2		10.2	8.1		8.1	13.1		13.1	8.1		8.1	14		14
12.1	Other FN PSC Benefits	10		10	10.7		10.7	19.9		19.9	10.9		10.9	20.2		20.2
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0		0			0			0	
	Subtotal OC 12.1	25.8	0	25.8	21.4	0	21.4	37.1	0	37.1	21.6	0	21.6	38.3	0	38.3
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0			0		0			0			0	
13.0	Other Benefits for Former Personnel - FNDH			0			0		0			0			0	
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	0		0	0		0	0		0	0		0	0		0
13.0	Other Benefits for Former Personnel - FN PSCs	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	3		3	3		3	3		3	3		3	3		3

Operating Expenses

Org. Title: USAID/Liberia Org. No: 21669 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	0		0	0	0	15		15	0		0	0		0	
21.0	Assignment to Washington Travel			0		0			0			0			0	
21.0	Home Leave Travel	3.8		3.8	3.8	3.8	3.8		3.8	3.8		3.8	7.6		7.6	
21.0	R & R Travel	0		0	3	3	6		6	3		3	4		4	
21.0	Education Travel			0		0			0			0			0	
21.0	Evacuation Travel	0		0	0	0	0		0	0		0	0		0	
21.0	Retirement Travel			0		0			0			0			0	
21.0	Pre-Employment Invitational Travel			0		0			0			0			0	
21.0	Other Mandatory/Statutory Travel	5		5	5	5	5		5	5		5	5		5	
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	10		10	10	10	10		10	10		10	10		10	
21.0	Site Visits - Mission Personnel	5		5	5	5	5		5	5		5	5		5	
21.0	Conferences/Seminars/Meetings/Retreats	10		10	10	10	10		10	10		10	15		15	
21.0	Assessment Travel	5		5	5	5	5		5	5		5	10		10	
21.0	Impact Evaluation Travel			0		0			0			0			0	
21.0	Disaster Travel (to respond to specific disasters)			0		0			0			0			0	
21.0	Recruitment Travel			0		0			0			0			0	
21.0	Other Operational Travel	0		0	0	0	0		0	0		0	0		0	
	Subtotal OC 21.0	41.8	0	41.8	44.8	0	44.8	62.8	0	62.8	44.8	0	44.8	59.6	0	59.6
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	0		0	0	0	0		0	0		0	0		0	
22.0	Home Leave Freight	1.5		1.5	1.5	1.5	1.5		1.5	1.5		1.5	3		3	
22.0	Retirement Freight			0		0			0			0			0	
22.0	Transportation/Freight for Office Furniture/Equip.	0		0	0	0	0		0	0		0	0		0	
22.0	Transportation/Freight for Res. Furniture/Equip.			0		0			0			0			0	
	Subtotal OC 22.0	1.5	0	1.5	1.5	0	1.5	1.5	0	1.5	1.5	0	1.5	3	0	3
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space			0		0			0			0			0	
23.2	Rental Payments to Others - Warehouse Space			0		0			0			0			0	
23.2	Rental Payments to Others - Residences	19.2		19.2	19.2	19.2	28.8		28.8	19.2		19.2	28.8		28.8	
	Subtotal OC 23.2	19.2	0	19.2	19.2	0	19.2	28.8	0	28.8	19.2	0	19.2	28.8	0	28.8
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities			0		0			0			0			0	
23.3	Residential Utilities	46.4		46.4	46.4	46.4	69.6		69.6	46.4		46.4	67.9		67.9	
23.3	Telephone Costs	6		6	6	6	6		6	6		6	6		6	
23.3	ADP Software Leases			0		0			0			0			0	
23.3	ADP Hardware Lease			0		0			0			0			0	
23.3	Commercial Time Sharing			0		0			0			0			0	
23.3	Postal Fees (Other than APO Mail)	0.5		0.5	0.5	0.5	0.5		0.5	0.5		0.5	0.5		0.5	
23.3	Other Mail Service Costs			0		0			0			0			0	
23.3	Courier Services	1		1	1	1	1		1	1		1	2		2	
	Subtotal OC 23.3	53.9	0	53.9	53.9	0	53.9	77.1	0	77.1	53.9	0	53.9	76.4	0	76.4
24.0	Printing and Reproduction			0		0			0			0			0	

Operating Expenses

Org. Title: USAID/Liberia Org. No: 21669 OC		Overseas Mission Budgets																
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request				
		Dollars	TF	Total	Dollars	TF	Total											
26.0	Supplies and materials	0		0	0		0		0	4		4	0		0	4.3		4.3
	Subtotal OC 26.0	0	0	0	0	0	0	0	4	0	4	0	0	0	4.3	0	4.3	
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
31.0	Purchase of Residential Furniture/Equip.			0			0		0			0		0			0	
31.0	Purchase of Office Furniture/Equip.	0		0	0		0		0	0		0	0		0	0		0
31.0	Purchase of Vehicles	0		0	0		0		0	0		0	0		0	0		0
31.0	Purchase of Printing/Graphics Equipment			0			0		0			0		0		0		0
31.0	ADP Hardware purchases	0		0	0		0		20		20	0		0	0	8		8
31.0	ADP Software purchases			0			0		0		0			0	8		8	
	Subtotal OC 31.0	0	0	0	0	0	0	20	0	20	0	0	0	8	0	8		
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
32.0	Purchase of fixed equipment for buildings			0			0		0			0		0			0	
32.0	Building Renovations/Alterations - Office	0		0	0		0		5		5	0		0	0		0	
32.0	Building Renovations/Alterations - Residential	0		0	0		0		0		0	0		0	0		0	
	Subtotal OC 32.0	0	0	0	0	0	0	5	0	5	0	0	0	0	0	0		
42.0	Claims and indemnities			0			0		0		0		0		0		0	
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
TOTAL BUDGET		675	0	675	675	0	675	867.1	0	867.1	675	0	675	855.4	0	855.4		

Additional Mandatory Information

Dollars Used for Local Currency Purchases

Exchange Rate Used in Computations

** If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal:

10.2

8.1

13.1

8.1

14

Organization: USAID/Liberia

Foreign National Voluntary Separation Account									
Action	FY 1999			FY 2000			FY 2001		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	10.2		10.2	8.1		8.1	8.1		8.1
Withdrawals			0.0			0.0			0.0

Local Currency Trust Funds - Regular			
	FY 1999	FY 2000	FY 2001
Balance Start of Year	0.0	0.0	0.0
Obligations			
Deposits			
Balance End of Year	0.0	0.0	0.0

Exchange Rate 0.0 0.0 0.0

Local Currency Trust Funds - Real Property			
	FY 1999	FY 2000	FY 2001
Balance Start of Year			
Obligations			
Deposits			
Balance End of Year	0.0	0.0	0.0

Exchange Rate _____ _____ _____