



Embassy of the United States of America

Monrovia, Liberia

November 16, 2007

MEMORANDUM

TO: Director of U.S. Foreign Assistance

FROM: Ambassador Donald E. Booth *DB*

SUBJECT: Operational Plan Performance Report
on Fiscal Year 2007

Overview: Liberia is recovering from 14 years of civil war and decades of mis-rule that destroyed most of the country's physical infrastructure, government institutions, and the moral fabric of what had been a mainly rural, traditional society. Under the leadership of Africa's first democratically elected female president, Ellen Johnson Sirleaf, and her cabinet of generally talented and honest technocrats, Liberia is beginning to make progress in rebuilding infrastructure and institutions, as well as in developing a social consensus for a new Liberia. The Liberian people overwhelmingly believe the Sirleaf government, with the help of a growing number of international partners, is trying to address their needs and concerns. However, popular patience could soon fade if the government is not seen to be delivering tangible results quickly. It is thus imperative that U.S. assistance deliver tangible results while working with government and civil society to build the foundation for effective institutions and sustainable development.

In a country emerging from conflict there are no quick fixes that can sustain the transition from conflict to stability, from recovering state status to development status. The U.S. has, since FY04, consistently been providing assistance in four key areas: peace and security, governing justly, economic growth, and investing in people. Due to a paucity of human and institutional capacity, the enormity of the challenges and the difficulties associated with breaking with old ways of doing business, progress has been slower than both the U.S. and Liberia had expected 18 months ago. Nevertheless, there has been progress in many areas during FY07.

Peace and Security: The United States is the leading donor in Liberia. This is particularly true in the security sector,

where the U.S. has the preponderant role in building a new army and Ministry of Defense from scratch, as well as in turning the Special Security Service (SSS) into a professional, apolitical executive protection institution. In FY07 we made significant progress in training and equipping the new army and Ministry of Defense despite delays in receiving expected funding. As the main security threat to the Liberia people is crime, we introduced senior advisers into the Liberian National Police and provided basic non-lethal equipment, all in coordination with the UN-managed police restructuring program.

Governing Justly: The novel Governance and Economic Management Assistance Program (GEMAP) helped the government achieve more than a doubling of revenue collection in FY07. GEMAP also underwent an internal review and reinforced its financial management capacity building focus. Interventions to strengthen the rule of law also demonstrated modest success in the face of a generally reluctant judicial branch of government that is focused on exerting its independence from the executive branch. U.S.-funded interventions helped reduce criminal case backlog and increase access to the justice system, including alternative dispute resolution mechanisms. New approaches for strengthening the capacity of the legislature, political parties, and civil society were also designed and put into operation.

Economic Growth: In FY07, U.S. funding helped remove a number of infrastructure bottlenecks to economic growth (by repairing 280 km of rural roads and providing access to clean water/sanitation) and to effective governance (through rehabilitation of government buildings, such as the Capitol). We also contributed to a multi-donor (U.S., EC, Norway, and World Bank) effort that succeeded in expanding availability and lowering the cost of sustainable public electricity in the capital city. This was done in conjunction with a U.S. Trade and Development Agency (TDA)-funded hydro-electric dam feasibility study. FY07 saw the preparation of architectural and engineering work on an even greater number of critical infrastructure projects. U.S. assistance was also instrumental in establishing systems that enabled Liberia to have UN sanctions on diamond exports lifted and join the Kimberly process. Our assistance in the forestry sector moved Liberia to the verge of resuming commercial logging in a sustainable manner following the late FY06 lifting of UN timber sanctions. U.S.-funded programs supported the preparation of comprehensive agriculture and food security policies and helped Liberian farmers resume commercial production of tropical tree crops (rubber, cocoa, and oil palm), thus giving rural communities new

cash incomes. FY07 saw the redirection of skills (vocational) training away from ex-combatants and war-affected youth to communities. Plans were advanced for a micro credit program that will compliment the U.S. African Development Foundation's small enterprise lending and the U.S. Overseas Private Investment Corporation's (OPIC)-backed Liberian Enterprise Development Fund lending to medium size enterprises. Community development activities contributed to stability in communities trying to absorb returning refugees and IDPs.

Investing in People: Working closely with evolving ministries, U.S.-funded programs made positive impacts in many technical areas during FY07. In the education sector, we helped the ministry conduct a national school census, train 2,000 primary school teachers, and provide accelerated basic education to youth who missed their education during the civil war. USG support has enabled record numbers of children, especially girls, to attend elementary schools. Liberia has been identified as one of six target countries for the President's African Education Initiative, which will further help strengthen this sector. In the health sector, more than 700,000 people have been seen and treated for the first time with the government's basic health care package, which was rolled out to primary health care centers through U.S.-funded projects throughout the country. The U.S.-supported Demographic Health Survey was completed in FY07 and the information it provided is already guiding design of new interventions in the health field, including HIV/AIDS prevention, malaria management, and reproductive health. Teams prepared the ground work for more comprehensive and robust work, to begin in FY08, in HIV/AIDS and in malaria prevention and control (as a target country in the President's Malaria Initiative).

Other Donors: The degree of cooperation with other donors was generally excellent. Even China participated in the government-led donor coordination mechanism. However, despite political will and pledges of even greater resources, Liberia's other major donors experienced assistance delivery problems due to lack of capacity in country. The EC in particular actually saw a drop in its in-country staffing and hence increasing difficulty in turning commitments into projects. GEMAP and electricity are two sectors where parallel donor efforts were exceptionally well coordinated and effective. There were growing assistance flows from new resident donors (UK and France), as well as from a growing number of non-resident donors (Norway, Denmark, Ireland, Netherlands). Coordinating with non-resident donors was a challenge as the government tended to deal with them separately

from the resident donors. Tracking of official development assistance and increasing private foundation assistance flows remained a major challenge for government and donors alike. Given that assistance from new donors is expected to increase over the next few years as confidence in Liberia is restored, the government's Poverty Reduction Strategy (currently being prepared) will need to serve as a clear guide to Liberia's development needs and the government's priorities.

Embassy Issues: FY07 saw a major increase in the Embassy's ability to manage the wide range of U.S.-funded assistance to Liberia. USAID mission staffing quadrupled, the Office of Defense Cooperation doubled in size, and the Political/Economic Section grew by one-third. Additional staffing in USAID will be needed to manage Liberia's inclusion in Presidential Initiatives on malaria and basic education, and possibly other areas. To accommodate such further growth, the Embassy's management platform, which has not grown since restoration of peace in 2003, must be expanded, and additional office space and housing that meets U.S. quality standards and security requirements must be secured. This implies increases in AID OE and ICASS funding requirements. None of the additional management positions requested and justified in the FY09 MSP were approved. This issue needs to be revisited soonest.

Acronym List

ABC	Abstinence, Be faithful, Condoms	GIPA	Greater Involvement of People living with AIDS
AIDS	Acquired Immunodeficiency Syndrome	HDAC	House Democracy Assistance Commission
AFL	Armed Forces of Liberia	HIV	Human Immunodeficiency Virus
ALP PLUS	Accelerated Learning Program for Positive Living and Unified Service	HMIS	Health Management Information System
ANC	Ante-Natal Care	IGA	Income Generating Activity
ART	Anti-Retroviral Therapy	IDP	Internally Displaced Persons
ARV	Anti-Retroviral Drugs	IEC	Information Education and Communication
BASICS	Basic Support for Institutionalizing Child Survival	IEE	Initial Environmental Examination
BCC	Behavior Change Communication	IFAD	International Fund for Agricultural Development
BRDG	Building Reform and Recovery through Democratic Governance	IITA	International Institute for Tropical Agriculture
CCC	Civilian Conservation Corp	IMET	International Military Education and Training
CDC	Centers for Disease Control and Prevention	INGO	International Nongovernmental Organization
CHAL	Church Hospitals Association of Liberia	iPRS	interim Poverty Reduction Strategy
CHT	Country Health Team	IRS	Indoor Residual Spraying
CHW	Community Health Worker	ITN	Insecticide-Treated Net
CIVPOL	Civilian Police	JMC	joint modernization committee
COFTAL	Community Forestry Technical Assistance for Liberia	LCM	Liberia Coordinating Mechanism
CRIS	Country Response Information System	LCIP	Liberia Community Infrastructure Project
CPR	Contraceptive Prevalence Rate	LDHS	Liberia Demographic Health Survey
CRS	Catholic Relief Services	LEC	Liberia Electricity Corporation
CSO	civil society organization	LCIP	Liberia Community Infrastructure Program
DHS	Demographic Health Survey	LFI	Liberia Forest Initiative
DQA	Data Quality Assessment	LIAP	Liberia Integrated Assistance Program
ECOWAS	Economic Community of West African States	LNP	Liberian National Police
EGAT	Economic Growth, Agriculture, and Trade	LOAF	Liberia Orphans of AIDS Foundation
EPP	Emergency Power Program	LTTP	Liberia Teacher Training Project
ESF	Economic Support Funds	M&E	Monitoring & Evaluation
EU	European Union	MBC	metering, billing, and collections
FAO	Food and Agriculture Organization of the United Nations	MCH	Maternal and Child Health
FDA	Forestry Development Authority	MSF	Medecins Sans Frontieres (Doctors Without Borders)
FFW	Food for Work	MOA	Ministry of Agriculture
FP/RH	Family Planning / Reproductive Health	MOHSW	Ministry of Health and Social Welfare
GBV	Gender Based Violence	MOP	Malaria Operational Plan
GEMAP	Governance and Economic Management Assistance Program	NAC	National AIDS Commission
GF	Global Fund	NACP	National AIDS Control Program
GFATM	Global Fund for AIDS Tuberculosis and Malaria	NDS	National Drug Supply service
GOL	Government of Liberia	NEC	National Elections Commission

NGO	Nongovernmental Organization
NHP	National Health Plan
NPA	National Port Authority
NRM	Natural Resources Management
OCI	Organizational Capacity Index
OVC	Orphans and Vulnerable Children
ORS	Oral Rehydration Salts
PA	Physician Assistant
PLWHA	Persons Living With HIV/AIDS
PMI	President's Malaria Initiative
PMTCT	Prevention of Mother To Child Transmission
PNC	Post-Natal Care
PSM	Procurement Supply Management
PTA	Parent/Teacher Association
PV	Photovoltaic
RIA	Roberts International Airport
RDT	Rapid Diagnostic Test
RESCO	Rural Electricity Service Company
RHS	Reproductive Health Survey
SCF	Save the Children's Fund
SOP	standard operating procedure
SSR	Security Sector Reform
SSS	Special Security Service
STCP	Sustainable Tree Crops Program
STI	Sexually Transmitted Infection
SWAA	Society of Women Against AIDS
TA	technical assistance
TBA	Traditional Birthing Attendant
TFR	Total Fertility Rate
TOKTEN	Transfer of Knowledge Through Expatriate Nationals
TWG	Technical Working Group
UN	United Nations
UNAIDS	Joint United Nations Program on HIV/AIDS
UNDP	United Nations Development Program
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNMIL	United Nations Mission in Liberia
UNPOL	United Nations Police
USAID	US Agency for International Development
USDA	US Department of Agriculture
USG	US Government
VCT	Voluntary Counseling and Testing
WFP	World Food Program
WHO	World Health Organization

Liberia 2007 Performance Report

Operating Unit Performance Summary

Liberia is slowly but steadily emerging from a devastating civil war that resulted in social, political, and economic destruction and an inability of the government to provide basic services and security for its citizens. Liberia's progress is evidenced by the commitment of the new democratically elected government to sustain peace, implement a reform agenda, and increase Liberian capacity for recovery. With international donor support, the government is setting the country on a path of restoration and reconstruction. The USG is supporting programs to help rebuild Liberia and address the sources of conflict that were rooted in policies of exclusion and competition over the nation's resources. During FY07, the USG coordinated closely with the Government of Liberia to achieve results in four objective areas: 1) Peace and Security; 2) Governing Justly and Democratically; 3) Investing in People; and 4) Economic Growth.

Despite the persisting challenges of woefully inadequate infrastructure, capacity needs, and budgetary constraints, key achievements as a result of USG assistance included notable progress toward restructuring the Armed Forces of Liberia and standing up the Liberian National Police; expanding access to justice and improving capacity of justice sector personnel; strengthening legislative and public sector functions; improving local government responsiveness; reducing corruption; increasing access to improved quality health education and social services; resuscitating the agricultural base in environmentally sustainable ways; and increasing access to jobs and improved livelihoods for Liberia's war-weary population.

USG multisectoral and well-integrated program elements advanced transformational diplomacy goals by supporting Liberia's efforts to build and sustain democracy, improve governance, respond to the needs of its people, and reduce poverty. Effective programming took into account the fundamental issue of gender, the need for infrastructure, the important role of civil society, the pervasive character of corruption, and the role of community and county participation. USG assistance in Liberia is helping to move the country from the categorization of Rebuilding to Developing.

FY07 challenges of understaffing and office space constraints are being addressed in FY08. One or more activities are not in full compliance with their 22 CFR 216 determinations and actions will be taken in the coming year to assure compliance.

Program Area Performance \ 1 Peace & Security \ 1.3 Stabilization Operations and Security Sector Reform

In FY07, USG provided assistance to the Government of Liberia in restructuring the police and military forces, which are critical for maintaining peace and security and were decimated by the civil war.

The Liberian Security Sector Reform (SSR) Program made notable progress in FY07 in establishing the Armed Forces of Liberia and the standing up of a 3,500 Liberian National Police (LNP). By the end of FY07, SSR completed a 17-week training program for 118 Liberian Ministry of Defense civilians, slightly less than the target of 130 due to start-up delays. Three Liberian military facilities were constructed or renovated, exceeding the target of one. The number of military personnel trained to maintain territorial integrity (675) greatly exceeded the target of 255, due to the drastic modification of the statement of work

that increased the size of basic training classes from 200 to 500 and added the task of recruiting and training a military band.

Since the Liberian Special Security Service (SSS) Advisor Program was initiated, there has been an increased flow and exchange of information between the SSS and the President's Office and Ministry of State. The SSS was restructured and implemented a new pay scale for agents and reduced unnecessary allowances. The Advisors conducted weapons familiarization fire exercises at various UNMIL and police ranges. The program conducted drivers training, thus improving the effectiveness of the Presidential motorcade. The SSS improved its liaison with UNMIL and the LNP. The program successfully implemented strict controls on the SSS financial expenditures, personnel assignments and disciplinary actions.

The CIVPOL Program achieved its goal of fielding 10 police officers to join the total UNPOL contingent of 592 advisors representing 39 countries. Four of the ten U.S. officers are advisors to the LNP leadership. In FY07, over 700 LNP officers were trained, creating an overall total of 3,522 LNP officers who have graduated from the National Police Academy. The first all-female class, comprising 110 police recruits, began training in June. In addition, several advanced programs designed to strengthen the supervisory and specialized capacities of the national police are ongoing.

These programs are helping to achieve the long term goal of establishing an effective LNP, military, and SSS, which are critical to maintaining peace and stability and moving Liberia from the rebuilding to developing country category.

Program Element Performance \ 1 Peace & Security \ 1.3 Stabilization Operations and Security Sector Reform \ 1.3.1 Operations Support

The USG provided assistance to the Liberian Special Security Service's (SSS) Presidential Protective Detail as well as the Liberian National Police (LNP).

The USG achieved its goal of fielding 10 officers to join the total UNPOL contingent of 592 advisors representing 39 countries. A total of 3,522 LNP officers have graduated from the National Police Academy. The first all-female class, comprising 110 police recruits, began training in June. Several advanced programs designed to strengthen the supervisory and specialized capacities of the national police were implemented. The USG also began support in FY07 to train an armed Emergency Response Unit of 500 officers by July 2009, taken from the police ranks. Five hundred additional recruits will be hired to replace those slots. Before full deployment of the LNP can be achieved, several issues need to be addressed, including inadequate resources, basic infrastructure and police equipment; poor record keeping; absenteeism; lack of discipline; a need for better cooperation with prosecutors; and improved training at the academy. The GOL instituted significant budget increases, including salary increases; however, this is not enough to sustain operations without continued donor support.

In FY07, a five member Security Advisory Team was assigned to work with the Liberian SSS to assist in the professional development of senior personnel; mentor mid-level managers; develop systems and standard operating procedures (SOPs); and assist in identifying promising SSS officers for advancement to mid and senior ranks. The advisors provide leadership, management, and supervisory oversight in areas of operations, training, personnel decisions, and disciplinary procedures. In FY07, the five Advisors were chronically short one position for all but two weeks. Despite this shortfall, with the assistance of the

Advisors, the SSS developed a new command structure; implemented a new pay scale; reduced unnecessary allowances; and reduced the overall number of Agents from 554 to 520, thereby reducing costs and improving efficiency. The program successfully implemented strict controls on the SSS financial expenditures, personnel assignments and disciplinary actions. Many SOPs were drafted, as well as an SSS handbook. The President's motorcade was reduced in size, re-equipped with existing resources, and restructured. The program conducted drivers training, thus improving the effectiveness of the Presidential motorcade.

Program Element Performance \ 1 Peace & Security \ 1.3 Stabilization Operations and Security Sector Reform \ 1.3.6 Defense, Military, and Border Restructuring, Reform and Operations

The Security Sector Reform (SSR) for National Defense program made significant progress by the end of FY07. The SSR program completed a 17-week training program for 118 host country Ministry of Defense civilians, slightly less than the target of 130 trained. Three Liberian military facilities were constructed or renovated, exceeding the target of one. The number of host country military personnel trained to maintain territorial integrity (675) greatly exceeded the target of 255. This is entirely attributable to the modification of the statement of work that increased the size of basic training classes from 200 to 500 and added the task of recruiting and training a military band (40 members). The FY07 performance targets for the SSR program are somewhat inaccurate, as significant funding constraints resulted in radical mid-year modification of the SSR contracts; Initial Entry Training was reduced from 11 to 8 weeks; and construction, procurement, and initial entry training were delayed. The program is expected to continue with pipeline funds through February 2008, at which time 1,028 new recruits will have completed Initial Entry Training.

With International Military Education and Training (IMET) funds, the USG trained 12 foreign students in the U.S. In FY07, the USG also deployed an Air Force Medical Mobile Training Team which trained 20 soldiers as medics and provided a Senior Defense Advisor to the Ministry of Defense. The Liberian Government has set an ambitious goal of 20 percent for female membership in the Armed Forces of Liberia (AFL); female membership is currently 3.8 percent. The high school diploma entry requirement is a limiting factor for women. In addition, GOL funding constraints limit efforts to target educational opportunities to recruit more women into the army.

Element Indicator Narrative \ 1 Peace & Security \ 1.3 Stabilization Operations and Security Sector Reform \ 1.3.1 Operations Support

The CIVPOL Program achieved its goal of fielding 10 advisors to join the total UNPOL contingent of 592 advisors representing 39 countries.

The Liberian Special Security Service (SSS) Advisor Program was moved to this element from 1.3.7 as it more appropriately fits under 1.3.1. Under the SSS program, a five-member Security Advisory Team was assigned to work with the Liberian SSS Presidential Protective Detail. During the time that the SSS Advisor Program was in place in FY07, the five Advisors were chronically short one position for all but two weeks. The SSS program aims to fill all five advisor positions in FY08.

Element Indicator Narrative \ 1 Peace & Security \ 1.3 Stabilization Operations and Security Sector Reform \ 1.3.6 Defense, Military, and Border Restructuring, Reform and Operations

The number of host country military personnel trained to maintain territorial integrity (675) greatly exceeded

the target of 289. This is entirely attributable to the modification of the statement of work that increased the size of basic training classes from 200 to 500 and added the task of recruiting and training a military band (40 members).

Element Indicator Narrative \ 1 Peace & Security \ 1.3 Stabilization Operations and Security Sector Reform \ 1.3.7 Law Enforcement Restructuring, Reform and Operations

The SSS program is being moved to element 1.3.1 where it more appropriately fits and these indicators under 1.3.7 are being deleted.

Program Area Performance \ 2 Governing Justly & Democratically \ 2.1 Rule of Law and Human Rights

The Rule of Law and Human Rights program is designed to strengthen justice system mechanisms and inculcate a culture of respect for human rights. Liberia's justice sector remains challenged by a legacy of excessive executive control, a pervasive culture of impunity, a judicial education system that has been decimated by the years of conflict resulting in a lack of trained personnel, legal prohibitions on utilizing non-Liberian legal practitioners to fill short term gaps as well as an overall lack of resources. Under the new democratic government, the judiciary has the independence to operate without fear of executive interference. USG assistance enhanced access to justice, supported training for judicial officials, and made modest improvements in court administration.

Eight legal aid groups (the Louis Arthur Grimes Law School, two civil society organizations and five private groups) provided assistance to 150 individuals who otherwise would have been unable to obtain help. Of that number, 37 were women. A legal aid clinic was established at the law school and a Public Defender Office was piloted at the Temple of Justice. A County Attorney Office was opened in Montserrado County.

USG partners were unable to furnish assistance to courts operating in low income areas due to difficulties in recruiting staff for legal advice centers which would have provided resource materials to such courts.

USG support did not result in improved case management due to a lack of commitment by the Liberian judiciary. The lack of records prohibited the tracking of the ratio of new case filings to case dispositions. Approximately 199 justice sector personnel received training. Two international non-governmental organizations utilized USG funded resource materials to train community leaders and elders in mediation

USAID supported 4 mediation training workshops that reached staff of NGOs and members of the LNBA. Legal aid students enrolled in the 2006/2007 program also received training in legal aid techniques. USAID also supported workshops on mediation law to analyze gaps in the existing law and facilitate work on the draft mediation law. Tracking progress in mediation as an important legal methodology provides information on the range of USG contributions toward expanding access to justice.

Program Element Performance \ 2 Governing Justly & Democratically \ 2.1 Rule of Law and Human Rights \ 2.1.3 Justice System

The USG program is designed to rebuild the justice system that collapsed under the weight of presidential control, years of conflict during which qualified lawyers and other justice sector professionals fled the country, and a lack of resources and political will within the judiciary to undertake necessary reforms.

Commitment by the President to reforms in the justice system is reflected by her directive to the Governance Commission to develop a judicial reform strategic plan. Targets for courts operating in areas of low income populations were not met because of difficulties in recruiting staff to serve in legal aid centers that would have provided support to such courts. However, persons were identified and will begin assignments in FY08. The USG partner tasked with assisting with improving court case management was unable to do so due to lack of commitment by the Liberian judiciary. The partner was also unable to track the ratio of new case filings to case depositions due to a lack of records.

USG assistance funded 8 legal aid groups and law clinics and 6 legal institutions and associations meeting targets of 6 and 8 respectively. These groups, clinics and associations provided legal aid services to 150 persons in low income and marginalized communities. Public confidence in the justice system and the rule of law was incrementally enhanced as a result of the establishment of a USG funded pilot public defender office in the capital city. The USG program conducted workshops for public defenders and has provided training to the country's public defenders on best practice, the role/function of the PD and the myriad technical aspects of an effective public defender's office. As a result, the Montserrado County Public Defender Office represented 100 indigent criminal defendants in FY07. The USG also sponsored training in human rights focusing on reducing gender based violence, and established a support center for witnesses and victims of GBV.

A culture of rule of law is being inculcated through a nascent internship program that provided 8 law students with the opportunity to provide legal services for indigents. Additionally, 199 justice sector personnel were trained in areas such as court administration, case methodology, and mediation.

Element Indicator Narrative \ 2 Governing Justly & Democratically \ 2.1 Rule of Law and Human Rights \ 2.1.3 Justice System

Targets for court case management were not met due to a lack of commitment on the part of the Liberian judiciary. The case filing to deposition ratio was not tracked due to a lack of records. USG programs in legal services to residents of low income and marginalized communities met the target. The USG assisted 8 legal aid groups and law clinics to provide services and met the target of 6 legal institutions and associations assisted, enabling the placement of law students and recent graduates to intern and practice. A legal aid clinic was established at the national law school, a Public Defender Office and County Attorney Office were also opened. Two local and one international NGO received funding to furnish legal aid to citizens. However, the number of women availing themselves of such services was far fewer than anticipated indicating a need for more gender specific community outreach. The number of men receiving legal services exceeded FY 07 targets. The USG did not support courts in low income areas due to difficulty in recruiting staff to serve legal aid centers which would have provided assistance to such courts. Two candidates have been offered positions at legal centers; and these centers will be opened in FY08. USG funded training for 199 justice sector personnel. Note: The FY07 target for women should be 35. Data disaggregated by gender was tracked for only 52 staff.

Element Indicator Narrative \ 2 Governing Justly & Democratically \ 2.1 Rule of Law and Human Rights \ 2.1.5 Program Support (Rule of Law)

No evaluation of USG program was conducted.

Program Area Performance \ 2 Governing Justly & Democratically \ 2.2 Good Governance

While Liberia's governance framework and institutions are weak, there is a high level of political commitment by the President to ensuring good governance and there have been strides in improving the overall governance environment. With USG assistance, progress has been made in strengthening public sector executive and legislative functions as well as in anti-corruption reforms through GEMAP, BRDG, LCIP, and Political Processes Strengthening Programs.

The commitment of host country institutions to anti-corruption reforms has been mixed. In spite of this mixed commitment, 72 anti-corruption measures were implemented. Anti-corruption measures included new procurement controls that require various levels of sign-off and better financial accounting software for reconciling accounts and catching fraud. USG supported experts have worked with counterparts to put in place financial control mechanisms and systems resulting in a 25 percent increase in revenues last year. Coupled with a public procurement process that ensures transparency of GOL contracting and purchases, corruption has been reduced. USG assistance supported anti-corruption training for 365, compared to a target of 288 (97 women and 268 men reflecting the proportional gender distribution in public institutions).

In efforts to strengthen the legislature, USAID supported three retreats that created space for legislators to air their issues of contention. The retreat also enabled the legislators to craft a vision and strategic plan that if ratified will govern the work of the body over the next five years. Reflecting the education and experience deficits of legislators and their staff and interest in building capacity, 376 participated in educational events, exceeding the target of 100; and 8 participated in a HDAC exchange visit. Fifty-five elections officials also were trained and the NEC successfully conducted two by-elections. More than 700 received political party training, nearly reaching the target of 825. Despite USAID's efforts to strengthen political parties represented in the legislature, more progress towards legitimacy is needed such that political parties meet statutory registration requirements before training can be broadly implemented and result in strengthened political processes.

Additional achievements under this multifaceted approach toward good governance are essential in enabling Liberia to move from rebuilding to developing.

Program Element Performance \ 2 Governing Justly & Democratically \ 2.2 Good Governance \ 2.2.1 Legislative Function and Processes

Liberia's historic multi-party national legislature posed great challenge and opportunity for USG programming aimed at strengthening legislative function and processes. Following months of crippling infighting over leadership positions, former and current GOL officials, religious leaders and elders helped to bring calm and reduce tensions. The USG then took a lead role in assisting the legislature to develop procedural and administrative systems that would improve capacity to undertake its function. A joint modernization committee (JMC) was established to shepherd a new vision and strategic objectives that if ratified, will govern the work of the legislature over the next five years. The vision and strategic plan represent the first time in Liberia's history that the legislature has critically examined its role and begun developing an agenda that will be driven by priorities identified by the legislators themselves rather than by the president. Ten opened constituent offices. The training target of 100 was exceeded, with 356 participants, due to interest in overcoming capacity deficits. All 14 female legislators participated in training and such opportunities were open to men and women staffers. Eight legislators also participated in a HDAC exchange visit.

The legislature made little progress in lawmaking that reflected the will and priorities of constituents. Instead, legislation derived from the Executive. The lack of experience and education of some members as well as social, ethnic and religious divides continued to stymie cohesion, efficiency and ability to undertake effective oversight of executive actions. The USG will increase efforts to provide technical assistance to the JMC and continue to assist with the development of updated rules and procedures. Coaching of members on developing constituent services will also be increased. Efforts to enhance education and literacy of members will be explored with the JMC.

CSO advocacy training exceeded targets, however there was limited success in translating advocacy skills into practice. Although civil society participated in legislative proceedings at target level, public participation in forums with legislators fell short because of weak links to the public and USG program focus on this area began in the last quarter of the fiscal year with five CSOs organizing public forums.

Program Element Performance \ 2 Governing Justly & Democratically \ 2.2 Good Governance \ 2.2.2 Public Sector Executive Function

The public sector executive function program aims to build the capacity of the GOL to undertake its reform agenda and deliver essential services. Under the Governance and Economic Management Assistance Program (GEMAP), the USG strengthened capacity for transparency and accountability in public sector entities, exceeding targets for number of executive branch personnel trained and number of executive office operations supported, reflecting GOL commitment to capacity development. USG financed GEMAP experts trained 949 GOL staff (257w, 692m), exceeding the target of 667. The USG supported 83 executive office operations, exceeding a target of 13. GOL institutions have been very cooperative and responsive to training and other capacity development initiatives. In this regard, the USAID Office of Transition Initiatives furnished short term technical assistance to 20 of the 83 executive office operations. USG support included assistance in certifying diamonds through the Kimberly Process. Steps toward assisting operational upgrades at the NPA and RIA were initiated.

The functioning of the public sector is improving as more efficient systems and controls are being put into place. However, much more needs to be done for long-term sustainability of both the staff and institutional capacity that is being developed. Achievement in this program element can also be attributed to the greater emphasis that GEMAP is now placing on capacity development and going forward for the foreseeable future as the GOL rolls out its national capacity development plan. Throughout the year, commitment to GEMAP at the highest levels of the GOL was also demonstrated through its leadership and participation in the Economic Governance Steering Committee that monitors GEMAP and also when the GOL convened a retreat for key cabinet members, donor partners and other stakeholders that resulted in significant mid-course adjustments. An evaluation of GEMAP, led by ECOWAS with partner participation, revealed that GEMAP was contributing to public sector reform, particularly in the management of state resources. USG support to TOKTEN enabled the GOL to recruit 24 Liberians from the Diaspora (19 M, 5 W) to provide crucial surge capacity to perform critical functions and transfer knowledge in key public sector entities. Similarly, USAID short term assistance supported the preparation of the position descriptions for the 21 jobs that will form the first Senior Executive Service.

Program Element Performance \ 2 Governing Justly & Democratically \ 2.2 Good Governance \ 2.2.3 Local Government and Decentralization

USG support under this element to help restore services at the county level and to rehabilitate county and community infrastructure resulted in expanding assistance to 11 counties, as targeted. Through infrastructure , USG assistance enabled the initiation of designs for the rehabilitation of 5 local government administrative offices. The renovation of county administration buildings and schools and clinics will enable the Government of Liberia to begin the decentralization of essential services. USAID supported leadership and project cycle management training for 50 community development committees with more than 1,000 participants in total. And, 13 district development committees also participated in these trainings, helping to strengthen the linkage between communities and local authorities and need for joint planning. USG assistance was consistent with the Government of Liberia's poverty reduction strategy to shift resources and decision-making to the county. Increasing capacity at the county and community levels for problem identification and development planning furthers the US goals of moving Liberia from a rebuilding to developing country.

Program Element Performance \ 2 Governing Justly & Democratically \ 2.2 Good Governance \ 2.2.4 Anti-Corruption Reforms

The two indicators for this program element (anti-corruption training conducted and anti-corruption measures put in place) have all exceeded their targets. A total of 365 people were trained compared to a target of 288. The gender distribution of 97 females and 268 males trained approximated the proportional gender distribution in the institutions. Equal gender access to training activities was emphasized and enforced. For the number of anti-corruption measures implemented the target was 65 and the actual achieved was 72. Anti-corruption measures included new procurement controls that require various levels of sign-off and better financial accounting software for reconciling accounts and catching fraud.

The commitment of the host country institutions has been mixed. It can be rated as excellent in some institutions and poor in others. However, in spite of this mixed commitment, our experts have been able to put controls and systems in place that have reduced the level of corruption and financial mismanagement in key government institutions. In many instances, there has been excellent support from the staff and staff unions for the reform measures. It is this support that remains critical for the continued successful implementation of measures to combat and control corruption. By controlling corruption in the GOL institutions, there has been an improvement in the delivery of public services and a considerable increase in GOL revenues. Anti-corruption training and measures to control corruption are key areas for the achievement of better economic governance in Liberia.

Element Indicator Narrative \ 2 Governing Justly & Democratically \ 2.2 Good Governance \ 2.2.1 Legislative Function and Processes

With multi-donor support, the national legislature took historic steps to crafting a new vision and strategic plan that when ratified, will govern its work over the next five years. A joint modernization committee was established to implement the new processes and procedures. USG assistance enabled training for legislators and legislative staff in numbers far greater than anticipated. The overreaching of the targets reflect the fact that significant numbers of legislators and their staff lack education and appropriate training and are eager to participate in educational events. Given the small number of women staffers, their participation was lower than hoped. Ten organizations arranged forums that provided opportunities for the public to interact with legislators, meeting targets. Similarly, civil society organizations received US funded advocacy training and participated in legislative proceedings. Crippling in-fighting prevented the legislature

from introducing or drafting legislation. Capacity deficits of legislators and their staff limited the ability of the legislature to effectively undertake oversight actions of executive branch actions.

Element Indicator Narrative \ 2 Governing Justly & Democratically \ 2.2 Good Governance \ 2.2.2 Public Sector Executive Function

The Government of Liberia has been very cooperative and responsive to training and other capacity development initiatives enabling by approximately 300 more public sector employees trained than anticipated. In view of the smaller number of women in the public sector and in positions slated for training, the ratio of men to women was two to one in USG funded training. GOL institutions were committed to and encouraged the participation of women in training activities. Targets for supporting executive office operations were also exceeded. Sixty-three executive branch offices and agencies received direct USAID support through GEMAP for the expertise of internationally recruited financial comptrollers and other technical experts as well as in-kind equipment. Short term USAID technical assistance was provided to approximately 20 executive branch office operations, including to the Office of the President, enabling the GOL to respond more effectively to high visibility political issues, to undertake more effective strategic planning, communications protocols and procedures as well as coordination with other GOL entities, civil society and the public at large.

Element Indicator Narrative \ 2 Governing Justly & Democratically \ 2.2 Good Governance \ 2.2.3 Local Government and Decentralization

USG assistance enabled support to 11 county-level governments, primarily for Through infrastructure rehabilitation. The renovation of 5 county administration buildings and several schools and clinics enabled the Government of Liberia to begin the decentralization of essential services. USAID supported leadership and project cycle management training for 50 community development committees with more than 1,000 participants in total. And, 13 district development committees also participated in these trainings.

Element Indicator Narrative \ 2 Governing Justly & Democratically \ 2.2 Good Governance \ 2.2.4 Anti-Corruption Reforms

USAID assistance through GEMAP supported anti-corruption training for Government of Liberia officials as well as enabled the putting in place of anti-corruption measures. Anti-corruption measures included new procurement controls that require various levels of sign-off and better financial accounting software for reconciling accounts and catching fraud; these measures reduced the level of corruption and financial mismanagement in key revenue generating institutions. Targets in training were exceeded, reflecting the interest of the GOL in capacity development opportunities. However, data disaggregated by gender was not tracked. Through GEMAP and other USG assistance, the issuing of licenses for forestry concessions and other extractive industries as well contracting to provide goods and services to the Liberian Government have improved.

Program Area Performance \ 2 Governing Justly & Democratically \ 2.4 Civil Society

Liberia's negative legacy of bad governance and 14 years of armed conflict rendered civil society weak and under-represented in political and economic decisions. For the last ten years, civil society organizations (CSOs), especially non-governmental organizations worked predominantly in the area of service delivery, filling the gap for a virtually non-performing government. USAID's civil society program initiated at the

end of the war was designed to support peaceful reintegration of communities through increased participation in peacebuilding and improved livelihoods. USAID met and often exceeded targets in providing community development committees, peace councils and other community groups with leadership, mediation, peace building, project development and livelihood training to enable them to engage local officials and legislators on development priorities, reintegration and other matters of importance to local communities. However, many decisions continued to be made outside of local communities. Now that Liberia has experienced peaceful elections and the installation of a reform-minded government, there is a need for CSOs to reflect a new responsibility by developing new capacity and skills.

While increased local level community activism will contribute to consolidating democratic gains, civil society must be able to translate skills learned in training to effective practice in advocacy, management, operational standards and self regulation. Links to the general public are largely non-existent and need to be established if civil society is to truly gain public trust and play an effective positive role in Liberia. Similarly, civil society must develop effective strategies for engaging the GOL, the public and the private sector. While a new civil society program to address these needs was intended for FY07, delays in program design and procurement shifted program start-up to FY08. The new program will help to move Liberia from a rebuilding to a developing country.

Program Element Performance \ 2 Governing Justly & Democratically \ 2.4 Civil Society \ 2.4.1 Civic Participation

USG assistance under this program element during FY07 focused on promoting community reintegration through increased community participation and livelihood activities and enabled more than 3,392 advocacy contacts by civil society. Due to delays in activity design and procurements, targets for civil society to improve internal organization (2 met of 18), promote political participation (10 met of 18), and effectively undertake advocacy (15 met of 18), fell short. The planned new civil society advocacy program will begin in FY08 and will build on the post-conflict community participation activities. Nonetheless, additional indicators for civil society engagement in community reintegration activities that phased out in FY 2007 provide insights into the year's achievements. USAID partners trained 2,600 in more than 100 communities in peacebuilding or mediation, more than doubling the target. Another 2,072 participated in livelihood or community development committee training and 49 business trainings were conducted. Completed community projects with joint participation of local officials and community members totaled 88. Thirteen District Development Committee members attended project cycle management training. More than 1,000 farmers adopted improved practices, representing 85 percent of those participating. And, 80 percent of project participants reported improvement in quality of life, representing over 50 percent of the target. A baseline and follow up survey indicated positive views of community leaders' role in the community, and hope for the future. Peace councils settled 76 disputes, 19 of them involving land, thereby achieving 50 percent of the targets. The councils had less success in resolving domestic disputes and gender based violence, achieving less than 15 and 11 percents respectively. Data on gender was not fully tracked by all partners, thus is incomplete.

The GOL embraced efforts to enhance community participation, providing the curriculum for community based training to prevent sexual exploitation and abuse as part of conflict mediation training to reduce gender based violence.

One USG partner conducted a formal evaluation, documenting impact, challenges and lessons learned, and helped to inform future programming. Another NGO assessment focused on thirty NGOs revealed the need for a formal civil society advocacy program, including skills development.

Element Indicator Narrative \ 2 Governing Justly & Democratically \ 2.4 Civil Society \ 2.4.1 Civic Participation

Civil society remains weak, without solid links to the public or effective strategies for engaging the GOL, general public or private sector. USAID assistance enabled two local CSOs to improve internal organizational capacity. One received a score of 81 on the Organization Capacity Index (OCI). This instrument was not administered to the other partner due to the long absence of the organization's executive director. The decision is a reflection of the overarching lack of CSO capacity. It was further determined that administering the OCI to other local partners would not generate useful information as it focuses on administrative policies and procedures and not on whether those policies or procedures are implemented or achieve impact. USG programming thus emphasized mentoring, coaching, regular coordination and planning meetings rather than the OCI. While CSOs received USG funded training in advocacy, overall capacity and effective advocacy was extremely limited. It is recognized that more sustained technical expertise and complementary assistance are required if civil society is to be improved and effective in Liberia. Accordingly, a new program is being designed for this purpose.

Program Area Performance \ 3 Investing in People \ 3.1 Health

Liberia's health system was seriously damaged by the recent civil war; USG assistance to NGOs has played a major role in restarting health services. Two major household-level health surveys were conducted in FY07 with USG support. Findings show that about 55% of the population has access to basic services, but due to poor roads and lack of trained providers and clinics, many do not. USG assistance is needed to assist the GOL in planning, management, and service delivery.

FY07 targets were generally met. USAID programs funded the NGOs Africare and EQUIP to provide health coverage for up to 700,000 persons through support to about 50 public clinics. Increased awareness and the greater availability of VCT centers contributed to a higher than expected utilization of VCT. USAID programs were able to successfully provide over 4,000 FP/RH counseling visits and target nearly 55,000 people with FP/RH messages, a much larger number than targeted. Malaria prevention targets were not achieved due to the sudden cut-off of GFATM funds and unavailability of bednets and diagnostic materials. With FY08 PMI funding, more ITNs and drugs will be ordered, and support is solid for a new GF-Malaria proposal.

A USAID-led 2007 HIV/AIDS assessment reported a prevalence rate of 1.5% and suggested that the USG should concentrate on strengthening prevention programs to youth and high-risk groups, integrating HIV/AIDS care and prevention into routine health services, and building the capacity of the NACP. An insufficient number of well-trained health professionals is the largest challenge to reaching health goals.

With strong support from the USG, the MOHSW completed its NHP and launched reforms aimed at achieving a decentralized health care system. The NHP outlined GOL commitment to deliver a package of health services through a network of health facilities in all 15 counties. While GOL increased its budget by 50% this year, 80% of funding for health still currently comes through donors.

Given the need to rebuild much of the health system, Liberia will remain at a nascent stage in development for some years to come. USG assistance has made significant achievements, but Liberia's infrastructure (roads, health human resources, clinics) will need greater investment over 5 years to move the health sector from rebuilding to developing.

Program Element Performance \ 3 Investing in People \ 3.1 Health \ 3.1.1 HIV/AIDS

HIV/AIDS is a growing development challenge to Liberia. The 2007 Liberian Demographic Health Survey (LDHS) shows HIV/AIDS prevalence rates ranging from 1.2% for men to 1.8% for women. Prevalence rates are about three times higher in urban areas (2.5%) than in rural areas (0.8%). Young women are at the highest risk. A USAID HIV/AIDS assessment showed that stigma, denial, and lack of programs reaching youth and groups at higher risk are major challenges. It is important to reduce transmission through activities that minimize risks among those most at risk. USAID programs support prevention through abstinence, behavior change, and consistent and correct use of condoms as appropriate.

In FY07, USG partners exceeded most targets by successfully training more community health workers (CHW) in AB and ABC prevention, expanding more voluntary counseling and testing (VCT) services, and spreading more BCC messages than targeted. Increased awareness and the greater availability of VCT centers contributed to a higher than expected utilization of VCT (3,304 against a target of 350). Strong support from the GOL facilitated the hiring and training of CHWs. The International Rescue Committee established a blood bank in Ganta which served as a "medical safety model." USG field support and core funding also supported the LDHS and the Lofa County RHS which provides valuable health data for programming.

Lack of capacity and slowness on part of the National AIDS Control Program (NACP) impeded the scale-up of some programs. To address this, USAID will provide technical assistance, training, and capacity building to the NACP. The target for OVC programs was not met (74 against a target of 150) due to limited attention and GOL support. However, in FY08, the GOL will develop a national Social Welfare Policy and invest in more human resources and welfare programs; USAID will support NGOs to provide assistance.

HIV/AIDS programs integrate gender components as women are targeted with IEC messages in ANC clinics in efforts to prevent mother-to-child transmission. Some NGO partners provide confidential gender based violence counseling or referral, but the lack of trained counselors is a constraint.

Program Element Performance \ 3 Investing in People \ 3.1 Health \ 3.1.3 Malaria

The single largest contributor to Liberia's dismal health rankings is malaria. According to the malaria indicator survey conducted in 2006, it is the leading cause of clinic visits and the number one cause of hospital deaths in Liberia, especially in children under five.

USAID programs focus on preventing malaria through physical protection and vector control as well as the provision of commodities for prompt diagnosis and treatment. In FY07, USG support trained 674 community health workers in malaria control and significantly improved record keeping. The USG also provided support to CHWs, particularly with transport, which improved performance. The ACT provision and distribution target of 75,000 was easily surpassed as partners brought in over 156,000 ACTs to diagnosis and treat malaria.

Distribution of insecticide treated nets (ITN) was handicapped when the GFATM round 3 grant expired and USG funds were not available to fill the gap. The loss of Global Fund monies, a lack of USG funds, and the decision to develop a strategy plan under PMI also explain delays in the start-up of indoor residual spraying. A new activity, DELIVER, was funded through FY07 field support and will facilitate ordering ITNs, drugs, and RDTs; warehousing; and distribution. A team from DELIVER recently assessed logistics capacity and made plans for a resident team. The PMI announced that Liberia would be a focus country for FY08. Preparations are underway to greatly expand USG assistance and introduce more partners (both US and local) for Liberia's malaria program with the aim of improving prevention and quality of care and treatment, as well as helping to build the necessary support systems to sustain the effort.

The Liberian government has responded to USG assistance by collaborating with USAID and other donors on a strong Round 7 GF – Malaria proposal. Funding this proposal will allow the PMI to have a major impact in Liberia. A launch of the PMI during a national malaria day in mid-FY08 will greatly increase malaria awareness and appropriate ITN use.

Program Element Performance \ 3 Investing in People \ 3.1 Health \ 3.1.6 Maternal and Child Health

Liberia's maternal and child health situation ranks among the worst five countries in the world. This is due largely to the recent civil conflict and the resulting destruction of the health infrastructure and lack of trained health personnel. Findings from a 2007 national survey (LDHS) showed that child survival improved over the past 7 years, but maternal mortality did not. USAID's goal is to provide pre- and in-service training of health workers and essential drugs and equipment for quality service delivery at clinic and community levels.

Targets set for MCH indicators were generally met. An underestimation of the target population and increased community awareness of clinic services enabled some programs to exceed targets. MCH funds allowed USG partners to train more CHWs to deliver health messages and simple care. USG partners also trained nurses, physician assistants, and midwives in safe delivery at health facilities and hospitals, and traditional birthing assistants (TBAs) in safe delivery in communities. USG partners also successfully trained CHWs in health promotion and students in life-skills and healthy behaviors. USG partners integrated appropriate HIV/AIDS prevention messages into the health education training.

USAID funding of BASICS technical assistance enabled the MOH to map facilities and service areas and develop planning and reporting modules for information flow from national facilities to county health level. The GOL will use its new HMIS to guide roll out and oversee the National Health Plan, extending quality health services (including ANC and PNC) throughout the country.

However, much remains to be done to make MCH services available to all. DPT3 coverage reached 50% while measles vaccination attained 69%. USAID's resources will continue to tackle these challenges by funding programs that prevent childhood illness by addressing safe birthing, improved post-partum care, and immunization. The USG is leading the effort to reposition family planning and expects to support the "roadmap to maternal health" strategy developed by the MOHSW.

Program Element Performance \ 3 Investing in People \ 3.1 Health \ 3.1.7 Family Planning and Reproductive Health

Liberia's maternity mortality ratio is among the worst in the world; mainly due to lack of adequately trained

health staff, poor health infrastructure and unwanted pregnancies. USG resources were used to improve access, quality, and demand for FP/RH services within the framework of primary health care. USAID aims to increase CPR and CYP in all USG-supported areas.

Field support funds were used for the 2007 LDHS and core monies funded the Lofa County RHS. These surveys provided valuable context and baseline information as well as revealed key health issues and priorities. The LDHS findings showed that the TFR decreased from 6.2 to 5.2 over the past seven years, but remains high, especially in rural areas. CPR (married women) for modern methods remains low at 10.2%. Since 65% of women want to delay or stop having children, but few use contraception, a large “family planning gap” exists.

FY07 USG support to the FP/RH program in Liberia was a modest success and laid the foundation for a strong program in the future in terms of programming. In areas reached by USG programs, targets were surpassed as service delivery was ramped up through increased deployment of CHWs, training of health providers, radio promotions, and improved person-to-person counseling. Because of successes in spreading messages and setting up service delivery points, USAID plans to expand the FP/RH program to include new underserved areas. USAID procures over 95% of the contraceptives in Liberia.

Gender equity and reduction of GBV are primary elements of FP/RH and are supported through USG programs. GBV was found to have affected half of Lofa women during the 1999-2003 conflict and in the past year, 5% of women in Lofa County reported physical violence; the impact of GBV on women’s and children’s health is enormous. Gender asymmetries in decision making continue to be a challenge; USAID programs target women and address gender status in the home.

The GOL included FP/RH in the Basic Package of Health Services, and is committed to expanding services and increasing the standards of care. However, without special attention to youth and development of alternative points of service/contact, demand for services will not greatly increase. The MOH coordinates FP/RH activities in the country and chairs a Reproductive Health Task Force, of which USAID is a partner. USAID assisted the MOH in developing a strategic plan for FP/RH and estimating contraceptive projections up to 2009.

Element Indicator Narrative \ 3 Investing in People \ 3.1 Health \ 3.1.1 HIV/AIDS

Most of the HIV/AIDS targets were met. Some results exceeded targets due to greater than expected progress, while some reflect difficulties in predicting accurate targets. To address this issue USAID plans to hold partner meetings with M&E experts in FY08 and hire an M&E coordinator.

ABC prevention programs far exceeded their intended targets due primarily to Africare’s rapid scale-up of CHWs and CHAL’s use of emerging community radio stations to reach more people with IE&C messages. This increased awareness and a significant increase in the number of VCT centers contributed to a higher than expected demand for VCT. Stigma, denial, and a lack of programs successfully reaching youth and groups at risk are major challenges.

Some targets were not met due to slow action on the part of GOL or lack of capacity. For example, there were fewer VCT centers than targeted because the National AIDS Control Program (NACP) was slow in the provision of technical expertise for the establishment of VCTs. To address this, USAID will provide TA, training, and capacity building to the NACP.

USG supported the LDHS which provides valuable health data. Findings show HIV/AIDS prevalence at 1.5% (rural) and 2.8% (urban), despite a high frequency of behavioral risk factors. FY08 targets were

revised to reflect the success of the prevention programs, more accurate forecasting, and new survey data. Some indicators were dropped because they are not reflective of major elements of USAID/Liberia's programs.

Element Indicator Narrative \ 3 Investing in People \ 3.1 Health \ 3.1.3 Malaria

Most targets for the malaria program were either achieved or exceeded. In part, FY07 targets were low due to uncertainty regarding security conditions and unfamiliarity with the process.

The number of people trained in malaria treatment or prevention increased because the number of CHWs increased faster than expected and record keeping improved.

However, the number of ITNs distributed was far less than planned; this is attributable to exhaustion of GFATM ITN supply and the lack of ITNs due to non-renewal of the 3rd year of the Malaria Round 3 grant. Due to the short supply of ITNs, UNICEF and other donors have stepped in and USAID will place a larger order with PMI funds in FY08. A new activity, DELIVER, was funded through FY07 field support and will facilitate ordering ITNs, setting up warehouses, and disseminating nets.

The number of homes sprayed with insecticides was lower than targeted due to late FY07 funds and the decision to develop a strategy plan under PMI for indoor residual spraying before moving forward.

FY08 targets are in the MOP.

One indicator was dropped because it is no longer reflective of USAID/Liberia's programs.

Element Indicator Narrative \ 3 Investing in People \ 3.1 Health \ 3.1.6 Maternal and Child Health

Targets set for MCH were generally met.

High results are mostly due to Africare's strategy of training CHWs in many disciplines to carry out services at the community level. Two indicators, ANC visits and children reached by nutrition programs, significantly exceeded the targets. This is due to both underestimation of the target population and increased community awareness of clinic services.

Some targets were not met; for example, child diarrhea cases, child pneumonia cases, and Vitamin A distribution. For CRS, there was slower than expected progress in establishing community health services. Also, since USAID programs also teach families how to treat diarrhea using ORS, some children are being treated at home and thereby are not counted at clinics. DQAs and further consultation with partners on targets will be held in FY08. USAID will have more funding in FY08, and will support the just-launched "roadmap to maternal health" strategy developed by the MOHSW with UN assistance. With greater support to key maternal health interventions, like safe birthing preparations and midwife training, more mothers will have improved birth outcomes. Also, enhanced Mission efforts to engage partners in M&E plans and DQAs planned for December should contribute to more accurate target setting and reporting. Finally, some indicators were dropped because although there are components of nutrition activities in some programs there is no program dedicated to improving nutrition.

Element Indicator Narrative \ 3 Investing in People \ 3.1 Health \ 3.1.7 Family Planning and Reproductive Health

All FP/RH indicators were exceeded by the Liberia program.

Africare surpassed all targets by stepping up their scope of service delivery through increased community deployment of CHWs, training, radio promotion, and person-to-person counseling. Additionally, the unanticipated proliferation of community radio stations helped to greatly increase the coverage of FP/RH messages. However, most FY07 actuals greatly exceeded targets due primarily to the fact that this process is

new to many local NGOs. Partner meetings will help to improve the process and forecast more accurate targets.

USAID funds helped to support the Lofa County Reproductive Health Survey (with CDC) and the LDHS. These surveys provide valuable context and baseline information for the development of transition FP/RH programs as well as determining issues and priorities. Findings show that the TFR has dropped from 6.2 a decade ago to 5.2; however, the CPR (married women) for modern methods is low at 10%. Yet there is high unmet need as two-thirds of married women express a desire for delaying or limiting pregnancy. Because of the successes in the FP/RH program there are plans to expand to new, underserved areas and explore the possibility of social marketing. FY08 targets were revised to reflect this goal, the survey data, and more accurate forecasting processes.

One indicator was dropped because it is not part of USAID/Liberia's programs.

Program Area Performance \ 3 Investing in People \ 3.2 Education

While the Liberian Ministry of Education (MOE) has made tremendous progress in strategic planning and donor coordination, it continues to face challenges in identifying the technical/budgetary resources required to re-build the sector. The current education budget does not align with actual program and infrastructural needs, and as a result, the MOE lacks the ability to address critical infrastructure requirements and provide even basic materials such as teachers' guides, textbooks, desks, chairs, and chalk. It also continues to grapple with a large number of "ghost teachers" and an unregulated payroll which carries serious morale and budgetary implications. Well-trained staff are needed to manage the sector effectively; steps to address this have been hampered by low salaries, poor organizational structures, and limited engagement of policy staff in sector operations.

In response, USAID collaborated with other donors to hire technical consultants to enhance the Ministry's capacity in organizational management, budgeting, and strategic planning. USAID provided technical contributions to the Fast Track Initiative proposal, the process which formulated a comprehensive framework for improving primary education through monitoring and evaluation; collection of baseline educational data; revising budgetary allocations; coordinating donor inputs; and equipping the MOE's Management Information System with hardware and renovated its facilities to assist with completion of the 2006-2007 National School Census.

In terms of service delivery, USAID filled gaps by training 1,463 teachers in accelerated learning approaches, training 444 public school teachers in updated methodologies to earn teaching certificates, and reaching 10,541 students with basic literacy and numeracy skills. All USAID projects have sought to address gender disparities; however, there are huge gaps as male teachers outnumber female teachers 5 to 1, and more young women (290) took advantage of accelerated learning opportunities than men (127).

In the long-term, USAID contributes to increased access to educational opportunities and improved quality of instruction which will address the lack of basic skills within the population due to the disruptions of consecutive school years. While the efforts of USAID have helped the MOE to plan more effectively at the central level, implementation of the national education policy will help the country move more effectively from rebuilding to developing.

Program Element Performance \ 3 Investing in People \ 3.2 Education \ 3.2.1 Basic Education

The Government of Liberia (GOL) demonstrated a strong commitment to developing a comprehensive

education sector policy and plan, with direct assistance from USAID in collaboration with UNICEF and World Bank. In consultation with the donors, USAID provided technical assistance to the Ministry of Education (MOE) for budgeting, program development, and improved organizational structures to bolster the national Primary Education Reform Program. Moreover, USG funds helped enhance access to basic education through service delivery, thus increasing learners enrolled and primary level completion rates.

By providing primary-level education to both children and young adults through the Accelerated Learning Program for Positive Living and Unified Service (ALP PLUS), USAID addressed the educational needs of 10,541 youth and 417 adults who had their education interrupted by the civil war. This figure is slightly below the target as ALP activities began after the start of the school year. Both teachers and administrators were trained in updated ALP techniques for younger (15 – 18 yrs) and older (18 – 35 yrs) learners. Students and instructors benefitted from a large infusion of textbooks and topic handouts, and significantly exceeded targets for the year. All participants learned basic literacy and numeracy skills, while the older group also accessed a new life skills curriculum including components on peace, conflict and good governance. ALP extended beyond schools into local communities through Community Youth Officers, Parent/Teacher Associations (PTAs) and school clusters. In addition, the project successfully opened six Learning Resource Centers in target counties, each one equipped with a management staff that provides local school-based staff access to technical training, computers and other educational materials.

The Liberia Teacher Training Project (LTTP) worked closely with the MOE to re-structure the teacher training system through a broad-based nationwide assessment and capacity building targeted towards national training institutions. LTTP will expand operations into rural areas, and at that time engage with PTAs and other community organizations. Standards for Liberian teachers developed by the project are now with the Ministry awaiting final approval. When approved, these standards will serve as the basis for revising the teacher training curriculum that will be taught through long-term inservice training programs for public school primary teachers.

Element Indicator Narrative \ 3 Investing in People \ 3.2 Education \ 3.2.1 Basic Education

The Education portfolio fell short on the number of primary school learners enrolled as ALP PLUS activities began after the start of the 07/08 school year. ALP PLUS is confident that they will make up those figures in FY08 due to the overwhelming response to the program. Similarly, ALP PLUS fell drastically short on the number of adult learners enrolled, as the ALP Youth component (targeting overaged youth 18 - 35) was only implemented in a pilot phase during this first year, and will be rolled-out more widely in FY08. The numbers of PTAs engaged during the FY07 year was very low as the Liberia Teacher Training Project did not work with these organizations as planned, however they will expand activities into the rural areas and address this indicator directly during FY08.

Program Area Performance \ 3 Investing in People \ 3.3 Social and Economic Services and Protection for Vulnerable Populations

The Liberia Integrated Assistance Program (LIAP) aims to provide social and economic services and protection for vulnerable populations through rehabilitation of basic community infrastructures; preparedness and mitigation activities; and provision of emergency food distributions when emergency food insecurities arise.

In FY07, the LIAP consortium conducted quick assessments in target communities in six counties of Liberia

to identify community infrastructures to be rehabilitated. Other planned activities were not conducted in FY07 and thus targets were not achieved due to delays in the funding cycle and challenges related to the deplorable state of Liberia's roads during the rainy season. During the dry months of FY08, the consortium will begin the FFW supported community infrastructure rehabilitation activities and will work with communities to develop and implement emergency preparedness plans.

Emergency food distributions were not provided as the relatively stable situation in Liberia and neighboring countries did not warrant such distributions.

The LIAP is focused on improving food security, by improving nutrition of community dwellers as well as relevant community structures. This program area is still vital to the GOL due to the high malnutrition rate and the need for improved community infrastructures in rural Liberia, which is the target for this activity.

The LIAP consortium conducted an internal review of the program in FY07, thereby revising the workplan to mitigate the impact of the funding delay.

Program Element Performance \ 3 Investing in People \ 3.3 Social and Economic Services and Protection for Vulnerable Populations \ 3.3.3 Social Assistance

The Social Assistance activities under the Liberia Integrated Assistance Program (LIAP) are focused on enhancing the abilities of vulnerable communities to rehabilitate and maintain essential infrastructure which was damaged or destroyed; working with vulnerable communities to prepare for shocks; and when necessary, providing short-term support to highly vulnerable populations.

In FY07, the LIAP consortium conducted quick assessments in target communities in six counties of Liberia to identify community infrastructures to be rehabilitated. Other planned activities were not conducted in FY07 and thus targets were not achieved due to delays in the funding cycle and challenges related to the deplorable state of Liberia's roads during the rainy season. During the dry months of FY08, the consortium will begin the Food for Work (FFW) supported community infrastructure rehabilitation activities and will work with communities to develop and implement emergency preparedness plans to improve resiliency of their communities.

FY07 funds were primarily provided for the distribution of food rations to over 15,000 food insecure persons through FFW activities. However, emergency food distributions were not provided as the relatively stable situation in Liberia and neighboring countries did not warrant such distributions.

The Liberian Government has been involved in the program as a member of the LIAP steering committee. GOL support and participation in this program has increased due to greater awareness by the Ministries of Agriculture, Commerce, Health, and Public Works of the critical need for rural community infrastructure rehabilitation and increased employment in rural areas, which are key for national development. Women and men are equally considered under this program element. The LIAP consortium conducted an internal review of the program in FY07, revising the workplan to mitigate the impact of the funding delay in FY07.

Element Indicator Narrative \ 3 Investing in People \ 3.3 Social and Economic Services and Protection for Vulnerable Populations \ 3.3.3 Social Assistance

Targets for FY07 were not achieved due to delays in the funding cycle and challenges related to the

deplorable state of Liberia's roads during the rainy season. Funds were obligated late due to the continuing resolution, and distribution commodities arrived late into the rainy season, when FFW activities are difficult to implement. However, the consortium conducted quick assessments in six counties to identify community infrastructures in the target community. To address FY07 shortfalls, during the dry months of FY08, the consortium will begin FFW supported community rehabilitation activities and work with communities to develop and implement emergency preparedness plans. For emergency food distributions, no incidence occurred in target areas warranting food distribution during the period.

Program Area Performance \ 4 Economic Growth \ 4.4 Infrastructure

A fundamental part of Liberia's economic recovery and growth is the rehabilitation and expansion of physical infrastructure and basic public services. Fourteen years of civil war has left roads, ports, and electricity generation and distribution systems woefully unable to meet the demands of a modern economy.

During FY07, USG assistance contributed to substantial progress in capital-intensive and community-managed infrastructure projects within rural and urban Liberia. Through USG assistance, the target for kilometers of transportation infrastructure constructed or repaired was exceeded, losses from Monrovia's electricity grid were reduced by more than 10% (thereby increasing the utility's revenues by \$15,000 a month), total bill collections exceeded \$2 million for the first time, administrative and technical capacity within the Liberia Electricity Corporation (LEC; the national utility) was strengthened, and strategic plans were developed to attract private investment. Targets were not met regarding the construction or rehabilitation of electricity generation capacity, the number of people with increased access, and funds leveraged for energy infrastructure. The primary reason for the shortfalls stems from procurement and procedure delays in the delivery of new generators.

The delivery in FY08 of generators purchased by other donors for the Emergency Power Program (EPP) will address the target shortfall of the number of people with increased energy services. Four donors (Norway, European Commission, World Bank, and the U.S.) signed a Memorandum of Understanding with the Government of Liberia pledging an additional \$25 million for the further electrification of Monrovia as part of EPP. In FY07, the USG leveraged \$15 million of the total \$18 million of public and private money leveraged for energy infrastructure projects. Greater investment in Liberia's infrastructure is needed to lift the country from a recovering to a developing country. USAID, along with other development partners, will continue to seek innovative and effective ways to create public-private partnerships for infrastructure development.

Program Element Performance \ 4 Economic Growth \ 4.4 Infrastructure \ 4.4.1 Modern Energy Services

USG assistance was used in FY07 to increase access to modern energy services by (1) strengthening management capacity of the Liberia Electricity Corporation (LEC) by introducing a computerized metering, billing, and collections system; (2) launching an anti-theft campaign that reduced system loss from the pre-war level of 40% to 10%; and (3) increasing LEC's revenue to \$2 million, which was used to offset operational and maintenance costs of two power stations. These activities resulted in 550 new customers receiving electricity and 105 new streetlights. More streetlights help reduce crime and lengthen the time small businesses can operate. The extension of the power grid to the Paynesville section of Monrovia has resulted in 100,000 people benefitting from increased access to electricity; a significant accomplishment despite being less than the target of 150,000.

The GOL's demonstrated its commitment to energy services by co-sponsoring a Stakeholders Workshop with USAID. Workshop recommendations were used in the National Energy White Paper which defines the GOL's policy and goals. In addition, the GOL, through the Ministry of Lands, Mines and Energy, is chair of the Emergency Power Program (EPP) Steering Committee which serves to coordinate donor assistance in the energy sector.

Gender was addressed through training provided to the LEC personnel in the re-commercialization of the metering, billing, and collections (MBC) which is headed by a woman. Although the target specified for women was 15, only 7 received training as this was the number of women available. The LEC will have to make a concerted effort to hire and train more women.

Some targets under this element were not achieved, and shortfalls are attributed to procurement and procedure delays between the GOL and donors that slowed the delivery of additional generators to Monrovia. Originally scheduled to be operational by July 2007, these generators will not be operational until May of 2008, at which time 50,000 new customers will be served. Equipment delivery delays have slowed the start of urban and rural pilots. Delays were due to a global shortage of equipment and the low priority and shipping difficulties of doing business in Liberia.

Program Element Performance \ 4 Economic Growth \ 4.4 Infrastructure \ 4.4.3 Transport Services

Dilapidated infrastructure, due to 14 years of conflict and mismanagement, makes it extremely difficult for farmers and other businesses to access markets. This situation impedes provision of effective policy, delivery of basic social services, and economic and social development. By financing and rehabilitating physical transport infrastructure (roads, bridges), the USG facilitates the growth of other sectors, including agriculture, health, education, and security. In FY07, 280 km of roads were constructed, exceeding the performance target for 'kilometers of transport infrastructure constructed or repaired.' In addition, the use of Liberian engineers and construction firms served to strengthen local technical capacity. The Government of Liberia's Ministry of Public Works has proved to be a dependable and earnest partner as evidenced by the responsible use of heavy equipment provided by the USG for road rehabilitation and maintenance.

Upgrading road networks has a direct benefit for farmers and business owners by improving market access. This is significant considering that agriculture is the source of livelihood for 70% of the population. Women, whose income is usually derived from farming and informal trading, are major beneficiaries of the US government's assistance in this sector. Female professionals have also been employed as sub-contractors and there is a concerted effort to employ and train more women.

Element Indicator Narrative \ 4 Economic Growth \ 4.4 Infrastructure \ 4.4.1 Modern Energy Services

Procurement and procedure delays between the Government of Liberia and the Ministry of Foreign Affairs, Norway, have delayed the delivery of new generators to Liberia. Therefore, the power expansions in Congotown (+25,000) and Krutown (+25,000), originally scheduled for 4th Quarter FY07, will be delayed until 2nd Quarter FY08. Since the Paynesville (+100,000) generators were already in-country from EPP1, the Paynesville leopard spot has been completed, energized, and was dedicated by the President on September 26th, 2007. This accounts for the FY07 Actual accomplishment. A key part of EPP is installing new generators in neighborhood grids, dubbed "Leopard Spots". In FY07 the additions planned were another approximately 1 MW in Krutown, somewhat less than a MW in Congotown, and .6 MW in

Paynesville. For the reasons explained above, only the Paynesville generators were initiated. The Paynesville generators (2) total .6 MW. International procurement lead times for equipment critical for both types of pilot projects – pre-paid meters and solar panels in particular – have lengthened considerably, for two reasons. First, the global electricity market is booming, and most manufacturers have considerable backlog. Second, an order from Liberia is low priority because of shipping and support difficulties, security perceptions, and the small size of initial orders. The indicator \"number of people receiving USG supported training in energy related policy and regulatory practices\" is not meaningful to current activities and should be dropped from future reports.

Element Indicator Narrative \ 4 Economic Growth \ 4.4 Infrastructure \ 4.4.3 Transport Services

Infrastructure activities in FY 07 included completing 3 miles of roads in urban Monrovia that were started in FY 2006, completing 20 miles of the Ganta to Sanniquielle Highway road rehabilitation (cross drainage/bridge repairs), and ongoing work along 150 miles of the Buchanan to Greenville highway.

Program Area Performance \ 4 Economic Growth \ 4.5 Agriculture

USAID/Liberia's agriculture program seeks to expand sustainable rural opportunities for rural sector growth. It aims to increase agricultural productivity, improve the enabling environment for sustainable economic growth, and increase food security.

Activities under the Agricultural Enabling Environment element were not implemented due to delays in procurement; consequently, FY07 targets were not met. However, progress was made in terms of preparatory activities. For example, as a first step towards the development of the agricultural sector policy, the GOL conducted a comprehensive assessment of the sector with the support of development partners (FAO, World Bank, IFAD, USAID, etc.) in 2006 and 2007. The assessment identified strengths, weaknesses, opportunities, and threats to the sector and provided recommendations, including the establishment of a comprehensive agricultural policy with an accompanying investment strategy and action plan. Moreover, with support from the FAO, the GOL also produced a "Policy Intent Statement" with its Action Plan for 2006 – 2007. An interim poverty reduction strategy (iPRS) was also developed. These studies have better positioned USAID to provide technical support to the MOA in FY08.

Under the Agricultural Sector Productivity element, USAID provided training for farmers and community-based organizations in topics associated with specific crop husbandry to address the low level of technical and administrative skills and improve program quality. This assistance affected more than 16,500 rural households, exceeding the target of 16,169. Over the longer term, this assistance supports a return to normalcy and national development after years of instability.

Challenges, including the unreliability of infrastructure (such as road and transport) and the lack of utility services (such as electricity) continue to pose severe obstacles to sector investment. Electricity generation, for example, is inadequate to meet domestic needs. This places potential investments in agro-processing at a considerable disadvantage. The poor road conditions, with their associated high transportation costs, severely restrict producers' access to markets, particularly during the 6 month rainy season. The USG development strategy recognizes that agriculture and agribusiness are essential to Liberia's progress from a rebuilding to a developing country.

Program Element Performance \ 4 Economic Growth \ 4.5 Agriculture \ 4.5.1 Agricultural Enabling

Environment

This program element involves USAID's technical assistance to the Ministry of Agriculture (MOA) for policy and regulatory reforms and strengthening the institutional and human resource capacity of the MOA.

During FY07, procurement of the implementation mechanism for the technical assistance was in process, but not finalized. Consequently, no achievements can be reported; however, performance targets for FY08 have been reassessed and deemed to be achievable.

As a first step towards the development of the sector policy, a comprehensive assessment of the agriculture sector was carried out by the Government of Liberia (GOL) with the support of Development Partners (FAO, World Bank, IFAD) in 2006. The assessment identified strengths, weaknesses, opportunities, and threats to the sector, and provided recommendations on the way forward. The sector assessment proposed as a priority action the establishment of a comprehensive agricultural policy with an accompanying investment strategy and action plan. These findings and recommendations were validated in a series of national stakeholder workshops in 2007.

The GOL considers the development of a comprehensive policy as critical to overall sector development and has been very committed towards the process. With both financial and technical support from the FAO, the GOL has produced a "Policy Intent Statement" with its Action Plan for 2006 – 2007. An interim poverty reduction strategy (iPRS) has also been developed. These efforts by the GOL, along with the findings from the assessment, have better positioned USAID to provide technical support to the MOA in FY08. USAID has concluded procurement to contract the services of Agricultural Sector Policy Expert, Capacity Analysis Expert, and a Change and Resources Analysis Management Expert to work with the MOA in FY08.

Gender issues are addressed by creating an enabling environment that will ensure increased production of food and cash crops as well as food security. It will also encourage competition and ensure private sector investments in the sector.

The policy reforms enacted by this technical assistance will provide the basis for the revitalization of the agricultural sector for the next five years and beyond.

Program Element Performance \ 4 Economic Growth \ 4.5 Agriculture \ 4.5.2 Agricultural Sector Productivity

The Sustainable Tree Crops Program (STCP), Liberia Integrated Assistance Program (LIAP) and the Community Forestry Technical Assistance for Liberia (COFTAL) are the activities implemented under this program element, whose objective is to improve the enabling environment for sustainable economic growth and food security.

FY07 targets for most indicators were not met due to procurement delays for COFTAL activities. The Mission has concluded procurement to ensure program implementation in FY08. Despite these shortfalls, the program element exceeded its targets for "the number of rural households impacted by the USG's supported productivity interventions through the provision of technical assistance to and training of beneficiaries." USG assistance, through STCP and other programs, provided technical assistance and training to more than 16,500 rural households, exceeding the target of 16,169; this is also significantly higher than the FY06 result of 349 rural households. The increase is critical to revitalizing the agricultural

sector to create an enabling policy environment that would accelerate broad based rural economic growth and development. The program element also met its target for the number of vulnerable households benefitting from USG assistance. Through LIAP, 9,875 targeted households received agricultural inputs, exceeding the target of 9,835 households. Of the total of 9,875 households served, 49% were female-headed households.

The Government of Liberia (GOL) has been very supportive in the development of the sector. The Government has, with support from its development partners, including USAID, FAO, EU, and the World Bank, conducted a national agricultural sector assessment with strategic orientations towards developing agriculture policy options and an investment framework. The MOA in partnership with IITA and the University of Tennessee conducted Phase - II of a marketing survey.

Funding was provided to the USAID/EGAT bureau to manage STCP. STCP provides technical assistance to both male and female tree crops producers, although culturally, tree crops husbandry is male dominated. The training provided covered entrepreneurship and business skills, including management, and enables beneficiaries to apply the knowledge to other business ventures. The program mobilizes the local community and helps to build capacity of local organizations in natural resources management and biodiversity.

Element Indicator Narrative \ 4 Economic Growth \ 4.5 Agriculture \ 4.5.1 Agricultural Enabling Environment

Through this program element, USAID works with and supports the Ministry of Agriculture (MOA) to undertake policy/regulatory reforms and strengthen the institutional and human resources capacity of the MOA. In FY 07, program activities were not implemented and therefore, targets were not met. The Ministry of Agriculture (MOA) and its development partners, including USAID, Food and Agriculture Organization of the United Nations (FAO), World Bank and European Union (EU), conducted a comprehensive sector assessment in FY 06 with a view to inform the development of a policy framework and strategy, given the lack of reliable data in the sector. The sector assessment was followed by a series of national stakeholders' workshops in FY 07. These findings have better positioned USAID to provide technical support to the MOA in FY 08 and targets set for indicators will be reported on in subsequent OP.

Element Indicator Narrative \ 4 Economic Growth \ 4.5 Agriculture \ 4.5.2 Agricultural Sector Productivity

The Sustainable Tree Crops Program (STCP), Liberia Integrated Assistance Program (LIAP) and Community Forestry Technical Assistance for Liberia (COFTAL), are the activities implemented in this program element. In general, FY07 targets were not met. Due to delays in procurement, COFTAL activities were not implemented during the reporting period. The indicators on the \"number of new technologies or management practices under research\" and \"number of new technologies or management practices made available for transfer\" were the only indicators that met targets. For example, with USG support, 43 new technologies, including agro-ecosystem analysis, crop husbandry, shade management, etc., were under research against a target of 20. Forty or 93% of these technologies were made available for transfer to farmers. One of the important challenges in the sector is the low level of improved technologies which negatively affect program quality. In FY08, follow on actions will be made to collect data on impacts created on the recipients resulting from these technologies. LIAP provided agricultural inputs to 9,875 recent returnee households, exceeding the initial target of 9,835 households. Of the total of 9,875 household

served, 49% or 4,871 were female headed households.

Program Area Performance \ 4 Economic Growth \ 4.6 Private Sector Competitiveness

Private sector competitiveness plays a central role in sustaining economic growth. A workforce lacking requisite skills negatively affects productivity levels and employment options. A skilled, versatile workforce serves as a foundation for accelerated and sustained growth. USAID activities in Liberia address workforce skill development through the provision of vocational and technical training. In FY07, USAID's workforce program shifted from an emphasis on the employment of demobilized ex-combatants to smaller work force development activities such as rubber plantation rehabilitation and trade skills such as masonry. The target of 4,500 persons participating in work force development program was nearly reached, with a shortfall of only 345, due to the untimely start date of Liberia Community Infrastructure Program, Phase II (LCIP II) during the middle of the rainy-season, which hampered activities.

The long term impact of the US government's assistance is to help prepare Liberians for the jobs essential for economic recovery. As industries grow and new investments are made in the private sector, the workforce must also adapt to the diverse challenges of a modern economy. USAID workforce programs play a crucial role in supporting this transition.

The quality of Liberia's workforce and physical infrastructure are two major obstacles toward it moving up the continuum from rebuilding to developing country. As with the other Economic Growth Program Areas, enabling policies must be established to foster greater private investment and public-private partnerships.

Program Element Performance \ 4 Economic Growth \ 4.6 Private Sector Competitiveness \ 4.6.3 Workforce Development

Liberia has an estimated population of 3.5 million, with only 15% of the workforce employed in the formal sector. Approximately 45% of the population is below the age of 18 years and formed a major component of the fighting forces during the 14 year civil war. The continuation of Liberia's fragile peace is linked to provision of employable skills and job opportunities for Liberians, especially youth. In FY07, the USG provided workforce development to 4,500 Liberians through LCIP II; activities were focused on rubber rehabilitation, rehabilitation of artisan programs, and national infrastructure projects. Performance targets were slightly off for the number of participants in workforce development programs due to the late start of the program in the middle of the rainy season and the shortfall of women's participation in meeting the target.

A concerted effort is made to ensure workforce development training addresses the skills demanded by the market, and that women are afforded training and employment opportunities equal to men.

Element Indicator Narrative \ 4 Economic Growth \ 4.6 Private Sector Competitiveness \ 4.6.3 Workforce Development

FY07 data includes both training and workforce development participants, shows that targets were slightly underachieved, largely due to the fact that from September 2006 to April 2007, only LCIP (task order #3) was operating and supporting few high-volume workforce development programs and was focused instead on smaller workforce development activities such as rubber rehabilitation, Rehabilitation of Artisans Program (RAP), and national infrastructure projects. LCIP II was awarded in April, work plan approved in

May, and implementation began in July, which is in the middle of the heavy rainy-season, when infrastructure activities are reduced dramatically. Approximately 60% of Rehabilitation of Artisans apprentices “still exist” within their trade areas; this is defined as gainfully employed within their trade area. The apprentices sometimes find employment with their original business owners, start their own business, or find employment with another tradesperson/business operation. This is estimated for 2007, but an official study of their retention has not been completed. LCIP II grant design will include a requirement to track recent graduates.

Program Area Performance \ 4 Economic Growth \ 4.7 Economic Opportunity

Liberia’s ability to reduce poverty depends upon an expansion of economic opportunities, especially among youth and women. The high rate of unemployment and underemployment fosters discontentment, which could help push the country’s progress backward to lawlessness and conflict.

Mainstreaming micro and small businesses into the broader formal economy will be a challenge in Liberia for several reasons including the lack of access to financial and business development services. Furthermore, resolving the conflict between customary and titled holdings is also a major obstacle toward making progress in land reform.

In FY07, USAID completed activity designs and initiated the procurement of services for new projects that will provide technical and financial support so that the poor can generate income by participating in micro and small scale enterprises. Assistance will also be provided to support economic law and property rights reforms that hinder private sector investment.

Liberia’s strides toward developing country status could be reversed if broad based economic development is not achieved.

Program Element Performance \ 4 Economic Growth \ 4.7 Economic Opportunity \ 4.7.3 Strengthen Microenterprise Productivity

As reflected in the Government of Liberia’s interim Poverty Reduction Strategy (iPRS), the promotion of small scale enterprises features prominently in broad based economic growth. USG assistance will build upon this policy framework by helping to eliminate barriers to the growth of private enterprise.

USG assistance will be used to identify value chains in sub-sectors such as forestry and fisheries in which micro and small enterprises are active. In FY07, the implementing mechanism for the project was not finalized, but additional synergies with other program areas (e.g. infrastructure) and program objectives (e.g. investing in people) were identified.

The project will also aim for gender balance through targeted outreach to female entrepreneurs. The program element’s two sub-elements (business development services and value chains for micro and small business development) are complementary since the market is analyzed and then targeted business services are offered based on market demand.

Program Element Performance \ 4 Economic Growth \ 4.7 Economic Opportunity \ 4.7.4 Inclusive Economic Law and Property Rights

A crucial enabling condition for sustained economic growth in Liberia is a transparent and functioning system for land and property rights. USG assistance will contribute by informing policy discussions and developing methodologies to clarify land ownership and use rights. These activities will also target rights and opportunities for women.

USG assistance will be used to analyze current conditions concerning ownership and access rights with respect to land and property rights in order to inform on-going national-level policy discussions. It will also help to develop systems to establish clear ownership and use rights, as well as create innovative approaches for dispute resolution that can avoid taxing an already overwhelmed judicial system. In FY07, an implementing mechanism for these activities was identified, but since important linkages were identified to a planned land rights and community forestry program that will begin in early FY08 under the Natural Resources and Biodiversity Program Element, the program was redesigned to combine both activities.

Element Indicator Narrative \ 4 Economic Growth \ 4.7 Economic Opportunity \ 4.7.3 Strengthen Microenterprise Productivity

The design of the micro enterprise project was completed in FY 07, but procurement of the implementation mechanism was not finalized. With the arrival of the Economic Growth Team Leader in late FY 07, the procurement will proceed and effort made to intergrate micro enterprise support with on-going projects in natural resource management, agriculture and infrastructure development.

Element Indicator Narrative \ 4 Economic Growth \ 4.7 Economic Opportunity \ 4.7.4 Inclusive Economic Law and Property Rights

The program that was supposed to meet these targets, which was called the Liberia Land Tenure Initiative (LLTI) in the FY07 OP, did not begin in FY 2007 as originally planned so there are no results to report from this activity. In addition, the LLTI was merged with the Community Forestry Technical Assistance for Liberia (COFTAL) Program to form an overall Land Rights and Community Forestry Program (LRCFP), which will begin in FY08. FY08 targets were revised as a result of this change in the program.

Program Area Performance \ 4 Economic Growth \ 4.8 Environment

Prior to USG involvement in forest sector reform in Liberia, only 14% of officially reported forestry sector revenue was billed, received, and accounted for by the Ministry of Finance and then allocated for official government purposes. Access to and management of natural resources in all extractive sectors had been restricted through unclear contract award procedures. Therefore, the main objective of the Environment Program Area was to develop sustainable natural resource management systems that provide both economic benefits and important ecosystem services to protect environmental quality and ensure biodiversity conservation. Government agencies working with these programs have demonstrated a commitment to laying the foundation for economic development, increased job opportunities, and sustainable natural resource use in post-conflict Liberia.

In FY07, USAID supported a new legal framework for sustainable and transparent natural resources management. Key elements of the framework are a series of requirements for transparency and accountability that mark a departure from the inefficient and ineffective procedures of the past and include the introduction of computerized accounting systems, competitive contract award procedures, new legislation to ensure access to natural resources for local populations, improved distribution of financial

benefits from industrial logging to local populations, and training to public and private sector partners to help them better enforce the new legal framework. USG support over the past year has contributed to the training of 461 Liberian natural resources managers who now serve as a cadre of trained individuals who are better able to develop solutions to the challenges facing the nation.

In FY07, the Program Element activities contributed to progress in the Program Area by establishing a baseline legal framework for sustainable natural resources management and subsequently providing training and resources to build upon it. Activities implemented in the Environment Program Area have supported democracy and good governance through assistance to the Forestry Development Authority, a State Owned Enterprise. The program demonstrated tremendous gains in transparency and accountability which have directly resulted in the transparent collection of over \$1 million in fees from local timber production, which represents a 350% increase over revenue collection reported in the previous year.

Program Element Performance \ 4 Economic Growth \ 4.8 Environment \ 4.8.1 Natural Resources and Biodiversity

USG activities conducted under this element focused on natural resource management and biodiversity conservation through institutional reform and capacity building. Activities achieved some remarkable successes in FY07 and contributed to increasing the transparent and legitimate use, ownership, access and commercialization on natural resources in Liberia and to returning greater benefits to the population through enterprise development and ecosystem conservation. Significant resources for this element were provided through field support to the USAID/EGAT Bureau and an inter-agency agreement between USAID and the USDA Forest Service.

Important progress has been made in capacity development as the program provided training to over 460 people against a target of 402. These included individuals from government, the logging industry, civil society organizations and community development committees with an interest in improved forest resource management. Training included low impact logging practices, logging contract administration, improved computerized accounting systems, rural sustainable livelihood development, law enforcement, and support to the new forestry legal framework. The number of trained females (93) is lower than expected (100) because the number of females relative to males working in the natural resources management field is very low.

The FY07 target for the number of policies and laws made was achieved. USG support assisted the GOL in passing the New Forestry Reform Law in October 2006. Continued support to the FDA was instrumental in developing ten regulations and Code of Forest Harvesting Practices that form the framework for sustainable and transparent forest resource and revenue management. The USG supported the GOL to design, advertise, and tender a contract to manage the movement of all commercial timber products. The system will ensure that forest sector revenues are appropriately accounted for and deposited in the Central Bank of Liberia before wood products are allowed to be exported. The contract will be signed and implemented in FY08.

One indicator not met regards the number of hectares under improved natural resource management. The shortfall can be attributed to the inability of the GOL to meet its deadlines on awarding new forest logging contracts and the fact that the new community forestry program did not begin as planned. For FY08, the target for this indicator will be reduced to 600,000 hectares.

Element Indicator Narrative \ 4 Economic Growth \ 4.8 Environment \ 4.8.1 Natural Resources and

Biodiversity

461 persons received training, including government, logging industry and civil society natural resources managers, and community development committees; the FY07 target was 402. Training topics included low impact logging practices, logging contract administration, improved computerized accounting systems, law enforcement and sustainable rural livelihood development. The number of trained females was not met due to the small proportion of females working in the NRM field. The GOL has demonstrated a desire to learn and improve NRM.

USG funds were used to successfully develop and support the implementation of a new natural resources legal framework consisting of one new forestry law, ten core regulations written and approved, and codes of harvesting practices and forest management planning.

Collaboration between the GEMAP and LFI programs has successfully created an accounting system that captures and transparently accounts for all of the money entering the national budget.

The target for the number of hectares under improved NRM was not met due to GOL's inability to award new forest contracts and delay in start of the new community forestry program.

In FY08, the program will continue to provide training in law enforcement and legal framework after logging contracts are awarded. USG funds will be used to continue support for additional regulations dealing with wildlife management, community forestry and commercial timber and non-timber products management.

Key Issue Performance \ Reducing gender based violence and exploitation

In FY07, the USG strived to reduce gender based violence (GBV) and exploitation in Liberia by providing legal support to victims of crime; training police officers and prosecutors on domestic violence and gender issues; and supporting two health surveys which contributed to improved understanding of GBV issues in Liberia.

With USG assistance, the American Bar Association established a support center for victims of crime, particularly of GBV. Funding was provided to train justice sector personnel on GBV. In addition, private lawyers received support to handle GBV cases in the legal system.

The UN CIVPOL team, especially the Gender officer, has participated in all UNMIL gender programs, and has organized and led many of them. These gender programs include a National Sexual Exploitation and Abuse Campaign; gender issues training for all UN CIVPOL and LNP; training Liberian prosecutors on domestic violence; establishing a Women and Children's Protection Section in every LNP Depot; and developing a Gender-based National Plan with the Ministry of Gender and Development's Gender-Based Task Force.

In FY07, the USG and UN partners sponsored the Liberia Demographic Health Survey (LDHS) and the Lofa County Reproductive Health survey, which addressed GBV issues in Liberia. Some 70% of women experienced physical or sexual violence during the most recent conflict 1999-2003, and within the past 12 months, 2% (sexual) to 5% (physical) of adult women respondents experienced violence.

Key Issue Performance \ Local Organization Capacity Development

Liberia is emerging from 14 years of conflict which destroyed the country's social, political, and economic structures and resulted in the inability of the government to provide basic services. The USG has worked to strengthen the capacity of local partners, governments, and businesses to enable them to become self-sustaining and independent of foreign assistance.

USG programs have provided technical and financial support to the poor to promote the growth of micro and small scale enterprises, particularly in sectors such as forestry and fisheries. Income generating activities enable individuals and communities to become less reliant on foreign aid as well as promote food security and microenterprise.

USG assistance has improved organizational capacity with the national law school, the National Bar Association, and other legal aid groups in efforts to expand access to justice, improve the Liberian justice system, and reduce reliance on external assistance.

USG programs expanded public sector infrastructure and service delivery needs at the community level through Learning Resource Centers. These centers serve as a resource for local school administrators and teachers and provide community members with training, equipment, and materials.

The USG supported trainings for all participants in the forestry sector reforms; strengthening the abilities of all players to operate under the new reforms equally enables the ground rules for operation and oversight to be administered fa

Key Issue Performance \ Anti-Corruption

USG efforts to tackle corruption in the justice sector included mentoring of key justice officials, training personnel in basic administration and planning; creating more efficient prosecution and court management systems, piloting a public defender office, facilitating improved police and prosecutor capacity to deal with government corruption and training of prosecutors. Complementary USG assistance focused on broadening access to justice both through formal institutions and via informal community based mechanisms, thus facilitating transparency in the justice sector and a less conducive environment for corruption.

Under GEMAP, the USG conducted extensive anti-corruption training for government officials and helped establish several anti-corruption measures. These efforts have contributed to increased government revenues, more transparent budgeting and budget tracking, improved processes for transparency in the management of extractive resources, and better public financial management.

USG assistance also resulted in a new transparent legal framework and accounting system in the forestry sector, in which historically, only 14% of officially reported forestry sector revenue was accounted for by the Liberian government. Key transparency controls were instituted that facilitated FDA collecting nearly \$1 million more in revenue from local timber production after one year; nearly a 350% increase in revenue capture.

Key Issue Performance \ Microenterprise

The USG has initiated programs to expand economic opportunities in Liberia by providing technical and

financial support to enable the poor to participate in micro and small scale enterprises, particularly in sub-sectors such as forestry and fisheries in which micro and small scale enterprises are active. In FY07, USAID completed activity designs and initiated the procurement of services for these new projects. The USG assistance will focus on a market-driven approach to value chain development; activities will include developing a network of microenterprises, as well as providing training for microenterprises to access market information and financial services and to develop partnerships with small and medium scale firms.

Key Issue Performance \ Trade Capacity Building

Reforms in the commercial logging sector will reinvigorate the timber industry in Liberia in a way that leads to more transparent and sustainable growth in revenues from this sector and concomitantly to attract international companies with a positive track record in sustainable forest management. USG resources have been used to support the establishment of a solid foundation for investment in the sector by restoring the rule of law and creating a transparent commercial logging management framework. In FY07, USG support assisted the GOL in passing the New Forestry Reform Law in October 2006. Continued support to the Forestry Development Authority (FDA) was instrumental in developing ten regulations and Code of Forest Harvesting Practices that form the framework for sustainable and transparent forest resource and revenue management. USG support assisted the GOL to design, advertise and tender a contract to manage the movement of all commercial timber products. The system will ensure that forest sector revenues are appropriately accounted for and deposited in the Central Bank of Liberia before wood products are allowed to be exported. The contract will be signed and implemented in FY08.

Key Issue Performance \ Clean Energy

Under the Liberia Energy Assistance Program, in FY07, 22 rural sites were identified in six locations around Liberia for clean energy pilot projects. In these pilot projects, photovoltaic (PV) systems will be installed at clinics, schools, and centrally-located businesses, and will bring electricity for the first time to centers and surrounding neighborhoods.

Equipment meant for the clean energy pilot projects had not arrived before the end of FY07. USAID's order for photovoltaics (PV), although competitively priced, could not be met due to the high demand worldwide for such products. International suppliers do not put a high priority on orders from Liberia, which is seen as a small and risky market. The equipment will finally be delivered during the first quarter of FY08. Equipment installation and electricity generation should be achieved by the second quarter of FY08.

Key Issue Performance \ Global Climate Change

The USG's assistance efforts to improve forest management in Liberia are aimed at sustainable forest management for two primary purposes: 1) to secure a sustainable flow of natural resources and economic benefits from forests, and 2) to increase carbon sequestration for reducing atmospheric carbon dioxide levels in order to help mitigate the effects of global climate change.

In FY07, with USG support, the Liberia Forest Initiative (LFI) and Civilian Conservation Corps (CCC) worked with other partners in Liberia to define a new proposed protected area network that will increase the amount of forest area in Liberia from approximately 250,000 hectares to over 1,000,000 hectares. The new proposed protected area network was developed to sustain a representative cross section of forest habitat in Liberia and to reduce carbon emissions. Furthermore, through support from USG funds, Liberian

Government representatives will attend this year's U.N. Framework Convention on Climate Change conference in Bali, Indonesia. In addition, Conservation International, funded through the USG, is leading research and development into the new field of carbon offsets, commonly termed Avoided Deforestation or REDD (Reduced Emissions from Deforestation and Degradation).

Key Issue Performance \ Applied Research

The Liberia Forest Initiative is supporting the Forestry Development Authority to improve its applied research capacity to better manage forest resources for maximum economic, social and ecological benefit. In FY07, USG support helped the FDA develop a process of forest land use planning that first uses analysis of satellite images to determine forest quality, density, slope, road and river networks, etc. The information, coupled with basic biological and socio-economic information such as population and areas of important biodiversity, allows scientists to determine through social value assignments the relative priority use of forest areas. This process is used to reduce potential conflicts over forest management in populated areas where a multitude of ecological services are required from the forest landscape. Further, after the completion of this desk study, before forest land use decisions are implemented, the Forestry Development Authority completed a ground truthing process that was jointly developed with USG resources and technical expertise. This ground-truthing ensures that local communities confirm the desired land use decisions and will support their implementation.

Key Issue Performance \ Community Mobilization/Participation

USG energy activities in FY07 resulted in two achievements under this key issue. The first was the establishment of neighborhood groups to facilitate and monitor electricity to the urban poor in the two urban pilots sites, and the second is the establishment of prototype Rural Electricity Service Companies (RESCO) to facilitate and service renewable electricity services in rural areas.

The Civilian Conservation Corps (CCC) and Liberia Forest Initiative (LFI) programs utilized community mobilization and participation in natural resources planning and management. The CCC, working around Sapo National Park embarked on a program to mobilize the populations of six communities in Community Development Committees. Through these committees, communities are educated on conservation issues and have the opportunity to invest in alternative livelihoods that reduce impacts on wild animal populations and forest resources. Under the Liberia Forest Initiative communities were consulted as the primary land manager in the region, thereby assisting the development of land management decision procedures.

Community support plays a significant role in USAID's Accelerated Learning Program PLUS (ALP). During the past year, 89% of participating schools had an established Parent Teacher Association and the initial round of PTA trainings were conducted by ALP Community Youth Officers with assistance from Community Coordinators based in each of six Learning Resource Centers.

Key Issue Performance \ Civil Society

USG supported training and community peacebuilding programs for civil society organizations resulted in increased local level community activism that will contribute to consolidating democratic gains. USG assistance also involved enhancing the capacity of civil society organizations to expand access to the justice system. Accordingly, support for witness assistance centers was provided. Mediators were trained in alternative dispute resolutions, thereby reducing the caseload burden on the courts. Other civil society

organizations conducted public legal education in efforts to improve understanding of human rights and the justice sector.

In FY07, the Liberia Forest Initiative (LFI) worked toward establishing a legal framework for sustainable commercial and community managed forests. In FY07, USG support assisted the GOL in passing the New Forestry Reform Law of 2006. The work of the LFI focused on improving the capacity of Liberian civil society organizations to monitor and hold the GOL accountable for improved forest management practices while also increasing the involvement and empowerment of community and county level stakeholders in the process of determining natural resource utilization priorities.

USG programs in FY 2008 will aim to increase the effectiveness of civil society's role in sustaining Liberia's democratic transition, advocating development priorities and creating demand for basic services.

Key Issue Performance \ Increasing gender equity

Gender inequities were address by USAID's education programs by targeting, training and enrolling equal numbers of males and females for Accelerated Learning Program and Liberia Teacher Training Project activities. Project data demonstrated that school administrators, officials and teachers who participated in USG-funded trainings were overwhelmingly male. Enrolled students were much closer in terms of gender equity. Both projects performed additional recruiting for female master trainers, instructors and teachers but fell short of targets because there are so few female teachers within the Liberian public education system. The Ambassador's Girls Scholarship Program granted over 1,000 girls with uniforms, shoes, and other materials to support regular attendance in primary school.

The Liberia Forest Initiative and Civilian Conservation Corp (CCC) recognize the value of gender balance in decision making for natural resources management (NRM). The programs are working toward improving gender equity in support interventions to communities, research actions, and training for natural resource managers. USG resources trained 460 individuals in FY07, including 93 women. While working in research and ground truthing exercises in local communities, field teams selected female based focus groups to develop a more inclusive perspective on NRM. The CCC is working to develop specific female led community stakeholder groups to manage development projects around Sapo National Park.

Key Issue Performance \ Food Security

The Liberia Integrated Assistance Program (LIAP) is a three-year program, which aims to reduce food insecurity of rural households in six counties of Liberia by September 2009, through achieving the following objectives:

- 1.) Enhancing household livelihoods,
- 2.) Increasing community resilience to hazards and shocks, and
- 3.) Improving health and nutrition.

The consortium provided agricultural inputs to 9,875 farmers which included seeds and tools as well as two rounds of seed protection rations. The consortium agencies prioritized the agriculture activities in order to enable farmers to utilize the 2007 planting season, which in most parts of Liberia ends in May. The inputs provided enabled farmers to plant their fields and the food ration prevented them from eating the seeds during the hunger season.

Key Issue Performance \ Biodiversity

Liberia contains over 43% of the remaining biodiversity habitat of the Upper Guinea forest region of West Africa. The majority of key biological species are located within this forest area. The Liberia Forest Initiative (LFI) and the Conservation International Civilian Conservation Corps (CCC) programs, funded by the USG, have both effectively contributed to conservation of biodiversity and enhancing biodiversity habitat for future generations.

In FY07, the Liberia Forest Initiative worked toward establishing a legal framework for sustainable commercial and community managed forests. Requirements for eventual sustainable forest management were legislated in the New Forestry Reform Law of 2006 and require all forest managers to certify sustainability. The definition of sustainability requires that areas be set aside for biodiversity, conservation corridors for animal migration and that bushmeat hunting be controlled in any contract areas.

The LFI and CCC worked together to define a new proposed protected areas network that will increase protected species habitat areas in Liberia from approximately 250,000 ha. to over 1,000,000 ha. All of these areas will contribute to the long-term preservation of a representative sample of Liberian and West African biodiversity.

Key Issue Performance \ Africa Education Initiative (AEI)

Liberia's current student to textbook ratio stands at approximately 27:1. Most students do not have access to any learning materials and teachers are also limited by lack of teacher's guides. USAID's Accelerated Learning Program PLUS (ALP) provided a significant amount of textbooks and materials during the past year, and was successful in providing 35,050 supplementary textbooks procured from MacMillian publishers along with 4,692 texts from a local NGO -- all for distribution at local schools. Plans are also underway to issue additional textbooks, reference books and reading materials to each Learning Resource Centers in each county.

1 Peace & Security - Liberia

1.3 Stabilization Operations and Security Sector Reform1.3.1 Operations Support

Number of US personnel deployed as advisors to host nation security forces for the purpose of

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
10	10	14	10	15

629

1.3.1 Operations Support narrative (no more than 1500 characters)

chars

The CIVPOL Program achieved its goal of fielding 10 advisors to join the total UNPOL contingent of 592 advisors representing 39 countries.

The Liberian Special Security Service (SSS) Advisor Program was moved to this element from 1.3.7 as it more appropriately fits under 1.3.1. Under the SSS program, a five-member Security Advisory Team was assigned to work with the Liberian SSS Presidential Protective Detail. During the time that the SSS Advisor Program was in place in FY07, the five Advisors were chronically short one position for all but two weeks. The SSS program aims to fill all five advisor positions in FY08.

1.3 Stabilization Operations and Security Sector Reform1.3.6 Defense, Military, and Border Restructuring, Reform and

Number of host country military personnel trained to maintain territorial integrity

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
105	289	675	761	1,550

348
chars

1.3.6 Defense, Military, and Border Restructuring, Reform and Operations narrative (no more than 1500 characters)

The number of host country military personnel trained to maintain territorial integrity (675) greatly exceeded the target of 289. This is entirely attributable to the modification of the statement of work that increased the size of basic training classes from 200 to 500 and added the task of recruiting and training a military band (40 members).

1.3 Stabilization Operations and Security Sector Reform\1.3.7 Law Enforcement Restructuring, Reform and Operations

Number of law enforcement officers trained with USG assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	350		350		-	300		300		-	50		50	

1.3 Stabilization Operations and Security Sector Reform\1.3.7 Law Enforcement Restructuring, Reform and Operations

Number of programs conducted to enhance police management with USG assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	1		1	

133
chars

1.3.7 Law Enforcement Restructuring, Reform and Operations narrative (no more than 1500 characters)

The SSS program is being moved to element 1.3.1 where it more appropriately fits and these indicators under 1.3.7 are being deleted.

2 Governing Justly & Democratically - Liberia

2.1 Rule of Law and Human Rights\2.1.3 Justice System

Number of Courts Operating in Areas of Low Income Populations with USG Assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	2		4	2

2.1 Rule of Law and Human Rights\2.1.3 Justice System

Number of Justice Sector Personnel that Received USG Training

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
100	180	199	260	400	13	150	10	150	140	80	145	162	210	260

2.1 Rule of Law and Human Rights\2.1.3 Justice System

Number of Legal Aid Groups and Law Clinics Assisted by USG

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
1	6	8	6	6

2.1 Rule of Law and Human Rights\2.1.3 Justice System

Number of Legal Institutions and Associations supported by USG

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
1	6	6	6	6

2.1 Rule of Law and Human Rights\2.1.3 Justice System

Number of people visiting USG supported legal service centers serving low income and marginalized communities

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
13	150	150	150	200	7	75	37	75	100	6	75	113	75	100

2.1 Rule of Law and Human Rights\2.1.3 Justice System

Number of USG-assisted Courts with Improved Case Management

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
7	10		12	

2.1 Rule of Law and Human Rights\2.1.3 Justice System

Ratio of New Case Filings to Case Dispositions in Courts Assisted by USG in the Area of Case

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	4		3	

1407
chars

2.1.3 Justice System narrative (no more than 1500 characters)

Targets for court case management were not met due to a lack of commitment on the part of the Liberian judiciary. The case filing to deposition ratio was not tracked due to a lack of records. USG programs in legal services to residents of low income and marginalized communities met the target. The USG assisted 8 legal aid groups and law clinics to provide services and met the target of 6 legal institutions and associations assisted, enabling the placement of law students and recent graduates to intern and practice. A legal aid clinic was established at the national law school, a Public Defender Office and County Attorney Office were also opened. Two local and one international NGO received funding to furnish legal aid to citizens. However, the number of women availing themselves of such services was far fewer than anticipated indicating a need for more gender specific community outreach. The number of men receiving legal services exceeded FY 07 targets. The USG did not support courts in low income areas due to difficulty in recruiting staff to serve legal aid centers which would have provided assistance to such courts. Two candidates have been offered positions at legal centers; and these centers will be opened in FY08. USG funded training for 199 justice sector personnel. Note: The FY07 target for women should be 35. Data disaggregated by gender was tracked for only 52 sta

for women should be 35. Data disaggregated by gender was tracked for only 52 staff.

2.1 Rule of Law and Human Rights\2.1.5 Program Support (Rule of Law)

Number of evaluations

					results				
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	-	-	1	1	-	-	-	-	-

44 chars

No evaluation of USG program was conducted.

2.1.5 Program Support (Rule of Law) narrative (no more than 1500 characters)

2.2 Good Governance\2.2.1 Legislative Function and Processes

Number of Civil Society Organizations receiving USG assisted training in advocacy

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	11	23	15	15

2.2 Good Governance\2.2.1 Legislative Function and Processes

Number of National Executive Oversight Actions Taken by Legislature Receiving USG Assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	10	2	15	

2.2 Good Governance\2.2.1 Legislative Function and Processes

Number of National Legislators and National Legislative Staff Attending USG Sponsored training or educational Events

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	100	472	34	150	-	20	57	7	50	-	80	415	27	100

2.2 Good Governance\2.2.1 Legislative Function and Processes

Number of Public Forums Resulting from USG Assistance in Which National Legislators and

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	40	42	30	60

2.2 Good Governance\2.2.1 Legislative Function and Processes

Number of USG assisted Civil Society Organizations that participate in legislative

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	15	15	20	30

1170
chars

2.2.1 Legislative Function and Processes narrative (no more than 1500 characters)

With multi-donor support, the national legislature took historic steps to crafting a new vision and strategic plan that when ratified, will govern its work over the next five years. A joint modernization committee was established to implement the new processes and procedures. USG assistance enabled training for legislators and legislative staff in numbers far greater than anticipated. The overreaching of the targets reflect the fact that significant numbers of legislators and their staff lack education and appropriate training and are eager to participate in educational events. Given the small number of women staffers, their participation was lower than hoped. Ten organizations arranged forums that provided opportunities for the public to interact with legislators, meeting targets. Similarly, civil society organizations received US funded advocacy training and participated in legislative proceedings. Crippling in-fighting prevented the legislature from introducing or drafting legislation. Capacity deficits of legislators and their staff limited the ability of the legislature to effectively undertake oversight actions of executive branch actions.

2.2 Good Governance\2.2.2 Public Sector Executive Function

Number of Executive Branch Personnel Trained with USG Assistance

					Number of women					Number of men				
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
192	667	949	608	986	-	-	257	-	257	-	-	692	-	692

2.2 Good Governance\2.2.2 Public Sector Executive Function

Number of Executive Office Operations supported with USG Assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
2	13	83	13	76

**1170
chars**

2.2.2 Public Sector Executive Function narrative (no more than 1500 characters)

The Government of Liberia has been very cooperative and responsive to training and other capacity development initiatives enabling by approximately 300 more public sector employees trained than anticipated. In view of the smaller number of women in the public sector and in positions slated for training, the ratio of men to women was two to one in USG funded training. GOL institutions were committed to and encouraged the participation of women in training activities. Targets for supporting executive office operations were also exceeded. Sixty-three executive branch offices and agencies received direct USAID support through GEMAP for the expertise of internationally recruited financial comptrollers and other technical experts as well as in-kind equipment. Short term USAID technical assistance was provided to approximately 20 executive branch office operations, including to the Office of the President, enabling the GOL to respond more effectively to high visibility political issues, to undertake more effective strategic planning, communications protocols and procedures as well as coordination with other GOL entities, civil society and the public at large.

2.2 Good Governance\2.2.3 Local Government and Decentralization

Number of Sub-national Government Entities receiving USG assistance to Improve their

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
7	11	11	15	15

516
chars

2.2.3 Local Government and Decentralization narrative (no more than 1500 characters)

USG assistance enabled support to 11 county-level governments, primarily for Through infrastructure rehabilitation. The renovation of 5 county administration buildings and several schools and clinics enabled the Government of Liberia to begin the decentralization of essential services. USAID supported leadership and project cycle management training for 50 community development committees with more than 1,000 participants in total. And, 13 district development committees also participated in these trainings.

2.2 Good Governance\2.2.4 Anti-Corruption Reforms

Number of Government Officials Receiving USG-Supported Anti-corruption Training

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
129	288	365	349	353	-	-	-	-	-	-	-	-	-	-

2.2 Good Governance\2.2.4 Anti-Corruption Reforms

Number of USG-Supported Anti-corruption Measures Implemented

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
50	65	72	68	76

849
chars

2.2.4 Anti-Corruption Reforms narrative (no more than 1500 characters)

USAID assistance through GEMAP supported anti-corruption training for Government of Liberia officials as well as enabled the putting in place of anti-corruption measures. Anti-corruption measures included new procurement controls that require various levels of sign-off and better financial accounting software for reconciling accounts and catching fraud; these measures reduced the level of corruption and financial mismanagement in key revenue generating institutions. Targets in training were exceeded, reflecting the interest of the GOL in capacity development opportunities. However, data disaggregated by gender was not tracked. Through GEMAP and other USG assistance, the issuing of licenses for forestry concessions and other extractive industries as well contracting to provide goods and services to the Liberian Government have improved.

2.4 Civil Society\2.4.1 Civic Participation

Number of Civil Society Organizations using USG Assistance to Improve Internal Organizational

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	18	2	30	30

2.4 Civil Society\2.4.1 Civic Participation

Number of Civil Society Organizations using USG Assistance to Promote Political Participation

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	18	10	30	30

2.4 Civil Society\2.4.1 Civic Participation

Number of USG Assisted Civil Society Organizations that engage in advocacy and

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	18	15	30	30

1207
chars

2.4.1 Civic Participation narrative (no more than 1500 characters)

Civil society remains weak, without solid links to the public or effective strategies for engaging the GOL, general public or private sector. USAID assistance enabled two local CSOs to improve internal organizational capacity. One received a score of 81 on the Organization Capacity Index (OCI). This instrument was not administered to the other partner due to the long absence of the organization's executive director. The decision is a reflection of the overarching lack of CSO capacity. It was further determined that administering the OCI to other local partners would not generate useful information as it focuses on administrative policies and procedures and not on whether those policies or procedures are implemented or achieve impact. USG programming thus emphasized mentoring, coaching, regular coordination and planning meetings rather than the OCI. While CSOs received USG funded training in advocacy, overall capacity and effective advocacy was extremely limited. It is recognized that more sustained technical expertise and complementary assistance are required if civil society is to be improved and effective in Liberia. Accordingly, a new program is being designed for this purpose.

3 Investing in People - Liberia

3.1 Health3.1.1 HIV/AIDS

Number of health workers trained in the provision of PMTCT services according to national and

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
		17	4	

3.1 Health3.1.1 HIV/AIDS

Number of individuals reached through community outreach that promotes HIV/AIDS prevention through abstinence

		Number of women					Number of men								
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	
	1,800	3,940	247,085	4,640	306,800	1,000	2,120	137,600	2,420	170,000	800	1,820	109,485	2,220	136,800

3.1 Health3.1.1 HIV/AIDS

Number of individuals reached through community outreach that promotes HIV/AIDS prevention through abstinence and/or being faithful

		Number of women					Number of men								
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	
	3,575	7,840	247,085	11,340	306,800	2,700	4,495	137,600	6,620	170,000	1,875	3,345	109,485	4,720	136,800

3.1 Health3.1.1 HIV/AIDS

Number of individuals reached through community outreach that promotes HIV/AIDS prevention through other behavior change beyond abstinence and/or being faithful

		Number of women					Number of men								
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	
	4,535	9,140	247,085	12,440	306,800	2,650	5,190	137,600	7,160	170,000	1,885	3,950	109,485	5,280	136,800

3.1 Health3.1.1 HIV/AIDS

Number of individuals trained in blood safety

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
		7		

3.1 Health3.1.1 HIV/AIDS

Number of individuals trained in counseling and testing according to national and international

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	46	80	88	32
				40

3.1 Health3.1.1 HIV/AIDS

Number of individuals trained in HIV-related institutional capacity building

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
			2	2

3.1 Health3.1.1 HIV/AIDS

Number of individuals trained in medical injection safety

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
60	100	104	80	50

3.1 Health3.1.1 HIV/AIDS

Number of individuals trained to promote HIV/AIDS prevention programs through abstinence and/or

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
80	350	2,188	275	1,000

3.1 Health3.1.1 HIV/AIDS

Number of individuals trained to promote HIV/AIDS prevention through other behavior change beyond

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	280	2,188	232	1,000

3.1 Health3.1.1 HIV/AIDS

Number of individuals who received counseling and testing for HIV and received their test results

		Number of women					Number of men							
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
34	350	3,304	650	3,650	29	210	2,359	370	1,550	5	140	945	280	2,100

3.1 Health3.1.1 HIV/AIDS

Number of local organizations provided with technical assistance for HIV-related institutional

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
1	2	12	3	2

3.1 Health3.1.1 HIV/AIDS

Number of OVC served by OVC programs

		Number of women					Number of men							
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
76	150	74	100	70	48	100	29	60	30	28	50	45	40	40

3.1 Health3.1.1 HIV/AIDS

Number of service outlets carrying out blood safety activities

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
		1		1

3.1 Health3.1.1 HIV/AIDS

Number of service outlets providing counseling and testing according to national and international

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
5	50	26	18	27

3.1 Health3.1.1 HIV/AIDS

Number of targeted condom service outlets

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
74	140	78	80	80

3.1 Health3.1.1 HIV/AIDS

Total number of health workers trained to deliver ART services, according to national and/or

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
			3	

3.1 Health3.1.1 HIV/AIDS

Total number of service outlets providing HIV-related palliative care (including TB/HIV)

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
1	5		5	

1500

3.1.1 HIV/AIDS narrative (no more than 1500 characters)

Most of the HIV/AIDS targets were met. Some results exceeded targets due to greater than expected progress, while some reflect difficulties in predicting accurate targets. To address this issue USAID plans to hold partner meetings with M&E experts in FY08 and hire an M&E coordinator. ABC prevention programs far exceeded their intended targets due primarily to Africare's rapid scale-up of CHWs and CHAL's use of emerging community radio stations to reach more people with IE&C messages. This increased awareness and a significant increase in the number of VCT centers contributed to a higher than expected demand for VCT. Stigma, denial, and a lack of programs successfully reaching youth and groups at risk are major challenges. Some targets were not met due to slow action on the part of GOL or lack of capacity. For example, there were fewer VCT centers than targeted because the National AIDS Control Program (NACP) was slow in the provision of technical expertise for the establishment of VCTs. To address this, USAID will provide TA, training, and capacity building to the NACP. USG supported the LDHS which provides valuable health data. Findings show HIV/AIDS prevalence at 1.5% (rural) and 2.8% (urban), despite a high frequency of behavioral risk factors. FY08 targets were r

Some indicators were dropped because they are not reflective of major elements of USAID/Liberia's programs.

3.1 Health3.1.3 Malaria

Number of artemisinin-based combination treatments (ACTs) purchased and distributed

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
44,830	75,000	156,636	200,000	

3.1 Health3.1.3 Malaria

Number of houses sprayed with insecticide with USG support

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
2,127	15,000	699	50,000	

3.1 Health3.1.3 Malaria

Number of ITNs distributed that were purchased or subsidized with USG support

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
3,507	25,000	6,108	150,000	

3.1 Health3.1.3 Malaria

Number of people trained in malaria treatment or prevention with USG funds

2006 *	FY 2007 Target	FY 2007 Actual	number of women		number of men						
			2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target		
618	500	674	800			400				274	

1153
chars

3.1.3 Malaria narrative (no more than 1500 characters)

Most targets for the malaria program were either achieved or exceeded. In part, FY07 targets were low due to uncertainty regarding security conditions and unfamiliarity with the process. The number of people trained in malaria treatment or prevention increased because the number of CHWs increased faster than expected and record keeping improved. However, the number of ITNs distributed was far less than planned; this is attributable to exhaustion of GFATM ITN supply and the lack of ITNs due to non-renewal of the 3rd year of the Malaria Round 3 grant. Due to the short supply of ITNs, UNICEF and other donors have stepped in and USAID will place a larger order with PMI funds in FY08. A new activity, DELIVER, was funded through FY07 field support and facilitate ordering ITNs, setting up warehouses, and disseminating nets. The number of homes sprayed with insecticides was lower than targeted due to late FY07 funds and the decision to develop a strategy plan under PMI for indoor residual spraying before moving forward. FY08 targets are in the IMCP. One indicator was dropped because it is no longer reflective of USAID/Liberia's programs.

3.1 Health3.1.6 Maternal and Child Health

Number of antenatal care (ANC) visits by skilled providers from USG-assisted facilities

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
18,627	26,000	30,712	20,000	22,000

3.1 Health3.1.6 Maternal and Child Health

Number of cases of child diarrhea treated in USAID-assisted programs

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
13,632	17,400	15,136	15,000	14,000

3.1 Health3.1.6 Maternal and Child Health

Number of cases of child pneumonia treated with antibiotics by trained facility or community health

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
24,887	29,000	18,246	20,000	17,000

3.1 Health3.1.6 Maternal and Child Health

Number of children less than 12 months of age who received DPT3 from USG-supported programs

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
12,392	13,000	13,040	10,000	13,000

3.1 Health/3.1.6 Maternal and Child Health

Number of children reached by USG-supported nutrition programs

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	22,750	33,488	22,750	62,750

3.1 Health/3.1.6 Maternal and Child Health

Number of children under 5 years of age who received vitamin A from USG-supported programs

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	11,831	14,800	11,657	12,000

3.1 Health/3.1.6 Maternal and Child Health

Number of deliveries with a skilled birth attendant (SBA) in USG-assisted programs

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	1,172	2,500	2,095	2,500

3.1 Health/3.1.6 Maternal and Child Health

Number of institutions that have used USG-Assisted MIS System Information to inform

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
			16	20

3.1 Health/3.1.6 Maternal and Child Health

Number of institutions with improved Management Information Systems, as a result of USG

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
			16	20

3.1 Health/3.1.6 Maternal and Child Health

Number of people trained in child health and nutrition through USG-supported health area programs

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	number of women					number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	1,200	801	1,240	2,200		960	537	970	1,610		240	264	270	590

3.1 Health/3.1.6 Maternal and Child Health

Number of people trained in maternal/newborn health through USG-supported programs

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	number of women					number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
31	1,250	801	1,290	1,950	31	1,016	537	1,020	1,600		240	264	270	350

3.1 Health3.1.6 Maternal and Child Health

Number of people trained in monitoring and evaluation

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
			10	25

3.1 Health3.1.6 Maternal and Child Health

Number of people trained in other strategic information management

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
			25	25

1484 chars

3.1.6 Maternal and Child Health narrative (no more than 1500 characters)

Targets set for MCH were generally met. High results are mostly due to Africare's strategy of training CHWs in many disciplines to carry out services at the community level. Two indicators, ANC visits and children reached by nutrition programs, significantly exceeded the targets. This is due to both underestimation of the target population and increased community awareness of clinic services. Some targets were not met, for example, child diarrhea cases, child pneumonia cases, and Vitamin A distribution. For CRS, there was slower than expected progress in establishing community health services. Also, since USAID programs also teach families how to treat diarrhea using ORS, some children are being treated at home and thereby are not counted at clinics. DQAs and further consultation with partners on targets will be held in FY08. USAID will have more funding in FY08, and will support the just-launched "roadmap to maternal health" strategy developed by the MOHSW with UN assistance. With greater support to key maternal health interventions, like safe birthing preparations and midwife training, more mothers will have improved birth outcomes. Also, enhanced Mission efforts to engage partners in M&E plans and DQAs planned for December should contribute to more accurate target setting and reporting. Finally, some indicators were dropped because although there are components of nutrition activities in some programs, some indicators were dropped because although there are components of nutrition activities in some programs there is no program dedicated to improving nutrition.

3.1 Health3.1.7 Family Planning and Reproductive Health

Couple years of protection (CYP) in USG-supported programs

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
942	1,500	3,408	3,000	3,500

3.1 Health3.1.7 Family Planning and Reproductive Health

Number of counseling visits for Family Planning/Reproductive Health as a result of USG assistance

					number of women					number of men (do not use, no need to disaggregate)				
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
1,173	1,173	4,277	1,500	5,000			3,636		4,200			641		800

3.1 Health3.1.7 Family Planning and Reproductive Health

Number of people that have seen or heard a specific USG-supported FP/RH message

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
1,173	3,000	54,772	5,000	60,000

3.1 Health3.1.7 Family Planning and Reproductive Health

Number of people trained in FP/RH with USG funds

					number of women					number of men				
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
31	60	174	40	200			110		120			64		80

3.1 Health/3.1.7 Family Planning and Reproductive Health

Number of policies or guidelines developed or changed with USG assistance to improve access

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
			1	

3.1 Health/3.1.7 Family Planning and Reproductive Health

Number of USG-assisted service delivery points providing FP counseling or services

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
31	40	76	40	80

1426 chars 3.1.7 Family Planning and Reproductive Health narrative (no more than 1500 characters)

All FPRH indicators were exceeded by the Liberia program. Africare surpassed all targets by stepping up their scope of service delivery through increased community deployment of CHWs, training, radio promotion, and person-to-person counseling. Additionally, the unanticipated proliferation of community radio stations helped to greatly increase the coverage of FPRH messages. However, most FY07 actuals greatly exceeded targets due primarily to the fact that this process is new to many local NGOs. Partner meetings will help to improve the process and forecast more accurate targets. USAID funds helped to support the Lofa County Reproductive Health Survey (with CDC) and the LDHS. These surveys provide valuable context and baseline information for the development of transition FPRH programs as well as determining issues and priorities. Findings show that the TFR has dropped from 6.2 a decade ago to 5.2; however, the CPR (married women) for modern methods is low at 10%. Yet there is high unmet need as two-thirds of married women express a desire for delaying or limiting pregnancy. Because of the successes in the FPRH program there are plans to expand to new, underserved areas and explore the possibility of social marketing. FY08 targets were revised to reflect this goal, the survey data, and more accurate forecasting processes. One indicator was dropped because it is not part of USAID/Liberia's program rate forecasting processes. One indicator was dropped because it is not part of USAID/Liberia's programs.

3.2 Education/3.2.1 Basic Education

Number of administrators and officials trained

					number of men					number of women				
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
50	172	242	50	50	138	225	40	40	34	17	10	10		

3.2 Education/3.2.1 Basic Education

Number of adult learners enrolled in USG-supported schools or equivalent non-school-based settings

					number of women					number of men				
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	4,500	417	4,500	4,500		2,250	290	2,250	2,250		2,250	127	2,250	2,250

3.2 Education/3.2.1 Basic Education

Number of baseline or feasibility studies

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
		1		

3.2 Education/3.2.1 Basic Education

Number of evaluations

					process					results					impact					other				
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
1	4		3	2		2		1		1			1	1		2		1	1					

3.2 Education/3.2.1 Basic Education

Number of institutions that have used USG-Assisted MIS System Information to inform

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
1	1	1	1	1

3.2 Education/3.2.1 Basic Education

Number of institutions with improved Management Information Systems, as a result of USG

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
		1		1

3.2 Education/3.2.1 Basic Education

Number of learners enrolled in USG-supported primary schools or equivalent non-school-based settings

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	number of women					number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	18,000	10,176	18,000	18,000		9,000	4,747	9,000	9,000		9,000	5,429	9,000	9,000

3.2 Education/3.2.1 Basic Education

Number of monitoring plans

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	2	2	2	2

3.2 Education/3.2.1 Basic Education

Number of Parent-Teacher Association or similar 'school' governance structures supported

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	178	32	35	35

3.2 Education/3.2.1 Basic Education

Number of people trained in monitoring and evaluation

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	2	6	5	5

3.2 Education/3.2.1 Basic Education

Number of people trained in other strategic information management

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target

3.3 Social and Economic Services and Protection for Vulnerable Populations/3.3.3 Social Assistance

Number of USG social assistance beneficiaries participating in productive safety nets

		number of women					number of men					food insecure					HIV-affected					other targeted vulnerable people							
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	15,050		15,050	15,050		4,515		4,515	4,515		10,535		10,535	10,535		15,050		15,050	15,050										

805

3.3.3 Social Assistance narrative (no more than 1500 characters)

chars

Targets for FY07 were not achieved due to delays in the funding cycle and challenges related to the deplorable state of Liberia's roads during the rainy season. Funds were obligated late due to the continuing resolution, and distribution commodities arrived late into the rainy season, when FFW activities are difficult to implement. However, the consortium conducted quick assessments in six counties to identify community infrastructures in the target community. To address FY07 shortfalls, during the dry months of FY08, the consortium will begin FFW supported community rehabilitation activities and work with communities to develop and implement emergency preparedness plans. For emergency food distributions, no incidence occurred in target areas warranting food distribution during the period.

4 Economic Growth - Liberia

4.4 Infrastructure\4.4.1 Modern Energy Services

Capacity constructed or rehabilitated as a result of USG assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	-	2	-	1

4.4 Infrastructure\4.4.1 Modern Energy Services

Number of energy enterprises with improved business operations as a result of USG assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
1	4	1	4	1

4.4 Infrastructure\4.4.1 Modern Energy Services

Number of people receiving USG supported training in energy related business management systems

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
24	30	30	60	30	8	10	7	20	10	16	20	23	40	20

4.4 Infrastructure\4.4.1 Modern Energy Services

Number of people receiving USG supported training in energy related policy and regulatory practices

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	100		100		-	50		50		-	50		50	

4.4 Infrastructure\4.4.1 Modern Energy Services

Number of people with increased access to modern energy services as a result of USG assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
190,000	180,000	150,000	360,000	180,000

4.4 Infrastructure\4.4.1 Modern Energy Services

Total public and private dollars leveraged by USG for energy infrastructure projects

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
7,000,000	18,000,000	15,000,000	25,000,000	7,000,000

1588
chars

4.4.1 Modern Energy Services narrative (no more than 1500 characters)

Procurement and procedure delays between the Government of Liberia and the Ministry of Foreign Affairs, Norway, have delayed the delivery of new generators to Liberia. Therefore, the power expansions in Congotown (+25,000) and Krutown (+25,000), originally scheduled for 4th Quarter FY07, will be delayed until 2nd Quarter FY08. Since the Paynesville (+100,000) generators were already in-country from EPP1, the Paynesville leopard spot has been completed, energized, and was dedicated by the President on September 26th, 2007. This accounts for the FY07 Actual accomplishment. A key part of EPP is installing new generators in neighborhood grids, dubbed "Leopard Spots". In FY07 the additions planned were another approximately 1 MW in Krutown, somewhat less than a MW in Congotown, and .6 MW in Paynesville. For the reasons explained above, only the Paynesville generators were initiated. The Paynesville generators (2) total .6 MW. International procurement lead times for equipment critical for both types of pilot projects – pre-paid meters and solar panels in particular – have lengthened considerably, for two reasons. First, the global electricity market is booming, and most manufacturers have considerable backlog. Second, an order from Liberia is low priority because of shipping and support difficulties, security perceptions, and the small size of initial orders. The

ties, security perceptions, and the small size of initial orders. The indicator " number of people receiving USG supported training in energy related policy and regulatory practices" is not meaningful to current activities and should be dropped from future reports.

4.4 Infrastructure\4.4.3 Transport Services

Kilometers of transportation infrastructure constructed or repaired through USG assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
100	270	280	90	90

304 chars

4.4.3 Transport Services narrative (no more than 1500 characters)

Infrastructure activities in FY 07 included completing 3 miles of roads in urban Monrovia that were started in FY 2006, completing 20 miles of the Ganta to Sanniquielle Highway road rehabilitation (cross drainage/bridge repairs), and ongoing work along 150 miles of the Buchanan to Greenville highway.

4.5 Agriculture\4.5.1 Agricultural Enabling Environment

Number of individuals who have received USG supported short-term agricultural enabling environment training

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	200	-	200	200	-	80	-	80	80	-	120	-	120	120

4.5 Agriculture\4.5.1 Agricultural Enabling Environment

Number of policy reforms analyzed with USG assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
1	4	-	5	5

4.5 Agriculture\4.5.1 Agricultural Enabling Environment

Number of policy reforms presented for legislation/decrees as a result of USG assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	1	-	2	2

**905
chars**

4.5.1 Agricultural Enabling Environment narrative (no more than 1500 characters)

Through this program element, USAID works with and supports the Ministry of Agriculture (MOA) to undertake policy/regulatory reforms and strengthen the institutional and human resources capacity of the MOA. In FY 07, program activities were not implemented and therefore, targets were not met. The Ministry of Agriculture (MOA) and its development partners, including USAID, Food and Agriculture Organization of the United Nations (FAO), World Bank and European Union (EU), conducted a comprehensive sector assessment in FY 06 with a view to inform the development of a policy framework and strategy, given the lack of reliable data in the sector. The sector assessment was followed by a series of national stakeholders' workshops in FY 07. These findings have better positioned USAID to provide technical support to the MOA in FY 08 and targets set for indicators will be reported on in subsequent OP.

4.5 Agriculture\4.5.2 Agricultural Sector Productivity

Number of additional hectares under improved technologies or management practices as a result

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	600	349	3,455	3,500

4.5 Agriculture\4.5.2 Agricultural Sector Productivity

Number of individuals who have received USG supported short term agricultural sector productivity training

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
359	6,334	1,782	6,744	4,804	41	1,839	700	1,969	1,444	318	4,505	1,082	4,785	3,360

4.5 Agriculture\4.5.2 Agricultural Sector Productivity

Number of new technologies or management practices made available for transfer as a result of

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
5	65	40	90	90

4.5 Agriculture\4.5.2 Agricultural Sector Productivity

Number of new technologies or management practices under research as a result of USG

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
5	20	43	27	27

4.5 Agriculture\4.5.2 Agricultural Sector Productivity

Number of producers organizations, water users associations, trade and business associations, and

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	100	15	125	125

4.5 Agriculture\4.5.2 Agricultural Sector Productivity

Number of rural households benefiting directly from USG interventions

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
349	16,169	16,576	16,529	13,369

4.5 Agriculture\4.5.2 Agricultural Sector Productivity

Number of vulnerable households benefiting directly from USG assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	9,835	9,875	9,835	8,575

**1285
chars**

4.5.2 Agricultural Sector Productivity narrative (no more than 1500 characters)

The Sustainable Tree Crops Program (STCP), Liberia Integrated Assistance Program (LIAP) and Community Forestry Technical Assistance for Liberia (COFTAL), are the activities implemented in this program element. In general, FY07 targets were not met. Due to delays in procurement, COFTAL activities were not implemented during the reporting period. The indicators on the "number of new technologies or management practices under research" and "number of new technologies or management practices made available for transfer" were the only indicators that met targets. For example, with USG support, 43 new technologies, including agro-ecosystem analysis, crop husbandry, shade management, etc., were under research against a target of 20. Forty or 93% of these technologies were made available for transfer to farmers. One of the important challenges in the sector is the low level of improved technologies which negatively affect program quality. In FY08, follow on actions will be made to collect data on impacts created on the recipients resulting from these technologies. LIAP provided agricultural inputs to 9,875 recent returnee households, exceeding the initial target of 9,835 households. Of the total of 9,875 household served, 49% or 4,871 were female headed households.

4.6 Private Sector Competitiveness\4.6.3 Workforce Development

Number of people gaining employment or more remunerative employment as a result of participation in USG-funded workforce development programs

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	number of women					number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	750	411	3,750	3,750	-	250	182	1,250	1,250	-	500	229	2,500	2,500

4.6 Private Sector Competitiveness\4.6.3 Workforce Development

Number of persons completing USG-funded workforce development programs

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	number of women					number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	1,500	1,350	7,500	7,500	-	500	462	2,500	2,500	-	1,000	888	5,000	5,000

4.6 Private Sector Competitiveness\4.6.3 Workforce Development

Number of persons participating in USG-funded workforce development programs

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	number of women					number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
900	4,500	4,500	10,000	10,000	300	1,500	649	3,300	3,300	600	3,000	3,506	6,700	6,700

1165

4.6.3 Workforce Development narrative (no more than 1500 characters)

chars

FY07 data includes both training and workforce development participants, shows that targets were slightly underachieved, largely due to the fact that from September 2006 to April 2007, only LCIP (task order #3) was operating and supporting few high-volume workforce development programs and was focused instead on smaller workforce development activities such as rubber rehabilitation, Rehabilitation of Artisans Program (RAP), and national infrastructure projects. LCIP II was awarded in April, work plan approved in May, and implementation began in July, which is in the middle of the heavy rainy-season, when infrastructure activities are reduced dramatically. Approximately 60% of Rehabilitation of Artisans apprentices "still exist" within their trade areas; this is defined as gainfully employed within their trade area. The apprentices sometimes find employment with their original business owners, start their own business, or find employment with another tradesperson/business operation. This is estimated for 2007, but an official study of their retention has not been completed. LCIP II grant design will include a requirement to track recent graduates.

4.7 Economic Opportunity\4.7.3 Strengthen Microenterprise Productivity

Number of micro enterprises participating in USG assisted value chains

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	25	-	200	200

4.7 Economic Opportunity\4.7.3 Strengthen Microenterprise Productivity

Number of micro enterprises receiving business development services from USG assisted sources

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	25	-	250	250

4.7 Economic Opportunity\4.7.3 Strengthen Microenterprise Productivity

Total number of micro enterprises receiving finance from participating firms in a USG assisted value

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	25	-	75	75

385

4.7.3 Strengthen Microenterprise Productivity narrative (no more than 1500 characters)

chars

The design of the micro enterprise project was completed in FY 07, but procurement of the implementation mechanism was not finalized. With the arrival of the Economic Growth Team Leader in late FY 07, the procurement will proceed and effort made to intergrate micro enterprise support with on-going projects in natural resource management, agriculture and infrastructure development.

4.7 Economic Opportunity/4.7.4 Inclusive Economic Law and Property Rights

Number of proposed improvements in laws and regulations affecting property rights of the urban and rural poor drafted with USG assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	urban					rural				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	-	-	5	3	-	-	-	1	1	-	-	-	4	2

510

4.7.4 Inclusive Economic Law and Property Rights narrative (no more than 1500 characters)

chars

The program that was supposed to meet these targets, which was called the Liberia Land Tenure Initiative (LLTI) in the FY07 OP, did not begin in FY 2007 as originally planned so there are no results to report from this activity. In addition, the LLTI was merged with the Community Forestry Technical Assistance for Liberia (COFTAL) Program to form an overall Land Rights and Community Forestry Program (LRCPF), which will begin in FY08. FY08 targets were revised as a result of this change in the program.

4.8 Environment/4.8.1 Natural Resources and Biodiversity

Number of hectares under improved natural resource management as a result of USG

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
250,000	531,000	180,000	876,000	600,000

4.8 Environment\4.8.1 Natural Resources and Biodiversity

Number of people receiving USG supported training in natural resources management and/or biodiversity conservation

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	number of women					number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
100	402	461	1,012	1,412	25	100	93	150	456	75	115	368	406	956

4.8 Environment\4.8.1 Natural Resources and Biodiversity

Number of policies, laws, agreements or regulations promoting sustainable natural resource

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
5	12	12	13	13

4.8 Environment\4.8.1 Natural Resources and Biodiversity

Percent of revenue generated from diamonds/timber/oil/gold/cotton transparently

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	80	80	90	90

**1490
chars**

4.8.1 Natural Resources and Biodiversity narrative (no more than 1500 characters)

461 persons received training, including government, logging industry and civil society natural resources managers, and community development committees; the FY07 target was 402. Training topics included low impact logging practices, logging contract administration, improved computerized accounting systems, law enforcement and sustainable rural livelihood development. The number of trained females was not met due to the small proportion of females working in the NRM field. The GOL has demonstrated a desire to learn and improve NRM.

USG funds were used to successfully develop and support the implementation of a new natural resources legal framework consisting of one new forestry law, ten core regulations written and approved, and codes of harvesting practices and forest management planning.

Collaboration between the GEMAP and LFI programs has successfully created an accounting system that captures and transparently accounts for all of the money entering the national budget.

It will be used to continue support for additional regulations dealing with wildlife management, community forestry and commercial timber and non-timber products management.

