Great changes begin with small steps

Evaluation of

CODEVPRO Liberia – Norway partnership Community Development Programme

Final report

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Abbreviation list

CODEVPRO – Community Development Programme

DCS- Department of Community Development

DHO - District Health Officer

DEO- District Education Officer

GOL – Government of Liberia

LAC UML- Liberian Annual Conference of the United Methodist Church in Liberia

UMLN- United Methodist Church of Norway

MOH – Ministry of Health

MOE – Ministry of Education

MOU- Memorandum of Understanding

DS- District Superintendent

PID- Partnership in Development

PTA- Parents and Teachers Association

TOR- Terms of Reference

Executive summary

The United Methodist Church in Norway (UMCN) and its sister church The United Methodist Church in Liberia (LAC UMC) have cooperated in different mission activities during many years. In 2007, a new mutual programme planning resulted in a proposal to Digni (former Bistandsnemda), and a five years agreement from 2008 – 2012 to implement the Community Development Programme (CODEVPRO), Partnership in Development in Liberia (PID) was put in place. This report is a result of an evaluation of the programme after four years of implementation. The purpose of the evaluation was: 1. to make an assessment of CODEVPRO's achievements in relation to its objectives stated in the corresponding programme plan and annual plans etc., to document the lessons learned in the programme and to present recommendations for the future of the programme. 2. to assess the methodology of Partnership in Development (PID) and its relevance to similar Community Development Programmes in other contexts.

CODEVPRO aims to secure PID and put its principles into practice. The idea behind PID is that local communities and local project committees should take a leading role in planning, implementing and management of the projects. The assumption of PID is that the outcome of development efforts is influenced by how the relationships between the partners UMCN, LAC UMC, local communities, Government of Liberia and relevant Ministries are organised and how they cooperate. The programme is supposed to be based on important principles such as democratic structures, transparent management, accountability, good quality bookkeeping, etc. and in by this the intention of PID is to reduce unnecessary bureaucratic burden in the development cooperation.

Some of the lessons learned in CODEVPRO are:

CODEVPRO operates where there are local churches of LAC/UMC. These are located in poor rural and in some cases isolated communities. In this regard the programme has been able to reach its objective. The beneficiaries are substantial in each project based on the community approach and the outreach in the local communities adding up to app 154 000 beneficiaries.

CODEVPRO utilizes to a large extend the money received in a cost effective and efficient way. Inputs from the local communities are important to sustain this efficiency. If CODEVPRO had liaise with representatives of MOE and MOH local staff right from the beginning, however, the compliance with the Liberian standards for constructing schools, health clinics and health centres could probably have increased efficiency. The interventions have to be holistic; a school project should be complete with all requisite facilities, not leaving out an auditorium and teachers quarters furnished and equipped reading rooms because of inadequate resources. Quality is important and it is better to reduce number of projects.

The spread of projects across the country is costly. An extensive time for follow ups in the field is used by the DCS staff and the Department can easily be overstretched by this amount of work. CODEVPRO needs to match its project management capacity with project portfolio in order to continue doing good and qualitative jobs. The wide range of geographic areas and activities coupled with poor road condition show that transportation is a limiting factor for effective project implementation, supervision and monitoring. This gives cost burden on project implementation-logistics and security risks.

The output of the programme has been in accordance to the plan. By the end of 2011 39 projects have been completed or are in the process of planning or implementation. More than 25000 people from local communities

have been trained. This proves an enormous amount of work put in place by all partners and not at least by the communities, LAC/UMC and CODEVPRO/ DCS staff

All communities visited firmly defended their decisions and their projects. They were convinced that they had chosen the most relevant projects that would begin transforming their lives. The PID concept assures the possibility of supporting relevant projects and programme relevance is a very strong part of CODEVPRO. The evaluation found few income generating projects in the communities. They were mainly in the area of agriculture. Guesthouse project left a lesson reference need to conduct business/feasibility studies prior to supporting income generation projects. Income generating activities might be prioritised in the future. In addition none of the projects were set up to strengthen individuals' personal businesses.

It is still early to assess the extent to which the programme has improved lives as well as the extent to which communities are empowered to meet development challenges. However a positive outcome can be expected of improved living conditions for the people in the communities. As examples, receiving better healthcare, education for the children, youth and grownups, clean water etc. are assessed as important and basic measures to improve living conditions, strengthening democracy, fighting poverty and facilitating development for the whole country.

Regarding CODEVPRO as a programme, it is naturally enough not possible to maintain all the activities without outside support. But since CODEVPRO is integrated into the LAC/UMC's Department of Community Services and works directly under the Bishop's authority, the programme doesn't have to end if outside support is not available. It is therefore important to maintain CODEVPRO within the Department. DCS is also attracting other donors from Norway like Mission Alliance which proves the importance of the PID methodology. The important structure and layout of the LAC/UMC represent is an ideal model for facilitating structure in the development of Liberia.

CODEVPRO is successful in practising partnership in development because it allows local communities to play a leading role in decision making and implementation of projects. CODEVPRO encourages local partners' participating in the planning and monitoring of projects. CODEVPRO shows that it is possible to simplify the process of application and reporting at all levels of the chain, from local communities through the local/national partner to the Norwegian partner, and finally to DIGNI and Norwegian authorities.

CODEVPRO has been able to facilitate that communities have elected project committees locally and democratically. The parties have been able to plan, budget and implement timely and efficiently. CODEVPRO and LAC/UMC together with the local project committees have to our knowledge been correct and transparent about financial management on the four management levels in line with the financial management manual. Good book keeping standards are put in place and monitored regularly.

The PID projects in Liberia, Sierra Leone and Zimbabwe should continue to learn from each other. However, learning should not only be organised around interchange visits and seminars, but should more be organised around a regional centre for development and continued improvement of good systems. Partnership with academic institutions and development of manuals, theoretical and practical exercises in this field should be developed.

Recommendations:

1. CODEVPRO needs to put in cross-cutting issues such as the environment, gender, violence against women, ethnicity and HIV/AIDS in their planning and implementation of projects in the communities. The training workshops are excellent opportunities for educating the local communities in these issues.

2. The CODEVPRO programme has to make sure of proper ownership of the lands given from the local communities as well as individuals to the projects. This will be of importance for the future.

3. The partnership between GOL through its relevant ministries and agencies, UMC/LAC local districts and CODEVPRO should be strengthened to ensure compliance and sustainability. Schools or health centre projects should be completed with all requested facilities in compliance with GOL standards.

4. Security procedures, insurance, allowances and routines for staff travelling and staff vehicles have to be put in place. Human resources are the most valuable asset in the programme. This has to be taken seriously from LAC UMC and UMCN. One suggestion could be to have a committee lead by the Bishop to go through all security procedures and follow up on relevant issues.

5. There is a need to continuously ensure capacity building for management staff in CODEVPRO

6. CODEVPRO has to balance the capacity of the staff and the amount of projects planned and implemented to keep focus on building civil society and to ensure the quality of the good work.

7. The regional collaboration and learning processes in PID should be continued and be strengthened by creating a regional centre where Liberia, Sierra Leone and Zimbabwe could work together. Experiences can be shared to improve the methodology of PID in different contexts and to strengthen the capacity of developmental work within the Methodist church context.

8. To strengthen the PID concept in different contexts there is a need to document the PID methodologies in a handbook or sort of a manual, reflecting lessons learned and best practices. This can be done by joining partnership with an academic institution; as an example the Methodist University in Liberia. This partnership between theoretical and practical institutions and approaches in the field of PID can enrich the learning within academic disciplines and the Church structures.

1.   Introduction

The United Methodist Church in Norway (UMCN) and its sister church The United Methodist Church in Liberia (LAC UMC) have cooperated in different mission activities during many years. Among other things, The United Methodist Church in Norway has sent several missionaries to Liberia and has supported various mission and social activities carried out by The United Methodist Church in Liberia. The two churches decided in 2006 to mutually carry out a feasibility study to see if and how there could be possibilities to extend the cooperation. The feasibility study concluded with a positive recommendation, and in 2007 a mutual programme planning started. The planning resulted in a proposal to Digni (former Bistandsnemda) and a five years agreement from 2008 – 2012 to implement the Community based Programme Partnership in Development in Liberia was signed. This report is a result of an evaluation of the programme after four years of implementation.

Country and people of Liberia

Liberia is located on the west coast of Africa and has a tropical climate with two seasons: the rainy season; which runs from April to October and a dry season during the rest of the year. Liberia is the oldest African republic founded by African Americans (A group of freed American slaves) in 1822, and it declared its independence on July 26, 1847. Basic facts about Liberia include:

- Estimated population: 4 million (2010)
- Capital: Monrovia
- Area : 111,370 sqkm
- Official Language: English
- Adult illiterates: 40%
- Access to clean water 68%
- Fertility rate: 5.9 births per woman
- Malnutrition children under five: 20%
- Child mortality pr 1000: 112
- Life expectancy 58 years
- Hiv positive: 2%
- Religion: Indigenous beliefs 20%, Christians 60%, and Muslims 20%
- Ethnic group: Kpelle, Bassa, Gio, Kru, Grebo, Mano, Krahn, GolaGbandi, Kissi, Vai, Dei, Belle Mandingo, Mende, and Americo- Liberians

The present president Ellen Johnson-Sirleaf a US-educated economist and former finance minister who won the second round of presidential elections in November 2005 was inaugurated in January 2006 as Africa's first elected woman head of state. She was re-elected in 2011. The president has been an active member of The United Methodist Church in Liberia. The president was awarded with the Noble Peace Prize in 2011.

Context of the operating environment

Fourteen years of conflict devastated the human resource base and physical infrastructures of Liberia including institutions and agencies that were providing basic social services. Over two hundred thousand Liberians lost their lives and hundreds of thousands Liberians were displaced internally and in neighbouring and other countries around the world. Fleeing civilians left behind needed inputs and depended largely on hand-outs from the international community.

As Liberia emerged from the destruction brought by the war, resettlement and transforming the lives of internally displaced people (IDP) and returnees who for many decades, depended on hand outs became serious a challenge

to both the Government of Liberia and international partners in progress. Because of inadequate public institutions, most transitional and development assistance are presently channelled through local and international non-governmental and faith-based organizations.

Since the presidential and general elections in 2005, the Government of Liberia has creates an enabling environment for transitional and development activities, The 2011 presidential and general elections offers hope for continuity of UMC humanitarian activities bringing hope to thousands of rural men, women and children with very little or no hope.

2.   The Terms of Reference and evaluation methods

 The purpose of this evaluation was twofold:

First: to make an assessment of CODEVPRO's achievements in relation to its objectives stated in the corresponding programme plan and annual plans etc., to document the lessons learned in the programme and to present recommendations for the future of the programme.

Second: to assess the methodology of Partnership in Development (PID) and its relevance to similar Community Development Programmes in other contexts.

Methodology and data collection

The evaluation team has worked with the following data:
- Reading proposals, reports, documentation and other relevant information
- Presentation of the programme and the context by staff at DCS
- 4 days field visits (see programme in annex) interviews, observations and project presentations by the communities and DCS staff visiting 11 projects
- Discussions with UMCN Secretary General and her Consultant
- Data compiling and analysis of findings
- Preliminary recommendations

By the end of the two weeks in Liberia the evaluation team presented the findings and preliminary recommendations in a half-day workshop where LAC UMC representatives on Central and District level where present in addition to representatives from the Methodist University

3.   Why partnership in Development

CODEVPRO is based on the idea of PID. PID is a concept searching for a partnership model tailored for church/mission organisations that can result in more effective and efficient development practice. According to Krokeide (2004, p. 6)[1] the objectives of PID are as follows:
- That the main focus of future development work shall be at the local level of civil society (congregation) and that the work contributes to the strengthening of civil society and the development of democratic organisations.

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[1] Nils Atle Krokeide (2004), Partnership in Development, Bistandsnemnda, Oslo, Norway.
http://www.bistandsnemnda.no/newsread/ReadImage.asp?WCI=GetByID&IMAGEID=4&DOCID=10092 6
See also Terms of Reference

- That the responsibility for the planning, implementation and evaluation of development projects rests with the local partner.
- To simplify the process of application and reporting at all levels of the chain, from the local civil society level through the local/national partner to the Norwegian partner, and finally to BN and NORAD.
- To improve the quality of the development work carried out by churches and Christian organisations, with increased focus upon sustainable impact in local society.

Focus on local communities[2]

When it comes to development efforts there are according to Mersland (2009, p7) basically three ways in which a local congregation can relate with a local community: in the community, for the community, and with the community. When a church is placed in a community but does not actively relate with the community in development efforts, the church's operational mode is *in the community*. This type of a church often has limited diaconal engagement outside the church. Any development efforts therefore tend to concentrate upon serving their own members' needs. This attitude and practice is still very common.

Congregations working *for the community* observe many needs in their local communities: street children need lodging, kids need schooling, alcoholics and drug addicts need counselling, shelter and food and AIDS victims need medicine. These observations motivate the church to start serving these needs. The church becomes a service provider and works for the community. When a church starts working *with the community*, things change. Instead of being a service provider, the church becomes a promoter, facilitator, mobiliser and dialogue partner. Instead of the church deciding on which needs to serve, the church enters into partnership with the community. The church now asks, "What can we do *together* to improve *our* community?" Long-term planning (it often takes two years from planning to implementation), rigid and often irrelevant reporting, delayed financial transfers, measurement of irrelevant indicators (as seen from the community), complicated processes of adjustments, etc., can often make development efforts an exercise for specialists. Another consequence is that the people living in the communities become recipients.

The local community should be the starting point of all local projects. The community and its populations would be the entity which is best qualified to assess their own situation and their own needs. A local project should be based upon the local assessment and local solutions according to their own possibilities. The community should therefore be responsible for all steps such as to evaluate needs, plan, implement, monitor and report. This whole process should be managed by a body which is democratically elected, responsible and accountable to the community itself (Jethro Consult, 2009)

Within the framework of this development model, local communities are not isolated entities and may ask for outside assistance, and normally they will be supported in two main areas: Training to upgrade their competence and capacity and financial support for implementation of local development projects.

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2. This paragraph is partly from Mersland, Roy (2009) p 7 "Evaluation of the Social sustainable Development Programme in Angola(Prodessa) and from the document: Partnership in Development. A model and general principles for strengthening civil society February 2009, Jethro Consult

4.   Presentation of CODEVPRO

The idea of CODEVPRO can in short be presented as follows: CODEVPRO aims to secure PID and put its principles into practice. The programme is supposed to be based on important principles such as democratic structures, transparent management, good quality bookkeeping, etc. All the local development committees are supposed to be trained in project planning, implementation and management. In this way the programme intend not only to empower the communities to plan and implement projects directly related to this programme, but also build lasting capacity in the communities so that they in the future can plan and implement other projects without the assistance of this programme.

The programme requires that local development committees will have good participation of both men and women. The programme intends to ensure female participation in community training and foster gender equality. As a requirement for participation in the programme, all the community development projects must have a sustainable plan from the beginning. The congregations/communities must have the necessary management capacity to plan, to implement and to evaluate their own projects. Financial support from the programme to the communities will only be given for initial costs and will not include salary support or any other support of recurrent cost. In this manner one ensures that all the local projects are sustainable within the local context. The programme administration will be done by the Central Church Office of LAC UMC. It is not expected that the administrative cost of the programme can be covered by local income.

Every local project must have a project committee consisting of as a minimum:
• Local project coordinator
• Treasurer
• Secretary
• Two members

The project committee must consist of suitably qualified people who shall be elected democratically and include members from UMC local congregation and from the community. The project committee shall be responsible for planning, implementation and evaluation of the project. The project committee must ensure that the project is managed with transparency that good book-keeping standards are observed and that project documents are well and orderly taken care of. Project proposals and applications shall be sent to the director of connectional ministries in consultation with the district superintendent.

The CODEVPRO programme described

After four years of implementation the programme can be described as follows: From the organizational chart figure 1. we see that the programme is fully integrated into the National Methodist Church structure and staff are integrated into the LAC UMC Department of Community services and working directly under the Bishop's authority. Approval of funding to all local projects is done by the Bishop. Thus, in principle, all efforts carried out by CODEVPRO are efforts carried out by LAC UMC. As far as the evaluation team could discover the reporting lines and responsibilities on different levels were well taken care of.

Figure 1: Organogram CODEVPRO
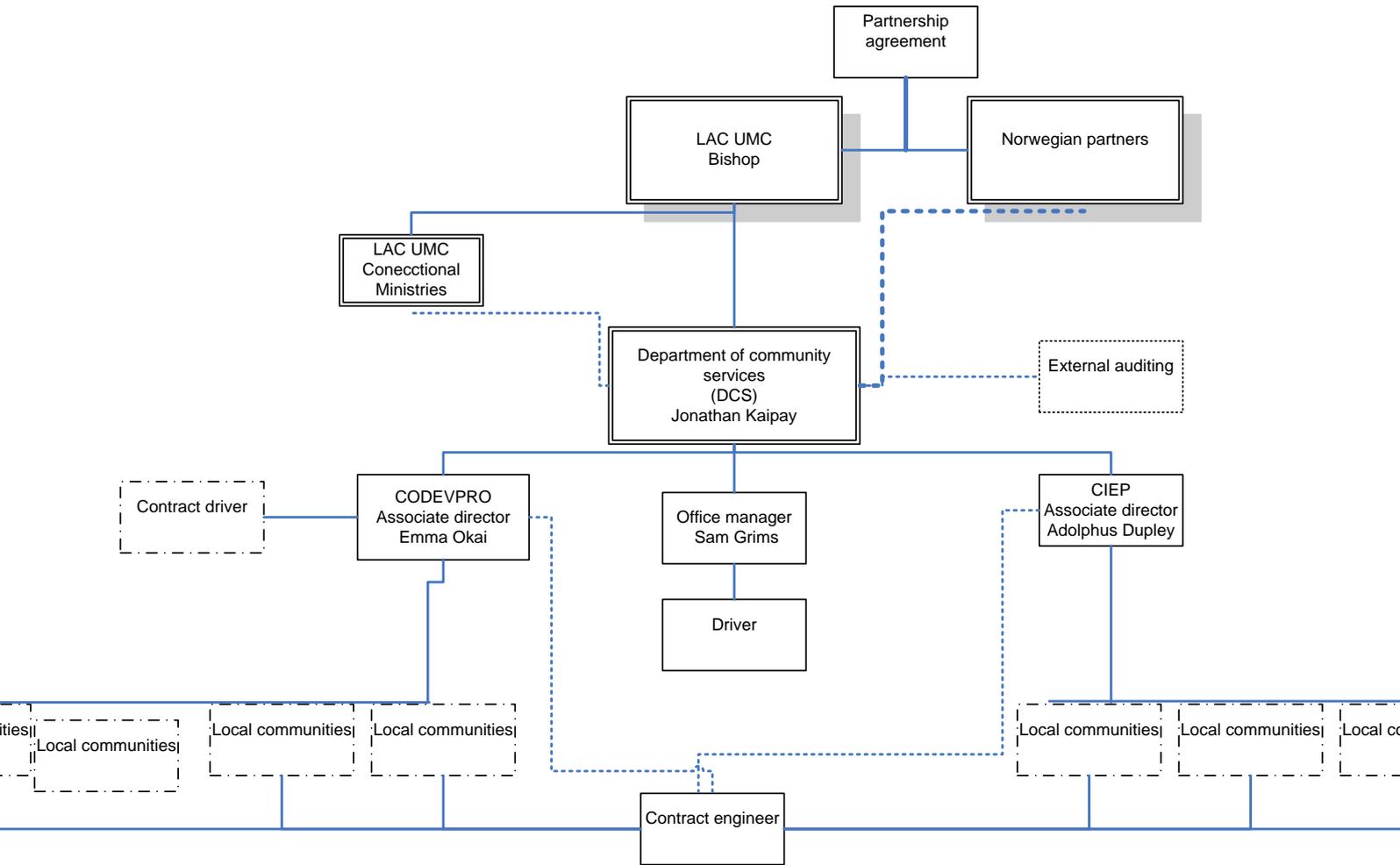
Two staff is managing the programme as planned. And as we will come back to later, the workload on staff is high. CODEVPRO is well structured administratively and organized as evidenced by its chain of command for dedication of responsibilities.

A well prepared manual for financial management and reporting were put in place consisting of four levels:

First Level – Bishop
To approve
- All grants to local projects.
- Investment and major purchases e.g. the purchase of a vehicle.
- All transfer of funds from Programme main accounts to the program operational accounts.

Second Level – Director Connectional Ministries
The Director of Connectional Ministries and the Treasurer of the LAC/UMC or a person of higher authority shall authorize payments from the program operational bank account for:

- Transfer of instalments to local projects once such projects have been approved by the Bishop and the correspondence contract between the program office and the local community has been signed.

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- Payment of salary and payment of taxes, Social Security obligations etc. for program staff and other monthly expenses.
- Monthly transfer of funds from program bank account to program petty cash.

Third Level- Program Office

At the Program Level the Department Director and corresponding associate director of CODEVPRO authorise payments of monthly operational expenditures. For each withdrawal of funds there shall be a duly signed fund requirement fund.

Fourth Level – Local Community Project

Once a local project has been approved by the Bishop and the funds have been transferred from the Department office to the local projects, the local project committee shall jointly authorize all payments. Mayor purchases shall be approved in coordination with DCS staff. All payments shall be according to the approved project budget. At least two persons from the local project committee shall jointly undertake all purchases.

To the evaluation team's knowledge the manual were put in place and properly followed. This manual seemed to be a professional tool to handle the flow of expenditure and to prevent misuse of funds.

Projects outlined

Thirty-nine (39) projects locally based have been or are in the phase of being implemented. As we see from the map below (figure 2) these were spread all over the country apart from the North West area towards the border of Sierra Leone where there are few Methodist Churches and were the Muslims are situated. Projects are based in rural areas and with difficult access to many of the places. It seems as local communities all of the country has had opportunity to utilise funds and being part of the CODOVPRO programme. The map also indicates a variety of projects.

Figure 2: Map of Liberia and projects

Diversity of projects

Based on the idea that it is the local communities that is the entity to decide what is mostly needed the following effect is a diversity of projects. There is also a huge difference in extensiveness of the projects, the complexity of implementation, duration, costs etc., and not at least the need for supervision and follow ups. Bellow we will present matrixes showing type of projects, location, number of beneficiaries, year started and duration of implementing, costs, distance to the project and number of visits to project site. These matrixes give us an overview over projects, activities and beneficiaries reached for the period of the four years.

As reflected on table1 there has been 17 water and sanitation projects from 2008 -20011 with 40 pumps and 20 latrines. 956 people are trained and more than 64 000 beneficiaries. This big number of beneficiaries is because of the water pumps utilised in the local communities. The projects are fairly small, though with quite a few visits from staff in DCS.

Table 1: Water and sanitation projects

Water and sanitation											
N o .	Communit y	Location /County	Project	Beneficia ries	Yea r	Durat ion	Cost US	UMC District	No. of projects	Distance to project (Hrs.) from Monrovia	No. of visit to proje ct site
1	Doegbon	Margibi	Water &	625	200	1 yr.	3,48	Kakata/	1 pump	1 hrs. 30 min	6

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.	Training		sanitation	50	8		7	Farmington	2 sets latrine		
2.	Doewien Training	Margibi	Water & sanitation	510 72	2008	3 months	2,041	Kakata/ Farmington	1 pump 2 sets latrine	1 hrs. 30 min	3
	Unification Town Training	Margibi	Water &sanitation	18000 34	2011 2 days	3 months	8,138	Kakata/ Farmington	2 sets 2 sets latrine	1 hrs.	3
3.	Cotton Tree Training	Bong	Water	2500 75	2008 2 days	2 months	1,826	Gbarnga	1 pump	3hrs	3
4.	Murr Town Training	Bassa	Water & sanitation	150 24	2008 2 days	3 months	3,487	St. John River	1 pump 2 sets of latrine	3 hrs. 30 min	3
5.	Dolo's Town Training	Bong	Water & sanitation	1600 84	2011 2 days	3 months	6,00 0	Kokoyah	Cons. 1 pump, Rehab. 3. 2 sets latrine	5 hrs.	4
7.	Kpangba town Training	Margibi	Water	403 42	2011	3 moths	2,29 8	Weala	Rehab. 1 pump. Cons. 1 pump	4 hrs.	4
8	Yaribouri Training	Margibi	Water & sanitation	2700 94	2011 2 days	2 months	7,66 0	Weala	Cons. 1 pump, Rehab. 1	4 hrs. 30 min	6
9.	Behla Training	Bong	Water & sanitation	1,370 61	2009 2 days	4 months	6,55 1	Jorquelle	2 pumps 2 sets of latrine	3 hrs.	7
10	Werteken Training	Maryland	Water & sanitation	2,346 70	2011 2 days	3 months	6,00 0	Cape palmus	1 pump 2 sets latrine	12 hrs.	4
11.	Cantonmentsite Training	Grand Gedeh	Water & sanitation	1350 34	2010		10,5 00	Grand Gedeh	2 pumps 2 sets latrine	9 hrs.	5
12	Galapa Training	Nimba	Water & sanitation	2,500 116	2010	1 yr. 2 days	7,31 3	Gompa	2 pumps	5 hrs.	5
13	New Israel Training	Montserrado	Water	5000 74	2011 2 days	5 months	9,13 4	Monrovia	4 pumps	30 min	7
14	Karweaken Training	River Gee	Sanitation	13500 60	2010 2 days	9 months	11,4 79	Grand Gedeh	4 sets latrine	11 hrs.	6
15	GST Campus	Bong	Water	5000				Gbarnga	1 pump	3 hrs.	4
1	Gbencon	Bong	Water	1989	201	4	700	Kokoyah	Cons. 1	5 hrs.	3

No.	Community	Location /County	Project	Beneficiaries	Year	Duration	Cost US	UMC District	No. of projects	Distance to project (Hrs.) from Monrovia	No. of visit to project site
6	Training			66	12 days	months	0		Rehab. 8		
17	Ghonyah Training	Grand Kruu	Water & sanitation	5000	2011	6 months	6332	Garraway	Cons. 1 Rehab. 1 2 sets latrine	12 hrs.	3
Total of pumps & latrines (Infrastructure & services) (40 pumps) (20 latrines) Total number of beneficiaries 64. 543 Total number trained 956											

Next table (table 2) gives an overview of 6 health facilities projects, five clinics and one health centre. As we see these clinics have also a substantial catchment area covering for almost 50 000 beneficiaries and more than 450 local community people trained. There has been an important learning process for the staff and local communities in building health facilities. The compliance with the governmental standard has improved and the DHO's are now part of the planning and construction process. Close partnership with Ministry of Health is also of great importance to have the facilities staffed with health personnel.

From the table we also see that constructing health facilities are far more expensive and time consuming both for the local communities and for DCS staff. The projects need close follow ups with from 9 -14 supervisory visits and one of the projects is placed more than 10 hour's drive away from Monrovia.

Table 2: Health projects

Health projects											
No.	Community	Location /County	Project	Beneficiaries	Year	Duration	Cost US	UMC District	No. of projects	Distance to project (Hrs.) from Monrovia	No. of visit to project site
18	Weala Training	Margibi	Clinic	1633	2008 2 days	1yr 2 months		Weala	1	2 hrs.	14
19	Boway Training	Bong	Clinic	9500 153	2009 4 days	Continuing	29,249	Jorquelle	1	5 hrs.	9
20	Palapolu Training	Grand Bassa	Clinic	1633 58	2009 4 days	Continuing	7,730	Grand Bassa	1	4 hrs.	7
21	Rock Crusher Training	Kokoyah	Clinic	4000 52	2008 4 days	3 yrs.	18,000	Kokoyah	1	5 hrs.	10
22	Boyee Training	Nimbi	Clinic	14,152 90	2009 2 days	Continuing	26,249	Tippita	1	10 hrs.	9
23	Compound #3 Training	Grand Bassa	Health Centre	16,500 102	2011 2 days	1 yr.	125,493	St. John River	1	4 hrs.	3
Total clinics (infrastructure & service) 6 Total number of beneficiaries 47.418 Total number trained 455											

Table 3 shows three income generating agriculture projects. These are the only income generating projects in the programme so far. Two projects are animal raising, and one is cassava growing. The projects are targeting more than 8000 beneficiaries and almost 400 in the local communities are trained. The projects are not that expensive and with fewer follow ups.

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Table 3: Agriculture projects

Agriculture projects											
No.	Community	Location /County	Project	Benefiiaries	Year	Duration	Cost US	UMC District	No. of projects	Distance to project (Hrs.) from Monrovia	No. of visit to project site
24	Wennzohn Training	Rivercess	Agriculture(cassava & corn)	3000 185	2011	2 yr.	36383	Rivercess	1	6 hrs.	5
25	Rock Town Training	Maryland	Agriculture(animal raising)	475 157	2010 2 days	9 months	6,132	Cape palmus	9 cows	13hrs	2
26	Belwahn Training	Grand Kru	Agriculture (Animal raising)	5000 51	2011 3 days	8 months		Garraway	4	12 hrs.	3
Total Agriculture projects (Income generating) (animals 13 cows) & (1 farm) Total number of beneficiaries 8.475 Total number trained 393											

Four school projects are extensive parts of the programme: two elementary schools and two junior high schools. These are also very important projects for the local communities. As we see from table 4 below they are expensive and time consuming in the sense of supervision and follow ups. There are also lessoned learned in this area of construction where compliance with the Ministry of Education standards are of great importance to secure full running of the schools from the Government. Partnership with the District Educational Officers has improved.

Table 4: School projects

Schools (infrastructure & services											
No.	Community	Location /County	Project	Beneficiaries	Year	Duration	Cost US	UMC District	No. of projects	Distance to project (Hrs.) from Monrovia	No. of visit to project site
27	Boegeezaye Training	Rivercess	Junior high school	4550 53	2009 4 days	1 yr. 9 moths	65,50 0	Morweh	1	7 hrs.	14
28	Zahnzayee Training	Nimbi	Junior high school	91 5000	2009 4 days	Continuing	60,249	Tippita	1	9 hrs.	12
29	Veterke & Gbamokollie Training	Margibi	Elementary school	897 97	2011 2 days	6 months	45,105	Weala	1	2 hrs.	3
30	Louisiana Training	Sinoe	Elementary	800 96	2011 3 days	Continuing	45,00 0	Sinoe	1	10 hrs.	5
Total schools (infrastructure & services 4 Total number of beneficiaries 11.247 Total number trained 337											

Building bridges is an important part of securing access to the local communities in Liberia. Having travelled across the country we can easily understand the importance of these priorities from the communities. Roads and bridges are in bad conditions and with a long rainy season and heavy rain the access to many local communities

is very difficult. There are two small bridge projects targeting two communities with more than 4000 beneficiaries and 100 people from the local communities are trained.

Table 5: Bridges

Bridges											
No.	Community	Location /County	Project	Beneficiaries	Year	Duration	Cost US	UMC District	No. of projects	Distance to project (Hrs.) from Monrovia	No. of visit to project site
31	Gaila Training	Bong	Mini bridge	4000 63	2011 2 days	3 months	9,540	Kokoyah	1	4 hrs.	3
32	Doegbon Training	Margibi	Mini bridge	475 41	2009 2 days	6 months	6,783	Kakata/Farmington	1	1 hrs.	4
Total bridges 2 Total number of beneficiaries 4.475 Total number trained 104											

The CODEVPRO programme has also taken responsibility for in- service training for teachers and health practitioners. In addition they have sponsored training for 8 students to be able to staff two of the clinics with professional staff.

Table 6: Training

Training and Education in broad terms											
No.	Community	Location /County	Project	Beneficiaries	Year	Duration	Cost US	UMC District	No. of projects	Distance to project (Hrs.) from Monrovia	No. of visit to project site
33	Yarmensohn	Nimbi	In-service Teacher	185	2011	2 weeks	6,000	Tippita	1	8 hrs.	4
34	Zimmie	Rivercess	Health practitioner	60	2011	2 weeks	5,287	Morweh	1	7 hrs.	4
35	Weala	Margibi	Nurse Aid Training	4 Students	2010	8 months	1,500	Weala	1	2 hrs.	4
36	Boway	Bong	Nurse Aid Training	4 students	2010	8 months	1,500	Jorquelle	1	5 hrs.	4
37	Boyee	Nimba	Nurse Aid Training	4 students	2010	8 months	1,500	Tippita	1	8 hrs.	4
Total Training and Education in Broad Terms 5 Total number trained 257											

The last two projects presented in table 7, also bear the possibility of being income generating activities: a guesthouse and a training centre. The guesthouse is already in use but might be rented out. Guesthouse project left a lesson reference need to conduct business/feasibility studies prior to supporting income generation projects.

Table 7: Other projects

No.	Community	Location /County	Project	Beneficiaries	Year	Duration	Cost US	UMC District	No. of projects	Distance to project (Hrs.) from Monrovia	No. of visit to project site
Other projects											
38	Pearchuzohn Training	Grand Bassa	Guest house	4000	2008 2 days 1 month	1 Year + 1 month	35,511	St. John River	1	3 hrs.	11
39	Bopolu Training	Gbarpolu	Resource centre	14533 21	2008 2 days	11 months	5,800	St. Paul	1	3 hrs.	6
Total number of beneficiaries 18.533 Total number trained 21											

When we sum up all the projects we find that the community infrastructure projects are targeting more than 150 000 beneficiaries and more than 2500 people from the local communities are trained.

Grand total number of beneficiaries: 154 691 and grand total number of trained persons: 2523

Local project committees

Each project has a local project committee being responsible for the proposal and implementation of the project. During the field visits we met with members of the committees. They were all elected and played an important part of planning, community mobilisation and implementing of the projects. In annex 2, we see a presentation of the project committees. Of the 34 committees 5women were elected as coordinators and five as assistant coordinators, three were secretaries and as many as 17 were treasures. However there is a long way to go for Liberia to have a gender balance. But these committees seem at least to be on the right track. From the matrix we can also see that far from all the members in the committees are members of the local Methodist Church. We see that the committees are community based more than church based as the intentions of the PID.

There is a substantial input from the local communities in all the projects that we observed (manpower, building materials, land etc.) All committees are trained and in some communities there have been several trainings to mobilise community participation. However, the issue of giving land from the local communities to the infrastructure projects will need to be looked into more closely related to the ownership of the land.

So far the financial support to the projects and the reporting system seemed to be functioning well. DCS staff was also very clear about not accepting any misuse of funds. That would end up with complete withdrawal from the project and no more support or funding.

5.   Main findings

The findings will be presented in to separate presentations and related to the terms of reference

5.1 CODEVPRO achievements
5.2 PID methodology

5.1 CODEVPRO achievements

According to the TOR we are supposed to assess CODEPRO's results along several dimensions. A short field visit cannot provide sufficient information to clearly indicate all types of results. We will however indicate that the direction of the outcome seems to be very positive. Although the Government of Liberia and partners including national, international and faith-based organizations have done remarkable jobs, rural communities' needs are still immense for fully resettling and rebuilding rural lives

Target group

From the TOR: To which extent has the programme successfully reached the stated target group:

"*The programme will be directed at the general population where there are local churches of LAC UMC. This will therefore include women and men as well as young people and children. The specific local project plans will specify the target group included in each local project.*"

CODEVPRO operates where there are local churches of LAC/UMC. These are located in poor and often remote communities. In this regard the programme has been able to reach its objective. Learning from the programme described and field visits, the different projects have specified target groups to benefit from the projects (see table 1-7). As a whole the programme is targeting men and women, children and youth with more specification of the target groups related to the type of projects implemented like schools, healthcare centres, water and sanitation, agricultural activities etc. The beneficiaries are substantial in each project based on the community approach and the outreach in the local communities adding up to app 154 000 beneficiaries. As we see projects mining the gaps between GOL and NGOS interventions – bringing hopes to isolated and perhaps neglected population segments to positively transform their lives.

Programme efficiency

TOR: *Make an assessment about the efficiency of the resources used in the programme in relation to the conducted activities. Should the activities have been carried out in another manner? Could the same activities been achieved with the use of less costly resources?*

Observations during the field visit indicate that CODEVPRO utilize the money received to a large extend in a cost effective and efficient way. Inputs from the local communities are important to sustain this efficiency. However, the use of competence like architects and engineers, and to comply with the Liberian standards put in place for designing schools, health clinics and health centres could probably have increased efficiency. The interventions have to be holistic; as an example, a school project should be complete with all requisite facilities, not leaving out an auditorium and teachers quarters because of inadequate resources and furnishing. Project portfolio emanating from sympathy and empathy can easily overweight resource levels.

A more efficient partnership with relevant Ministries and District representatives from the right beginning of the programme could probably have avoided additional work and changes of plans which might have made the projects more cost efficient. It is a need to improve MOU structure with partners in the Government of Liberia (GOL).

Second, the spread of projects across the country is costly. A pertinent question is if a more carefully designed plan of outreach could have been preferred without creating any problems within the church system?

Third, related to the former point is the time spent for the follow-up of projects. An extensive time for follow ups in the field is used by the DCS staff and the Department can easily be overstretched by this amount of work. CODEVPRO needs to match its project management capacity with project portfolio in order to continue doing good jobs. The wide range of geographic areas and activities coupled with poor road condition would suggest that transportation is a limiting factor for effective project implementation, supervision and monitoring. (see table 1 - 7)

What is positive in CODEVPRO is that several overhead costs (e.g., office rent) are covered by LAC/UMC and not charged to CODEVPRO which they eventually have to pay themselves

Programme effectiveness

TOR: Make an assessment to which degree the programme has achieved the programme objective as stated in the programme plan:

Long-term overarching development goals:

"Improved lives and sustainable communities"

Outcome/ immediate objective of the programme/ programme for the entire period:

"Improved living conditions for people in communities where there are UMC congregations"

Anticipated results (outputs) for the entire period:

"Implementation of a variety of sustainable community projects in accordance with the programmes priorities,

The output of the programme will be the number of sustainable local projects that are being planned, implemented and operated by the local communities and local churches. The second output is the number of trained communities.

Output	2008	2009	2010	2011	2012
# of trained communities	10	10	10	15	15
# of implemented projects	7	10	10	10	20

These targets will be reviewed by the end of 2008 when the programme has been working for almost a year. Additional indicators are included in the programme matrix at the end of the programme plan."

It is still early to assess the extent to which the programme has improved lives as well as the extent to which communities are empowered to meet development. However a positive outcome can be expected of improved living conditions for the people in the communities. As examples, receiving better healthcare, education for the

children, youth and grownups, clean water etc. are assessed as important and basic measures to improve living conditions, strengthening democracy, fighting poverty and facilitating development for the whole country.

A dilemma is however, whether to stay with the communities to allow development of further projects in order to improve building the civil society instead of spreading thinner out by entering into new projects in new communities all the time. The outcome of building social societies and strengthening the PID methodology can probably be even higher if communities are allowed repeated projects in order to improve the work building on former experiences over a longer time period and related to new challenges in the community.

The output of the programme has been in accordance to the plan. By the end of 2011 39 projects have been completed or are in the process of planning or implementation. More than 25000 people have been trained. This proves an enormous amount of work put in place by all partners and not at least by the communities, LAC/UMC and CODEVPRO/ DCS staff.

Somehow the staff can be overwhelmed with existing projects in very harsh locations. As the evaluation team have experienced themselves accessibility can be a nightmare for some projects and can put the staff at high risk. An option to this is to shift a greater aspect of project implementation and monitoring to the district office. This could increase LAC/UMC decentralization and project implementation capacity. But this requires capacity building process for the districts.

Another option which is commendable is to secure vehicles for the programme with good standard and put limitations on travel schedules for the staff. Security procedures should be put in place.

CODEVPRO has few limitations regarding what types of projects communities may get involved in. This creates a need for many different professional partners and professional staff in different areas in DCS. This is a challenge and the diversity might create more challenges than the staff can meet. The question is whether one should allow greater specialisation of knowledge in CODEVPRO and limit the projects to more narrow scopes?

We found few income generating projects in the communities. They were mainly in the area of agriculture. Income generating projects could be prioritised in the future. In addition none of the projects were set up to strengthen individuals' personal businesses. They could have been projects to train farmers or self-help groups to learn about business. Instead, communities have decided upon community projects that deliver products and services to community members.

Programme relevance

TOR: Make an assessment of the programme relevance in relation to the main challenges in the programme area. Can the programme be said to be highly relevant or less relevant in relation to the need of the people in the area?

All communities visited firmly defended their decisions and their projects. They were convinced that they had chosen the most relevant projects. The PID concept assures the possibility of supporting relevant projects. Programme relevance is a very strong part of CODEVPRO. When it comes to women the results reported in table in the annex clearly illustrates the risk that the programme is not able to support balanced gender efforts. This has to be understood in the context of the Liberian culture. An important step for the country is their female President. But here is still a long way to go to offer equal responsibility and to share equal power among men and women. Most project coordinators are men and most committee members are men. However, interesting to

observe is that most treasurers are women. The fact is that of most of the projects just as many women as men and boys as girls are benefitting from the project. The importance is the improvement of gender balance in the projects. From this perspective CODEVPRO is doing an important job of raising the awareness of women's participation not only as workforces in the community but also as leaders building the civil society. A possibility is to have gender balance and violence against women as a crosscutting issue in all projects and included in all the community mobilisations and trainings.

Programme sustainability

TOR: Make an assessment of the programme sustainability. In particular give an opinion regarding the possibilities that the local communities have to maintain and to continue the local projects that have been initiated by the assistance of CODEVPRO. Preferably the sustainability model developed by Norwegian Missions in development should be applied in evaluating the programme sustainability in relation to the following three factors:

- Activity profile
- Organisational capacity
- Context

The activity profile is decided upon by the local communities. As mentioned before the diversity of projects might create some problems for CODEVPRO staff. Extensive competence in several different areas is needed. To prevent professional problems the partnership with other professions specifically MOH and MOE and their professionals on District level is vital. This goes both for the construction and for the running of the facilities.

CODEVPRO is a model organization growth from young and inexperienced to young but relatively matured community development entity. CODEVPRO's strengths lie in its transformational leadership and managerial vision and skills, (dedication of responsibilities/division of labour which promotes ownership amongst staff as an inspiration to achieve set goals). Second the use of innovativeness as a means of fostering success stories and using partnership as a solution to resolving development issues. Appreciation and integration of feedbacks and lessons learned from previous experiences into program planning and implementation has led to growth. The skilfulness in problem solving by finding alternative solutions for tough problems is visible. Specific examples were finding solution to use of the condemned clinic in Wealah through collaboration with the community and Ministry of Health and a Parents and Teachers Association (PTA) meeting to create awareness leading to resource mobilization for Bogeezaye school project that had virtually come to a standstill at one point. Perseverance in accomplishing mission regardless of difficult challenges-roads, security risks and community fatigue etc. is a strength, but can also put staff on stretch and in dangerous positions. There is a constant need to keep qualified staff motivated for the huge challenges in this work.

Sustainability has at least two dimensions: CODEVPRO as a programme, and the projects in the communities. Regarding CODEVPRO as a programme, it is naturally not possible to maintain all the activities without outside support. However, since CODEVPRO is integrated into the LAC/UMC's Department of Community Services and works directly under the Bishop's authority, the programme doesn't have to end if outside support is not available. It is therefore important to maintain CODEVPRO within the Department. DCS is also attracting other donors from Norway like Mission Alliance which proves the importance of the PID methodology and the important structure and layout LAC/UMC represent as a facilitating structure in the development of Liberia.

Regarding whether projects initiated in the communities with support from CODEVPRO stand the chance of becoming sustainable, it is still too early to make an assessment. Some of them have only just started, while others have operated over a relatively short period of time The fact that all the community projects leans on LAC/UMC and the local congregation increases the possibility for sustaining the projects.

5.2 Assessment of the methodology "Partnership in Development"

The concept "Partnership in Development" was developed by BN as an innovative alternative to traditional development cooperation. The main objectives of the new practice were to:

a) *That the main focus of future development work shall be at the local level of civil society (congregation) and that the work contributes to the strengthening of the civil society and to the development of democratic organisations.*

b) *That the responsibility for planning, implementation and evaluation of development projects rests with the local partner.*

c) *To simplify the process of application and reporting at all levels of the chain from the local civil society level through the local/national partner to the Norwegian partner and finally to BN and NORAD.*

d) *To improve the quality of the development work carried out by churches and Christian organisations with increased focus on sustainable impact in the local society.*

Main findings:

The partnership model for CODEVPRO programme is visualised in figure 4 below. On the left side is the Norwegian Methodist Church system, in the middle the LAC UMC and on the right side of the figure the national and local authorities. This model shows the complexity of the partnership, but can also be used as an analytic tool to analyse where the partnership has to be strengthened. Not to make it too complicated the partnership with the Norwegian donors (Digni and NORAD) are included in the box of Norwegian partners on the right side of the model.

Figure 4 : Partnership model
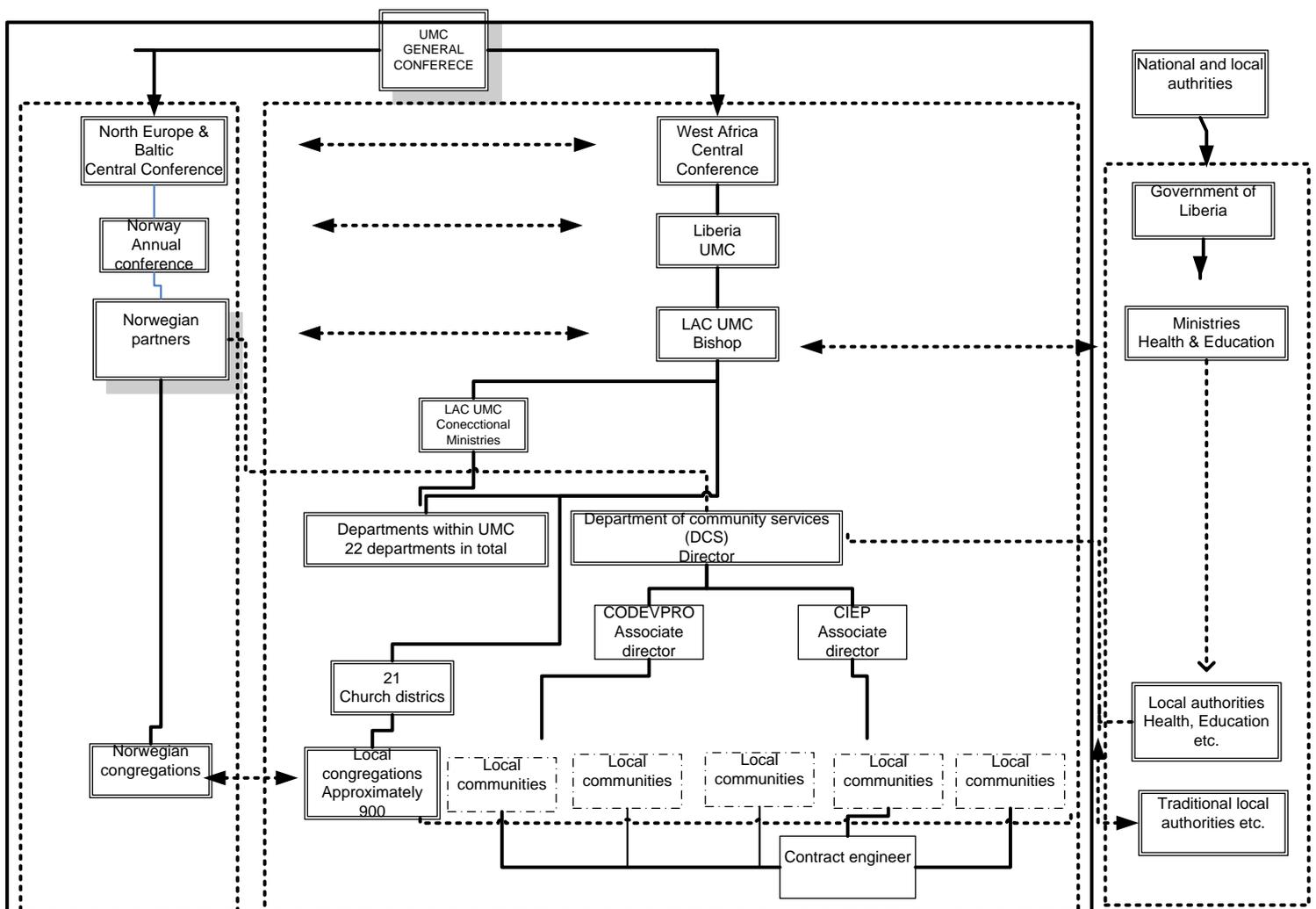
The findings are summarized in the following points:

- CODEVPRO is successful in practising Partnership in Development (PID) as presented in the proposal (2007 and the concept described in document 2005) for the programme. The CODEVPRO programme allows local communities to play a leading role in decisions and implementation of projects and let the planning and monitoring be with the local partner, in this case CODEVPRO/DCS

- CODEVPRO shows that it is possible to simplify the process of application and reporting at all levels of the chain, from local civil society through the local/national partner to the Norwegian partner, and finally to DIGNI and Norwegian authorities.

- CODEVPRO has been able to facilitate that communities have elected project committees locally and democratically. The parties have been able to plan, budget and implement timely and efficiently.

- CODEVPRO and LAC/UMC together with the local project committees have to our knowledge been correct and transparent about financial management on the four management levels in line with the financial management manual. Good book keeping standards are put in place and monitored regularly. Finances are well managed at

the administrative level as indicated by documentations and records. However, monthly financial request not clear on specific months, instead dates are presumed to reflect the month. Also, balance from previous months not reflected on subsequent request to indicate a true picture of what is there to operate with during the month. Project is experiencing losses from transfer of funds relative to exchange rates and transfer fees.

- CODEVPRO is mindful of corruption risks; as an example, an incidence of theft (zinc) has led to some level of micro-management of community projects resources

- The local committees have been able to mobilise the local communities, and to participate and contribute with substantial inputs to the projects (manpower, building materials, land etc.). The land given by the local communities has to be secured to the project by legal measurements.

- CODEVPRO/DCS has been of great importance for supporting and training the communities in project proposals, financial management, democracy and civil society building. To keep the motivation, participation and aspirations among the communities several trainings and different mobilising strategies have been put in place (see tables). Community awareness and project leadership training appear to be effective in achieving project goals and objectives from the perspective of community ownership and contributions

- The district DS's have been active and instrumental to support and take a partnership role within the communities and project committees and by this they have facilitated the implementation of the projects and strengthened the ownership of the projects within the communities. Guidance and support of the church is critical to sustaining and strengthening the institutional and managerial capacity of CODEVPRO.

- Lessons learned from the first years: partnerships between CODEVPRO and Government through responsible Ministries and District representatives have been strengthened on both national and district level. This relates mainly to Ministry of Health and Ministry of Education. This partnership has been important to keep up the standards required and will secure sustainability of the projects.

- The PID concepts needs good systems, methodologies and monitoring as well as dedicated staff and close follow-up from UMCN (the donor) to assure effective and efficient outputs and outcomes. This system is to a large extent put in good order by the Norwegian Methodist Mission in Development including the Norwegian consultant and CODEVPRO/DCS staff.

- It takes time to capture what working *with the community* means and how this can be done. The communities need constant training, capacity building follow ups and monitoring. This goes just as much for the LAC/UMC as well as in the Norwegian mission organisation

- The PID concept has proved that it could be relevant also in similar community development programmes in other countries relevant for UMCN. Before introducing it in other contexts there is a need for better documentation of the PID methodologies.

- The PID projects in Liberia, Sierra Leone and Zimbabwe should continue to learn from each other. However, learning should not only be organised around interchange visits and seminars, but should more be organised around a regional centre for development and continued improvement of good systems. Partnership with academic institutions and development of manuals, theoretical and practical exercises in this field should be developed.

- Whether the projects initiated in the communities with support from CODEVPRO has the chance of becoming sustainable, it is still too early to conclude. The fact that all the community projects are closely linked to the LAC/UMC system and the local congregation increases the likelihood of becoming sustainable.

6. Recommendations

1. CODEVPRO needs to put in cross-cutting issues such as the environment, gender, violence against women, ethnicity and HIV/AIDS in their planning and implementation of projects in the communities. The training workshops are excellent opportunities for educating the local communities in these issues.

2. The CODEVPRO programme has to make sure of proper ownership of the lands given from the local communities as well as individuals to the projects. This will be of importance for the future.

3. The partnership between GOL through its relevant ministries and agencies, UMC/LAC local districts and CODEVPRO should be strengthened to ensure compliance and sustainability. Schools or health centre projects should be completed with all requested facilities in compliance with GOL standards.

4. Security procedures, insurance, allowances and routines for staff travelling and staff vehicles have to be put in place. Human resources are the most valuable asset in the programme. This has to be taken seriously from LAC UMC and UMCN. One suggestion could be to have a committee lead by the Bishop to go through all security procedures and follow up on relevant issues.

5. There is a need to continuously ensure capacity building for management staff in CODEVPRO

6. CODEVPRO has to balance the capacity of the staff and the amount of projects planned and implemented to keep focus on building civil society and to ensure the quality of the good work.

7. The regional collaboration and learning processes in PID should be continued and be strengthened by creating a regional centre where Liberia, Sierra Leone and Zimbabwe could work together. Experiences can be shared to improve the methodology of PID in different contexts and to strengthen the capacity of developmental work within the Methodist church context.

8. To strengthen the PID concept in different contexts there is a need to document the PID methodologies in a handbook or sort of a manual, reflecting lessons learned and best practices. This can be done by joining partnership with an academic institution; as an example the Methodist University in Liberia. This partnership

between theoretical and practical institutions and approaches in the field of PID can enrich the learning within academic disciplines and the Church structures.

Attachments

Attachment 1: Itinery

DATE	TIME	ACTIVITIES	KIND OF PROJECTS
SATURDAY, DEC 3, 2011	9.00 AM	VISIT WEALA COMMUNITY VISIT VETERKET AND GBAMOKOLLIE TOWNS LUNCH AT GLOF CLUB VISIT DOEWIEN TRAVEL TO BUCHANAN & SPENT THE NIGHT AT THE GUEST HOUSE	CLINIC – 2008/2009 ELEMENTARY SCHOOL-2011 WATER & SANITATION-2008/2009
SUNDAY, DEC 4	7:00	BREAKFAST WORSHIP AT THE ST.JOHN RIVER CONFERENCE CLOSING TRAVEL TO RIVERCESS VISIT WHENZOHN & DARSAW TOWN COMM LUNCH (FINGER FOOD) RETURN TO BUCHANAN, MEET WITH PEARCHUZOHN WOMEN DINNER AND SPENT THE NIGHT AT GUEST HOUSE	AGRICULTURE PROJECT-2011 GUEST HOUSE – 2008/2009
MONDAY, DEC 5	6:30-7:30	BREAKFAST VISIT COMPOUND 3 VISIT BOEGEEZAYE COMMUNITY LUNCH VISIT DOLO'S TOWN TRAVEL TO GANTA DINNER, SPEND THE NIGHT	HEALTH CENTER – 2011 JUNIOR HIGH SCHOOL – 2009/2011 WATER & SANITATION – 2011
TUESDAY, DEC 6	6:30-7:00	VISIT BOYEE COMMUNITY VISIT ZAHNZAYEE COMMUNITY LUNCH RETURN TO GANTA DINNER AND SPENT THE NIGHT	CLINIC – 2009/2011 JUNIOR HIGH SCHOOL-2009/2011
WEDNESDAY, DEC 7	7:00-8:00	BREAKFAST VISIT GAILI COMMUNITY LUNCH AT GOLF CLUB RETURN TO MONROVIA DINNER AT HOTEL	BRIDGE -2011

	Community	Project coordinator		Assistant coordinator		Secretary		Treasurer		Member	
		Male/ female	Member of UMC?	Male/ female	Member of UMC?	Male/ female	Member of UMC?	Male/ female	Member of UMC?	Male/ female	Member of UMC?
1	Doegbon (2) projets	Male	No	Male	No	Male	No	Female	Yes	Female	yes
2	Doewien (2) projet	Male	No	Male		Male	N/A	Female	N/A	Male	N/A
3	Unification Town	Female	No	Male	Yes	Male	Yes	Female	No	Male	No
4	Cotton Tree	Male	Yes	Male	N/A	Male	N/A	Female	N/A	male	N/A
5	Dolo's Town	Male	No	Male		Male		Male		Female	N/A
6	Kpangba Town	Male	No	Male	No	Male	Yes	Male	Yes	Female	No
7	Yaribouri	Male	No	Male	No	Male	No	Male	No	Female	yes
8	Behla	Male	Yes	Female	Yes	Male	No	Male	No	Male	No
9	Werteken	Male	Yes	Male	No	Male	Yes	Male	Yes	Female	No
10	Cantonmentsite	Male	No	Male	No	Male	No	Female	Yes	Female	Yes
11	Gelapa	Male	No	Male	No	Male	No	Male	No	Male	No
12	New Israel	Female	No	Male	No	Male	No	Male	No	Female	No
13	Karweaken	Male	No	Female	No	Male	Yes	Female	Yes	Female	No
14	Gbencon	Male	N/A	Female	N/A	Male	N/A	Female	N/A	female	N/A
15	Ghonyah	Male	No	Male	No	Male	Yes	Female	Yes	Male	No
16	Weala (2) projects	Male	N/A	Male	N/A	Male	N/A	Female	N/A	male	N/A
17	Boway	Male	No	Female	No	Male	Yes	female	Yes	Male	N/A
18	Palapolu	Male	N/A	Male	N?A	Male	N?A	Male	N/A	Female	N/A
19	Rock Crusher	Female	No	male	N/A	Male	N/A	Male	N/A	Female	N/A
20	Boyee	Male	N/A	Male	N/A	Male	N/A	Female	N/A	Male	N/A
21	Compound #3	Male	N/A	Male	N/A	Male	N/A	Female	N/A	male	N/A
22	Rock Town	Male	No	Male	No	Male	Yes	Female	N/A	Male	N/A
23	Behwan	Male	N/A	Male	N/A	Male	N/A	Female	N/A	Male	N/A
24	Boegeezay	Female	Yes	Male	N/A	Male	N/A	Female	N/A	Male	N/A
25	Zahnzaye	**Male**	Yes	Male	N/A	Male	N/A	Male	Yes	Female	N/A
26	Veterke & Gbamokollie	**Male**	N/A	Male	N/A	Male	N/A	Female	N/A	Female	N/A
27	Louisian	Male	Yes	Male	Yes	Female	Yes	Male	No	Male	No

28	Gail	Male	Yes	Male	N/A	Male	N/A	Male	N/A	female	N/A
29	Wehnzohn	Male	N/A	Male	N/A	Male	N/A	Male	N/A	Female	N/A
30	Murr Town	Yes	N/A	Male	N/A	Male	N/A	Male	N/A	Female	N/A
31	Pearchuzoh	Female	Yes	Female	N/A	Female	N/A	Female	Yes	Female	N/a
32	Bopolu	male	No	Male	No	Male	No	Male	Yes	Male	N/A
33	GST Campus	Male	Yes	Male	N/A	Male	Yes	Male	N/A	Female	N/A
34	Botota	Male	No	Male	N/A	Male	N/A	Male	N/A	Male	N/A

Please note that the remaining two (2) projects are education in broad terms and do not have communittee members

FIELD NOTES:

Wealah clinic project

Six (6) clinic staff, four (4) trained by project in Ganta

Staff salaries currently paid by the District

Nine (9) successful deliveries of over 2,000 patients

Medicine partly paid for by patients, some patients do not occasionally have funds to pay bills and they let them go free

Rennie is referral hospital, sometimes assist with ambulance

Southern Illinois Hospital assisted with medical equipment and outreach team 11 days visit to Liberia.

Medical supplies donated by Hands of Hope observed in warehouse

Needs are to expand facility through laboratory establishment, laboratory technician, X-Ray machine and ambulance.

GOL/County Health Team (CHT) provides guidance and direction, free antigens and vaccinations.

CHT announced the initiation of birth registration process and indicated the privacy of the clinic forbids GOL from accruing recurrent cost.

Gbamokollie Town schools construction project

Elementary school under construction at foundation level,

4,500 residents in town and surrounding villages

Over 50 kids ages from 3 – 9 were present during visit

600 kids without opportunity for primary education thus gave rise to project concept

DEO supports project and pledge teachers. He however appealed from teachers' accommodation to encourage and retain teachers

Wennzohn Town agriculture project

28 acres cassava project to be ready for harvest in March

Project intends to generate funds for establishing a vocational school

Training scheduled for December 16-17 and to brush extension site for project

Vision to establish a self-help vocation school project to train youths in carpentry, agriculture and computer is admirable in light of need in an isolated geographic area. However, considerations have to be given to running costs and sustainability.

Pearchuzon Women guesthouse project

Meeting attending by 25 women and their leadership. Assumed that attendance is limited due to the isolated site of the guest. Currently documenting management policy. Suggestion is to lease the building for higher income and better maintenance care. The issue is maintaining the moral reason for which the building was constructed. A subsequent meeting will be held to further discuss this issue and find the way forward.

Observations: Pearchuzon Community Women seemed very organized and cognizant of their goal and objective. While holding discussions about alternative use of the building due to low income, the moral aspect of the project is firmly in their minds. The situation suggest market feasibility studies be conducted before considering that future guesthouse projects especially as it relates to location and culture.

Bogeezaye school project

7 classroom building with three offices and two bathrooms completed in operational

Primary education from pre-school to 9th grade

11 teachers and assorted textbooks provided by Government of Liberia

Considerable female enrolment in pre-school section to grade 6

Need auditorium, principal want students to learn public speaking

School gardening for sustainability under discussion

5 acres of land granted by community but Principal want more land for school farm

Teachers concerned about their payroll handling by MOE-walk days to Sestos for salaries

STUDENT ENROLMENT BY GENDER			
Grade	Boys	Girls	Total
Pre school			
Pre grade			
Grade 1			
Grade 4&5			
Grade 5			
Grade 6			
Grade 7			
Grade 8			
Grade 9	5	0	
NUMBER OF TEACHERS			
Male	14		
Female	1		

Dolo's Town water and sanitation project

Three hand pump wells rehabilitated and in use

One new hand pump well constructed, an elderly woman was fetching water at arrival

Two community latrines constructed and equipped with commodes

Community discussing security and sanity for the pump area and intend to fence the pump.

Community discussing maintenance strategy, probably collection of minimum monthly fees L$10-L$15 per household

Project supervisor trained as pump maintenance mechanic

Boyee clinic project

Huge extension by request of MOH to meet standards

Main building 80% complete

Heath center for immediate environment extending to villages in outline districts

Zahnzayee school project