

# EXPENDITURE AND RESOURCE FLOW ANALYSES ON HEALTH & EDUCATION FINANCING

## Education and Health sectors



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**MINISTRY OF FINANCE & DEVELOPMENT PLANNING**

Expenditure Monitoring Unit

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This Public Expenditure Tracking Survey (PETS) report is the result of increased collaboration between the World Bank and the Government of Liberia. The report was produced by the Expenditure Monitoring Unit (EMU). The original design of the survey instruments and the study line go back to a previous survey conducted in similar sector in 2012; the actual analysis and write-up was a team effort led by Atty. James N. Gilayeneh, Jr (Unit Head) and team members: Zainab K. Dukuly, S. Vankanmu Dukuly, Hilton L. Starks, Deyeatee E. Williams, Ousman V. M. Dorley, Abu Kaba, Owen Freeman and Richard Russ (Consultant), and contributions of sector's and Institutions' representatives in person of Ernerst Gonyon (Health sector), Klayjue N. Tukon (Education sector), Joseph K. Fahnbulleh (RCU), Pius G. Mawolo (CAGD) and Kpanah L. Mason (DBDP) , including Minister Samuel D. Tweah, Hon. Dr. Samora P. Z. Wolokolie and Hon. Jeremiah B. Sackie, who provided valuable inputs throughout the process. Concerned line Ministries and Agencies supported the study and the Expenditure Monitoring Unit (EMU) originated the idea to combine the facility survey instrument of this PETS with the support of the World Bank via the Public Financial Management Reform Institutional Strengthening Project (PFMRISP). The Expenditure Monitoring Unit greatly appreciates the discussions and feedback from the government and partners in various forms. The PETS team would like to express its sincere gratitude for the authorities' cooperation and contributions throughout the process from the design, enumeration process, data entry, and initial analysis stages.

The evolving study particularly benefitted from a workshop held in October 2020 in the building of the Ministry of Finance & Development Planning, second floor, on a specific request of the authorities to present and discuss issues and challenges affecting the sectors to a wide selection of government representatives. Participants included representatives from the Finance/Technical and Administration sections of line Ministries and Agencies in the concerned sectors. The government in May 2021 also provided in-depth comments by law<sup>1</sup> on the PETS report, which were taken into consideration for this final version that was concluded in June 2021 and published on the MFDP's website for public consumption. The team would like to acknowledge the guidance provided by peer reviewers Leslie Cole, (Department of Budget – MFDP) and Tove Strauss (Research Associate).

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<sup>1</sup> K.7 (2) of the PFM regulations



## Foreword

This Government of Liberia (GoL) under the stewardship of His Excellency Dr. George Manneh Weah remains committed to ensuring that finances once disbursed, are accounted for in a transparent and comprehensive manner to the understanding of the general public. In support of its promise to the people under Pillar four (4)<sup>2</sup> of the Pro-Poor Agenda for Prosperity and Development (PAPD), the GoL has embarked on another research exercise in its effort to promote transparency, efficiency, accountability and the comprehensiveness of the budget execution processes to meet the benefit of its people, again focusing on the Health & Education sectors. Earlier research conducted for these sectors in 2012 shows that performance with regards to spending on primary education and health care financing were 0.8% and 2.68% of our GDP, against the standardized bench mark of 1.4% and 5% of GDP respectively. This means the government in 2012 had a 0.6% challenge in primary education financing and 2.32% in health care financing to meet up with minimum benchmarks. As at the review period (FY 2017/2018), spending in these sectors on primary education and health care financing were 0.87%<sup>3</sup> and 2.05%<sup>4</sup> of GDP. In the midst of challenges from the 2017 general elections, there was an increment of 0.07% of GDP in financing primary education and a challenging decrease of 0.63% of GDP in health care financing.

### **Legal framework and Responsible party**

Overseeing this initiative is the Expenditure Monitoring Unit (EMU), which was established in 2014 under the merger that gave birth to the Ministry of Finance & Development Planning. The unit is mandated to conduct PET surveys on budget execution by Spending Institutions (SI) and determine the extent of leakages when resources allocated to service delivery units are disbursed. These leakages result from inadequate implementation of allocation rules<sup>5</sup> to guide the

<sup>2</sup> Governance and Transparency

<sup>3</sup> 2018 Survey of Formal Education Educational Expenditure (ISCED 0-8) data sent to UNESCO

<sup>4</sup> Health financing working paper NO. 1 (Health system Governance & financing = WHO)

<sup>5</sup> The PFM law of 2009 inclusive of the transfer rules, financial rules and reporting timeline.

apportionment and distribution of resources to counties and service delivery points, complete and organize the documentation of filling process, unwanted bureaucracy, dishonesty and above all, state of infrastructure. The survey is needed, therefore, to determine the current variance between allocation and execution at the point of service delivery units.

The institutional basis for expenditure tracking is stipulated in Section K.7 of the Public Financial Management Regulations, 2009, which provides for the Minister of Finance to establish Expenditure Tracking mechanisms undertaking researches and Surveys. These efforts contribute immensely to Performance Indicators 10 (PI-10) & 23 (PI-23) of the Public Expenditure and Financial Assessment (PEFA) which highlights Public access to key fiscal information and measures the availability of information on resources received by service delivery units.

### **Methodology**

The Education and Health sectors were therefore chosen as targets for the continual Public Expenditure Tracking Survey (PETS), wherein a review process will be done to have a comparative outlook of the 2012 PETS in these sectors. All of the counties were selected due to the impact of these sectors in our country and questionnaires were developed capturing clues from the affected sectors' institutions. The process leading to this research work and survey outcome lasted for six (6) months.

### **General challenges**

The research findings showed manifold challenges faced at the National and Sub-national levels in ensuring that resources (medical and school related supplies) are adequately transferred to service delivery units, with positive impact in the economy. Additionally, resource transfers from central office to service delivery units are not disaggregated and probably not supported with real time resource envelope. The findings include personnel issues, no participation in the budget preparation process at the end user level, major capacity gaps, low compensation, to lack of logistics, resulting into low motivation and performance. Institutions also highlighted resettlement allowances, overtime compensation, occupational risks, and limited access to insurance of all kinds, unfair labor practice, and slow pace in economic opportunity for Liberians. Institutions under these sectors are challenged with procuring and transporting of supplies (medical and educational) from central to counties and subsequently to end users, opportunity of effective budget preparation & planning for adequate and effective operations, providing reports to the public and the MFDP on resources received for programs that are expected to benefit the public including providing information on how their programs work to the benefit of society. From the side of the general public, ethical concerns were raised against concerned institutions as relates to services rendered, including information availability on opportunities for educational programs and health care.

**Outcome & Expectation**

This survey provides the scientific gap between public perceptions and the social and economic realities of the country and it further provides measures and ways forward on mitigating and narrowing the identified gaps, which has the propensity of developing chaos and indefensible flux.

The outcomes from previous PET Surveys and research work in the Education & Health, the Agriculture & Security sectors and the Industry & Commerce sector respectively, have not only provided the impetus for conducting similar annual exercises in other sectors based on available resources from government and partners, but have also improved the GoL's score from D to B<sup>6</sup> for PEFA performance indicator 23, which measures the 'availability of information on resources received by service delivery units'. Upcoming surveys will cover the Infrastructure and Energy sectors to further understand the gaps in the economic correlation as it relates to agriculture, trade and security.

**Appreciation**

We would like to express our profound appreciation to Hon. Varney Sirleaf, Minister of Internal Affairs, Dr. Whillemena Jallah, Minister of Health (Sector Lead) and Prof. D. Ansu Sonii Sr., Minister of Education (Sector Lead) and including all heads and support staff of spending entities under these sectors, for their continual dedication to providing quality basic services to the Liberian people. Their fullest support to our survey team, and the active involvement of county authorities and service delivery units, did ensure the success and accuracy of the survey. We look forward to utilizing the data gathered to formulate an action Plan, thereby enhancing the quality of Government's service to the Liberian people. Lastly, we as a government and people, want to say a big **THANK YOU** to the "World Bank" for their financial support in contributing to our reform success story. We also look forward to the full support of Government, our Development Partners and the Liberian people, as we reach out to other sectors and conduct further surveys of this nature.



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**Republic of Liberia**

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<sup>6</sup> PEFA 2016 report System Final Report – July 2016 an assessment by AECOM, jointly supported by WB, IDA, AfDB, USAID and Sida

## Acronyms and Abbreviations

|             |   |   |  |
|-------------|---|---|--|
| <b>AIDS</b> | . | . | <b>. Acquired Immunodeficiency Syndrome</b>              |
| <b>AIT</b>  | . | . | <b>. Agriculture &amp; Industrial Training</b>           |
| <b>AITI</b> | . | . | <b>. Agriculture &amp; Industrial Training Institute</b> |
| <b>BCC</b>  | . | . | <b>. Bassa Community College</b>                         |
| <b>BCC</b>  | . | . | <b>. Bomi Community College</b>                          |
| <b>BCC</b>  | . | . | <b>. Bong Community College</b>                          |
| <b>BWI</b>  | . | . | <b>. Booker Washington Institute</b>                     |
| <b>CAGD</b> | . | . | <b>. Comptroller &amp; Accounting General Department</b> |
| <b>CBL</b>  | . | . | <b>. Central Bank of Liberia</b>                         |
| <b>CEO</b>  | . | . | <b>. County Education Officers</b>                       |
| <b>CFA</b>  | . | . | <b>. Consolidated Financial Account</b>                  |
| <b>CHO</b>  | . | . | <b>. County Health Officer</b>                           |
| <b>CHT</b>  | . | . | <b>. County Health Team</b>                              |
| <b>CMU</b>  | . | . | <b>. Cash Management Unit</b>                            |
| <b>CSA</b>  | . | . | <b>. Civil Service Agency</b>                            |
| <b>CU</b>   | . | . | <b>. Cuttington University</b>                           |
| <b>DBDP</b> | . | . | <b>Department of Budget &amp; Development Planning</b>   |
| <b>DEO</b>  | . | . | <b>. District Educational Officer</b>                    |
| <b>DHS</b>  | . | . | <b>. Demography &amp; Health Service</b>                 |
| <b>EMU</b>  | . | . | <b>. Expenditure Monitoring Unit</b>                     |
| <b>EU</b>   | . | . | <b>. European Union</b>                                  |
| <b>FA</b>   | . | . | <b>. Foreign Affairs</b>                                 |
| <b>FDA</b>  | . | . | <b>. Forestry Development Authority</b>                  |

|               |   |   |   |
|---------------|---|---|---|
| <b>FLS</b>    | . | . | <b>. Family Life Survey</b>   |
| <b>FLS</b>    | . | . | <b>. Family Living Surveys</b>                                      |
| <b>FY</b>     | . | . | <b>. Fiscal Year</b>  |
| <b>GDCC</b>   | . | . | <b>. Grand Gedeh Community College</b>                              |
| <b>GDP</b>    | . | . | <b>. Gross Domestic Product</b>                                     |
| <b>GKCC</b>   | . | . | <b>. Grand Kru Community College</b>                                |
| <b>GoL</b>    | . | . | <b>. Government of Liberia</b>                                      |
| <b>HB</b>     | . | . | <b>. Herbal College</b>   |
| <b>HS</b>     | . | . | <b>. Health Sector</b>  |
| <b>IA</b>     | . | . | <b>. Internal Affairs</b>   |
| <b>IAG</b>    | . | . | <b>. International Airline Group</b>                                |
| <b>IMF</b>    | . | . | <b>. International Monetary Fund</b>                                |
| <b>JFDH</b>   | . | . | <b>. Jackson F Doe Hospital</b>                                     |
| <b>JFK</b>    | . | . | <b>. John F Kennedy</b>   |
| <b>KRTTI</b>  | . | . | <b>. Kakata Rural Teacher Training Institute</b>                    |
| <b>LAA</b>    | . | . | <b>. Liberia Airport Authority</b>                                  |
| <b>LBC</b>    | . | . | <b>. Liberia Broadcasting System</b>                                |
| <b>LBNM</b>   | . | . | <b>. Liberia Board for Nursing &amp; Midwifery</b>                  |
| <b>LCP</b>    | . | . | <b>. Liberia College of Physician</b>                               |
| <b>LEC</b>    | . | . | <b>. Liberia Electricity Cooperation</b>                            |
| <b>LISGIS</b> | . | . | <b>. Liberia Institute Statistics &amp; Geo Information Service</b> |
| <b>LMA</b>    | . | . | <b>. Liberia Maritime Authority</b>                                 |
| <b>LPB</b>    | . | . | <b>. Liberia Pharmacy Board</b>                                     |
| <b>LPRC</b>   | . | . | <b>. Liberia Petroleum Refining Company</b>                         |
| <b>LSMS</b>   | . | . | <b>. Living Standard Measurement Study</b>                          |
| <b>LTA</b>    | . | . | <b>. Liberia Telecommunications Authority</b>                       |
| <b>LWSC</b>   | . | . | <b>. Liberia Water &amp; Sewer Cooperation</b>                      |
| <b>MCC</b>    | . | . | <b>. Monrovia City Cooperation</b>                                  |
| <b>MCSS</b>   | . | . | <b>. Monrovia Consolidated School System</b>                        |

|                |   |   |   |
|----------------|---|---|---|
| <b>MDG</b>     | . | . | <b>Millennium Development Goal</b>  |
| <b>MFDP</b>    | . | . | <b>Ministry of Finance &amp; Developing Planning</b>                          |
| <b>MGCP</b>    | . | . | <b>Ministry of Gender &amp; Children Protection</b>                           |
| <b>MOE</b>     | . | . | <b>Ministry of Education</b>  |
| <b>MOH</b>     | . | . | <b>Ministry of Health</b>   |
| <b>MoJ</b>     | . | . | <b>Ministry of Justice</b>  |
| <b>MOS</b>     | . | . | <b>Ministry of State</b>  |
| <b>MPW</b>     | . | . | <b>Ministry Public Works</b>  |
| <b>NAC</b>     | . | . | <b>National Aids Commission</b>   |
| <b>NBoC</b>    | . | . | <b>National Bureau of Concession</b>  |
| <b>NBC</b>     | . | . | <b>National Budget Committee</b>  |
| <b>NCC</b>     | . | . | <b>Nimba Community College</b>  |
| <b>NCHE</b>    | . | . | <b>National Commission on Higher Education</b>                                |
| <b>NDS</b>     | . | . | <b>National Drug Service</b>  |
| <b>NHA</b>     | . | . | <b>National Housing Authority</b>   |
| <b>NPA</b>     | . | . | <b>National Port Authority</b>  |
| <b>NPHIL</b>   | . | . | <b>National Public Health Institute of Liberia</b>                            |
| <b>NTA</b>     | . | . | <b>National Transit Authority</b>   |
| <b>PAPD</b>    | . | . | <b>Pro-poor Agenda for Prosperity &amp; Development</b>                       |
| <b>PEFA</b>    | . | . | <b>Public Expenditure &amp; Financial Assessment</b>                          |
| <b>PER</b>     | . | . | <b>Public Expenditure report</b>  |
| <b>PETS</b>    | . | . | <b>Public Expenditure Tracking Survey</b>                                     |
| <b>PFM</b>     | . | . | <b>Public Financial Management</b>  |
| <b>PFMA</b>    | . | . | <b>Public Financial Management Assessment</b>                                 |
| <b>PFMRISP</b> | . | . | <b>Public Financial Management Reform Institutional Strengthening Project</b> |
| <b>PI</b>      | . | . | <b>Performance Indicator</b>  |
| <b>PPP</b>     | . | . | <b>Purchasing Power Priority</b>  |
| <b>QSDS</b>    | . | . | <b>Quantitative Service Deliver Survey</b>                                    |
| <b>RBF</b>     | . | . | <b>Result Base Financing</b>  |

|               |   |   |  |
|---------------|---|---|--|
| <b>RCU</b>    | . | . | <b>. Reform Coordination unit</b>  |
| <b>RFU</b>    | . | . | <b>. Revenue Forecasting Unit</b>  |
| <b>SCC</b>    | . | . | <b>. Sinoe Community College</b>   |
| <b>SCMU</b>   | . | . | <b>. Supply Chain Management Unit</b>                                      |
| <b>SDG</b>    | . | . | <b>. Sustainable Development Goal</b>                                      |
| <b>SI</b>     | . | . | <b>. Spending Institutions</b>   |
| <b>SOE</b>    | . | . | <b>. State Own Enterprise</b>  |
| <b>STIs</b>   | . | . | <b>. Sexual Transmitted Infection</b>                                      |
| <b>UN</b>     | . | . | <b>. United Nations</b>  |
| <b>UNDP</b>   | . | . | <b>. United Development Program</b>  |
| <b>UNESCO</b> | . | . | <b>. United Nations Educational Scientific &amp; Cultural Organization</b> |
| <b>UNMIL</b>  | . | . | <b>.United Nations Mission in Liberia</b>                                  |
| <b>USAID</b>  | . | . | <b>. United States Agency for International Development</b>                |
| <b>USD</b>    | . | . | <b>. United States Dollars</b>   |
| <b>WAEC</b>   | . | . | <b>. West African Examination Council</b>                                  |
| <b>WB</b>     | . | . | <b>. World Bank</b>  |
| <b>WRTTI</b>  | . | . | <b>.Webbo Rural Teacher Training Institute</b>                             |
| <b>WVSTU</b>  | . | . | <b>. William V.S. Tubman University</b>                                    |
| <b>ZRTT</b>   | . | . | <b>. Zorzor Rural Teacher Trainer</b>                                      |

## Executive Summary

In many countries, including Liberia, increase in the allocation of central governments' funds towards social sector expenditures have not always corresponded with improvements in social sector outcomes. To explore and understand this phenomenon, the Ministry of Finance and Development Planning through the Expenditure Monitoring Unit, commissioned this Public Expenditure Tracking Survey (PETS), and is increasingly being used to examine the flow of funds and materials from the Central Government to frontline delivery units such as schools and health care facilities.

One needs not be presented with empirical evidence to agree that “improved service delivery is a key issue, to be addressed in the effort to reduce poverty and vulnerability” (Graff, 2005, p. 1). Although budget data sheds valuable light on the extent of service delivery, the mere measure of budget spending cannot be equated with optimal service delivery because of leakages in resource flows. Dehn, Reinikka, and Svensson, (2005) presented at least four reasons that indicate a break in the chain between spending and service delivery. First, if all the funds have in fact been spent, they may not have been spent on the right goods or the right people. Second, even when public resources are spent on the right goods and the right people, not all the resources may reach the intended beneficiaries at the bottom of the chain. Third, even if all funds reach those at the bottom, the quality of services provided may be weak because of incentive problems such as absenteeism and low staff motivation. Lastly, even if all the above conditions are satisfied, which address supply-side issues, there may be demand-side problems where the intended beneficiaries, i.e. the households, may not take full advantage of the services provided. For these and a variety of other reasons, inputs alone are inappropriate indicators of outcomes and impact.

In order to detect and remedy these issues in resource flows, various tools have been proposed and tested on the ground of other countries, some of which include the following: - Living Standard Measurement Study (LSMS): These are household surveys that have also included health facility modules on an ad hoc basis Alderman and Lavy (1996). - Demographic and Health Surveys (DHS): These are carried out in over 50 developing countries and have also included a service provider component. - Family Life Surveys (FLS): These are often implemented by RAND<sup>7</sup> have combined health provider surveys with those of households. - Quantitative Service Delivery Survey (QSDS): These are variants of provider surveys, with an emphasis on systematic quantitative data on finances, inputs, outputs, pricing, quality, oversight, and other aspects of service provision. While PETS is used for measuring leakage, “the primary aim of a QSDS is to examine the efficiency of public spending and incentives and various dimensions of service delivery in provider organizations, especially on the frontline” (Ritva Reinikka, 2005)

Citizen Report Cards: Where citizens are asked to rate specific service providers, which produces relative ranking and which gives incentives for improvements. It is reportedly first used in Bangalore, India, with repeat survey in 1999 showing significant improvement in citizen satisfaction (Paul, 1998). - Community Score Cards: These are similar to Citizen Report Cards, but are more qualitative and participatory, often carried out through focus group discussions and not surveys with standardized questionnaires (Sundet 2004).

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<sup>7</sup> RAND corporation, a research company base in the United States of America

## Chapter 1: Introduction

PETS is a tool used for tracking the flow of public resources. The purpose of this PETS is to examine the flow of resources to institutions within the fifteen (15) counties amongst the various government hospitals and other health facilities in Liberia and tracking them from the point of origin to the point of use. It is an assessment of government planning, allocations, and disbursement of resources and their utilization by the hospitals. The survey helps identify glitches in governance and bottlenecks, delays, and leakages of public funds.

The comparative analysis of total budget and actual expenditure in the health sector for the FY12/13 and 17/18 considering the various economic classification. The total budget for FY 12/13 is summed up to 59.5m while total expenditure summed up to 62.8m. Whereas, FY17/18 total budget amounted 68.9m and total expenditure is 63.06m.

The trend analysis of total actual expenditure in the health sector for the FY17/18, 18/19 and 19/20, considering the various institutions within the health sector. It also considers the percentage increased and decreased of the trend of the various years.

For total actual expenditure FY17/18, it summed up to us\$ 63.1m, while FY18/19 total expenditure summed up to us\$ 62m. Whereas FY19/20 total expenditure amounted to us\$ 89.3m. Of the overall amount of total expenditure for FY17/18, MOH accounted US\$46m representing 73% of the total expenditure in the health sector. FY18/19 amounted US\$46.2m representing 75% whereas, FY19/20 summed US\$70.3m representing 79%.

The comparative review for FY2012/13 to FY2017/2018. The below figure displays the economic classification for FY2012/13 and FY2017/18 and also highlights the comparison between the two fiscal periods under review. Compensation of employees displays the highest portion in the education sector. For FY2012/13 the fiscal outturn for compensation of employee was US\$46.5 m while, the budget was US\$37.1m. Also, for FY2017/18 the fiscal outturn was US\$48.7 m while, the budget was US\$47.7m. Furthermore, from FY2012/13 to FY2017/18 the fiscal outturn towards compensation of employees increased by 5%.

For FY2012/13 the fiscal outturn for the use of goods and services was US\$7.9m while, for FY2017/18 the fiscal outturn was US\$6.9m. The used of goods and services decreased by 13% from FY2012/13 to FY2017/18. Furthermore, grants and consumption of fixed capital also experienced decreased by 18% and 92% respectively.

The education sector for the three fiscal years under review FY2017/18, FY2018/19 and FY2019/20, constitutes one ministry and twenty agencies. The education sector encompasses of institutions responsible for primary, secondary and tertiary education within the length and breadth of Liberia. Financing for the education sector is disbursed through means of compensation for employees, the purchasing of goods and paying for services, consumption of fixed capital, the giving of subsidies and grants to both public and private institutions alike.

The actual expenditure in the education sector for FY2017/18, FY2018/19, and FY2019/20. For FY2017/18, the Ministry of Education actual expenditure was US\$35.7m however, for FY2018/19 the actual expenditure reduced by 10% with a sum of US\$32.1m.

On the other hand, between FY2018/19 to FY2019/20 actual expenditure increased from US\$32.1m to US\$44.1m which is a 37% increased. The table shows that the ministry of education expended the highest amount within the education sector for the periods under review.

This Public Expenditure Tracking Survey (PETS) report is organized in five chapters; the first chapter focuses on the introduction of the survey, chapter two deals with “public expenditure tracking objectives, scope and methodology.

Chapter three is concentrated on the overview of financing for the health and educational sectors, comparative review of the health sector from (2012 to 2017/2018) budget year and a comparative review of the educational sector from (2012 to 2017/2018) budget year, and the budget preparation and execution (positive and normative). Chapter four deals with the survey findings, tracking public spending through the system and findings from the health facility level survey. Supervision and accountability.

Chapter Five is focused on gaps, anomalies, general view from the field and strategy approach on mitigating challenges.

## Chapter 2: Objectives, Survey Scope and Methodology

### 2.1 Objectives

The objective of the Public Expenditure Tracking Survey (PETS) was to increase understanding of the link between public spending and service delivery at the facility level in order to contribute to improving the effectiveness and accountability in the use of public funds. Furthermore, the Public Expenditure Tracking Survey was to help improve the overall performance of government expenditure by identifying leakages and bottlenecks in the flow of resources from central government to end users. The PETS aimed at examining the manner, quantity, and timing of releases of resources to different levels of government, particularly to the units responsible for the delivery of public services.

#### **The specific objectives included:**

- I. To assess the quality-of-service delivery through standard assessment tools;
- II. To investigate the extent to which allocated resources are used for intended purposes
- III. To investigate the level of compliance with and the impact of public financial management regulations and policies;
- IV. To ensure equal access to high quality free and compulsory basic education and health services, and a variety of post-basic education and health training opportunities that lead to an improved livelihood and /or tertiary education are met;
- V. To assure equitable access to free basic education for all children and youth, as well as primary health care, including girls and the disabled, with improved outcomes;
- VI. Improve equality, relevance, and accessibility of secondary, tertiary, vocational/technical education programs, and alternative basic education and health programs for all Liberians with particular focus on out-school adolescent and youth, including reducing the very high Doctor/Nurse ratio to patients;
- VII. Strengthen the efficiency and effectiveness of education and health services, through the national information management systems with focus at the community level;
- VIII. Improve PTA and national oversight, standards, health care and coordination to ensure equality education and health benefit; and increase numbers and improve competencies of teachers and medical workers in the formal and alternative basic education and health programs;
- IX. To make policy recommendations based on the results of the survey.

## 2.2 Scope and Methodology

The study covers the period FY 2017/2018 and FY 2018/2019<sup>8</sup> for the health and educational sectors. However, a comparative analysis for this period and the last PETS analysis for FY 2012/2013 was done to understand the level of progress within these sectors.

Additionally, the individual County Health Teams and County School systems annual expenditure were reviewed and verified with authorities at spending entities in each of the 15 counties to extract share of compensations, goods/ services, fixed capital, subsidies and non-financial assets. The analysis also focuses on the allocation and use of health and educational system grants and subsidies at counties and facility levels. It also tracks the flow of funds from the MFDP, to the health and educational sectors and their service delivery points as well as the end-users. The questionnaire was designed to obtain both quantitative and qualitative data. The PET survey entailed the following steps:

- a. Conduct Public Expenditure Review of targeted counties, Ministries, or Agencies, as a pilot study;
- b. Develop and validate questionnaire;
- c. Develop the sample and scope for the survey;
- d. Conduct the survey in line with work plan;
- e. Do quantitative and qualitative analyses of the survey data;
- f. Validation workshop with stakeholders;
- g. Carried out Peer review;
- h. Consultation with IAG Board Secretariat, CAG & PFMRU;
- i. Submission of recommendation to NBC;
- j. Preparation of Internal Action Plan from recommendation;
- k. Disseminate the findings to stakeholders through the preparation of a report, a synthesized briefing paper, and presentation to concerned grouping and parties

Conclusion and findings of the study must be read with caution due to the relatively small subset of expenditure reports available at spending entities for both sectors and their spending entities.

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<sup>8</sup> The Fiscal year ran from July 1 to June 30

## Chapter 3: Overview of Financing for Health and Education

### 3.1 Health Sector

Delivering quality care requires efficient and equitable use of public resources. It has been observed across many countries how weak expenditure systems and the lack of reliable mechanisms to track and monitor resources lead to poor quality of care. In such cases, health system managers often are not sure if public resources are being used efficiently or if they are even reaching the intended beneficiaries at all. The reason is the disconnection between public spending and its outcomes, as insufficient information is available regarding the flow of resources and their utilization.

Many tools and techniques have been developed over the years to improve the quality of information on the use of public resources and strengthen accountability. The Public Expenditure Tracking Surveys (PETS) emerged in the 1990s. The first systematic PETS was conducted in Uganda in 1996 to determine whether the funds disbursed for the country's primary schools actually reached the schools.

PETS is a tool used for tracking the flow of public resources. The purpose of this PETS is to examine the flow of resources to Institutions within the Fifteen (15) counties amongst the various Government Hospitals and other Health Facilities in Liberia and tracking them from the point of origin to the point of use. It is an assessment of government planning, allocations, and disbursement of resources and their utilization by the hospitals. The survey thus, can help identify glitches in governance and bottlenecks, delays, and leakage of public funds.

PETS is used mainly to accomplish the following:

- Gauge the quality of public services;
- Assess inefficiencies and bottlenecks in public expenditure systems;
- Improve accountability and fill the information gap in public expenditure and resource use by tracing the flow of resources down to the end user; and
- Improve transparency and budget allotments.

Since its initiation in Uganda in 1996, PETS has been implemented in more than 50 countries, a large majority of which are in Africa. Initially, the tool was used mostly in the health and education sectors; over the past decade, its use has broadened to water and sanitation, poverty reduction, agriculture, and other sectors.

The health sector has continued to evolve with the government undertaking several reforms aimed at improving the performance of the sector to achieve the Sustainable Development Goals (SDGs) and their precursor, the Millennium Development Goals (MDGs). Amid the ongoing reforms, the health sector has recorded a number of achievements, but some challenges remain.

This Public Expenditure Tracking and Quantitative Service Delivery Survey (PET-QSDS) assesses the financing and delivery of health services, and whether the reform objectives have been made. This was achieved by reviewing the flow of financial and other resources in the public health sector from administrative units to service delivery points at the facility level. The data were collected from administrative units, health workers, and patients to gauge the various dimensions of the health system that include financial flows, management of infrastructure, human resources for health, and patient management. Specifically, the issues which were reviewed are: Availability, adequacy, and timeliness of resources for service delivery; implementation of some key policy reforms such as user fee removal and adherence to policy guidelines; donor resource coordination, ownership, and fragmentation at the district level; assessment of human resources management at the district and facility levels; and comparison of staff satisfaction, absenteeism, and service delivery in districts implementing the Results-based Financing (RBF) model and non-RBF districts.

With the above, the Government of Liberia through the Expenditure Monitoring Unit, Department of Fiscal Affairs, Ministry of Finance & Development Planning, embarked on its Public Expenditure Tracking Survey (PETS) in the Health and Education Sectors for the second time. The First time was in 2012 whilst, this was conducted beginning 2021 considering the Fiscal Year 2017/2018 for both the Health and Education Sectors taking into consideration the transition between Her Excellency Madame Ellen Johnson-Sirleaf and His Excellency Dr, George M. Weah.

**Table 1: Health Sector Expenditure Trend**

| Health Sector                          | Sum of Actual FY 17/18 | FY 17/18 Percentage | Sum of Actual FY 18/19 | FY 18/19 Percentage | % + & - 17/18 & 18/19 Actual | Sum of Actual FY 19/20 | FY 19/20 Percentage | % Increase & decrease 18/19 & 19/20 Actual |
|--|------------------------|---------------------|------------------------|---------------------|------------------------------|------------------------|---------------------|--|
| Ministry of Health                     | 46,063,547             | 73                  | 46,206,091             | 75                  | 0.31                         | 70,338,414             | 79                  | 34   |
| John F. Kennedy Medical Center         | 4,793,195              | 8                   | 4,801,496              | 8                   | 0.17                         | 6,169,812              | 7                   | 22   |
| Phebe Hospital & School of Nursery     | 1,992,584              | 3                   | 1,604,950              | 3                   | -19.45                       | 1,221,493              | 1                   | -31  |
| Liberia Inst. of Bio-Medical Research. | 0                      | 0                   | 0                      | 0                   | 0                            | 0                      | 0.00                | 0  |
| Lib Board for Nurse Midwifery          | 151,565                | 0.24                | 149,476                | 0.24                | -1.38                        | 85,853                 | 0.10                | -74  |
| Liberia Pharmacy Board                 | 128,098                | 0.20                | 106,132                | 0.17                | -17.15                       | 152,958                | 0.17                | 31   |
| Liberia Medical                        | 402,416                | 1                   | 279,508                | 0.45                | -30.54                       | 179,229                | 0.20                | -56  |

EXPENDITURE AND RESOURCE FLOW ANALYSES ON HEALTH & EDUCATION FINANCING

|   |                   |            |                   |            |           |                   |            |           |
|---|-------------------|------------|-------------------|------------|-----------|-------------------|------------|-----------|
| Dental Council                              |                   |            |                   |            |           |                   |            |           |
| Lib College of Physicians                   | 1,940,316         | 3          | 1,563,116         | 3          | -19.44    | 1,288,529         | 1          | -21       |
| Liberia Med. & Health Products Regulation   | 262,270           | 0.42       | 620,527           | 1          | 136.60    | 897,574           | 1          | 31        |
| National Aids Commission                    | 787,759           | 1          | 669,853           | 1          | -14.97    | 663,124           | 1          | -1        |
| Jackson F Doe Hospital                      | 2,859,858         | 5          | 2,353,381         | 4          | -17.71    | 2,434,645         | 3          | 3         |
| National Public Health Institute of Liberia | 3,676,862         | 6          | 3,454,491         | 6          | -6.05     | 5,871,856         | 7          | 41        |
| <b>Grand Total</b>                          | <b>63,058,471</b> | <b>100</b> | <b>61,809,022</b> | <b>100</b> | <b>-2</b> | <b>89,303,486</b> | <b>100</b> | <b>31</b> |

Sources: IFMIS Pivot Table Data FY 2017/2018-19/20 and FY 13/14 Budget Book

The above table shows the Trend Analysis of Total Actual Expenditure in the Health Sector for the Fiscal Year 17/18, 18/19 and 19/20, considering the various Institutions within the Health Sector. It also considers the Percentages Increased and Decreased of the Trend of the various Years.

For Total Actual Expenditure FY 17/18, it summed US\$63.05 M while FY 18/19 total Expenditure summed US\$62M. Whereas FY 19/20 Total Expenditure amounted US\$89.3M

Of the overall amount of Total Expenditure for FY 17/18, **Ministry of Health** accounted US\$46.06M representing 73% of the Total Expenditure in the Health Sector. FY 18/19 amounted US\$46.2M representing 75% whereas, FY 19/20 summed US\$70.3M representing 79%.

Contrasting FY 17/18 to FY 18/19, FY 18/19 had an increment of 0.31% over FY 17/18 and whereas FY 19/20 had an increased in Expenditure by 34% to FY 18/19.

The table further depicts that there was an increment in Expenditure as the Fiscal Year progressed.

Of the overall amount of Total Expenditure for FY 17/18, **John F. Kennedy** accounted US\$4.7M representing 8% of the Total Expenditure in the Health Sector. FY 18/19 amounted US\$4.8M representing 8% whereas, FY 19/20 summed US\$6.1M representing 7%.

Contrasting FY 17/18 to FY 18/19, FY 18/19 had an increment of 0.17% over FY 17/18

and whereas FY 19/20 had an increased in Expenditure by 22% to FY 18/19.

The table further depicts that there was an increment in Expenditure as the Fiscal Year progressed.

Of the overall amount of Total Expenditure for FY 17/18, **Phebe Hospital** accounted US\$2M representing 3% of the Total Expenditure in the Health Sector. FY 18/19 amounted US\$1.6M representing 3% whereas, FY 19/20 summed US\$1.2M representing 1%.

Contrasting FY 17/18 to FY 18/19, FY 18/19 had a decreased of -19.45% over FY 17/18 and whereas FY 19/20 had a further decreased in Expenditure by -31% to FY 18/19.

The table depicts that there was a decreased in Expenditure as the Fiscal Year progressed.

Of the overall amount of Total Expenditure for FY 17/18, **Lib Board for Nurse Midwifery** accounted US\$151,564.55 representing 0.24% of the Total Expenditure in the Health Sector. FY 18/19 amounted US\$149,476.18 representing 0.24% whereas, FY 19/20 summed US\$85,853.49 representing 0.10%.

Contrasting FY 17/18 to FY 18/19, FY 18/19 had a decreased of -1.38% over FY 17/18 and whereas FY 19/20 had a further decreased in Expenditure by -74% to FY 18/19.

The table depicts that there was a decreased in Expenditure as the Fiscal Year progressed.

Of the overall amount of Total Expenditure for FY 17/18, **Liberia Pharmacy Board** accounted US\$128,098.39 representing 0.20% of the Total Expenditure in the Health Sector. FY 18/19 amounted US\$106,131.8 representing 0.17% whereas, FY 19/20 summed US\$152,957.87 representing 0.17%.

Contrasting FY 17/18 to FY 18/19, FY 18/19 had a decreased of -17.15% over FY 17/18 and whereas FY 19/20 had a further Increased in Expenditure by 31% to FY 18/19. This increase was more than FY 17/18.

The table depicts that there was a decreased and increased in Expenditure as the Fiscal Year progressed.

Of the overall amount of Total Expenditure for FY 17/18, **Liberia Medical Dental Council** accounted US\$402,415.99 representing 1% of the Total Expenditure in the Health Sector. FY 18/19 amounted US\$ 279,508.05 representing 0.45% whereas, FY 19/20 summed US\$179,228.55 representing 0.20%.

Contrasting FY 17/18 to FY 18/19, FY 18/19 had a decreased of -30.54% over FY 17/18 and whereas FY 19/20 had a decreased in Expenditure by -56% to FY 18/19.

The table depicts that there was a decreased in Expenditure as the Fiscal Year progressed.

Of the overall amount of Total Expenditure for FY 17/18, **Lib College of Physicians** accounted US\$ 1.9 M representing 3% of the Total Expenditure in the Health Sector. FY 18/19 amounted US\$ 1.6 M representing 3% whereas, FY 19/20 summed US\$ 1.3 M representing 1.4%.

Contrasting FY 17/18 to FY 18/19, FY 18/19 had a decreased of -19.44% over FY 17/18 and whereas FY 19/20 had a decreased in Expenditure by -21% to FY 18/19.

The table depicts that there was a decreased in Expenditure as the Fiscal Year progressed.

Of the overall amount of Total Expenditure for FY 17/18, **Liberia Medical Health Products Regulation** accounted US\$262,270.41 representing 0.42% of the Total Expenditure in the Health Sector. FY 18/19 amounted US\$620,526.57 representing 1% whereas, FY 19/20 summed US\$897,574.39 representing 1.1%.

Contrasting FY 17/18 to FY 18/19, FY 18/19 had an increment of 136% over FY 17/18 and whereas FY 19/20 had an increased in Expenditure by 31% to FY 18/19.

The table further depicts that there was an increment in Expenditure as the Fiscal Year progressed.

Of the overall amount of Total Expenditure for FY 17/18, **National Aids Commission** accounted US\$787,758.98 representing 1.25% of the Total Expenditure in the Health Sector. FY 18/19 amounted US\$669,853.13 representing 1.08% whereas, FY 19/20 summed US\$663,123.52 representing 0.74%.

Contrasting FY 17/18 to FY 18/19, FY 18/19 had a decreased of -14.97% over FY 17/18 and whereas FY 19/20 had a decreased in Expenditure by -1% to FY 18/19. Of the overall amount of Total Expenditure for FY 17/18, **Jackson F Doe Hospital** accounted US\$2.8M representing 5% of the Total Expenditure in the Health Sector. FY 18/19 amounted US\$2.3M representing 4% whereas, FY 19/20 summed US\$2.4M representing 3%.

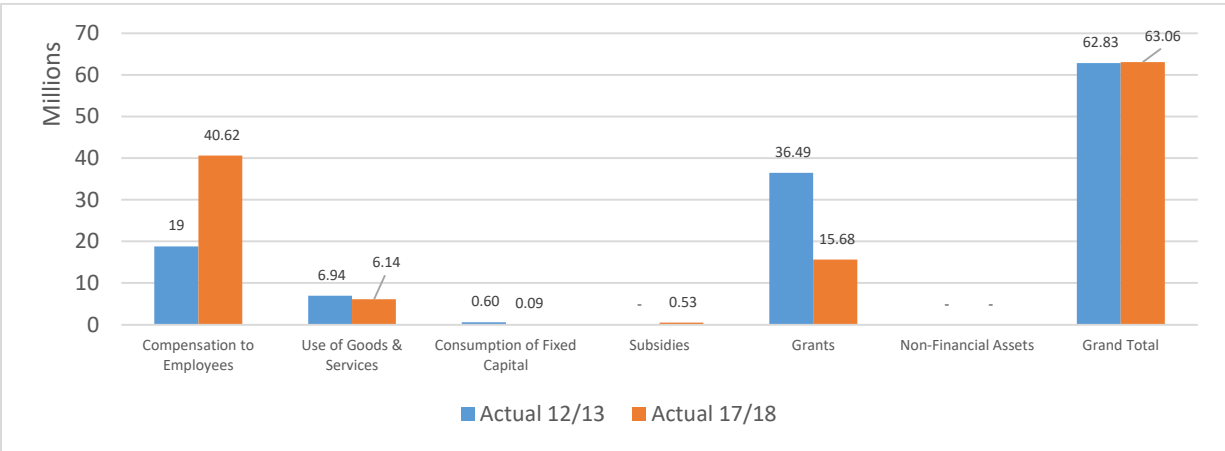
Contrasting FY 17/18 to FY 18/19, FY 18/19 had a decreased of -17.71% over FY 17/18 and whereas FY 19/20 had a increased in Expenditure by 3% to FY 18/19.

Of the overall amount of Total Expenditure for FY 17/18, **National Public Health Institute of Liberia** accounted US\$3.6M representing 5.8% of the Total Expenditure in the Health Sector.

FY 18/19 amounted US\$3.5M representing 6% whereas, FY 19/20 summed US\$5.8M representing 6.5%.

Contrasting FY 17/18 to FY 18/19, FY 18/19 had a decreased of -6% over FY 17/18 and whereas FY 19/20 had an increased in Expenditure by 41% to FY 18/19.

**Figure 1: Comparative review (2012 vs. 2017/2018 budget year)**



Source: IFMIS Data

The above figure shows the Comparative analysis of the Total Actual Expenditure in the Health Sector for the Fiscal Year 12/13 and 17/18 considering the various Economic Classification.

The overall total Expenditure for FY 2012/2013 summed US\$62.8M. Whereas, FY 17/18 Total Expenditure accounted for US\$63.1M.

Of the overall amount of US\$62.8M for FY2012/2013, Compensation to Employees amounted to US\$19M representing 30%, whereas, in FY 17/18, Compensation to Employees amounted US\$41M representing 64% of the US\$63.1M of Total Expenditure.

Comparatively, the figure shows 116% increment in Actual Expenditure for FY 12/13 and FY 17/18 for Compensation to Employees.

For FY 12/13, the actual expenditure for Goods & Services amounted to US\$7M representing 11%, whereas, FY2017/2018 amounted to 6.1M representing 10%.

Comparatively, the figure shows -12% decreased in Actual Expenditure for FY 12/13 and FY 17/18 for Used of Goods & Services.

For FY 12/13, Consumption of Fixed Capital total expenditure amounted to US\$602,049 representing 0.96%.

Contrasting FY 12/13 to FY 17/18, the Total Expenditure for Consumption of Fixed Capital amounted to US\$94,748.23 representing 0.15%.

Comparatively, the figure shows -84.26% decreased in Actual Expenditure for FY 12/13 and FY 17/18 for Consumption of Fixed Capital.

For FY 12/13, Subsidies had no amount for Total Budget and Total Expenditure.

Contrasting FY 12/13 to FY 17/18, the Total Expenditure for Subsidies amounted to US\$531,072.47 representing 0.84%.

For FY 12/13, the Total Expenditure for Grants amounted to US\$36.4M representing 58%, whereas, FY2017/2018 actual expenditure for Grants amounted US\$16M representing 25%.

Comparatively, the table shows -57% decreased in Actual Expenditure for FY 12/13 and FY 17/18 for Grants.

### 3.2 The Education Sector

The Education Sector for the three fiscal years under review FY2017/18, FY2018/19 and FY2019/20, constitutes one ministry and twenty agencies. The sector encompasses of institutions responsible for primary, secondary and tertiary education within the length and breadth of Liberia. Financing for the sector is disbursed through means of compensation for employees, the purchasing of goods and paying for services, consumption of fixed capital, the giving of subsidies and grants to both public and private institutions alike.

**Table 2: Expenditure Trend for Education Sector FY2017/18 to FY2019/20**

|   | <b>FY2017/18</b>     |  | <b>FY2018/19</b>     |  | <b>FY2019/20</b>     |
|---|----------------------|--|----------------------|--|----------------------|
| <b>M&amp;As</b>                         | <b>Sum of Actual</b> | <b>Variance as %<br/>FY2017/18<br/>&amp;FY2018/19<br/>actual</b> | <b>Sum of Actual</b> | <b>Variance as %<br/>FY2018/19<br/>&amp;FY2019/20<br/>actual</b> | <b>Sum of Actual</b> |
| Ministry of Education                   | 35,757,386           | -10  | 32,135,393           | 37   | 44,158,877           |
| University of Liberia                   | 15,616,120           | 5  | 16,412,722           | -2   | 16,060,150           |
| Monrovia Consol. School System          | 3,422,209            | 13   | 3,861,413            | 17   | 4,508,048            |
| Booker Washington Institute             | 1,819,463            | -6   | 1,704,497            | 17   | 1,996,180            |
| Cuttington University College           | 309,749              | -30  | 216,882              | 38   | 300,000              |
| National Commission on Higher Education | 598,761              | -42  | 347,712              | -21  | 275,007              |
| William V.S. Tubman University          | 4,510,131            | 10   | 4,968,236            | -9   | 4,544,429            |
| West African Examinations Council       | 3,335,874            | -20  | 2,682,625            | 14   | 3,069,380            |
| Agricultural & Indust. Training         | 225,262              | 18   | 265,312              | 8  | 287,239              |
| Zorzor Rural Teacher Training           | 631,922              | -17  | 521,502              | 13   | 587,257              |
| Webbo Rural Teacher Training Institute  | 568,050              | 4  | 588,987              | -20  | 470,795              |
| Kakata Rural Teacher Training           | 1,110,874            | -25  | 838,214              | -2   | 819,963              |
| Bassa County Community College          | 625,251              | -9   | 569,643              | 34   | 765,930              |
| Bomi County Community College           | 540,198              | -9   | 489,900              | 17   | 575,099              |
| Nimba Community College                 | 609,631              | 78   | 1,082,407            | 20   | 1,295,808            |
| Lofa Community College                  | 773,865              | -9   | 706,114              | 20   | 847,140              |
| Bong Community College                  | 913,682              | -8   | 840,767              | 9  | 918,735              |
| Grand Gedeh Community College           | 433,191              | 14   | 493,234              | -7   | 458,924              |
| Harbel College                          | 405,087              | 27   | 515,331              | 10   | 566,626              |
| Sinoe Community College                 | 193,279              | 71   | 329,868              | 82   | 601,983              |
| Grand Kru Technical College             |                      |  |                      |  | 300,000              |
| <b>Grand Total</b>                      | <b>72,399,984</b>    |  | <b>69,570,759</b>    |  | <b>83,407,570</b>    |

Source: IFMIS Data

The table above shows the actual expenditure in the education sector for FY2017/18, FY2018/19, and FY2019/20. For FY2017/18, the Ministry of Education actual expenditure was US\$35.7 m however, for FY2018/19 the actual expenditure reduced by -10% with a sum of US\$32.1 m.

On the other hand, between FY2018/19 to FY2019/20 actual expenditure increased from US\$32.1 m to US\$44.1 m which is a 37% increased. The table shows that the ministry of education expended the highest amount within the education sector for the periods under review.

In FY2017/18, the University of Liberia actual expenditure was US\$15.6 m and in FY2018/19 was increased to US\$16.41 m, thus creating a variance of 5% increment. However, for FY2019/20 expenditure decreased by -2% the University of Liberia depicts the second highest expenditure for the fiscal years under review.

For the fiscal years under review the Monrovia Consolidated School System experience upward movement in expenditure. In FY2017/18, the entity spent US\$3.42 M, then increased in FY2018/19 by 13% with an actual of US\$3.86 m and further increased by 17% from FY2018/19 to FY2019/20.

In FY2017/18, Booker Washington Institute actual expenditure was US\$1.8 m while, in FY2018/19 actual expenditure decreased by 6% and, by FY2019/20 expenditure increase by 17%. Also, Cuttington University experienced -30% decreased in expenditure from FY2017/18 to FY2018/19. Actual expenditure decreased from US\$309,749 to US\$216,882 sequentially. Not with standing, expenditure increased by 38% from FY2018/2019 to FY2019/20.

National Commission on Higher Education experienced a downward trend of -42% decreased in expenditure from FY2017/18 to FY2018/19 to 21% between FY2018/19 and FY2019/20. Actual expenditure decreased from US\$598,761 to US\$347,712 to US\$275,007 consecutively.

For FY2017/18, William V. S. Tubman University actual expenditure was US\$4.5 m and in FY2018/19 was increased to US\$4.9 m, thus creating a variance of 10% increment. However, in FY2019/20 expenditure experienced a decreased of -9%. William V. S. Tubman University shows the third highest expenditure for the fiscal years under review.

For FY2017/18, the West African Examination Council actual expenditure was US\$3.3 m however, for FY2018/19 the actual expenditure reduced by -20% with a sum of US\$2.6 m. Conversely, actual expenditure between FY2018/19 and FY2019/20 increased by 14% with an actual amount of US\$3 m.

For the fiscal years under review Agricultural & Industrial Training Institute experience upward pattern in expenditure. In FY2017/18, the entity expended US\$225,262, then increased in FY2018/19 by 18% with an actual of US\$265,312 and further increased by 8% from FY2018/19 to FY2019/20 with an actual of US\$287,239.

In FY2017/18, Zorzor Rural Teacher Training actual expenditure was US\$631,922 while, in FY2018/19 actual expenditure decreased by -17% and, by FY2019/20 expenditure increased by

13%. Also, Webbo Rural Teacher Training Institute actual expenditure for FY2017/18 was US\$568,050 while, in FY2018/19 actual expenditure increased by 4% and, by FY2019/20 expenditure decreased by -20%.

For the periods under review, the table above shows Kakata Rural Teacher Training Institute experience downward trend in expenditure. In FY2017/18, the entity expended US\$1.1 m, then decreased in FY2018/19 by -25% with an actual of US\$838,214 and further decreased by -2% from FY2018/19 to FY2019/20 with an actual of US\$819,963.

In FY2017/18, Bassa Community College actual expenditure was US\$625,251 while, in FY2018/19 actual expenditure decreased by -9% and, by FY2019/20 expenditure increased by 34%. Also, Bomi Community College actual expenditure for FY2017/18 was US\$540,198 while, in FY2018/19 actual expenditure decreased by -9% and, by FY2019/20 expenditure increased by 17%.

Nimba Community College experience upward movement in expenditure. In FY2017/18, the institution expended US\$609,631, then increased in FY2018/19 by 78% with an actual of US\$1 m and further increased by 20% from FY2018/19 to FY2019/20.

In FY2017/18, Lofa Community College actual expenditure was US\$773,865 while, in FY2018/19 actual expenditure decreased by -9% and, by FY2019/20 expenditure increased by 20%. Also, Bong Community College actual expenditure for FY2017/18 was US\$913,682 while, in FY2018/19 actual expenditure decreased by -8% and, by FY2019/20 expenditure increased by 9%. In FY2017/18 Grand Gedeh Community College actual expenditure was US\$433,191 while, in FY2018/19 actual expenditure decreased by -14% and, by FY2019/20 expenditure increase by 7%. Furthermore, in FY2017/18, Harbel Community College expended US\$405,087, then increased in FY2018/19 by 27% and further increased by 10% from FY2018/19 to FY2019/20. Also, in FY2017/18, Sinoe Community College expended US\$193,279, then increased in FY2018/19 by 7% with an actual of US\$329,868 and further increased by 82% from FY2018/19 to FY2019/20 with an actual of US\$601,983.

**Table 3: Comparative Analysis Fiscal Year 2012/2013-2017/2018**

| Comparative Analysis Fiscal Year 2012/2013-2017/2018 |                   |                    |                   |                    |                  |                   |                        |
|--|-------------------|--------------------|-------------------|--------------------|------------------|-------------------|------------------------|
| Economic Classification                              | FY2012/13 Budget  | FY2012/13 Out-turn | FY2017/18 Budget  | FY2017/18 Out-turn | Budget Variance  | Out-turn Variance | Out-turn Variance as % |
| Compensation of Employees                            | 37,107,898        | 46,544,163         | 47,039,185        | 48,772,819         | 9,931,287        | 2,228,656         | 5                      |
| Use of Goods and Services                            | 7,998,078         | 7,937,437          | 5,785,871         | 6,944,625          | (2,212,207)      | (992,812)         | (13)                   |
| Consumption of Fixed Capital                         |                   | 1,242,937          | 57,651            | 96,263             | 57,651           | (1,146,674)       | (92)                   |
| Subsidies  |                   |                    | 927,942           | 1,123,309          | 927,942          | 1,123,309         | 100                    |
| Grants   | 20,744,462        | 21,135,755         | 16,689,336        | 17,361,593         | (4,055,126)      | (3,774,162)       | (18)                   |
| Non-Financial Assets                                 |                   |                    | 1,900,000         | 2,300,000          | 1,900,000        | 2,300,000         |                        |
| <b>Total</b>   | <b>65,850,438</b> | <b>76,860,292</b>  | <b>72,399,984</b> | <b>74,298,608</b>  | <b>6,549,546</b> | <b>(261,684)</b>  |                        |

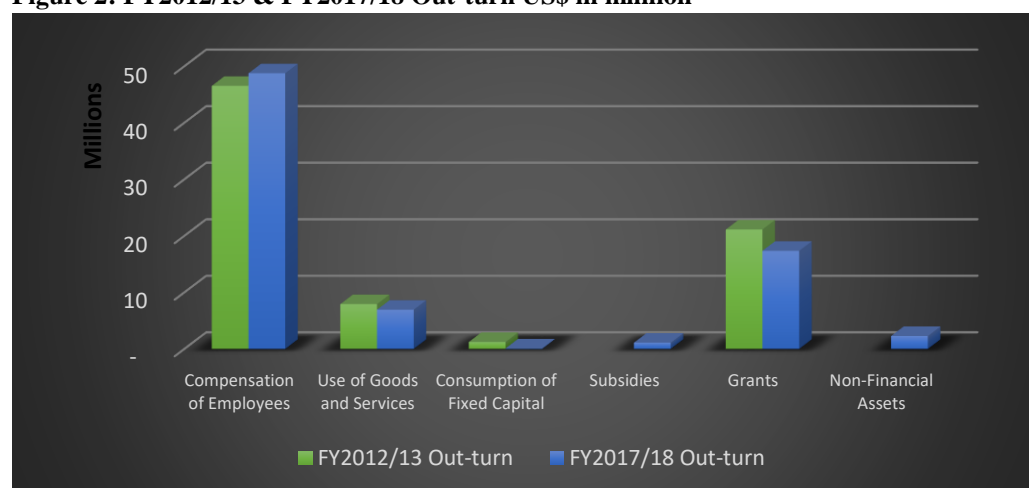
Source: National Budget Fiscal Year 2013/14 & IFMIS Data

The table above displays the economic classification for FY2012/13 and FY2017/18. The table also highlights the comparison between the two fiscal periods under.

Compensation of employees displays the highest portion in the education sector. For FY2012/13 the fiscal outturn for compensation of employee was US\$46.5 m while, the budget was US\$37.1m. Also, for FY2017/18 the fiscal outturn was US\$48.7 m while, the budget was US\$47.03 m. Furthermore, from FY2012/13 to FY2017/18 the fiscal outturn towards compensation of employees increased by 5%.

For FY2012/13, the fiscal outturn for use of Goods and Services was US\$7.93 m while, for FY2017/18 the fiscal outturn was US\$6.94 m. The used of goods and services decreased by -13% from FY2012/13 to FY2017/18. Furthermore, Grants and Consumption of fixed capital also experienced decreased by 18% and 92% respectively.

**Figure 2: FY2012/13 & FY2017/18 Out-turn US\$ in million**



Source: National Budget Fiscal Year 2013/14 & IFMIS Data

### 3.3 Budget preparation and execution (Normative scenarios)

#### 3.3.1 Budget Cycle<sup>9</sup>

##### Budget Preparation Phase Quarter 1

- Review of previous fiscal year's spending to inform first budget ceilings (DBDP)
- Start preparation of the medium-term fiscal framework (MFAU)
- Each sector undertakes a review of spending entities' previous year performance

##### Budget Preparation Phase Quarter 2

- Budget Call Circular 1 for the strategic phase of the budget (DBDP) Projects formulated with medium term costs (spending entities and Donors)

<sup>9</sup> Ministry of Finance and Development Planning MTEF Budgeting Manual for the Government of Liberia

- Sector Working Groups decide on projects (spending entities, Donors) (Facilitated by DBDP)
- Budget Committees start work on drafting Budget Policy Notes (spending entities, DBAs)
- Projects selected within resource availability FM, DMBDP

#### Budget Preparation Phase Quarter 3

- (BFP) draft and Budget Call Circular 2 for the operational phase disseminated (DBDP, MFAU)
- Operational Phase of the Budget Preparation (Line-Item budgeting, work plans and spending plans) (spending entities)
- Budget Hearing Process (spending entities, DBDP and NBC)

#### Budget Preparation Phase Quarter 4

- Submission of detailed budget, President's Speech, Cabinet Presentation (DBDP) Review and approval of the Estimates by the Legislature
- Legislative revisions (LBO, DBDP)

### 3.3.2 Budget Execution

#### Budget Execution Phase Quarter 1

- Spending plans should be submitted based on draft/final budget
- Q1 Allotment based on approved budget DBDP and Cash Management Unit (CMU) or 1/12th basis if National Budget is not approved by 1st July

#### Budget Execution Phase Quarter 2

- Revise Spending Plans based on changes in priorities (spending entities)
- Review the revised spending plan for Q2 based on revenue availability and submit (DBDP) + (CMU)

#### Budget Execution Phase Quarter 3

- Revise Spending Plans based on Q2 allotment (Spending entities).
- Review the revised spending plan for Q3 and submit (DBDP) + (CMU) Supplementary Budget estimates prepared, submitted and approved, where necessary

#### Budget Execution Phase Quarter 4

- Revise Spending Plans based on Supplementary Budget and/ or Q3 allotment (spending entities).
- Review the revised spending plan for Q4 and submit (DBDP) + (CMU)

### 3.3.3 Spending Authorization

Following approval of the Budget, the President is required to issue a formal authorization to the Minister for the release of funds through the warrant process. Section E.3.1 (a), (b) & (c) of the PFM Regulations state:“(1)After Legislature has approved the National Budget Estimates, authority to (a) withdraw from the Consolidated Fund to meet expenditures approved in the National Budget or by the Appropriation Act shall be by a General Warrant issued by the President, authorizing the Minister to execute the national budget and exercise oversight over the Consolidated Fund; (b) commit funds shall be conveyed in writing to line ministries and agencies by the issue of instructions relating to budgetary allotments signed by Deputy Minister of Budget; (c) The Deputy Minister of Expenditure and Debt Management shall be notified in writing of the budgetary allotments issued under sub-section (b) above”.

#### **Budget Reporting/ Accountability**

##### Budget Reporting/Accountability Phase Quarter 1

- Budget Performance Report from the previous fiscal year (spending entities and DBDP)

##### Budget Reporting/Accountability Phase Quarter 2

- Submit Q1budget performance and progress report to access Q2 allotment (spending entities)

##### Budget Reporting/Accountability Phase Quarter 3

- Submit Q2progress report to access Q3 allotment (spending entities)
- Produce Semi-Annual Budget Performance Report (DBDP)

##### Budget Reporting/Accountability Phase Quarter 4

- Submit Q2progress report to access Q3 allotment (spending entities)

<sup>10</sup>The implementation of budget decentralization can cause an expansion of authorities for local government and also be expected to encourage the improvement of local financial capability. Furthermore, budget decentralization gives indirect impact to local government economic growth and development.

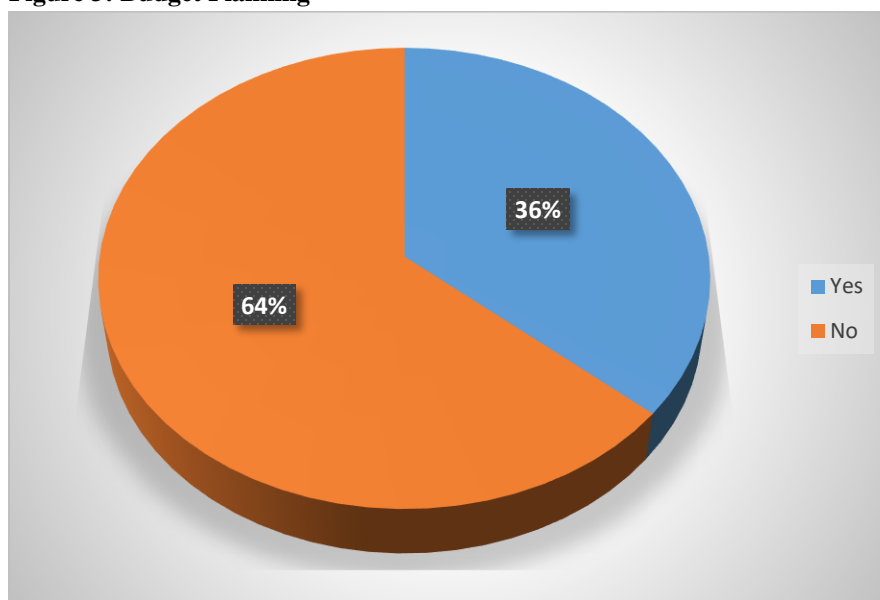
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<sup>10</sup> Journal of Economics, Business, and Accountancy Ventura Volume 15, No. 1, April 2012

### 3.4 Budget preparation and execution (Positive scenario)

#### 3.4.1 Health sector

**Figure 3: Budget Planning**

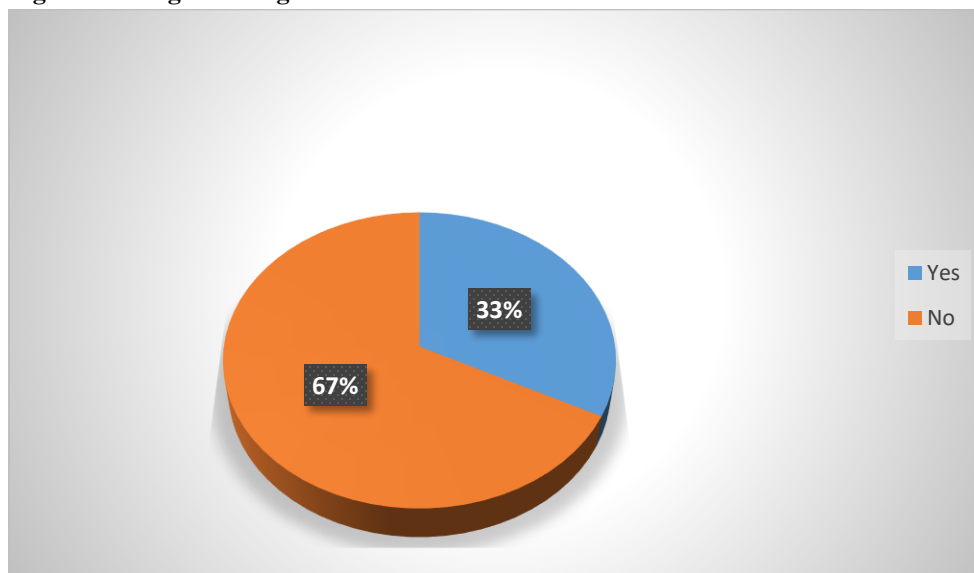


Source: Survey data

The above chart represents as to whether various Institutions within the Fifteen (15) counties amongst the various Government Hospitals and other Health Facilities from Respondents (Institutions Administrators), who were interviewed within the Health Sector do plan their budget.

From the above figure, 36% of the total respondents said yes, they do plan their Budget whereas, 64% of the respondents responded no, they don't plan their budget.

**Figure 4: Budget Ceiling**



Source: Survey data

The above figure depicts the various Institutions within the Fifteen (15) counties amongst the various Government Hospitals and other Health Facilities from Respondents (Institutions Administrators), who were interviewed within the Health Sector budget ceiling given by MFDP and was based upon the Fiscal Outturns report from Fiscal Year 2017/2018 within the fifteen (15) counties of Liberia.

From the above figure, 33% of the total respondents said yes, Budget Ceiling was given by MFDP based upon the Fiscal Outturns from previous Fiscal Year while, 67% of the respondents responded no, the Budget Ceiling given by MFDP was not based upon the Fiscal Outturns from previous Fiscal Year.

**Table 4: Submission of Cash and Spending Plans**

| County           | YES %  | NO %   |
|------------------|--------|--------|
| Bomi             | 33.3%  | 66.7%  |
| Bong             | 100.0% | 0.0%   |
| Gbarpolu         | 25.0%  | 75.0%  |
| Grand Bassa      | 33.3%  | 66.7%  |
| Grand Cape Mount | 0.0%   | 0.0%   |
| Grand Gedeh      | 0.0%   | 100.0% |
| Grand Kru        | 0.0%   | 0.0%   |
| Lofa             | 0.0%   | 0.0%   |
| Margibi          | 0.0%   | 0.0%   |
| Maryland         | 50.0%  | 50.0%  |
| Montserrado      | 71.4%  | 28.6%  |
| Nimba            | 100.0% | 0.0%   |
| River Cess       | 100.0% | 0.0%   |
| River Gee        | 0.0%   | 0.0%   |
| Sinoe            | 100.0% | 0.0%   |
| Total            | 59.3%  | 40.7%  |

Source: Survey data

The above Table shows the rate at which Cash and Spending Plans are presented to MFDP after planning Budget from the Ceiling, within the Fifteen (15) counties amongst the various Government Hospitals and other Health Facilities from Respondents (Institutions Administrators), who were interviewed.

Of the Total Respondents in the 15 counties, representing 59.3% of the Respondent responded YES, that they present Cash Plan and Spending Plan to MFDP after planning their Budget from their ceiling whereas, 40.7% said no, they present Cash Plan and Spending Plan to MFDP after planning their Budget from their ceiling.

**Table 5: Financial Rules acknowledgement**

| Are you aware of any Financial Rules/Laws? |         |         | Do you adhere to the Financial Rules/Laws? |         |
|--|---------|---------|--|---------|
|  | Yes     | No      | Yes  | No      |
| County                                     | Row N % | Row N % | Row N %                                    | Row N % |
| Bomi                                       | 40.0%   | 60.0%   | 100.0%                                     | 0.0%    |
| Bong                                       | 20.0%   | 80.0%   | 100.0%                                     | 0.0%    |
| Gbarpolu                                   | 25.0%   | 75.0%   | 100.0%                                     | 0.0%    |
| Grand Bassa                                | 42.9%   | 57.1%   | 100.0%                                     | 0.0%    |
| Grand Cape Mount                           | 0.0%    | 100.0%  | 0.0%                                       | 0.0%    |
| Grand Gedeh                                | 100.0%  | 0.0%    | 100.0%                                     | 0.0%    |
| Grand Kru                                  | 66.7%   | 33.3%   | 100.0%                                     | 0.0%    |
| Lofa                                       | 0.0%    | 100.0%  | 0.0%                                       | 0.0%    |
| Margibi                                    | 20.0%   | 80.0%   | 100.0%                                     | 0.0%    |
| Maryland                                   | 100.0%  | 0.0%    | 100.0%                                     | 0.0%    |
| Montserrado                                | 17.1%   | 82.9%   | 100.0%                                     | 0.0%    |
| Nimba                                      | 27.3%   | 72.7%   | 100.0%                                     | 0.0%    |
| River Cess                                 | 100.0%  | 0.0%    | 100.0%                                     | 0.0%    |
| River Gee                                  | 100.0%  | 0.0%    | 100.0%                                     | 0.0%    |
| Sinoe                                      | 50.0%   | 50.0%   | 100.0%                                     | 0.0%    |
| Total                                      | 32.2%   | 67.8%   | 100.0%                                     | 0.0%    |

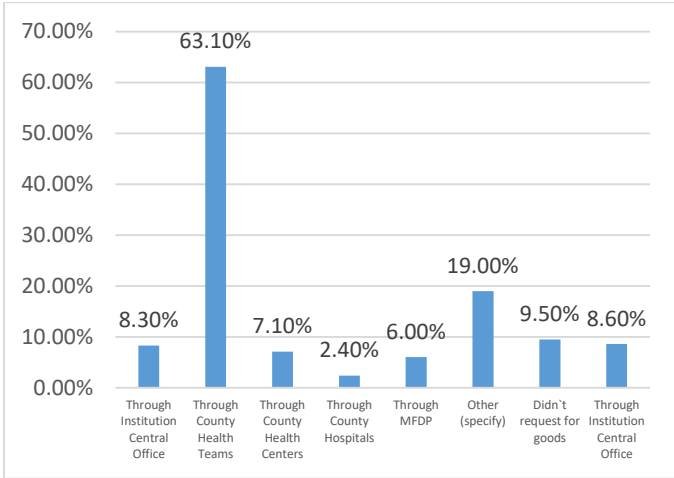
Source: Survey data

Table shows the rate at which institutions are aware and abide by the financial rules/laws of Liberia within the Fifteen (15) counties amongst the various Government Hospitals and other Health Facilities from Respondents (Institutions Administrators), who were interviewed.

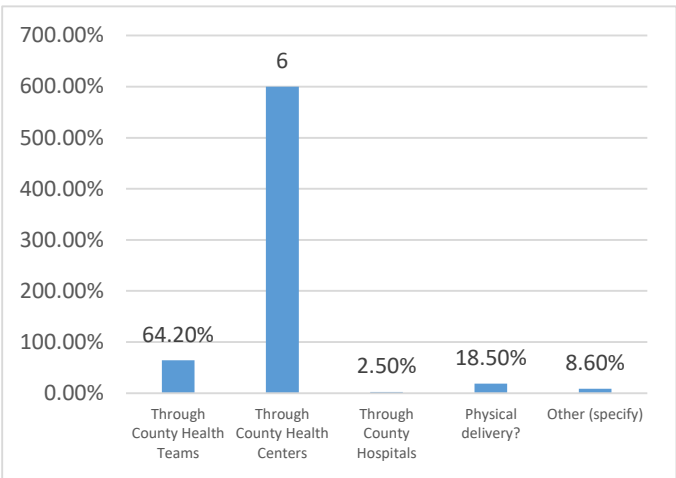
Of the Total Respondents who responded about their awareness of the financial rules/laws, respondents representing 32.2% from the 15 counties, responded YES, that they are aware of financial rules/laws, whereas, respondents representing 67.8% responded No, that they are not aware of any financial rules/laws. With this, there is a serious need for financial training across the Health Sectors in Government.

With respect to abiding or adhering by the financial rules/laws, of the total Respondents who indicated that they are aware of the financial rules/laws, the total respondents interviewed said “Yes”, they adhere to the financial rules/laws.

**Figure 5: Goods Requisition**



**Figure 6: Goods Received**



The above graphs show how institutions requested for Goods and how it was received within the Fifteen (15) counties amongst the various Government Hospitals and other Health Facilities from Respondents (Institutions Administrators), were channeled.

For Goods requested, Of the Total Respondents, Respondents representing 8.3% said yes, they request their goods through their institution Central Office whereas, respondents representing 63.1% responded that their goods are requested through County Health Team.

Additionally, 7.1% of the respondents said their goods are requested through county Health Centers and 2.4% request for goods through Hospitals. 6.0% responded by requesting goods through MFDP whereas, 19.0% request for goods through different means (Other Specify), other than the Central Office, County Health Team, County Health Centers, through Hospitals and MFDP.

Furthermore, 9.5% responded that they didn't request goods through any of the means in the above graph.

For goods received, Of the Total Respondents, Respondents representing 8.6% received their goods through their institution Central Office whereas, respondents representing 64.2% responded that their goods are received through County Health Team.

Additionally, 6 % of the respondents said their goods are received through county Health Centers and 2.5% received through Hospitals. 18.5% responded by receiving goods through physical delivery whereas, 8.6 % didn't receive goods through the means stated in the graph but through other means.

**Table 6: Funding Requisition**

| County           | Funds Requisition                  |                             |                               |                          |              |                 |                      | Funds Received                     |                             |                               |                          |              |              |              |              |               |
|------------------|------------------------------------|-----------------------------|-------------------------------|--------------------------|--------------|-----------------|----------------------|------------------------------------|-----------------------------|-------------------------------|--------------------------|--------------|--------------|--------------|--------------|---------------|
|                  | Through Institution Central Office | Through County Health Teams | Through County Health Centers | Through County Hospitals | Through MFDP | Other (specify) | Didn't request funds | Through Institution Central Office | Through County Health Teams | Through County Health Centers | Through County Hospitals | Through MFDP | Banks        | Send by Cash | Mobile Money | Other specify |
| Boni             | 20.0%                              | 80.0%                       | 0.0%                          | 0.0%                     | 0.0%         | 20.0%           | 0.0%                 | 20.0%                              | 80.0%                       | 0.0%                          | 0.0%                     | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 20.0%         |
| Bong             | 14.3%                              | 57.1%                       | 0.0%                          | 0.0%                     | 28.6%        | 0.0%            | 0.0%                 | 0.0%                               | 71.4%                       | 0.0%                          | 0.0%                     | 0.0%         | 28.6%        | 0.0%         | 0.0%         | 0.0%          |
| Gbarpolu         | 25.0%                              | 75.0%                       | 0.0%                          | 0.0%                     | 0.0%         | 0.0%            | 0.0%                 | 25.0%                              | 75.0%                       | 0.0%                          | 0.0%                     | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%          |
| Grand Bassa      | 0.0%                               | 14.3%                       | 14.3%                         | 0.0%                     | 42.9%        | 28.6%           | 28.6%                | 20.0%                              | 0.0%                        | 40.0%                         | 0.0%                     | 0.0%         | 20.0%        | 0.0%         | 0.0%         | 40.0%         |
| Grand Cape Mount | 0.0%                               | 80.0%                       | 20.0%                         | 0.0%                     | 0.0%         | 0.0%            | 0.0%                 | 0.0%                               | 100.0%                      | 0.0%                          | 0.0%                     | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%          |
| Grand Gedeh      | 0.0%                               | 100.0%                      | 0.0%                          | 0.0%                     | 0.0%         | 0.0%            | 0.0%                 | 0.0%                               | 100.0%                      | 0.0%                          | 0.0%                     | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%          |
| Grand Kru        | 33.3%                              | 66.7%                       | 0.0%                          | 0.0%                     | 0.0%         | 0.0%            | 0.0%                 | 33.3%                              | 66.7%                       | 0.0%                          | 0.0%                     | 66.7%        | 0.0%         | 0.0%         | 0.0%         | 0.0%          |
| Lofa             | 10.0%                              | 100.0%                      | 0.0%                          | 0.0%                     | 0.0%         | 0.0%            | 0.0%                 | 0.0%                               | 100.0%                      | 0.0%                          | 0.0%                     | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%          |
| Margibi          | 0.0%                               | 0.0%                        | 0.0%                          | 0.0%                     | 100.0%       | 0.0%            | 0.0%                 | 0.0%                               | 0.0%                        | 0.0%                          | 0.0%                     | 0.0%         | 100.0%       | 0.0%         | 0.0%         | 0.0%          |
| Maryland         | 25.0%                              | 75.0%                       | 0.0%                          | 0.0%                     | 0.0%         | 0.0%            | 0.0%                 | 25.0%                              | 75.0%                       | 0.0%                          | 0.0%                     | 0.0%         | 50.0%        | 0.0%         | 0.0%         | 0.0%          |
| Montserrat       | 25.0%                              | 25.0%                       | 31.3%                         | 0.0%                     | 6.3%         | 12.5%           | 12.5%                | 14.3%                              | 14.3%                       | 28.6%                         | 0.0%                     | 7.1%         | 0.0%         | 7.1%         | 7.1%         | 7.1%          |
| Nimba            | 0.0%                               | 25.0%                       | 0.0%                          | 0.0%                     | 25.0%        | 50.0%           | 50.0%                | 0.0%                               | 25.0%                       | 0.0%                          | 0.0%                     | 25.0%        | 50.0%        | 0.0%         | 0.0%         | 25.0%         |
| River Cess       | 100.0%                             | 0.0%                        | 0.0%                          | 0.0%                     | 0.0%         | 0.0%            | 0.0%                 | 50.0%                              | 0.0%                        | 50.0%                         | 0.0%                     | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%          |
| River Gee        | 0.0%                               | 100.0%                      | 0.0%                          | 0.0%                     | 25.0%        | 0.0%            | 0.0%                 | 0.0%                               | 100.0%                      | 0.0%                          | 0.0%                     | 25.0%        | 50.0%        | 0.0%         | 0.0%         | 0.0%          |
| Sinoe            | 33.3%                              | 66.7%                       | 0.0%                          | 0.0%                     | 0.0%         | 0.0%            | 0.0%                 | 33.3%                              | 33.3%                       | 33.3%                         | 0.0%                     | 0.0%         | 0.0%         | 0.0%         | 0.0%         | 0.0%          |
| <b>Total</b>     | <b>15.7%</b>                       | <b>56.6%</b>                | <b>8.4%</b>                   | <b>0.0%</b>              | <b>12.0%</b> | <b>10.8%</b>    | <b>9.6%</b>          | <b>12.0%</b>                       | <b>58.7%</b>                | <b>10.7%</b>                  | <b>0.0%</b>              | <b>6.7%</b>  | <b>13.3%</b> | <b>1.3%</b>  | <b>1.3%</b>  | <b>6.7%</b>   |

Source : Survey Data

The above table show how institutions requested for funding and how it was received within the Fifteen (15) counties amongst the various Government Hospitals and other Health Facilities from Respondents (Institutions Administrators), were channeled.

For Funds requested, Of the Total Respondents, Respondents representing 15.7% said yes, they request their funds through their institution Central Office whereas, respondents representing 56.6% responded that their funds are requested through County Health Team.

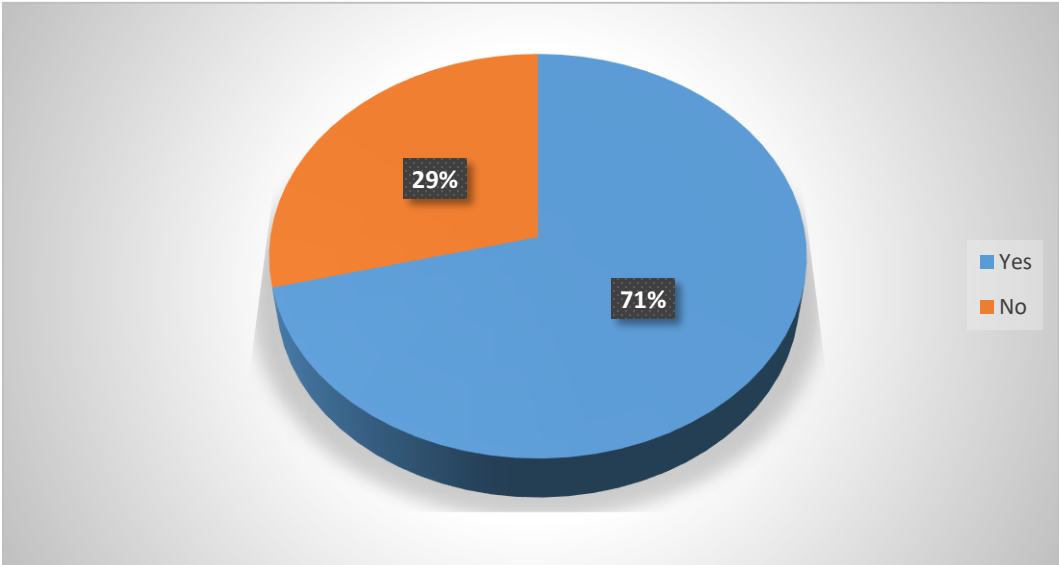
Additionally, 8.4% of the respondents said their funds are requested through county Health Centers and Non request for fund through Hospitals. 12% responded by requesting funds through MFDP whereas, 10.8% request for funds through different means (Other Specify), other than the Central Office, County Health Team, County Health Centers, through Hospitals and MFDP.

Furthermore, 9.6% responded that they didn't request fund through any of the means in the above table.

For Funds received, Of the Total Respondents, Respondents representing 12% received their funds through their institution Central Office whereas, respondents representing 58.7% responded that their funds are received through County Health Team.

Additionally, 10.7% of the respondents said their funds are received through county Health Centers and none received through Hospitals. 6.7% responded by receiving funds through MFDP whereas, 13.3% received their funds through banks as well as, 1.3% received through mobile money or send by cash. Lastly, 6.7% didn't receive funds through the means stated in the table.

**Figure 7: Goods Received as Requested**



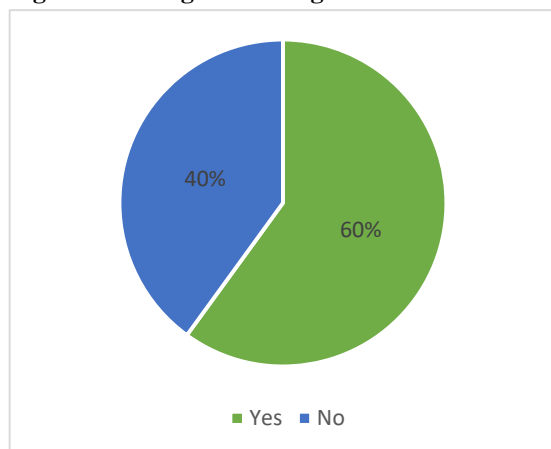
Source: Survey Data

The above chart shows how institutions received their Goods as requested within the Fifteen (15) counties amongst the various Government Hospitals and other Health Facilities from Respondents (Institutions Administrators), were channeled.

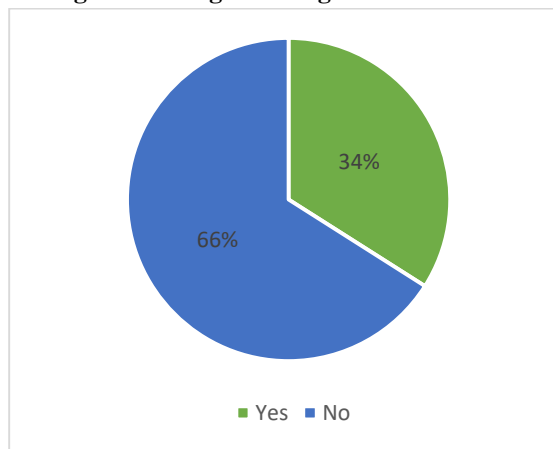
From the above figure, 71% of the total respondents said yes, they received goods as requested from their institutions responsible whereas, 29% said no, they don't received goods as requested.

### 3.4.2 Education Sector

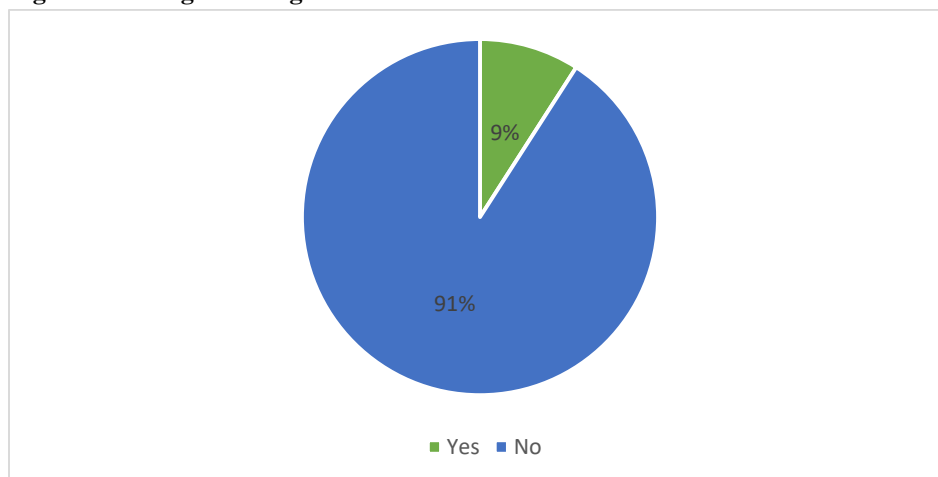
**Figure 8: Budget Planning**



**Figure 9: Budget Ceiling MFDP**



**Figure 10: Budget Ceiling Central Office**



Sources: Survey Data

Findings from the survey have shown that some of the sampled institutions are not fully participating in the budgetary process. Findings show 60% plan their budgets while 40% does not plan their budget. However, 91% of these institutions are not given budget ceiling by central

## Chapter 4: Survey findings (Resource flow)

### 4.1 Tracking public spending through the system – Health

The table below, shows how hospitals, medical centers and clinics under this sector make requests to the County Health Team (CHT) to the office of the County Health Officer (CHO), said request is sent to the Ministry of Health through the Supply Chain Management Unit (SCMU). With information obtained from the Central Medicine Store (CMS) on inventory, storage and other medical analyses, the SCMU carries out analysis and this analysis goes as approved to the CMS for supply and distribution. Except for Montserrat whose drugs and medical supplies are done by CMS with support from Global Fund and USAID, all other counties supplies are carried out by contracting third parties including LASTMILE.

Meanwhile, adjustment from the analysis done by the SCMU that is based on the information provided by the CMS, is not adequately disseminated to the CMS as it should be. More besides, the CMS limited or no participation in the drugs and medical supply process have landed the early expiration of drugs procured including challenges of timely delivery to counties and end users.



**Table 7: Health sector Resource Flow**

| Level 1<br>MOHS<br>W <sup>11</sup> ,<br>JFK,<br>JFD &<br>PHEBE | Level 2<br>MFDP<br>&<br>DONORS  | Level 3<br>Central Office & Institutions not under MOHSW | Level 4<br>Central<br>Medicine<br>Store/<br>Counties | Level 5<br>County<br>Health<br>Office<br>rs             | Level 6<br>End<br>Users<br>(Hospital<br>Administrators/<br>Medical centers<br>and clinics) |                                    |
|--|---------------------------------|--|--|---|--|------------------------------------|
| Initial/witness<br>Original<br>budgetary<br>request            | Financial<br>budget<br>released | Financial<br>budget<br>received                          | HQ expenditure / Direct budget line Hospitals        | Administrators /<br>County<br>Officers<br>&<br>Programs | Available<br>resources   |                                    |
| Make<br>budgetary<br>request                                   |                                 | Allotment  | Concerned Institutions                               |   |  | Total value of<br>cash<br>received |
|  |                                 |  | Programs   |   |  |                                    |
|  |                                 | Transfer in cash   |  |   |  |                                    |
|  |                                 |  | Cheque   | Total cash received                                     |  |                                    |
|  |                                 |  | Amount<br>of cash<br>utilized                        |   |  |                                    |
|  |                                 | Transfer in<br>kind                                      |  |   |  |                                    |
|  |                                 | Value<br>of<br>goods                                     | Amount of cash transferred                           | Goods &<br>Services                                     | IN<br>NON-<br>CASH   | Actual received                    |

<sup>11</sup> All institutions under the Health sector except for JFK, JFD and PHEBE

EXPENDITURE AND RESOURCE FLOW ANALYSES ON HEALTH & EDUCATION FINANCING

|  |  |                               |                            |                               |                        |
|--|--|-------------------------------|----------------------------|-------------------------------|------------------------|
|  |  | delivered                     |                            |                               |                        |
|  |  | Total value of received goods | Value of goods utilized    |                               |                        |
|  |  |                               | Value of goods transferred | Total value of received goods | Overall transfer value |
|  |  |                               |                            |                               | Actual received        |

## 4.1.1 Findings from the health facility level

**Table 8: Sources of Funding & Resource Allocation**

| Source of funding |            |            |            |            |                 |            | Resource allocation |            |                  |            |                              |            |
|-------------------|------------|------------|------------|------------|-----------------|------------|---------------------|------------|------------------|------------|------------------------------|------------|
| County            | GoL        |            | Donor      |            | Other (Specify) |            | Compensation        |            | Goods & Services |            | Consumption of Fixed Capital |            |
|                   | Yes        | No         | Yes        | No         | Yes             | No         | Yes                 | No         | Yes              | No         | Yes                          | No         |
| Bomi              | 100%       | 0%         | 0%         | 100%       | 40%             | 40%        | 40%                 | 60.0%      | 80%              | 20%        | 40%                          | 60%        |
| Bong              | 70%        | 30%        | 10%        | 90.0%      | 40%             | 40%        | 85%                 | 14.3%      | 100%             | 0%         | 0%                           | 100%       |
| Gbarpolu          | 100%       | 0%         | 25%        | 75.0%      | 0%              | 0%         | 25%                 | 75.0%      | 75%              | 25%        | 25%                          | 75%        |
| Grand Bassa       | 100%       | 0%         | 71%        | 28.6%      | 14%             | 14%        | 71%                 | 28.6%      | 85%              | 14%        | 42%                          | 57%        |
| Grand Cape Mount  | 83%        | 16%        | 33%        | 66.7%      | 33%             | 33%        | 60%                 | 40.0%      | 100%             | 0%         | 0%                           | 100%       |
| Grand Gedeh       | 100%       | 0%         | 100%       | 0.0%       | 0%              | 0%         | 0%                  | 100.0%     | 100%             | 0%         | 100%                         | 0%         |
| Grand Kru         | 100%       | 0%         | 0%         | 100.0%     | 33%             | 33%        | 100%                | 0.0%       | 33%              | 66%        | 0%                           | 100%       |
| Lofa              | 100%       | 0%         | 0%         | 100.0%     | 0%              | 0%         | 100%                | 0.0%       | 100%             | 0%         | 0%                           | 100%       |
| Margibi           | 20%        | 80%        | 0%         | 100.0%     | 20%             | 20%        | 100%                | 0.0%       | 100%             | 0%         | 0%                           | 100%       |
| Maryland          | 100%       | 0%         | 0%         | 100.0%     | 0%              | 0%         | 0%                  | 100.0%     | 100%             | 0%         | 75%                          | 25%        |
| Montserrado       | 45%        | 54%        | 25%        | 74.3%      | 60%             | 60%        | 87%                 | 12.5%      | 75%              | 25%        | 68%                          | 31%        |
| Nimba             | 63%        | 36%        | 0%         | 100.0%     | 18%             | 18%        | 75%                 | 25.0%      | 75%              | 25%        | 37%                          | 62%        |
| River Cess        | 100%       | 0%         | 100%       | 0.0%       | 0%              | 0%         | 100%                | 0.0%       | 100%             | 0%         | 100%                         | 0%         |
| River Gee         | 80%        | 20%        | 60%        | 40.0%      | 20%             | 20%        | 75%                 | 25.0%      | 100%             | 0%         | 100%                         | 0%         |
| Sinoe             | 75%        | 25%        | 50%        | 50.0%      | 75%             | 75%        | 100%                | 0.0%       | 100%             | 0%         | 0%                           | 100%       |
| Total             | <b>71%</b> | <b>28%</b> | <b>25%</b> | <b>74%</b> | <b>33%</b>      | <b>33%</b> | <b>71%</b>          | <b>28%</b> | <b>86%</b>       | <b>13%</b> | <b>39%</b>                   | <b>60%</b> |

Source: Survey Data

The above table, shows the sources of funding and how resources are allocated, within the Fifteen (15) counties amongst the various government hospitals and other health facilities from respondents (Institutions Administrators). The Sources of funding considered GoL, Donor and others specified (excluding GoL and Donors), and the resource allocation considered compensation, goods & services and consumption of fixed capital.

Of the total respondents regarding sources of funding on GoL from the 15 counties, 71.3% of the respondent responded “YES”, that their sources of funding are directly from GoL whereas, 28.7% said no, they don’t get funding from GoL.

Respondents who indicated that their sources of funding are from Donors, accounted 25.2% representing yes, and 74.8% representing No said they don’t receive funding from Donors.

Those respondents that don't get funding from GoL or the Donors accounted for 33% as seen in the total Other Specified column.

On the resource allocation, respondents who lamented Yes, that their resources are allocated on compensation accounted 71.1% whereas 28.9% said No, their resources are not allocated towards compensation.

For resource allocation on goods and services, 86.7% Respondents said yes, their resources are allocated on Goods and Services whereas, and 13.3% respondents said they don't allocate their resources on Goods and Services.

As regards Consumption of Fixed Capital allocation, the respondents who allocate resources accounted 39.8%, while 60.2% of the respondents said No, their resources are not allocated on Fixed Capital.

**Table 9: Subsidy Allocation**

| What was your Subsidy allocation for 2017/18 |            |                  |                   |                    |                    |                      |                     |
|--|------------|------------------|-------------------|--------------------|--------------------|----------------------|---------------------|
| County                                       | None       | Less than 50,000 | 50,000 to 100,000 | 100,001 to 300,000 | 300,001 to 500,000 | 500,001 to 1,000,000 | 1,000,001 and above |
| Bomi   | 80%        | 0%               | 0%                | 20%                | 0%                 | 0%                   | 0%                  |
| Bong   | 71%        | 0%               | 0%                | 14%                | 0%                 | 0%                   | 14%                 |
| Gbarpolu                                     | 75%        | 25%              | 0%                | 0%                 | 0%                 | 0%                   | 0%                  |
| Grand Bassa                                  | 71%        | 28%              | 0%                | 0%                 | 0%                 | 0%                   | 0%                  |
| Grand Cape Mount                             | 80%        | 20%              | 0%                | 0%                 | 0%                 | 0%                   | 0%                  |
| Grand Gedeh                                  | 100%       | 0%               | 0%                | 0%                 | 0%                 | 0%                   | 0%                  |
| Grand Kru                                    | 100%       | 0%               | 0%                | 0%                 | 0%                 | 0%                   | 0%                  |
| Lofa   | 100%       | 0%               | 0%                | 0%                 | 0%                 | 0%                   | 0%                  |
| Margibi                                      | 100%       | 0%               | 0%                | 0%                 | 0%                 | 0%                   | 0%                  |
| Maryland                                     | 100%       | 0%               | 0%                | 0%                 | 0%                 | 0%                   | 0%                  |
| Montserrado                                  | 87%        | 12%              | 0%                | 0%                 | 0%                 | 0%                   | 0%                  |
| Nimba  | 75%        | 12%              | 12%               | 0%                 | 0%                 | 0%                   | 0%                  |
| River Cess                                   | 100%       | 0%               | 0%                | 0%                 | 0%                 | 0%                   | 0%                  |
| River Gee                                    | 100%       | 0%               | 0%                | 0%                 | 0%                 | 0%                   | 0%                  |
| Sinoe  | 100%       | 0%               | 0%                | 0%                 | 0%                 | 0%                   | 0%                  |
| <b>Total</b>                                 | <b>86%</b> | <b>8%</b>        | <b>1%</b>         | <b>2%</b>          | <b>0%</b>          | <b>0%</b>            | <b>1%</b>           |

Source: Survey Data

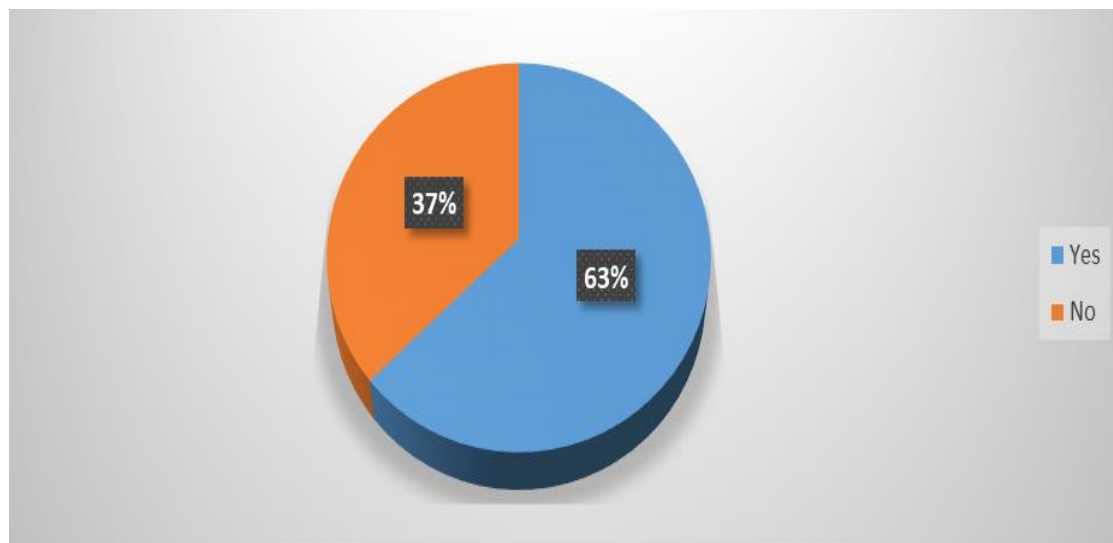
The table above, shows the subsidy allocated for FY 17/18 within the fifteen (15) Counties of Liberia amongst various Government Hospitals and other health facilities. The allocation of subsidy had the ranges of less than 50,000, 50,000 to 100,000, 100,001 to 300,000, 300,001 to 500,000, 500,001 to 1,000,000, 1,000,001 and above while, other subsidy receiving institutions did not received allocation.

Of the total respondents who retorted of receiving subsidy allocation, those within the Less than 50,000 category represented 8.4% whereas, those who received 50,000 to 100,000 as subsidy allocation amounted 1.2%.

The 100,001 to 300,000 category respondents of receiving subsidy allocation accounted 2.4% while the 300,001 to 500,000 and 500,001 to 1,000,000 subsidy allocation grouping accounted 0.0% respectively. Institutions receiving subsidy of above 1,000,001 respondents accounted 1.2% while those without subsidy allocation amounted 86.7%.

#### 4.1.2 Health Facilites and Administration

**Figure 11: Satisfaction with the quality of Goods & Service received**



The above chart shows how institutions are satisfied with the quality of goods and services received within the fifteen (15) counties amongst the various government hospitals and other health facilities from respondents (Institutions Administrators), were channeled.

From the above figure, 63% of the total respondents said yes, they were satisfied with the quality of goods received from their Institutions responsible whereas, 37% said no, they are not satisfied with goods and services received.

Table 10: Output Gaps

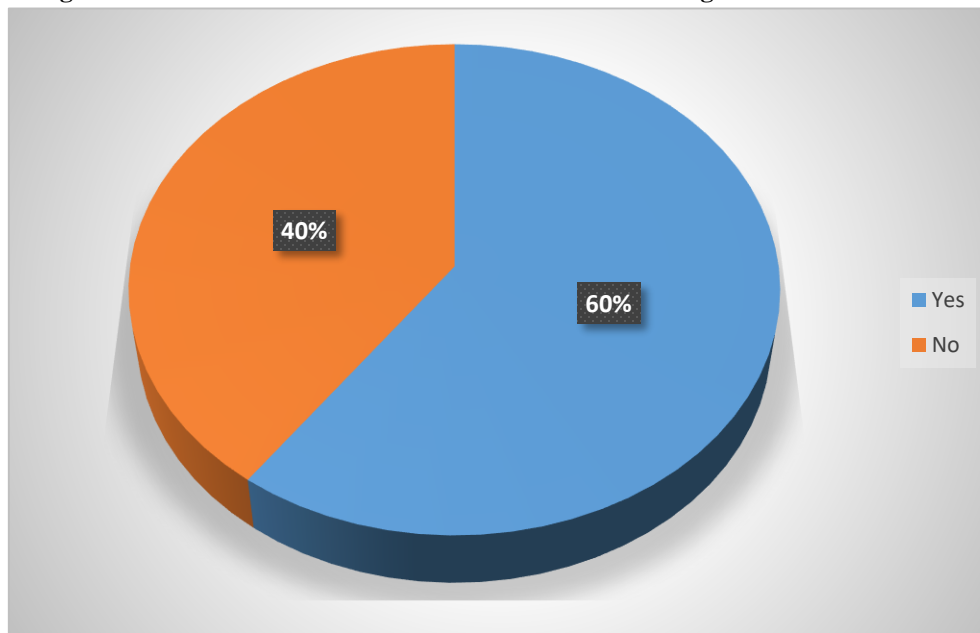
| Output Gap              |              |              |              |              |                   |              |               |
|-------------------------|--------------|--------------|--------------|--------------|-------------------|--------------|---------------|
| County                  | Manpower     | Cash         | Drugs        | Training     | Medical Equipment | Logistics    | Other specify |
|                         | Yes %        | Yes %        | Yes %        | Yes %        | Yes %             | Yes %        | Yes %         |
| <b>Bomi</b>             | 60.0%        | 60.0%        | 100.0%       | 100.0%       | 100.0%            | 60.0%        | 40.0%         |
| <b>Bong</b>             | 85.7%        | 14.3%        | 100.0%       | 71.4%        | 85.7%             | 42.9%        | 28.6%         |
| <b>Gbarpolu</b>         | 75.0%        | 100.0%       | 100.0%       | 100.0%       | 100.0%            | 75.0%        | 0.0%          |
| <b>Grand Bassa</b>      | 85.7%        | 100.0%       | 100.0%       | 85.7%        | 100.0%            | 85.7%        | 28.6%         |
| <b>Grand Cape Mount</b> | 100.0%       | 80.0%        | 100.0%       | 100.0%       | 100.0%            | 60.0%        | 0.0%          |
| <b>Grand Gedeh</b>      | 100.0%       | 100.0%       | 100.0%       | 50.0%        | 50.0%             | 75.0%        | 0.0%          |
| <b>Grand Kru</b>        | 100.0%       | 100.0%       | 100.0%       | 100.0%       | 80.0%             | 100.0%       | 0.0%          |
| <b>Lofa</b>             | 83.3%        | 0.0%         | 100.0%       | 50.0%        | 91.7%             | 41.7%        | 8.3%          |
| <b>Margibi</b>          | 100.0%       | 0.0%         | 100.0%       | 100.0%       | 100.0%            | 100.0%       | 0.0%          |
| <b>Maryland</b>         | 100.0%       | 100.0%       | 25.0%        | 75.0%        | 75.0%             | 100.0%       | 0.0%          |
| <b>Montserrado</b>      | 81.3%        | 81.3%        | 93.8%        | 93.8%        | 93.8%             | 93.8%        | 18.8%         |
| <b>Nimba</b>            | 75.0%        | 62.5%        | 87.5%        | 75.0%        | 100.0%            | 62.5%        | 25.0%         |
| <b>River Cess</b>       | 100.0%       | 100.0%       | 100.0%       | 100.0%       | 100.0%            | 100.0%       | 50.0%         |
| <b>River Gee</b>        | 100.0%       | 100.0%       | 50.0%        | 25.0%        | 75.0%             | 100.0%       | 0.0%          |
| <b>Sinoe</b>            | 100.0%       | 100.0%       | 100.0%       | 100.0%       | 100.0%            | 75.0%        | 0.0%          |
| <b>Total</b>            | <b>86.4%</b> | <b>68.2%</b> | <b>92.0%</b> | <b>79.5%</b> | <b>90.9%</b>      | <b>73.9%</b> | <b>14.8%</b>  |

Source: Survey data

The above Table, shows the output gaps within the fifteen (15) counties amongst the various Government Hospitals and other Health Facilities from Respondents (Institutions Administrators), were classified.

Of the Total Respondents, 86.4% represents output gap in man power, whereas 68.2% represents output gap in cash.

Additionally, drugs and training accounted for 92.0 % and 79.5% respectively from the respondents and 90.9% gaps are by medical equipment. Logistic accounted 73.9% whereas, other specified accounted for 14.8% meaning, those classifications stated in the table above were not captured

**Figure 12: Realization of Service Goal with allotted funding**

Source: Survey data

The above chart shows the realization of service goal with allotted funding within the fifteen (15) counties amongst the various Government Hospitals and other Health Facilities from Respondents (Institutions Administrators).

From the above chart, 60% of the total respondents said yes, they are realizing their service goal with allotted funding and 40% said no, they are not realizing the service goal.

Table 11: Services

| Services Provided |                  |                       |                      |                |                                   |                          |               |                           |               |                 |                       |                                 |              |                         |              |              |                 |                |              |                 |                 |              |
|-------------------|------------------|-----------------------|----------------------|----------------|-----------------------------------|--------------------------|---------------|---------------------------|---------------|-----------------|-----------------------|---------------------------------|--------------|-------------------------|--------------|--------------|-----------------|----------------|--------------|-----------------|-----------------|--------------|
| County            | Health Promotion | Blood Safety Programs | Reference Laboratory | Pharmaceutical | Expanded Programs on Immunization | Leprosy and Tuberculosis | Family Health | Community Health Services | Mental Health | Malaria Control | AIDS and STIs Control | Neglected Communicable Diseases | Nutrition    | Complementary Medicines | Child Health | Immunization | Maternal Health | Antenatal Care | Deliveries   | Post Natal Care | Family Planning | Mortality    |
|                   | Yes %            | Yes %                 | Yes %                | Yes %          | Yes %                             | Yes %                    | Yes %         | Yes %                     | Yes %         | Yes %           | Yes %                 | Yes %                           | Yes %        | Yes %                   | Yes %        | Yes %        | Yes %           | Yes %          | Yes %        | Yes %           | Yes %           | Yes %        |
| Bomi              | 80.0%            | 40.0%                 | 40.0%                | 60.0%          | 60.0%                             | 40.0%                    | 100.0%        | 100.0%                    | 100.0%        | 100.0%          | 100.0%                | 80.0%                           | 60.0%        | 80.0%                   | 100.0%       | 60.0%        | 100.0%          | 60.0%          | 100.0%       | 60.0%           | 100.0%          | 60.0%        |
| Bong              | 100.0%           | 42.9%                 | 28.6%                | 42.9%          | 100.0%                            | 71.4%                    | 57.1%         | 85.7%                     | 71.4%         | 100.0%          | 100.0%                | 100.0%                          | 85.7%        | 57.1%                   | 71.4%        | 100.0%       | 100.0%          | 100.0%         | 100.0%       | 100.0%          | 100.0%          | 0.0%         |
| Gbarpolu          | 100.0%           | 25.0%                 | 0.0%                 | 25.0%          | 75.0%                             | 50.0%                    | 75.0%         | 75.0%                     | 100.0%        | 100.0%          | 75.0%                 | 50.0%                           | 50.0%        | 25.0%                   | 100.0%       | 75.0%        | 100.0%          | 75.0%          | 100.0%       | 75.0%           | 100.0%          | 50.0%        |
| Grand Bassa       | 100.0%           | 40.0%                 | 80.0%                | 80.0%          | 80.0%                             | 40.0%                    | 80.0%         | 60.0%                     | 80.0%         | 80.0%           | 80.0%                 | 40.0%                           | 80.0%        | 40.0%                   | 80.0%        | 80.0%        | 80.0%           | 60.0%          | 80.0%        | 60.0%           | 80.0%           | 80.0%        |
| Grand Cape Mount  | 100.0%           | 0.0%                  | 60.0%                | 20.0%          | 80.0%                             | 60.0%                    | 80.0%         | 100.0%                    | 20.0%         | 100.0%          | 100.0%                | 100.0%                          | 60.0%        | 80.0%                   | 100.0%       | 100.0%       | 100.0%          | 100.0%         | 100.0%       | 80.0%           | 80.0%           | 60.0%        |
| Grand Gedeh       | 75.0%            | 25.0%                 | 25.0%                | 25.0%          | 25.0%                             | 25.0%                    | 100.0%        | 100.0%                    | 25.0%         | 100.0%          | 100.0%                | 25.0%                           | 75.0%        | 25.0%                   | 100.0%       | 100.0%       | 75.0%           | 100.0%         | 100.0%       | 100.0%          | 75.0%           | 25.0%        |
| Grand Kru         | 100.0%           | 80.0%                 | 80.0%                | 80.0%          | 80.0%                             | 80.0%                    | 80.0%         | 80.0%                     | 80.0%         | 80.0%           | 80.0%                 | 80.0%                           | 80.0%        | 60.0%                   | 80.0%        | 100.0%       | 80.0%           | 80.0%          | 100.0%       | 100.0%          | 100.0%          | 100.0%       |
| Lofa              | 100.0%           | 0.0%                  | 58.3%                | 58.3%          | 100.0%                            | 50.0%                    | 75.0%         | 66.7%                     | 75.0%         | 91.7%           | 100.0%                | 75.0%                           | 83.3%        | 16.7%                   | 75.0%        | 100.0%       | 100.0%          | 91.7%          | 100.0%       | 91.7%           | 91.7%           | 8.3%         |
| Margibi           | 100.0%           | 0.0%                  | 100.0%               | 100.0%         | 100.0%                            | 100.0%                   | 100.0%        | 100.0%                    | 100.0%        | 100.0%          | 100.0%                | 100.0%                          | 100.0%       | 0.0%                    | 100.0%       | 100.0%       | 100.0%          | 100.0%         | 100.0%       | 100.0%          | 100.0%          | 100.0%       |
| Maryland          | 100.0%           | 25.0%                 | 25.0%                | 50.0%          | 25.0%                             | 25.0%                    | 100.0%        | 100.0%                    | 100.0%        | 100.0%          | 75.0%                 | 50.0%                           | 25.0%        | 25.0%                   | 100.0%       | 100.0%       | 75.0%           | 100.0%         | 100.0%       | 100.0%          | 100.0%          | 100.0%       |
| Montserrado       | 92.9%            | 14.3%                 | 92.9%                | 85.7%          | 57.1%                             | 50.0%                    | 78.6%         | 78.6%                     | 57.1%         | 85.7%           | 92.9%                 | 71.4%                           | 64.3%        | 78.6%                   | 85.7%        | 71.4%        | 71.4%           | 85.7%          | 71.4%        | 78.6%           | 78.6%           | 50.0%        |
| Nimba             | 100.0%           | 50.0%                 | 75.0%                | 75.0%          | 100.0%                            | 50.0%                    | 100.0%        | 100.0%                    | 50.0%         | 100.0%          | 100.0%                | 100.0%                          | 75.0%        | 25.0%                   | 100.0%       | 100.0%       | 100.0%          | 100.0%         | 100.0%       | 100.0%          | 100.0%          | 100.0%       |
| River Cess        | 100.0%           | 50.0%                 | 100.0%               | 100.0%         | 100.0%                            | 100.0%                   | 50.0%         | 100.0%                    | 100.0%        | 100.0%          | 100.0%                | 100.0%                          | 100.0%       | 50.0%                   | 100.0%       | 100.0%       | 100.0%          | 100.0%         | 100.0%       | 100.0%          | 100.0%          | 100.0%       |
| River Gee         | 100.0%           | 0.0%                  | 0.0%                 | 0.0%           | 0.0%                              | 0.0%                     | 50.0%         | 100.0%                    | 0.0%          | 100.0%          | 100.0%                | 0.0%                            | 25.0%        | 0.0%                    | 100.0%       | 100.0%       | 100.0%          | 100.0%         | 100.0%       | 100.0%          | 100.0%          | 25.0%        |
| Sinoe             | 75.0%            | 75.0%                 | 100.0%               | 75.0%          | 75.0%                             | 100.0%                   | 100.0%        | 75.0%                     | 75.0%         | 100.0%          | 75.0%                 | 100.0%                          | 75.0%        | 100.0%                  | 75.0%        | 100.0%       | 100.0%          | 100.0%         | 100.0%       | 100.0%          | 100.0%          | 100.0%       |
| <b>Total</b>      | <b>95.0%</b>     | <b>27.5%</b>          | <b>58.8%</b>         | <b>58.8%</b>   | <b>71.3%</b>                      | <b>52.5%</b>             | <b>80.0%</b>  | <b>83.8%</b>              | <b>66.3%</b>  | <b>93.8%</b>    | <b>92.5%</b>          | <b>71.3%</b>                    | <b>68.8%</b> | <b>48.8%</b>            | <b>87.5%</b> | <b>90.0%</b> | <b>90.0%</b>    | <b>88.8%</b>   | <b>93.8%</b> | <b>87.5%</b>    | <b>91.3%</b>    | <b>52.5%</b> |

Source: Survey data

The above table shows services being provided within the fifteen (15) counties amongst the various Government Hospitals and other Health Facilities from respondents (Institutions Administrators).

For health promotion, of the total respondents, respondents representing 95% said yes, they provide Health promotion services to the Public whereas, respondents representing 27.5% responded that they do provide blood safety services. For reference laboratory and pharmaceutical services, they both accounted 58.8% reach of the respondents who responded on their services providing.

Additionally, expanded programs on immunization accounted 71.3% whereas, leprosy and tuberculosis represent 52.5% of services provided by respondents respectively.

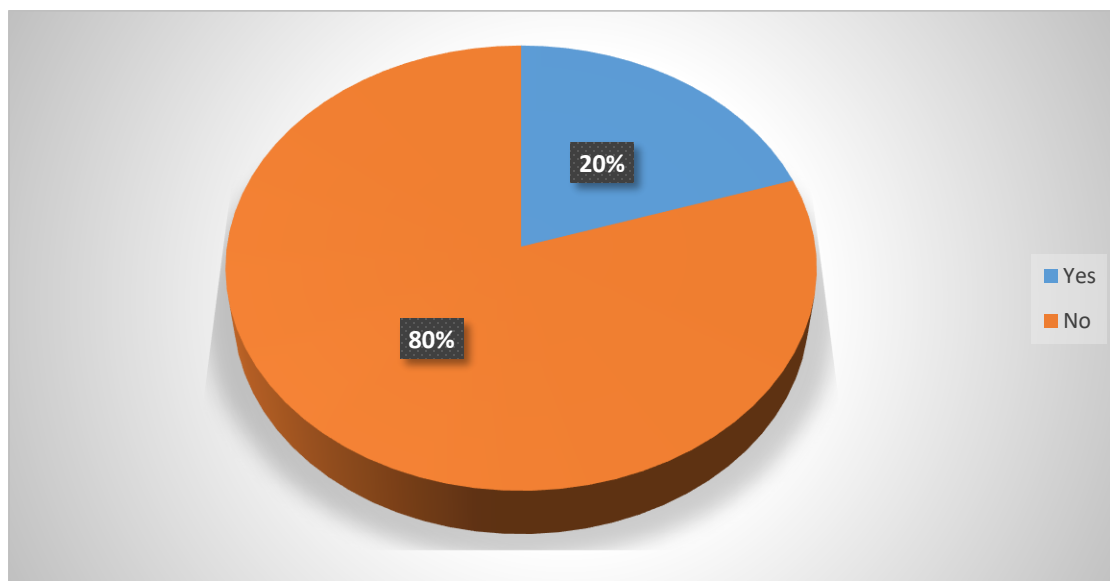
Furthermore, family health, community health and mental health services accounted for 80%, 83.3%, 66.3% respectively of services being offered and malaria control 93.8%. Whereas, AIDS and STIs control 92.5% and neglected communicable diseases represents 71.3% as services provided by respondents.

Nutrition and complimentary medicines accounted for 68.8 % and 48.8% respectively from the respondents as services provided and 87.5% represents Child Health.

Immunization and maternal health accounted for 90% each as per the services provided from the respondents whereas, antenatal care and deliveries represents 88.8% and 93.8% respectively as services provided.

Post Natal, family planning and mortality represented 87.5%, 91.3% and 52.5% respectively.

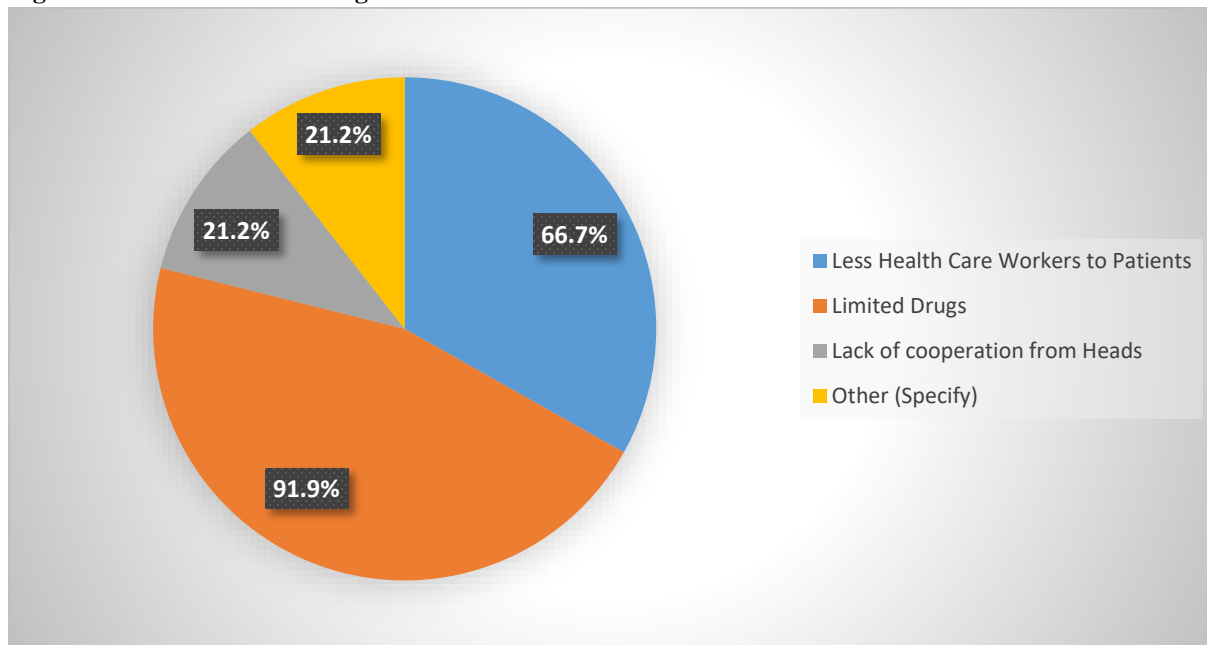
**Figure 13: Feeding**



**Source: Survey data**

The above chart shows whether patients had been fed within the fifteen (15) counties amongst the various Government Hospitals and other health facilities from respondents (Institutions Administrators).

From the above chart, 20% of the total respondents said yes, that they provide feeding for patients whereas, 80% of the respondents said no, they don't provide feeding.

**Figure 14: Healthcare Challenges**

**Source: Survey data**

The above Figure show the health-care related challenges within the fifteen (15) counties amongst the various Government Hospitals and other Health Facilities from respondents (Institutions Administrators).

66.7% of the total respondents said they have a health-care related challenge of less health-care workers to patients, whereas, 91.9 % of the total respondents' health care challenge are drugs while 21.2% are from lack of cooperation from their heads. Other specified accounted for 21.2%, meaning the stated challenges was not what they faced.

Table 12: Drugs Preservation

| <b>Do you preserve your Drugs?</b> |              |              |
|------------------------------------|--------------|--------------|
| <b>County</b>                      | <b>Yes %</b> | <b>Yes %</b> |
| <b>Bomi</b>                        | 100.0%       | 0.0%         |
| <b>Bong</b>                        | 100.0%       | 0.0%         |
| <b>Gbarpolu</b>                    | 100.0%       | 0.0%         |
| <b>Grand Bassa</b>                 | 100.0%       | 0.0%         |
| <b>Grand Cape Mount</b>            | 100.0%       | 0.0%         |
| <b>Grand Gedeh</b>                 | 100.0%       | 0.0%         |
| <b>Grand Kru</b>                   | 100.0%       | 0.0%         |
| <b>Lofa</b>                        | 100.0%       | 0.0%         |
| <b>Margibi</b>                     | 100.0%       | 0.0%         |
| <b>Maryland</b>                    | 100.0%       | 0.0%         |
| <b>Montserrado</b>                 | 97.1%        | 2.9%         |
| <b>Nimba</b>                       | 100.0%       | 0.0%         |
| <b>River Cess</b>                  | 100.0%       | 0.0%         |
| <b>River Gee</b>                   | 100.0%       | 0.0%         |
| <b>Sinoe</b>                       | 100.0%       | 0.0%         |
| <b>Total</b>                       | <b>99.1%</b> | <b>0.9%</b>  |

Source: Survey data

The above table, shows whether Institutions preserve their drugs within the fifteen (15) counties amongst the various Government Hospitals and other Health Facilities from respondents (Institutions Administrators).

The table shows that of the total respondents, 99.1% said yes, they preserved their drugs whereas, the remaining 0.9% face drugs preservation challenges.

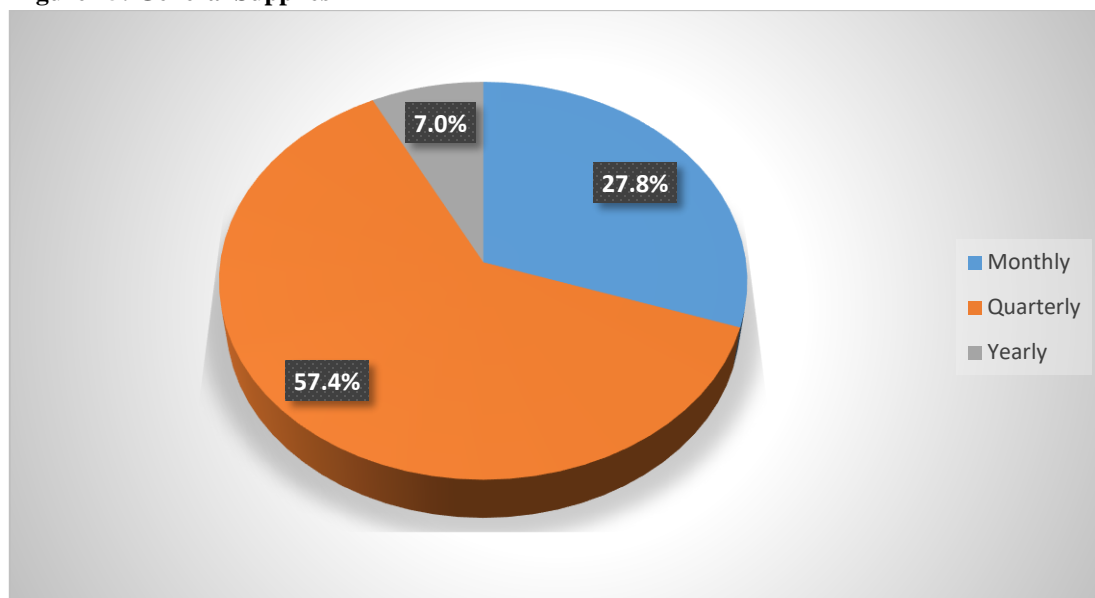
Table 13: Drugs Preservation Areas

| <b>Drugs Preservation area</b> |                  |                 |                |              |                        |
|--------------------------------|------------------|-----------------|----------------|--------------|------------------------|
|                                | <b>Warehouse</b> | <b>Pharmacy</b> | <b>Vehicle</b> | <b>Home</b>  | <b>Other (specify)</b> |
| <b>County</b>                  | <b>Yes %</b>     | <b>Yes %</b>    | <b>Yes %</b>   | <b>Yes %</b> | <b>Yes %</b>           |
| <b>Bomi</b>                    | 60.0%            | 60.0%           | 0.0%           | 0.0%         | 40.0%                  |
| <b>Bong</b>                    | 30.0%            | 30.0%           | 0.0%           | 0.0%         | 50.0%                  |
| <b>Gbarpolu</b>                | 100.0%           | 0.0%            | 0.0%           | 0.0%         | 25.0%                  |
| <b>Grand Bassa</b>             | 85.7%            | 85.7%           | 0.0%           | 0.0%         | 14.3%                  |
| <b>Grand Cape</b>              | 66.7%            | 50.0%           | 0.0%           | 0.0%         | 66.7%                  |
| <b>Grand Gedeh</b>             | 100.0%           | 75.0%           | 0.0%           | 0.0%         | 0.0%                   |
| <b>Grand Kru</b>               | 33.3%            | 66.7%           | 0.0%           | 0.0%         | 0.0%                   |
| <b>Lofa</b>                    | 60.0%            | 40.0%           | 0.0%           | 0.0%         | 30.0%                  |
| <b>Margibi</b>                 | 60.0%            | 0.0%            | 0.0%           | 0.0%         | 40.0%                  |
| <b>Maryland</b>                | 100.0%           | 0.0%            | 25.0%          | 25.0%        | 0.0%                   |
| <b>Montserra</b>               | 82.4%            | 94.1%           | 5.9%           | 5.9%         | 2.9%                   |
| <b>Nimba</b>                   | 18.2%            | 36.4%           | 0.0%           | 0.0%         | 63.6%                  |
| <b>River</b>                   | 100.0%           | 100.0%          | 0.0%           | 0.0%         | 0.0%                   |
| <b>River Gee</b>               | 100.0%           | 0.0%            | 0.0%           | 0.0%         | 0.0%                   |
| <b>Sinoe</b>                   | 50.0%            | 100.0%          | 0.0%           | 0.0%         | 25.0%                  |
| <b>Total</b>                   | <b>67.5%</b>     | <b>57.9%</b>    | <b>2.6%</b>    | <b>2.6%</b>  | <b>23.7%</b>           |

Source: Survey data

The above table shows where drugs are being preserved within the fifteen (15) counties amongst the various Government Hospitals and other Health Facilities from Respondents (Institutions Administrators).

Discounting the “NO%” component of research outcome, the table shows the positive sides, where 67.5% of the total respondents said drugs are being preserved within a warehouse, 57.9 % said drugs are preserved within the Pharmacy, 23.7% said Other specified (places other than those mentioned), and 2.6% accounted for preserving drugs in Vehicle and home respectively.

**Figure 15: General Supplies**

**Source: Survey data**

The above figure shows how often General Supplies are provided within the fifteen (15) counties amongst the various Government Hospitals and other Health Facilities from Respondents (Institutions Administrators).

From the above figure, 1.7% of the total respondents said they get general supply daily, whereas, 6.1% said they get supply weekly.

General supplies for monthly and quarterly accounted 27.8% and 57.4% respectively, while 7.0% of the total respondents get general supply yearly.

Table 14: Health Facilities

| <b>What kind of Health facility is this</b> |                 |               |                       |                      |
|---|-----------------|---------------|-----------------------|----------------------|
|   | <b>Hospital</b> | <b>Clinic</b> | <b>Medical Center</b> | <b>Other specify</b> |
| <b>County</b>                               | <b>Yes %</b>    | <b>Yes %</b>  | <b>Yes %</b>          | <b>Yes %</b>         |
| <b>Bomi</b>                                 | 20.0%           | 60.0%         | 20.0%                 | 0.0%                 |
| <b>Bong</b>                                 | 20.0%           | 70.0%         | 10.0%                 | 0.0%                 |
| <b>Gbarpolu</b>                             | 25.0%           | 75.0%         | 0.0%                  | 0.0%                 |
| <b>Grand Bassa</b>                          | 28.6%           | 57.1%         | 0.0%                  | 14.3%                |
| <b>Grand</b>                                | 0.0%            | 100.0%        | 0.0%                  | 0.0%                 |
| <b>Grand Gedeh</b>                          | 25.0%           | 75.0%         | 0.0%                  | 0.0%                 |
| <b>Grand Kru</b>                            | 33.3%           | 33.3%         | 33.3%                 | 0.0%                 |
| <b>Lofa</b>                                 | 0.0%            | 100.0%        | 0.0%                  | 0.0%                 |
| <b>Margibi</b>                              | 20.0%           | 60.0%         | 20.0%                 | 0.0%                 |
| <b>Maryland</b>                             | 25.0%           | 75.0%         | 0.0%                  | 0.0%                 |
| <b>Montserrado</b>                          | 5.7%            | 85.7%         | 0.0%                  | 8.6%                 |
| <b>Nimba</b>                                | 27.3%           | 54.5%         | 18.2%                 | 0.0%                 |
| <b>River Cess</b>                           | 100.0%          | 0.0%          | 0.0%                  | 0.0%                 |
| <b>River Gee</b>                            | 0.0%            | 80.0%         | 20.0%                 | 0.0%                 |
| <b>Sinoe</b>                                | 25.0%           | 75.0%         | 0.0%                  | 0.0%                 |
| <b>Total</b>                                | <b>15.7%</b>    | <b>74.8%</b>  | <b>6.1%</b>           | <b>3.5%</b>          |

Source: Survey data

The above table shows the facility that were reached within the fifteen (15) counties amongst the various Institutions within the Health Sectors specifically, Government Hospitals and other health facilities from respondents (Institutions Administrators), were classified.

For hospital, of the total respondents, respondents representing 15.7% accounted for hospitals, 74.8% accounted for clinics, 6.1% accounted for medical center and 3.5% accounted other specify (classification that are not hospitals, neither medical centers nor clinics).

**Table 15: Health Care Practitioners**

|                         | Number of Health Care Practitioners assigned to Health Facility |              |              |             |             |              | What's the Highest Qualification assigned here? |             |             |                  |             |             |             |               |
|-------------------------|---|--------------|--------------|-------------|-------------|--------------|---|-------------|-------------|------------------|-------------|-------------|-------------|---------------|
|                         | 1 to 10   | 11 to 20     | 21 to 30     | 31 to 40    | 41 to 50    | 51 and above | Medical Doctor                                  | Physician   | Pharmacist  | Registered Nurse | Technician  | Mid-Wife    | Nurse       | Other Specify |
| <b>County</b>           | Yes %   | Yes %        | Yes %        | Yes %       | Yes %       | Yes %        | Yes %   | Yes %       | Yes %       | Yes %            | Yes %       | Yes %       | Yes %       | Yes %         |
| <b>Bomi</b>             | 60.0%   | 0.0%         | 20.0%        | 0.0%        | 0.0%        | 20.0%        | 40.0%   | 0.0%        | 0.0%        | 40.0%            | 0.0%        | 0.0%        | 20.0%       | 0.0%          |
| <b>Bong</b>             | 70.0%   | 10.0%        | 0.0%         | 0.0%        | 0.0%        | 20.0%        | 20.0%   | 0.0%        | 0.0%        | 70.0%            | 0.0%        | 0.0%        | 0.0%        | 10.0%         |
| <b>Gbarpolu</b>         | 75.0%   | 0.0%         | 0.0%         | 25.0%       | 0.0%        | 0.0%         | 25.0%   | 0.0%        | 0.0%        | 50.0%            | 0.0%        | 0.0%        | 25.0%       | 0.0%          |
| <b>Grand Bassa</b>      | 28.6%   | 28.6%        | 0.0%         | 14.3%       | 0.0%        | 28.6%        | 28.6%   | 14.3%       | 0.0%        | 28.6%            | 0.0%        | 0.0%        | 0.0%        | 28.6%         |
| <b>Grand Cape Mount</b> | 100.0%  | 0.0%         | 0.0%         | 0.0%        | 0.0%        | 0.0%         | 0.0%  | 0.0%        | 0.0%        | 83.3%            | 0.0%        | 0.0%        | 0.0%        | 16.7%         |
| <b>Grand Gedeh</b>      | 75.0%   | 0.0%         | 0.0%         | 0.0%        | 0.0%        | 25.0%        | 25.0%   | 0.0%        | 0.0%        | 50.0%            | 0.0%        | 25.0%       | 0.0%        | 0.0%          |
| <b>Grand Kru</b>        | 0.0%  | 33.3%        | 33.3%        | 0.0%        | 0.0%        | 33.3%        | 33.3%   | 33.3%       | 0.0%        | 0.0%             | 0.0%        | 33.3%       | 0.0%        | 0.0%          |
| <b>Lofa</b>             | 80.0%   | 10.0%        | 0.0%         | 10.0%       | 0.0%        | 0.0%         | 0.0%  | 0.0%        | 0.0%        | 80.0%            | 0.0%        | 20.0%       | 0.0%        | 0.0%          |
| <b>Margibi</b>          | 80.0%   | 0.0%         | 0.0%         | 0.0%        | 0.0%        | 20.0%        | 0.0%  | 0.0%        | 0.0%        | 80.0%            | 0.0%        | 0.0%        | 0.0%        | 20.0%         |
| <b>Maryland</b>         | 100.0%  | 0.0%         | 0.0%         | 0.0%        | 0.0%        | 0.0%         | 25.0%   | 25.0%       | 0.0%        | 50.0%            | 0.0%        | 0.0%        | 0.0%        | 0.0%          |
| <b>Montserra</b>        | 22.9%   | 37.1%        | 22.9%        | 2.9%        | 8.6%        | 5.7%         | 57.1%   | 11.4%       | 0.0%        | 22.9%            | 0.0%        | 0.0%        | 0.0%        | 8.6%          |
| <b>Nimba</b>            | 72.7%   | 9.1%         | 0.0%         | 0.0%        | 0.0%        | 18.2%        | 9.1%  | 0.0%        | 0.0%        | 63.6%            | 0.0%        | 0.0%        | 0.0%        | 27.3%         |
| <b>River Cess</b>       | 0.0%  | 0.0%         | 50.0%        | 0.0%        | 0.0%        | 50.0%        | 100.0%  | 0.0%        | 0.0%        | 0.0%             | 0.0%        | 0.0%        | 0.0%        | 0.0%          |
| <b>River Gee</b>        | 60.0%   | 20.0%        | 20.0%        | 0.0%        | 0.0%        | 0.0%         | 0.0%  | 40.0%       | 0.0%        | 60.0%            | 0.0%        | 0.0%        | 0.0%        | 0.0%          |
| <b>Sinoe</b>            | 75.0%   | 0.0%         | 0.0%         | 0.0%        | 0.0%        | 25.0%        | 25.0%   | 0.0%        | 0.0%        | 75.0%            | 0.0%        | 0.0%        | 0.0%        | 0.0%          |
| <b>Total</b>            | <b>53.9%</b>  | <b>17.4%</b> | <b>10.4%</b> | <b>3.5%</b> | <b>2.6%</b> | <b>12.2%</b> | <b>29.6%</b>                                    | <b>7.8%</b> | <b>0.0%</b> | <b>47.8%</b>     | <b>0.0%</b> | <b>3.5%</b> | <b>1.7%</b> | <b>9.6%</b>   |

Source: Survey data

The above table shows the number of health care practitioners assigned to health facility and their highest qualification within the fifteen (15) counties amongst the various Government Hospitals and other Health Facilities from Respondents (Institutions Administrators).

For range of 1-10 practitioners assigned of the total respondents; respondents representing 53.9% said the health-care practitioners are assigned to the health facility, whereas, respondents representing 17.4% responded in the range of 11-20 being assigned.

Additionally, the range of 21-30 and 31-40 number of practitioners assigned to health facility accounted 10.4% and 3.5% respectively

Furthermore, 41-50 range accounted for 2.6% of the respondents while, 51 and above ranges represents 12.2%.

For the qualification assigned at the health facility, 29.6% of the total respondents accounted Medical doctors while, physician represents 7.8%. Registered Nurse total respondents accounted

47.8 % whereas, mid-wife total respondents responded with 3.5%. Nurse accounted 1.7% whereas, pharmacists and technicians accounted 0.0% each and other specify accounted for 9.6%.

**Table 16: Health Care Practitioners**

| County           | What's the Highest Qualification assigned here? |             |             |                  |                |             |             |               | What's the Highest Qualification it should be? |              |             |                  |                |             |             |               |
|------------------|---|-------------|-------------|------------------|----------------|-------------|-------------|---------------|--|--------------|-------------|------------------|----------------|-------------|-------------|---------------|
|                  | Medical Doctor                                  | Physician   | Pharmacist  | Registered Nurse | Lab Technician | Mid-Wife    | Nurse       | Other Specify | Medical Doctor                                 | Physician    | Pharmacist  | Registered Nurse | Lab Technician | Mid-Wife    | Nurse       | Other Specify |
| Yes %            | Yes %   | Yes %       | Yes %       | Yes %            | Yes %          | Yes %       | Yes %       | Yes %         | Yes %  | Yes %        | Yes %       | Yes %            | Yes %          | Yes %       | Yes %       | Yes %         |
| Bomi             | 40.0%   | 0.0%        | 0.0%        | 40.0%            | 0.0%           | 0.0%        | 20.0%       | 0.0%          | 40.0%  | 20.0%        | 0.0%        | 0.0%             | 20.0%          | 0.0%        | 0.0%        | 20.0%         |
| Bong             | 20.0%   | 0.0%        | 0.0%        | 70.0%            | 0.0%           | 0.0%        | 0.0%        | 10.0%         | 20.0%  | 0.0%         | 0.0%        | 80.0%            | 0.0%           | 0.0%        | 0.0%        | 0.0%          |
| Gbarpolu         | 25.0%   | 0.0%        | 0.0%        | 50.0%            | 0.0%           | 0.0%        | 25.0%       | 0.0%          | 25.0%  | 25.0%        | 0.0%        | 25.0%            | 25.0%          | 0.0%        | 0.0%        | 0.0%          |
| Grand Bassa      | 28.6%   | 14.3%       | 0.0%        | 28.6%            | 0.0%           | 0.0%        | 0.0%        | 28.6%         | 85.7%  | 0.0%         | 0.0%        | 0.0%             | 0.0%           | 0.0%        | 0.0%        | 14.3%         |
| Grand Cape Mount | 0.0%  | 0.0%        | 0.0%        | 83.3%            | 0.0%           | 0.0%        | 0.0%        | 16.7%         | 0.0%   | 33.3%        | 0.0%        | 50.0%            | 16.7%          | 0.0%        | 0.0%        | 0.0%          |
| Grand Gedeh      | 25.0%   | 0.0%        | 0.0%        | 50.0%            | 0.0%           | 25.0%       | 0.0%        | 0.0%          | 25.0%  | 75.0%        | 0.0%        | 0.0%             | 0.0%           | 0.0%        | 0.0%        | 0.0%          |
| Grand Kru        | 33.3%   | 33.3%       | 0.0%        | 0.0%             | 0.0%           | 33.3%       | 0.0%        | 0.0%          | 33.3%  | 66.7%        | 0.0%        | 0.0%             | 0.0%           | 0.0%        | 0.0%        | 0.0%          |
| Lofa             | 0.0%  | 0.0%        | 0.0%        | 80.0%            | 0.0%           | 20.0%       | 0.0%        | 0.0%          | 0.0%   | 0.0%         | 0.0%        | 80.0%            | 0.0%           | 0.0%        | 0.0%        | 20.0%         |
| Margibi          | 0.0%  | 0.0%        | 0.0%        | 80.0%            | 0.0%           | 0.0%        | 0.0%        | 20.0%         | 0.0%   | 0.0%         | 0.0%        | 60.0%            | 20.0%          | 0.0%        | 0.0%        | 20.0%         |
| Maryland         | 25.0%   | 25.0%       | 0.0%        | 50.0%            | 0.0%           | 0.0%        | 0.0%        | 0.0%          | 25.0%  | 50.0%        | 0.0%        | 25.0%            | 0.0%           | 0.0%        | 0.0%        | 0.0%          |
| Montserrat       | 57.1%   | 11.4%       | 0.0%        | 22.9%            | 0.0%           | 0.0%        | 0.0%        | 8.6%          | 82.9%  | 11.4%        | 0.0%        | 2.9%             | 0.0%           | 0.0%        | 0.0%        | 2.9%          |
| Nimba            | 9.1%  | 0.0%        | 0.0%        | 63.6%            | 0.0%           | 0.0%        | 0.0%        | 27.3%         | 18.2%  | 18.2%        | 0.0%        | 45.5%            | 0.0%           | 0.0%        | 0.0%        | 18.2%         |
| River            | 100.0%  | 0.0%        | 0.0%        | 0.0%             | 0.0%           | 0.0%        | 0.0%        | 0.0%          | 100.0%   | 0.0%         | 0.0%        | 0.0%             | 0.0%           | 0.0%        | 0.0%        | 0.0%          |
| River Gee        | 0.0%  | 40.0%       | 0.0%        | 60.0%            | 0.0%           | 0.0%        | 0.0%        | 0.0%          | 20.0%  | 40.0%        | 0.0%        | 40.0%            | 0.0%           | 0.0%        | 0.0%        | 0.0%          |
| Sinoe            | 25.0%   | 0.0%        | 0.0%        | 75.0%            | 0.0%           | 0.0%        | 0.0%        | 0.0%          | 25.0%  | 25.0%        | 0.0%        | 50.0%            | 0.0%           | 0.0%        | 0.0%        | 0.0%          |
| <b>Total</b>     | <b>29.6%</b>                                    | <b>7.8%</b> | <b>0.0%</b> | <b>47.8%</b>     | <b>0.0%</b>    | <b>3.5%</b> | <b>1.7%</b> | <b>9.6%</b>   | <b>42.6%</b>                                   | <b>17.4%</b> | <b>0.0%</b> | <b>29.6%</b>     | <b>3.5%</b>    | <b>0.0%</b> | <b>0.0%</b> | <b>7.0%</b>   |

Source: Survey data

The above table shows the highest qualification assigned to health facility and the highest qualification ought to be within the fifteen (15) counties amongst the various Government Hospitals and other Health Facilities from Respondents (Institutions Administrators).

For the qualification assigned at the health facility, 29.6% of the total respondents accounted medical doctors while, physician represents 7.8%. Registered nurse total respondents accounted for 47.8 % whereas, mid-wife total respondents accounted for 3.5%. Nurse accounted for 1.7%

whereas, pharmacists and technicians accounted for 0.0% each and other specify accounted for 9.6%.

As regards to the highest qualification assigned at the health facility, 42.6% of the total respondents accounted for medical doctors while, physician represents 17.4%. Registered nurse accounted for 29.6.8 % whereas, lab technician accounted for 3.5% of the total respondents. Mid-wife, nurse and pharmacist responded with 0 % each and other specified accounted for 7.0%.

**Table 17: In-Out Patients**

| <b>How many Patients do you receive a Day?</b> |                |                 |                 |                 |                 |                     |
|--|----------------|-----------------|-----------------|-----------------|-----------------|---------------------|
|  | <b>2 to 10</b> | <b>12 to 20</b> | <b>22 to 30</b> | <b>32 to 40</b> | <b>42 to 50</b> | <b>52 and above</b> |
| <b>County</b>                                  | <b>Row N %</b> | <b>Row N %</b>  | <b>Row N %</b>  | <b>Row N %</b>  | <b>Row N %</b>  | <b>Row N %</b>      |
| <b>Bomi</b>                                    | 0.0%           | 0.0%            | 20.0%           | 0.0%            | 40.0%           | 40.0%               |
| <b>Bong</b>                                    | 20.0%          | 0.0%            | 20.0%           | 30.0%           | 0.0%            | 30.0%               |
| <b>Gbarpolu</b>                                | 0.0%           | 0.0%            | 75.0%           | 0.0%            | 0.0%            | 25.0%               |
| <b>Grand</b>                                   | 0.0%           | 14.3%           | 14.3%           | 14.3%           | 28.6%           | 28.6%               |
| <b>Grand</b>                                   | 0.0%           | 50.0%           | 33.3%           | 0.0%            | 0.0%            | 16.7%               |
| <b>Grand</b>                                   | 0.0%           | 50.0%           | 25.0%           | 0.0%            | 0.0%            | 25.0%               |
| <b>Grand Kru</b>                               | 0.0%           | 33.3%           | 0.0%            | 0.0%            | 33.3%           | 33.3%               |
| <b>Lofa</b>                                    | 0.0%           | 10.0%           | 30.0%           | 10.0%           | 0.0%            | 50.0%               |
| <b>Margibi</b>                                 | 0.0%           | 0.0%            | 0.0%            | 20.0%           | 20.0%           | 60.0%               |
| <b>Maryland</b>                                | 0.0%           | 50.0%           | 0.0%            | 0.0%            | 25.0%           | 25.0%               |
| <b>Montserrat</b>                              | 20.0%          | 25.7%           | 14.3%           | 11.4%           | 14.3%           | 14.3%               |
| <b>Nimba</b>                                   | 0.0%           | 18.2%           | 0.0%            | 0.0%            | 9.1%            | 72.7%               |
| <b>River</b>                                   | 0.0%           | 0.0%            | 50.0%           | 0.0%            | 0.0%            | 50.0%               |
| <b>River Gee</b>                               | 0.0%           | 40.0%           | 40.0%           | 0.0%            | 0.0%            | 20.0%               |
| <b>Sinoe</b>                                   | 0.0%           | 25.0%           | 0.0%            | 0.0%            | 25.0%           | 50.0%               |
| <b>Total</b>                                   | <b>7.8%</b>    | <b>20.9%</b>    | <b>18.3%</b>    | <b>8.7%</b>     | <b>12.2%</b>    | <b>32.2%</b>        |

Source: Survey Data

The above table shows the number of patients received by health facility per day within the fifteen (15) counties amongst the various Government Hospitals and other health facilities from respondents (Institutions Administrators).

For the total respondents of range 2-10 of patients received a day, it accounted for 7.8% while, 12-20 accounted for 20.9% of the total respondents. The Respondents representing 22-30 range represents 18.3% whereas, 32-40 represents 8.7%. 42-50 and above accounted for 12.2% and 32.2% respectively from the total respondents.

Table 18: Shift

| <b>Do you work by shifts?</b> |                |                |
|-------------------------------|----------------|----------------|
|                               | <b>Yes</b>     | <b>No</b>      |
| <b>County</b>                 | <b>Row N %</b> | <b>Row N %</b> |
| <b>Bomi</b>                   | 40.0%          | 60.0%          |
| <b>Bong</b>                   | 30.0%          | 70.0%          |
| <b>Gbarpolu</b>               | 25.0%          | 75.0%          |
| <b>Grand</b>                  | 42.9%          | 57.1%          |
| <b>Grand</b>                  | 0.0%           | 100.0%         |
| <b>Grand</b>                  | 25.0%          | 75.0%          |
| <b>Grand Kru</b>              | 66.7%          | 33.3%          |
| <b>Lofa</b>                   | 10.0%          | 90.0%          |
| <b>Margibi</b>                | 20.0%          | 80.0%          |
| <b>Maryland</b>               | 25.0%          | 75.0%          |
| <b>Montserrat</b>             | 65.7%          | 34.3%          |
| <b>Nimba</b>                  | 36.4%          | 63.6%          |
| <b>River</b>                  | 100.0%         | 0.0%           |
| <b>River Gee</b>              | 0.0%           | 100.0%         |
| <b>Sinoe</b>                  | 50.0%          | 50.0%          |
| <b>Total</b>                  | <b>40.0%</b>   | <b>60.0%</b>   |

Source: Survey data

The above table shows as to whether health care workers work by shifts within the fifteen (15) counties amongst the various Government Hospitals and other health facilities from respondents (Institutions Administrators).

From the above table, 40% of the total respondents said yes, they work by shifts while, 60% said no, they don't work by shifts.

Table 19: Salary Detail

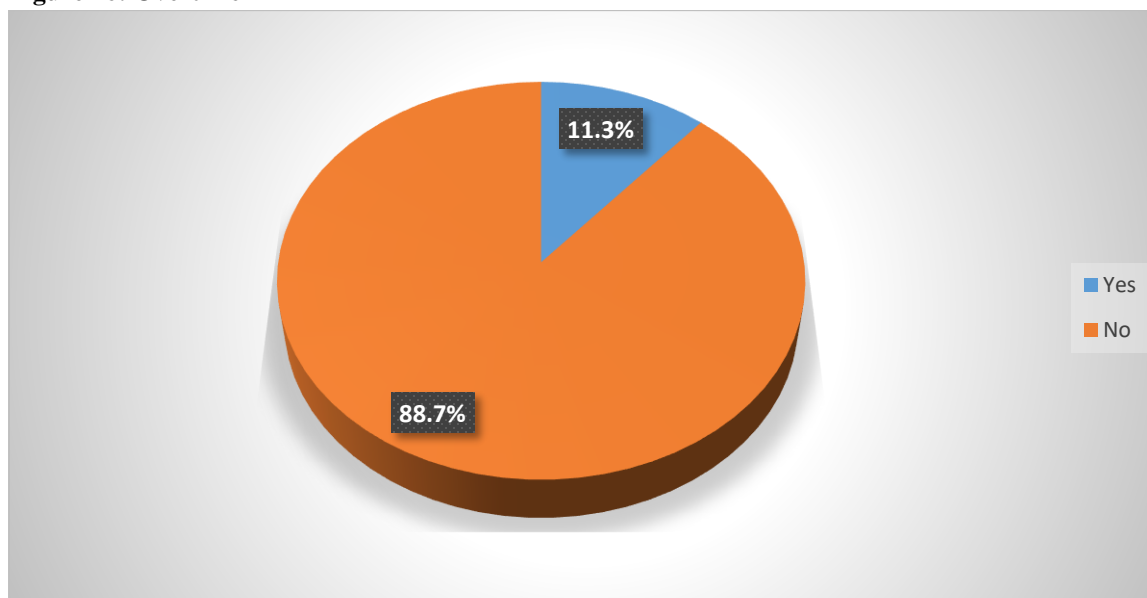
| <b>Do you receive salary on time?</b> |                |                |
|---------------------------------------|----------------|----------------|
|                                       | <b>Yes</b>     | <b>No</b>      |
| <b>County</b>                         | <b>Row N %</b> | <b>Row N %</b> |
| <b>Bomi</b>                           | 20.0%          | 80.0%          |
| <b>Bong</b>                           | 60.0%          | 40.0%          |
| <b>Gbarpolu</b>                       | 25.0%          | 75.0%          |
| <b>Grand Bassa</b>                    | 42.9%          | 57.1%          |
| <b>Grand Cape Mount</b>               | 33.3%          | 66.7%          |
| <b>Grand Gedeh</b>                    | 25.0%          | 75.0%          |
| <b>Grand Kru</b>                      | 66.7%          | 33.3%          |
| <b>Lofa</b>                           | 70.0%          | 30.0%          |
| <b>Margibi</b>                        | 80.0%          | 20.0%          |
| <b>Maryland</b>                       | 25.0%          | 75.0%          |
| <b>Montserrado</b>                    | 48.6%          | 51.4%          |
| <b>Nimba</b>                          | 90.9%          | 9.1%           |
| <b>River Cess</b>                     | 0.0%           | 100.0%         |
| <b>River Gee</b>                      | 60.0%          | 40.0%          |
| <b>Sinoe</b>                          | 50.0%          | 50.0%          |
| <b>Total</b>                          | <b>52.2%</b>   | <b>47.8%</b>   |

Source: Survey data

The above table shows as to whether health care workers received their salaries on time within the fifteen (15) counties amongst the various Government Hospitals and other Health Facilities from Respondents (Institutions Administrators).

From the above table, 52.2% of the total respondents said yes, they received their salary on time whereas, 47.8% said no, they don't.

Figure 16: Overtime



Source: Survey data

The above figure shows as to whether health care workers are compensated for overtime within the Fifteen (15) counties amongst the various Government Hospitals and other Health Facilities from Respondents (Institutions Administrators).

From the above table, 11.3% of the total respondents said yes, they are compensated for overtime while, 88.7% said no, they are not.

Table 20: Satisfaction Level

| What is your satisfaction level with the job? |              |              |              |
|---|--------------|--------------|--------------|
|   | High         | Medium       | Low          |
| County  | Row N %      | Row N %      | Row N %      |
| Bomi  | 0.0%         | 100.0%       | 0.0%         |
| Bong  | 10.0%        | 80.0%        | 10.0%        |
| Gbarpolu                                      | 0.0%         | 50.0%        | 50.0%        |
| Grand   | 0.0%         | 85.7%        | 14.3%        |
| Grand   | 16.7%        | 83.3%        | 0.0%         |
| Grand   | 0.0%         | 100.0%       | 0.0%         |
| Grand Kru                                     | 0.0%         | 33.3%        | 66.7%        |
| Lofa  | 10.0%        | 90.0%        | 0.0%         |
| Margibi                                       | 100.0%       | 0.0%         | 0.0%         |
| Maryland                                      | 0.0%         | 25.0%        | 75.0%        |
| Montserrat                                    | 5.7%         | 60.0%        | 34.3%        |
| Nimba   | 54.5%        | 27.3%        | 18.2%        |
| River   | 0.0%         | 100.0%       | 0.0%         |
| River Gee                                     | 0.0%         | 100.0%       | 0.0%         |
| Sinoe   | 0.0%         | 100.0%       | 0.0%         |
| <b>Total</b>                                  | <b>13.9%</b> | <b>66.1%</b> | <b>20.0%</b> |

Source: Survey data

The above table shows the satisfaction level of the job amongst health care workers within the Fifteen (15) counties amongst the various Government Hospitals and other Health Facilities from Respondents (Institutions Administrators).

Of the total respondents, 13.9% of the respondents said their satisfaction level of the Job is high while, 66.1% of the respondents said their satisfaction level is medium. The respondents with low satisfaction level accounted 20%.

**Table 21: Closing Period**

|                  | Is there a closing period during the Period of Providing Health Services? |              | If Yes, what is the frequency of closing period |             |             |             |             |
|------------------|---|--------------|---|-------------|-------------|-------------|-------------|
|                  | Yes   | No           | Daily   | Weekly      | Monthly     | Quarterly   | Yearly      |
| County           | Row N %   | Row N %      | Row N %   | Row N %     | Row N %     | Row N %     | Row N %     |
| Bomi             | 0.0%  | 100.0%       | 0.0%  | 0.0%        | 0.0%        | 0.0%        | 0.0%        |
| Bong             | 10.0%   | 90.0%        | 100.0%  | 0.0%        | 0.0%        | 0.0%        | 0.0%        |
| Gbarpolu         | 25.0%   | 75.0%        | 100.0%  | 0.0%        | 0.0%        | 0.0%        | 0.0%        |
| Grand Bassa      | 28.6%   | 71.4%        | 100.0%  | 0.0%        | 0.0%        | 0.0%        | 0.0%        |
| Grand Cape Mount | 66.7%   | 33.3%        | 100.0%  | 0.0%        | 0.0%        | 0.0%        | 0.0%        |
| Grand Gedeh      | 75.0%   | 25.0%        | 100.0%  | 0.0%        | 0.0%        | 0.0%        | 0.0%        |
| Grand Kru        | 33.3%   | 66.7%        | 100.0%  | 0.0%        | 0.0%        | 0.0%        | 0.0%        |
| Lofa             | 50.0%   | 50.0%        | 100.0%  | 0.0%        | 0.0%        | 0.0%        | 0.0%        |
| Margibi          | 0.0%  | 100.0%       | 0.0%  | 0.0%        | 0.0%        | 0.0%        | 0.0%        |
| Maryland         | 50.0%   | 50.0%        | 100.0%  | 0.0%        | 0.0%        | 0.0%        | 0.0%        |
| Montserrat       | 45.7%   | 54.3%        | 93.8%   | 0.0%        | 0.0%        | 0.0%        | 6.3%        |
| Nimba            | 9.1%  | 90.9%        | 100.0%  | 0.0%        | 0.0%        | 0.0%        | 0.0%        |
| River Cess       | 0.0%  | 100.0%       | 0.0%  | 0.0%        | 0.0%        | 0.0%        | 0.0%        |
| River Gee        | 80.0%   | 20.0%        | 100.0%  | 0.0%        | 0.0%        | 0.0%        | 0.0%        |
| Sinoe            | 50.0%   | 50.0%        | 100.0%  | 0.0%        | 0.0%        | 0.0%        | 0.0%        |
| <b>Total</b>     | <b>36.5%</b>  | <b>63.5%</b> | <b>97.6%</b>                                    | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b> | <b>2.4%</b> |

Source: Survey data

The above table shows whether there is a closing period of providing health services and the frequency of the closing period within the fifteen (15) counties amongst the various Government Hospitals and other health facilities from respondents (Institutions Administrators).

For the closing period during the period of providing health services, 36.5% of the total respondents said yes, there is a closing period while 63.5% of the respondents said no, there is no closing period.

For those respondents who responded that there was a closing period, the total respondents representing 97.6% responded that there is a closing period daily while, weekly, monthly and quarterly accounted for 0% each. The respondents representing yearly closing period accounted for 2.4% of the total respondents.

**Table 22: Rioting**

| <b>Have you experienced any riot from Patients Family?</b> |                |                |
|--|----------------|----------------|
|  | <b>Yes</b>     | <b>No</b>      |
| <b>County</b>  | <b>Row N %</b> | <b>Row N %</b> |
| <b>Bomi</b>  | <b>20.0%</b>   | <b>80.0%</b>   |
| <b>Bong</b>  | <b>0.0%</b>    | <b>100.0%</b>  |
| <b>Gbarpolu</b>  | <b>25.0%</b>   | <b>75.0%</b>   |
| <b>Grand Bassa</b>   | <b>14.3%</b>   | <b>85.7%</b>   |
| <b>Grand Cape Mount</b>                                    | <b>50.0%</b>   | <b>50.0%</b>   |
| <b>Grand Gedeh</b>   | <b>0.0%</b>    | <b>100.0%</b>  |
| <b>Grand Kru</b>   | <b>0.0%</b>    | <b>100.0%</b>  |
| <b>Lofa</b>  | <b>0.0%</b>    | <b>100.0%</b>  |
| <b>Margibi</b>   | <b>0.0%</b>    | <b>100.0%</b>  |
| <b>Maryland</b>  | <b>0.0%</b>    | <b>100.0%</b>  |
| <b>Montserrado</b>   | <b>31.4%</b>   | <b>68.6%</b>   |
| <b>Nimba</b>   | <b>27.3%</b>   | <b>72.7%</b>   |
| <b>River Cess</b>  | <b>50.0%</b>   | <b>50.0%</b>   |
| <b>River Gee</b>   | <b>0.0%</b>    | <b>100.0%</b>  |
| <b>Sinoe</b>   | <b>20.0%</b>   | <b>80.0%</b>   |
| <b>Total</b>   | <b>18.3%</b>   | <b>81.7%</b>   |

Source: Survey data

The above table shows as to whether health care workers have experienced riots from patients' family within the fifteen (15) counties amongst the various Government Hospitals and other health facilities from respondents (Institutions Administrators).

From the above table, 18.3% of the total respondents said yes, they have experienced riots from patients' family whereas, 81.7% said no, they don't.

**Table 23: Threats**

|                  | Threats      |              |              |              | Kinds of Threats |              |             |               |                 |
|------------------|--------------|--------------|--------------|--------------|------------------|--------------|-------------|---------------|-----------------|
|                  | Internal     |              | External     |              | Protesting       | Harassment   | Nature      | Fire outbreak | Other (Specify) |
|                  | Yes          | No           | Yes          | No           |                  |              |             |               |                 |
| County           | Row N %      | Row N %      | Row N %      | Row N %      | Row N %          | Row N %      | Row N %     | Row N %       | Row N %         |
| Bomi             | 80.0%        | 20.0%        | 0.0%         | 100.0%       | 0.0%             | 25.0%        | 50.0%       | 0.0%          | 25.0%           |
| Bong             | 100.0%       | 0.0%         | 0.0%         | 100.0%       | 0.0%             | 0.0%         | 0.0%        | 0.0%          | 100.0%          |
| Gbarpolu         | 25.0%        | 75.0%        | 25.0%        | 75.0%        | 0.0%             | 0.0%         | 100.0%      | 0.0%          | 0.0%            |
| Grand Bassa      | 14.3%        | 85.7%        | 71.4%        | 28.6%        | 100.0%           | 0.0%         | 0.0%        | 0.0%          | 0.0%            |
| Grand Cape Mount | 50.0%        | 50.0%        | 16.7%        | 83.3%        | 0.0%             | 33.3%        | 0.0%        | 0.0%          | 66.7%           |
| Grand Gedeh      | 0.0%         | 100.0%       | 0.0%         | 100.0%       | 0.0%             | 0.0%         | 0.0%        | 0.0%          | 0.0%            |
| Grand Kru        | 100.0%       | 0.0%         | 66.7%        | 33.3%        | 0.0%             | 0.0%         | 0.0%        | 0.0%          | 100.0%          |
| Lofa             | 100.0%       | 0.0%         | 0.0%         | 100.0%       | 0.0%             | 0.0%         | 10.0%       | 0.0%          | 90.0%           |
| Margibi          | 0.0%         | 100.0%       | 20.0%        | 80.0%        | 0.0%             | 0.0%         | 0.0%        | 0.0%          | 0.0%            |
| Maryland         | 25.0%        | 75.0%        | 0.0%         | 100.0%       | 100.0%           | 0.0%         | 0.0%        | 0.0%          | 0.0%            |
| Montserrat       | 25.7%        | 74.3%        | 54.3%        | 45.7%        | 33.3%            | 88.9%        | 0.0%        | 0.0%          | 22.2%           |
| Nimba            | 0.0%         | 100.0%       | 63.6%        | 36.4%        | 0.0%             | 0.0%         | 0.0%        | 0.0%          | 0.0%            |
| River Cess       | 50.0%        | 50.0%        | 0.0%         | 100.0%       | 100.0%           | 0.0%         | 0.0%        | 0.0%          | 0.0%            |
| River Gee        | 0.0%         | 100.0%       | 0.0%         | 100.0%       | 0.0%             | 0.0%         | 0.0%        | 0.0%          | 0.0%            |
| Sinoe            | 75.0%        | 25.0%        | 100.0%       | 0.0%         | 0.0%             | 0.0%         | 0.0%        | 0.0%          | 100.0%          |
| <b>Total</b>     | <b>40.0%</b> | <b>60.0%</b> | <b>34.8%</b> | <b>65.2%</b> | <b>13.0%</b>     | <b>21.7%</b> | <b>8.7%</b> | <b>0.0%</b>   | <b>65.2%</b>    |

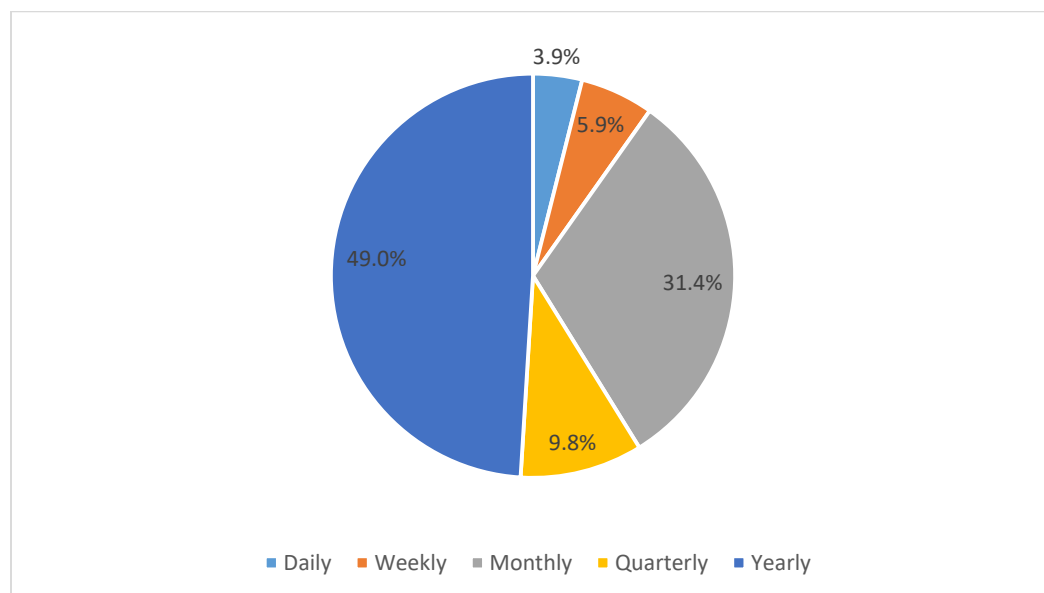
Source: Survey data

The above table shows threats encountered by health care workers and the kinds of threats within the fifteen (15) counties amongst the various Government Hospitals and other health facilities from respondents (Institutions Administrators).

For the threats encountered, 40% of the total respondents said they encountered internal threat while 60% said no, they don't. For those who encounter external threats accounted for 34.8 % while 65.8% said no, they don't experience external threats.

As regards to the kinds of threats (internal), the total respondents who responded mention that they experienced protesting, accounted for 13% while harassment represents 21.7%. Nature causes accounted 8.7% whereas threat of fire outbreak accounted for 0%. For Other specified, it represents 65.2% at there is a closing period daily while, weekly, Monthly and quarterly accounted for 0% each.

**Figure 17: Internal Threats**



Source: Survey data

The above figure shows the frequency of internal threats within the fifteen (15) counties amongst the various Government Hospitals and other health facilities from respondents (Institutions Administrators).

From the above figure, 3.9% of the total respondents said they experienced internal threat daily, whereas, 5.9% of the total respondents said weekly.

Internal threats for Monthly and quarterly accounted 31.4% and 9.8% respectively, while 49% of the total respondents experienced threats yearly.

**Table 24: Classification of Funding Operations**

|             | Cash  | Office Equipment | Stationary | Drugs  | Logistics | Medical Equipment | Other specify (applies to Logistics also) |
|-------------|-------|------------------|------------|--------|-----------|-------------------|---|
| County      | Yes % | Yes %            | Yes %      | Yes %  | Yes %     | Yes %             | Yes %                                     |
| Bomi        | 0.0%  | 60.0%            | 80.0%      | 100.0% | 40.0%     | 60.0%             | 20.0%                                     |
| Bong        | 14.3% | 28.6%            | 14.3%      | 85.7%  | 57.1%     | 71.4%             | 14.3%                                     |
| Gbarpolu    | 25.0% | 50.0%            | 100.0%     | 100.0% | 50.0%     | 75.0%             | 0.0%                                      |
| Grand Bassa | 14.3% | 42.9%            | 42.9%      | 71.4%  | 57.1%     | 57.1%             | 14.3%                                     |

|                         |              |              |              |              |              |              |             |
|-------------------------|--------------|--------------|--------------|--------------|--------------|--------------|-------------|
| <b>Grand Cape Mount</b> | 0.0%         | 100.0%       | 100.0%       | 80.0%        | 80.0%        | 60.0%        | 20.0%       |
| <b>Grand Gedeh</b>      | 0.0%         | 50.0%        | 100.0%       | 25.0%        | 100.0%       | 0.0%         | 0.0%        |
| <b>Grand Kru</b>        | 60.0%        | 80.0%        | 80.0%        | 80.0%        | 80.0%        | 40.0%        | 0.0%        |
| <b>Lofa</b>             | 8.3%         | 75.0%        | 58.3%        | 100.0%       | 41.7%        | 58.3%        | 0.0%        |
| <b>Margibi</b>          | 0.0%         | 100.0%       | 100.0%       | 100.0%       | 100.0%       | 100.0%       | 0.0%        |
| <b>Maryland</b>         | 25.0%        | 25.0%        | 75.0%        | 25.0%        | 50.0%        | 25.0%        | 25.0%       |
| <b>Montserrado</b>      | 37.5%        | 87.5%        | 81.3%        | 93.8%        | 75.0%        | 93.8%        | 0.0%        |
| <b>Nimba</b>            | 25.0%        | 37.5%        | 50.0%        | 62.5%        | 50.0%        | 62.5%        | 25.0%       |
| <b>River Cess</b>       | 100.0%       | 50.0%        | 50.0%        | 50.0%        | 50.0%        | 50.0%        | 0.0%        |
| <b>River Gee</b>        | 0.0%         | 100.0%       | 100.0%       | 50.0%        | 100.0%       | 0.0%         | 0.0%        |
| <b>Sinoe</b>            | 75.0%        | 100.0%       | 100.0%       | 100.0%       | 100.0%       | 25.0%        | 0.0%        |
| <b>Total</b>            | <b>23.9%</b> | <b>65.9%</b> | <b>70.5%</b> | <b>79.5%</b> | <b>64.8%</b> | <b>58.0%</b> | <b>8.0%</b> |

Source: Survey data

The above table shows how institutions requested for funds are classified within the fifteen (15) counties amongst the various Government Hospitals and other Health Facilities from respondents, were classified.

For cash, of the total respondents; respondents representing 2.3% said yes, their funds are classified through cash whereas, respondents representing 65.9% responded that their funds are classified through office equipment.

Additionally, stationery and drugs classification accounted for 70.5 % and 79.5% respectively from the respondents and logistics accounted for 64.8%. Medical equipment accounted 58.0% whereas, other specified accounted for 8.0% representing those classifications that were not captured.

### 4.1.3 Accountability and Supervision

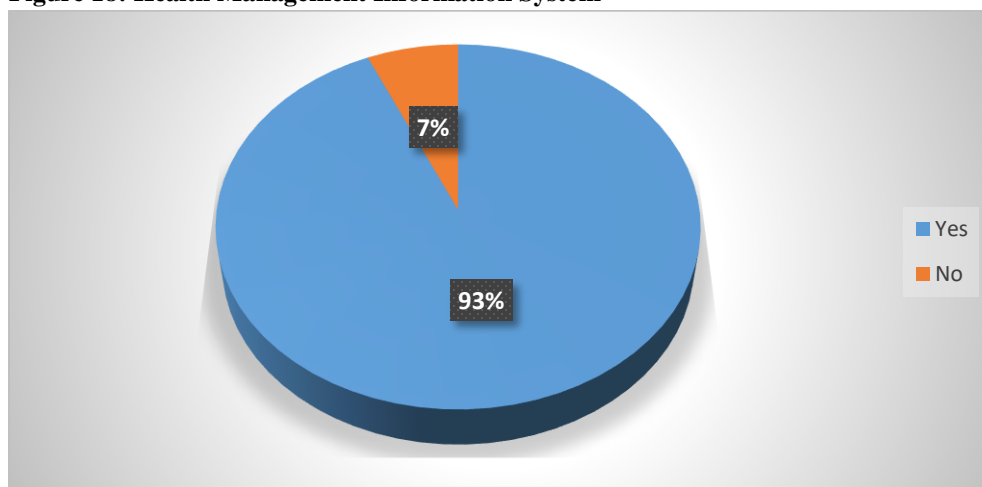
**Table 25: Reporting**

| <b>Do you make report</b> |               |             |
|---------------------------|---------------|-------------|
| <b>County</b>             | <b>Yes</b>    | <b>No</b>   |
| <b>Bomi</b>               | 100.0%        | 0.0%        |
| <b>Bong</b>               | 100.0%        | 0.0%        |
| <b>Gbarpolu</b>           | 100.0%        | 0.0%        |
| <b>Grand Bassa</b>        | 100.0%        | 0.0%        |
| <b>Grand Cape Mount</b>   | 100.0%        | 0.0%        |
| <b>Grand Gedeh</b>        | 100.0%        | 0.0%        |
| <b>Grand Kru</b>          | 100.0%        | 0.0%        |
| <b>Lofa</b>               | 100.0%        | 0.0%        |
| <b>Margibi</b>            | 100.0%        | 0.0%        |
| <b>Maryland</b>           | 100.0%        | 0.0%        |
| <b>Montserrado</b>        | 100.0%        | 0.0%        |
| <b>Nimba</b>              | 100.0%        | 0.0%        |
| <b>River Cess</b>         | 100.0%        | 0.0%        |
| <b>River Gee</b>          | 100.0%        | 0.0%        |
| <b>Sinoe</b>              | 100.0%        | 0.0%        |
| <b>Total</b>              | <b>100.0%</b> | <b>0.0%</b> |

Source: Survey data

The above table shows whether institutions do make report with the goods and funds received within the fifteen (15) counties amongst the various Government Hospitals and other health facilities from respondents.

**Figure 18: Health Management Information System**



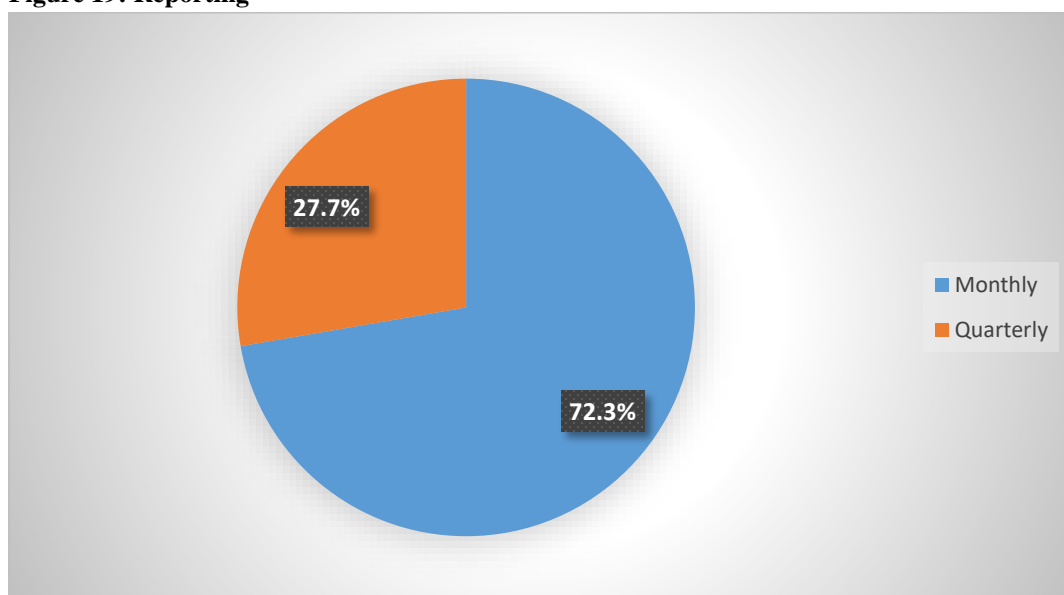
Source: Survey data

The above chart shows the Health Management Information System used to track disease diagnosis and treatment within the fifteen (15) counties amongst the various Government Hospitals and other Health Facilities from respondents.

From the above, 93% of the total respondents said yes, they have the Management Information System whereas, 7% of the respondents said no, they don't have.

Meanwhile, there exists a serious monitoring challenge from central level to the counties. It was observed that there was little or no visitation from central authority on programs executed by counties authorities. The absence of monitoring has created absence of benchmark for review and has left counties authorities to execute on their own without the guidance and observance required to accomplish the sector objective/goal.

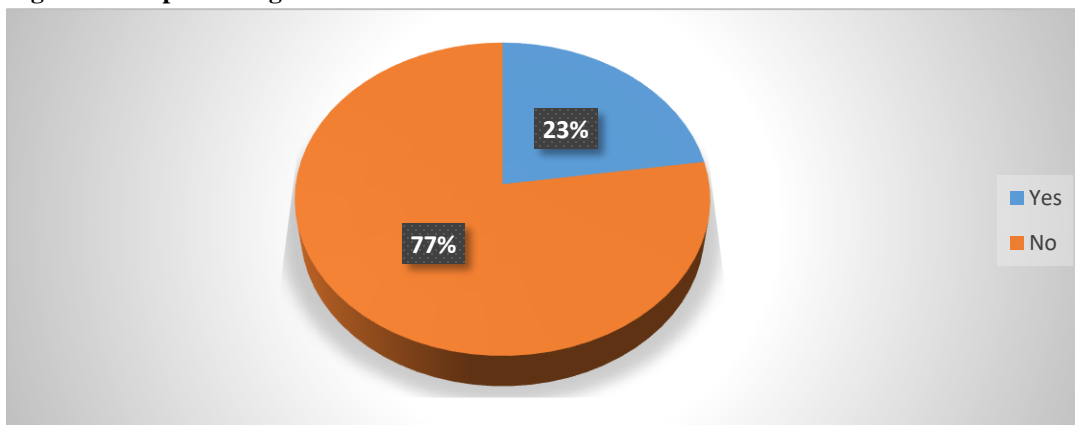
**Figure 19: Reporting**



**Source: Survey data**

The above chart shows the frequency of reporting within the fifteen (15) counties amongst the various Government Hospitals and other health facilities from respondents as to whether they report monthly or quarterly.

From the above chart, 72.3% of the total respondents said they report monthly, whereas, 27.7% said they report quarterly.

**Figure 20: Experiencing Carried Forward**

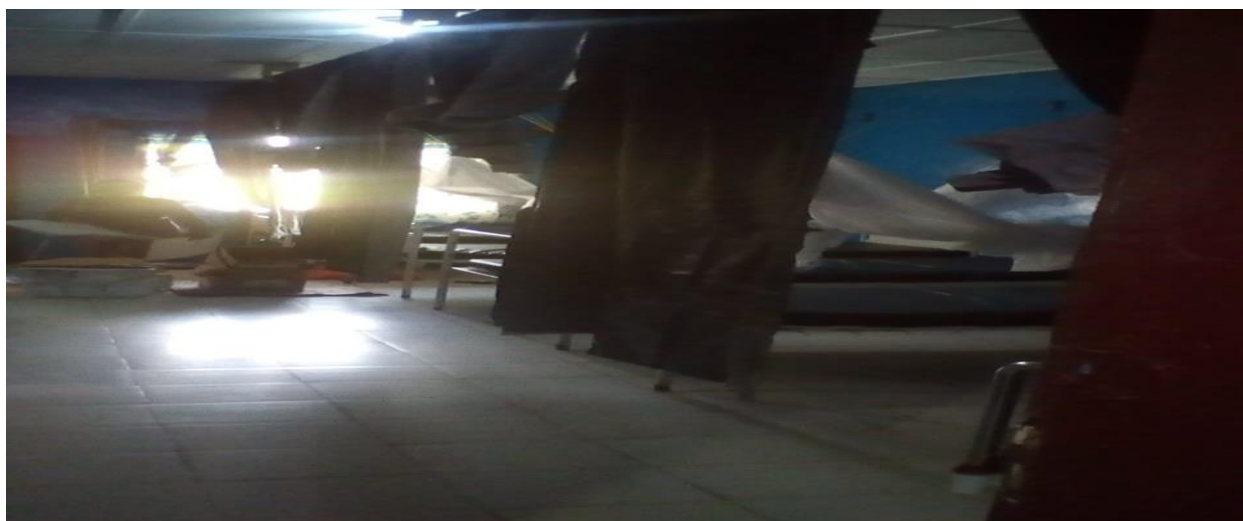
Source: Survey data

The above chart shows funds carried forward within the fifteen (15) counties amongst the various Government Hospitals and other health facilities from respondents.

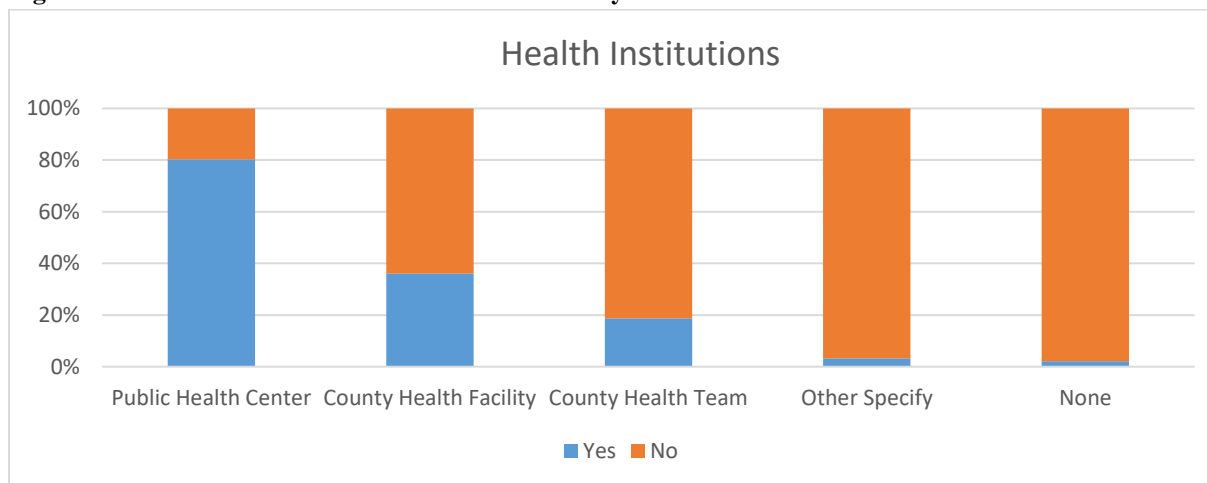
From the chart above, 23% of the total respondents said yes, they experienced carried forward, while, 77% said they don't experience carried forward.

#### 4.1.4 Findings from the public

##### Citizen's view and status



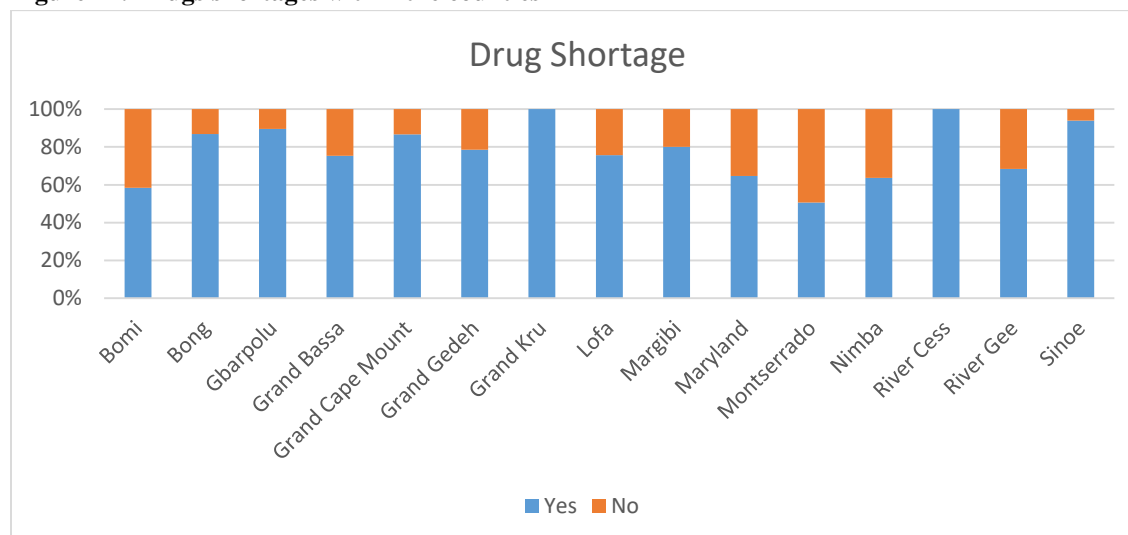
During the survey, 76.7% of the respondents affirmed that they are residents of the communities that hosted a health facility and 23.3% were non-residents, 53.7% of the total respondents informed enumerators that they knew of Public Health Institutions in their area or activities carried out by these institutions within their communities, 26.7% were aware of private health institutions whereas 46.3% and 73.3% knew nothing about public and private health institutions or activities respectively.

**Figure 21: Kinds of Health Institutions in the Country**

**Source: Survey data**

From the same respondents, it was gathered that 80.3% of them had seen or visited public health centers and 19.7% had no or limited idea of its existence in their area.

36.1% and 18.8% had been to the County health facility and interacted with the Counties Health Teams respectively. 63.9% and 81.2% had no knowledge of County Health Facility or interactions with Counties Health Teams. There were however, 3.3% of respondents who had visited other health facilities other than the ones named above and 96.7% said they had no ideas of other facilities than the ones listed to them. When asked as to whether they had heard about none of the health services rendered or facilities in the counties, 2.2% responded in the affirmative and 97.8% said, no, they hadn't.

**Figure 22: Drugs shortages within the counties**

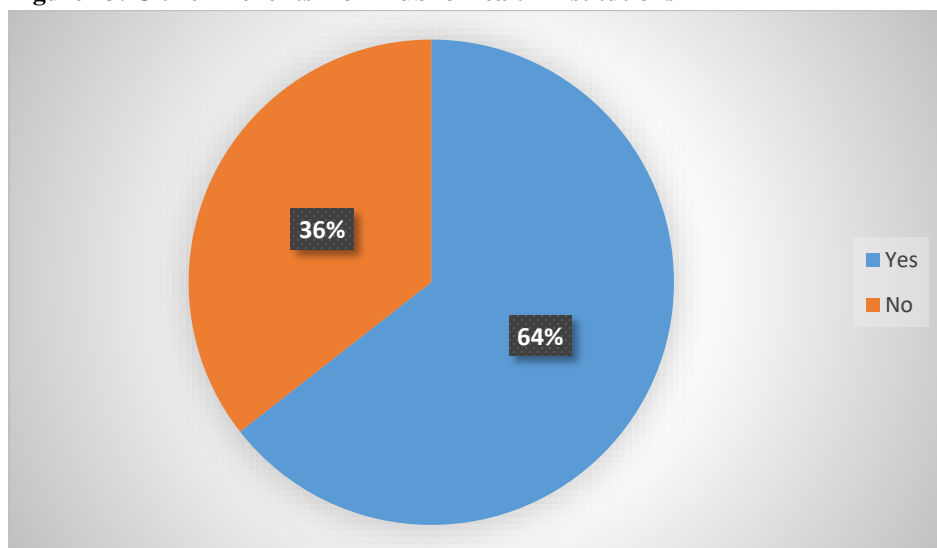
**Source: Survey data**

The Government of Liberia (GoL), through the Ministry of Health (MoH) or other development partners procure drugs through the National Drugs Service (NDS) which is responsible for drugs provision for all health facilities in the various counties through the county Health Teams, but according to respondents an average of 69.1% residents who had visited public health facilities had observed shortage in drugs and 30.9% said they hadn't noticed any drug shortage.

Of the total respondents from Montserrado County, 50.6% said they had either been given prescriptions by the facilities to acquire the drugs from nearby drug stores or told to come another time due to the lack of drugs in the facilities and 49.4% said they hadn't experience drugs shortage.

100% of respondents from Grand Kru and Rivercess counties affirmed that they have experienced drug shortages in their communities. 58.3% had experienced shortage of drugs in Bomi County and 41.7% hadn't. 86.9% in Bong County, 86.7% in Grand Cape Mount County, 80% in Margibi and 93.9% in Sinoe County experience drugs shortages in their communities whereas 13.1%, 13.3%, 20% and 6.1% hadn't experienced drug shortage in Bong, Grand Cape Mount, Margibi and Sinoe Counties respectively.

However, Gbarpolu County recorded 89.5% of its respondents affirming drugs shortage and 10.5% didn't experience it, Grand Bassa reported 75.4% shortage and 24.6% responded with no. Lofa County recorded 75.7% drug shortage, Grand Gedeh County recorded 78.5% shortage and Maryland, River Gee and Nimba Counties recorded 64.6%, 68.3% and 63.6% respectively. In terms of not experiencing drug shortages, Lofa County recorded 24.3%, Grand Gedeh County, 11.5%, and Maryland, River Gee and Nimba Counties recorded 33.4%, 31.7% and 36.4% respectively.

**Figure 23: Citizen Benefits from Public Health Institutions**

Source: Survey data

In the fifteen (15) counties, most of the respondents testified to the importance of the public Health Institutions in their communities. And when asked whether the respondents or any of their family members had benefited from the services rendered in the communities by Public Health Institutions, 64% responded yes, they or their families had benefited and 36% didn't benefit from any service.

**Table 26: Facilities equipped ability**

| Are the facilities equipped to handle Health Services being provided? |                  |       |       |
|---|------------------|-------|-------|
|   |                  | Yes   | No    |
| County  | Bomi             | 41.7% | 58.3% |
|   | Bong             | 72.1% | 27.9% |
|   | Gbarpolu         | 63.2% | 36.8% |
|   | Grand Bassa      | 57.4% | 42.6% |
|   | Grand Cape Mount | 40.0% | 60.0% |
|   | Grand Gedeh      | 66.7% | 33.3% |
|   | Grand Kru        | 54.2% | 45.8% |
|   | Lofa             | 70.3% | 29.7% |
|   | Margibi          | 40.0% | 60.0% |
|   | Maryland         | 55.2% | 44.8% |
|   | Montserrado      | 67.4% | 32.6% |

|  |            |       |       |
|--|------------|-------|-------|
|  | Nimba      | 70.9% | 29.1% |
|  | River Cess | 25.0% | 75.0% |
|  | River Gee  | 66.2% | 33.8% |
|  | Sinoe      | 57.6% | 42.4% |
|  | Total      | 63.1% | 36.9% |

Source: Survey Data

Based on observation and some medical treatments or services offered at the various Health Institutions in the counties, 41.7% of respondents in Bomi County said that health facilities are well equipped to cater to patients and 58.3% thought otherwise. 72.1%, 63.2%, 57.4% and 40% respondents affirmed how well equipped the facilities were in Bong, Gbarpolu, Grand Bassa and Grand Cape Mount Counties respectively whereas 27.9%, 36.8%, 42.6% and 60% said the facilities were not well unequipped to handle adequately the health services rendered.

In Grand Gedeh, Grand Kru, Lofa, Margibi and Maryland Counties the percentages of affirmative respondents were 66.7%, 54.2%, 70.3%, 40% and 55.2% respectively and 33.3%, 45.8%, 29.7%, 60% and 44.8% of respondents from the respective counties did not believe that the facilities are well equipped to handle the health services.

In Montserrado and Nimba Counties 67.4% and 70.9% agreed that the facilities are equipped respectively and 32.6% and 29.1% disagreed on how equipped the facilities were. River Cess, River Gee and Sinoe Counties' respondent approval rate were 25%, 66.2% and 57.6% respectively and their disapproval rates were 75%, 33.8% and 36.9% respectively.

**Table 27: Protest**

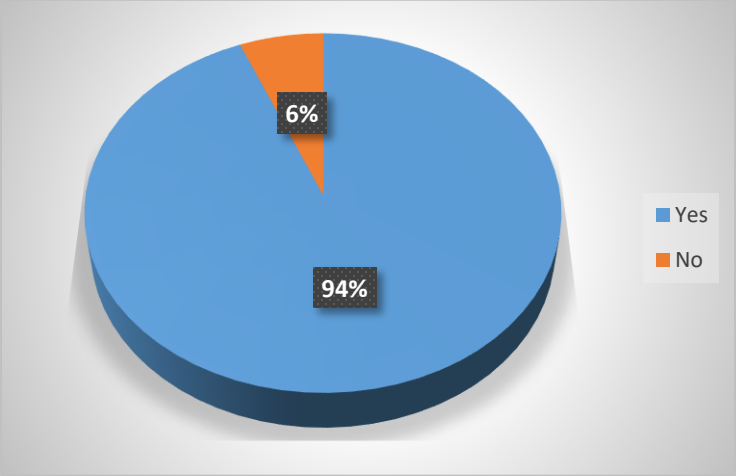
|        |                  | Is there a Possibility for Protest if Services are not Provided by Health Institution? |       |
|--------|------------------|--|-------|
|        |                  | Yes  | No    |
| County | Bomi             | 25.0%  | 75.0% |
|        | Bong             | 18.0%  | 82.0% |
|        | Gbarpolu         | 15.8%  | 84.2% |
|        | Grand Bassa      | 21.3%  | 78.7% |
|        | Grand Cape Mount | 20.0%  | 80.0% |
|        | Grand Gedeh      | 65.6%  | 34.4% |
|        | Grand Kru        | 31.3%  | 68.7% |
|        | Lofa             | 24.3%  | 75.7% |
|        | Margibi          | 10.0%  | 90.0% |
|        | Maryland         | 29.2%  | 70.8% |

|  |             |       |       |
|--|-------------|-------|-------|
|  | Montserrado | 30.5% | 69.5% |
|  | Nimba       | 6.4%  | 93.6% |
|  | River Cess  | 95.0% | 5.0%  |
|  | River Gee   | 46.5% | 53.5% |
|  | Sinoe       | 6.1%  | 93.9% |
|  | Total       | 30.0% | 70.0% |

Source: Survey Data

According to the United Nations’ Universal Declaration on Human Rights peaceful protests and strike actions are a basic human right. Notwithstanding for doctors, their closeness to life and death and the social contract between a doctor and a patient are stated as the reasons why doctors are valued more than the ordinary humans. In Liberia, strikes by doctors used to be carried out to protest against the lack of service structure, security and low pay. But respondents from Bomi, Bong, Gbarpolu, Grand Bassa and Grand Cape Mount Counties asserted the possibility of protest if services are not adequately provided by health facilities at 25%, 18%, 15.8%, 21.3% and 20% respectively. A huge majority in the amount of 75%, 82%, 84.2%, 78.7% and 80% respectively however, refuted the possibility of protest for they understood the constraints these facilities are going through. Aside from Grand Gedeh and River Cess that reported high possibility of protest in the tune of 65.6% and 95% affirmative and 34.4% and 5% negative respectively, other counties like Grand Kru (31.3% Yes and 68.7% No), Lofa (24.3% Yes and 75.7% No) Margibi (10% Yes and 90% No), Maryland (29.2% Yes and 70.8% No), Montserrado (30.5 Yes and 69.5% No), Nimba (6.4% Yes and 93.6% No), River Gee(46.5% Yes and 53.5% No) and Sinoe (6.1% Yes and 93.9% No) reported relative small chances of chaos or protest if services are not provided by health facilities in their communities.

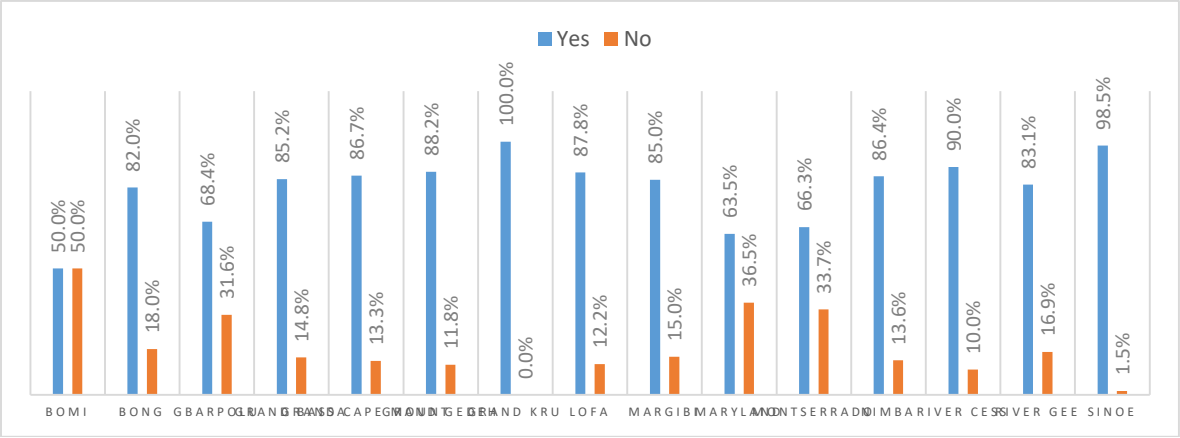
Figure 24: Relationship between Health Institutions and the Public



Source: Survey Data

The chart above shows the relationship and cordiality between Health Practitioners or Health Institutions and their beneficiaries or patients in the fifteen sub-divisions of Liberia. From the number of respondents interviewed, only 6% complained of bad relationship between employees of health facilities and patients, whereas, 94% have been enjoying cordial and astute relationship.

**Figure 25: Public Awareness by Health Institutions**



**Source: Survey Data**

The health institutions in the various counties carried out public awareness in their communities through community radio programs and jingles or by daily outreach by special staffs of the institutions. In Bomi County, 50% of the respondents had benefited from health-related community outreach or radio programs and 50% hadn't. In Bong County, the ratio for Yes vs No was at 82% to 18%, whereas in Gbarpolu 68.4% of respondents had interacted with the facilities' community outreach teams and 31.6 didn't. In Grand Bassa, Grand Cape Mount, and Grand Gedeh counties, the ratio of public awareness to no awareness was reported at 85.2% to 14.8%, 86.7% to 13.3% and 88.2% to 11.8% respectively. Grand Kru and Sinoe Counties reported the highest ratio of awareness activities to no activities, with the former reporting 100% of its respondent knowledgeable of awareness activities and the latter reporting 98.5% to 1.5%. Lofa county reported a ratio of 87.8% to 12.2%, Margibi county 85% to 15%, Maryland County 63.5% to 36.5%, Montserrado County 66.3% to 33.7%, Nimba County 86.4% to 13.4%, River Cess County 90% to 10% and River Gee County 83.1% to 16.9%.

However, it was established that the frequency of these awareness is done mainly on a daily basis for radio programs and radio jingles, weekly or weekends for community awareness and monthly by the County Health Teams representatives.

**Table 25: Health Services provided in local facilities**

| <b>Public benefit from Health services</b> |       |       |
|--|-------|-------|
|  | Yes   | No    |
| Health Promotion                           | 66.6% | 33.4% |
| Blood Safety Programs                      | 37.5% | 62.5% |
| Reference Laboratory                       | 43.0% | 57.0% |
| Pharmaceutical                             | 47.3% | 52.7% |
| Expanded Programs on Immunization          | 28.6% | 71.4% |
| Leprosy and Tuberculosis                   | 27.4% | 72.6% |
| Family Health                              | 54.0% | 46.0% |
| Community Health Services                  | 43.1% | 56.9% |
| Mental Health                              | 32.1% | 67.9% |
| Malaria Control                            | 83.3% | 16.7% |
| AIDS and STIs Control                      | 62.9% | 37.1% |
| Neglected Communicable Disease             | 23.8% | 76.2% |
| Nutrition                                  | 42.0% | 58.0% |
| Complementary Medicines                    | 19.8% | 80.2% |
| Child Health                               | 49.4% | 50.6% |
| Immunization                               | 42.4% | 57.6% |
| Maternal Health                            | 44.6% | 55.4% |
| Antenatal Care                             | 40.7% | 59.3% |
| Deliveries                                 | 69.7% | 30.3% |
| Post Natal Care                            | 38.1% | 61.9% |
| Family Planning                            | 78.4% | 21.6% |
| Mortality (Maternal Deaths)                | 19.4% | 80.6% |

**Source: Survey Data**

Upon responding to the frequency of awareness in their communities, enumerator gauged respondents on the type of health services that they have benefited from or heard about from the facilities within their communities. From the total number of interviews, 83.3% had been treated for malaria or knew of the malaria control programs and 16.7% hadn't or at least didn't know of the malaria control program. Next to malaria in terms of frequency of treatment provided or service

rendered is the Family Planning program at 78.4% approval rate and 21.6% disapproval or not aware of the program. Health facilities carried out 69.7% of successful deliveries and 30.3% are done at homes. 19.4% of the respondents however witnessed or heard of maternal mortality within the health facilities and 80.6% praise the facilities for their tender care to pregnant women. 62.9% had heard of the HIV/AIDS virus or had been treated for STIs Diseases and 37.1% knew nothing about them.

**Table 26: Health Facilities Impact**

|        |                  | Have these services been impactful to the society? |       | Is the Health system effective? |       |
|--------|------------------|--|-------|---------------------------------|-------|
|        |                  | Yes  | No    | Yes                             | No    |
| County | Bomi             | 83.3%  | 16.7% | 66.7%                           | 33.3% |
|        | Bong             | 90.2%  | 9.8%  | 78.7%                           | 21.3% |
|        | Gbarpolu         | 100.0%   | 0.0%  | 73.7%                           | 26.3% |
|        | Grand Bassa      | 93.4%  | 6.6%  | 75.4%                           | 24.6% |
|        | Grand Cape Mount | 80.0%  | 20.0% | 53.3%                           | 46.7% |
|        | Grand Gedeh      | 89.2%  | 10.8% | 79.6%                           | 20.4% |
|        | Grand Kru        | 100.0%   | 0.0%  | 91.7%                           | 8.3%  |
|        | Lofa             | 73.0%  | 27.0% | 73.0%                           | 27.0% |
|        | Margibi          | 95.0%  | 5.0%  | 55.0%                           | 45.0% |
|        | Maryland         | 78.1%  | 21.9% | 60.4%                           | 39.6% |
|        | Montserrado      | 89.2%  | 10.8% | 80.5%                           | 19.5% |
|        | Nimba            | 98.2%  | 1.8%  | 80.9%                           | 19.1% |
|        | River Cess       | 100.0%   | 0.0%  | 60.0%                           | 40.0% |
|        | River Gee        | 80.3%  | 19.7% | 83.8%                           | 16.2% |
|        | Sinoe            | 98.5%  | 1.5%  | 86.4%                           | 13.6% |
| Total  | 88.7%            | 11.3%  | 77.4% | 22.6%                           |       |

Source: Survey Data

When quizzed about the impactful and effectiveness of the health facilities in the communities in the fifteen counties, 100% of the respondents in Gbarpolu, Grand Kru and River Cess Counties acknowledged the impact of the services in their communities but reported the efficiency at 73.7%, 91.7% and 60% respectively. Bomi, Bong and Grand Bassa Counties reported the impact at 83.3%, 90.2% and 93.4% and the health system effectiveness at 66.7%, 78.7% and 73.7% respectively.

Grand Cape Mount, Grand Gedeh and Lofa Counties also reported the impact at 80%, 89.2% and 73% whereas the efficiency rates were at 53.3%, 79.6% and 73% respectively. 95%, 78.1% and 89.2% of respondent in Margibi, Maryland and Montserrado Counties asserted that the service rendered were impactful and 55%, 60.4% and 80.5% said it was also efficient. Nimba, River Gee and Sinoe Counties meanwhile reported the impact rate at 98.2%, 80.3% and 98.5% and efficiency rate at 80.9%, 83.8% and 86.4% respectively.

**Table 27: In or Out Patients Feeding**

|        |                  | Is this a In Patient or Out Patient |             | Do you receive Feeding from the Health Facility? |        |
|--------|------------------|-------------------------------------|-------------|--|--------|
|        |                  | In Patient                          | Out Patient | Yes  | No     |
| County | Bomi             | 75.0%                               | 25.0%       | 88.9%  | 11.1%  |
|        | Bong             | 55.7%                               | 44.3%       | 0.0%   | 100.0% |
|        | Gbarpolu         | 52.6%                               | 47.4%       | 10.0%  | 90.0%  |
|        | Grand Bassa      | 62.3%                               | 37.7%       | 26.3%  | 73.7%  |
|        | Grand Cape Mount | 20.0%                               | 80.0%       | 33.3%  | 66.7%  |
|        | Grand Gedeh      | 22.6%                               | 77.4%       | 61.9%  | 38.1%  |
|        | Grand Kru        | 70.8%                               | 29.2%       | 2.9%   | 97.1%  |
|        | Lofa             | 50.0%                               | 50.0%       | 2.7%   | 97.3%  |
|        | Margibi          | 60.0%                               | 40.0%       | 0.0%   | 100.0% |
|        | Maryland         | 35.4%                               | 64.6%       | 64.7%  | 35.3%  |
|        | Montserrado      | 65.4%                               | 34.6%       | 16.0%  | 84.0%  |
|        | Nimba            | 76.4%                               | 23.6%       | 38.1%  | 61.9%  |
|        | River Cess       | 90.0%                               | 10.0%       | 5.6%   | 94.4%  |
|        | River Gee        | 35.2%                               | 64.8%       | 60.0%  | 40.0%  |
|        | Sinoe            | 86.4%                               | 13.6%       | 5.3%   | 94.7%  |
| Total  | 56.5%            | 43.5%                               | 23.5%       | 76.5%  |        |

Source: Source data

As evident by their overwhelming response in term of service delivery, especially for the delivery of pregnant women, most facilities in some counties, due to their proximity to the communities they serve, have a special home for pregnant women closed to putting to bed and these patients are mainly considered In-Patients. Aside from the case mentioned, however, other Health Facilities have regular inflow of In-Patients and Out Patients. There are however challenges to keeping these women for a period of thirty to ninety days. The facilities find it difficult to feed these patients sufficiently or don't have the means at all to do so.

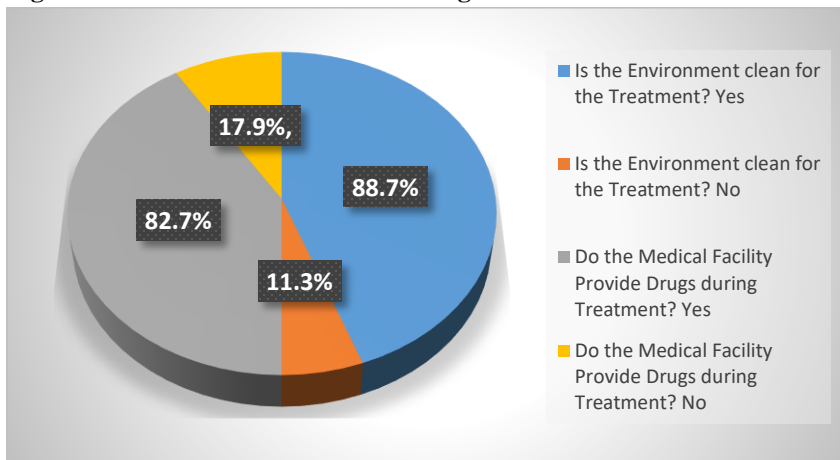
In Bomi, Bong, Gbarpolu, Grand Bassa and Grand Cape Mount counties, the ratio of in-patients to Out-patients were reported at 75% to 25%, 55.7% to 44.3%, 52.6 to 47.4%, 62,3% to 37.7% and 20% to 80% respectively.

Grand Gedeh, Grand Kru, lofa, Margibi and Maryland Counties reported their ratio of In Patients to Out Patient respectively at 22.6% to 77.4%, 70.8% to 29.2%, 50% to 50%, 60% to 40% and

35.4% to 64.6%; whereas Montserrado, Nimba, River Cess, River Gee and Sinoe Counties reported at 65.4% to 34.6, 76.4% to 23.6%, 90% to 10%, 35.2% to 64.8% and 86.4% to 13.6% respectively.

An average 23.5% of patients or respondents acknowledged that they received feedings from the health facilities and 76.5% said they hadn't been fed by the facilities.

**Figure 26: Clean Environment and Drugs Provision**



Source: Source data

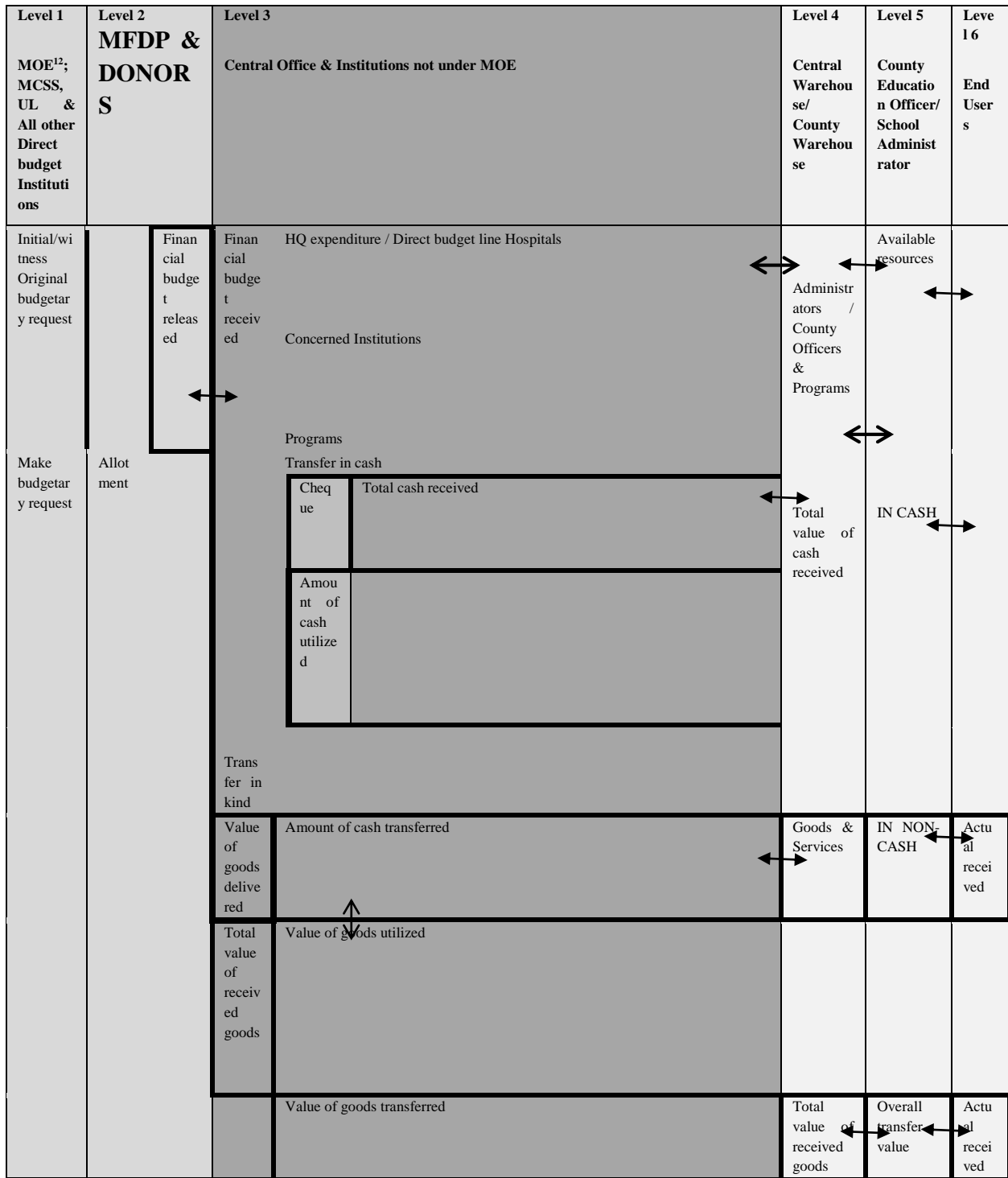
The pie chart above shows respondents' view on how clean are the environments or facilities during the provision of medical treatment and whether drugs are provided to patients during those treatments. From the overall responses, 88.7% of respondents acknowledged the cleanliness of the facilities and 11.3% thought they never cleaned enough. As for the provision of drugs during treatments, 82.7% received drugs during treatment whilst 17.9% were asked to get their medicines or drugs from a nearby pharmacy or drug store.

## 4.2 Tracking public spending through the system – Education

### 4.2.1 Education sector



**Figure 27: Resource Flow**



<sup>12</sup> All institutions under the Education sector that received funds through MOE, except for MCSS, UL, Community colleges, Boarding schools and universities

Just like the health sector, the table above, shows how the education sector has almost similar pattern of resource flow. Request when privilege, are made from end-users to District Education Officers (DEO) in the various counties, said request is compiled and submitted to the County Education Officer (CEO) for onward submission to the Ministry of Education central office in Montserrado. Said request is sent to the relevant department along with administration for processing and procurement related matters. Under special arrangements, goods are delivered directly by the vendor to the counties and end-users. Generally, the goods procured for education are stored in the central warehouse located in Monrovia on Newport Street. It has been observed from conversations with authorities that since the fiscal year 2017/2018, no major procurement has been made for storage in the warehouse. Most or all, the supplies done were from inventories in the warehouse before said fiscal period.

Just like the health sector, they are also involved with the use of third parties to transport education materials to counties authorities and end-users along road challenge, especially during the rains. Unlike the health sector, nothing of procurement concern was raised, however the need to purchased updated text books to keep learning at least up to International standard needed not to be over emphasized.

#### 4.2.1.1 Education facilities and Administration

**Table 28: Funding Source**

| Source of funding |            |            |            |            |                 |            |
|-------------------|------------|------------|------------|------------|-----------------|------------|
| Counties          | GoL        |            | Donor      |            | Other (Specify) |            |
|                   | Yes        | No         | Yes        | No         | Yes             | No         |
| Bomi              | 20%        | 80%        | 0%         | 100%       | 60%             | 40%        |
| Bong              | 40%        | 60%        | 10%        | 90%        | 60%             | 40%        |
| Gbarpolu          | 33%        | 67%        | 0%         | 100%       | 67%             | 33%        |
| Grand Bassa       | 14%        | 86%        | 14%        | 86%        | 71%             | 29%        |
| Grand Cape Mount  | 67%        | 33%        | 17%        | 83%        | 33%             | 67%        |
| Grand Gedeh       | 100%       | 0%         | 0%         | 100%       | 0%              | 100%       |
| Grand Kru         | 100%       | 0%         | 0%         | 100%       | 0%              | 100%       |
| Lofa              | 82%        | 18%        | 0%         | 100%       | 55%             | 45%        |
| Margibi           | 29%        | 71%        | 0%         | 100%       | 14%             | 86%        |
| Maryland          | 75%        | 25%        | 25%        | 75%        | 25%             | 75%        |
| Montserrado       | 26%        | 74%        | 14%        | 86%        | 74%             | 26%        |
| Nimba             | 29%        | 71%        | 0%         | 100%       | 29%             | 71%        |
| River Gee         | 100%       | 0%         | 100%       | 0%         | 0%              | 100%       |
| Rivercess         | 100%       | 0%         | 33%        | 67%        | 0%              | 100%       |
| Sinoe             | 75%        | 25%        | 0%         | 100%       | 50%             | 50%        |
| <b>Total</b>      | <b>44%</b> | <b>56%</b> | <b>10%</b> | <b>90%</b> | <b>52%</b>      | <b>48%</b> |

Source: Survey Data

The table above show that on the overall, 44% of the respondents shows that they are receiving funding from GoL, 10% received funding from donors while 52% are receiving funding from other sources. For Grand Gedeh and Grand Kru the source of funding is 100% GoL with no additional funding from donor or other sources. However, other counties show that funding are sourced from GoL, Donor, and others specify sources as local groups.

**Table 29: Resource Allocation**

| Resource allocation |              |            |                  |            |                              |            |
|---------------------|--------------|------------|------------------|------------|------------------------------|------------|
| Counties            | Compensation |            | Goods & Services |            | Consumption of Fixed Capital |            |
|                     | Yes          | No         | Yes              | No         | Yes                          | No         |
| Bomi                | 100%         | 0%         | 0%               | 100%       | 0%                           | 100%       |
| Bong                | 100%         | 0%         | 100%             | 0%         | 20%                          | 80%        |
| Gbarpolu            | 100%         | 0%         | 0%               | 100%       | 0%                           | 100%       |
| Grand Bassa         | 100%         | 0%         | 100%             | 0%         | 0%                           | 100%       |
| Grand Cape Mount    | 75%          | 25%        | 50%              | 50%        | 0%                           | 100%       |
| Grand Gedeh         | 33%          | 67%        | 67%              | 33%        | 67%                          | 33%        |
| Grand Kru           | 100%         | 0%         | 100%             | 0%         | 50%                          | 50%        |
| Lofa                | 90%          | 10%        | 50%              | 50%        | 10%                          | 90%        |
| Margibi             | 100%         | 0%         | 100%             | 0%         | 50%                          | 50%        |
| Maryland            | 33%          | 67%        | 100%             | 0%         | 100%                         | 0%         |
| Montserrado         | 89%          | 11%        | 100%             | 0%         | 78%                          | 22%        |
| Nimba               | 100%         | 0%         | 50%              | 50%        | 0%                           | 100%       |
| River Gee           | 100%         | 0%         | 100%             | 0%         | 100%                         | 0%         |
| Rivercess           | 100%         | 0%         | 67%              | 33%        | 33%                          | 67%        |
| Sinoe               | 100%         | 0%         | 100%             | 0%         | 0%                           | 100%       |
| <b>Total</b>        | <b>86%</b>   | <b>14%</b> | <b>76%</b>       | <b>24%</b> | <b>36%</b>                   | <b>64%</b> |

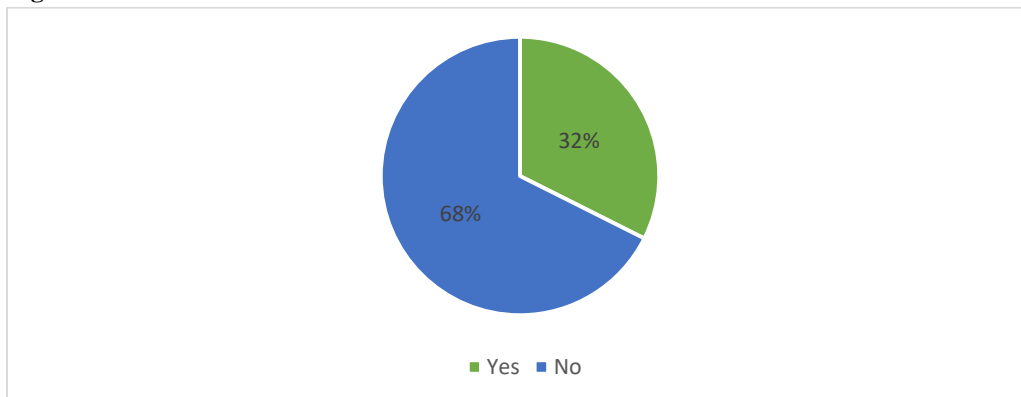
Source: Survey Data

The table above highlights how the resources for the education sector are allocated. The table shows that compensation to employees have the highest shares of 86% of the resource allocation followed by goods and services with 76% and consumption of fixed capital with 36%. All of the sampled education facilities in ten of the fifteen counties said yes resource is allocated toward compensation while, 90% of the sample institutions in Lofa said yes and 89% in Montserrado said yes. However, 33% of the sampled institutions in Maryland and Grand Gedeh respectively responded yes to resource allocation towards compensation while, the reaming 67% said resource is not allocated towards compensation to employees. Furthermore, all of the sampled education facilities in eight of the fifteen counties have resource allocated towards goods and services whereas, all the sampled education facilities in only two of the fifteen counties respectively Maryland and Rivergee counties allocated resource towards consumption of fixed capital.

On the overall, 68% of the sampled schools (given in the pie chart below) are not aware of financial rules/ laws while, 32% are aware and also of the requirement as well as importance for adherence

to the financial rules/ laws. With this large gap, it is essential to provide financial trainings for employees within these institutions.

**Figure 28: Financial rules**



Source: Survey Data

**Table 30: Funds requested Vs Funds received**

| Counties         | Funds requested vs Funds received through Institution Central Office |            |                |            | Funds requested vs Funds received through County Education Officer |            |                |            | Funds requested vs Funds received through County District Education Officers |            |                |            | Funds requested vs Funds received through MFDP |            |                |            |
|------------------|--|------------|----------------|------------|--|------------|----------------|------------|--|------------|----------------|------------|--|------------|----------------|------------|
|                  | Funds Requested  |            | Funds Received |            | Funds Requested  |            | Funds Received |            | Funds Requested  |            | Funds Received |            | Funds Requested                                |            | Funds Received |            |
|                  | Yes  | No         | Yes            | No         | Yes  | No         | Yes            | No         | Yes  | No         | Yes            | No         | Yes  | No         | Yes            | No         |
| Bomi             | 0%   | 100%       | 0%             | 0%         | 0%   | 100%       | 0%             | 0%         | 0%   | 100%       | 0%             | 0%         | 0%   | 100%       | 0%             | 0%         |
| Bong             | 100%   | 0%         | 20%            | 80%        | 0%   | 100%       | 0%             | 100%       | 0%   | 100%       | 60%            | 40%        | 0%   | 100%       | 20%            | 80%        |
| Gbarpolu         | 0%   | 100%       | 0%             | 0%         | 0%   | 100%       | 0%             | 0%         | 0%   | 100%       | 0%             | 0%         | 0%   | 100%       | 0%             | 0%         |
| Grand Bassa      | 100%   | 0%         | 0%             | 100%       | 0%   | 100%       | 0%             | 100%       | 0%   | 100%       | 0%             | 100%       | 0%   | 100%       | 0%             | 100%       |
| Grand Cape Mount | 25%  | 75%        | 0%             | 100%       | 25%  | 75%        | 0%             | 100%       | 0%   | 100%       | 50%            | 50%        | 0%   | 100%       | 0%             | 100%       |
| Grand Gedeh      | 33%  | 67%        | 0%             | 100%       | 0%   | 100%       | 50%            | 50%        | 0%   | 100%       | 50%            | 50%        | 0%   | 100%       | 50%            | 50%        |
| Grand Kru        | 50%  | 50%        | 100%           | 0%         | 0%   | 100%       | 0%             | 100%       | 0%   | 100%       | 0%             | 100%       | 0%   | 100%       | 0%             | 100%       |
| Lofa             | 60%  | 40%        | 0%             | 100%       | 0%   | 100%       | 17%            | 83%        | 0%   | 100%       | 100%           | 0%         | 0%   | 100%       | 0%             | 100%       |
| Margibi          | 0%   | 100%       | 0%             | 100%       | 0%   | 100%       | 0%             | 100%       | 0%   | 100%       | 0%             | 100%       | 0%   | 100%       | 0%             | 100%       |
| Maryland         | 33%  | 67%        | 100%           | 0%         | 0%   | 100%       | 100%           | 0%         | 0%   | 100%       | 0%             | 100%       | 0%   | 100%       | 0%             | 100%       |
| Montserrado      | 11%  | 89%        | 0%             | 100%       | 33%  | 67%        | 14%            | 86%        | 22%  | 78%        | 57%            | 43%        | 11%  | 89%        | 0%             | 100%       |
| Nimba            | 0%   | 100%       | 0%             | 100%       | 0%   | 100%       | 0%             | 100%       | 0%   | 100%       | 0%             | 100%       | 0%   | 100%       | 100%           | 0%         |
| River Gee        | 100%   | 0%         | 0%             | 100%       | 0%   | 100%       | 100%           | 0%         | 0%   | 100%       | 0%             | 100%       | 0%   | 100%       | 0%             | 100%       |
| Rivercess        | 100%   | 0%         | 33%            | 67%        | 0%   | 100%       | 33%            | 67%        | 0%   | 100%       | 33%            | 67%        | 0%   | 100%       | 0%             | 100%       |
| Sinoe            | 67%  | 33%        | 50%            | 50%        | 0%   | 100%       | 0%             | 100%       | 0%   | 100%       | 50%            | 50%        | 0%   | 100%       | 0%             | 100%       |
| <b>Total</b>     | <b>46%</b>   | <b>54%</b> | <b>15%</b>     | <b>85%</b> | <b>8%</b>  | <b>92%</b> | <b>18%</b>     | <b>82%</b> | <b>4%</b>  | <b>96%</b> | <b>52%</b>     | <b>48%</b> | <b>2%</b>                                      | <b>98%</b> | <b>9%</b>      | <b>91%</b> |

Source: Survey Data

The above table compares the funds requested and funds received through the education central office, county education officer, district education officer, and through MFDP. The table shows that of the 46% of the total sampled institutions who responded yes to requesting for funds through education central only 15% responded yes to receiving these funds.

However, the table shows that 8% of the institutions responded yes to requesting for funds through the County Education Officers (CEOs) but 18% responded yes to receiving funding through the CEOs. Correspondingly, the table illustrates that 4% of the institutions responded yes to requesting for funds through the District Education Officers (DEOs) but 52% responded yes to receiving funding through the DEOs.

Likewise, request made through MFDP was represented by 2% of the total sampled education institutions but 9% responded to receiving funds through MFDP.

**Table 31: Frequency of requesting funds**

| Frequency of requesting funds |           |           |            |            |            |
|-------------------------------|-----------|-----------|------------|------------|------------|
| Counties                      | Daily     | Weekly    | Monthly    | Quarterly  | Yearly     |
| Bomi                          | 0%        | 0%        | 0%         | 0%         | 0%         |
| Bong                          | 0%        | 0%        | 60%        | 40%        | 0%         |
| Gbarpolu                      | 0%        | 0%        | 0%         | 0%         | 0%         |
| Grand Bassa                   | 0%        | 0%        | 0%         | 100%       | 0%         |
| Grand Cape Mount              | 0%        | 0%        | 0%         | 50%        | 50%        |
| Grand Gedeh                   | 0%        | 0%        | 0%         | 100%       | 0%         |
| Grand Kru                     | 100%      | 0%        | 0%         | 0%         | 0%         |
| Lofa                          | 0%        | 0%        | 0%         | 33%        | 67%        |
| Margibi                       | 0%        | 0%        | 0%         | 100%       | 0%         |
| Maryland                      | 0%        | 0%        | 0%         | 100%       | 0%         |
| Montserrado                   | 0%        | 0%        | 0%         | 86%        | 14%        |
| Nimba                         | 0%        | 0%        | 100%       | 0%         | 0%         |
| River Gee                     | 0%        | 0%        | 0%         | 100%       | 0%         |
| Rivercess                     | 0%        | 0%        | 0%         | 100%       | 0%         |
| Sinoe                         | 0%        | 0%        | 50%        | 50%        | 0%         |
| <b>Total</b>                  | <b>3%</b> | <b>0%</b> | <b>15%</b> | <b>64%</b> | <b>18%</b> |

Source: Survey Data

The table above displays the frequency of requesting funds. The table shows that 64% of the institutions request for funds quarterly, 18% request yearly, 15% make monthly request, 3% request daily and none of the sampled education institutions make weekly request. On the overall, the table depicts most of the institutions request for funds on a quarterly basis.

**Table 32: Goods requested VS Goods received**

| Counties         | Goods requested vs Goods received through Institution Central Office |            |                |            | Goods requested vs Goods received through County Education Officer |            |                |            | Goods requested vs Goods received through County District Education Officers |            |                |            | Goods requested vs Goods received through MFDP/ Physical delivery |            |                |            |
|------------------|--|------------|----------------|------------|--|------------|----------------|------------|--|------------|----------------|------------|---|------------|----------------|------------|
|                  | Goods Requested  |            | Goods Received |            | Goods Requested  |            | Goods Received |            | Goods Requested  |            | Goods Received |            | Goods Requested   |            | Goods Received |            |
|                  | Yes  | No         | Yes            | No         | Yes  | No         | Yes            | No         | Yes  | No         | Yes            | No         | Yes   | No         | Yes            | No         |
| Bomi             | 0%   | 100%       | 0%             | 0%         | 0%   | 100%       | 0%             | 0%         | 0%   | 100%       | 0%             | 0%         | 0%  | 100%       | 0%             | 0%         |
| Bong             | 80%  | 20%        | 0%             | 100%       | 0%   | 100%       | 0%             | 100%       | 0%   | 100%       | 100%           | 0%         | 0%  | 100%       | 0%             | 100%       |
| Gbarpolu         | 0%   | 100%       | 0%             | 0%         | 0%   | 100%       | 0%             | 0%         | 0%   | 100%       | 0%             | 0%         | 0%  | 100%       | 0%             | 0%         |
| Grand Bassa      | 0%   | 100%       | 0%             | 0%         | 0%   | 100%       | 0%             | 0%         | 0%   | 100%       | 0%             | 0%         | 0%  | 100%       | 0%             | 0%         |
| Grand Cape Mount | 25%  | 75%        | 0%             | 100%       | 25%  | 75%        | 0%             | 100%       | 0%   | 100%       | 50%            | 50%        | 0%  | 100%       | 50%            | 50%        |
| Grand Gedeh      | 33%  | 67%        | 0%             | 100%       | 0%   | 100%       | 50%            | 50%        | 0%   | 100%       | 50%            | 50%        | 0%  | 100%       | 50%            | 50%        |
| Grand Kru        | 0%   | 100%       | 0%             | 0%         | 0%   | 100%       | 0%             | 0%         | 0%   | 100%       | 0%             | 0%         | 0%  | 100%       | 0%             | 0%         |
| Lofa             | 60%  | 40%        | 0%             | 100%       | 0%   | 100%       | 17%            | 83%        | 0%   | 100%       | 100%           | 0%         | 0%  | 100%       | 0%             | 100%       |
| Margibi          | 0%   | 100%       | 0%             | 0%         | 0%   | 100%       | 0%             | 0%         | 0%   | 100%       | 0%             | 0%         | 0%  | 100%       | 0%             | 0%         |
| Maryland         | 33%  | 67%        | 100%           | 0%         | 0%   | 100%       | 100%           | 0%         | 0%   | 100%       | 0%             | 100%       | 0%  | 100%       | 0%             | 100%       |
| Montserratado    | 0%   | 100%       | 0%             | 100%       | 11%  | 89%        | 0%             | 100%       | 44%  | 56%        | 67%            | 33%        | 11%   | 89%        | 33%            | 67%        |
| Nimba            | 0%   | 100%       | 0%             | 0%         | 0%   | 100%       | 0%             | 0%         | 0%   | 100%       | 0%             | 0%         | 0%  | 100%       | 0%             | 0%         |
| River Gee        | 100%   | 0%         | 0%             | 100%       | 0%   | 100%       | 100%           | 0%         | 0%   | 100%       | 0%             | 100%       | 0%  | 100%       | 100%           | 0%         |
| Rivercess        | 33%  | 67%        | 0%             | 100%       | 0%   | 100%       | 100%           | 0%         | 0%   | 100%       | 0%             | 100%       | 0%  | 100%       | 0%             | 100%       |
| Sinoe            | 33%  | 67%        | 0%             | 100%       | 0%   | 100%       | 100%           | 0%         | 0%   | 100%       | 0%             | 100%       | 0%  | 100%       | 0%             | 100%       |
| <b>Total</b>     | <b>32%</b>   | <b>68%</b> | <b>4%</b>      | <b>96%</b> | <b>4%</b>  | <b>96%</b> | <b>25%</b>     | <b>75%</b> | <b>8%</b>  | <b>92%</b> | <b>67%</b>     | <b>33%</b> | <b>2%</b>   | <b>98%</b> | <b>21%</b>     | <b>79%</b> |

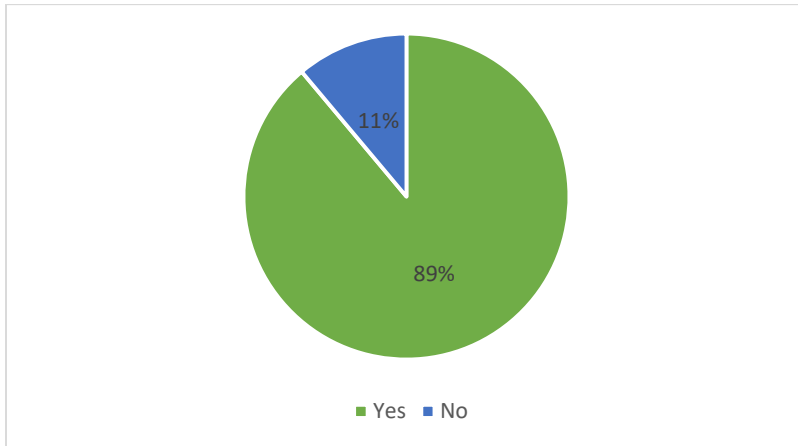
Source: Survey data

The above table compares goods requested and goods received through education central office, county education officer, district education officer, and through MFDP. The table shows that of the 32% of the total sampled institutions who responded yes to requesting for goods through education central only 4% responded yes to receiving these goods.

Nonetheless, the table shows that 4% of the institutions responded yes to requesting for goods through the County Education Officers (CEOs) on the other hand 25% responded yes to receiving goods through the CEOs. Similarly, the table shows that 8% of the institutions responded yes to requesting for goods through the District Education Officers (DEOs) but 67% responded yes to receiving goods through the DEOs.

Likewise, request made through MFDP was represented by 2% of the total sample institutions but, goods received through physical delivery through other educational institution represented 21%.

**Figure 29: Service Delivery Satisfaction**



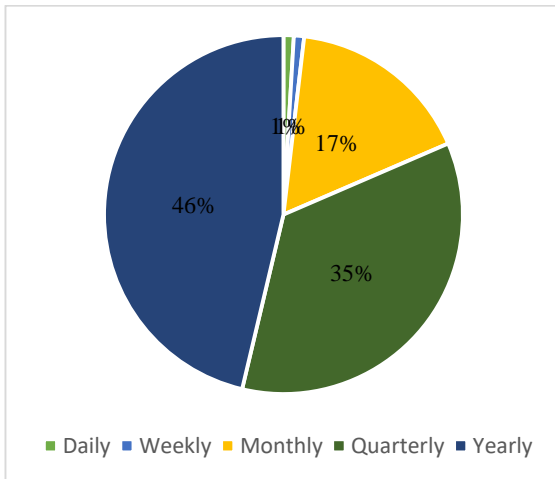
Source: Survey Data

Figure 4.20 shows the satisfactory level of the goods that were received. The figure displays that 89% of the sampled intuitions in the fifteen counties responded yes that they were satisfied with the quality of goods while, 11% responded no which indicates that they were not satisfied with the quality of goods.

The below figure shows that 46% of the institutions request for supply yearly, 35% make quarterly request, 17% make monthly request, and 1% make weekly and daily request respectively. The figure shows that most requests are made yearly.

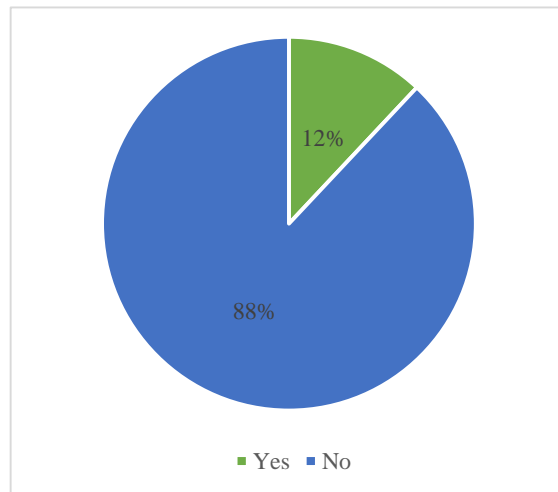
The below figure shows that 88% of the sampled institution experience carry forward however, these carry forwards are due to late receipt that is used in the preceding budget year. They are earmarked.

**Figure 30: Supply Acquisition**



Source: Survey Data

**Figure 31: Cash Carry Forward**

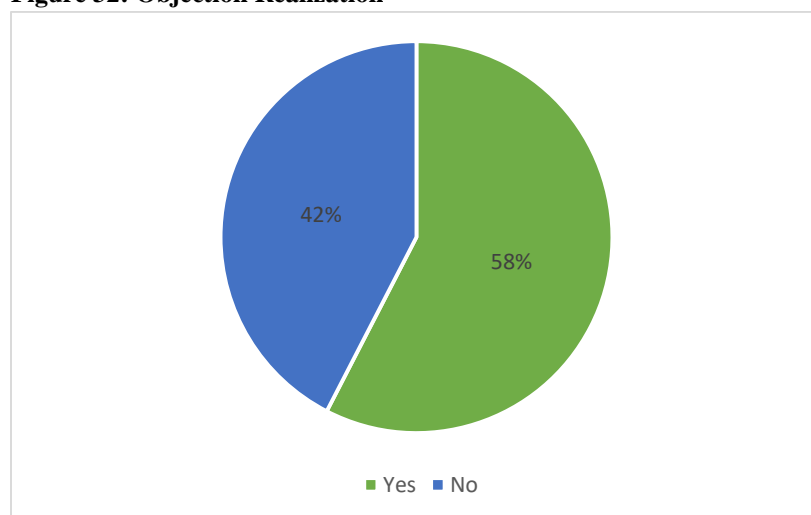


**Table 33: Output Gaps**

| What are some of the output gaps |              |              |              |              |              |              |              |             |               |              |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-------------|---------------|--------------|
| Counties                         | Manpower     |              | Cash         |              | Training     |              | Logistics    |             | Other specify |              |
|                                  | Yes          | No           | Yes          | No           | Yes          | No           | Yes          | No          | Yes           | No           |
| Bomi                             | 100.0%       | 0.0%         | 100.0%       | 0.0%         | 100.0%       | 0.0%         | 100.0%       | 0.0%        | 0.0%          | 100.0%       |
| Bong                             | 80.0%        | 20.0%        | 40.0%        | 60.0%        | 60.0%        | 40.0%        | 100.0%       | 0.0%        | 0.0%          | 100.0%       |
| Gbarpolu                         | 100.0%       | 0.0%         | 100.0%       | 0.0%         | 100.0%       | 0.0%         | 100.0%       | 0.0%        | 0.0%          | 100.0%       |
| Grand Bassa                      | 100.0%       | 0.0%         | 100.0%       | 0.0%         | 100.0%       | 0.0%         | 0.0%         | 100.0%      | 0.0%          | 100.0%       |
| Grand Cape Mount                 | 100.0%       | 0.0%         | 100.0%       | 0.0%         | 100.0%       | 0.0%         | 100.0%       | 0.0%        | 25.0%         | 75.0%        |
| Grand Gedeh                      | 100.0%       | 0.0%         | 100.0%       | 0.0%         | 66.7%        | 33.3%        | 100.0%       | 0.0%        | 0.0%          | 100.0%       |
| Grand Kru                        | 100.0%       | 0.0%         | 100.0%       | 0.0%         | 100.0%       | 0.0%         | 100.0%       | 0.0%        | 0.0%          | 100.0%       |
| Lofa                             | 90.0%        | 10.0%        | 40.0%        | 60.0%        | 70.0%        | 30.0%        | 80.0%        | 20.0%       | 20.0%         | 80.0%        |
| Margibi                          | 100.0%       | 0.0%         | 0.0%         | 100.0%       | 50.0%        | 50.0%        | 100.0%       | 0.0%        | 50.0%         | 50.0%        |
| Maryland                         | 100.0%       | 0.0%         | 100.0%       | 0.0%         | 66.7%        | 33.3%        | 100.0%       | 0.0%        | 0.0%          | 100.0%       |
| Montserrado                      | 66.7%        | 33.3%        | 100.0%       | 0.0%         | 100.0%       | 0.0%         | 100.0%       | 0.0%        | 33.3%         | 66.7%        |
| Nimba                            | 100.0%       | 0.0%         | 100.0%       | 0.0%         | 100.0%       | 0.0%         | 100.0%       | 0.0%        | 0.0%          | 100.0%       |
| River Gee                        | 100.0%       | 0.0%         | 100.0%       | 0.0%         | 100.0%       | 0.0%         | 100.0%       | 0.0%        | 0.0%          | 100.0%       |
| Rivercess                        | 100.0%       | 0.0%         | 100.0%       | 0.0%         | 100.0%       | 0.0%         | 100.0%       | 0.0%        | 33.3%         | 66.7%        |
| Sinoe                            | 100.0%       | 0.0%         | 100.0%       | 0.0%         | 66.7%        | 33.3%        | 100.0%       | 0.0%        | 0.0%          | 100.0%       |
| <b>Total</b>                     | <b>90.0%</b> | <b>10.0%</b> | <b>78.0%</b> | <b>22.0%</b> | <b>82.0%</b> | <b>18.0%</b> | <b>94.0%</b> | <b>6.0%</b> | <b>16.0%</b>  | <b>84.0%</b> |

Source: Survey Data

**Figure 32: Objection Realization**



Source: Survey Data

The table above shows output gaps that the various educational facilities are faced with. The table shows that 90% of the institutions in the fifteen counties have gap in terms of manpower, 78% has gap in terms of cash, 82% has gap in terms of training and 94% gap in logistics. This result shows that the education sector needs more improvement to

close these output gaps aforementioned. However, with all the challenges mention in the above figure, it shows that 58% of the institutions responded yes to achieving goals and objectives while, 42% responded no.

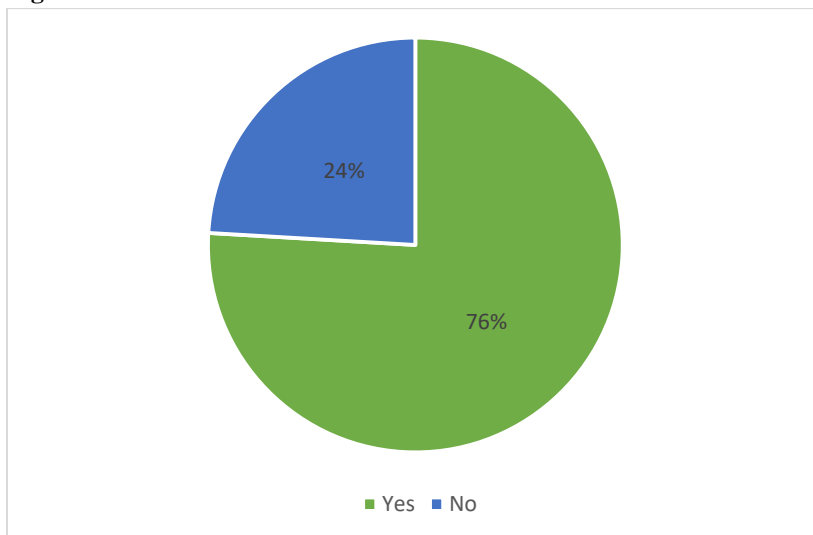
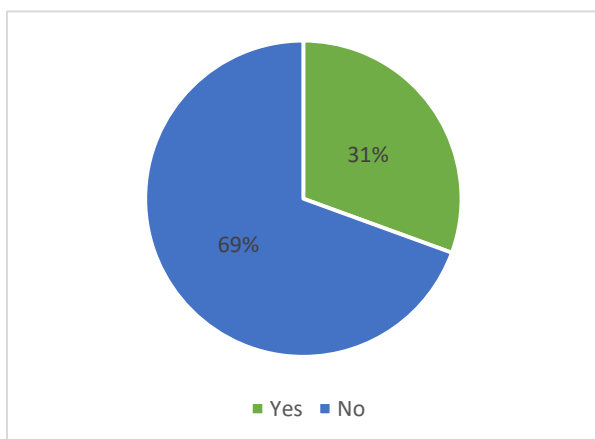
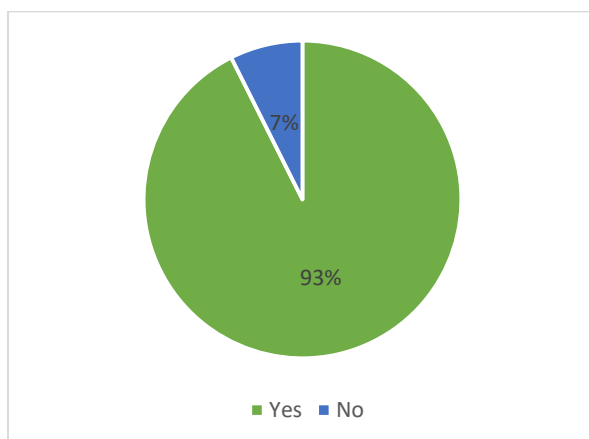
**Table 34: Education Services**

| Educational Services Provided |                   |              |                     |              |                    |              |                                    |              |               |              |
|-------------------------------|-------------------|--------------|---------------------|--------------|--------------------|--------------|------------------------------------|--------------|---------------|--------------|
| Counties                      | Primary Education |              | Secondary Education |              | Tertiary Education |              | Vocational and Technical Education |              | Other Specify |              |
|                               | Yes               | NO           | Yes                 | NO           | Yes                | NO           | Yes                                | NO           | Yes           | NO           |
| Bomi                          | 80.0%             | 20.0%        | 0.0%                | 100.0%       | 20.0%              | 80.0%        | 0.0%                               | 100.0%       | 0.0%          | 100.0%       |
| Bong                          | 90.0%             | 10.0%        | 10.0%               | 90.0%        | 10.0%              | 90.0%        | 0.0%                               | 100.0%       | 10.0%         | 90.0%        |
| Gbarpolu                      | 100.0%            | 0.0%         | 33.3%               | 66.7%        | 0.0%               | 100.0%       | 0.0%                               | 100.0%       | 0.0%          | 100.0%       |
| Grand Bassa                   | 85.7%             | 14.3%        | 28.6%               | 71.4%        | 14.3%              | 85.7%        | 14.3%                              | 85.7%        | 0.0%          | 100.0%       |
| Grand Cape Mount              | 83.3%             | 16.7%        | 16.7%               | 83.3%        | 0.0%               | 100.0%       | 0.0%                               | 100.0%       | 0.0%          | 100.0%       |
| Grand Gedeh                   | 66.7%             | 33.3%        | 66.7%               | 33.3%        | 33.3%              | 66.7%        | 0.0%                               | 100.0%       | 0.0%          | 100.0%       |
| Grand Kru                     | 50.0%             | 50.0%        | 50.0%               | 50.0%        | 50.0%              | 50.0%        | 50.0%                              | 50.0%        | 0.0%          | 100.0%       |
| Lofa                          | 72.7%             | 27.3%        | 18.2%               | 81.8%        | 9.1%               | 90.9%        | 0.0%                               | 100.0%       | 27.3%         | 72.7%        |
| Margibi                       | 71.4%             | 28.6%        | 57.1%               | 42.9%        | 0.0%               | 100.0%       | 14.3%                              | 85.7%        | 14.3%         | 85.7%        |
| Maryland                      | 75.0%             | 25.0%        | 50.0%               | 50.0%        | 25.0%              | 75.0%        | 25.0%                              | 75.0%        | 0.0%          | 100.0%       |
| Montserrado                   | 91.4%             | 8.6%         | 71.4%               | 28.6%        | 2.9%               | 97.1%        | 0.0%                               | 100.0%       | 0.0%          | 100.0%       |
| Nimba                         | 100.0%            | 0.0%         | 28.6%               | 71.4%        | 14.3%              | 85.7%        | 14.3%                              | 85.7%        | 0.0%          | 100.0%       |
| River Gee                     | 100.0%            | 0.0%         | 100.0%              | 0.0%         | 0.0%               | 100.0%       | 0.0%                               | 100.0%       | 0.0%          | 100.0%       |
| Rivercess                     | 100.0%            | 0.0%         | 66.7%               | 33.3%        | 0.0%               | 100.0%       | 0.0%                               | 100.0%       | 0.0%          | 100.0%       |
| Sinoe                         | 75.0%             | 25.0%        | 75.0%               | 25.0%        | 0.0%               | 100.0%       | 0.0%                               | 100.0%       | 0.0%          | 100.0%       |
| <b>Total</b>                  | <b>85.2%</b>      | <b>14.8%</b> | <b>45.4%</b>        | <b>54.6%</b> | <b>8.3%</b>        | <b>91.7%</b> | <b>4.6%</b>                        | <b>95.4%</b> | <b>4.6%</b>   | <b>95.4%</b> |

Source: Survey Data

The table above displays the types of education services provided by various institutions. On the overall 85% of the total institutions are providing primary education while 14% are not providing primary education. The table shows that the provision of secondary education is a challenge in some counties while displaying 45.4% yes to secondary education. These challenges can be attributed to gaps in instructional staffs, limited or no access to financing for the provision of educational materials and poor infrastructure including the lack of furniture such as chairs and desk that are needed mostly in primary educational facilities. For example, it was revealed that Bomi County has no active here is no secondary education. Bong county show 10% yes to the provision of secondary education while, Lofa displays 18.2%.

Furthermore, 8.3% of the total sampled education institutions are providing tertiary education while 4.6% are providing vocational and technical education. Also, all of the sampled education facilities in ten of the fifteen counties are not providing technical and vocational education.

**Figure 33: School Materials Provision****Figure 34: Feeding****Figure 35: Hygienic Services**

Source: Survey Data

The figure above, shows that 76% of the educational institutions provide study materials for students while, 24% do not provide study materials. These study materials include; reading books in various subjects which is sometimes provided by donors for the use of primary and secondary education. Furthermore, some students' tertiary and vocational institutions have access to libraries.

The figure above shows that 69% of the education institutions provide feeding for students while 31% are not providing feeding. However, due to lack of funding, some institutions have challenges with the feeding the program which adversely daily school attendances. For instance, the assessment revealed that some students go home for lunch and fail to return until the next day.

On the other hand, institutions providing hygiene materials for students accounted for 93% as shown above. While some institutions reported challenges with the lack of proper sanitary services including latrine for both staff and students.

**Table 35: Educational related challenges**

| Educational related challenges |                                  |              |                       |              |                                |              |               |              |
|--------------------------------|----------------------------------|--------------|-----------------------|--------------|--------------------------------|--------------|---------------|--------------|
| Counties                       | Inadequate Teachers/ Instructors |              | Limited Reading Books |              | Lack of cooperation from Heads |              | Other Specify |              |
|                                | Yes                              | No           | Yes                   | No           | Yes                            | No           | Yes           | No           |
| Bomi                           | 80.0%                            | 20.0%        | 100.0%                | 0.0%         | 40.0%                          | 60.0%        | 0.0%          | 100.0%       |
| Bong                           | 70.0%                            | 30.0%        | 90.0%                 | 10.0%        | 10.0%                          | 90.0%        | 10.0%         | 90.0%        |
| Gbarpolu                       | 66.7%                            | 33.3%        | 100.0%                | 0.0%         | 66.7%                          | 33.3%        | 66.7%         | 33.3%        |
| Grand Bassa                    | 85.7%                            | 14.3%        | 100.0%                | 0.0%         | 85.7%                          | 14.3%        | 14.3%         | 85.7%        |
| Grand Cape Mount               | 100.0%                           | 0.0%         | 100.0%                | 0.0%         | 80.0%                          | 20.0%        | 20.0%         | 80.0%        |
| Grand Gedeh                    | 100.0%                           | 0.0%         | 100.0%                | 0.0%         | 0.0%                           | 100.0%       | 0.0%          | 100.0%       |
| Grand Kru                      | 100.0%                           | 0.0%         | 100.0%                | 0.0%         | 50.0%                          | 50.0%        | 0.0%          | 100.0%       |
| Lofa                           | 80.0%                            | 20.0%        | 80.0%                 | 20.0%        | 20.0%                          | 80.0%        | 20.0%         | 80.0%        |
| Margibi                        | 50.0%                            | 50.0%        | 33.3%                 | 66.7%        | 0.0%                           | 100.0%       | 66.7%         | 33.3%        |
| Maryland                       | 100.0%                           | 0.0%         | 100.0%                | 0.0%         | 0.0%                           | 100.0%       | 100.0%        | 0.0%         |
| Montserrado                    | 48.4%                            | 51.6%        | 83.9%                 | 16.1%        | 45.2%                          | 54.8%        | 3.2%          | 96.8%        |
| Nimba                          | 83.3%                            | 16.7%        | 66.7%                 | 33.3%        | 16.7%                          | 83.3%        | 50.0%         | 50.0%        |
| River Gee                      | 100.0%                           | 0.0%         | 100.0%                | 0.0%         | 0.0%                           | 100.0%       | 0.0%          | 100.0%       |
| Rivercess                      | 100.0%                           | 0.0%         | 100.0%                | 0.0%         | 66.7%                          | 33.3%        | 33.3%         | 66.7%        |
| Sinoe                          | 100.0%                           | 0.0%         | 100.0%                | 0.0%         | 0.0%                           | 100.0%       | 0.0%          | 100.0%       |
| <b>Total</b>                   | <b>70.3%</b>                     | <b>29.7%</b> | <b>85.7%</b>          | <b>14.3%</b> | <b>37.4%</b>                   | <b>62.6%</b> | <b>17.6%</b>  | <b>82.4%</b> |

Source: Survey Data

The table above demonstrates challenges face by institution in rural communities. These challenges include inadequate instructional staff, limited reading books, lack of coordination between stakeholder at central and county educational system. 70.3% of institutions in the fifteen counties are challenged with inadequate instructional staff while, 85% lacks adequate reading books and 37.4% faces coordination issues between stakeholders at central and county level.

**Table 36: Materials Storage**

| How do you store your Materials? |           |       |        |       |         |        |       |        |                 |        |
|----------------------------------|-----------|-------|--------|-------|---------|--------|-------|--------|-----------------|--------|
| Counties                         | Warehouse |       | School |       | Vehicle |        | Home  |        | Other (specify) |        |
|                                  | Yes       | No    | Yes    | No    | Yes     | No     | Yes   | No     | Yes             | No     |
| Bomi                             | 80.0%     | 20.0% | 20.0%  | 80.0% | 0.0%    | 100.0% | 0.0%  | 100.0% | 20.0%           | 80.0%  |
| Bong                             | 33.3%     | 66.7% | 55.6%  | 44.4% | 0.0%    | 100.0% | 11.1% | 88.9%  | 0.0%            | 100.0% |
| Gbarpolu                         | 66.7%     | 33.3% | 33.3%  | 66.7% | 0.0%    | 100.0% | 0.0%  | 100.0% | 0.0%            | 100.0% |
| Grand Bassa                      | 100.0%    | 0.0%  | 71.4%  | 28.6% | 14.3%   | 85.7%  | 28.6% | 71.4%  | 0.0%            | 100.0% |

EXPENDITURE AND RESOURCE FLOW ANALYSES ON HEALTH & EDUCATION FINANCING

|                  |              |              |              |              |             |              |             |              |              |              |
|------------------|--------------|--------------|--------------|--------------|-------------|--------------|-------------|--------------|--------------|--------------|
| Grand Cape Mount | 100.0%       | 0.0%         | 0.0%         | 100.0%       | 0.0%        | 100.0%       | 0.0%        | 100.0%       | 0.0%         | 100.0%       |
| Grand Gedeh      | 100.0%       | 0.0%         | 0.0%         | 100.0%       | 0.0%        | 100.0%       | 0.0%        | 100.0%       | 0.0%         | 100.0%       |
| Grand Kru        | 50.0%        | 50.0%        | 100.0%       | 0.0%         | 0.0%        | 100.0%       | 0.0%        | 100.0%       | 0.0%         | 100.0%       |
| Lofa             | 27.3%        | 72.7%        | 63.6%        | 36.4%        | 0.0%        | 100.0%       | 9.1%        | 90.9%        | 9.1%         | 90.9%        |
| Margibi          | 25.0%        | 75.0%        | 50.0%        | 50.0%        | 0.0%        | 100.0%       | 0.0%        | 100.0%       | 25.0%        | 75.0%        |
| Maryland         | 66.7%        | 33.3%        | 66.7%        | 33.3%        | 0.0%        | 100.0%       | 33.3%       | 66.7%        | 0.0%         | 100.0%       |
| Montserrado      | 67.6%        | 32.4%        | 82.4%        | 17.6%        | 2.9%        | 97.1%        | 8.8%        | 91.2%        | 38.2%        | 61.8%        |
| Nimba            | 16.7%        | 83.3%        | 83.3%        | 16.7%        | 0.0%        | 100.0%       | 0.0%        | 100.0%       | 0.0%         | 100.0%       |
| River Gee        | 100.0%       | 0.0%         | 0.0%         | 100.0%       | 0.0%        | 100.0%       | 0.0%        | 100.0%       | 0.0%         | 100.0%       |
| Rivercess        | 100.0%       | 0.0%         | 66.7%        | 33.3%        | 0.0%        | 100.0%       | 33.3%       | 66.7%        | 0.0%         | 100.0%       |
| Sinoe            | 66.7%        | 33.3%        | 100.0%       | 0.0%         | 0.0%        | 100.0%       | 0.0%        | 100.0%       | 0.0%         | 100.0%       |
| <b>Total</b>     | <b>61.6%</b> | <b>38.4%</b> | <b>63.6%</b> | <b>36.4%</b> | <b>2.0%</b> | <b>98.0%</b> | <b>9.1%</b> | <b>90.9%</b> | <b>16.2%</b> | <b>83.8%</b> |

Source: Survey Data

61.6% of the education facilities as shown in the table above store their supplies in warehouses and 63.6% store their supplies in the school building. The table further shows that only few institutions store their material in a vehicle or at home while 16.2% of the institution store their materials in other places.

**Table 37: Education Facility**

| Type of Educational Facility |         |     |           |      |            |      |                      |      |         |      |               |      |
|------------------------------|---------|-----|-----------|------|------------|------|----------------------|------|---------|------|---------------|------|
| Counties                     | Primary |     | Secondary |      | University |      | Technical/Vocational |      | College |      | Other specify |      |
|                              | Yes     | No  | Yes       | No   | Yes        | No   | Yes                  | No   | Yes     | No   | Yes           | No   |
| Bomi                         | 80%     | 20% | 0%        | 100% | 0%         | 100% | 0%                   | 100% | 20%     | 80%  | 0%            | 100% |
| Bong                         | 80%     | 20% | 10%       | 90%  | 10%        | 90%  | 0%                   | 100% | 0%      | 100% | 0%            | 100% |
| Gbarpolu                     | 100%    | 0%  | 33%       | 67%  | 0%         | 100% | 0%                   | 100% | 0%      | 100% | 0%            | 100% |
| Grand Bassa                  | 86%     | 14% | 29%       | 71%  | 0%         | 100% | 0%                   | 100% | 14%     | 86%  | 0%            | 100% |
| Grand Cape Mount             | 83%     | 17% | 17%       | 83%  | 0%         | 100% | 0%                   | 100% | 0%      | 100% | 0%            | 100% |
| Grand Gedeh                  | 67%     | 33% | 67%       | 33%  | 0%         | 100% | 0%                   | 100% | 33%     | 67%  | 0%            | 100% |
| Grand Kru                    | 50%     | 50% | 50%       | 50%  | 0%         | 100% | 50%                  | 50%  | 0%      | 100% | 0%            | 100% |
| Lofa                         | 82%     | 18% | 27%       | 73%  | 0%         | 100% | 0%                   | 100% | 9%      | 91%  | 27%           | 73%  |
| Margibi                      | 71%     | 29% | 29%       | 71%  | 0%         | 100% | 14%                  | 86%  | 0%      | 100% | 0%            | 100% |
| Maryland                     | 75%     | 25% | 50%       | 50%  | 25%        | 75%  | 25%                  | 75%  | 0%      | 100% | 0%            | 100% |
| Montserrado                  | 91%     | 9%  | 71%       | 29%  | 3%         | 97%  | 0%                   | 100% | 0%      | 100% | 0%            | 100% |
| Nimba                        | 86%     | 14% | 29%       | 71%  | 0%         | 100% | 0%                   | 100% | 14%     | 86%  | 0%            | 100% |
| River Gee                    | 100%    | 0%  | 100%      | 0%   | 0%         | 100% | 0%                   | 100% | 0%      | 100% | 0%            | 100% |

EXPENDITURE AND RESOURCE FLOW ANALYSES ON HEALTH & EDUCATION FINANCING

|              |            |            |            |            |           |            |           |            |           |            |           |            |
|--------------|------------|------------|------------|------------|-----------|------------|-----------|------------|-----------|------------|-----------|------------|
| Rivercess    | 100%       | 0%         | 67%        | 33%        | 0%        | 100%       | 0%        | 100%       | 0%        | 100%       | 0%        | 100%       |
| Sinoe        | 75%        | 25%        | 75%        | 25%        | 0%        | 100%       | 0%        | 100%       | 0%        | 100%       | 0%        | 100%       |
| <b>Total</b> | <b>84%</b> | <b>16%</b> | <b>44%</b> | <b>56%</b> | <b>3%</b> | <b>97%</b> | <b>3%</b> | <b>97%</b> | <b>5%</b> | <b>95%</b> | <b>3%</b> | <b>97%</b> |

Source: Survey Data

The table above displays the types of educational facility. On the overall, 84% of the total sampled institutions were primary educational facilities while, 44% were secondary educational facilities. Furthermore, 3% of the total sampled educational facilities were universities and 5% were colleges. Lastly 3% of the sampled educational facilities were technical and vocational institutions.

**Table 38: Staff Assignment**

| Number of Educational Staff assigned to Educational Facility |              |              |              |             |             |             |
|--|--------------|--------------|--------------|-------------|-------------|-------------|
| Counties   | 1 to 10      | 11 to 20     | 21 to 30     | 31 to 40    | 41 to 50    | 51 & above  |
| Bomi   | 80.0%        | 0.0%         | 0.0%         | 0.0%        | 0.0%        | 20.0%       |
| Bong   | 70.0%        | 10.0%        | 0.0%         | 0.0%        | 0.0%        | 20.0%       |
| Gbarpolu   | 66.7%        | 33.3%        | 0.0%         | 0.0%        | 0.0%        | 0.0%        |
| Grand Bassa  | 71.4%        | 14.3%        | 0.0%         | 0.0%        | 0.0%        | 14.3%       |
| Grand Cape Mount   | 100.0%       | 0.0%         | 0.0%         | 0.0%        | 0.0%        | 0.0%        |
| Grand Gedeh  | 33.3%        | 33.3%        | 0.0%         | 0.0%        | 0.0%        | 33.3%       |
| Grand Kru  | 0.0%         | 50.0%        | 50.0%        | 0.0%        | 0.0%        | 0.0%        |
| Lofa   | 54.5%        | 27.3%        | 0.0%         | 9.1%        | 0.0%        | 9.1%        |
| Margibi  | 71.4%        | 14.3%        | 0.0%         | 0.0%        | 0.0%        | 14.3%       |
| Maryland   | 25.0%        | 25.0%        | 25.0%        | 0.0%        | 0.0%        | 25.0%       |
| Montserrado  | 11.4%        | 37.1%        | 22.9%        | 22.9%       | 2.9%        | 2.9%        |
| Nimba  | 57.1%        | 28.6%        | 0.0%         | 0.0%        | 0.0%        | 14.3%       |
| River Gee  | 0.0%         | 100.0%       | 0.0%         | 0.0%        | 0.0%        | 0.0%        |
| Rivercess  | 66.7%        | 0.0%         | 0.0%         | 33.3%       | 0.0%        | 0.0%        |
| Sinoe  | 25.0%        | 25.0%        | 50.0%        | 0.0%        | 0.0%        | 0.0%        |
| <b>Total</b>   | <b>44.4%</b> | <b>25.0%</b> | <b>11.1%</b> | <b>9.3%</b> | <b>0.9%</b> | <b>9.3%</b> |

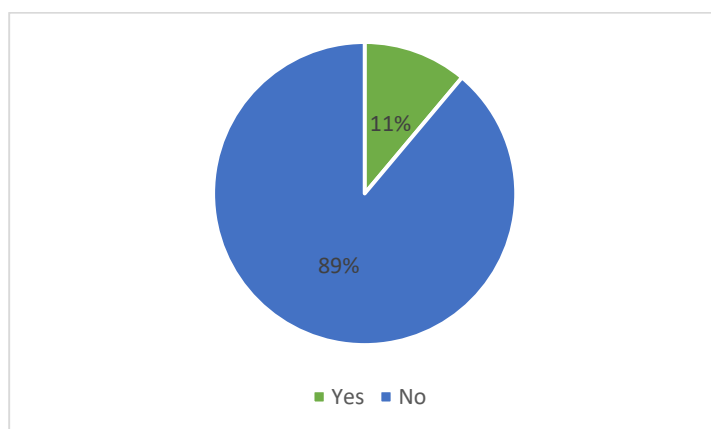
Source: Survey Data

The table depicts range of institutional staff at different level of the educational system. As shown 44% of sampled educational facilities have between 1 to 10 educational staff. Also, 25% have between 11 to 20 staff, 11.1% of the institutions have between 21 to 31 assign staff, 0.9% have between 41 to 50 assign education staff and 9.3% have 51 and above. All of the sampled educational facilities with 41 and above assign staff are universities, colleges or vocational/technical institutions. Furthermore, most of the educational staff in the primary and secondary institutions are C-certificate holders while some staff at universities, colleges and vocational qualifications range from bachelor degrees to doctoral degrees.

**Table 39: Salary Timeliness**

| Do you receive salary on time? |              |              |
|--------------------------------|--------------|--------------|
| Counties                       | Yes          | No           |
| Bomi                           | 60.0%        | 40.0%        |
| Bong                           | 80.0%        | 20.0%        |
| Gbarpolu                       | 33.3%        | 66.7%        |
| Grand Bassa                    | 28.6%        | 71.4%        |
| Grand Cape Mount               | 0.0%         | 100.0%       |
| Grand Gedeh                    | 0.0%         | 100.0%       |
| Grand Kru                      | 50.0%        | 50.0%        |
| Lofa                           | 63.6%        | 36.4%        |
| Margibi                        | 42.9%        | 57.1%        |
| Maryland                       | 25.0%        | 75.0%        |
| Montserrado                    | 82.9%        | 17.1%        |
| Nimba                          | 42.9%        | 57.1%        |
| River Gee                      | 0.0%         | 100.0%       |
| Rivercess                      | 0.0%         | 100.0%       |
| Sinoe                          | 50.0%        | 50.0%        |
| <b>Total</b>                   | <b>55.6%</b> | <b>44.4%</b> |

Source: Survey Data

**Figure 36: Overtime Compensation**

Source: Survey Data

The findings in the table above suggest that 55.6% of the sampled educational facilities responded yes to receiving salaries in time however, 44.4% responded no to receiving timely salaries. On the other hand, 89% of the institutions said they are not compensated for over time while 11% of the sampled educational institutions said they are compensated for overtime.

**Table 40: Job Satisfaction**

| What is your satisfaction level with the job |              |              |              |
|--|--------------|--------------|--------------|
| Counties                                     | High         | Medium       | Low          |
| Bomi   | 0.0%         | 100.0%       | 0.0%         |
| Bong   | 10.0%        | 70.0%        | 20.0%        |
| Gbarpolu                                     | 0.0%         | 66.7%        | 33.3%        |
| Grand Bassa                                  | 28.6%        | 71.4%        | 0.0%         |
| Grand Cape Mount                             | 0.0%         | 33.3%        | 66.7%        |
| Grand Gedeh                                  | 0.0%         | 66.7%        | 33.3%        |
| Grand Kru                                    | 0.0%         | 50.0%        | 50.0%        |
| Lofa   | 0.0%         | 81.8%        | 18.2%        |
| Margibi                                      | 100.0%       | 0.0%         | 0.0%         |
| Maryland                                     | 0.0%         | 25.0%        | 75.0%        |
| Montserrado                                  | 5.7%         | 80.0%        | 14.3%        |
| Nimba  | 85.7%        | 14.3%        | 0.0%         |
| River Gee                                    | 0.0%         | 100.0%       | 0.0%         |
| Rivercess                                    | 0.0%         | 100.0%       | 0.0%         |
| Sinoe  | 0.0%         | 50.0%        | 50.0%        |
| <b>Total</b>                                 | <b>16.7%</b> | <b>63.9%</b> | <b>19.4%</b> |

Source: Survey Data

The table above presents the job satisfaction level in the education sector. It displays that 16.7% of the sample intuitions in the fifteen counties responded with high level of job satisfaction while, 63.9% satisfaction is at a medium level. On the contrary, 19.4% of the sampled institutions have low level of satisfaction when it comes to the job.

**Table 41: Rioting**

| Have you experienced any riot from Students |     |      |
|---|-----|------|
| Counties                                    | Yes | No   |
| Bomi  | 20% | 80%  |
| Bong  | 10% | 90%  |
| Gbarpolu                                    | 0%  | 100% |
| Grand Bassa                                 | 14% | 86%  |
| Grand Cape Mount                            | 0%  | 100% |
| Grand Gedeh                                 | 33% | 67%  |
| Grand Kru                                   | 0%  | 100% |
| Lofa  | 0%  | 100% |
| Margibi                                     | 14% | 86%  |
| Maryland                                    | 25% | 75%  |
| Montserrado                                 | 3%  | 97%  |

|              |              |              |
|--------------|--------------|--------------|
| Nimba        | 14%          | 86%          |
| River Gee    | 0%           | 100%         |
| Rivercess    | 33%          | 67%          |
| Sinoe        | 75%          | 25%          |
| <b>Total</b> | <b>11.1%</b> | <b>88.9%</b> |

Source: Survey Data

Overall majority of the sampled institutions represented by 88.9% said no to experiencing riots from student while, 11.1% responded yes. Furthermore, all the institutions in Gbarpolu, Grand Cape Mount, Grand Kru, Lofa and River Gee Counties responded that there is no rioting by students.

**Table 42: Types of Threats**

| What are some of the threats |              |              |              |              |
|------------------------------|--------------|--------------|--------------|--------------|
| Counties                     | Internal     |              | External     |              |
|                              | Yes          | No           | Yes          | No           |
| Bomi                         | 20.0%        | 80.0%        | 40.0%        | 60.0%        |
| Bong                         | 100.0%       | 0.0%         | 0.0%         | 100.0%       |
| Gbarpolu                     | 66.7%        | 33.3%        | 33.3%        | 66.7%        |
| Grand Bassa                  | 57.1%        | 42.9%        | 71.4%        | 28.6%        |
| Grand Cape Mount             | 0.0%         | 100.0%       | 16.7%        | 83.3%        |
| Grand Gedeh                  | 33.3%        | 66.7%        | 0.0%         | 100.0%       |
| Grand Kru                    | 50.0%        | 50.0%        | 100.0%       | 0.0%         |
| Lofa                         | 90.9%        | 9.1%         | 9.1%         | 90.9%        |
| Margibi                      | 14.3%        | 85.7%        | 42.9%        | 57.1%        |
| Maryland                     | 25.0%        | 75.0%        | 0.0%         | 100.0%       |
| Montserratado                | 31.4%        | 68.6%        | 51.4%        | 48.6%        |
| Nimba                        | 14.3%        | 85.7%        | 14.3%        | 85.7%        |
| River Gee                    | 0.0%         | 100.0%       | 0.0%         | 100.0%       |
| Rivercess                    | 66.7%        | 33.3%        | 0.0%         | 100.0%       |
| Sinoe                        | 100.0%       | 0.0%         | 50.0%        | 50.0%        |
| <b>Total</b>                 | <b>45.4%</b> | <b>54.6%</b> | <b>33.3%</b> | <b>66.7%</b> |

Source: Survey Data

Some of the threats experienced by educational institutions are internal and external threats and these threats occur daily, weekly, monthly, quarterly and yearly. The table illustrate that 45.4% of these institutions experienced internal threats such as harassment and protesting while, 33.3% experienced external threats such as community protesting against high service charge, poor services protest by public, and robbery.

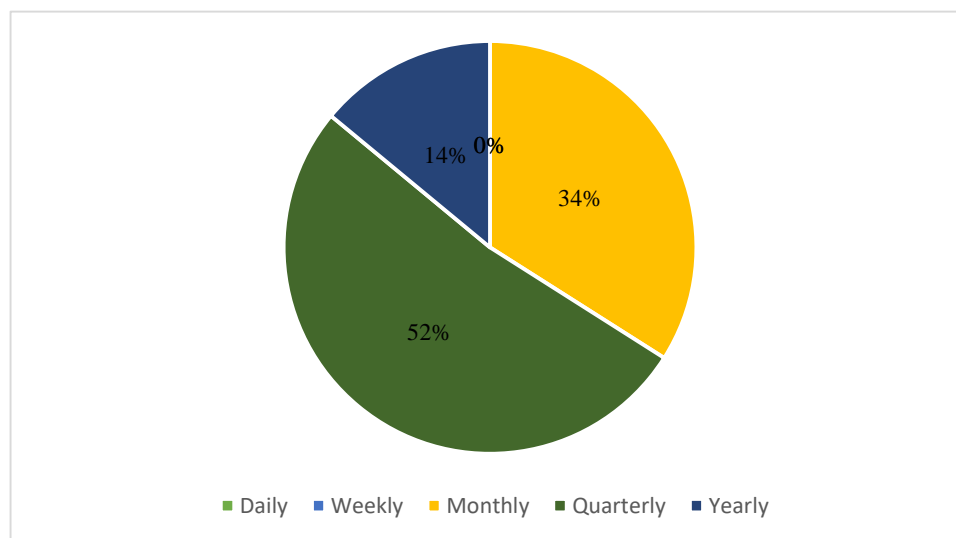
4.2.1.2 Accountability and Supervision

**Table 43: Report Making**

| <b>Do you make report</b> |             |           |
|---------------------------|-------------|-----------|
| <b>Counties</b>           | <b>Yes</b>  | <b>No</b> |
| Bomi                      | 100%        | 0%        |
| Bong                      | 100%        | 0%        |
| Gbarpolu                  | 100%        | 0%        |
| Grand Bassa               | 100%        | 0%        |
| Grand Cape Mount          | 100%        | 0%        |
| Grand Gedeh               | 100%        | 0%        |
| Grand Kru                 | 100%        | 0%        |
| Lofa                      | 100%        | 0%        |
| Margibi                   | 100%        | 0%        |
| Maryland                  | 100%        | 0%        |
| Montserrado               | 100%        | 0%        |
| Nimba                     | 100%        | 0%        |
| River Gee                 | 100%        | 0%        |
| Rivercess                 | 100%        | 0%        |
| Sinoe                     | 100%        | 0%        |
| <b>Total</b>              | <b>100%</b> | <b>0%</b> |

Source: Survey Report

**Figure 37: Reporting Frequency**



Source: Survey Data

All the sampled educational facilities responded yes to writing reports. 52% of these institutions produce quarterly reports, 34% produce monthly report and 14% produce weekly reports.

Analysis of monitoring, the both sectors have every similar challenges. No active periodic program of supervision visitation and monitoring on activities carried out by counties authorities. This has created a culture of “Doing your own thing” by county authorities and end-users.

#### 4.2.1.3 Findings from the Public



**Table 44: Educational programs in the communities**

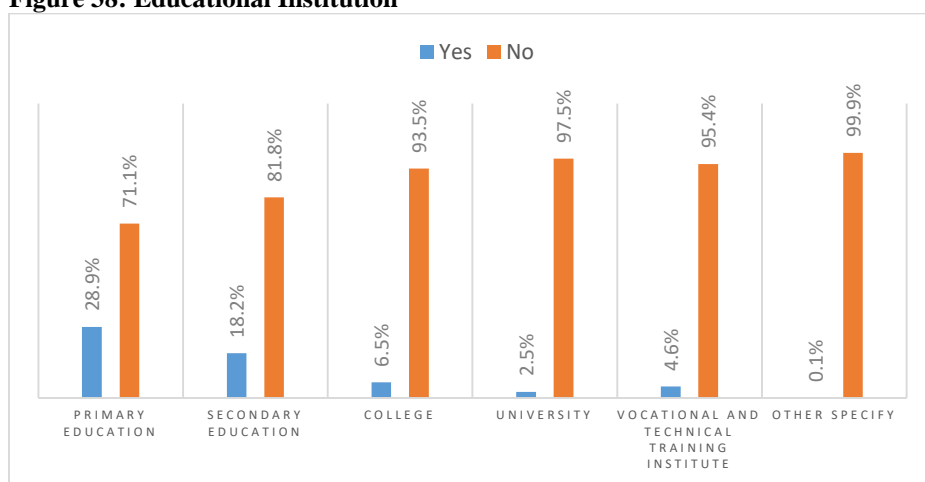
| Have you heard about any Educational Programs here? |                  |       |       |
|---|------------------|-------|-------|
|   | County           | Yes   | No    |
|   | Bomi             | 54.5% | 45.5% |
|   | Bong             | 8.3%  | 91.7% |
|   | Gbarpolu         | 18.2% | 81.8% |
|   | Grand Bassa      | 61.6% | 38.4% |
|   | Grand Cape Mount | 12.5% | 87.5% |
|   | Grand Gedeh      | 59.2% | 40.8% |
|   | Grand Kru        | 68.3% | 31.7% |
|   | Lofa             | 29.7% | 70.3% |
|   | Margibi          | 30.5% | 69.5% |

|              |              |              |
|--------------|--------------|--------------|
| Maryland     | 44.6%        | 55.4%        |
| Montserrado  | 22.6%        | 77.4%        |
| Nimba        | 31.0%        | 69.0%        |
| River Gee    | 66.7%        | 33.3%        |
| Rivercess    | 43.7%        | 56.3%        |
| Sinoe        | 73.2%        | 26.8%        |
| <b>Total</b> | <b>40.9%</b> | <b>59.1%</b> |

Source: Survey data

The above table indicates how many community residents knew of educational programs in their communities. The respondents from Sinoe, Grand Kru, River Gee, Grand Bassa and Bomi Counties reported more than fifty percent knowledge of educational programs in their communities as follow: 73.2%, 68.3%, 66.7%, 61.6% and 54.5% respectively whereas Bong, Grand Cape Mount, Gbarpolu, Montserrado and Lofa Counties reported low rates of 8.3%, 12.5%, 18.2%, 22.6% and 29.7% respectively.

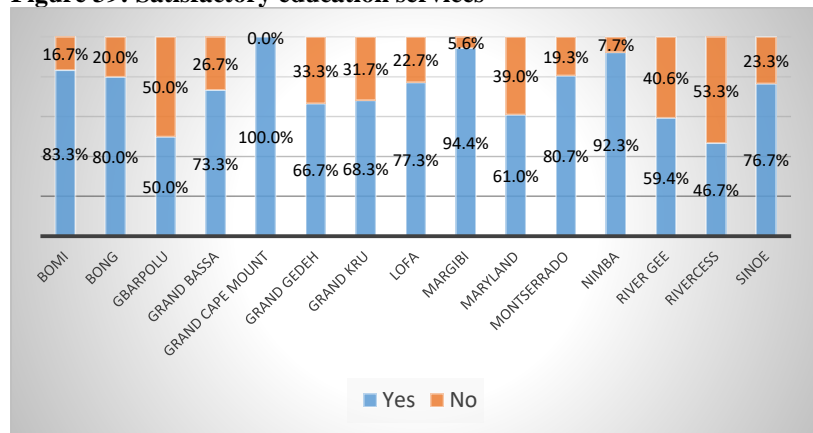
Figure 38: Educational Institution



Source: Survey data

The chart above, sample view of respondents about the types of Educational institutions they had observed in their communities in the various counties, respondents affirmed at least a Primary institution was observed in every district in each of the counties, thus reporting a total of 28.9% and 71.1% didn't know of any. The ratio of those who have observed to those who have not seen tertiary education in the counties was reported at 18.2% to 81.8%, community colleges are mainly based in the capital cities of the counties, therefore respondents who were distant from the cities are almost unlikely to hear about those colleges, so it was reported at 6.5% to 93.5%, whereas Universities were reported at 2.5% to 97.5%, Vocational Institutions at 4.6% to 95.4%.

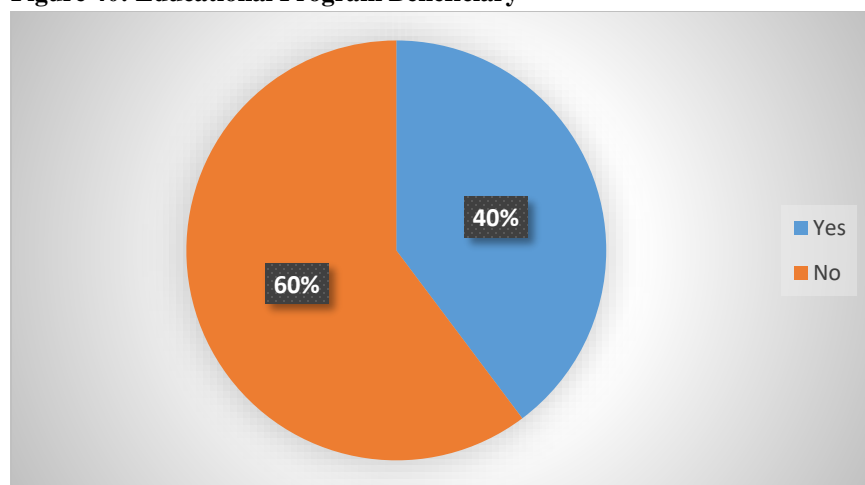
**Figure 39: Satisfactory education services**



Source: Survey data

Irrespective of the lack of sufficient educational facilities in the communities, Community Dwellers seemed satisfied with services delivered by the few primary and secondary institutions. 100% of the respondents from grand Cape Mount County are satisfied with services rendered to them, whereas 50% in Gbarpolu County agreed on the level of satisfaction and another 50% disagreed. Bomi, Bong, Grand Bassa and Grand Gedeh Counties reported a ratio of satisfaction to dissatisfaction of 83.3% to 16.7%, 80% to 20%, 73.3% to 26.7% and 66.7% to 33.3% respectively. River Cess County was the only county that reported less than 50% satisfaction rate in the amount of 46.7%. Grand Kru, Lofa, Margibi and Maryland Counties reported ratios of 68.3% to 31.7%, 77.3% to 22.7%, 94.4% to 5.6% and 61% to 39% respectively. Montserrado, Nimba, River Gee and Sinoe counties, however, reported their level of satisfaction to dissatisfaction ratios at 80.7% to 19.3%, 92.3% to 7.7%, 59.4% to 40.6% and 76.7% to 23.3% respectively.

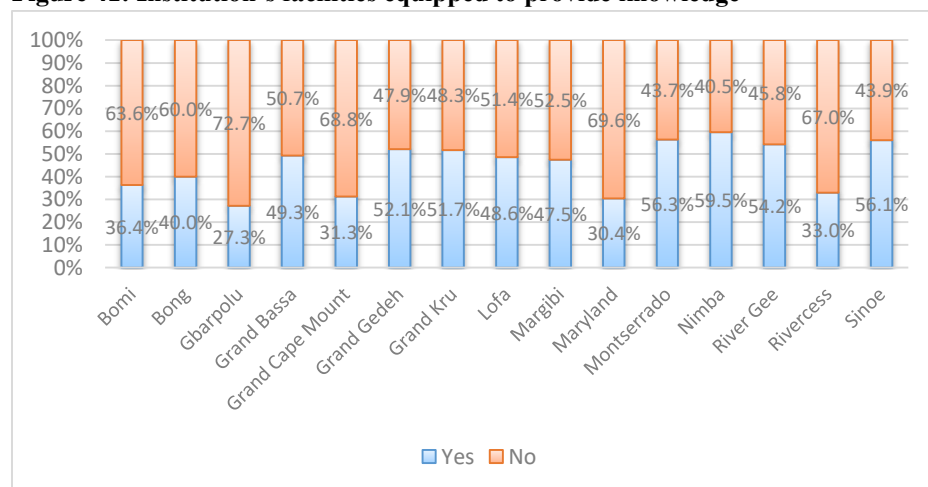
**Figure 40: Educational Program Beneficiary**



Source: Survey data

From the respondents in the fifteen sub divisions that were interviewed during the survey, 60% had either benefited or a member of their family had benefited from educational programs in their communities or areas and 40% said neither they nor their family members had benefited from said programs

**Figure 41: Institution's facilities equipped to provide knowledge**



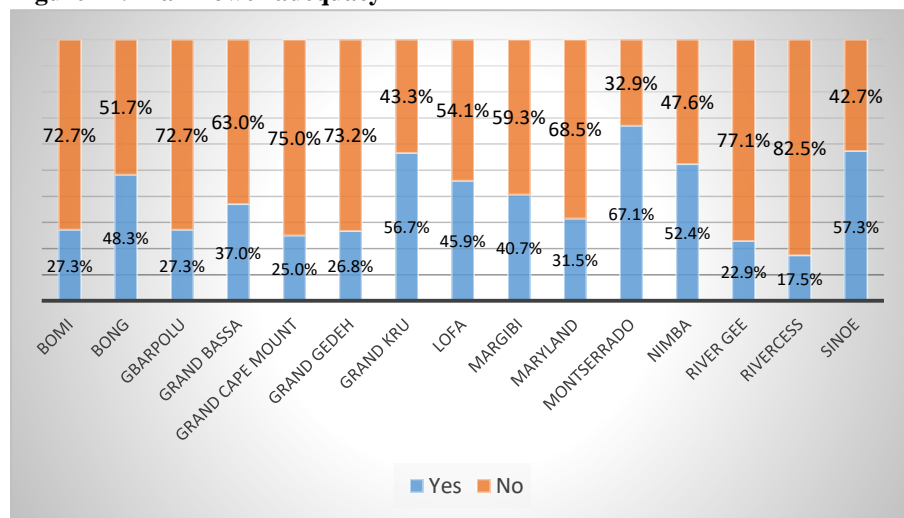
Source: Survey data

Respondents from most of the counties complained of the lack educational materials such as textbooks, desks and chalks to adequately facilitate the smooth provision of knowledge to the public. A total of 47.9% said the facilities were equipped to provide knowledge to the public whereas, 52.1% strongly disagreed due to above mentioned reasons.

Respondents from Nimba, Montserrado, Sinoe, River Gee, Grand Gedeh and Grand Kru Counties reported ratio of Yes to No at 59.5% to 40.5%, 56.3 to 43.7%, 56.1% to 43.9%, 54.2% to 45.8%, 52.1% to 47.9% and 51.7% to 48.3% respectively.

Gbarpolu, Maryland, Grand Cape Mount and River Cess counties reported a percentage below 35% of how equipped were the facilities to provide knowledge to the public in the respective amounts of 27.3%, 30.4%, 31.3% and 33%.

**Figure 42: Man Power adequacy**

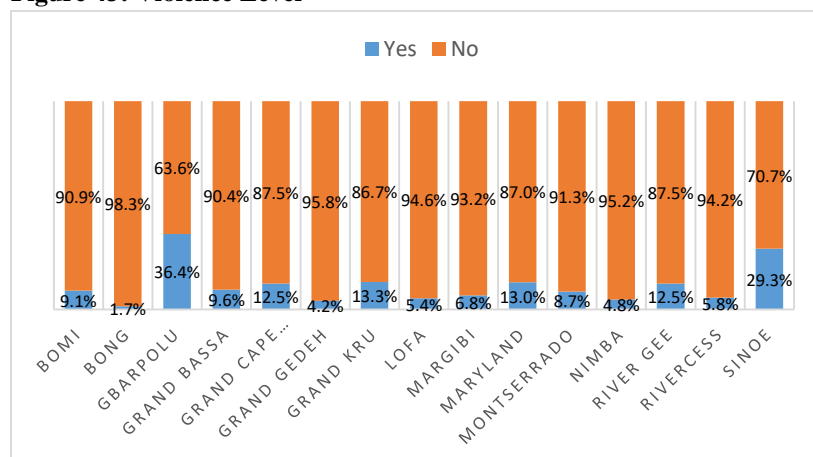


Source: Survey data

In most counties students and community dwellers labeled the insufficiency of Man Power in their various schools as one of the main challenges faced with the educational system in the rural part of Liberia. Some attributed the inadequacy of qualified teachers to lack of motivation to teachers in terms of compensation or benefits. 44.9% of the total respondents believe that Central Government needs to do more to attract qualified teachers/Instructors into the public school system. Only four of the fifteen counties reported more than 50% manpower adequacy. Montserrado, Sinoe, Grand Kru and Nimba Counties reported their adequacy rate of Yes to No at 67.1% to 32.9%, 57.3% to 42.7%, 56.7% to 43.3% and 52.4% to 47.6% respectively.

Other counties like River Cess, River Gee, Grand Cape Mount, Grand Gedeh Gbarpolu and Bomi Counties reported even below 30% in the ratio amounts of 17.5% to 82.5%, 22.9% to 77.1%, 25% to 75%, 26.8% to 73.2%, 27.3% to 72.7 and 27.3% to 72.7 respectively.

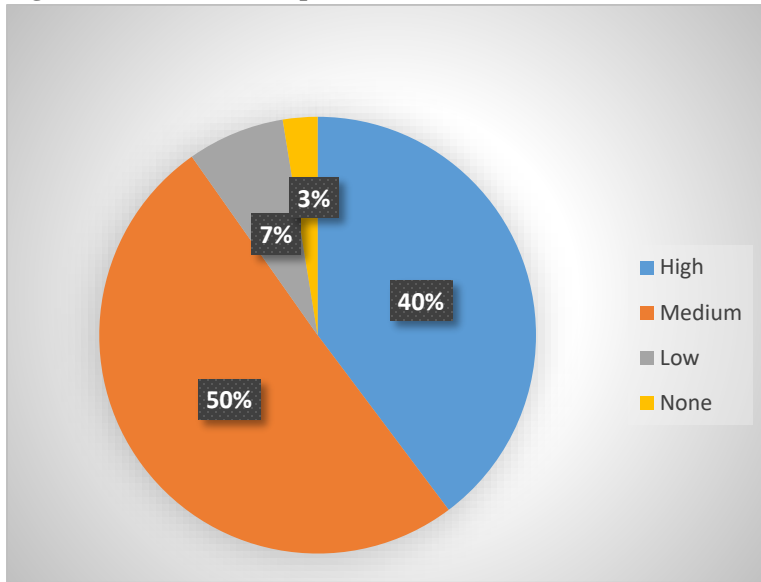
**Figure 43: Violence Level**



Source: Survey data

Conducting classes has been relatively calmed in the public school system. Two counties reported a teacher-student violent rate of more than 15% across Liberia and an overall violence to calmness ratio of 10.1% to 89.9%. Gbarpolu and Sinoe Counties reported a ratio of 36.4% to 63.6% and 29.3% to 70.7% respectively.

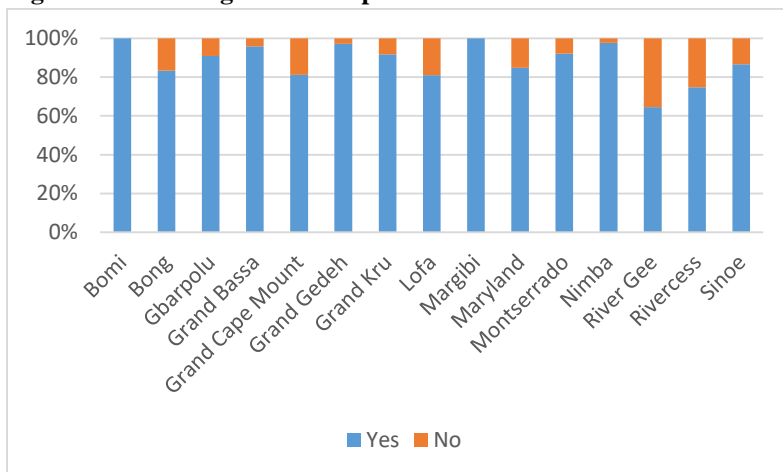
**Figure 44: Institution Responsiveness**



Source: Survey data

Irrespective of the inadequacy of manpower, no motivation to teachers and unavailability educational materials, respondents across the country defined the level of responsiveness in the following manners: high responsiveness at 40%, medium at 50%, low at 7% and No responsiveness at 3%. The high and medium staggering percentages are as the result of accessible and populated counties like Montserrado, Bong and Nimba’s students-teachers’ relationship.

**Figure 45: Working relationship between institutions and students**

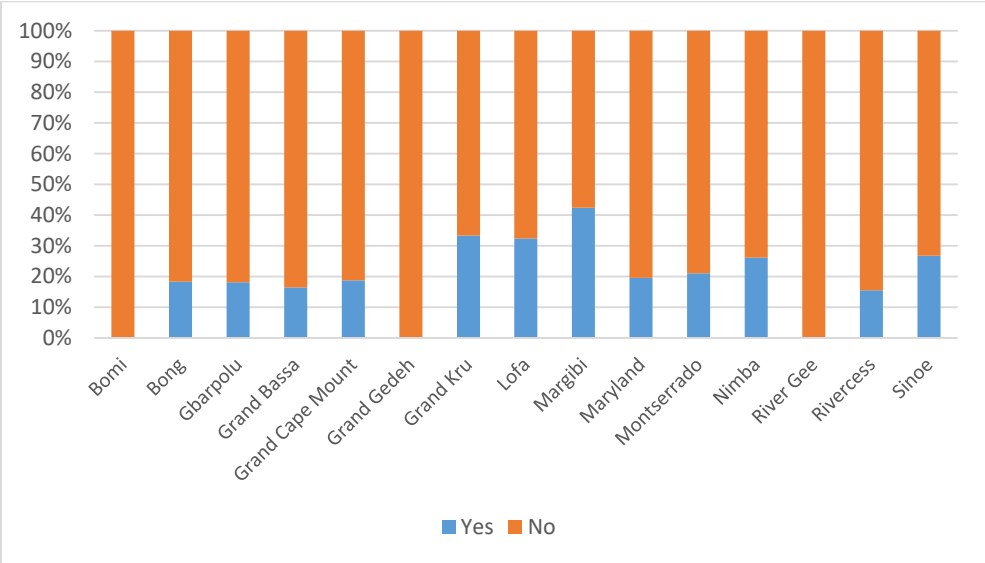


Source: Survey data

When questioned about the relationship between institutions and students, respondent’s thoughts varied per county but they were mostly cordial as most institutions in the rural areas depended on Students’ parent contribution for the effective running of the school through the parents’ teachers association (PTA) scheme.

Bomi and Margibi counties reported 100% cordiality between institution and students. Nimba, Grand Gedeh, Grand Bassa, Montserrado, Grand Kru and Gbarpolu Counties reported more than 90% level of good relationship between institutions and students and no county reported below 60% across Liberia.

**Figure 46: Criminal activities**

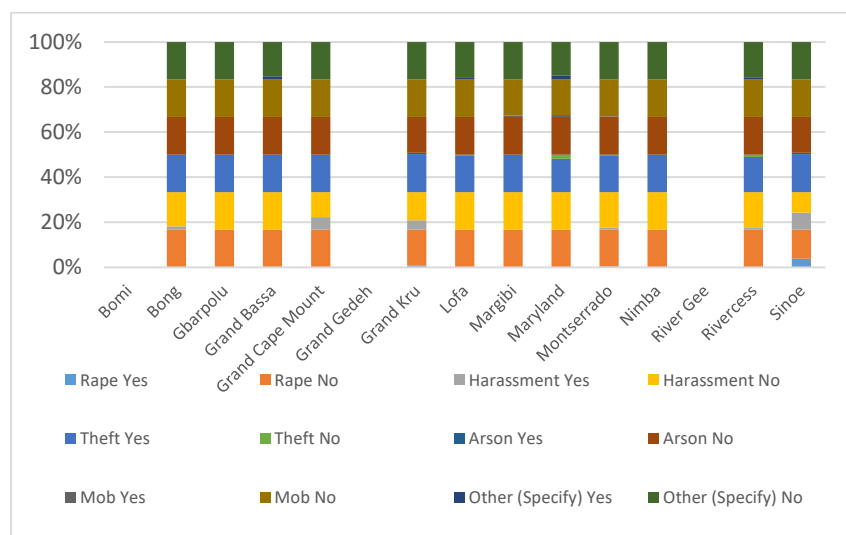


**Source: Survey data**

20.6% of the total respondents across the country affirmed the occurrences of criminal activities on their school campuses. Respondents from Bomi and River Gee counties however said they have witnessed or heard of No criminal activities on their campuses. Margibi County reported the highest rate of criminal activities on their campuses at a rate of 42.4%, followed by Grand Kru and Lofa counties with 33.3% and 32.4% respectively.

Nimba and Sinoe Counties reported 26.2% and 26.8%, whereas Montserrado County reported 21%. The remaining counties reported lower than 20%.

**Figure 47: Kind of criminal activities**



Source: Survey data

When asked by enumerators about the kinds of criminal activities that have taken place or been heard about on campus, respondents mentioned rape, harassment, theft of properties, arson and mob violence amongst others. A total of 3.2% of respondents have heard of rape cases, 9.7% witnessed harassment cases, but a staggering 97.2% have heard of theft of properties, 0.9% have witnessed arson and 1.4% witnessed mob violence across the country.

From the numbers above, Sinoe reported the highest rate of rape cases on campus in the amount of 22.7% followed 5% from Grand Kru County and 1.9% from Montserrado County and the remaining twelve counties reported no rape cases on campus. Like the rape cases, Sinoe again reported the highest rate of harassments on campus at a rate of 45.5% followed by Grand Cape Mount County with 33.3% and Grand Kru County at a rate of 25%. Bong County reported 9.1% while River Cess and Monsterrado counties reported 6.3% and 5% respectively.

Three counties, Bomi, Grand Gedh and River Gee reported no theft occurrences on their campuses. Bong, Gbarpolu, Grand Bassa, Grand Cape Mount, Grand Kru, Margibi, Nimba and Sinoe counties reported hundred percent theft rate at 100%. River Cess, Montserrado, Maryland and Lofa counties however reported 93.8%, 96.2%, 88.9% and 95.8% rate of theft respectively.

Most counties didn't experience or hear about arson violence on their campuses except for 5% of the respondents from Grand Kru County and 4.5% from Sinoe County. Like arson, mob violence was barely noticed across the country with 5.6% from Maryland County, 4% from Margibi County and 1.9% from Montserrado County being the exception.

The frequent occurrences of those criminal activities were reported at a daily rate of 0.5%, weekly rate of 97.2%, monthly rate of 0.5%, quarterly rate of 0.5% and at a rate of 1.4% annually.

**Table 45: Monitoring and Effectiveness**

| County                  | Is there a system in place to monitor students after School sessions? |              | Is the Educational system effective? |              |
|-------------------------|---|--------------|--------------------------------------|--------------|
|                         | Yes   | No           | Yes                                  | No           |
| <b>Bomi</b>             | 36.4%   | 63.6%        | 63.6%                                | 36.4%        |
| <b>Bong</b>             | 26.7%   | 73.3%        | 46.7%                                | 53.3%        |
| <b>Gbarpolu</b>         | 45.5%   | 54.5%        | 45.5%                                | 54.5%        |
| <b>Grand Bassa</b>      | 41.1%   | 58.9%        | 63.0%                                | 37.0%        |
| <b>Grand Cape Mount</b> | 25.0%   | 75.0%        | 25.0%                                | 75.0%        |
| <b>Grand Gedeh</b>      | 12.7%   | 87.3%        | 76.1%                                | 23.9%        |
| <b>Grand Kru</b>        | 3.3%  | 96.7%        | 88.3%                                | 11.7%        |
| <b>Lofa</b>             | 25.7%   | 74.3%        | 39.2%                                | 60.8%        |
| <b>Margibi</b>          | 50.8%   | 49.2%        | 79.7%                                | 20.3%        |
| <b>Maryland</b>         | 6.5%  | 93.5%        | 48.9%                                | 51.1%        |
| <b>Montserrado</b>      | 36.1%   | 63.9%        | 85.3%                                | 14.7%        |
| <b>Nimba</b>            | 38.1%   | 61.9%        | 78.6%                                | 21.4%        |
| <b>River Gee</b>        | 25.0%   | 75.0%        | 60.4%                                | 39.6%        |
| <b>Rivercess</b>        | 35.9%   | 64.1%        | 55.3%                                | 44.7%        |
| <b>Sinoe</b>            | 7.3%  | 92.7%        | 73.2%                                | 26.8%        |
| <b>Total</b>            | <b>27.2%</b>  | <b>72.8%</b> | <b>67.6%</b>                         | <b>32.4%</b> |

Source: Survey data

An average of 27.2% respondents from the fifteen counties believed that the education system is well monitored and an average of 67.6% believed it is effective. Effectiveness in this survey referred to the request and reporting process from the CEO to the ministry of MOE center office.

According to the table, 50.8%, 45.5%, 41.1% and 38.1% of respondents from Margibi, Gbarpolu, Grand Bassa and Nimba counties acknowledged that Instructors often visit their homes to help them with their lessons while River Cess, Montserrado and Bomi reported their respective monitoring rate at 35.9%, 36.1% and 36.4%. Whereas the remaining counties reported less than 30%.

In terms of effectiveness however, Grand Kru, Montserrado, Nimba, Grand Gedeh and Sinoe counties reported a ratio of Yes to No at 88.3% to 11.7%, 85.3% to 14.7%, 76.1% to 23.9% and 73.2% to 26.8%. River Gee, River Cess, Bomi and Grand Bassa Counties reported a ratio of 60.4% to 39.6%, 55.3% to 44.7%, 63.6% to 36.4% and 63% to 37% whilst the remaining counties reported less than 50% effective rate.

**Table 46: Institutions' abilities**

| County           | Feeding from the Educational Institution |              | Is the Environment clean for the Learning? |              | Does the Educational Institution provide Text Books or Study Materials to students during academic Semester? |              |
|------------------|--|--------------|--|--------------|--|--------------|
|                  | Yes                                      | No           | Yes  | No           | Yes  | No           |
| Bomi             | 18.2%                                    | 81.8%        | 54.5%                                      | 45.5%        | 27.3%  | 72.7%        |
| Bong             | 38.3%                                    | 61.7%        | 60.0%                                      | 40.0%        | 16.7%  | 83.3%        |
| Gbarpolu         | 36.4%                                    | 63.6%        | 72.7%                                      | 27.3%        | 45.5%  | 54.5%        |
| Grand Bassa      | 71.2%                                    | 28.8%        | 87.7%                                      | 12.3%        | 24.7%  | 75.3%        |
| Grand Cape Mount | 81.3%                                    | 18.8%        | 56.3%                                      | 43.8%        | 25.0%  | 75.0%        |
| Grand Gedeh      | 1.4%                                     | 98.6%        | 78.9%                                      | 21.1%        | 28.2%  | 71.8%        |
| Grand Kru        | 0.0%                                     | 100.0%       | 88.3%                                      | 11.7%        | 8.3%   | 91.7%        |
| Lofa             | 0.0%                                     | 100.0%       | 60.8%                                      | 39.2%        | 25.7%  | 74.3%        |
| Margibi          | 52.5%                                    | 47.5%        | 78.0%                                      | 22.0%        | 45.8%  | 54.2%        |
| Maryland         | 5.4%                                     | 94.6%        | 56.5%                                      | 43.5%        | 12.0%  | 88.0%        |
| Montserrado      | 12.7%                                    | 87.3%        | 86.1%                                      | 13.9%        | 17.1%  | 82.9%        |
| Nimba            | 52.4%                                    | 47.6%        | 85.7%                                      | 14.3%        | 69.0%  | 31.0%        |
| River Gee        | 70.8%                                    | 29.2%        | 66.7%                                      | 33.3%        | 50.0%  | 50.0%        |
| Rivercess        | 46.6%                                    | 53.4%        | 70.9%                                      | 29.1%        | 15.5%  | 84.5%        |
| Sinoe            | 7.3%                                     | 92.7%        | 92.7%                                      | 7.3%         | 14.6%  | 85.4%        |
| <b>Total</b>     | <b>25.9%</b>                             | <b>74.1%</b> | <b>76.8%</b>                               | <b>23.2%</b> | <b>23.3%</b>   | <b>76.7%</b> |

Source: Survey data

When asked whether students are fed on campus, 25.9% of the respondents acknowledged feeding program on their campuses, 76.8% affirmed that their environments were cleaned enough for acquiring knowledge and 23.2% attested to receiving textbooks or study materials during the academic semesters.

In terms of feeding program on campuses, through the intervention of 'Mary Meal', institutions from Grand Cape Mount, Grand Bassa, River Gee, Margibi and Nimba counties reported receiving the highest amounts of food aid at a percent value of 81.3%, 71.2%, 70.8%, 52.4% and 52.2% respectively. Bong, Gbarpolu and River Cess Counties reported 38.3%, 36.4% and 46.6%. Grand Kru and Lofa received absolutely no aid.

As for clean environment for learning, Sinoe, Grand Bassa, Grand Kru, Montserrado and Nimba counties reported the cleanliness of their environment at a rate of 92.7%, 87.7%, 88.3%, 86.1%, 85.7%, whereas, Gbarpolu, River Cess, River Gee, Lofa and Bong Counties reported a rate of 72.7%, 70.9%, 66.7%, 60.8% and 60%.

With the existence of Read Liberia and Bridge Program, institutions from Nimba, River Gee, Margibi, and Gbarpolu counties reported receiving textbooks at a rate of 69%, 50%, 45.8%, and 45.5%, while the remaining counties reported less than 30% per county.

## Chapter 5: Challenges, Recommendation and Conclusion

### 5.1 Challenges

The following issues are critical to the successful running of budget programs in the Health and Education sectors if not carefully looked into for review action, corrections and consideration:

- 1) Little or no overtime and or resettlement allowance package for those taking on assignments in rural areas, including those being transferred from one location to another.
- 2) No provision for occupational injury and insurance benefit.
- 3) Facilities not meeting up to incoming work flow, hygiene and quality assurance.
- 4) There are serious financial and bureaucratic challenges on how, how much, when and where critical to take supplies from central government to local or county level (end-users).
- 5) There was a very slow pace of communication flow from central government to local or county level, thereby denying enumerators' access to key information in real time.
- 6) Serious gaps in detailed full disclosure especially from donors, partners and philanthropies by institutions.
- 7) Inadequate access to all and key information in time past is an issue for accurate data analysis and future decision making, especially capturing gender sensitive issues (Sexual Abuse and harassment by sex, equal job opportunity and benefits for all including people living with disabilities, etc). These were observed from the issues of storage, record keeping to turnover in human resources at various institutions due to changes in administration and the increased rate of staff turnover.
- 8) Institutions under these sectors are not executing the national budget with sector approach, evidenced by the low level of coordination between the sector lead and sector institutions by unilateral agreement on how, when and where to prioritize resources during budget execution.
- 9) Institutions are not fully receiving their budget allocation, especially in time for execution
- 10) Reduction in donors' and or partners' contribution for budget support.

### 5.2 Recommendation

The following points are key to be used for active consideration addressing challenges raised above in similar order, based on survey findings:

- 1) There is a need to develop a national resettlement and overtime scheme that will serve as a guide in these sectors for the purpose of motivation.
- 2) There is also a need to develop a national policy document that will serve as a guide in these sectors for the purpose of quality assurance.
- 3) There is a need to compile all past and present M&E reports followed by verification to determine the level of improvement needed to bring facilities up to standard.

- 4) There is a need to build a regional hub that will create storage for both medical and educational supplies that will cut down transportation time and bureaucracy from central government to end-users, including identifying critical and knowledgeable vendors for further/external distribution.
- 5) Communication via an electronic medium is vital to avoid the excuses of limited or no stationaries, therefore, a portion of the Goods & Services budget line has to be adjusted to accommodate scratch cards or internet facilities. Additionally, the electronic means should be followed by verbal or in person meetings, or discussions, so that the local authorities/actors are not afraid to work with the team, which has the propensity of shielding information.
- 6) Full disclosure should begin with capturing information by the use of ledger or journals, which can be subsequently transmitted into IPSAS reporting format. This will help in the reallocation of resources process for the benefit of the concerned institution and the public (A Trainer of Trainers' program can also help).
- 7) Institutions need to formulate a work strategy with the National Achieve to digitalize very important documents that can be used after decade(s) and carry out review and active monitoring on activities and programs affecting gender (women and men, boys and girls and people living with disabilities). Furthermore, there needs to be a national strategy approach across government to preserve any relevant and future relating position or task even when there is a turnover in administration for the purpose of continuity.
- 8) Institutions within in a sector should execute their budget using sector approach to avoid deficiency in the sector-budget execution process, not limited to duplication in program execution thereby promoting efficiency in achieving the sector goal for the fiscal year, which automatically supports the national goal of said fiscal budget.
- 9) This is a revenue generation challenge, however, core revenue collections should be tied to core expenditure, contingent revenue to contingent expenditure, while grant and loan should focus mainly on projects, especially those with economic securities and or revenue returns. Meanwhile, institutions with revenue generating capacity should first be able to determine to what extent revenue collected can support their budget (plus or minus). In furtherance of this, the GoL needs to put strategy in place with the help of the Central Bank of Liberia (CBL) by instituting CBL windows in revenue generating institutions under this sector with an appropriate flag receipt or electronic payment slip that will be used as proof for service and avoid using these institutions' cashier system that doesn't filter into the consolidated fund/account.
- 10) Agreements leading toward donors' or partners' support should be carefully reviewed by concerned stakeholders' to ascertain the possibility of meeting up with triggers indicators as prerequisite for continuous support. This revision process is necessary to make amends in triggers before acceptance and execution.

### 5.3 Conclusion

This Public Expenditure Tracking Survey (PETS) gives an overall analysis of the health and Educational Sectors of Liberia. The report covered all ministries and agencies within these sectors with specific focus on the resources flow, trends analysis, service benefit to the public, challenges as well as possible solutions for the growth of these sectors.

On the other hand, a comparative analysis was also done for two fiscal periods 2012/13 and 2017/18 stressing the decreases and increases and how each impacted the Liberian economy. The report also takes into consideration the Approved Budgets and Actuals of these years and the various trends of their various budgets, and how their expenditures were arranged in these sectors.

Additionally, the report highlighted a brief analysis across the eleven budget sectors and how these resources have positively impacted the local economy and service delivery centers. The report also analyzed the value for money on resources given to these sectors institutions which looks at the achievements of the period under review (FY2017/18 against the base year period FY2012/2013) pertaining to their plans and objectives and how it impacted the Liberian economy. The Health sector in FY2012/2013 budgeted 59.5m, while its total Expenditure summed up to 62.8m, whereas FY17/18 Total Budget amounted 68.9m and Total Expenditure 63.1m. Of the overall amount of 59.5m of Total Budget for FY12/13, Compensation to Employees amounted 16.7m representing 28% and of the 63m of Total Expenditure, Compensation to Employees amounted 18.7m representing 30%, while the Education Sector FY2012/13 the fiscal outturn for compensation of employee was US\$46.5m, the budget was US\$37.1m. Also, for FY2017/18 the fiscal outturn was US\$48.7m while, the budget was US\$47.7m. Furthermore, from FY2012/13 to FY2017/18 the fiscal outturn towards compensation of employees increased by 5%.

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