

# River Gee County Development Agenda

Republic of Liberia

2008 – 2012



## **County Vision Statement**

River Gee: a unified, peaceful and well-governed County with robust socio-economic and infrastructure development for all.

## **Core Values**

Building on our core competencies and values, we have a mission to support

- \* Equal access to opportunities for all River Gee Citizens;
- \* Assurance of peace, security and the rule of law;
- \* Transparent and effective governance;
- \* Sustainable economic growth; and
- \* Preservation of natural resources and environment.



Republic of Liberia

Prepared by the County Development Committee, in collaboration with the Ministries of Planning and Economic Affairs and Internal Affairs.

Supported by the UN County Support Team project, funded by the Swedish Government and UNDP.

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# A Message from the Minister of Internal Affairs



Today, as never before, development rests in the hands of the Liberian people. Citizens from all walks of life and all parts of River Gee County came together to voice their opinions, express their hopes for a better future and determine the path to get them there. This County Development Agenda was produced with and by the people and reflects their good sensibilities and judgment.

The Government of Liberia is making headway in the effort to transform how it represents and interacts with citizens. The national Poverty Reduction Strategy, which was produced through extensive consultations with the people, will guide national development 2008-2011. It establishes a new framework for action and partnership between Government, civil society, the private sector and the donor community. For the first time, a significant national strategy was developed in response to the needs and aspirations of the people. This is just the beginning of a new relationship between the Government and citizens.

Development is not easy. It will take many years of focused work to realize our dreams of a more prosperous country where our children and grandchildren all can live healthy, productive lives in a safe and peaceful environment. Success rests on three important factors: the soundness of our strategy, the resources to support our work and importantly the drive of our people to achieve the goals we've set forth. This document lays out the right strategy, and I appeal to our donors to provide us with the necessary support. But the real work is left to us, the Liberian people, and we must rise together to meet the challenges ahead of us.

Ambulai B. Johnson, Jr.

Minister of Internal Affairs

# Foreword



This County Development Agenda marks a major shift in the history of River Gee County. Up to now, Liberia's regional development has been a major disappointment: we never had a cohesive policy and strategy; leaders lacked vision and political will; governance and planning were highly centralized in Monrovia; and institutions were always constrained by a lack of adequate human resources.

The CDA represents an important step toward addressing these issues and achieving the sustained and inclusive national development described in the Poverty Reduction Strategy 2008-2011. The logical starting point was to have the people themselves articulating where they want the country to go, and in which areas they would like to see our limited financial and human resources focused. As you will read, a rigorous county-wide consultation exercise was undertaken in all fifteen counties between September and December 2007. Citizens representing the various clans, towns, districts and county government, along with our partners in development, interacted to identify the pressing needs and priority action areas to achieve sustained development.

While this process represents an essential first step, the CDA is meaningless if it is not backed with concerted action. This is not just another document to be placed on the shelf; it must be seen as a living framework for accomplishing our people's plan for accelerated growth and social development on a sustained basis.

The challenge is to ensure that the new expectations emerging from the CDA process are met in a timely and comprehensive manner. The call for a combined effort between Government, the private sector and the Citizenry could never have been louder than it is today. To fail in delivering on the expectations contained in this Agenda is not an option. Our success will depend on consistent planning and programming, prudent and honest use of resources, and perhaps most importantly, a collective will to succeed. The Liberian Government, for its part, remains committed to making the required reforms for fulfilling the people's vision for development: attracting investment to create jobs, promoting balanced growth countrywide, and decentralizing governance.

Our sincere thanks go to all the participants in these CDA exercises: County officials, Town, Clan and Paramount Chiefs, Legislators, representatives of the Ministries and Agencies, Civil Society organizations, international and local non-governmental organizations, and private sector partners. We would also like to thank all those who assisted our team in the CDA process: the staffs of the participating Ministries and Agencies, cooks, cultural troupes, and students that ensured the success of CDA events. Finally, we thank our international partners, the UN Family, the EU, and USAID, among others who provided both financial and technical support to the entire process. Further such successful collaboration will be crucial as we move into the implementation phase of this historic and essential effort.

Toga Gayewea McIntosh, PhD

Minster of Planning and Economic Affairs

# Preface



Government's primary concern to reduce poverty through the full participation of rural communities has reawakened the zeal and aspirations of the people of River Gee, whose desire remains to become the backbone for agricultural growth for Liberia.

The River Gee strategy for long-term development draws on the County's strengths and takes into consideration its weakness and challenges. The County is rich in natural resources including gold, timber and rivers. It is the host of the Grebo National Forest, located in the Gloarro belt.

River Gee strives to build on the County's core values of transparent and good governance with equal opportunity for all, the promotion of sustainable development, as well as economic growth, job creation, rational management of natural resources and protection of the environment, in an atmosphere of peace, security and the rule of law.

The County strategy following the CDA consultations will be to ensure the strengthening of the economy, create job opportunities, promote good governance and strengthen the administration of justice.

Hon. J. Karku Sampson  
Superintendent  
River Gee County

Hon. Jackson C. Nyepan  
Assistant Superintendent for Development





# River Gee County Officials

<b>Ministry of Interior</b>	
J Karku Sampson	County Superintendent
Jackson C Nyepan	Assistant Superintendent for Development
Keh Quenneh	County Inspector
Abraham C Nyenteah	Project Planner
Daniel The	Administrative Assistant to the Superintendent
Joe Norwinie	Secretary
Pulwoo Wesseh	Information Officer
Jacob C Toe	Project Monitor
Barradj Karty	Project Monitor
Martha Jarbo	City Mayoress
Mannoh W Wonplo Sr.	Assistant Treasure (PMC)
<b>Line Ministries</b>	
Joseph D Bohlen	County Education Officer
His Honour Brown Pah	Stipendiary Magistrate
Veronica Tanyoung	County Gender Coordinator
D Wilson Slobert	County Agriculture Coordinator
Johnson Toe Chea	County Health Officer
Jerome Sunh	County Labour Commissioner
Saymae Soah	County Attorney
Richard Brown	Commence Inspector
Marcus Tuwro	GSA Coordinator
David Klegbeh	Youth & Sport Coordinator
Siafa Nyumah	LRRRC Coordinator

<b>District Development Committee</b>	
Annie The	Potupo District
A Karmon Warner	Gbeapo District
Daniel Wreh	Tienpo District
Eric Nyepan	Chedepo District
Wilson Gegba	Sarbo District
Marcus Jackson	Webbo District
<b>District Commissioners</b>	
Henry Jah	Chedepo District
Isaac David	Tienpo District
Gideon Socro	Gbeapo District
George Barjayee	Nanee District
Randall Toe	Karfore District
Warford Weadatu, Sr.	Nyanawriliken District
Saylee Swen	Potupo District
Regina Nyepan	Sarbo District
Harry Teah	Glarro District
Romeo Mason	Webbo District
Anthony Sayee	Tuobo District
Randall Weah	Nyenebo District

# Executive Summary

The County Development Agenda (CDA) is considered an important tool for the National Government's major long-term objective to forward the recovery endeavor nationwide. It strives to address the poverty reduction initiatives of Government by undertaking decentralization of programs and policies, taking into consideration the priority needs and expressing the aspirations of the people. The CDA is the local complement to the national Poverty Reduction Strategy 2008-2011, and was prepared following a series of seven District Development Consultation meetings that utilized the Participatory Rural Appraisal (PRA) method. In this process, residents managed to identify the critical interventions needed to move toward realizing the MDGs, including: paving of all primary roads and most secondary roads; the construction and rehabilitation of health facilities with proper staffing and affordable services; and much-expanded education services. The CDA calls for concrete actions to be taken under the four Pillars of the PRS, namely Security, Economic Revitalization, Governance and Rule of Law, and Infrastructure and Basic Services. A number of cross-cutting issues are also considered, and guidelines are presented for implementation of the County's development plans. Finally, the CDA lists the specific projects that were identified for action at the District level. The projects and priorities in the CDA should be taken as the principal targets for the county's development funding during the CDA implementation period.

**ONE NATION ONE GOAL ONE DESTINY**



**LIBERIA**

**DON'T ROCK THE BOAT**

FUNDED BY: ICCO IMPLEMENTED BY: SAMFU



## PART ONE - INTRODUCTION AND BACKGROUND

### 1.1 Introduction

Over-concentration of facilities and services in Monrovia has led to the lopsided development of the country, where rural areas have been left behind. River Gee is no exception. Stark disparities in living standards continue to plague the County. Inadequate or non-existent basic infrastructure continues to threaten the quality of life. This is no doubt the main contributing factor to the nearly 15 years civil crisis in the country.

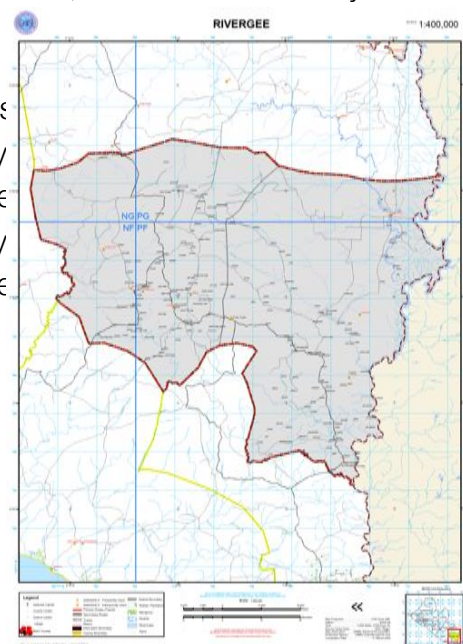
Breaking from the past and charting a new course thus becomes an imperative. Efforts on the part of this new government led by H.E. Ellen Johnson Sirleaf towards a process of decentralization will set the County on a path of sustainable development. A concerted effort of development partners including the United Nations Mission in Liberia and UNDP's County Support Team have been essential to formulating this document.

### 1.2 History

River Gee is one of the newest counties in Liberia. It was carved out of Grand Gedeh County, which was formerly part of the Eastern Province prior to 1964. The County was established in 2000 and has its political seat in Fish Town. Establishment of the County was predicated upon growing tensions between the Grebo and Krahn ethnic groups over the years, particularly during the 1980s and 1990s, characterized by military and phantom democratic regime of Samuel Doe, and the early war years of Charles Taylor. The quest for a separate political identity was eminent, owing to the rancor between the two groups. River Gee County is predominantly peopled by the Grebo ethnic group, with smaller numbers of Liberia's other ethnic groups. River Gee has three large settlements: Fish Town, which is famous for its catfish water, Kanweaken, which is a commercial Town, and Webbo, noted for missionary activities.

### 1.3 Geography

River Gee is situated in southeastern Liberia. It is bounded on the North by Grand Gedeh County on the East by Ivory Coast, on the West by Sinoe County, and on the South by Maryland County. River Gee has a total land area of 5,627 square kilometers.



## Climate

River Gee's climatic condition is typical of the upper southern part of Liberia, characterized by warm temperatures and extremely high humidity. Seasonal changes of temperature and humidity are minor, although there are variations between day and night. There are basically two seasons, the rainy and the dry. The rainy season runs from April to November, while the dry runs from November to April. Average annual rainfall of River Gee is 107 inches, and the average temperature is 77.5°F.



## Topography

The topography of River Gee is typical of the highlands of Liberia. It is generally hilly. Gradients are steep and irregular. Important highlands are the Tienpo Mountain and the Killepo Range. River valleys are v-shaped and narrow in their upper reaches.

Drainage systems include the Cavalla, Dugbe, Gee, Nun and Gbeh Rivers, as well as numerous creeks and tributaries, resulting in a dendritic (tree-like) drainage pattern. Waterfalls, rapids and crags are typical characteristics of the rivers and streams.

## Geology

The geology of River Gee has similar features to most other parts of Liberia. The formation of rocks forms part of the West African Croton, noted for the absence of tectonic activities over the last 250 million years.

## Vegetation

Vegetation of River Gee County is typical of the tropical rain forest, which is characterized by evergreen and semi deciduous forest. Logging and farming activities over the years have contributed to about 2.6% loss of the forest in the County. Nonetheless, the County still boasts of ample forest and timber for harvest.



## 1.4 Demography <sup>1</sup>

River Gee County has an average household size of 5.9 persons and a dependency ratio of 1.35. Local society, like the rest of Liberia, is patriarchal, thus accounting for the sex of household head for male and female being 91% and 9% respectively. 10% of households sampled in the County were headed by elderly persons. The Grebo and Krahn vernaculars are the two most often spoken in the County. Grebo is the largest ethnic group, accounting for some 92% of the total population. Of households surveyed during the 2006 Comprehensive Food Security and Nutrition Survey (CFSNS), 13% reported having members who were chronically ill or disabled, while 29% were headed by chronically ill or disabled persons. The percentage of orphans in the County amongst household surveyed is 1%.

**Table 1: Population by Districts**

River Gee									
District	Total	Population by status				Population by status - percentage			
		Locals	Returnees (Ref. & IDPs)	IDPs	Refugees	Locals %	Returnees (Ref. & IDPs) %	IDPs %	Refugees %
Gbeapo	8669	7601	1068	0	0	87.68%	12.32%	0.00%	0.00%
Webbo	12921	12386	520	9	6	95.86%	4.02%	0.07%	0.05%
Sarbo	9022	8017	998	5	2	88.86%	11.06%	0.06%	0.02%
Potupo	6204	5102	963	121	18	82.24%	15.52%	1.95%	0.29%
Tienpo	8000	6947	1053	0	0	86.84%	13.16%	0.00%	0.00%
Chedepo	5789	5396	325	68	0	93.21%	5.61%	1.17%	0.00%
<b>Total</b>	<b>50605</b>	<b>45449</b>	<b>4927</b>	<b>203</b>	<b>26</b>	<b>89.81%</b>	<b>9.74%</b>	<b>0.40%</b>	<b>0.05%</b>

Source: Norwegian Refugee Council January 2007

<sup>1</sup> Data and statistics provided in this document were based on estimates prior to the conduct of the 2008 National Population and Housing Census. These information will duly be updated when valid results are available and subsequent revisions shall be made.

**Table 2: Population Data gender distribution**

River Gee					
District	Total	Population by gender		Population gender percentage	
		Female	Male	Female	Male
Gbeapo	8669	4495	4174	51.85%	48.15%
Webbo	12921	6804	6117	52.66%	47.34%
Sarbo	9022	4665	4357	51.71%	48.29%
Potupo	6204	3288	2916	53.00%	47.00%
Tienpo	8000	4271	3729	53.39%	46.61%
Chedepo	5789	3201	2588	55.29%	44.71%
<b>Total</b>	<b>50605</b>	<b>26724</b>	<b>23881</b>	<b>52.81%</b>	<b>47.19%</b>

Source: Norwegian Refugee Council January 2007

**Table 3: Demographic Indicators**

County	Demographic Indicators				
	HH size	Dependency ratio	Sex of HH head		Elderly headed households
			Male	Female	
River Gee	5.9	1.35	91%	9%	10%
<b>Liberia</b>	5.6	1.37	87%	13%	8%

Source: Comprehensive Food Security & Nutrition Survey (October 2006)

**Table 4: Percentage distribution of dialects spoken**

County	Language and Dialects Spoken													
	Bassa	Gbandi	Gio	Gola	Grebo	Kissi	Kpelle	Krahn	Kru	Lorma	Mano	Vai	Sapo	Other
River Gee	0%	0%	0%	0%	92%	0%	0%	6%	0%	0%	0%	0%	0%	1%
<b>Liberia</b>	18%	2%	7%	6%	9%	4%	26%	4%	3%	7%	7%	4%	1%	1%

Source: Comprehensive Food Security & Nutrition Survey (October 2006)

**Table 5: Households with disabled members and orphans**

County	Households with Disabled Members and Orphans				
	Chronically ill/disabled	No of chronically ill/disabled	Chronically ill/disabled HH head	Orphans	No of orphans
River Gee	13%	1.3	29%	1%	1.7
<b>Liberia</b>	<b>9%</b>	<b>1.2</b>	<b>26%</b>	<b>2%</b>	<b>1.4</b>

Source: Comprehensive Food Security & Nutrition Survey (October 2006)



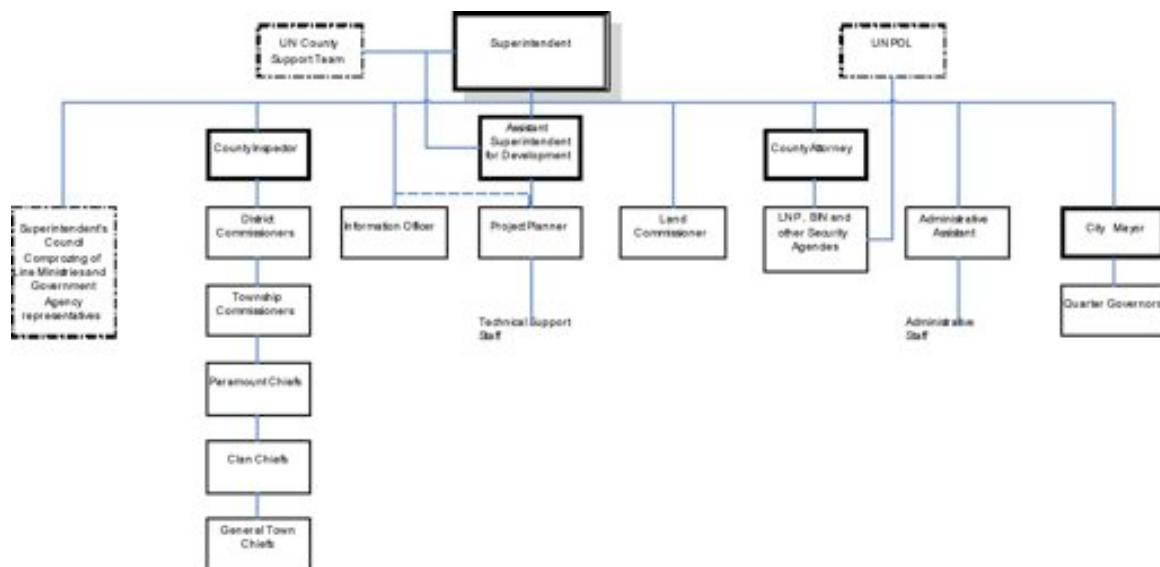
## 1.5 Institutional Structure

The constitutionally mandated structure of local government in Liberia includes: a Superintendent who leads the County Administration with the support of the Assistant Superintendent for Development and District and Township Commissioners who are also appointed by the President. In addition, Line Ministries are deployed to the County and within districts; these are civil servants who receive their appointments from central government line ministries. City



Mayors, Clan Chiefs, Paramount Chiefs and General Town Chiefs are elected during municipal elections, but due to the civil conflict and the installation of the transitional administration they have remained in power without going through the normal procedure of selection.

### Organizational Structure of River Gee County



## 1.6 Methodology used in preparing the CDA

The County Development Agenda is the local expression of the national aspirations in the Poverty Reduction Strategy 2008-2011. The CDA was developed alongside the PRS and can be seen as the local strategy to carry the nation toward its PRS goals. The process started with a series of 132 Participatory Rural Appraisal (PRA) workshops at the district level in all counties, where district development priorities were identified. Following these meetings, district representatives met in each county to identify three priority needs out of the priorities identified during the district

workshops. Finally, a series of three regional meetings gathered representatives from the 15 counties to consolidate and harmonize county priorities into regional priorities, which served as the basis for the drafting of the PRS.

At the consultations in River Gee County, delegates prepared clan-based timelines of development events in their areas as well as known resources and clan profiles. Cross-cutting issues such as gender sensitivity, HIV and AIDS were taken into consideration. Thereafter the districts considered challenges and, using SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis and Problem/Solution Mapping techniques, developed the District Action Plans annexed herein. These plans were then analysed and consolidated at a County Development Agenda Consolidation Meeting that informed the County Action Plan below.



**River Gee County Consultations**





## PART TWO: PRIORITIES, ISSUES AND ACTIONS

Part Two lays out the development issues for action as identified by the citizens of the County. The three most urgent priorities for action are considered first, followed by the wider list of actions to be taken over the next five years, presented by Pillar area, as in the PRS. Finally, six major cross-cutting issues are considered, including discussion of the context and objectives for each.

### 2.1 Development Priorities

The citizens of the County have stated that they prefer a bottom-to-top approach for implementation of the development agenda. The reason for this approach is to maintain the interest and comprehensive involvement of the citizens in the development process. They have been deprived for so long that waiting for development programs and benefits to trickle down will not sustain their enthusiasm and patience.

#### District Priorities

Priority needs emanating from each of the district consultations include the following, in this order:

- ✿ Roads
- ✿ Health
- ✿ Education

#### County Priorities

The priority needs as identified during the County Consolidation Meeting were the same as the district priorities, and in the same order of priority.

### 2.2 Security Pillar

The security situation in River Gee County is calm. There is a joint security briefing mechanism in place which meets weekly, chaired by the County Attorney (MoJ) and including the LNP, BIN, NSA, UNPOL, UNMIL Security, and UNMIL Civil Affairs. River Gee belongs to Sector 4A under the UNMIL Force deployment plan and is covered by a company of 115 troops from the Ethiopian Contingent stationed in Fish Town since August 2004. There are six UN Police Officers deployed in the County, 82 LNP officers and 17 BIN officers.



## Special Groups

The lack of a proper road network in the County has rendered it impossible for the UNMIL contingent to establish a presence in remote areas, especially the land-locked districts, mining areas and border transit points. In River Gee County, there are approximately 610 ex-combatants of the former MODEL militia who were registered for the DD process, out of which 310 were disarmed and demobilized in Zwedru and Harper. There were approximately 100 ex-combatants enrolled for RR programs, including formal education and vocational training under Action Aid International Liberia's implementation.

## Interventions: Security Sector

Issue	Interventions	Delivery Date	Lead Ministry / Agency
<b>Goal: To create a secure and peaceful environment, both domestically and in the sub-region, that is conducive to sustainable, inclusive, and equitable growth and development.</b>			
<b>Strategic objective 1: To build the capacity of security institutions</b>			
Training is still needed for some security institutions, security institutions lack logistics, equipment, and adequate remuneration for operation.	Build ten police stations, or one in each of the district headquarters: Jaytoken, Sabo Sweken, Kronwroken, Gbarwriken, Sweken, Gbeapo Doweken, Tienpo Gleken, Jakaken, Taryaken, and FreeTown, all with housing accommodations	2008-2012	LNP
	Build seven police depots, or one each in Nyanken, River Gbeh, Japroken, Joquiken, Cherboken, Putuken and Kilipo Kanweaken	2008-2012	LNP
	Construct six border posts, in Nyanken, Sewroken, Diabo, Glarro Soloblo, Paiken and Getu, in addition to the one in Sakliken	2008-2012	BIN
	Increase LNP deployment to adequately cover the County	2008-2012	LNP
	Deploy 6 BIN and 6 Police officers to each of the border posts	2008-2012	Security Organs
<b>Strategic objective 2: To provide adequate territorial protection and law enforcement services to the general population of Liberia</b>			
Inadequate presence of security officers throughout Liberia, security institutions are not yet in full control of security responsibility.	Organize trainings for all security organs to improve their performance	2008-2012	Security Organs
	Supply all LNP and BIN posts with vehicles, motorcycles, communication sets, sleeping quarters, office furniture and supplies, including: <ul style="list-style-type: none"> <li>* 44 vehicles (three per station and two per depot) and 71 motorcycles (five per station and three per depot)</li> <li>* 27 SSB radios (two per station and one per depot)</li> <li>* Six vehicles to BIN officers (one in each border post) and 12 motorcycles (two per border post)</li> <li>* One mobile communication set per border post</li> </ul>	2008-2012	LNP, BIN
<b>Strategic objective 3: To ensure institutional participation in security governance and functions</b>			
Civilians and local authorities are excluded from participating in security governance.	Create awareness and sensitize the people on community policing to reduce the crime rate	2008-2012	LNP, MIA
	Support a youth peace club mechanism through training workshops and sports activities	2008-2012	MIA
	Establish peace councils in the Clans and Districts	2008-2012	MIA

## 2.3 Economic Revitalization Pillar

In May 2004, DRC estimated the share of subsistence farming as an occupation in the County to be 92 percent. The County enjoys ample fertile land and a rich tradition of farming. River Gee also contains a wide variety of natural resources which are not being exploited at a rate anywhere near their potential. Investment in agriculture, forestry, rubber, timber and mining will drastically alter the living condition of River Gee citizens, by creating jobs and attracting both foreign and local capital, which will stimulate the local economy. The County's major growth areas are below discussed in terms of two major categories, namely Agriculture and Natural Resources.

### Agriculture

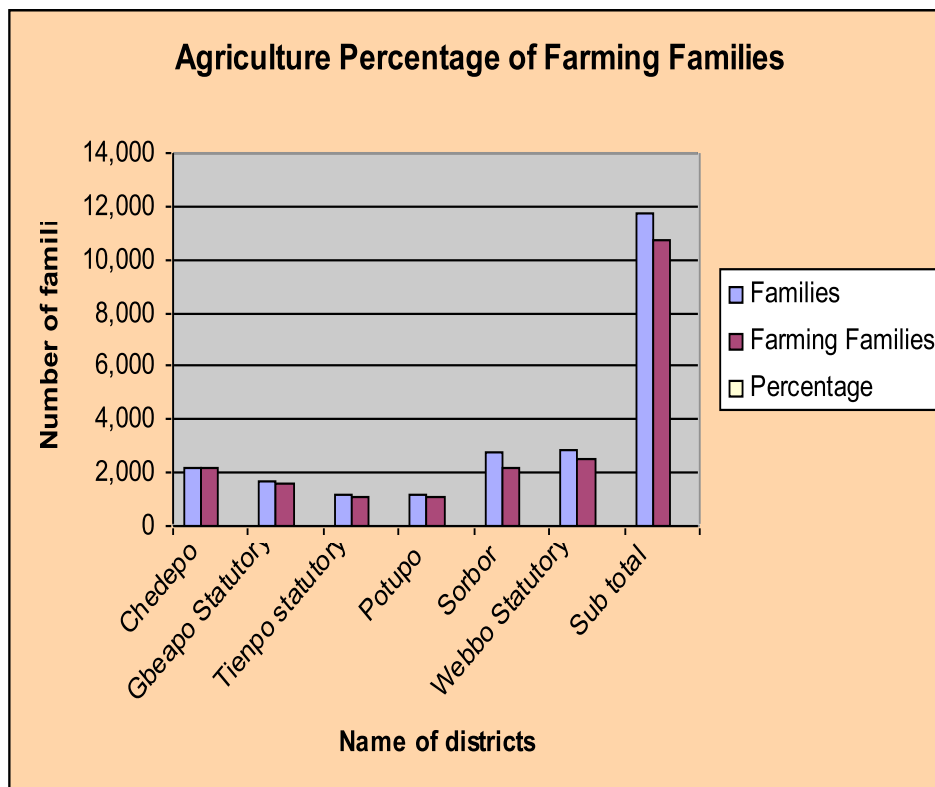
A sustained agricultural program at the level of the County is one sure way of working towards the eradication of extreme poverty/hunger and ensuring that the people in River Gee are food secure.

#### Box 1: Food Consumption, access and security profile

**Food consumption: poor (39%), borderline (38%), fairly good (22%), good (1%)**  
**Food access: very weak (20%), weak (33%), medium (33%), good (14%)**  
**Food security: food insecure (20%), highly vulnerable (52%), moderately vulnerable (26%), food secured (1%)**

Source: Comprehensive Food Security & Nutrition Survey (October 2006)

Figure 4: Agriculture percentage of farming families



Source: Figures extracted from DRC Assessment, May 2004

River Gee has one of Liberia's lowest population densities per square kilometer. Some areas have very small communities, sometimes with no more than 10 families, spread throughout the forest.<sup>2</sup> Subsistence agriculture is the only mode of agricultural productivity. Cooperative forms of work (locally known as koo' in other parts of rural Liberia) are also a normal pattern in farming activities. The local economy in River Gee is largely horticultural and subsistence based.

**Table 7: Rice production**

<b>% of HH Growing rice</b>	<b>More</b>	<b>Less</b>	<b>About the same</b>	<b>% of production In 2005</b>
85%	12%	83%	5%	85%

Source CFSNS, 2006

**Table 8: Agriculture Assistance**

<b>% of HH received Agriculture assistance</b>	<b>Tools</b>	<b>Seeds</b>	<b>Extension Training</b>	<b>Agriculture Loan/credit</b>
61%	55%	44%	0%	0%

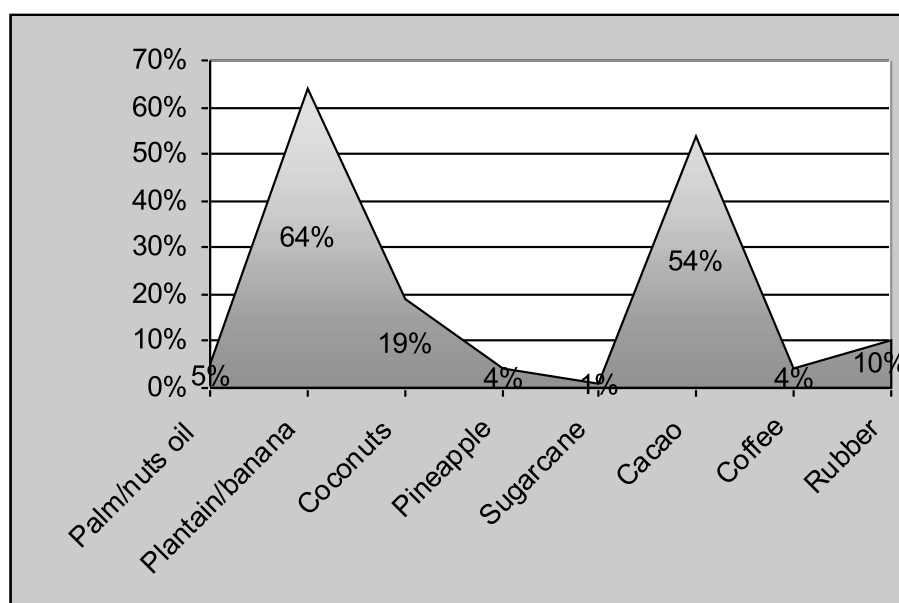
Source CFSNS, 2006

**Table 9: Food crops (Household food production table 2005)**

<b>Rice</b>	<b>Cassava</b>	<b>Sweet Potatoes / eddoes</b>	<b>Plantain / Banana</b>	<b>Corn</b>	<b>Vegetables</b>	<b>Groud nuts</b>	<b>Pulses</b>
98%	17%	1%	11%	2%	5%	0%	0%

Source CFSNS, 2006

**Figure 5: Cash Crops productions in 2005 per household**



Source CFSNS, 2006

<sup>2</sup> UNMIL Civil Affairs River Gee County profile



**Table 10: Agriculture Constraints per household**

Lack of seeds	Lack of tools	Lack of fertilizer and pestilence	Lack of household labor	Bird / groundhog attack	Plant disease / insect attack	No market	Lack of cash	HH engaged in other activities
47%	55%	0%	20%	11/57% respectively	6%	1%	21%	8%

Source CFSNS, 2006

The CFSNS identifies River Gee as the second-most food insecure County. Nearly 80% of the population has poor or borderline food consumption levels, which are even worse than in Lofa. The County is characterized by challenging road conditions, especially during the wet season and limited availability of food and non-food items on the local market. Households mainly rely on food and palm oil production as well as on groundhogs hunting.

The agriculture activities in the County are limited to shifting cultivation, which does not produce enough food for consumption and sale. Before the civil crisis, cooperatives encouraged farmers to engage in cocoa and coffee farming, and the European Economic Community (EEC) worked to develop swamp rice farming. Most of these cocoa and coffee and the swap rice farms are now covered over with forest. The reactivation of cooperatives and other agriculture activities in the County will help to reduce hunger, create income, improve livelihood and contribute to overall development of the region.

## Natural Resources

### Timber

River Gee County has large, rich forest that contains numerous species of trees that are sought after by foreign and local investors. Before the civil crisis in Liberia, many logging companies operated in the area, including MWPI, TTCO and MLC (in Sarbo and Glorra Districts), and ULC (in Chedepo, Tienpo and Gbeapo Districts). These organizations created employment opportunities, maintained feeder roads, trained people as skill laborers in the wood processing industry and provided health care, all of which helped to improve the living standards of the people in the region.



Since 1990, logging activities have ceased, apart from pit logging, which helps to destroy the environment. Pit loggers do not operate in a sustainable manner and do not practice any kind of reforestation.

With the introduction of the new forestry laws, investors are encouraged to invest in the forest industry of River Gee County. This will create employment, stimulate trade, facilitate infrastructure development and basic services, and encourage the Diaspora to return home and assist with the development initiatives of their County.

One of valuable asset River Gee has is her dense forested landscape. This asset however is not bringing any economic dividend to the population, as there exists no formal logging activity across the County. Local people do engage in small scale pit-sawing and charcoal burning.

### **Mining**

Before and after the civil crisis, only illicit mining by private individuals has been going on in the County. The GoL commissioned comprehensive food and nutrition survey report published in 2006 puts illicit mining activities in River Gee at 4% among households.<sup>3</sup>

According to Land and Mines Ministry, there are ample deposits of high-grade gold and diamonds in Joquiken, Gmayenken, and the Killepo Belt. Investments in mechanized mining will provide economic empowerment, reduce unemployment, increase development initiatives and contribute to the goals in the PRS.

### **Rubber**

The proportion of households in the County engaged in rubber tapping as means of generating income is put at 8%, but the potential is much greater. Investments in the rehabilitation of River Gee's rubber industry will have important effects on the economy.

### **Access to finance and banks**

Hunting and small-scale businesses (petty-trading) are extremely important means whereby the people access finance across all six districts. Remittances from relatives are another source of income for the people. See below for income generating activities in the County. The County presently does not have any bank.

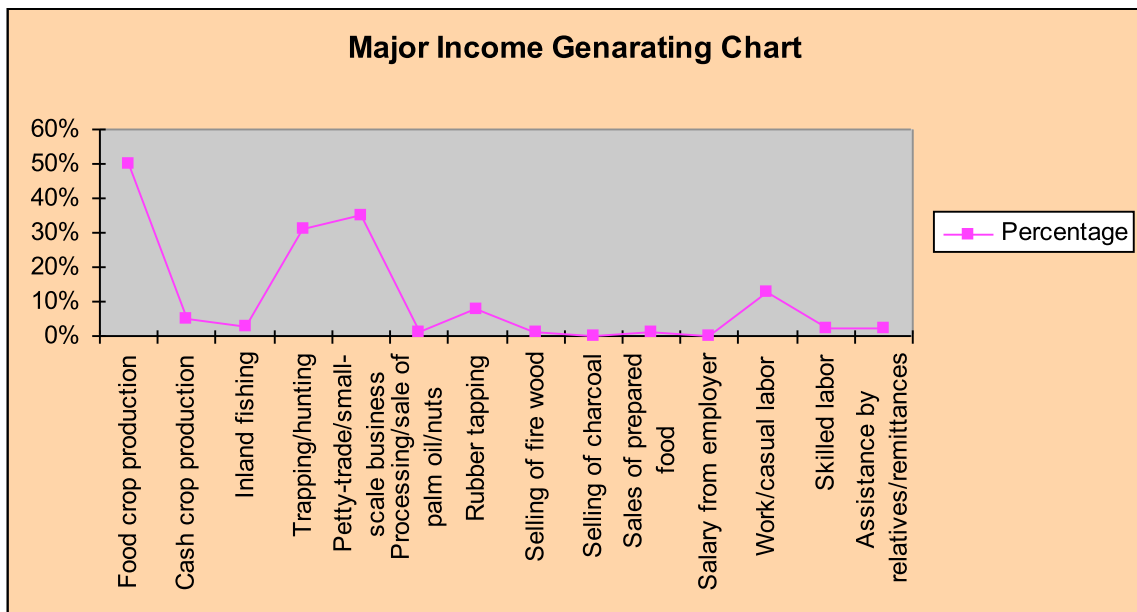
### **Employment Situation**

Unemployment is a serious problem across the entire country and River Gee is no exception. There are few formal wage jobs in the County. Petty trading, casual laboring and small-scale agriculture constitute the economic life-blood of the County.

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<sup>3</sup> GoL, CFSNS

**Figure 6: Major income generating activities per household**



Source: CFSNS

The CDA consultations pointed to the need for community projects targeting youth and women with a focus on alternative means of livelihood outside of agriculture.

### Markets

There are two daily markets in Kanweaken (the commercial center of the County), Gbeapo Statutory District, and in Gmayaken, Tienpo Statutory District (in the gold mining area). Moreover, there are four weekly markets along the Zwedru-Fish Town-Harper highway.<sup>4</sup> Access to market is a major challenge for the people. Many River Geedians go to Maryland and Grand Gedeh to purchase essential household commodities. Due to the dearth of markets and bad roads, prices are generally higher than in other Counties.

**Table 11: Households Access to markets**

Selling in Monrovia	Selling in Urban centers / Across the border	Walking Distance to Weekly market In hours	Access To market	Buy food	Sell Food
1%	21%	3.0%	100	98%	62%

Source CFSNS, 2006

<sup>4</sup> A County Profile River Gee, UNMIL HCS

## Customs

UNMIL Civil Affairs' River Gee County Profile speaks of a Customs office in the County, but the activities of this office are little known.

## Revenue

The Department of Revenue has 24 revenue collectorates across the country. One revenue collectorate is situated in the County and staffed by a resident agent.

## Interventions: Economic Revitalization

Issue	Interventions	Delivery Date	Lead Ministry / Agency
<b>Goal: Restoring production in the leading natural resource sectors, especially agriculture, while ensuring the benefits are widely shared; and reducing production costs to establish the foundation for diversification of the economy over time into competitive production of downstream products, and eventually manufactures and services.</b>			
<b>Strategic objective 1: Develop more competitive, efficient, and sustainable food and agricultural value chains and linkages to markets.</b>			
Agricultural supply chains have collapsed due to fragmented markets, weak rural demand, no value addition, and few incentives for cash crop production.	Provide business development services and incentives to encourage business investment in the county, and to encourage the value addition/manufacture of goods for local consumption and export	2008-2012	MoL, MoA, MoCI
<b>Strategic objective 2: Improve food security and nutrition, especially for vulnerable groups such as pregnant and lactating women and children under five.</b>			
High levels of food insecurity and child malnutrition impede socioeconomic development and poverty reduction.	Provide extension services to local farmers in the areas of training, tools, equipments, seeds, fertilizers, and insecticides to improve food security in the County.	2008-2012	MoA
	Provide food assistance to schools, health facilities, and vulnerable populations using locally-produced food wherever possible	2008-2012	MoA, MoE
	Provide tools for 300 farmers across the County, such as cutlasses, axes, hoses, rakes, and shovels, in quantities based on pending statistics on existing farmers from the County Agricultural Office	2008-2012	MoA
	Train farmers in seed multiplication and on retaining seeds from own harvests for replanting, to address dependency on external seed supply	2008-2012	MoA
	Develop fisheries (support 30 fishpond projects, or three in each district)	2008-2012	MoA

Issue	Interventions	Delivery Date	Lead Ministry / Agency
<b>Strategic objective 3: Strengthen human and institutional capacities to provide needed services, create a strong enabling environment, and reduce vulnerability.</b>			
Institutions remain largely ineffective at delivering services such as regulation, policy and planning, and research and extension.	Empower security agencies to curb illegal pit-sawing and enforce the new Forestry Law to curtail the hemorrhaging of timber resources	2008-2012	FDA, LNP, BIN
	Provide vocational training to ex-combatants	2008-2012	MoL
	Organize and publicize workshops/training for owners and workers of small and medium enterprises in the County, based on needs identified by the businesses themselves	2008-2012	MoL
	Regularize mining licenses and concessions where possible	2008-2012	MLME
	Provide incentives to the private sector and inputs to re-establish logging activities	2008-2012	FDA
	Provide incentives and inputs to open commercial gold and diamond mines	2008-2012	MLME
	Assign additional Revenue Collectors equipped with the necessary logistics such as vehicles, motor-bikes, communication and office supplies	2008-2012	MoF
	Assign Customs officers equipped with logistics	2008-2012	Customs
	Provide tax holidays to investors establishing themselves in rural agricultural areas	2008-2012	MoF, MIA, MoA
	Strengthen market infrastructure and policies to facilitate better-functioning markets, based on the input of marketers, and support marketing associations. Construct four market buildings, or one each in Jakaken, Teinpo Gedeken, Japroken and Sewroken; and rehabilitate three markets in Gbeapo Kanweaken, Fish Town and Kronwroken	2008-2012	MIA, MoL
	Facilitate the formalization of informal businesses through licensing, business development services	2008-2012	MoF, MoL
	Provide incentives and inputs to attract investment in logging	2008-2012	FDA
	Provide incentives and inputs to attract investment in rubber production	2008-2012	MoA
	Provide incentives and inputs to attract investment in mining	2008-2012	MLME
Formulate a plan to protect Sapo National Park as a heritage site, and provide inputs and incentives to operationalize the plan	2008-2012	FDA	

## 2.4 Governance & Rule of Law Pillar

### Public Sector Capacity

The capacity of the Public Sector is strongly affected by four main obstructions: the lack of basic infrastructure, since there were not public buildings before the creation of the County and no new structures have been built from that moment; the isolation of the County, which is very far away from Monrovia and makes communication to and from the GoL extremely difficult; the poor quality of payroll listings in the different ministries, which are incomplete and inaccurate, coupled with issues of payment of the salaries that could be collected only in Monrovia; and finally, the limited training and lack of basic skills of the officers.

### The Judiciary

There is neither a Circuit Court, a County Attorney, nor a City Solicitor in River Gee to handle criminal cases. Thus, suspects are often released by LNP after the maximum 48-hour detention, posing threats to the community and to victims in particular. There are relatively functioning Magistrate Courts in the five districts, though their capacity is poor and their outreach is limited, as they can only deal with cases of misdemeanor or below. All the Magistrate Courts are presently located in privately-owned buildings. Traditional courts, presided over by local chiefs, continue to settle minor cases in community-built palava huts. To partially address this important need, UNMIL recently approved a Quick Impact Project (QIP) for the building of a new structure to serve as a Circuit Court House in Fish Town. At this stage the construction has yet to begin.

### Corrections

There is no formal Corrections system in River Gee. Law enforcement agencies are forced to improvise, leaving them unable to provide the minimum standard of prisoners' rights. Most often, prisoners are taken to Zwedru correctional facilities, the closest available.



## Civil Society

A few national NGOs and several Community Based Organizations (CBOs) are active in River Gee County. Among the NGOs, GRADA and Grand Gedeh Community Servants Association (GECOMSA) have been for a few years involved in community-based activities in the field of environmental awareness and community development. After the deployment of UNMIL troops and the improvement of security, more organizations have started their activities by opening offices in River Gee. Project officers and field workers of these NGOs stress that local communities are eager to be engaged in low-cost community projects, as they are used to depending on their own human and material resources.

33 different CBOs are engaged in agriculture, peace and reconciliation and women's community empowerment (12 out of 33). This figure constitutes an encouraging signal of the potential of grassroots organizations in the County. Since the improvement of security has brought new opportunities for new initiatives, the number of people involved in CBOs can easily be expanded, so that the grassroots participate actively in the improvement of their own economic and socio-political situation. Additionally, there are five youth groups active in the County.

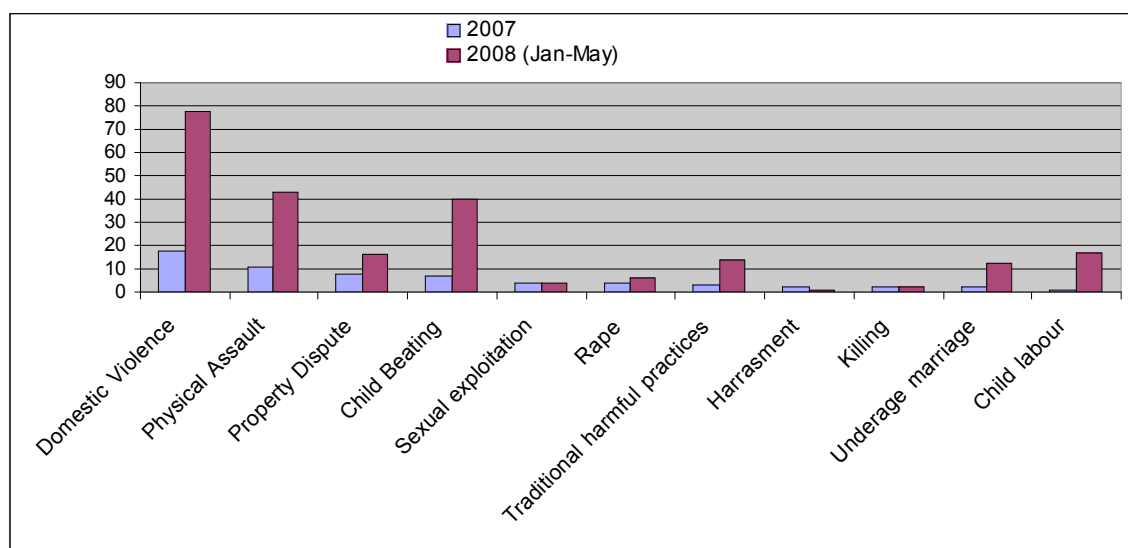
## Human Rights

There are three local organizations advocating and monitoring human rights in River Gee: Justice and Peace Commission (JPC), CHS, and GRADA.

## Media

There is no radio or newspaper in River Gee County. Prior to the war there existed a local FM radio station, and communities are hungry for radio stations.

**Figure 7: Number of Protection Incidents Reported in the County**



UNHCR/NRC Protection Monitoring Project

## Interventions: Governance and Rule of Law

Issue	Interventions	Delivery Date	Lead Ministry / Agency
<b>Goal: To build and operate efficient and effective institutions and systems, in partnership with the citizens, that will promote and uphold democratic governance, accountability, justice for all and strengthen peace</b>			
<b>Strategic objective 1: To increase and enhance citizen participation in and ownership of government policy formulation and implementation</b>			
Given the current constitutional provisions, political and economic decision-making have taken a top-down approach for a long time with local leadership and actors playing a limited role in the process that impact their lives which has led to wide spread poverty and non-accountability in the use of public resources.	Increase the number of workshops and public sensitizations on human rights, community policing, the rule of law, social reintegration, good citizenship and development	2008-2012	MoJ, LNP
<b>Strategic objective 2: To strengthen and enhance the effectiveness and efficiency of public institutions and functionaries</b>			
Public institutions, for the most part, have been bloated, disorganized, weak and supportive of corrupt practices.	Build the capacity of judiciary to manage their caseload	2008-2012	MoJ
	Offer better conditions of service for the judiciary including living incentives to attract more qualified people to the profession	2008-2012	MoJ
	Train and deploy an adequate number of qualified male and female judges to staff all of the County's courts	2008-2012	MoJ
	Conduct capacity building training of the County Administration staff in the areas of leadership, project management, financial management and procurement, and service delivery best practices	2008-2012	MIA
<b>Strategic objective 3: To expand access to justice, and enhance the protection and promotion of human rights under the Laws of Liberia</b>			
There are significant shortcomings in the protection and promotion of human rights, and there is a lack of equal access to the justice system, as well as minimal public understanding of citizens' rights under the law.	Construct one circuit court in Fish Town city and ten magisterial courts at the headquarters of each District to help remove the conduct of court system in their private homes	2008-2012	MoJ
	Build one correctional facility in Fish Town and equip same with logistics (three vehicles including one prison van, three communication sets, one tractor, agricultural tools), and juvenile and women annex	2008-2012	MoJ
	Train and provide twenty prison officers	2008-2012	Corrections



## 2.5 Infrastructure and Basic Services Pillar

### Roads and Bridges

Road transport is very challenging in River Gee. The County has one major ‘highway’ that runs North to South: the Zwedru-Fish Town-Harper highway. UNMIL Chinese Engineering and Rehabilitation, Recovery and Reintegration (RRR), working on road rehabilitation and side brushing, has made the Zwedru-Fish Town-Harper highway passable deep into the rainy season, while last year in late May and early June there were two major impassable spots on both East and West from Fish Town. Presently, there are couple of bad spots which can easily develop into critical spots if no action is taken to prevent this deterioration.



There are 22 secondary roads leading to district Towns and villages. Many of them are in poor shape. In January of 2006 the European Commission (EC) and the Danish Refugee Council (DRC) entered in collaboration to rehabilitate feeder roads, carry out brushing, do drainages, pothole filling and bridge rehabilitation on the Pleebo-Grand Kru and Wlowien roadways. This project has also contributed to the provision of short-term employment opportunities for youths and some elders in the County. River Gee needs more of this type of intervention. Meanwhile, the German Agro Action (GAA) plans on rehabilitating some of these roads as part their assistance to the County’s agriculture program. Although not every village is accessible, major Towns are accessible by motor road, with the exception of Tienpo District’s headquarters, Gedeken.<sup>5</sup>

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<sup>5</sup> Descriptive text from UNMIL Civil Affairs

**Table 12: Key Roads in River Gee**

Name of Road	Km	Bridges	Bridge Condition	Road Surface		Condition
				Asphalt	Laterite	
Zwedru – Fish Town	136	-	-		X	Passable to light vehicles with 4 wheel capabilities with difficulty. Mud sections 22.5km from Zwedru and 76.6 km from Zwedru are very almost impassable
Fish Town– Webbo	60	Two wooden bridges and one panel bridge	Wooden bridge 53 km from Fish Town damaged. Passable only for vehicles up to 15 tons		X	Impassable
Webbo – Pleebo	74				X	Webbo to Pleebo impassable

### Energy

River Gee like most places in rural Liberia lacks any public provision of electricity.

### Communications, postal services and telecommunications

The Ministry of Post and Telecommunications has not established its presence in the County. Consequently, there is a total absence of postal services in River Gee. One of the private wireless GSM networks operating in Liberia, namely the LoneStar Cell Company, is present in the County. Though full coverage is limited to only Fish Town and some ten kilometers around, LoneStar has greatly enhanced the County's accessibility via cellular communication. Presently, LoneStar Company is working on establishment of a new antenna in Kanweaken, 20 km West of Fish Town. According to LoneStar representatives, the new antenna is going to be much better and stronger than the one in Fish Town.

### Basic Services

The social services are in an extremely dilapidated shape, since little support has been coming from the central government. Until the end of 2005, INGOs and UN Agencies provided limited humanitarian assistance. Only DRC (with a local branch with national staff) and FAO (with one national staff and without office space) are permanently present in River Gee.

### Health

The health sector is in dire need of assistance. As indicated above, there are three Health Centers and 11 public clinics in the County. These facilities have not received routine assistance from INGOs or UN agencies. Recently, Medical Emergency Relief Corporative International (MERCRI), targeted six of them. The County has no referral hospital. Two small private clinics are also operating in Jarkaken, Chedepo District, supported by Catholic Health Service (CHS); and in Japroken, Potupo District, supported by the Lutheran Church. The American NGO Christian Humanitarian Assistance Programme (CHAP) plans also to offer some support to the clinic in Tiempo Statutory District. There is no secondary health care. There is not a single



doctor in the County and there is an evident need of trained and qualified health personnel, since the majority of the health workers are volunteers. Moreover, despite their dedication, the salaries of contracted health workers are not paid regularly. All health clinics are reported to be lacking hospital equipment and medicines. Additionally, people who live outside the main Towns have to walk for hours in order to reach a clinic or Health Center.

**Table 13: Functional Health Care Facilities**

Health Facility	Functioning	Not Functioning	Supporting agency
Hospital	0	0	-
Health Center	3	-	1 MoH
Clinics	14 (3 Privates and 11 public)	2	1 MoH, 1 Lutheran Church, 4 Catholic Health Service
<b>Total</b>	17	2	14 Sponsor /MoH/CHT

UNMIL HCS River Gee Profile

**Table 14: Presence of MoH assigned health workers in the County**

CM	Den-tist	Dis-penser	E.H.O.	Lab Aides	Lab tech	LPN	Nurse Aides	Nurse Anest.	Phar-macists	PA	Doctors	Regis-trar	RN	TTM	Social worker
5	0	15	2	3	2	7	18	0	0	2	0	12	1	21	2

Source: MoH

**Table 15: Public Health Utilities (PHUs)**

County	Pharmacy	Medicine Store
River Gee	0	1

Source: MoH

## HIV and AIDS



Accurate data on HIV and AIDS prevalence does not exist for River Gee or any of Liberia’s rural counties. Unfortunately there is also a widely held myth in the County that condoms should only be used by those who are already sick. This is an indication that much sensitization must be conducted in this area. The Global Fund for AIDS, Tuberculosis and Malaria estimates that counties within the Southeastern region may have the highest rates of HIV infection, ranging from 10-15%<sup>6</sup>. The counties signaled out in the report are Grand Geddeh and Maryland. This does not leave River Gee in any better position since she is physically located between the two.

## Water and Sanitation

The war affected every sector of Liberian infrastructure, including water and sanitation. Access to safe drinking water remains the same as in the war years, although with minor improvement through the help of UNDP and German Agro Action (GAA), an international NGO. According to the Environmental Health Unit of the Ministry of Health the WATSAN facilities in River Gee County are distributed as follows:



**Table 16: WATSAN facilities**

Number of water points	Number of Wells	Number of Protective Wells	Number of latrines
225	413	64	670

Source: Ministry of Health

There are different sets of WATSAN data existing for each of Liberia’s 15 counties. UNICEF has a host of data from the various implementing partners in the field. In this section, population figures from LISGIS are used to determine the household-to-facilities ratio. LISGIS 2006 population and household estimates for River Gee are as follows: 63,809 and 10,634.78 respectively. From these figures we derive the below findings:

<sup>6</sup> GFTAM: HIV and AIDS Round Six Grant (LBR-607-G04H) These data vsets however are inconclusive as they only present numbers from those partners

## Population and household ratio to facilities

**Table 17: Population ratio**

Water points	Wells	Protective wells	Latrines
284:1	155:1	997:1	95:1

**Table 18: Household ratio**

Water points	Wells	Protective wells	Latrines
47.26:1	26:1	166:1	16:1

Access to safe drinking water is a critical issue. Most of the hand pumps and wells used by the local population prior to the war were destroyed during the conflict. The large majority of citizens uses water drawn from creeks and rivers for personal consumption. UNHCR in the Gap Analysis of Harper Field Office estimates that only 13 percent of the population has access to safe water. The areas of major concern are Tienpo Statutory District, where there is only one well, and the bordering region with Cote d'Ivoire, above all in Sarbo (Glarro) District. The water and sanitation data provided by UNICEF (which is used above) is quite useful, but does not paint a complete picture of the County's WATSAN situation because the data is based on reports that were provided by implementing partners of UNICEF, which is incomplete.

The Norwegian Refugee Council Needs Assessment Survey of 2006 quoted below is more complete, but it has not been approved by the Government of Liberia official statistics house, LISGIS.

**Table 19: NRC Water data**

District	Total	Hand pumps in use	Number of people per hand pump
Gbeapo	8669	22	394 per one hand pump
Webbo	12921	7	1845 per one hand pump
Sarbo	9022	13	694 per one hand pump
Potupo	6204	8	775 per one hand pump
Tienpo	8000	1	8000 per one hand pump
Chedepo	5789	7	827 per one hand pump
<b>Total</b>	<b>50605</b>	<b>58</b>	<b>872 per one hand pump</b>

Source: NRC Needs Assessment Survey, January 2007

**Table 20: NRC Sanitation data**

District	Total	Latrine in use	Number of people per latrine
Gbeapo	8669	2	4334 per one latrine
Webbo	12921	0	No latrines
Sarbo	9022	0	No latrines
Potupo	6204	0	No latrines
Tienpo	8000	0	No latrines
Chedepo	5789	4	1447 per one latrine
<b>Total</b>	<b>50605</b>	<b>6</b>	<b>8434 per one latrine</b>

Source: NRC Needs Assessment Survey, January 2007

## Education

The education sector in the County, like in other parts of Liberia, faces numerous difficulties, from inadequate facilities to inadequate personnel and material in terms of quantity and quality. The result is that there is a general lack of modern school buildings, furniture, and materials, making for an inadequate learning atmosphere. Additionally, a large number of untrained teachers, most of whom are volunteers, continue to pose major challenges to the quality and standard of the school system. The County hosts the only training institute for primary school teachers in the entire southeastern region, the Webbo Rural Teacher Training Institute (WRTTI). Located in Konowroken, Webbo Statutory District, the premises remain in good condition although damaged during the war. Plans to rehabilitate WRTTI are currently under consideration.

**Table 21: School Data**

Type of school	No. of schools	No. of students	No. Paid of teachers	Volunteers
Public	112	18734	307	161
Private	8	1988	-	-
<b>Total</b>	<b>120</b>	<b>20522</b>		

Source: County Education Office (as contained in UNMIL HCS River Gee pack)

**Table 22: School Census**

County	District	Total Schools	# Pre Primary Schools	# Primary Schools	# ALP Schools	# Lower Secondary Schools	# Upper Secondary Schools	# Multi-lateral Schools	# of Students			# Teachers		Student/Teacher ratio
									Total	Male	Female	Total	# Reactivated	
River Gee	Gbeapo	38	31	36	1	12	4	0	9483	5652	3831	307	229	30.89
	Webbo	78	67	76	8	10	1	0	17037	9731	7306	425	180	40.09
	Total	116	98	112	9	22	5	0	26520	15383	11137	732	409	36.23

Source: Ministry of Education

**Table 23: Students' Enrollment First Semester 2006/2007**

District	# of Students	Number of schools	Number of Teachers		Total Teachers
			Regular	Volunteer	
Accelerated Learning Program (ALP)	1339	20	-	-	-
Sarbo	1919	10	17	22	39
Tienpo	2404	16	39	14	53
Potupo	2980	20	35	25	59
Chedepo	3359	12	75	20	95
Webbo	4230	26	64	56	120
Gbaepo	4291	16	77	24	99
<b>Total</b>	<b>20522</b>	<b>120</b>	<b>307</b>	<b>161</b>	<b>465</b>

Source: Office of the County Education Officer (As contained in the UNMIL HCS Profile for River Gee)

## Shelter

The figures below have been validated by NRC, and are contained in the needs assessment survey released 2007. According to the CFSNS, the household size in River Gee is 5.9 persons (see Demographic Indicators table 2). The total numbers of families without shelter, multiplied by the household size of 5.9, gives an idea of the actual number of persons without shelter.

**Table 24: Shelter Data**

County	District	Families without shelter	No. of villages recorded	Total population reported	
				Female	Male
River Gee	Tienpo	163	32	4721	3729
	Potupo	88	18	3288	2916
	Sarbo	149	27	4665	4357
	Webbo	234	49	6804	6117
	Gbeapo	115	19	4495	4174
	Chedepo	92	21	3201	2588

Source: NRC Community Needs Assessment Report 2007



## Interventions: Infrastructure and Basic Services

Issue	Interventions	Delivery Date	Lead Ministry / Agency
<b>Goal: The rehabilitation of infrastructure and the rebuilding of systems to deliver basic services in order to create the conditions and linkages needed to achieve broad-based growth and poverty reduction.</b>			
<b>Strategic Objective 1: To ensure all roads are pliable year round, refurbish some public buildings and build capacity necessary for sustained road maintenance program</b>			
The county's road network is in a state of near-total deterioration.	All highways in the County to be tarred and farm to-market roads with compacted gravel and concrete bridges to connect all Towns and districts, particularly the Harper-Fish Town-Zwedru highway (See County Action Plan, below)	2008-2011	MPW
	Provide affordable housing units for persons living with disabilities	2008-2011	MPW
<b>Strategic Objective 2: To reduce the water and sanitation-related disease burden in Liberia</b>			
Only about 42% of the Liberian population has access to improved drinking water, Only about 39% of the population has adequate means of human waste collection, Operation of water and sanitation facilities currently	Construct or rehabilitate latrines and hand pumps in adequate numbers to serve the population	2008-2011	MPW
	Carry out a survey of public wells and latrines to determine if the communities are using them properly, and sensitize the communities on their proper use	2008-2011	MPW
	Construct a pipe-borne water system in Fish Town	2008-2011	MPW
	Build six district administrative buildings in Gedepo, Nyanwriken, Glaro, Tuobo, Nyenebo, and Kafore districts.	2008-2011	MPW
	Construct 100 low cost housing units in Fish Town	2008-2011	MPW
	Construct one modern city hall in Fish Town	2008-2011	MPW
<b>Objective 3: To expand access to basic health care of acceptable quality and establish the building blocks of an equitable, effective, efficient, responsive and sustainable health care delivery system.</b>			
Liberia has a health workforce ratio of only 0.18 per 100,000 people. Access to health services is estimated to be 41 percent. Many of the current facilities are not equipped or designed for an optimal level of service delivery.	Carry out a survey of health facilities to determine the number of trained health personnel, availability of drugs, future management arrangement plans, and availability of clean drinking water and sanitation facilities	2008-2011	MoH
	Organize workshops for the various groups in the County to enhance their understanding about HIV and AIDS	2008-2011	MoH
	Facilitate workshops for security components and Christian and Islamic communities on sexual exploitation and abuse and gender-based violence	2008-2011	MoGD
<b>Objective 4: To provide access to quality and relevant educational opportunities at all levels and to all, in support of the social and economic development of the nation</b>			
Access is severely limited due to insufficient facilities and supplies, facilities disproportionately located out of reach for some regions. Only one third of primary teachers in public schools have been trained. Enrollment rates remain low, especially for girls. Only a small number successfully make the transition from primary to secondary education.	Rehabilitate or construct schools in adequate numbers to serve the population per the County Action Plan	2008-2011	MoE
	Stock all schools with adequate materials and furniture, WATSAN facilities, teachers' quarters	2008-2011	MoE
	Provide all untrained teachers with adequate training		
	Carry out a survey to ascertain the amount of trained teachers, books and materials needed, and to determine the number of girls and boys in each school	2008-2011	MoE
	Improve the incentives for teachers, especially those working in remote areas	2008-2011	MoE
	Establish learning institutions that cater to people living with disabilities, and offer targeted scholarships for persons with disabilities for attending other educational institutions	2008-2011	MoE
<b>Objective 5: To provide reliable, sustainable and affordable energy services to all Liberians in an environmentally sound manner</b>			
Grid electricity is non-existent outside Monrovia.	Conduct a feasibility study on the installation of hydroelectric power plant(s) on the St. John River or other rivers across the County	2008-2011	MLME



## 2.6 Cross-Cutting Issues

In the public consultations that led to the development of the CDAs and the PRS, participants managed to identify a set of five cross-cutting themes for consideration in implementing local and national development plans: Gender Equity; HIV and AIDS; Peacebuilding; Environment; and Children and Youth. As part of the effort to mainstream these issues into all the development initiatives at the County level, this section lays out the context and objectives for each. The greater PRS document addresses in detail the specific steps to be taken under the four Pillars to address each of the cross-cutting issues.

### Gender Equity

The County is strongly committed to gender equity as a means to maintain peace, reduce poverty, enhance justice and promote development. Despite the progress since the end of the war, gender continues to play a decisive role in determining access to resources and services. Women and girls continue to have limited access to education, health services and judicial services, which has severely curtailed their participation in the formal economy. Women and girls have been missing out on opportunities and participation in management and decision-making on all levels of the society. This trend has contributed to feminization of poverty in the County, and in Liberia as a whole.

Sexual gender-based violence (SGBV) is blight on Liberian society and for many Liberian women and girls, the appalling violence they experienced during wartime still occur. Currently, rape is the most frequently reported serious crime in Liberia. In 2007, 38% of the protection cases reported by UNHCR/NRC monitors were SGBV related



and reports from 2008 show similar trend. Domestic violence is endemic (26% of all reported protection cases) and Liberia has among the highest rates of teenage pregnancy in the world. Of the 274 protection incidents reported in the County during January-May 2008, 34.7% and 28.5% relate to SGBV and domestic violence respectively.

Destruction of institutions during the war affected all Liberians, but particularly limited women's and girls' access to education; today, the ratio of girls' to boys' enrolment is 95/100 at the primary level, decreasing to 75/100 in secondary schools, and

twice as many women as men are illiterate. Despite the laws recognizing equality of the sexes, customary law and practices prevail, some of which are harmful to women and girls. Customary law infringes on women's and girls' rights, including the right to property.

The CDA lays the groundwork for the achievement of gender equity and women's and girls' empowerment, promoting equitable access to resources and benefits. Gender equity considerations will be incorporated in the development and implementation of the economic growth strategy, with the ultimate goal of promoting women's economic empowerment. To build a more effective responsive and supportive legal, social and political environment, including all aspects of protection and access to justice, health care, and education, the CDA includes measures for the prevention of and response to GBV including addressing the roots of the crime and the promotion of increasing the number of women in national security institutions. Toward the building of capacity, the County will support the mandate of the Ministry of Gender and Development (MoGD) to take the lead in implementing and monitoring the National Gender Policy, the PRS, and international conventions as well as to mainstream gender in legal, constitutional, and governance reforms. The County authorities are committed to ensuring that all monitoring data collected are disaggregated by age and sex, where applicable.

### **Peacebuilding**

While the CDA is an important mechanism through which peacebuilding can be integrated into poverty reduction, the CDA is itself an exercise in peacebuilding. The process of preparing the CDA and the PRS through broad-based participation and consultation, reaching consensus, and transparent and accountable decision-making inspires confidence in the government and in peaceful coexistence. These principles are central to building trust and consolidating peace.

While the causes of violent conflict are multi-faceted, deep-rooted and complex, there are six key issue areas which require focused attention in the implementation of the CDA to mitigate their potential to mobilize groups for violent action.

**Land conflicts** – Land disputes have become a manifestation of conflict over identity and citizenship issues. There is a proliferation of land disputes over tenure and ownership, the reintegration of refugees and ex-combatants into communities in relation to property, the property rights of women, and private concessions.

**Youth** – Young men and women have been denied education, have had their transition from childhood to adulthood interrupted by war, have few skills and are often burdened with many of the responsibilities of adults, particularly as heads of households and income earners. Unmet expectations with this group could trigger significant social unrest, not only in County, but across Liberia and the region.

**Political polarization** – Reaching political consensus on the rules of the game, supporting reconciliation rather than polarization, and de-linking political and economic power are essential.

**Management of natural resources** – The County’s wealth of natural resources has not benefited the citizens as a whole but has served to create inequalities and resentment.

**The State and its citizens** – The Liberian State historically has been more predatory in nature than protective of its citizens; it created and exacerbated social divisions by marginalizing and denigrating certain social groups, and consolidating the domination of elites.

**Weak and dysfunctional justice systems** – The formal and customary justice systems do not provide justice and have created a system of impunity.

Integrating peacebuilding into local and national development planning requires the authorities to adopt a new set of principles which are central to the process of democratization, of improving governance and of consolidating peace. The media, civil society organizations, the private sector and all other institutions have an important role to play in ensuring that these principles are upheld:

**Meaningful Inclusion and Participation** – Creating space for ordinary citizens to speak on the issues that concern them through sustainable processes of consultation is fundamental to peace. This must be inclusive to all ethnic and identity groups such as women and girls, men and boys, ex-combatants, war-affected populations, political parties, and civil society organizations.

**Empowerment** – In order for all Liberians to participate, disadvantaged, grassroots and rural groups need to be empowered by giving them the tools and capacities to participate and take ownership of decision-making processes.

**Consensus building** – It is not enough to listen to different perspectives; somehow they must be translated into the public interest as a basis for collective action.

**Responsiveness** – If no action is taken by local government in response to the concerns expressed by citizens, then the exercise of consultation is futile.

**Transparency and accountability** – Local government actions must be visible to the public to ensure they are taken in the interest of all citizens and not simply for the sake of any personal or group advancement. The mismanagement of the past, in which a small elite gained economic advantage over the majority, was a key factor in the conflict.

**Fairness and impartiality** – Rules and opportunities must apply to all citizens equally, regardless of status. The failure of the state in the past to be a fair and impartial mediator was another key source of conflict.

### **Environmental Issues**

The people of the County, and especially the poor, are critically dependent on fertile soil, clean water and healthy ecosystems for their livelihoods and wellbeing. This reliance creates complex, dynamic interactions between environmental conditions, people's access to and control over environmental resources, and poverty. In addition to being vulnerable to environmental hazards, the poor are usually confronted by economic, technological and policy-related barriers in deriving full benefits from their environmental assets. Taking strategic actions based on knowledge of the poverty-environment relationship is a prerequisite for enduring success in the effort to reduce poverty. Investments in the productivity of environmental assets will generate large benefits for the poor and for the enhancement of overall growth.

The CDA lays the foundation for sustainable protection and use of the County's natural environment for the sake of improving livelihoods and wellbeing. The "resource curse" that characterized Liberia's past was typified by mismanagement of the proceeds from extractive industries and their misuse that undermined national security, governance and rule of law; and channeled most of the benefits of economic growth to a small elite. Eliminating this curse requires the establishment or restoration of proper administration and management of natural resource uses.

### **HIV and AIDS**

HIV and AIDS is a major challenge because the epidemic has the potential to slow the progress of many initiatives meant to build much-needed human capital and revitalize the economy. Ensuring that this does not happen requires that the citizens be empowered with the appropriate skills to arrest the spread of HIV and to minimize the impact. Integrating HIV and AIDS into poverty reduction strategies helps to create the necessary policy and planning environment for a comprehensive, multi-sectoral response.

While no County-specific data is available, a 2007 DHS estimates national HIV prevalence at 1.5 percent, or 1.8 percent for females and 1.2 percent for males. A previous estimate of 5.7 percent was based on the results of sentinel surveillance among pregnant women and girls attending ten antenatal care (ANC) clinics in urban areas. Future studies will seek to reconcile these seemingly disparate findings.

In any event, the war left most of the population severely challenged in meeting their social, cultural and economic needs, thereby making them vulnerable to a sharp increase in HIV prevalence, the likely result of which would be a negative impact on development: increased child and adult morbidity and mortality, increased

absenteeism at the workplace and in schools, and lower economic output, among other effects.

HIV and AIDS-related vulnerability impacts a broad spectrum of the population, especially young people and females in particular, such that in Liberia as elsewhere, there is an increasing feminization of the epidemic.

By strengthening the health infrastructure at the County level, the CDA works to promote human development by reducing the impact of HIV and AIDS vulnerability, morbidity and mortality. County health and social welfare authorities will participate in the development and implementation of a new national multi-sectoral strategic framework led by the NAC, reducing new HIV infections through the provision of information, and scaling up access to treatment and care services, mitigating the impact of the epidemic on those already infected and affected.

### Children and Youth

The County is strongly committed to reducing and laying the groundwork for eliminating child poverty as a key feature of the CDA and PRS. Children are at high risk of becoming the next generation of impoverished citizens unless substantive measures are taken to break the intergenerational cycle of poverty. Poverty reduction efforts must have children at the core.



Children make up the majority of the population of the County. Nationally, around 17 percent of child deaths are attributable to malaria and another 20 percent to preventable environmental diseases such as diarrhea and cholera. Almost forty percent of children are growth-stunted from poor nutrition, about one third of under-fives are severely underweight, and recent estimates indicate that one in five deaths in children under-five is attributable to malnutrition. Less than half of all births are

delivered by a health professional, which contributes to an unacceptably high (and apparently rising) maternal mortality rate.

Furthermore, young female citizens suffer the brunt of the epidemic of gender based violence (GBV). The majority of girls have their first child before reaching the age of 18 due to forced early marriages and rape. As a result, the HIV infection rate among pregnant female adolescents and young women was 5.7 percent in 2007.

Many of the young people have spent more time engaged in war than in school. Nationally, almost 35 percent of the population has never attended school, including nearly 44 percent of females. Illiteracy rates among children and young people remain high at 68 percent (male 55 percent and female 81 percent).

As discussed above, only a fraction of classrooms in the County is in good condition with furniture and functioning latrines, and textbooks are scarce. With educational levels low and youth unemployment on the increase, the County's young people lack the necessary tools to make productive contributions to the social and economic development of the nation.

Children and youth also have limited access to justice or the protection and enforcement of their rights under the legal system. Protecting the rights of children will contribute to achieving poverty reduction goals and ensure the active participation of children and young people in supporting good governance and the growth agenda over the long term.

County authorities will make special efforts to ensure that its institutions, policies and processes consider the needs of children and youth as a priority by implementing a human rights approach to development and an inclusive and participatory governance structure.

### **Human Rights**

The Government of Liberia and County authorities are deeply committed to upholding internationally-recognized human rights standards. After many years of generalized deprivation and rampant, even systematic abuses, the country has made important progress towards the fulfillment of its human rights obligations. The overall security situation is now stable, control has been asserted in areas previously held by rebel groups, and a Truth and Reconciliation Commission (TRC) has been established.

The actions called for in this CDA and in the PRS 2008-2011 are intended to make further progress toward addressing the many human rights concerns that remain. Limited access to justice, and weak judicial and security systems continue to lead to incidents of mob justice, trial by ordeal, prolonged pre-trial detentions, and overcrowding in prisons. Access to quality health care and education is a constant challenge for most rural residents, as the number of schools, hospitals and qualified personnel do not meet basic needs. The epidemic of violence and harmful traditional

practices against women and girls continues in spite of the enactment of a new rape law and other legislation.

As evidenced throughout the PRS, the Government will continue to enact progressive legislation and take policy steps toward the furtherance of human rights. Local and national officeholders will hold personnel of all sectors accountable to uphold international human rights standards. Civil society organizations and the private sector will play an important role not only in supporting government efforts in the human rights realm, but also in offering constructive input to policy development and implementation.







## **PART THREE - IMPLEMENTATION**

### **3.1 Principle Guide for County Development Funding**

Being the embodiment of the needs and aspirations of the citizens of the County, and having been developed through a participatory process based on the input of a wide variety of stakeholders in the public, civil society, the private sector, and local and national government, the CDA can and must be taken as the principal guide to funding for development activities in the County. The projects and priorities identified above are those which should be the principal targets for funding from the County Development Fund, from donors and from local and international development partners during the CDA implementation period.

### **3.2 Building Capacity**

The low capacity of the County's public and private institutions continues to be a constraint on effectiveness and development in general. The combination over many years of political patronage and conflict has left the County with high numbers of unskilled workers with little technical or professional capacity to produce goods and deliver services.

Over the implementation period of the CDA, agriculture and natural resource-based sectors will drive growth, but their continued development will require a more capable work force. As security conditions and basic services improve, members of the Diaspora may return and inject capacity within certain sectors, but the Government and the County must proactively take steps to increase capacity through strategic interventions, including vocational training and adult education.

The first hurdle in dealing with this lack of capacity is identifying personnel that are capable of addressing the problems. The Civil Service Agency (CSA) and other institutions which are trying to close the human capacity gap face the same constraints and challenges as other ministries and agencies. To be successful, qualified Liberians from across the Government must be recruited to engage in and lead the process and maximize transfer of knowledge and skills through on-the-job training. Donor and civil society assistance has and will continue to play a central role in supporting this process. Reforming the civil service and building human capacity across public institutions are components of a broader public sector reform process, which will address structural and institutional inefficiencies.

There are no quick fixes. The Government will develop a 10-year capacity building plan to organize national efforts and leverage support for Liberia's capacity development programs. This plan, to be completed in 2009, will articulate well-sequenced, strategic interventions to stimulate capacity development within the private and public sectors and to reform the civil service.

### 3.3 Managing Potential Risks and Constraints

A number of risks and constraints could derail the implementation of the CDA and frustrate the effort toward generating rapid, inclusive and sustainable growth. The major ones include shortfalls in external financing, limited leadership as well as administrative and technical capacity, and external and internal instability. Although these risks and constraints are real, the potential consequences arising from them can be reduced through their identification and the implementation of mitigation strategies.

### 3.4 Monitoring and Evaluation

To ensure successful implementation of the CDA/PRS, a transparent and effective monitoring and evaluation system is required. While the County Development Steering Committees (CDSCs) have a central role in coordinating the CDA/PRS implementation, this forum, chaired by Superintendent and comprised of all line ministries and agencies as well as development partners in the county, is responsible for tracking progress towards CDA goals and objectives.

The Poverty Reduction Strategy (PRS) document (Chapter 13) outlines the institutional framework and reporting mechanisms for monitoring of PRS key output and outcome indicators. This framework and the PRS Monitoring and Evaluation Indicators (see hereafter) have been developed through stakeholder consultations led by the PRS M&E working group chaired by LISGIS and LRDC Secretariat. To track progress and achievements towards the targets set in the PRS, outcomes as well as deliverables need to be monitored.

The baseline data have been generated for most of indicators, drawing where possible on quantitative and qualitative surveys conducted by LISGIS over the last year, including the Core Welfare Indicator Questionnaire (CWIQ), the Demographic Health Survey (DHS) and Poverty Participatory Assessment (PPA). In some instances where baselines are not yet available, ministries and agencies will insure that those are being collected. Recently completed National Population and Housing Census will further provide a rich socio-economic data set disaggregated per county, district and even down to clan level.

#### **Tapping Dormant Human Capital: Changing Minds, Changing Attitudes**

*"In order to revitalize the economy, we ourselves have to transform our view of what government is."  
– Hon. Julia Duncan Cassell, Superintendent, Grand Bassa County*

Much of Liberia's human capital sits idle as capable Liberians wait for someone – the Government, NGOs, or others – to improve their lives. A central thrust over the near term will be to encourage citizens to trade their feelings of dependency for a commitment to hard work and self-reliance.

In March 2008, the President stated, "Government can strive to create an enabling environment, to create the avenues for success. But it is you who must seize these opportunities, you who must put in the hard work to make our collective dream a reality. You must not wait for the Government to make your life better, but rather work to better your own life."

Through labor-based public works, SME support programs, work ethics lessons in the primary school curriculum, and other means, the PRS implementation period will stress the need for active commitment and hard work to reduce poverty. Poverty will only be reduced if the people themselves play an active role in governance, and in laboring to improve their own lives. In this context, the Ministry of Information, Culture, and Tourism is pursuing an agenda it calls "Changing Minds, Changing Attitudes". Liberia will only be as strong as the hearts, minds, and working hands of its people.

### **Monitoring impact**

At the national level LRDC Secretariat will be the key institution responsible for Monitoring and Evaluation of the PRS. Together with LISGIS, responsible for national statistics, the LRDC Secretariat will produce annual reports on progress towards each of the indicators for review by the Pillars, the Cabinet and the LRDC Steering Committee. The information will be published as part of Annual National PRS Progress Report for public dissemination and discussion, including at the county level.

Further LRDC and LISGIS will issue a periodic report based on County-disaggregated data emerging from line ministries and surveys conducted at national level. Along with administrative data and statistics collected at the county level, it will insure that County officials have quality data at their disposal, assisting with the CDA implementation.

### **Monitoring deliverables**

Projects and programs under the PRS deliverables will be implemented at the county level. County authorities will play an essential role in contributing to the regular reports on PRS deliverables that will allow the Government and partners through Cabinet and LRDC Steering Committee to make adjustment to programs and activities where necessary.

The PRS took into account the county perspective and its development projects emanate from the CDAs where possible. Therefore, when county authorities track progress towards implementation of the CDA action matrixes (in Annex), they will at the same time provide input into monitoring of the PRS deliverables.

Both for the PRS and CDA, program and project level M&E reporting will originate from line ministry/agency representatives at the county level who will share their reports with the Office of the County Superintendent in addition to their respective ministries/agencies. These reports and information will be shared by the Office of the County Superintendent at the county level, among others through the CDSC meetings.

### **Strengthening the M&E Foundation**

Over the implementation period for the PRS and CDA, the Government together with partners are committed to strengthen and support monitoring and evaluation capacity and institutional framework at the county level. The CDSC as the coordinating forum for implementation of PRS/CDA at the county level is in process of being established. County authorities capacity for information management and monitoring will be built, based on on-going initiatives.

Together with County Acton Matrix developed through CDA process, PRS M&E indicators provide the tool for monitoring at the county level. It will be accompanied with detailed manual on what information and data that are required and how it will be collected/compiled for tracking the progress towards these indicators and outputs.

Indicator	Type	Baseline	Target <sup>1</sup>	Target Date	Source of Verification	Lead Ministry/ Agency	MDG Related?
<b>Pillar I: Security</b>							
Annual NSSRL-IM benchmarks achieved	Outcome	National Security Threat Assessment	Achieve all benchmarks annually	Annual	NSSRL Annual Validation Report	MoD	-
Percent of the population that perceives the security situation to be better than in the previous year <sup>2</sup>	Outcome	50%	60% each year	Annual	CWIQ	MoD, MoJ	-
Police:population ratio <sup>3</sup> (Population assumed at CWIQ estimate of 2,705,385)	Output	1:775	1:700	End of PRS Period	LNP Quarterly/ Annual Report	LNP	-
Ratio of arrests to reported major/violent crime	Outcome	1:1.79	1:1	End of PRS Period	LNP Quarterly/ Annual Report	LNP	-
Number of fully staffed BIN key border posts	Output	18	36	End of PRS Period	NSSRL-IM Annual/BIN Validation Report	BIN	-
<b>Pillar II: Economic Revitalization</b>							
<b>Poverty</b>							
Percent of population below national poverty line <sup>4</sup>	Outcome	64%	60%	End of PRS Period	CWIQ	LISGIS	MDG 1
Incidence of extreme poverty <sup>5</sup>	Outcome	48%	44%	End of PRS Period	CWIQ	LISGIS	MDG 1
<b>Growth and Macroeconomic Framework</b>							
Real GDP (USD)	Outcome	195.2	2008: 775.2 2009: 867.5 2010: 999.7 2011: 1175.3	Annual	Surveys (“National Accounts” in the future)	CBL	MDG 8
Export of goods, f.o.b. (Millions of USD)	Output	2007: 227	2008: 333 2009: 498 2010: 760 2011: 1027	Annual	Balance of Payments	CBL	MDG 8
Foreign Direct Investment (Millions of USD)	Output	2007: 120	2008: 397 2009: 407 2010: 339 2011: 339	Annual	Balance of Payments	CBL	-
Consumer Price Index (% change)	Outcome	9%	2008: 10.6% 2009: 9.0% 2010: 8.0% 2011: 7.0%	Annual	Harmonized Consumer Price Index (HCPI)	CBL	-

<sup>1</sup> Anticipated date for achievement of target.

<sup>2</sup> This indicator will also be tracked on a disaggregated basis by sex.

<sup>3</sup> This indicator will also be tracked on a disaggregated basis by county and number of female officers.

<sup>4</sup> This indicator will also be tracked on a disaggregated basis by age of the individual, female/male head of household, and urban/rural.

<sup>5</sup> This indicator will also be tracked on a disaggregated basis by age of the individual, female/male head of household, and urban/rural.

Indicator	Type	Baseline	Target <sup>1</sup>	Target Date	Source of Verification	Lead Ministry/ Agency	MDG Related?
<b>Agriculture</b>							
Volume of agricultural production (% growth), disaggregated by food and non-food crops, number of acres of land cultivation (commercial/private farms)	Output	7%	2008: 3.6% 2009: 3.7% 2010: 3.8% 2011: 3.8%	Annual	MoA	MoA	-
<b>Forestry</b>							
Volume of timber products [categories to be specified by FDA] produced (in '000 cubic meters)	Output	0	FY 08/09: 536 FY 09/10: 903 FY 10/11: 1327	Annual	FDA	FDA	-
<b>Mining</b>							
Volume of iron ore produced	Output	0	3 million tons	End of PRS Period	MLME	MLME	-
<b>Land and Environment</b>							
Review and reform by Land Commission of all aspects of land policy, law, and administration	Output	N/A	Completed reform of land policy, law, and administration	End of PRS Period	Land Commission annual report	GC, LC (when established)	-
<b>Private Sector Investment</b>							
Number of new businesses registered <sup>6</sup>	Output	2007: 1047, 172	(Increase of 15% per year) 2008: 1204, 197 2009: 1227, 226 2010: 1411, 260 2011: 1622, 299	Annual	MoCI Annual Report	MoCI, NIC	-
<b>Financial Sector</b>							
Banking system deposits/GDP (%)	Output	21.4%	30.0%	End of PRS Period	CBL	CBL	-
Non-performing loans as a percent of total assets of the banking system (%)	Output	31.0%	15.0%	End of PRS Period	CBL	CBL	-
<b>Employment</b>							
Employment rate (% above the baseline as determined by MoL 2008/2009 labor market survey) <sup>7</sup>	Outcome	TBD	TBD	Annual	MoL labor market survey	MoL	-
Wage employment in the non-agricultural sector (% of total employment)	Outcome	TBD	TBD	Annual	MoL labor market survey	MoL	-
<b>State Owned Enterprises</b>							
Net total transfers to SOEs/parastatals as % of Government revenue	Output	2.4%	1%	Annual	National Budget	MoF, BoB	-

<sup>6</sup> This indicator will also be tracked on a disaggregated basis by Liberian/foreign-owned.

<sup>7</sup> This indicator will also be tracked on a disaggregated basis by sex and age.

Indicator	Type	Baseline	Target <sup>1</sup>	Target Date	Source of Verification	Lead Ministry/ Agency	MDG Related?
<b>Pillar III: Governance and Rule of Law</b>							
<b>Governance Reform</b>							
% of public expenditure transferred to local authorities <sup>8</sup>	Outcome	6.1%	2009: 6.6% 2010: 7.1% 2011: 7.7%	Annual	National Budget	MIA	-
Percent of the population that perceives the Government of Liberia to be performing better than in the previous year	Outcome	TBD	60% Annually	Annual	Question will be added to future CWIQ surveys	CSA	-
Number of ministries, agencies and SOEs/ parastatals restructured based on revised, published and adopted mandates	Output	0	TBD	End of PRS Period	GC status report	GC, GSA	-
Score on Transparency International Corruption Perception Index	Outcome	2.1 out of 10	4.0 out of 10	End of PRS Period	Transparency International Corruption Perception Index	GC, ACC	-
<b>Rule of Law</b>							
Number of beneficiaries of legal aid (civil/criminal)	Output	TBD	TBD	Annual	TBD	MoJ	-
Number of Circuit Courts and Magisterial Courts rehabilitated/constructed and functioning (judged by whether a legal proceeding has been completed in that court)	Output	Circuit Courts: 7 of 15 Magisterial Courts: 5 of 124	Circuit Courts: 13 of 15 Magisterial Courts: 43 of 124	End of PRS Period	Judiciary Quarterly and Annual Reports/GC Status Reports	Judiciary, MoJ	-
Number of Judicial Officers trained and deployed at Circuit/Magisterial Courts (disaggregated by gender)	Output	336 Magistrates 22 Justices of the Peace	403 Magistrates 27 Justices of the Peace	End of PRS Period	Judiciary Quarterly and Annual Reports/MoJ Annual Reports	Judiciary, MoJ	-
% of Juvenile Offenders with access to rehabilitation services	Output	TBD	TBD	End of PRS Period	Judiciary Quarterly and Annual Reports/GC Status Reports	Judiciary, MoJ	-
% of cases successfully prosecuted	Output	21%	32% (Increase of 50%)	End of PRS Period	Judiciary Quarterly and Annual Reports/GC Status Reports	Judiciary, MoJ	-

<sup>8</sup> This indicator will also be tracked on a disaggregated basis by county.

Indicator	Type	Baseline	Target <sup>1</sup>	Target Date	Source of Verification	Lead Ministry/ Agency	MDG Related?
<b>Pillar IV: Infrastructure and Basic Services</b>							
<b>Roads and Bridges</b>							
Number of new miles of roads rehabilitated/reconstructed <sup>9</sup>	Output	N/A	Total primary: 1,187 miles (1,075 to be paved, surface dressing) All weather secondary roads: 300 miles Feeder roads: 400 miles Neighborhood roads: 212 miles	End of PRS Period	MPW progress reports	MPW	-
Person-months of roadwork employment created per year	Output	24,120 person-months/year	45,288 person-months/year	Annual	MPW reports	MPW	-
<b>Transportation</b>							
Number of buses regularly operating in Monrovia	Output	9	70	End of PRS Period	MTA Annual Report	MTA	-
Number of vessels entering and clearing Freeport of Monrovia per month	Output	28	32	End of PRS Period	NPA Monthly Statistics on Cargo and Vessel Traffic	MoT, NPA	-
<b>Water and Sanitation</b>							
Access to safe drinking water <sup>10</sup>	Outcome	25% <sup>10</sup>	Increase by 25% (to 50%)	End of PRS Period	VPA, UNICEF, CWIQ	MPW	MDG 7
Access to improved sanitation <sup>11</sup>	Outcome	15% <sup>11</sup>	Increase by 25% (to 40%)	End of PRS Period	VPA, UNICEF	MPW	MDG 7
<b>Health</b>							
Child mortality rate	Outcome	111 per 1000	Reduce by 15% (to 94/1000)	End of PRS Period	DHS	MoHSW	MDG 4
Maternal mortality rate	Outcome	994 per 100,000 live births	Reduce by 10% (to 895/100,000)	End of PRS Period	DHS	MoHSW	MDG 5
Child malnutrition (% of children under 5) (stunting, wasting, height for age, weight for height, weight for age)	Outcome	Height for age: 39% Weight for height: 7% Weight for age: 19%	Improve weight for age by 15%	End of PRS Period	DHS	MoHSW	MDG 1

<sup>9</sup> This indicator will also be tracked on a disaggregated basis by type: all-weather, feeder, neighborhood roads.

<sup>10</sup> The CWIQ resulted in far higher figures for access to safe drinking water and improved sanitation than the 2004 Village Profile Assessment (VPA). Several sources of data in this area exist and are not necessarily comparable. Baselines and targets for these indicators may be adjusted during the PRS implementation period.

<sup>11</sup> Ibid

Indicator	Type	Baseline	Target <sup>1</sup>	Target Date	Source of Verification	Lead Ministry/ Agency	MDG Related?
Contraceptive prevalence rate (disaggregated by method: any method, condom, pills, etc.)	Output	Any method: 11% Condom: 1.6%	15% (any method)	End of PRS Period	DHS	MoHSW	MDG 6
HIV prevalence rate (disaggregated by sex and age)	Outcome	1.5%	Contain rate (no increase)	End of PRS Period	DHS	MoHSW	MDG 6
Doctors per 1000 persons	Output	0.03 (2006)	0.06	End of PRS Period	MoHSW Rapid Assessment	MoHSW	-
Nurse per 1000 persons	Output	0.18 (2006)	0.36	End of PRS Period	MoHSW Rapid Assessment	MoHSW	-
Midwives per 1000 persons	Output	0.12 (2006)	0.24	End of PRS Period	MoHSW Rapid Assessment	MoHSW	-
<b>Education</b>							
Net enrollment ratio in primary education (disaggregated by gender)	Outcome	Primary: 37% Secondary: 15%	Primary: 44.8% Secondary: 20%	End of PRS Period	CWIQ	MoE/LISGIS	MDG 2
Gender Parity Index in primary enrollment	Outcome	43 girls for every 100 boys	48 girls for every 100 boys	End of PRS Period	2007-2008 School Census	MoE/LISGIS	MDG 3
Teacher to student ratio	Output	1:35	1:45 <sup>12</sup>	End of PRS Period	2007-2008 School Census	MoE	-
Youth literacy rate	Outcome	73%	85%	End of PRS Period	CWIQ	MoE/LISGIS	-
<b>Energy</b>							
Percentage of households with access to electricity	Outcome	0.6%	10.0%	End of PRS Period	MLME/LEC Annual Report	MLME, LEC	-
Total installed capacity (MW)	Output	2.6 MW	29.6 MW	End of PRS Period	MLME/LEC Annual Report	MLME, LEC	-
Percentage of rural households with access to electricity	Outcome	0.0%	2.0%	End of PRS Period	MLME/LEC Annual Report	MLME, LEC	-
Regional or cross border interconnectivity (miles of cross border transmission lines)	Output	0 miles	150 miles	End of PRS Period	MLME/LEC Annual Report	MLME, LEC	-
<b>Post and Telecommunications</b>							
Universal Access telecommunications coverage throughout Liberia	Outcome	14.9%	2009: 17.9% 2010: 21.5% 2011: 25.8%	Annual	Annual Blycroft Estimates Report	LTC, LTA	-
% of the population with local access to postal services	Outcome	2%	70%	End of PRS Period	MPT Annual Report	MPT, UPU	-

<sup>12</sup> The teacher-to-student ratio is projected to rise from 1:35 to 1:45 for two reasons: concerns about the accuracy of the baseline figure and the expected increase in enrollment over the next three years.



Indicator	Type	Baseline	Target <sup>1</sup>	Target Date	Source of Verification	Lead Ministry/ Agency	MDG Related?
<b>Urban and Other Infrastructure</b>							
Additional units of low-income housing constructed	Output	1,700 units	Construct 300 units to reach total of 2,000	End of PRS Period	NHA Annual Report	NHA	-
Administration buildings and palava huts constructed and rehabilitated.	Output	TBD	New or rehabilitated administration buildings in 45 districts and new or rehabilitated palava huts in 126 districts	End of PRS Period	Quarterly count reports	MIA	-

## ANNEX 1 - COUNTY ACTION PLAN

### Annex 1.1 River Gee County Action Plan

Challenge	Action Required	Location				Lead	Collaborating Partner	Community Contribution	Time Frame	
		District	Clan	City/Town	Village				Start	End
<b>Road</b>	Reconstruct road	Sarbo	Nepluwia Saykiken	Sweaken to Saykiken; Sarbo Geeken to Nyanweleken; River Gbeh to Kajoliblo		MPW		Jan. 2008	Jan.2012	
<b>Road</b>	Construct new road from Fish Town through Soloblo to Zloh; Rehabilitate road from Fish Town through Leopard Town to Youbor and Salla Town; Rehabilitate road from Sarkor to Free Town and Gerearoe Town	Glarro	Gbala Sackor Youghor Salah	Maklah Free Town Gee-blor Glearoo Martua Solblo Zlohin Glorpluc Gbarkleh Tarselah Djarwar Fehn		MPW		Jan. 2008	Jan.2012	
<b>Road</b>	Reconstruct road from Jarkaken through Cheboken to Tejeleken; Putuken through Bleteken to Klaboken; Killepo Kanweaken through Wlebroken, Scagboken, Geeken to Torroken.	Chedepo	Krosoken Wlopaken Jaliken Mt. Seagbo Mt Pennoh	Geeken Cherbgoken Torroken Scagboken Bleteken		MPW		Jan. 2008		
<b>Road</b>	Rehabilitate feeder road from Gbeapo to Barrobo; Pronoken to Barrobo road.	Nyenwriken	Martuken Jarboken			MPW		Jan. 2008	Jan.2012	

Challenge	Action Required	Location				Lead	Collaborating Partner	Community Contribution	Time Frame	
		District	Clan	City/Town	Village				Start	End
<b>Road</b>	Reconstruct road from Konken to Geeken (Chedepo); Fish Town to Juwekpo ; Fish Town to Jarkaken (Chedepo)	Potupo	Gmmatu Jayto Katoken Minmuken, Kaken and Ghegboken			MPW			Jan. 2008	Jan.2012
<b>Road</b>	Rehabilitate roads and bridges from: Kanweaken to Jatoken; Kanweaken to Podroken; Kanweaken to Flewroken	Gbeapo	Walker Saykliken Geeken Podroken			MPW				
<b>Health</b>	Construct new clinic in Dweaken; Renovate Health Center in Kanweaken and construct an annex and equip same; Construct staff housing in Kanweaken	Karfore	Jaytoken Cherboken Woloken Kanweaken			MPW			Jan. 2008	Jan.2012
<b>Road</b>	Construct roads from Kanweaken to Tartuken; Pennoken to Krakrec; Nyuiken to Gedeken.	Nance	Gbaliken Wrejah Pumlengah Meunah			MPW			Jan. 2008	Jan.2012
<b>Road</b>	Reconstruct roads from Swoloken through Karbuken, Taryaken to Karloken; Rehabilitate road from: Wlegboken gthrough Jlatoken to Geeplaken border; Kronwroken to Nyaaken	Nyenabo	Dogboken Kitoken Gbotoken			MPW			Jan. 2008	Jan.2012
<b>Road</b>	Reconstruct road from Swoloken through Karbuken, Taryaken to Karloken; Rehabilitate road from: Wlegboken gthrough Jlatoken to Geeplaken border; Kronwroken to Nyaaken	Tuobo	Whoanken Gbotoken			MPW			Jan. 2008	Jan.2012

Challenge	Action Required	Location				Lead	Collaborating Partner	Community Contribution	Time Frame	
		District	Clan	City/Town	Village				Start	End
<b>Education</b>	Upgrade Tom Waka School to High School; Construct two Junior High Schools, one in River Gbeh and one in Towarken;	Sarbo	Nepluwia Saykiken	Sweaken Ploweaken Bliwloken Cherboken Klaboken		MoE			Jan. 2008	Jan. 2009
<b>Education</b>	Elevate existing Elementary School in the district headquarters to Junior High School and rehabilitate to standard; Construct a new Elementary School in Youbor and Salla Town; Construct a new Elementary School in Leopard Town	Glarro	Gbala Sackor Youghor Sala			MoE			Jan. 2008	Jan. 2009
<b>Education</b>	Construct three vocational/High Schools: Jarkaken, Killepo Kanweaken, and Chedepo Geeken	Chedepo	Krosoken Wlopaken Jaliken Niteaken Mt. Seagbo Mt Pennoh	Killepo Kanweaken Jarkaken Geeken		MoE			Jan. 2008	Jan. 2009
<b>Education</b>	Construct one vocational school in Sweaken; Construct a Junior High School in Pronoken; Construct Junior High School in Killeken.	Nyenwriiken	Martuken Jartoken Nyenatu Geedeken			MoE			Jan. 2008	Jan. 2009
<b>Education</b>	Construct a multilateral High School in Jaytoken; construct elementary and Junior High Schools in Japroken; Construct a modern primary school in Juwelpo	Potupo	Gmmatu Jayto Katoken Mimmuken, Kaken and Ghegboken			MoE			Jan. 2008	Jan. 2009

Challenge	Action Required	Location				Lead	Collaborating Partner	Community Contribution	Time Frame	
		District	Clan	City/Town	Village				Start	End
<b>Education</b>	Renovate and equip the High School in Gbeapo Kanweaken with library, and science and computer labs; Construct a modern Elementary School in Podroken; Construct a modern Elementary School in Slastiwan/Kanweaken	Gbeapo	Walker Saykiken Geeken Podroken			MoE			Jan. 2008	Jan. 2009
<b>Education</b>	Construct one High School in Gedeken; Construct one Junior High School in Wolokenn; Construct one Elementary School in Saykiliken.	Karfore	Gedeken Woloken Saykiliken			MoE			Jan. 2008	Jan. 2009
<b>Education</b>	Construct one Junior High School in Dartuken; Construct one Elementary School in Nyouken; Construct one Elementary School in Krakree	Nance	Dartuken Nyouken Krakree			MoE			Jan. 2008	Jan. 2009
<b>Education</b>	Construct a High School in Kronowroken; Construct an Elementary School in Bertiken; Construct a Junior High School in Karbuken	Nyenabo	Kronowroken Bertiken Karbuken			MoE			Jan. 2008	Jan. 2009
<b>Education</b>	Construct a High School in Gbawelegen; Construct one Elementary School in Klibo; Construct one Elementary School in Getu, Yargbeken	Tuobo	Whoanken Gbotoken			MoE			Jan. 2008	Jan. 2009

Challenge	Action Required	Location				Lead	Collaborating Partner	Community Contribution	Time Frame	
		District	Clan	City/Town	Village				Start	End
<b>Health</b>	Rehabilitate Health Center in Sarbo; Construct two clinics and provide food to the health facilities	Sarbo		Sarbo		MoH				
<b>Health</b>	Construct 3 new clinics: one at the headquarters of Quehrobo Chiefdom, one in Leopard Town, and one in Soloblo, Harrisville Township	Glarro	Gbala Sackor Yougbor Sala	Soloblo Leopard Town		MoH			Jan. 2008	Jan. 2009
<b>Health</b>	Construct three Health Centers: one in Jarkeken; one in Putuken and one in Killepo Kanweaken	Chedepo	Krosoken Wlopaken Jaliken Nireaken Mt. Seagbo Mt Pennoh	Killepo Kanweaken, Putuken Jaraken		MoH			Jan. 2008	Jan. 2009
<b>Health</b>	Construct a district Health Center in Sweaken, Nyenaweiken; Construct Health Center in Killeken, Nyenawriken District	Nyenwriken	Martuken Jaraken Nyenatu Geedeken	Sweaken Killeken		MoH			Jan. 2008	Jan. 2009
<b>Health</b>	Construct a Health Center in Jaraken; Construct a clinic in Jaraken and provide two ambulances	Potupo	Gmmatu Jayto Katoken Minmuken, Kaken and Ghegboken	Jartoken Jaroken		MoH			Jan. 2008	Jan. 2009

Challenge	Action Required	Location				Lead	Collaborating Partner	Community Contribution	Time Frame	
		District	Clan	City/Town	Village				Start	End
<b>Health</b>	Construct new clinic in Dweaken; Renovate present Health Center in Kanweaken and construct an annex and equip same; Construct staff housing in Kanweaken	Gbeapo	Walker Saykliken Geeken Podroken	Dweaken Kanweaken		MoH		Jan. 2008	Jan. 2009	
<b>Health</b>	Rehabilitate Kanweaken to Putuken Highway to Cherboken; Construct road from Cherboken to Jarpuken; Construct road from Jaytoken to Saykiliken	Karfore	Jaytoken Cherboken Woloken Kanweaken			MoH		Jan. 2008	Jan. 2009	
<b>Health</b>	Construct three clinics: Gmouanken, Wrejah, and Krakree	Nance	Gbaliken Wrejah Pumlenah Meunah			MoH		Jan. 2008	Jan. 2009	
<b>Health</b>	Construct a Health Center in Taryaken; Construct a clinic in Karbuken; Construct a clinic in Wlegboken	Nyenabo	Dogboken Kitoken Gbotoken			MoH		Jan. 2008	Jan. 2009	
<b>Health</b>	Construct three Health Centers: Gbaeleken Parken, Deabo Peloken, Tuobo	Tuobo	Whoanken Gbotoken			MoH		Jan. 2008	Jan. 2009	

## ANNEX 2 - RIVER GEE DISTRICT ACTION PLANS

### Annex 2.1 Sarbo Administrative District Action Plan

District Priorities	Location		Action Required	Lead	Collaborating Partners	Time Frame		Estimated Cost (USD)	Comments (Rank)
	District	Clan				Start	End		
<b>Road</b>	Nepluwia Saykliken	Sweaken to Saykliken; Sarbo Geeken to Nyanweleken; River Gbeh to Kajolibo	Reconstruct road	MPW		Jan. 2008	Jan. 2012		
<b>Health</b>		Sarbo	Rehabilitate Health Center in Sarbo; Construct two clinics and provide food to the health facilities	MoH		Jan. 2008	Jan. 2012		
<b>Education</b>	Nepluwia Saykliken	River Gbeh Towarken	Upgrading of Tom Waka School to High School; Construct two Junior High Schools, one in River Gbeh and one in Towarken	MoE		Jan. 2008	Jan. 2009		



## Annex 2.2 Glarro Administrative District Action Plan

District Priorities	Location		Action Required	Lead	Collaborating Partners	Time Frame		Estimated Cost (USD)	Comments (Rank)
	District	Clan				Start	End		
<b>Road</b>	Gbarlahn	Maklah	Construct new road from Fish Town through Soloblo to Zloh border Town; Rehabilitate old road from Fish Town through Leopard Town to Youbor and Salla Town; Rehabilitate old road from Sarkor to Free Town and Gerearoc Town	MPW		Jan. 2008	Jan. 2012		First Priority
	Sackor	Free Town							
	Youbon	Yobon							
	Salah	Gereary							
		Martuah							
		Soloblo							
		Zlohn							
		Glorplue							
		Gbarkleh							
		Tarsclah							
		Djarwar							
		Ifienhen							
<b>Health</b>	Gbarlahn	Soloblo	Construct 3 new clinics, one at the headquarters of Quehrobo Chiefdom, one in Leopard Town, and one in Soloblo	MoE		Jan. 2008	Jan. 2009		2nd Priority
	Sackor	Leopard Town							
	Youbon								
	Salah								
		Youbor							
		Salla Town							
		Leopard Town	Elevate existing Elementary School in the District headquarters to Junior High School and rehabilitate to standard; Construct Elementary School in Youbor and Salla Town; Construct a new Elementary School in Leopard Town	LWSC		Jan. 2008	Jan. 2009		3rd Priority
	Gbarlahn								
	Sackor								
<b>Education</b>	Youbon								
	Salah								

### Annex 2.3 Chedepo Administrative District Action Plan

District Priorities	Location		Action Required	Lead	Collaborating Partners	Time Frame		Estimated Cost (USD)	Comments (Rank)
	District	Clan				Start	End		
<b>Road</b>	Krosoken Wlopaken Jaliken Niteaken Mt. Scagbo Mt Pennoh	Gecken Cherboken Torroken Seagboken Bleteken	Reconstruct road from Jarkaken through Cheboken to Tejeleken; Putuken through Bleteken to Klaboken; Killepo Kanweaken through Wlebobken, Seagboken, Gecken to Torroken.	MPW		Jan. 2008	Jan. 2012		First Priority
<b>Education</b>	Krosoken Wlopaken Jaliken Niteaken Mt. Scagbo Mt Pennoh	Torroken, Seagboken, Klaboken, Cherboken, Gecken	Construct Three vocational/high schs. one in Jarkaken; one in Killepo Kanweaken; and one in Chedepo Gecken	MoE		Jan. 2008	Jan. 2009		2nd Priority
<b>Health</b>	Krosoken Wlopaken Jaliken Niteaken Mt. Scagbo Mt Pennoh	Killepo Kanweaken, Gecken Jarkaken, Putuken	Construct three Health Centers, one in Jarkaken; one in Putuken and one in Killepo Kanweaken	MoH		Jan. 2008	Jan. 2009		3rd Priority

### Annex 2.4 Nyenwriiken District Action Plan

District Priorities	Location		Collaborating Partners	Time Frame		Estimated Cost (USD)	Comments (Rank)
	District	Clan		Start	End		
<b>Road</b>	Martuken Jartoken Nyenatu Geedeken			Jan. 2008	Jan. 2012		First Priority
<b>Health</b>	Martuken Jartoken Nyenatu Geedeken			Jan. 2008	Jan. 2009		2nd Priority
<b>Education</b>	Martuken Jartoken Nyenatu Geedeken	Sweaken Pronoken Killeken		Jan. 2008	Jan. 2009		3rd Priority

### Annex 2.5: Potupo Administrative District Action Plan

District Priorities	Location		Action Required	Lead	Collaborating Partners	Time Frame		Estimated Cost (USD)	Comments (Rank)
	District	Clan				Start	End		
<b>Road</b>	Gmmatu		Reconstruct Konken to Geeken (Chedepo); Fish Town to Juwekpo; Fish Town to Jarkaken (Chedepo)	MPW	Donors, UN Agencies	Jan. 2008	Jan. 2012	2.6m	First Priority
	Jayto Katoken Mimmuken, Kaken and Ghegboken								
<b>Health</b>	Gmmatu		Construct a Health Center in Jartoken (district headquarters); Construct a clinic in Japroken; Purchase two ambulances	MoH	Donors, UN Agencies	Jan. 2008	Jan. 2009	1.3m	2nd Priority
	Jayto Katoken Mimmuken, Kaken and Ghegboken								
<b>Education</b>	Gmmatu	Jaytoken	Construct a Multilateral High School in Jaytoken (district headquarters); Construct a modern elementary and Junior High School in Japroken; Construct a modern primary school in Juwelpo	MoE	Donors, UN Agencies	Jan. 2008	Jan. 2009	1.8m	3rd Priority
	Jayto Katoken Mimmuken, Kaken and Ghegboken	Japroken Juwelpo							

## Annex 2.6 Gbeapo Administrative District Action Plan

District Priorities	Location		Lead	Collaborating Partners	Time Frame		Estimated Cost (USD)	Comments (Rank)
	District	Clan			Start	End		
<b>Road</b>	Walker Saykliken Geeken Podroken		MPW	Donors, UN Agencies	Jan. 2008	Jan. 2012	2.6m	First Priority
<b>Health</b>	Walker Saykliken Geeken Podroken	Dweaken Kanweaken	MoH	Donors, UN Agencies	Jan. 2008	Jan. 2009	1.3m	2nd Priority
<b>Education</b>	Walker Saykliken Geeken Podroken		MoE	Donors, UN Agencies	Jan. 2008	Jan. 2009	1.8m	3rd Priority

### Annex 2.7 Karfore Administrative District Action Plan

District Priorities	Location		Action Required	Lead	Collaborating Partners	Time Frame		Estimated Cost (USD)	Comments (Rank)
	District	Clan				Start	End		
<b>Road</b>	Jaytoken Cherboken Woloken Kanweaken		Rehabilitate Kanweaken to Putuken Highway to Cherboken; Construct road from Cherboken to Jarpuken; Construct road from Jaytoken to Saykiliken.	MPW	Donors, UN Agencies	Jan. 2008	Jan. 2012	2.6m	First Priority
<b>Health</b>	Jaytoken Cherboken Woloken Kanweaken	Gedeken Woloken Saywonken	Construct one Health Center in Gedeken; Construct two clinics, one in Woloken and one in Saywonken	MoH	Donors, UN Agencies	Jan. 2008	Jan. 2009	1.3m	2nd Priority
<b>Education</b>	Jaytoken Cherboken Woloken Kanweaken	Gedeken Woloken Saykiliken	Construct one High School in Gedeken; One Junior High School in Woloken; One Elementary School in Saykiliken.	MoE	Donors, UN Agencies	Jan. 2008	Jan. 2009	1.8m	3rd Priority

## Annex 2.8 Nanee Administrative District Action Plan

District Priorities	Location		Action Required	Lead	Collaborating Partners	Time Frame		Estimated Cost (USD)	Comments (Rank)
	District	Clan				Start	End		
<b>Road</b>	Gbaliken Wrejah Pumlenah Meunah	Gbaliken Wrejah Pumlenah Meunah	Construct road from: Kanweaken to Dartuken; Pennoken to Krakree; Nyuiken to Gedeken	MPW	Donors, UN Agencies	Jan. 2008	Jan.2012	2.6m	First Priority
<b>Education</b>	Gbaliken Wrejah Pumlenah Meunah	Gbaliken Wrejah Pumlenah Meunah	Construct one Junior High School in Dartuken; One Elementary School in Nyouken; One Elementary School in Krakree	MoE	Donors, UN Agencies	Jan. 2008	Jan. 2009	1.3m	2nd Priority
<b>Health</b>	Gbaliken Wrejah Pumlenah Meunah	Gmouanken Wrejah Karkree	Construct three clinics: One in Gmouanken; One in Wrejah; One in Krakree	MoH	Donors, UN Agencies	Jan. 2008	Jan. 2009	1.8m	3rd Priority

### Annex 2.9 Nyenabo Administrative District Action Plan

District Priorities	Location		Lead	Collaborating Partners	Time Frame		Estimated Cost (USD)	Comments (Rank)
	District	Clan			Start	End		
<b>Road</b>	Dogboken Kitoken Gbotoken		MPW	Donors, UN Agencies	Jan. 2008	Jan. 2012	2.6m	First Priority
			Reconstruct road from Swoloken through Karbukuken, Taryaken to Karloken; Rehabilitate road from: Wlegboken through Jlatoken to Geeplaken border; Kronwroken to Nyaaken					
<b>Health</b>	Dogboken Kitoken Gbotoken		MoH	Donors, UN Agencies	Jan. 2008	Jan. 2009	1.3m	2nd Priority
			Construct a Health Center in Taryaken; Construct clinic in Karbukuken; Construct clinic in Wlegboken					
<b>Education</b>	Dogboken Kitoken Gbotoken	Kronowroken Bertiken Karbukuken	MoE	Donors, UN Agencies	Jan. 2008	Jan. 2009	1.8m	3rd Priority
			Construct a High School in Kronowroken; Construct an Elementary School in Bertiken; Construct a Junior High School in Karbukuken					



### Annex 2.10 Tuobo Administrative District Action Plan

District Priorities	Location		Collaborating Partners	Time Frame		Estimated Cost (USD)	Comments (Rank)
	District	Clan		Start	End		
<b>Road</b>	Whoanken Gbotoken			Jan. 2008	Jan. 2012	2.6m	First Priority
<b>Health</b>	Whoanken Gbotoken			Jan. 2008	Jan. 2009	1.3m	2nd Priority
<b>Education</b>	Whoanken Gbotoken			Jan. 2008	Jan. 2009	1.8m	3rd Priority

## ANNEX 3 - SWOT ANALYSIS

### Annex 3.1 River Gee County Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Natural Resources                             <ul style="list-style-type: none"> <li>- Forest (including the Grebo National Forest)</li> <li>- Fertile land</li> <li>- Diamond</li> <li>- Gold</li> <li>- Iron ore</li> <li>- Rocks</li> <li>- Wildlife</li> <li>- Rivers</li> </ul> </li> <li>• Green Environment and Good Climate</li> <li>• Youthful Population</li> <li>• Women cooperative spirit</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of cooperation</li> <li>• Selfishness</li> <li>• Lack of political will</li> <li>• Discrimination, especially gender</li> <li>• High illiteracy rate</li> <li>• Conflict/land dispute</li> <li>• Ethnicity</li> <li>• Lack of skilled manpower</li> <li>• Lack of transparency and accountability</li> <li>• Inefficient Judiciary System</li> <li>• Lack of enforcement of Law protecting women</li> <li>• Cultural biases</li> <li>• Negative/harmful traditional practices</li> <li>• Laziness</li> <li>• Inaccessibility/poor road network</li> <li>• Lack of basic infrastructure and services</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Good governance</li> <li>• Human resource potential</li> <li>• Investment potentials relative to strengths (eg. The forest is still intact; mining activities are on small scale; the land is fertile and presents potential for investment in agriculture)</li> <li>• Access to micro finance</li> <li>• Peaceful political climate</li> <li>• Opportunity for eco-tourism</li> <li>• Access to universal basic education (ic. compulsory primary education)</li> </ul>	<ul style="list-style-type: none"> <li>• Harmful cultural practices</li> <li>• HIV and AIDS</li> <li>• Bad roads</li> <li>• Early marriages/teenage pregnancy</li> <li>• Lack of rule of law (poor judiciary system)</li> <li>• Domestic violence including violence against women</li> <li>• Tribal strife</li> <li>• Lack of training facilities</li> <li>• Insincerity/corruption</li> <li>• Insecurity</li> <li>• Poverty</li> <li>• Nepotism</li> <li>• Sexual exploitation</li> <li>• Drug and substance abuse</li> <li>• Lack of quality education</li> <li>• Marginalization of women in decision-making</li> <li>• Illegal mining of natural resources</li> <li>• Poor attitude of Legislators toward the citizens</li> </ul>



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