

Grand Cape Mount County Development Agenda

Republic of Liberia
2008 – 2012



VISION STATEMENT:

By 2027, we the People of Cape Mount County envisage a County with improved infrastructure and access to basic services including good health care, quality education, good road network, and electricity; an industrialized agricultural economy; and a peaceful and secure environment for all, where women are respected and fully empowered to contribute to growth and development. The People envision working together with commitment and dedication to develop their full economic, social and cultural potential, for a fuller and richer life for all, regardless of tribe, sex, religion or politics.



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 Grand Cape Mount 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 Grand Cape Mount 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



Over the past two years, the citizens of Grand Cape Mount through the County Administration in collaboration with the Ministry of Planning and Economic Affairs and our own Ministry of Internal Affairs, and with the strong, selfless support of the UN County Support Team (CST), have worked hard to put together this Development Agenda. This is monumental, as this is the first time in the history of Liberia that a systematic agenda has been painstakingly conceptualized, conceived, and is being formulated and implemented by the people of the County, and most especially from the grass-roots of the population, using the modern called the “bottom-up approach”. This vision of development, conceived by our sagacious President Madam Ellen Johnson Sirleaf, takes into consideration the worth of every Liberian man, woman, and child, regardless of socio-economic background, to assert that each of us has an idea of what is good for us, what is necessary for our growth and development, and that with expert guidance and support we can develop to our fullest potential, both materially and immaterially, in a very short time. Now anyone can pick up a copy of our CDA and read about us. Now, for the first time, we are telling the world who we are, what we have to offer, and what we want to become.

As superintendent of Grand Cape Mount County, my vision for the development is that we utilize every fiber of our cultural heritage, our abundant natural resources of lush vegetation, fresh waters, gold, diamonds, perhaps natural oil, diverse flora and fauna, and our men, women, and children to evolve into a County with all the emoluments of education and advanced technology to build a safe and modern society where our people can live up to their highest potential. We will strive for clean drinking water, pliable farm-to-market roads and bridges, access to health facilities and justice for all. We will capacitate our citizens to build a modern County that is uniquely Cape Mountainian and Liberian.

Let me again thank each person of the various UN Agencies, the International Non-Governmental Organizations, the various organs of our Government who have worked so hard to make this CDA possible. Now the task is ours to convert the Agenda from ideal to reality. With your support and encouragement we shall succeed, even as together we have succeeded in putting this document into print. Thank you.

Catherine Nyamundu Watson Khasu
Superintendent, Grand Cape Mount County

Grand Cape Mount County Officials

- Hon. Catherine Nyamudu Watson-Khasu
 - Hon. Erasmus Dauo Fahnbulleh
 - Ms. Frances Turay
 - Mr. Botoe Massaquoi
 - Dr. Raymond A. Kroma
 - Ms. Haja Magdalene Fahnbulleh
 - Mr. Sundufu Massallay
 - Mr. Charles Paasewe
 - Mr. Adolphus B. Dwana
 - Aaron Boima
 - Ms. Susanna L. Mator Seton
 - Mr. William S. Johnson
 - Mr. Edward Wehyee
 - Ms. Amie Musu Jones
 - Mr. Richard Davis
 - Mr. James Bockarie
 - Mr. Orlando D. Yaoh, Sr.
 - Mr. Isiah Tweh
 - Col. James T. Zoun
 - Col. Emmanuel Pettiquoi
 - Col. Spencer K. Jangaba
 - Col. Maurice Tamba
 - Mr. James S. Massaquoi
 - Mr. Charles Kromah
 - Hon. Clarence Fahnbulleh
 - Hon. Sonie Mambu
 - Hon. Philip Quaye
 - Hon. Amos Musa
- County Superintendent
 - Assistant Supt. for Development
 - City Mayoress
 - County Agriculture Coordinator
 - County Health Officer
 - County Gender Coordinator
 - Youth and Sport Coordinator
 - Senior Commerce Inspector
 - Resident Engineer, MPW
 - Senior Revenue Collector
 - Senior Customs Collector
 - County Education Officer
 - Ministry of Labor
 - Circuit Court Judge
 - County Attorney
 - Lands and Mines Surveyor
 - Resident Coordinator, MoT
 - Commander, LNP
 - Commander, NSA.
 - Commander, DEA
 - Commander, BIN
 - Commander, MNS
 - Commander, NBI
 - Commander, Fire Service
 - District Commissioner, Tewor District
 - District Commissioner, Garwular District
 - District Commissioner, Porkpa District
 - District Commissioner, Gola Konneh



Executive Summary

As a key component of the recovery effort, the County Development Agenda is the local complement to the national Poverty Reduction Strategy 2008-2011, and was prepared following a series of District Development Consultation Meetings that utilized the Participatory Rural Appraisal (PRA) method. In this process, citizens managed to identify the critical interventions needed to move toward realizing the MDGs, including: paving of all primary roads and most secondary roads to connect agriculture communities to market; 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 national PRS, namely Security, Economic Revitalization, Governance and Rule of Law, and Infrastructure and Basic Services. 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.

A photograph taken from behind a man in a white t-shirt. The t-shirt has the text "WE ARE ALL WINNERS" printed in blue, bold, capital letters. To the right of the man is a large American flag on a wooden pole. The background shows a large crowd of people, mostly men, in an outdoor setting under a bright sky. The man's t-shirt also features a small, partially visible logo on the left side of the back.

**WE
ARE ALL
WINNERS**

PART 1 - INTRODUCTION AND BACKGROUND

1.1 Introduction

1.2 History

In 1461, Pedro De Sintra, a Portuguese Navigator on a mission to the West Coast of Africa, saw the beauty of the cape and mountains and named the area Cape du Mont, a Portuguese word meaning the Cape of the Mount, from which the name Grand Cape Mount County was derived.

In 1822, Liberia was founded by the American Colonization Society as a result of freedom gained by the men and women of African descent in the USA. During this period, Cape Palmas was an independent territory and was given the name of Maryland in Africa. In 1847, Liberia declared her status to the world as a free, sovereign and independent nation, becoming the Republic of Liberia. At the time there were only three counties: Montserrado, Grand Bassa and Sinoe. Being too small and isolated to be an independent nation in the scramble for Africa, the area now known as Grand Cape Mount annexed herself to the lone Black Republic becoming the Fourth County. By this time, Cape Mount was known as the territory of Grand Cape Mount under Montserrado County. In 1856, Cape Mount was carved out of Montserrado by a legislative act and became the fifth oldest County of the Republic of Liberia, known as Grand Cape Mount County. The name is derived from the beautiful green mountains above and the beautiful green vegetation below on the Atlantic Ocean. The natural beauty of the County headquarters of Robertsport is depicted by the existence of the Wakolor Mountain close to the shores of the Atlantic Ocean, which is watered by lagoons and Lake Piso and the mixed species of animals and plants that make the County one of the biodiversity hotspots and most attractive natural tourist area in Liberia.

The County Flag shows a mountain against a white field in a rectangular shape, indicating peace and purity, with the Liberian flag on the top left corner. Religious harmony and intermarriage among the various ethnic groups has woven a rich social fabric, which made this to be known as one of the most peaceful counties in Liberia until the Civil War.

1.3 Geography

Grand Cape Mount is a border County found in the Western Region, specifically the south-western corner of Liberia along the coastal belt. Located on coordinates 7° 15' N, 11° 00'W, it is bounded in the Northeast by Gbarpolu County, in the East by Bomi and Lake Piso, in the South by the Atlantic Ocean and in the West by Sierra Leone, with a total land area of 5,827 square kilometers. The County is sparsely populated with concentrations in commercial, mining and fishing areas.

Map of Grand Cape Mount County



Source: National Information Management Center, NIMAC, UNDP

Climate

The climate of the County is humid and tropical with two distinct seasons: the wet season and the dry season. The wet season begins in April and ends in October with an average rainfall of 400 cm and temperatures ranging from 28 degrees and 34 degrees Celsius, while humidity goes as high as 90 to 100 percent. The dry season is from November to March. Cape Mount, being a coastal County, has high annual average rainfall because the coastline runs approximately from South-east to Northwest and at right angles to the prevailing south-western rain-bearing winds.

Topography

Grand Cape Mount has a large natural lake called Lake Piso, which forms a confluence with the Atlantic Ocean with beautiful shores that attract tourists. The County is also endowed with mountains such as the Bie Mountains in Porkpa and Gola Konneh Districts, which contains a large deposit of iron ore. Cape Mount County is served with a good network of rivers such as Maffa, Mani, Konja, and Lofa, which separates Bomi from Cape Mount, and the Congo Mano River, separating Sierra Leone and Liberia. These rivers contain rich deposits of gold and diamonds and provide food and livelihoods for many communities.

Geology

The County is richly endowed with natural resources, mainly iron ore in Porkpa and Gola Konneh Districts, and diamonds and gold in Porkpa, Gola Konneh and Tewor District. It was reported during the CDA consultations that there may be valuable deposits of oil around Bobojah in Garwular District, though a geological survey has yet to confirm this claim.

Vegetation

The County's coastal belt is rich with coastal mangrove, farmland, coastal savannah and secondary forest. Tewor, Porkpa and Gola Konneh Districts are mostly covered with semi-deciduous and rainforest. A portion of the Gola Forest runs through the County, with a variety of wildlife species such as elephants, monkeys, chimpanzees, pottos, genets, pigmy hippopotamus, zebra duiker, leopards, egrets and owls, among others.



1.4 Demography¹

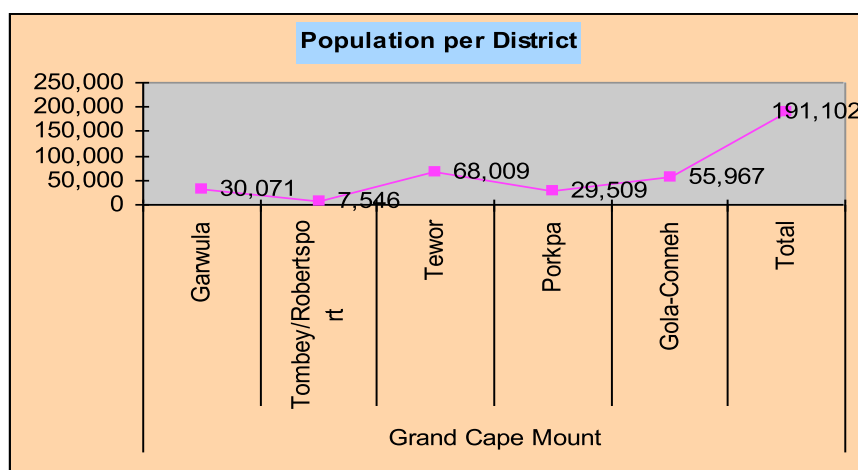
Population

The last population census, carried out in 1984, projected the population of Cape Mount to be 75,358. In 2006, LISGIS projected a figure of 40,142 as the County's population; this was shortly after the country's return to normalcy. The Ministry of Rural Development / UNICEF Village Profile came up with a population of 191,102 (Garwular-30,071, Tombey/Robertsport-7,546, Tewor-68,009, Porkpa-29,509 and Gola Konneh-55,967). This figure differs with the Ministry of health figures, showing an estimated population of 141,330 persons. The Comprehensive Food Security and Nutrition Survey of October 2006 measured an average household size of 4.6 persons and a dependency ratio of 1.33, as compared to Liberia's national figures of 5.6 and 1.37 respectively. Like the rest of Liberia, the local society is predominately patriarchal, with 83% of households headed by men. 16% of households sampled were headed by elderly folks, 9% of the population is chronically ill/disabled, and .03 % are orphans.

Table 1: Demographic Indicators

County	Demographic Indicators				
	HH size	Dependency ratio	Sex of HH head		Elderly headed households
			Male	Female	
Grand Cape Mount	4.6	1.33	83%	17%	16%
Liberia	5.6	1.37	87%	13%	8%

Figure 1: Population by Districts



Source: Ministry of Rural Development/UNICEF Village Profile²

¹ 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.

²The Government of Liberia through the Ministry of Rural Development in collaboration with UNICEF conducted this village profile assessment from September 2004 to January 2005 across the country.

Ethnic Composition

The five major ethnic groups in the County are the Vai, Gola, Mende, Mandingo and Kissi. Other minority ethnic groups include Bassa, Gbandi, Kpelleh, Grebo, Kru, Lorma, and Mano. The Vai vernacular is widely spoken, followed by the Gola, with percentage distributions of 60% and 23% respectively. Mende, Mandingo and Kissi languages are also spoken by sizeable minorities. The Vai script, introduced by Bokeleh, serves as means through which many locals are able to communicate and keep financial transactions and other records. Culturally, inter-marriages among the tribes are permissible and common. This leads to cultural assimilation that creates a bond of unity.

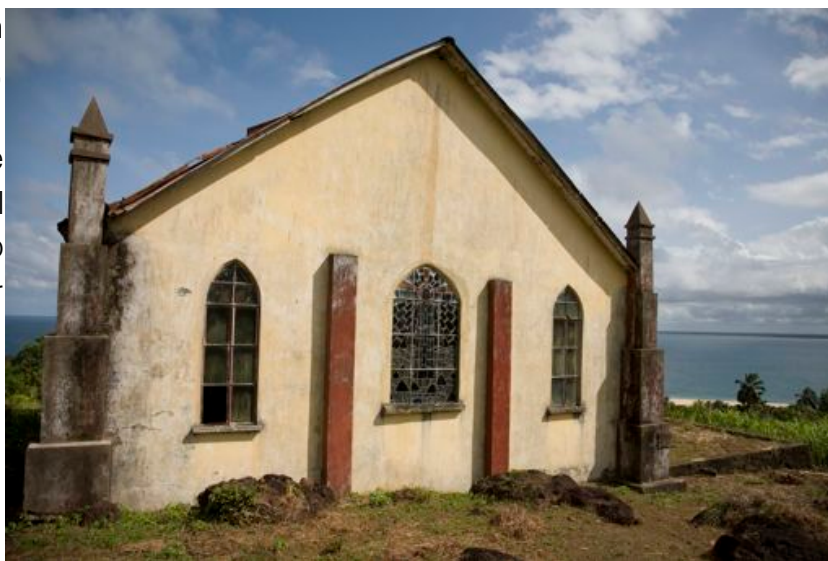
Table 2: Percentage distribution of dialects spoken

County	Language and Dialects Spoken													
	Bassa	Gbandi	Gio	Gola	Grebo	Kissi	Kpelle	Krahn	Kru	Lorma	Mano	Vai	Sapo	Other
Cape Mount	3%	1%	0%	23%	1%	1%	6%	0%	2%	1%	1%	60%	0%	2%
Liberia	18%	2%	7%	6%	9%	4%	26%	4%	3%	7%	7%	4%	1%	1%

Source: Comprehensive Food Security & Nutrition Survey, October 2006

Religion

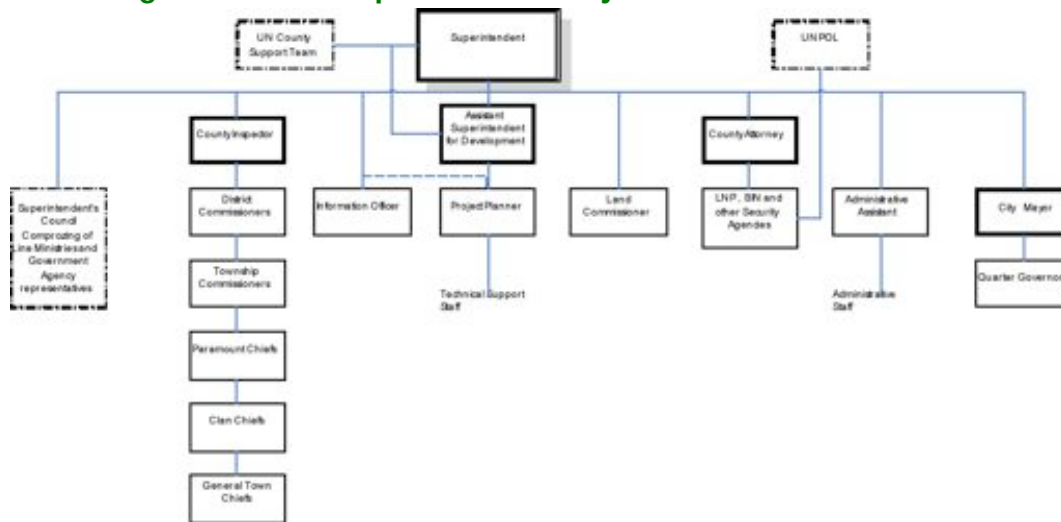
The two main religions in the County are Islam and Christianity. It is estimated that 70% of the population in Cape Mount are Muslims, while 25 are Christians and a smaller minority are practitioners of traditional religions. The relationship between the two major religious communities is largely harmonious.



1.5 Institutional Structure

Grand Cape Mount County is sub-divided into four administrative districts, namely, Tewor, Garwular, Porkpa and Gola Konneh Districts, and the Commonwealth comprising of Tombey Chiefdom, Tallah Township and the capital city, Robertsport. Robertsport is the seat of the County Administration and the home of the City Corporation. At the County level is the Superintendent as the head of County Administration assisted by the Assistant Superintendent for Development, Administrative Assistant and other officials, as shown in the diagram below.

Figure 2: Grand Cape Mount County Structure of Government



The County Attorney provides security and legal advice to the Superintendent, who presides over the cabinet line meetings, comprising of line ministries and agencies, and the Superintendent Council. The districts are further sub-divided into chiefdoms, townships, clans, towns and villages. These are headed by the District Commissioners, Paramount Chiefs, Clan Chiefs and Town Chiefs. General Town Chiefs are elected and oversee several towns. The City Major administers the Robertsport City Corporation in conjunction with a city council in accordance with the City Ordinance Law.

1.6 Methodology

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.

In Grand Cape Mount County, the consultations covered the following Administrative and commonwealth districts: Tewor District, Garwular District, Gola Konneh District, Porkpa District and the Commonwealth. Delegates prepared clan-base timeline of development events in their areas as well as known resource and clan profiles. Cross-cutting issues such as gender sensitivity and HIV and AIDS were taken into consideration. Thereafter, the districts considered challenges and, using SWOT (strengths, weakness, opportunities and Threats) analysis and problem / solution mapping techniques developed the district action plans annexed hereunder. These plans were then analyzed and consolidated at a County development agenda consultation meeting that informed the County Action Plan below.



PART 2 - 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

As discussed in the above, the County's development priorities were arrived at through a process of participatory consultation at the district level, followed by a process of consolidation at the County level. The three priorities for development that are common to all the districts in the County are 1) roads, 2) health facilities and 3) educational facilities. To bring about development in those priority areas, a list of secondary roads, health facilities and educational facilities were prioritized for construction or rehabilitation among the seven districts, as listed in the Annexes below. Secondary priorities for development were also chosen, namely agriculture mechanization, agricultural cooperatives development and the use of renewable energy.

2.2 Security Pillar

The Signing of the Comprehensive Peace Accord brought the cessation of hostilities and a successful disarmament of warring factions, which brought to an end the 15 years of war in Liberia. The war had devastating effects on both lives and properties and the basic social infrastructure of Grand Cape Mount. However, with the deployment of UNMIL troops and UNPOL, followed by LNP and other security agencies, the security of the County has significantly improved. During 2006, in Cape Mount, the SSR conducted vigorous screening and examinations to recruit qualified persons to become part of the new AFL and less than 15 persons successfully went through the selection process. Although most of the youth are not interested in the military, others commented on distance and the high standards set to qualify for selection were responsible for the low turnout. Local authorities were of the view that the selection process should have been further decentralized to the district level. In view of the porous nature of the border, and its being the shortest possible route for any external aggressors to reach Monrovia, many are of the opinion that a brigade should be constituted and the deployment of military personnel facilitated within the County to ensure effective response to unfavourable security situations.

Liberian National Police

The Liberia National Police is also going through a restructuring process facilitated by United Nations Police. A total of 57 LNP officers are currently deployed in Grand Cape Mount, based in Robertsport, Sinje, Tienni, Bo-Waterside and Lofa Bridge. With the exception of the Bo-Waterside offices that needed only minor renovations, all other

police facilities need major repairs or construction. UNMIL Quick Impact Project has funded the rehabilitation of the Police station and a holding cell in Robertsport with a Women and Children Protection Section of LNP. Also, UNMIL QIP is funding the construction of the Sinje Police Station, which is yet to be completed. UNPOL Officers deployed in Robertsport, Sinje and Bo Waterside continue to give tremendous monitoring, mentoring, advisory and capacity-building support to LNP. Limited human resources, inadequate mobility, lack of communication equipment, inadequate office space, furniture, and equipment are major challenges. Officers are known to regularly desert their posts with impunity. Non-adherence to the chain of command from Monrovia HQ to the County undermines the authority of Commanders on the ground to have full control over their officers. In order to increase effectiveness of the LNP, there is a pressing need for refresher courses and training, improved conditions of



service, an increase in staffing numbers, and the construction of depots with holding cells in Damballah, Kawellahun, in Porkpa District, Weajue and Jenehmana in Gola Konneh, York Island in Tewor and Gbah Faboi in Garwular District.

Table 3: Status of LNP

No. of LNP Stations	Location	Number of LNP	Status of Station	Vehicles/Motor
1	Robertsport	21	Renovated	1 vehicle
1	Sinje	12	Construction in Progress (UNMIL QIP)	1 motorbike
1	Tienni	6	Needs partial renovation	1 motorbike
1	BO-Waterside Side	10	Needs minor renovation and annex	0
1	Lofa Bridge / Weajue	7	Needs construction	1 motorbike
1	Congo Mano	-	Major damage, needs reconstruction	0
0	Bamballah	1	Needs construction	0
1	Iron Gate/Gbarnga	5		NIL
	Fuamah	15		1 Motorbike

Bureau of Immigration and Naturalization (BIN)

A total of 49 BIN Officers including 8 females are currently deployed in the County to patrol the long and porous border with Sierra Leone. The officers are mainly found in Bo Waterside, Robertsport, Tienni, Sinje, Lofa Bridge, York Island, Gangama, Borbor and Bamballah. Cape Mount, sharing an international border with Sierra Leone, has one major legal land crossing point at the Mano River Union Bridge-Bo Waterside, and five sub-legal crossing points, namely York Island, Jeneh-Liberia, Gangama, Borbor-Dasalamu and Congo Mano. It also has 15 known illegal crossing points (Punduku, Bomborhun, Camp 3, Bodonda, Sallemon, Lien, Jayjuah, and Mende crossing point, Lynch, London, Zuani II, Junkor, Bah, Nyenkehun, and Kawellahun. The illegal crossing point increases during the dry season as the Mano River becomes passable on foot.

A monthly Mano River Union Joint Border Security Coordination meeting has been initiated to serve as a forum where security issues of both countries concerns are raised, discussed and recommendations made for joint actions. The Committee has made a number of achievements in tracking down drug traffickers, harmonizing the border crossing points, facilitating the re-opening of the Mano River Union bridge and undertaking joint patrol among others, thereby fostering good neighborliness and collaboration between the two countries. However, the proliferation of government/security agencies at the Bo Port, lack of manpower to deploy to border crossing points, personnel deserting their posts, lack of incentive for rural deployment, coupled with poor conditions of service, inadequate office space, lack of basic transportation and communications, and poor road conditions continue to impede the effective discharge of immigration duties by BIN Officers.

Threats to the security of the County include the increased presence of illegal aliens, especially in mining and fishing areas, the high rate of youth unemployment, and the presence of disaffected ex-combatants in mining areas, especially Gola Konneh. The renovation of the BIN headquarters in Robertsport and the Port facility in Bo Waterside, streamlining security agencies at the border, deployment of addition 40 personnel, provision of communication equipment, two 4x4 pickups and an additional 2 motorbikes, and a rural-deployment pay incentive would help the bureau to discharge their functions effectively.

Table 4: Deployment Status of BIN in the County

Location	No of Personnel			Communications	Status of Office
	M	F	T		
Robertsport	6	1	7	None	Needs renovation
Tienni	7	1	8	None	Renovated
Bo Waterside	13	5	18	1 radio	Entire Port needs renovation
Sinje	4	1	5	None	QIP funding construction of LNP station
Lofa Bridge	7	-	7	None	Needs construction
York Island	1	-	1	None	Needs construction
Gangama	1	-	1	None	Needs construction
Borbor	1	-	1	None	Needs construction
Bamballah	1	-	1	None	Needs construction
Total	41	8	49	1 radio	

Besides the LNP and BIN, other security agencies deployed in the County include the National Bureau of Investigation (3 persons), Ministry of National Security (3 persons), National Security Agency (2 persons), Drug Enforcement Agency (8 persons), and Fire Service (4 persons).

Interventions - Security Pillar

Issue	Priority Interventions	Delivery Date	Lead Ministry / Agency
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.			
Strategic objective 1: To build the capacity of security institutions			
Training is still needed for some security institutions, security institutions lack logistics, equipment, and adequate remuneration for operation.	Rehabilitate and construct, equip LNP Stations with separate juvenile, women and men cells. Specifically, <ul style="list-style-type: none"> • Complete and furnish Sinje Police Station supported by UNMIL QIP • Construct new police stations in Bamballah, Congo Mano, Lofa Bridge • Construct depots in Damballah, Weajue and York Island • Complete rehabilitation of the Tienni Police Station and additional cells and barracks for accommodation • Renovate Bo Waterside depot with the construction of an annex and holding cell 	2008-2012	LNP
	Rehabilitate and construct an annex to the BIN office in Robertsport	2008-2012	BIN
	Hire, train and deploy an additional 40 police officers to be deployed in Tewor, Porkpa and Gola Konneh Districts, and increase the number of Women and Children Protection officers in all police stations and depots	2008-2012	LNP
	Hire, train and deploy an additional 40 BIN Officers to be deployed in Porkpa, Tewor and Gola Konneh Districts	2008-2012	BIN
Strategic objective 2: To provide adequate territorial protection and law enforcement services to the general population of Liberia			
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	2008-2012	LNP, BIN
	Provide remote-service allowances for all security officers working in remote areas to curtail AWOLs	2008-2012	LNP, BIN
	Conduct mapping exercises of all mining sites to verify the number of ex-combatants and foreigners present	2008-2012	LNP, MIA
	Provide boat to ensure constant coastal border patrol and monitoring	2008-2012	BIN
	Rehabilitate the Bo Port facilities: office building, warehouse, post and residences for the Senior Customs Officer and Port Commander	2008-2012	BIN, Port Authority
Strategic objective 3: To ensure institutional participation in security governance and functions			
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
	Advocate with GoL to declare Robertsport a legal land entry and exit port	2008-2012	MIA

2.3 Governance and Rule of Law Pillar

One of the main challenges in post-conflict Liberia is the extension and consolidation of state authority. Over 95% of GoL Line Ministries, agencies and other local officials at district levels have deployed in the County through the facilitation of UNMIL in



collaboration with the Ministry of Internal Affairs. The County Administrative building has been rehabilitated and refurbished by USAID/LTI and provided with a generator. The rehabilitation and construction of District Administrative offices in the four districts and Tallah Township as part of the 100 community projects implemented by GoL is ongoing, though at a slow pace due to inadequate supply of materials. The Ministry of Internal Affairs has completed a personnel listing exercise that updated the roll of its staff in the County and across Liberia. Basic training programs aimed at building the capacity of County officials are being implemented as support to GoL under the CST project.

All line ministries and agencies have deployed to the County

except the Ministry of Planning and Economic Affairs and the Ministry of Rural Development. However, due to lack of office space, the majority of the line ministries and agencies operate outside the County seat, in Sinje, Bo Waterside, or commute between Monrovia and the County. Coordination between the County Superintendent Office and line ministries/agencies is therefore a problem, as many of the officials lack transportation to Robertsport and the condition of the roads is poor. The dearth of trained and qualified skilled support staff in the County and District Administrations, inadequate and non-provision of operational funds, lack of transparency and accountability procedures, latent but sharp conflicts between or among County Administrators or between District Administrators and communities, and a general lack of dedication to duty are key challenges affecting the consolidation of state authority and the delivery of basic services to communities in the County.

To initiate development at the community level, five District Development Committees have been established by Action Aid through the support of UNDP in collaboration with the Ministry of Internal Affairs. Members were democratically elected, trained and provided with mobility and basic logistics to assist communities in the identification of priority projects. However, projects identified by various committees and submitted to UNDP are yet to be funded.

The Circuit Court became functional with the deployment of a judge in May 2006. Similarly, all Magistrates and Associate Magistrates of the five magisterial jurisdictions (Robertsport, Tienni, Madina, Bamballah and Lofa Bridge) have been deployed. The district magisterial courts are operating in dilapidated, rented buildings (as in Lofa Bridge and Tienni), in community palava huts (as in Madina), or simply cannot function due to lack of office space, accommodation and police presence (as in Bamballah). In the month of November 2007, nineteen criminal cases including rape, armed robbery, drug trafficking, negligent homicide, illegal possession of narcotic drugs, and theft of property were on the docket. Some of these cases span back to 2006.



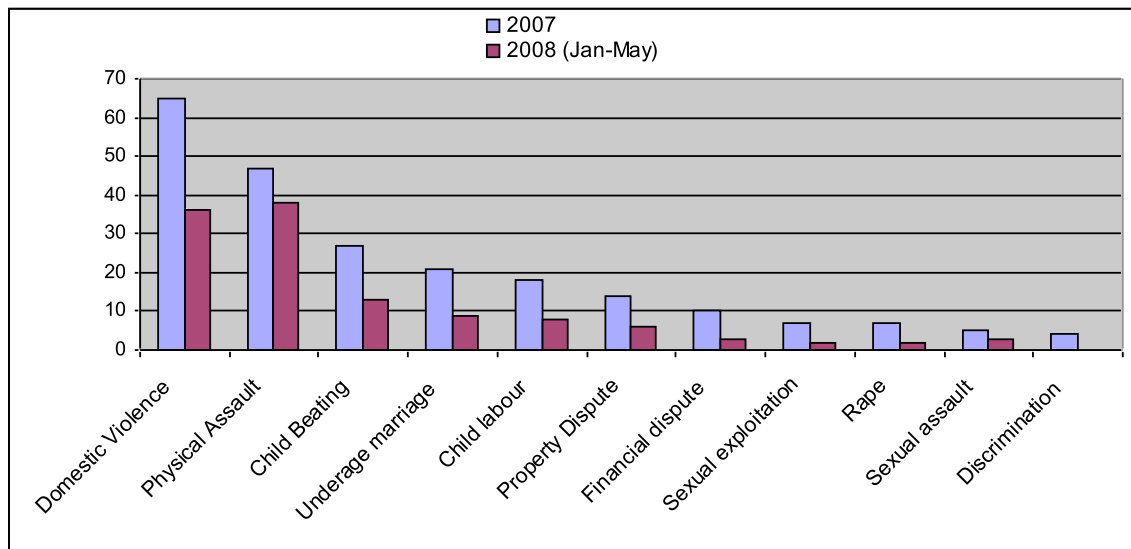
The absence of a defense counsel leaves room for suspects to be incarcerated in jail for long periods without trial. A case flow management committee has been established to look into longstanding backlog of cases that have not been tried, and to make recommendations for the release of suspects, where

possible. Peace and Reconciliation Committees have been established in Garwular and Tewor Districts as alternative conflict resolution mechanisms. Civil Affairs provided training for these committees on conflict resolution, management and prevention. The committees have amicably resolved many land and development-oriented disputes.

The lack of cells or prisons that meets international human rights standards, lack of mobility, inadequate trained and qualified personnel, unwillingness of witnesses to testify in courts, disinterest to become juror due to low sitting fee paid are some of the key challenges facing the judicial sector.

The issue of child labor does exist in the County, as child protection and human rights agencies have reported cases of children engaged in mining of gold and diamonds in Gola Konneh District and in agricultural farms for their teachers and principals in Garwular and Tewor Districts. In most of the commercial centers, such as Sinje, Bo Waterside, Tieni and Robertsport, school age children are engaged in street trading.

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
<p>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</p> <p>Strategic objective 1: To increase and enhance citizen participation in and ownership of government policy formulation and implementation</p>			
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
<p>Strategic objective 2: To strengthen and enhance the effectiveness and efficiency of public institutions and functionaries</p>			
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
	Provide office space and logistics including mobility for all ministries and agencies at the County Seat. As a mid-term strategy, construct a ministerial building to host all line ministries in the Capital and pave the Madina – Robertsport road to enhance coordination.	2008-2012	MPW, MIA
	Complete all District Compounds in Sinje, Tienni, Bamballah, and Than, and construct District Offices	2008-2012	MPW, MIA
	Rehabilitate Robertsport City Hall and construct annex for office space for City Mayor and staff	2008-2012	MPW, MIA

Issue	Interventions	Delivery Date	Lead Ministry / Agency
Strategic objective 3: To expand access to justice, and enhance the protection and promotion of human rights under the Laws of Liberia			
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 and furnish Magisterial Courts with separate holding cells for women and juveniles in Madina, Bammallah, Lofa Bridge and Tienni	2008-2012	MoJ
	Deploy trained and qualified Magistrates and Associate Magistrates to preside over the Magisterial Courts	2008-2012	Corrections
	Construct a new Circuit Court building to separate the Judiciary from the Executive building	2008-2012	MoJ
	Reconstruct and furnish the Corrections facility in Robertsport and deploy trained female and male officers	2008-2012	Corrections
	Deploy Defence Counsel, and an additional City Solicitor	2008-2012	MoJ
	Improve conditions of service for Jurors and court staff	2008-2012	MoJ

2.4 Economic Revitalization Pillar

According to the 2001 agricultural baseline survey, 78% of the rural households in Cape Mount are engaged in agricultural activities at subsistence scale. Formal employment accounts for as little as 4% of incomes, with the majority serving as casual workers at best. Most locals are instead engaged in petty trading. The lack of middle level manpower limits employment opportunities for youth as a high percent are neither skilled nor literate. The establishment of agro-industry and revamping of legal mining and logging will create employment opportunities. The County's major growth areas are below discussed in terms of two major categories, namely Agriculture and Natural Resources, followed by discussion of some of the structural issues faced.

Agriculture

In general, Cape Mount has fertile soils that favor the cultivation of a variety of cash crops including oil palm, rubber, cocoa and coffee, and food crops such as rice, cassava, yams and vegetables including pepper, bitter ball, okra, potato leaves, cabbage, and others. Agricultural productivity remains low due to limited access to extension services, crude methods of farming, late supply of seeds, lack of capital and credit, lack of tools and other inputs, a flawed land tenure system, and few post-harvest facilities.

Food Crops

The main food crops produced in the County include rice, cassava and groundnut. However, many women are engaged in the production of other crops such as corn, okra, pepper, bitter ball, and other vegetables. In most cases the production of vegetables is done by women through the establishment of small backyard gardens. Efforts are being taken to support women's groups formed in the County by NGOs, Ministry of Agriculture, FAO and WFP. Before the war, AGRIMICO invested in the commercial cultivation of rice for export on thousands of acres of land in Madina in Garwular and Bowterside in Tewor District. The investment provided estimated 300-500 jobs for the local population. However, food production per head fell steadily during the 1980s and the decline continued during the war due to the displacement of a large section of the population, which left the country dependent on food imports, mainly rice, which is the staple food.

With cessation of hostilities and the return of the displaced communities to their land, rice and cassava production and food crops in general is steadily increasing. But with the provision of tools, insecticides and pesticides, fertilizer, introduction of mechanized agriculture and credit schemes, construction of post-harvest storage facilities, and the construction and rehabilitation of roads, the sector has enormous potential.

Cash Crops

Rubber

Rubber is one of the country's major cash crops and serves as a major revenue engine. According to the LDTSI report, after the war, rubber accounts for about 90% of Liberia's exports. The biggest rubber farm in the County is the Guthrie Plantation,



which also extends in to Bomi County. However, private rubber farms abound in the County, especially in Garwular and Gola Konneh Districts. There are large uncultivated lands and fertile soil to allow for rubber farm expansion. Currently the Guthrie Rubber Plantation is being managed by an interim team, which came to being after a joint Government and UNMIL Taskforce was established to enable GoL to take full control of the operations of the plantation. The management team is currently operating on a cash budget, which hinders rapid development of the farms. Because of the current and expected high prices on the world market, the sector should be able to self-finance the support necessary to jump-start the small holder sector. Although production was disrupted during the war period, the Interim

Management Team of Guthrie is producing between 400-600 wet tons of rubber per season.

One key constraint to the development of the sector is the muted output growth during the long gestation period of new plantings. With the occupation of the plantations by rebel militias, a significant proportion of the trees were subjected to excessive tapping, which has killed many trees. Other constraints include the communal land system, which does not easily avail large parcels of land for the expansion of the sector, and the relatively small incentives to investors by government compared to those offered in other rubber-exporting countries. With the prevailing good climatic conditions that make for high yields, growth in rubber sector will bring about increases in income and employment, especially if the growth can accrue to smallholders. To improve the sector, government's role should be indirect, through the provision of the required transportation infrastructure and the establishment of supportive policy and institutional framework.

Palm Oil

The availability of vast fertile land throughout the County provides the basis for expansion and greater growth of the oil palm sector with comparative advantage over many other West African countries. Palm oil cultivation is of great economic value to the rural communities, and the products are widely locally consumed. The largest palm oil plot is located in Wangekor, with a cultivated area of 10,000 acres. Smaller holdings are found in Sinje, Gola Konneh and Porkpa Districts. The Wangekor farm provides not only employment but also substantial revenue for local communities, who use crude extraction methods, producing as low as a 4-8 ton ffb/ha ratio, according to the LDTIS report. Key constraints to the development of the crop for export include a lack of local processing equipment, which was destroyed during the war, crude production methods, the prevailing land tenure system, a lack of storage facilities including those at the port, a lack of capital for investment, a lack of access to improved varieties, a lack of technical services, and poor transportation infrastructure. With the prevailing good international market price of the commodity and increased demand in West Africa, investment on the sector will trigger economic growth and create employment opportunities. Also, agro-industry will mushroom with the production of oil palm byproducts such as soap and cosmetics.

Fishing

Grand Cape Mount is endowed with many rivers and creeks, as well as the large Lake Piso and the Atlantic Ocean, where a variety of fish abound. About 11% of households were engaged in ocean fishing in 2005, while 15% fished in rivers, 81% in creeks and 2% in swamps.

However, the fishing industry remains underdeveloped.

Fishing provides employment to about 30 percent of the population of Robertsport and its environs. The African

Development Fund is supporting a six-year fishing project implemented by the Robertsport Fishmongers Association, which will benefit 1000 mainly women and youth with training in financial

and administrative management. Currently most fishing is carried out by Fanti and Kru people, who have trained many local youth. Lack of cold storage facilities and bad roads, coupled with a lack of capital continue to constrain growth in the sector. There is a strong need to organize fishing cooperatives and provide inputs to local fishermen



to engage in commercial fishing as well as drying and cooling of the catch in Bo, Tahn, Sinje and Robertsport.

Natural Resources

The County is heavily endowed with abundant and rich natural resources including economically viable rivers, creeks, forests, rich mountains, Lake Piso and the Atlantic Ocean with its beautiful beaches that makes its attractive to eco-tourism and fertile land suitable for agriculture. Mineral resources such as diamonds, gold and iron ore with likelihood of oil deposits, particularly in Garwular, Gola Konneh and Porkpa Districts. The proper utilization of such natural and mineral resources has the propensity to positively drive the socio-economic recovery process. Within the County, Porkpa and Gola Konneh Districts are known as the County's bread basket because of the rich deposits of minerals such as iron ore (especially Canga and Limonite in Mano River and Magetite+, Haemite+ and Limonite in Bea Mountains), gold and diamonds. The Ministry of Lands, Mines and Energy has divided the County into five mining agencies - Varguay, Bangoma, Kawellahun, Keita and Camp Freeman. Mining Agencies headed by Mining Agents are poorly equipped to supervise mining activities in the County.

Iron Ore

According to the LDTIS, iron ore was one of Liberia's economic mainstays, contributing as much as 64% of total exports or nearly 25% of the country's GDP, and the country remained the second largest producer and exporter of iron ore before 1979. However, the industry suffered severe setbacks due to decline in the world steel market leading to declining prices for the commodities. The iron ore deposits in Bomi, Gbarpolu and Grand Cape Mount Counties is referred to as the Western Clusters. The Mano River Union Iron Ore Company Limited (NIOC) was given a concession and commenced the extraction of the product in 1953 but wound down operations in 1983 due to technical and financial problems. The LDTIS report stated that Liberia's estimated iron ore reserves amount to almost 3 billion tons, of which 100 million tons lie in Mano River and 400 million tons lie in the Bea Mountains. With the rapid growth of the Chinese steel industry coupled with increasing world market prices for the product (to levels of 0.85 US\$/mtu in 2007) and with an expected increase of 30–50% in 2008 (1.10 – 1.20 US\$/mtu) there has been increase in the expression of interest to mine iron ore in Liberia. Recently, Delta Mining Company has won the bid for the extraction of the Western Cluster iron ore. The finalization of the iron ore concession agreement between the Government and the Company will see the revamping of iron ore mining activities within the next couple of years, which has great economic revitalization potential.

Diamonds

Diamonds are found along the Mano and Lofa Rivers covering Porkpa, Gola Konneh and Garwular Districts. These rivers host extensive areas of artisanal workings and

have potential for diamondiferous kimberlites. In 2001, the United Nations Security Council Resolution 1343 placed sanctions on the mining and exporting of diamonds. This led to cessation of diamond mining activities until the Government of Liberia complied with the Kimberly Process. With the demonstration of commitment and fulfillment of the criteria of the process, the United Nations lifted the sanctions. With the support of UNMIL, regional mining offices were set up in Lofa Bridge and Congo Mano River. To date, most of the ongoing mining is artisanal. The high rate of unemployment has made it possible for many unemployed youth including ex-combatants and aliens from neighboring Sierra Leone and Guinea to participate in mining activities especially in Gola Konneh and Porkpa District. Mining agents have found it very difficult to supervise these illicit miners due to lack of manpower, mobility and other logistics. The expansion of the sector has great potential to reduce unemployment.

Gold

The MDA concluded in 2004 between the National Transitional Government of Liberia and Western Mineral Resources, a subsidiary of Mano River Resources, a covering concession with primary gold-bearing geological structures in the Bea Mountains, still remains to be renegotiated in compliance with the recommendations of the Public Procurement and Concession Committee (PPCC). In 2007, Mano River Resources announced that it had identified a resource of about million tons of gold at a grade of approximately 5 grams per metric ton. Some Mining Companies have received either exploration rights or mining licenses and these include African Aura Resources, Mano River Resources, Texas International Mining Group, KBS Mining Group, Diasoma Mineral Incorporated and Montserrado Mining Company, in addition to other individual gold mining license holders.

Timber

The cancellation of logging concessions limited commercial logging activities in the County. However, unregulated pit-sawing is still being carried out, mostly in Gola Konneh and Porkpa Districts. The limited number of FDA personnel has made it difficult to control, and hence only the pit-sawyers and local landowners currently benefit from timber exploitation. Most of the pit-sawyers evade taxation or claim falsely to have paid taxes with FDA. The transportation of over-loaded trucks of timber is a contributing factor to the deterioration of roads and damage on bridges. Regulation of pit-sawing for the benefit of local communities and protection of the environment cannot be overemphasized as it provides many resources for the County including medicinal herbs, raffia, bush meat, charcoal and firewood and creates employment opportunities. However, shifting cultivation, unregulated pit sawing and tendencies of a selective harvesting of a few species has led to considerable depletion of the forests economic value and biodiversity, which warrants control. Hunting for game in reserved areas of the Gola Forest in Upper Porkpa is seriously affecting wildlife in that area. Government supervision of forestry is inadequate,

leading to violations of forestry regulations and the tendency of misappropriation and non payment of forestry charges.

Tourism

The Lake Piso region, with its fantastic biodiversity and idyllic vistas, makes it very attractive to tourists. In the 1970s, tourism thrived in the County, especially after construction of a 75-room hotel. There also exist a number of historical sites including the Tallah Township, which was a World War II Allied base. To promote tourism and other commercial activities that will help to provide employment, revenue and economic growth, the CDA process heard calls for the declaration of the Lake Piso region as a multi-purpose protected area, construction of an air strip, rehabilitation of Hotel Wakolor, construction of additional motels and restaurants in Robertsport, along Lake Piso, on York Island and in Sembahun, development of the beaches and construction of a public park.



Markets

There exists a marketing association in the County with sub-branches in each district. It is estimated that 10.7% of marketers are also engaged in business transactions in Monrovia. A total of seven weekly markets (up from just three in 2004) are now operational in Vonzula, Daniel's Town, Bo Waterside, Tieh, Jenehwonde and Bamballah. During week, petty traders from Monrovia and many local marketers within the district or County arrive with goods. Due to the poor condition of the roads, traders have to walk long distances to the markets, discouraging cultivation of perishable agricultural crops and reducing income levels, especially of rural women. The lack of capital and credit has kept the marketers business expansion to a minimum. Petty traders have established limited small-scale businesses in

commercial and mining areas and district capitals. Civil Affairs in collaboration with the Gender Office has engaged organized and mobilize women's umbrella groups in the Commonwealth, Tewor, Porkpa, Gola Konneh and Garwular Districts.

Customs and Revenue Collection

To increase revenue generation in the County, 18 Customs personnel are deployed. With the exception of Robertsport, deployment to leeward areas including Borbor, York Island, Congo Mano, Bamballah and Jeneh Liberia has been constrained by lack of financial and logistical support from Monrovia Customs headquarters. The proliferation of thirteen government ministries and security agencies (BIN, Customs, Port Health, Agriculture, Ministry of Transport, Ministry of Commerce, National Security Agency (NSA), Ministry of National Security (MNS), National Bureau of Investigation, Drug Enforcement Agency, Fire Service, ECOWAS Brown Card Officers and BIVAC) has warranted complaints from commuters and consignees of extortion and unnecessary delay at the port, which has negative effects on revenue generation. Some associated challenges that impinge on revenue collection include under-invoicing, lack of impress to finance government operations (a Customs officer has to pay bank transaction charges out-of-pocket to deposit Government money in Monrovia), lack of scales for weighing, inadequate storage facilities, poor conditions of service and rampant tax evasion due to non-deployment of officers to sub-collectorates along the porous border.

One Revenue Agent and six collectors are currently deployed in the County, found in Robertsport, Tienni/Bo Waterside, Lofa Bridge and Sinje. The Rubber Planters Association of Liberia has commenced payment of withholding and sales taxes to the County office. Full compliance to Executive Order No. 3 reaffirming that the collection of revenue is the sole prerogative of the Ministry of Finance is yet to be fully achieved, as line ministries such as Port Health and Ministry of Transport continue to obtain monies from commuters without issuing receipts. There are several areas of revenue leakages that warrant establishment of a comprehensive taxpayer database. The County Development Committee has set up a task force headed by the County Revenue Agent to help curb this problem. The effectiveness of revenue collection is limited by inadequate staff and office space, lack of logistics, communications and mobility, interference of local chiefs in the collection of revenue, inadequate sensitization of taxpayers on tax policies, and a lack of revenue courts to prosecute tax defaulters.

Interventions - Economic Revitalization

Issue	Interventions	Delivery Date	Lead Ministry /Agency
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.			
Strategic objective 1: Develop more competitive, efficient, and sustainable food and agricultural value chains and linkages to markets.			
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
Strategic objective 2: Improve food security and nutrition, especially for vulnerable groups such as pregnant and lactating women and children under five.			
High levels of food insecurity and child malnutrition impede socioeconomic development and poverty reduction.	Provide extension services and to local farmers across the County, deploying at least two agents per district	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 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
	Provide training and inputs for vegetable agriculture to women's groups	2008-2012	MoA
	Provide post-harvest facilities such as stores and drying floors in each clan, milling machines in each district capital	2008-2012	
	Support clan and district youth coalitions to engage in seed multiplication and swamp rice development projects	2008-2012	
	Facilitate the formation of fishing cooperatives in Robertsport and its environs and provide grants for the construction of fishing boats and drying and cooling facilities in Robertsport, Sinje, Bo Waterside, Bamballah and Lofa Bridge	2008-2012	MoA
	Encourage and support plantation agriculture for the expansion of rubber and oil palm farms, and develop new ones in Garwular, Tewor, Porkpa and Gola Konneh Districts	2008-2012	MoA
Strategic objective 3: Strengthen human and institutional capacities to provide needed services, create a strong enabling environment, and reduce vulnerability.			
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 haemorrhaging of timber resources	2008-2012	FDA, LNP, BIN
	Provide vocational training to ex-combatants	2008-2012	MoL
	Strengthen the capacity of DDCs in project management, monitoring and evaluation and ensure support to community projects identified and submitted based on the district action plan	2008-2012	DDCs, MIA
	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
	Rehabilitate and furnish the Ministry of Finance office in Robertsport and deploy an additional six revenue collectors equipped with the necessary logistics such as vehicles, motor-bikes, communication and office supplies	2008-2012	MoF
	Support deployment of Customs agents to legal crossing points in Robertsport, York Island, Jench – Liberia, Congo Mano and Gangama, and provide scales and an impress for minor expenses	2008-2012	Customs
	Provide tax holidays to investors establishing themselves in rural agricultural areas	2008-2012	MoF, MIA, MoA
	Rehabilitate markets in Vonzula, Daniel's Town, Bo Waterside, Bamballah and construct a market in Lofa Bridge	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	

2.5 Infrastructure and Basic Services Pillar

Roads and Bridges

The physical damage to roads and bridges, particularly following the rainy season, continues to limit the ability of humanitarian agencies to provide critical support and it obstructs access to markets, thereby impeding economic productivity and self-sufficiency. The County has only one paved major road, leading from Monrovia to Bo Waterside, and seven major feeder roads, Madina–Robertsport, Sawelor-Tienni, Tienni-Kawellahun, Congo Mano River-Tahn, Tahn-Sinje, Teh–Bomboja, and Daniels Town-Tallah. There also exist several farm-to-market or secondary feeder roads. With the exception of the paved road, all these roads have deteriorated to an extent that makes accessibility very difficult. WWL/Japan Platform rehabilitated the Tienni-Damballah road, while German Agro Action (GAA) has constructed five bridges in Gola Konneh District and has undertaken a feeder roads assessment for possible intervention in the District. District and Clan youth groups have been mobilized to assist in the rehabilitation of roads. Texas International Mining Company is rehabilitating the 43 km road from Sinje to Tahn. Deterioration of roads is attributed to lack of maintenance and the absence of qualified technicians, which has warranted the rehabilitation of bridges by masons and carpenters. As such the repairs and constructions are not sustainable. UNMIL, in collaboration with the Ministry of Public Works, has formed a Road Task Force (RTF) to assess and recommend on the state of the roads and bridges. The RTF has done some assessments of feeder roads to be rehabilitated by communities with food-for-work support from WFP.



The actual population total that is inaccessible by vehicle is difficult to know, but the NRC report gives an insight into what the situation might look like.

Table 5: Population Inaccessible by Car

Activities	Gola-Konneh District	Porkpa District	Common Wealth District	Garwular District	Tewor District
Number of villages not accessible by car	14	15	6	20	18

Source: NRC Needs Assessment Report, January 2007

Accessibility to some areas during the rainy season is virtually impossible due to damaged bridges, specifically Konja and Kalia bridges, which link the rest of Porkpa District, and Jagila and Diah bridges, which link many towns in Tewor District. UNMIL Pakistani Engineers have have worked to ensure that the Madina-Robertsport road is passable, but the geographical location of Robertsport has created a contact gap between the County Administration and the locals.

The Construction of roads and bridges involves huge capital investment but is a crucial catalyst for massive recovery and economic development. The construction of roads to gain accessibility to upper Porkpa has far reaching economic and security benefits as it will facilitate effective border monitoring and prevent not only smuggling of precious minerals but also avert its being used as a conduit point by aggressors. The availability of laterite soil and large deposit of granite rocks in Madina – Garwular District, Kiawu Clan in Tewor and Sokpo Clan in Porkpa provides significant inputs towards the rehabilitation of road projects to be undertaken in the County. The need to develop waterways as means of transportation by provision of a ferry or boat is a viable venture from a security and economic stand point of view. The Counties natural waterfalls in Porkpa could be utilize for the construction of mini hydro dams and water reservoirs to provide electricity and safe drinking water.

Electricity

There is no public provision of electricity in Grand Cape Mount. The electricity power station in Robertsport provided electric power for the capital prior to the civil crisis but was looted and severely damaged. Only a few private individuals can afford to own and operate their own generators. The Government has donated a 65 KVA generator to be used for the electrification of Robertsport City. However, the County Administration needs electric poles, cables and rehabilitation of the power house to accomplish this venture. The need for rural electrification to boost economic development cannot be overemphasized. Providing Capital City and Districts Capitals with electricity is crucial for the overall development of the County. The County has potential for the generation of power through the construction of a mini-dam as a long-term investment strategy. With the availability of waterfalls in Sokpo Clan, such as Gondama, Soyoma, and Konolaykor in Porkpa District, there is potential for the realization of such projects. As a short-term solution, the CDA participants agreed on the need to provide a set of 8MW generators to be deployed in each district capital to generate power for the immediate environs.

Water and Sanitation

Only 20 % of the communities in Grand Cape Mount have access to clean water facilities. The poor water and sanitation situation has contributed immensely to the poor health of the inhabitants of the County. The Government, in collaboration with NGOs, is constructing and rehabilitating hand pumps, wells and latrines in various communities. World Vision Liberia (WVL), the Norwegian Refugee Council (NRC), Christian Children's Fund (CCF), German Agro Action (GAA) and local NGOs are actively engaged in the rehabilitation of wells/hand pumps and construction of toilets. An estimated 35 percent of the pre-war wells and hand pumps have been rehabilitated to date, and NGOs are also giving institutional water and sanitation support to many schools. However, with the increase in the population the need for the construction of more protected wells and hand pumps and latrines become evident. Most of the communities serviced have been those along accessible roads. Several communities in the remote areas needed assistance. UNICEF, in collaboration with Ministry of Public Works and the Ministry of Rural Development, has trained 48 pump mechanics and plans to open a depot with spare parts to ensure sustainability of water facilities. Rehabilitation of all damaged wells and hand pumps and construction of additional ones in nearly every town is necessary to increase accessibility of safe drinking water to the PRS goal of 50% coverage.

Education

A total 124 functional educational facilities exist in Grand Cape Mount. Of this number, 107 are elementary schools, 14 are junior highs and three are senior high schools.

Enrollment is estimated at 26,748 including 13,888 boys and 12,860 girls, with a teacher population of 341, of which 311 are male and 30 are female.



Table 6: Educational facilities in Cape Mount:

District	Elementary School	Junior High	Senior High	Total	Private School
Porkpa	19	2	-	21	1
Commonwealth	9	3	2	14	3
Garwular	25	3	1	29	-
Gola Konneh	26	2	-	29	1
Tewor	28	4	-	33	1
Total	107	14	3	124	6

Table 7: Enrollment

District	Total number of student			Total number of teachers		
	Boys	Girls	Total	M	F	Total
Porkpa	2229	2268	4497	40	2	42
Commonwealth	1355	1351	2706	52	16	68
Garwular	3460	3062	6522	87	3	90
Gola Konneh	2700	2514	5214	44	8	52
Tewor	4144	3665	7809	88	1	89
Total	13888	12860	26748	311	30	341

The statistics show an increase in the enrollment of the student population, especially the girl child population, as compared to last year. The increase is attributed to GoL implementation of the compulsory free primary education and increase in the number of functional schools. The County Education Officer, and four District Education Officers each in charge of one of the four districts, are deployed in the County despite the lack of office space and mobility to work effectively. UNICEF continues to support the education sector through the provision of teaching and instructional materials and WATSAN support.

The increase in the number of school children overwhelms the available number of teachers. A majority of the schools lack trained and qualified teachers especially science teachers and graduate teachers to teach senior high school leading to students mass failure.

NRC has extended the Accelerated Learning Program throughout cape mount to increase school



enrollment Action Aid Liberia has instituted Adult Literacy Programs in Tieh, Fandoh and Bomie Communities in Garwular District.

The combination of a lack of school furniture, poor conditions of service for teachers, a limited number of textbooks, the inadequate number of schools, the ineffective curricula, the lack of accommodation for teachers, and the lack of vocational and technical institutions create a major challenge in providing quality education. For starters, there is a great need to increase the number of schools, as illustrated in the diagram below.

Table 8: Educational Facilities

District	Present Functional Schools in the County			Projected Development of functional educational institutions in the County				
	Private	Public	Total	Public elementary	Public Junior High	Public Senior High	Technical Institute	Junior College
Tewor	1	32	33	34	3	3	1	-
Garwular		29	29	30	3	3	1	-
Gola Konneh	1	28	29	30	3	3	1	-
Porkpa	1	21	22	25	3	2	1	-
Commonwealth	3	14	17	11	5	3	2	1
Total	6	124	130	130	17	14	6	1

Communications, postal services and telecommunications

The Ministry of Post and Telecommunications has recently established its presence in the County by opening the first border Post Office in Bo Waterside, with a view to serve not only communities in Liberia, but also to strengthen relations with neighboring Sierra Leone. The need for the expansion of the service to each district headquarters and the capital is glaring. The post office building in Robertsport is in need of total rehabilitation. The Lonestar Cell, LiberCell and Comium private wireless companies currently provide communication services in the County. Apart from UNMIL Radio, there is one community radio station, Radio Piso, though Radio Cape Mount, which is being funded by Talking Drum Studio, is near completion.

Health

There are 33 functional health facilities which include one hospital, one health center, 30 clinics and one health post. The hospital (St. Timothy Government Hospital) and three of the clinics (Fanti Town, Sembahun and Tallah) are found in the Commonwealth. Garwular District has functional clinics located in Jundu, Madina, Bomboja, Bendu, Kpeneji and Kanga, one health center in Sinje, one health post in Division 8, Guthrie (Private) and one non-functional clinic in Zarway Town. In Tewor District there are 11 facilities, in Tienni, Bo Waterside, Diah, Kulangor, Mambo, Gondama, Gonor, Jenewonde, Fahnja, Than Mafa and Bangorma. Five clinics are operational in Porkpa, in Bamballah, Bendaja, Kongo and Kawellahun, and four more in Gola Konneh District, namely Mbaloma, Lofa Bridge, Tahn and Varguay. The African

Humanitarian Agency (AHA), Medical Teams International (MTI) and International Medical Corps are playing a pivotal role in supporting the health sector.

Some 74% of the health facilities are currently supported and run by INGOs with funding from UN Agencies and bilateral donors. MTI continues to give support to five clinics in the County and has also embarked on a 4-year Child Survival Project funded by USAID, which was launched by the President in September 2006. The project aims at reducing infant mortality and morbidity and building capacity of County Health Team, among others. In collaboration with the County Health Team (CHT), MTI has recruited HHP for the recruitment of County Health Workers and Traditional Trained Midwives (TTMs). AHA continues to manage 9 facilities including one health center and has trained 16 TTMs, who graduated in August 2008. Due to the lack of an exit strategy, the phasing out of WWL from the management of 11 clinics in Tewor District created a gap that International Medical Corps (IMC) has filled, with support from USAID/OFDA.

The CHT/EPI (MoH), in collaboration with partners and County Authorities, has organized and implemented the MNTE Round I and II immunization campaigns, conducted June 11-16, 2007 and October 2007. During round I of the MNTE, out of a total of 32,018 targeted Women of Child Bearing Age, (WCBA) a total of 29,687 persons including 4,326 pregnant, 21,763 non-pregnant women and 3,438 students were vaccinated. In the second phase, a total of 29,338 WCBA including 4,016 pregnant and 22,041 non-pregnant women and 3,281 students were vaccinated. The



County Health Team is managing St. Timothy Hospital and the remainder of the clinics. Importantly, over 70% of the staff are still not on government payroll.

The CHT conducted limited hygiene promotion sensitization activities. The inclusion of hygiene promotion in water and sanitation projects is essential. According to epidemiological data from all health facilities the principal causes of morbidity are malaria, pneumonia, sexually transmitted diseases, diarrheal diseases, urinary tract infections, hypertension and pelvic inflammatory diseases. The County Health Team and partners have carried out a polio eradication campaign for children below five years of age. A one-week measles campaign was conducted as part of a nationwide venture in January 2007. UNMIL facilitated the donation of an X-ray machine and other equipment to the hospital, while the PAKBATT medical team continues to conduct medical camps and treat patients.

Table 9: Health Care Facilities

District	Total number of health facilities and present state of repair and function					Additional health facilities needed	
	Hospital	Health Facilities	Functional	Non-Functional	Need Rehabilitation	Hospitals	Health Facilities
Porkpa	-	5	5	-	2		3
Gola Konneh	-	4	4	-	1		3
Garwular	-	9	8	1	2	1 60-beds	2
Commonwealth	1	3	4 (Note: hospital partially functional)		-	Complete rehabilitation	1
Tewor	-	11	11		1		3
Total	1	32	22	3	6	2	12

The current staffing gap in the County is one doctor, 35 nurses, 15 certified assistants and two technicians. The rehabilitation of medical infrastructure, provision of a regular supply of medication, recruitment and training of more health staff, especially nurses and traditional birth attendants, provision of vehicles and rehabilitation of the County hospital are crucial in meeting with the health needs of the growing population of returnees, IDPs and communities.

Gender-Based Violence

A Gender Coordinator has been appointed and deployed in the County along with one voluntary staff based in Robertsport and supplied with a motorbike. The Ministry is facilitating the rehabilitation of a privately-owned building as an immediate strategy for providing office space. A Gender-Based Violence Task Force has been formed in the County with the support of Christian Children's Fund-Liberia, to create awareness and minimize GBV. GBV continues to occur at epidemic proportions in the County, in the forms of sexual exploitation and abuse (SEA) in schools and elsewhere, domestic violence such as wife and child beating, female genital mutilation, rape and sexual assault. Some of the domestic violence cases are the result of harmful cultural beliefs. However, CCF has made strides in creating awareness on GBV, SEA and HIV and

AIDS throughout the County, targeting traditional leaders, youth and women's groups, survivors, parents, returnees and security personnel. Mechanisms have been established to respond to survivor needs, especially in rape cases, and to ensure follow-up, wherein the victim decided to pursue his or her case in court. Currently there are eight rape cases in the docket awaiting trial. The absence of a defence counsel has delayed the delivery of justice, which also discourages survivors yearning for redress from going to court at all. CCF continues to support vulnerable women by training them in small business management skills, constructing skills centres in Gbesseh, Bo Waterside, Madina and Sinje, and supporting women and girls with education and business grants.

HIV and AIDS

Until recently there was no reliable available data on the prevalence of HIV and AIDS in the County. Two Voluntary Counseling and Testing Centers (VCT) have been established in Sinje and St. Timothy Hospital. However, the number of testing volunteers remains as low as 22 individuals, with two positive cases. World Vision has conducted a workshop to implement a one-year HIV and AIDS program in the County, during which faith-based organizations and leaders would be targeted and the Robertsport VCT center would be strengthened, and another established in Bo Waterside. The extension and establishment of VCT Centers in Damballah Health Center and Lofa Bridge with increased sensitization will help in the fight against HIV and AIDS.

Shelter

During the course of the civil strife in Liberia, there was almost complete destruction of the shelter throughout the County. Most houses and community structures were burnt or destroyed and household goods abandoned or stolen. Grand Cape Mount is one of the places of high return of IDPs and has high priority for shelter kits. In many areas of the County, adequate shelter and basic housing fall seriously below the acceptable standard. Between January 2006 and December 2006 the Norwegian



Refugee Council conducted a multi-sectoral needs assessment survey in the County. A total of 348 villages with a combined population of 198,002 were surveyed, and of this group, 11,472 families without shelter were recorded. NRC has embarked on shelter assistance for approximately 1,500 households in the County with funding from DFID. USAID/LCIP through its implementing partner North West Development Association funded shelter construction for 195 beneficiaries including ex-combatants and vulnerable persons.

Interventions: Infrastructure and Basic Services

Issue	Interventions	Delivery Date	Lead Ministry / Agency
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.			
Strategic Objective 1: To ensure all roads are pliable year round, refurbish some public buildings and build capacity necessary for sustained road maintenance program			
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
Strategic Objective 2: To reduce the water and sanitation-related disease burden in Liberia			
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 unsustainable	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	
	Build six district administrative buildings in Gedepo, Nyanywlikien, Glaro, Tuobo, Nyenebo, and Kafore districts.	2008-2011	
	Construct 100 low cost housing units in Fish Town	2008-2011	
	Construct one modern city hall in Fish Town	2008-2011	
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.			
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, GBV, malaria, and other public health topics	2008-2011	MoH, MoGD
	Facilitate workshops for security components and Christian and Islamic communities on sexual exploitation and abuse and gender-based violence	2008-2011	MoGD
	Complete renovation of St. Timothy Hospital and provide necessary logistics and equipment, including at least one ambulance	2008-2011	MoH
	Prepare and adopt a National Health Policy that would ensure smooth administrative transition of health facilities from NGOs to MoHSW	2008-2011	MoH
	Improve conditions of service for health workers in rural areas and provide accommodation	2008-2011	MoH
	Devise a monitoring system to ensure a regular supply of drugs	2008-2011	MoH
	Increase awareness on the prevention and control of diseases such Malaria, Cholera and STIs, and nutritional health	2008-2011	MoH
	Construct 12 additional clinics per District Plans below, and provide the facilities with equipment and medical materials, and deploy trained and qualified health staff	2008-2011	MoH
	Ensure that all health personnel are in the Government payroll	2008-2011	MoH
	Upgrade Damballah, Tahn and Tienni Clinics to Health Centers and Sinje Health Center to a referral Hospital	2008-2011	MoH
	Reconstitute and capacitate the Community Health Development Committees	2008-2011	MoH
	Recruit 35 additional trained and qualified nurses and other essential staff including one doctor, two technicians	2008-2011	MoH

Issue	Interventions	Delivery Date	Lead Ministry / Agency
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			
Access is severely limited due to insufficient facilities and supplies,	Rehabilitate or construct schools in adequate numbers to serve the population per the County Action Plan	2008-2011	MoE
facilities disproportionately located out of reach for some regions. Only one third of primary teachers in public schools have been trained. Enrolment	Stock all schools with adequate materials and furniture, WATSAN facilities, teachers' quarters Provide all untrained teachers with adequate training	2008-2011	MoE
rates remain low, especially for girls. Only a small number successfully	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
make the transition from primary to secondary education.	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
	Recruit 40 trained and qualified teachers, to be deployed to Robertsport High school, Episcopal Senior High, Sinje High and Gbesseh High school	2008-2011	MoE
	Construct a technical and vocational institute in each district capital and a junior college in Robertsport	2008-2011	MoE
	Complete construction of the Polytechnic in Sinje, Garwular District (under consideration)	2008-2011	MoE
	Upgrade Damballah and Tahn junior high schools to senior high	2008-2011	MoE
	Introduce Adult Literacy Programs throughout the County	2008-2011	MoE
Objective 5: To provide reliable, sustainable and affordable energy services to all Liberians in an environmentally sound manner			
Grid electricity is non-existent outside Monrovia.	Implement a rural electrification project by providing power electricity in Robertsport, Tienni and Sinje and with the availability of resources construct mini hydro dam in Porkpa District to supply 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 146 protection incidents reported in the County during January-May 2008, 30.1% and 24.7% 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,³ 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

³ UNESCO, 2007

(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 Action 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 ¹	Target Date	Source of Verification	Lead Ministry/ Agency	MDG Related?
Pillar I: Security							
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 ²	Outcome	50%	60% each year	Annual	CWIQ	MoD, MoJ	-
Police:population ratio ³ (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 Validation Report	BIN	-
Pillar II: Economic Revitalization							
Poverty							
Percent of population below national poverty line ⁴	Outcome	64%	60%	End of PRS Period	CWIQ	LISGIS	MDG 1
Incidence of extreme poverty ⁵	Outcome	48%	44%	End of PRS Period	CWIQ	LISGIS	MDG 1
Growth and Macroeconomic Framework							
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	-

¹ Anticipated date for achievement of target.

² This indicator will also be tracked on a disaggregated basis by sex.

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

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

⁵ 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 ¹	Target Date	Source of Verification	Lead Ministry/ Agency	MDG Related?
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	-
Agriculture							
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	-
Forestry							
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	-
Mining							
Volume of iron ore produced	Output	0	3 million tons	End of PRS Period	MLME	MLME	-
Land and Environment							
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)	-
Private Sector Investment							
Number of new businesses registered ⁶	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	-
Financial Sector							
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	-
Employment							
Employment rate (% above the baseline as determined by MoL 2008/2009 labor market survey) ⁷	Outcome	TBD	TBD	Annual	MoL labor market survey	MoL	-

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

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

Indicator	Type	Baseline	Target ¹	Target Date	Source of Verification	Lead Ministry/ Agency	MDG Related?
Wage employment in the non-agricultural sector (% of total employment)	Outcome	TBD	TBD	Annual	MoL labor market survey	MoL	-
State Owned Enterprises							
Net total transfers to SOEs/parastatals as % of Government revenue	Output	2.4%	1%	Annual	National Budget	MoF, BoB	-
Pillar III: Governance and Rule of Law							
Governance Reform							
% of public expenditure transferred to local authorities ⁸	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, CSA	-
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	-
Rule of Law							
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	-

⁸ This indicator will also be tracked on a disaggregated basis by county.

Indicator	Type	Baseline	Target ¹	Target Date	Source of Verification	Lead Ministry/ Agency	MDG Related?
% 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	-
Pillar IV: Infrastructure and Basic Services							
Roads and Bridges							
Number of new miles of roads rehabilitated/reconstructed ⁹	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	-
Transportation							
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	-
Water and Sanitation							
Access to safe drinking water ¹⁰	Outcome	25% ¹⁰	Increase by 25% (to 50%)	End of PRS Period	VPA, UNICEF, CWIQ	MPW	MDG 7
Access to improved sanitation ¹¹	Outcome	15% ¹¹	Increase by 25% (to 40%)	End of PRS Period	VPA, UNICEF	MPW	MDG 7

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

¹⁰ 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.

¹¹ Ibid

Indicator	Type	Baseline	Target ¹	Target Date	Source of Verification	Lead Ministry/ Agency	MDG Related?
Health							
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
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	-
Education							
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 ¹²	End of PRS Period	2007-2008 School Census	MoE	-
Youth literacy rate	Outcome	73%	85%	End of PRS Period	CWIQ	MoE/LISGIS	-

¹² 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 ¹	Target Date	Source of Verification	Lead Ministry/ Agency	MDG Related?
Energy							
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	-
Post and Telecommunications							
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	-
Urban and Other Infrastructure							
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 - PRIORITY PROJECTS

Annex 1.1 Grand Cape Mount Priority Projects, 2008-2011

Development Priorities	Action Required	Location				Lead	Collaborating Partner	Community Contribution	Time frame	Est. cost
		District	Clan	City/Town	Village					
Road	Rehabilitate and pave road, construct bridges and culverts	Commonwealth	Robertson and Tombey	Madina to Robertsport 45km		MPW	Communities, PAKBAT, EU, UNDP, World Bank, USAID	Labor and local building materials 2008-	2008-	
Road	Rehabilitate and pave road, construct bridges and culverts		Tombey	Fandoc - Mandoc 3km		MPW		Labor and local building materials 2008-	2008-	
Road	Rehabilitate and pave road, construct bridges and culverts		Tallah	Daniel's Town - Tallah 191km		MPW		Labor and local building materials 2008-	2008-	
Road	Rehabilitate and pave road, construct bridges and culverts	Porkpa		Bendema-Mano River Kongo-Kawelahun 46km		MPW		Labor and local building materials 2008-	2008-	
Road	Rehabilitate and pave road, construct bridges and culverts			Jennehwonde-Saron-Bombor Junction 30km		MPW		Labor and local building materials 2008-	2008-	
Road	Rehabilitate and pave road, construct bridges and culverts			Jennehwonde-Damballah-Bamballah 22km		MPW		Labor and local building materials 2008-	2008-	
Road	Rehabilitate and pave road, construct bridges and culverts	Gola Konneh		Koinkor-Mafala 32km		MPW		Labor and local building materials 2008-	2008-	
Road	Rehabilitate and pave road, construct bridges and culverts			Lofa Bridge-Gondor - Jenemana 40km		MPW		Labor and local building materials 2008-	2008-	
Road	Rehabilitate and pave road, construct bridges and culverts		Dablo	Managorduah, Junction - Helyeh 13km		MPW		Labor and local building materials 2008-	2008-	
Road	Rehabilitate and pave road, construct bridges and culverts	Tewor		Sawelor-Barkar 38km		MPW		Labor and local building materials 2008-	2008-	
Road	Rehabilitate and pave road, construct bridges and culverts			Gbesseh - York Island 22 km		MPW		Labor and local building materials 2008-	2008-	
Road	Rehabilitate and pave road, construct bridges and culverts			Wuilor Junction-Jennewonde 21km		MPW		Labor and local building materials 2008-	2008-	
Road	Rehabilitate and pave road, construct bridges and culverts	Garwular	Upper Garwula	Vonzula- Manivalor - Messila		MPW		Labor and local building materials 2008-	2008-	
Road	Rehabilitate and pave road, construct bridges and culverts		Lower Garwula	Tehh to Bombojah 8km		MPW		Labor and local building materials 2008-	2008-	
Road	Rehabilitate and pave road, construct bridges and culverts			Vonzula - Bendu 9km		MPW		Labor and local building materials 2008-	2008-	

Development Priorities	Action Required	Location			Lead	Collaborating Partner	Community Contribution	Time frame	Est. cost
		District	Clan	City/Town/Village					
Education	Construct Junior High school	Commonwealth	Tombey	Latia	MoE	UN, NGOs, citizens	Labor and local building materials	2008-2012	
Education	Construct Junior High School	Commonwealth	Tallah	Sweetland	MoE		Labor and local building materials	2008-2012	
Education	Establish vocational school	Commonwealth	Robert sport	Robert sport	MoE		Labor and local building materials	2008-2012	
Education	Construct Senior High School	Gola Konneh	Mana	Tahnn	MoE		Labor and local building materials	2008-2012	
Education	Construct Junior High School	Gola Konneh	Laa	Gondor	MoE		Labor and local building materials	2008-2012	
Education	Construct Junior High School	Gola Konneh	Dablo	Mecca	MoE		Labor and local building materials	2008-2012	
Education	Construct Senior High School	Porkpa	Kposo	Bamballah	MoE		Labor and local building materials	2008-2012	
Education	Construct Junior High School	Porkpa	Sokpo	Israel	MoE		Labor and local building materials	2008-2012	
Education	Establish vocational school	Porkpa	Scimavula	Bendeja	MoE		Labor and local building materials	2008-2012	
Education	Upgrade Senior High School to Senior High standard with qualified teachers, laboratory and library	Garwular	Upper Garwular	Sinje	MoE		Labor and local building materials	2008-2012	
Education	Construct Junior High Schools with laboratory library and deploy qualified teachers	Garwular	Lower Garwula	Madina and Jundu	MoE		Labor and local building materials	2008-2012	
Education	Complete Polytechnic	Garwular	Upper Garwular	Sinje	MoE		Labor and local building materials	2008-2012	
Education	Construct Multilateral High School	Tewor	Fahnbulleh	Tiene	MoE		Labor and local building materials	2008-2012	
Education	Rehabilitate Junior and Senior High School	Tewor	Fahnbulleh	Gbessch	MoE		Labor and local building materials	2008-2012	
Education	Construct primary school	Tewor		Sinje	MoE		Labor and local building materials	2008-2012	

Development Priorities	Action Required	Location			Lead	Collaborating Partner	Community Contribution	Time frame	Est. cost
		District	Clan	City/Town					
Health	Establish Nursing School	Commonwealth	Robertsport	Robertsport	MoH	WHO, USAID, UNICEF, EU, UNHCR, AHA	Labor and local building materials	2008-2 012	
Health	Construct Clinic	Commonwealth	Tallah	Kpalam	MoH		Labor and local building materials	2008-2 012	
Health	Construct Clinic	Commonwealth	Tombey	Falie	MoH		Labor and local building materials	2008-2 012	
Health	Construct Clinic	Gola Konneh	Laa	Gondor	MoH		Labor and local building materials	2008-2 012	
Health	Construct health centre	Gola Konneh	Mana	Tahn	MoH		Labor and local building materials	2008-2 012	
Health	Construct Clinic	Gola Konneh	Mana	Managordua h	MoH		Labor and local building materials	2008-2 012	
Health	Construct Clinic	Porkpa	Sokpo	Israel	MoH		Labor and local building materials	2008-2 012	
Health	Construct Clinic	Porkpa	Porkpa	Kianwey	MoH		Labor and local building materials	2008-2 012	
Health	Construct Clinic	Porkpa	Kposo	Butter Hill	MoH		Labor and local building materials	2008-2 012	
Health	Upgrade health center to referral hospital with trained and qualified health workers	Garwular	Upper Garwular	Sinje	MoH		Labor and local building materials	2008-2 012	
Health	Construct two clinics	Garwular	Upper and Lower Garwular	Mecca and Zaway	MoH		Labor and local building materials	2008-2 012	
Health	Rehabilitate all 7 clinics in the district, equip with qualified health workers	Garwular	Upper and Lower Garwular	All	MoH		Labor and local building materials	2008-2 012	
Health	Construct health center	Tewor	Fahnbulleh	Tiene	MoH		Labor and local building materials	2008-2 012	
Health	Construct Clinic	Tewor	Sambola	Hunkpeh	MoH		Labor and local building materials	2008-2 012	
Health	Construct Clinic	Tewor	Sambola	Baloma	MoH		Labor and local building materials	2008-2 012	

ANNEX 2 - COUNTY ACTION PLAN

Annex 2.1 Grand Cape Mount County Action Plan

Challenges	Action Required	District	Clan	Location City/Town	Village	Lead	Collaborating Partner	Community Contribution	Time frame	Est. cost
Poor Road Network	Rehabilitate and pave 146 km roads, Construct 39 bridges, 55 culverts and drainages	Gola Konnch	Mana	Lofa Bridge - Mafala 12 km, Than - Mabon 20km, Managorduah Junction - Helyeh 13km, Mafala - Buaguda 3km, Kpor junction -Klemie 4km, Than -Harrisfield 45km, Lofa Bridge - Kiadii Village 8km, Mabon Gedeh - Diamai 8km, Gborkotch-Gokjader 8km, Weijuah-Greenb		MPW	German Agro Action, Mano River Resources, and Texas International	Labor and local materials	2008-2012	
Poor Road Network	Rehabilitate and pave 96 km roads and Construct 39 bridges, 53 culverts and drainages Behgodon-Havator 45km and Behgodon-Jennch Mana 6km roads newly Constructed	Gola Konnch	Laa	Gohn - Tima village 55km, Keita-Behgodon 4km, Jennch-Wealiqua 1km, Jennch-Kpan village 45km, Deabor-Mbellebu 5km, Keita-Fewodec 4km, Behgodon-Havator 45km, Bomi wood-Israel 12km, Behgodon- Jennch Mana 6km		MPW	German Agro Action, Mano River Resources, and Texas International	Labor and local materials	2008-2012	
Poor Road Network	Rehabilitate and pave 57 km roads and Construct 33 bridges, 47 culverts and drainages New bridge Constructed on Baibay-Blain 05km road	Gola Konnch	Dablo	Konkor-Kiadii Village 12km, Mbalom -Juni - Larjor 24km, Jennch Brown - Maaca 1km, Todemah-Weasay 2km, Perry village-Mbalikin 45km, Massatine- Weabona 05km, Gbessie-Guthrie 13km, Baibay- Blain 05km, King Joy- Jawajeh 1 km, Mansah-Kromah 8km, Maaca, Juni-		MPW		Labor and local materials	2008-2012	
Poor Road Network	Rehabilitate 107 km roads, 18 bridges and 48 culverts	Gola Konnch				MPW		Labor and local materials	2008-2012	
Poor Road Network	Provide MPWS with equipment to Rehabilitate 86 miles roads, 40 bridges and 63 culverts	Gola Konnch				MPW		Labor and local materials	2008-2012	

Challenges	Action Required	District	Clan	Location City/Town	Village	Lead	Collaborating Partner	Community Contribution	Time frame	Est. cost
Lack of regular road maintenance	Employ and deploy adequate trained and qualified Civil Engineers in the district	Gola Konneh	All	All		MPW		Labor and local materials	2008-2012	
Lack of regular road maintenance	Equip local MPW with tools and machines for road construction and maintenance; Ministry budget increased	Gola Konneh				MPW	EU, USAID, World Bank	Labor and local materials	2008-2012	
Use of roads by heavy trucks	Construct concrete bridges to sustain heavy trucks	Gola Konneh	All	All		MPW	EU, USAID, World Bank	Labor and local materials	2008-2012	
Use of roads by heavy trucks	Install road signs indicating truck weight for roads	Gola Konneh	All	All		MPW	Ministry of Transport, LNP, Ministry of Justice,	Labor and local materials	2008-2012	
Mismanage funds and materials for project implementation	Monitor use of funds and materials for road projects	Gola Konneh	All			MPW	DDCs and Communities	Labor and local materials	2008-2012	
Mismanage funds and materials for project implementation	MPW and DDCs have joint assessment for all road projects with citizens' involved	Gola Konneh				MPW	DDCs and Communities	Labor and local materials	2008-2012	
Lack of community involvement in congressional agreement with investors	Consult local communities before the signing of concession agreements by GoL	Gola Konneh	All	All		GoL	Legislature, Private Investors, community leaders	Labor and local materials	2008-2012	
Lack of transportation	Transportation provided in the district	Gola Konneh	All	All		GoL	Ministry of Transport	Labor and local materials	2008-2012	

Challenges	Action Required	District	Clan	Location City/Town	Village	Lead	Collaborating Partner	Community Contribution	Time frame	Est. cost
Inadequate schools	Construct 10 primary schools in Dablo, 5 in Laar and Mana 6	Gola Konnch	Dablo	Koinkor, Gbenii, Todemah, Massatine, Gbelloh Garbi, Monor, Jawajeh Mavor, Kingjoy, Blain, Deayallah		MoE	Communities, UNICEF, UNDP, UNESCO, WFP, NRC	Labor and local materials	2008-2012	
Inadequate schools		Gola Konnch	Laar	Behgondor, Keita, Gold Camp, Bonni Wood, Wealiqua,		MoE		Labor and local materials	2008-2012	
Inadequate schools		Gola Konnch	Mana	Helyeh, Gohn Zoduwa, Lofa Congo		MoE		Labor and local materials	2008-2012	
Inadequate schools	Makeshift school replaced with concrete	Gola Konnch	Mana	Jawajeh		MoE		Labor and local materials	2008-2012	
Inadequate schools	Makeshift school replaced with concrete	Gola Konnch	Mana	Manogorduah		MoE		Labor and local materials	2008-2012	
Inadequate schools	Construct school to serve 4 villages Zazay, Kpaka, Dumaway and Gbellayzouquoi	Gola Konnch	Mana		Gbelleyzouquoi	MoE		Labor and local materials	2008-2012	
Inadequate schools	Upgrade Junior High School in Than to Senior High School and Construct Annex	Gola Konnch	Mana	Tahn		MoE		Labor and local materials	2008-2012	
Lack of Access to higher education	Establish University	Gola Konnch	Mana	Tahn		MoE		Labor and local materials	2008-2012	
Lack of Access to higher education	Establish 2 vocational schools	Gola Konnch	Mana	Varguaye, Jawajeh		MoE		Labor and local materials	2008-2012	
Inadequate school facilities	Junior High School Constructed	Gola Konnch	Laar	Keita		MoE		Labor and local materials	2008-2012	
Inadequate school facilities	Equip schools adequately with instructional materials, textbooks, furniture, copiers, typewriters, computers, electricity, libraries and laboratories for junior and senior high schools	Gola Konnch	All	All		MoE		Labor and local materials	2008-2012	

Challenges	Action Required	District	Clan	Location City/Town	Village	Lead	Collaborating Partner	Community Contribution	Time frame	Est. cost
Inadequate trained and qualified teachers	Deploy trained and qualified teachers in all schools	Gola Konneh	All	All		MoE	UNICEF, UNDP, UNESCO, WFP, NRC	Labor and local materials	2008-2012	
Poor salaries and incentives for teachers and other staff	Provide attractive salaries, accommodation and other incentives for teachers, and pay staff salaries in the schools to avoid absenteeism	Gola Konneh	All	All	All	MoE		Labor and local materials	2008-2012	
Poor monitoring and Supervision of Schools	Provide Education Officers with office space, equipment and mobility to ensure proper supervision of schools	Gola Konneh	All	All	All	MoE		Labor and local materials	2008-2012	
Non pay volunteers salaries	Include all volunteer teachers on government pay roll	Gola Konneh	All	All	All	MoE		Labor and local materials	2008-2012	
Video clubs and entertainment centers	Regulate operations of video clubs and entertainment centers to ensure closure during school hours	Gola Konneh	All	All	All	GoL, MOIC	MOJ, MoE, Parents Teachers Association	Labor and local materials	2008-2012	
Early Teenage Pregnancy	Prioritize female education in all schools	Gola Konneh				MoE	Ministry of Gender and Dev	Labor and local materials	2008-2012	
Poor Parental Control and Unwillingness of Children to Learn	Create awareness on the importance of education for all parents and children	Gola Konneh	All	All	All	PTA	MoE,	Labor and local materials	2008-2012	
Misinterpreta human/ child rights	Sensitize on human and child rights	Gola Konneh	All	All	All	MoE	Community	Labor and local materials	2008-2012	
High Illiteracy	Adult literacy programs introduced in all towns	Gola Konneh	All	All	All	MoE		Labor and local materials	2008-2012	
Lack of access to capital/credit	Self help and Income generating projects including saving clubs implemented	Gola Konneh	All	All	All	GKDA, GKWA	Gola Konneh Dev Assoc, GK Women Asso	Labor and local materials	2008-2012	

Challenges	Action Required	District	Clan	Location City/Town	Village	Lead	Collaborating Partner	Community Contribution	Time frame	Est. cost
Lack of access to capital/credit	Saving clubs established to provide micro credit loans	Gola Konneh	All	All	All	GKDA, GKWA		Labor and local materials	2008-2012	
Inadequate health delivery services and facilities	Construct clinics and deploy trained and qualified staff in the district	Gola Konneh	Dablo	Todemah, Jawajeh Mavor		MOE	WHO, UNICEF, AHA, MTT,	Labor and local materials	2008-2012	
Inadequate health delivery services and facilities	Rehabilitate clinic	Gola Konneh		Mbaloma		MOE		Labor and local materials	2008-2012	
Inadequate health delivery services and facilities	Rehabilitate clinic	Gola Konneh	Laar	Beh-Gondor, Jenemana, Gold Camp		MOE		Labor and local materials	2008-2012	
Inadequate health delivery services and facilities	Construct Health Center	Gola Konneh		Keita		MOE		Labor and local materials	2008-2012	
Inadequate health delivery services and facilities	Construct Health Center	Gola Konneh	Mana	Mafala		MOE		Labor and local materials	2008-2012	
Inadequate health delivery services and facilities	Building of clinic completed	Gola Konneh		Mana Gordua, Wejjuc		MOE		Labor and local materials	2008-2012	
Inadequate health delivery services and facilities	Construct Health Center	Gola Konneh		Lofa Bridge		MOE		Labor and local materials	2008-2012	

Challenges	Action Required	District	Clan	Location City/Town	Village	Lead	Collaborating Partner	Community Contribution	Time frame	Est. cost
Inadequate health facilities	Adequate and regular supply of drugs, logistics and ambulance services provided in the clinics and health centers	Gola Konneh	All	All		MoH, National Drug Service, County Health Team (CHT)	WHO, UNICEF, AHA, MTT, MSF, UNDR, Community	Labor and local materials	2008-2012	
Inadequate health facilities	All clinics and health centers equipped with hospital equipment, latrines and hand pumps	Gola Konneh	All	All				Labor and local materials	2008-2012	
Inadequate health facilities	Community to restructure CHDC in all clinics and training provided for members	Gola Konneh	All	All		Community, CHT,	MoH, NGOs	Labor and local materials	2008-2012	
Poor salary and incentives for health workers	Improve the salaries and incentives including accommodation and transportation for health personnel	Gola Konneh	All	All		GoL, MoH		Labor and local materials	2008-2012	
Poor monitoring and supervision of clinics	Monitor and supervise all clinics and health centers regularly	Gola Konneh	All	All		MoH, CHT		Labor and local materials	2008-2012	
Unwillingness of Citizens to use health facilities	Citizens sensitized to use health facilities	Gola Konneh	All	All		MoH, CHT	NGOs	Labor and local materials	2008-2012	
Unwillingness of Citizens to use health facilities	Traditional Birth Attendants trained	Gola Konneh	All	All		MoH, CHT	NGOs	Labor and local materials	2008-2012	
Insufficient hand pumps and latrines in communities	Construct latrines and hand pumps and Rehabilitate existing ones	Gola Konneh	Laar	Weada 2 pumps and latrines, Korma 1 pump and latrine, Haveton 1 pump and latrine, Weaboi 2 pumps and latrines, Leczue 2 pumps and latrines, Israel 2 pumps and latrines	Time Village 2 pumps and latrines	MPW		Labor and local materials	2008-2012	

Challenges	Action Required	District	Clan	Location City/Town	Village	Lead	Collaborating Partner	Community Contribution	Time frame	Est. cost
Poor Road Network	Rehabilitate all roads and open drainages on 17 roads, 17 bridges and 47 culverts	Tewor	Fahnbulleh	Rehabilita		MPW	UN agencies, Private Sector, Communities	Labor and local materials	2008-2012	
Poor Road Network	Rehabilitate all roads and opening of drainages 24 roads, 63 bridges and 30 culverts	Tewor	Samballah	Boloma -Zuunii, Kenema -Kohma, Kobolia-Levuma, Sinje- Saylakor; Gijala-Kpendor, Gijala-Sawelor, Gijala-Sowee, Kulangor-Varney-Ja, Bendor- Hunkpeh, Saymakor-Bobalor, Ngagebaloma-Balaja, Balaja-Zuunii, Baloma-Balaja, Mambo-Amina, Mambo junction-Gindema, Gi				Labor and local materials	2008-2012	
Poor Road Network	Rehabilitate all roads and opening of drainages 15 roads, 15 bridges and 47 culverts	Tewor	Paasewe	Sanir - Korma, Goigoma - Jendema, Sanno - Ngoja, Jonneh - Kongo Village, Jenneh - Sorbeh, Gadiyannie - Gonolor, Mambo - Weilor, Weilor - Makandor, Sanjanama - Mende, Seifula - Dasalamu, Sanjanama - Sawula, Wonde - Yatesville, Gohn - Gbamai, Korma - Ducobo				Labor and local materials	2008-2012	
Lack of road maintenance	Ministry of Public Works maintain roads regularly	Tewor	All	All				Labor and local materials	2008-2012	
Lack of road maintenance	Regular road side brushing and drainage cleaning carried out by communities Leaders to engage youths to promote good working relations	Tewor	All	All		Community Leaders, Town Chiefs,	Youth, Women and NGOs	Labor and local materials	2008-2012	
Poor quality of education	Construct primary schools	Tewor	Fahnbulleh	Zozo Baloma, Pujehun, Than Mafa		MoE	UNICEF, NRC, Action Aid, EU, UNOPS, USAID, UNESCO, UNDP, World Bank	Labor and local materials	2008-2012	
Poor quality of education	Construct primary schools	Tewor	Samballah	Balajah, Serji, Maviemah, Levumah, Sawelor		MoE		Labor and local materials	2008-2012	
Poor quality of education	Rehabilitate primary schools	Tewor	Paasewe	Bongorma, Ngoja, Gonolor		MoE		Labor and local materials	2008-2012	

Challenges	Action Required	District	Clan	Location City/Town	Village	Lead	Collaborating Partner	Community Contribution	Time frame	Est. cost
Poor quality of education	Rehabilitate primary schools	Tewor	Sambollah	Bandor, BK Sambola, Koboyah, Hunkpeh, Jene Liberia		MoE		Labor and local materials	2008-2012	
Poor quality of education	Rehabilitation and extension of 3 schools	Tewor	Fahnbulleh	Tieni Senior High Diah, Junior High, Kenema, Junior High		MoE		Labor and local materials	2008-2012	
Poor quality of education	Upgrade Women's Resource Center in Tieni to skills training center for women	Tewor	Fahnbulleh	Tieni		MoE		Labor and local materials	2008-2012	
Poor quality of education	Establish University or Teachers College to curb brain drain	Tewor	Fahnbulleh	Tieni		MoE	MoE	Labor and local materials	2008-2012	
Poor quality of education	Vocational or technical schools established	Tewor	Fahnbulleh	Diah, Fahnja		MoE		Labor and local materials	2008-2012	
Poor quality of education	Vocational or technical schools established	Tewor	Paasewe	Jene Wonde		MoE		Labor and local materials	2008-2012	
Adult illiteracy	Adult literacy programs introduced in all schools in the evenings	Tewor	All	All		MoE		Labor and local materials	2008-2012	
Poor monitoring and Supervision	MoE to equip County and District Education Officers with logistics and mobility to conduct regular supervision of schools	Tewor	All	All		MoE		Labor and local materials	2008-2012	
Inadequate qualified teachers	Deploy more trained and qualified teachers to all schools to reduce failure in national exams	Tewor	All	All		MOE		Labor and local materials	2008-2012	
Inadequate school infrastructure and facilities	Schools adequately equipped with furniture, text books, instructional materials, libraries, and junior and senior levels with science laboratories	Tewor	All	All		MoE, Religious Institutions		Labor and local materials	2008-2012	
Poor salaries and lack of incentives for teachers	Improve conditions of service of teachers and other MoE staff in terms of salary, housing, scholarships, etc	Tewor				MOE		Labor and local materials	2008-2012	

Challenges	Action Required	District	Clan	Location City/Town	Village	Lead	Collaborating Partner	Community Contribution	Time frame	Est. cost
Poor health facilities and services	Construct more clinics	Tewor	Fahnbulleh	Zozo Bolo in Boloma Town		MoH	UNHCR, UNOPS, WHO, MTT, NACA, AHA, MSF, ICRC	Labor and local materials	2008-2012	
Poor health facilities and services	Construct Health Center	Tewor		Tieni		MoH		Labor and local materials	2008-2012	
Poor health facilities and services	Construct Health Center	Tewor	Sambollah	Hunkpeh, Kpotolu		MoH		Labor and local materials	2008-2012	
Poor health facilities and services	Rehabilitate clinics	Tewor		Kulangor, Gondoma		MoH		Labor and local materials	2008-2012	
Poor health facilities and services	Rehabilitate clinics	Tewor	Paasewe	Bangorma, Gonelor		MoH		Labor and local materials	2008-2012	
Inadequate qualified health staff	Provide more trained health staff and improve on the health delivery services	Tewor	All	All		MoH		Labor and local materials	2008-2012	
Inadequate supply of drugs and equipment	Equip clinics adequately with hospital equipment and regular supply of drugs	Tewor	All	All		MoH		Labor and local materials	2008-2012	
Lack of monitoring and supervision of clinics and health centers	Community Health Development Committees revamped and members trained to have oversight of the clinics	Tewor	all	All		Community, County Health Team		Labor and local materials	2008-2012	
Lack of monitoring and supervision of clinics and health centers	Assign health inspectors in the district for monitoring and supervision and conduct health awareness programs including HIV/AIDS education	Tewor				MoH	CHT, Health Inspectors, NGOs	Labor and local materials	2008-2012	
Lack of monitoring and supervision of clinics and health centers	Ban drug peddlers from selling drugs in communities and citizens sensitized on dangers of unprescribed drugs	Tewor	All	All		MoH	MOJ, LNP	Labor and local materials	2008-2012	

Challenges	Action Required	District	Clan	Location City/Town	Village	Lead	Collaborating Partner	Community Contribution	Time frame	Est. cost
Inadequate WATSAN equipment and facilities	Construct hand pumps and lavatories to provide more safe drinking water and improve hygiene	Tewor	Sambollah	Laah, Gindema, Gisakor, Samakor, Barkiamei, Kpendema, Sawelor		MPW		Labor and local materials	2008-2012	
Inadequate WATSAN equipment and facilities	Hand pumps repaired	Tewor		Boemah, Zuanii II, Koboya		MPW		Labor and local materials	2008-2012	
Inadequate WATSAN equipment and facilities	Construct hand pumps	Tewor	Paasewe	Makandor; Gogoima, Yatesville, Faasa		MPW		Labor and local materials	2008-2012	
Inadequate WATSAN equipment and facilities		Garwula	Fahbullah	Entire clan		MPW		Labor and local materials	2008-2012	
Poor Road Network	Rehabilitate 107 km roads, 18 bridges and 48 culverts	Garwula	Lower Garwula	The - Senjanama 16km, Konja-Barkai 11km, Madina-Meekor 3km, Fandoh-Tienemia 3km, Kaweja-Bomboja 7km, Banfor-Barkai 6km, Sanjanama-Lor-Fasekoma 3km, Vonzula-Buluma 8km, Fasekoma-Saymabu 3km, Gbar-Motor 2km, Guenaja-New Camp 5km, Main road - Soc 2km, Mai		MPW	Ministry of Rural Dev, PAKBAIT, World Bank, EU, German Agro Action	Labor and local materials	2008-2012	
Poor Road Network	Rehabilitate 86 miles roads, 40 bridges and 63 culverts	Garwula	Upper Garwula	Sinje - Konkor 7ml, Vonzula-Bendu 5ml, Massagubija-Njagbaa 2ml, Daniels Town - Tallah 14ml, Daniels Town- Warco 14ml, Dasalamu-Goinja 5ml, Barkai I-Barkai II 2ml, Kpenegri-Kobolai 3ml, Dasalamu-Zialay 25ml, Bomaja-Klay 3ml, Gohn-Balaja 3ml, Vonzula- Maniva		MPW	Ministry of Rural Dev, PAKBAIT, World Bank, EU, German Agro Action	Labor and local materials	2008-2012	

Challenges	Action Required	District	Clan	Location City/Town	Village	Lead	Collaborating Partner	Contribution	Time frame	Est. cost
Poor construction of roads due to lack of supervision	Ensure all road construction and rehabilitation is supervised by the Road Engineers	Garwula	All	All	All	MPWS	Communities, Ministry of Rural Dev, PAKBATT, World Bank, EU, German Agro Action	Labor and local materials	2008-2012	
Lack of monitoring and supervision of roads	Deploy more engineers and technicians to the districts to ensure proper supervision	Garwula						Labor and local materials	2008-2012	
Lack of regular road maintenance	Resident Engineers empowered with mobility and logistics equipment to enhance monitoring and supervision	Garwula	All	All	All	MPWS		Labor and local materials	2008-2012	
Lack of regular road maintenance	Community leaders ensure regular road side brushing empower them to regulate use of farm to market roads by heavy trucks	Garwula	All	All	All	MPWS		Labor and local materials	2008-2012	
Lack of regular road maintenance	Investors and companies assist with road maintenance	Garwula	All	All	All	GoL	Private Sectors, Communities	Labor and local materials	2008-2012	
Corruption	Manage project funds controlled by the County Development Committee to ensure accountability	Garwula	All	All	All	CDC	DDCs, Community	Labor and local materials	2008-2012	
High cost of transportation	Enact an law to establish the County Transport Authority and provide transport services to citizens Transport Ministry monitor road use and regulate transport fares	Garwula	All	All	All	GoL	Ministry of Transport, LNF	Labor and local materials	2008-2012	
Poor quality of education	Construct primary schools for grade 1 to 3	Garwula	Upper Garwula	Senii, Njagbacca, Kpeneji		MoE (MoE)	Communities, UNESCO, USAID, UNDP, UNICEF, NRC,	Labor and local materials	2008-2012	

Challenges	Action Required	District	Clan	Location City/Town	Village	Lead	Collaborating Partner	Community Contribution	Time frame	Est. cost
Inadequate school infrastructure and facilities	Construct Junior High Schools	Garwula		Madina, Jundu, Bendu, Gohn Zodua		MoE		Labor and local materials	2008-2012	
Inadequate school infrastructure and facilities	Renovate school	Garwula		Gohn Zodua, Zaway		MoE		Labor and local materials	2008-2012	
Inadequate school infrastructure and facilities	Renovate and Construct school annex	Garwula		Mani		MoE		Labor and local materials	2008-2012	
Inadequate school infrastructure and facilities	Renovate public schools, equip with furniture, libraries, adequate textbooks and instructional materials Science laboratory set up in Sinje Senior High School	Garwula	All	Entire Clan		MoE		Labor and local materials	2008-2012	
Lack of access to higher education	Complete Sinje Polytechnic and establish Teachers' college	Garwula	All	Sinje		MoE		Labor and local materials	2008-2012	
Inadequate trained and qualified teachers	Deploy 160 trained and qualified teachers to all public schools 30 Junior high, 30 Senior High, 90 Primary and 10 to Arabic schools	Garwula	Upper Garwula	All		MoE		Labor and local materials	2008-2012	
Poor supervision and monitoring	Provide vehicles and logistics for County and District Education Officers for effective supervision of schools	Garwula	All	All		MoE		Labor and local materials	2008-2012	
Poor conditions of service	Provide remote allowance for teachers in rural areas	Garwula						Labor and local materials	2008-2012	
Poor conditions of service	Put school security guards on payroll	Garwula	All	All		GoL	MoE	Labor and local materials	2008-2012	

Challenges	Action Required	District	Clan	Location City/Town	Village	Lead	Collaborating Partner	Community Contribution	Time frame	Est. cost
Poor conditions of service	Teachers conditions improved and include accommodation	Garwula	All	All	All	MoE		Labor and local materials	2008-2012	
Illiteracy	Adult literacy programs established in all villages and generators provided for the evening schools and ALP programs	Garwula	All	All		GoL	MoE	Labor and local materials	2008-2012	
Lack of merit system and corruption	Enforce merit system for promotion	Garwula	All	All				Labor and local materials	2008-2012	
Lack of merit system and corruption	Establish strong Parents Teachers Association and issue report cards to parents to ensure proper monitoring of children	Garwula	All	All		MoE	School Principals, CEO, DEOs and teachers	Labor and local materials	2008-2012	
Lack of merit system and corruption	Dismiss teachers guilty of sexual misconduct and send Counselors and establish student health clubs to provide sex education in schools	Garwula	All	All		MoE	CEO, DEOs	Labor and local materials	2008-2012	
Misinterpretation of human rights	Human rights taught in schools	Garwula				MoE	UN agencies, NGOs	Labor and local materials	2008-2012	
Poverty	Encourage investors in the country to create employment for the people based on merit	Garwula				GoL		Labor and local materials	2008-2012	
Poor Health delivery Services and Facilities		Garwula				GoL		Labor and local materials	2008-2012	
Inadequate health clinics	Construct and equip clinics including all existing ones	Garwula	Lower Garwula	Mecca, Damah		MoH	WHO, UNICEF, USAID, AHA, MTI, IMT	Labor and local materials	2008-2012	
Inadequate health clinics		Garwula	Upper Garwula	Zaway, Konja, Dasalamu				Labor and local materials	2008-2012	

Challenges	Action Required	District	Clan	Location City/Town	Village	Lead	Collaborating Partner	Community Contribution	Time frame	Est. cost
Inadequate qualified health staff	Train and deploy health personnel in the district Scholarship given to county indigenes to study medicine and return to work in the county	Garwula				MoH	WHO, UNICEF, USAID, AHA, MTT, IMT	Labor and local materials	2008-2012	
Inadequate qualified health staff	Deploy more trained staff in Upper Garwula	Garwula	Upper Garwula	Bendu, Kpeneji, Zaway		MoH		Labor and local materials	2008-2012	
Inadequate health clinics	Increase supply of drugs, provide hospital equipment, solar panels, stationery in all clinics	Garwula	All	All		MoH		Labor and local materials	2008-2012	
Inadequate health clinics	Provide Ambulance for Sinje Health Center	Garwula	Lower Garwula	Sinje		MoH		Labor and local materials	2008-2012	
Inadequate health clinics	Provide budget for in-service feeding of patients admitted in the health centers	Garwula	All	All		MoH		Labor and local materials	2008-2012	
Non-pay health workers	Include all health personnel on government payroll	Garwula	All	All		GoL	MoH	Labor and local materials	2008-2012	
Poor salary and incentives	Provide better salary package and incentives including accommodation to motivate health workers	Garwula	All	All		GoL	MoH	Labor and local materials	2008-2012	
Ineffective Community Health Development Committees (CHDCs)	Ensure that health workers recognize the monitoring role of CHDCs	Garwula				MoH	Community leaders, CHT	Labor and local materials	2008-2012	

Challenges	Action Required	District	Clan	Location City/Town	Village	Lead	Collaborating Partner	Contribution	Time frame	Est. cost
Ineffective Community Health Development Committees (CHDCs)	Provide health education to create awareness on health issues	Garwula	All	All		MoH, CHDCs		Labor and local materials	2008- 2012	
Ineffective Community Health Development Committees (CHDCs)	Deploy health inspectors to all towns to improve hygiene of the people	Garwula	All	All		MoH		Labor and local materials	2008- 2012	
Ineffective Community Health Development Committees (CHDCs)	Ban drug peddlers from operating in the district	Garwula	All	All		MoH	MOJ, LNP	Labor and local materials	2008- 2012	
Ineffective Community Health Development Committees (CHDCs)	Construct new hand pumps	Garwula	Lower Garwula	Dendwea, Fasekoma, Fomba, Tolokor, Jorney, Senii, Timbo, Konjo, No 2, Bomboja, Bagatelle, Mesila, Ballaja, Lah, Kenyema, Gondeja, Gbanaja, Semabu		MoH	NGOs	Labor and local materials	2008- 2012	
Ineffective Community Health Development Committees (CHDCs)	Rehabilitate hand pumps	Garwula	Upper Garwula	Sinje 8, Kanga 1, Bendu 1, Kpenjei 2, Dasalamu 1, Vonzula 1, Njagbacca 1, Gohn 4, Goija 1, Wenikegor 2, Gonemalor 1		MoH	NGOs	Labor and local materials	2008- 2012	

Challenges	Action Required	District	Clan	Location City/Town	Village	Lead	Collaborating Partner	Community Contribution	Time frame	Est. cost
Bad Roads	Rehabilitate and pave Robertsport- Madina highway, other roads and streets of the city, Tallah Township and Tombey Chieftdom, repair the bridges and install culverts	Common wealth	Roberts port	45 km road Madina to Robertsport, (18 bridges and 19 culverts)		MPW	Communities, PAKBATT, EU, UNDP, World Bank, USAID	Labor and local materials	2008-2012	
Bad Roads		Common wealth	Roberts port	2 km road Grassfield - Uptown (4 bridges and 23 culverts,		MPW		Labor and local materials	2008-2012	
Bad Roads		Common wealth	Roberts port	1km road Watson junction - Fantu Town (1 bridge and 3 culverts)		MPW		Labor and local materials	2008-2012	
Bad Roads		Common wealth	Roberts port	1km road Kru Town-St. Timothy (3 bridges and 5 culverts)		MPW		Labor and local materials	2008-2012	
Bad Roads		Common wealth	Roberts port	05km road Kru Town - Uptown (2 culverts)		MPW		Labor and local materials	2008-2012	
Bad Roads		Common wealth	Roberts port	Sherman-Tel Motel (2 culverts)		MPW		Labor and local materials	2008-2012	
Bad Roads		Common wealth	Roberts port	05km road West Africa to Grey Hill (2culverts)		MPW		Labor and local materials	2008-2012	
Bad Roads		Common wealth	Tombey	Fandoe - Mandoe (2 bridges and 2 culverts)		MPW		Labor and local materials	2008-2012	
Bad Roads		Common wealth	Tombey	Sembahun - Beach		MPW		Labor and local materials	2008-2012	
Bad Roads		Common wealth	Tallah	191 km road Daniels Town - Tallah (3 bridges and 9 culverts)		MPW		Labor and local materials	2008-2012	
Bad Roads		Common wealth	Tallah	96km road Jahja to Journey (1 culvert)		MPW		Labor and local materials	2008-2012	
Bad Roads		Common wealth	Tallah	48km road T/highway - Kpalam (2 culverts)		MPW		Labor and local materials	2008-2012	
Bad Roads		Common wealth	Tallah	38km road Kohnma-Messim (2 bridges and 2 culverts)		MPW		Labor and local materials	2008-2012	
Bad Roads	Common wealth	Tallah	46km road Benso-Felo-Kaba (4 culverts)		MPW		Labor and local materials	2008-2012		
Bad Roads	Common wealth	Tallah	2km road Sweetland to Waïma (2 bridges and 2 culverts)		MPW		Labor and local materials	2008-2012		

Challenges	Action Required	District	Clan	Location City/Town	Village	Lead	Collaborating Partner	Community Contribution	Time frame	Est. cost
Poor monitoring and supervision of roads	strengthen MPWS capacity with road equipment and logistics for its staff to ensure regular road maintenance	Common All wealth	All			MPW		Labor and local materials	2008-2012	
Poor monitoring and supervision of roads	Community Road Maintenance Committees set up to maintain roads, carry out roadside brushing and drainage cleaning Youths also mobilized by community leaders to take part in road rehabilitation	Common All wealth	All			MPW		Labor and local materials	2008-2012	
Poor monitoring and supervision of roads	regulate tonnage of vehicles using feeder roads	Common All wealth	All			MPW	Ministry of Transport, Communities, MOJ	Labor and local materials	2008-2012	
Poor monitoring and supervision of roads	provide motor boat to enhance transportation	Common All wealth	Tallah	Tallah to Robertsport		MPW		Labor and local materials	2008-2012	
Poor monitoring and supervision of roads	Trucks and companies using feeder roads charged a toll fees for the use of the roads	Common All wealth	All			MPW		Labor and local materials	2008-2012	
Low revenue generation	Reintroduce reasonable community taxes to generate revenue, and sensitize on the importance of tax payment	Common All wealth	All			MoF	Revenue Agent and Communities	Labor and local materials	2008-2012	
Corruption and misuse of funds	Revenue agents to give copies of receipts of revenue collected in communities to Town chiefs and DDCs to stem corruption	Common All wealth	All			MoF	Community leaders, DDCs	Labor and local materials	2008-2012	
Corruption and misuse of funds	Spot checking of revenue collection records conducted by MoF Punitive measures taken against corrupt officials	Common All wealth	All			MoF		Labor and local materials	2008-2012	

Challenges	Action Required	District	Clan	Location City/Town	Village	Lead	Collaborating Partner	Community Contribution	Time frame	Est. cost
Poor political representation	Elected representatives petitioned to hold constituency meetings with citizens Future elections on the basis of selecting reps who reside in the county	Commonwealth	All	All		Community leaders, citizens		Labor and local materials	2008-2012	
Inadequate schools and facilities	Establish schools	Commonwealth	All			MoE	UNICEF	Labor and local materials	2008-2012	
Inadequate schools and facilities	Establish primary school	Commonwealth	Tombey	Tosor		MoE		Labor and local materials	2008-2012	
Inadequate schools and facilities	Establish junior and senior high school	Commonwealth	Tombey	Latia		MoE		Labor and local materials	2008-2012	
Inadequate schools and facilities	Establish Vocational and technical schools	Commonwealth	Tombey /Lower Garwula	Bomie		MoE		Labor and local materials	2008-2012	
Inadequate schools and facilities	Establish Vocational and technical schools	Commonwealth	Robertsport	Robertsport		MoE		Labor and local materials	2008-2012	
Inadequate schools and facilities	Upgrade school to Junior High	Commonwealth	Fallah	Antonette Tubman		MoE		Labor and local materials	2008-2012	
Inadequate schools and facilities	MoE to accredit school	Commonwealth	Tallah	Sombay		MoE		Labor and local materials	2008-2012	
Inadequate schools and facilities	Teachers college	Commonwealth	Robertsport	Robertsport		MoE		Labor and local materials	2008-2012	
Inadequate schools and facilities	Equip schools with adequate furniture, instructional materials textbooks and libraries and laboratories	Commonwealth	All	All		MoE		Labor and local materials	2008-2012	

Challenges	Action Required	District	Clan	Location City/Town	Village	Lead	Collaborating Partner	Community Contribution	Time frame	Est. cost
Inadequate schools and facilities	MoE to reopen Science and Curriculum center Peace studies part of school curriculum	Commonwealth	Robertsport	Robertsport		MoE		Labor and local materials	2008-2012	
Inadequately qualified teachers	Train and deploy more teachers in the district	Commonwealth	All	All		MoE		Labor and local materials	2008-2012	
Inadequately qualified teachers	Train and deploy more teachers in the district	Commonwealth	Tallah	Antonette Tubman (6 teachers)		MoE		Labor and local materials	2008-2012	
Inadequately qualified teachers	Train and deploy more teachers in the district	Commonwealth	Tallah	Kpalam (5)		MoE		Labor and local materials	2008-2012	
Inadequately qualified teachers	Train and deploy more teachers in the district	Commonwealth	Tallah	Sombay (4)		MoE		Labor and local materials	2008-2012	
Poor salaries and incentives	Improve teachers salary, provide housing, remote allowance, scholarships, etc. (Structure salary on qualification)	Commonwealth	All	All		MoE	MoE, UNICEF, University of Liberia, Communities	Labor and local materials	2008-2012	
Lack of monitoring and supervision	empower Education Officers with mobility and logistics for proper supervision	Commonwealth	All	All		MoE		Labor and local materials	2008-2012	
Poor teacher and student discipline	regulate video center operations to prevent students attending during the week and help reduce mass failure	Commonwealth	All	All		LNP	Ministry of Information, MoE, MOJ	Labor and local materials	2008-2012	
Poor teacher and student discipline	MoE staff and teachers to sign daily log books to check absenteeism of officials	Commonwealth	All	All		MoE	School Principals, EOs	Labor and local materials	2008-2012	
Poor teacher and student discipline	Teachers found guilty of professional or sexual misconduct punished severely by MoE	Commonwealth				MOE	MoE	Labor and local materials	2008-2012	

Challenges	Action Required	District	Clan	Location City/Town	Village	Lead	Collaborating Partner	Community Contribution	Time frame	Est. cost
Poverty	WAEC fees borne by GoL for 6 and 9 graders to reduce drop out due to poverty	Common wealth	All			GoL	MoE, WAEC	Labor and local materials	2008-2012	
Poverty	Enforce free and compulsory primary education	Common wealth				GoL		Labor and local materials	2008-2012	
Poverty	Adult literacy programs introduced	Common wealth	All			MoE	UNICEF, UNESCO, NGOs	Labor and local materials	2008-2012	
Poor Health Delivery Services and Facilities	Construct more clinics to improve access to health care in the district	Common wealth				MoH	WHO, USAID, UNICEF, EU, UNHCR, AHA	Labor and local materials	2008-2012	
Poor Health Delivery Services and Facilities	Construct clinic	Common wealth	Fallah	Kpalam		MoH		Labor and local materials	2008-2012	
Poor Health Delivery Services and Facilities	Construct clinic	Common wealth	Tombey	Falie		MoH		Labor and local materials	2008-2012	
Poor Health Delivery Services and Facilities	Rehabilitate clinics	Common wealth	Roberts port	Fanti		MoH		Labor and local materials	2008-2012	
Poor Health Delivery Services and Facilities	Rehabilitate clinics	Common wealth	Roberts port	St. Timothy Hospital		MoH		Labor and local materials	2008-2012	
Poor Health Delivery Services and Facilities	Complete hospital	Common wealth	Roberts port	St. Paul Hospital		MoH		Labor and local materials	2008-2012	
Inadequate equipment and facilities	Equip hospitals with surgical equipment and ambulances	Common wealth	Roberts port	St. Timothy Hospital		MoH		Labor and local materials	2008-2012	
Inadequate supply of drugs and other items	Equip clinics and hospitals with electricity, regular supply of drugs and non-medical items	Common wealth	All			MoH		Labor and local materials	2008-2012	
Low salary and lack of incentives	All health workers included on government payroll	Common wealth	All			GoL	MoH	Labor and local materials	2008-2012	

Challenges	Action Required	District	Clan	Location City/Town	Village	Lead	Collaborating Partner	Community Contribution	Time frame	Est. cost
Low salary and lack of incentives	Increase salary package with housing, scholarships for staff and citizens interested in profession	Commonwealth	All	All		GoL	MoH	Labor and local materials	2008-2012	
Low salary and lack of incentives	Establish Nursing School	Commonwealth	All	Robertsport		MoH	WHO, USAID, UNICEF, EU, UNHCR, AHA	Labor and local materials	2008-2012	
Lack of community involvement	Conduct training for community development in health care delivery	Commonwealth	All	All		MoH	MoH	Labor and local materials	2008-2012	
Poor monitoring and supervision	Regularly monitor and supervise health sector	Commonwealth	All	All		MoH		Labor and local materials	2008-2012	
Poor use of orthodox medicine and lack of health awareness	Deploy health or sanitary inspectors in the district Conduct health awareness and HIV/AIDS education and provision of free medical care to combat use of unorthodox medicine	Commonwealth	All	All		MoH	NGOs	Labor and local materials	2008-2012	
Inadequate safe drinking water	Construct and rehabilitate hand pumps and water plant	Commonwealth	Robertsport	JR Water Plant		MPW		Labor and local materials	2008-2012	
Inadequate safe drinking water	Construct 5 hand pumps	Commonwealth	Tallah	Waïma, Kamano, Bajuma, Journey, Antoinette Tubman School		MPW		Labor and local materials	2008-2012	
Inadequate safe drinking water	Repair 1 hand pump	Commonwealth	Tallah	Sweet land		MPW		Labor and local materials	2008-2012	
Inadequate safe drinking water	Repair 6 hand pumps	Commonwealth	Tombey	Bomic 3, Latia 1, Falie 1, Tosor 1		MPW		Labor and local materials	2008-2012	

ANNEX 3 - DISTRICT ACTION PLANS

Annex 3.1 Porkpa District Action Plan

Development Priorities	Action Required	Location			Lead	Collaborating Partner	Community Contribution	Time frame	Est. Cost
		Clan	City/Town	Village					
Roads	Rehabilitate 8 roads, construct 40 bridges and install 32 culverts	Kposo	Baraka -Konja 16km, Bombor Junction - Bendu 20km, Hajjala-BambAll Clansa 4km, BambAll Clansa-Gangama 04km, BambAll Clansa-Jeijua 3km, Zimmi Dandai - Laah-4km, Gohn-Green Bar City 24km, Laah-Benduma 16km		MPW	Labor and local building materials	2008-2012		
Roads	Rehabilitate 10 feeder roads and construct 32 bridges and 23 culverts; 3 new roads in upper and lower Sokpo clan	Sokpo	Konja-Kongo 4km, Kongo-Bangabu 10km, Korja-Kawalahun 20km, New Road-Gbanju 10km, Maffa-Varney Town 14km, Mawula-Soso (dowee) 4Km, Kawelehun- Nyekenhun 24km, Gbanju-Mawula, Kongo-Ndomala 10km,		MPW	Labor and local building materials	2008-2012		
Roads	Rehabilitate 17 feeder roads and construct 37 bridges and 70 culverts; 3 new roads with bridges and culverts	Seimavula	Jennehwonde-Gbarga (kinitiwolo) 16Km, Bankana-Hijiela 12km, Majema-Gboram 4km, Mujemu-kunduma 2km, Mujemu-Jenwunda 4km, Boecessun-Borbor 8km, Guessay-Lein 4km, Gussay-Bendaja 4km, Gbarga-Bohay 3km, Bohay-VAll Clansyway 2km, Bendaja-Gbojema 4km, Sonnoh-Bomafa 8km, Conway-Manogeh 2km, hajjelu-Gbama 2km, DumbAll Clansa-Somila 8km, Bendaja-Suc 45km, DumbAll Clansa-Gbagbama 8km		MPW	Labor and local building materials	2008-2012		

Development Priorities	Action Required	Location			Lead Collaborating Partner	Community Contribution	Time frame	Est. Cost
		Clan	City/Town	Village				
Education	Construct 4 new elementary schools	Sokpo	Israel Town, Mawula, Gbanju and Nyenkehun		MoE	Labor and local building materials	2008-2012	
Education	Renovate 4 schools	Sokpo	Kawellahun, Fornor, Dowee Korgbe and Congo Mano High school		MoE	Labor and local building materials	2008-2012	
Education	Upgrade Junior High to full Senior High school and provide laboratory and library	Kposo	Zimmi-Bamb>All Clansa, Junior High		MoE	Labor and local building materials	2008-2012	
Education	Construct vocational school	Kposo	Zimmi-Bamb>All Clansa		MoE	Labor and local building materials	2008-2012	
Education	Upgrade school to Senior High level and provide laboratory and library	Seimavula	Damb>All Clansa		MoE	Labor and local building materials	2008-2012	
Education	Establish Adult Literacy programs	All Clans	All Clans		MoE	Labor and local building materials	2008-2012	
Education	Deploy trained and qualified teachers with good salaries, incentives and accommodation	Kposo	Zimmi Bamb,All Clansa Community School, Momolu S. Cooper Elementary School, Jejua Public School, Francis Madave Elementary School, Boboa Public School and Benduma Public school, Butter Hill Public School		MoE	Labor and local building materials	2008-2012	
Education	Deploy trained and qualified teachers with good salaries, incentives and accommodation	All Clans	All Clans	All Clans	MoE	Labor and local building materials	2008-2012	
Education	Increase girl child enrollment	Seimavula	Damb>All Clansa Comm Sch, Guassay Public Sch, Siafa Dugbah Public School St Philip/Bendaja Bohay public school, Varney Kaieu/Bosson Doykome Community/Lein Dugbah,Jey/ Borribon Mojema Public sch., Gbama Conway Public School, ManoGleh Public sch., Gbama Lume Public sch Sue/Bontee Public Sch lagor Public Sch, Bendaja English and Arabic Sch, Bomafa Community Sch, DambAll Clansa English & Arabic sch		MoE	Labor and local building materials	2008-2012	
	Construct clinics: 3 in Sokpo, 4 in Kposo and 3 in Seimavula	Sokpo	Israel Town, Mawula and Nyenkehun		MoH	WHO, USAID, UNICEF, EU, UNHCR, AHA	2008-2012	
		Kposo	Benduma, Bombor Old town, Jayjuah and Laah		MoH		2008-2012	
		Seimavula	Guassay, Laagor, Sue Bontee,		MoH		2008-2012	

Development Priorities	Action Required	Location			Lead Collaborating Partner	Community Contribution	Time frame	Est. Cost
		Clan	City/Town	Village				
Health & Sanitation	Upgrade clinics to health centers	Kposo	BambAll Clansa		MoH	Labor and local building materials	2008-2012	
Health & Sanitation		Scimavula	DambAll Clansa		MoH	Labor and local building materials	2008-2012	
Health & Sanitation	Renovate 2 clinics	Sokpo	Kongo, Kawelahun		MoH	Labor and local building materials	2008-2012	
Health & Sanitation	Equip clinics with medical equipment, stationery, furniture and other logistics including ambulances	All Clans	All Clans		MoH	Labor and local building materials	2008-2012	
Health & Sanitation	Provide maternal care in each clinic	All Clans	All Clans		MoH	Labor and local building materials	2008-2012	
Health & Sanitation	Increase quantity of drugs and to regularly supply to clinics	All Clans	All Clans		MoH	Labor and local building materials	2008-2012	
Health & Sanitation	Deploy trained and qualified health personnel	All Clans	All Clans		MoH	Labor and local building materials	2008-2012	
Health & Sanitation	Deploy 22 health personnel and assign them to the 3 new clinic and health center	Scimavula			MoH	Labor and local building materials	2008-2012	
Health & Sanitation	Deploy 14 trained and qualified health personnel	Kposo	Benduma, Bombor Old town		MoH	Labor and local building materials	2008-2012	
Health & Sanitation	Construct 5 hand pumps and 10 latrines	Kposo	Butter Hills, Small Clans Benduma, Freeman town, Zimmi Dandai Gol should build five additional latrines in BambAll Clansa town		MoH	Labor and local building materials	2008-2012	
Health & Sanitation	Construct 16 hand pumps	Sokpo	Israel-2, Mawula-1, Varney town-1, Soso-1, Gbanju-1, Nyekenhun-1, Formor-2, Kawelahun-1, Kongo-2	Kingstone/ Kpeile-1, London-1, Ndomala-1, Patrick -1,	MoH	Labor and local building materials	2008-2012	
Health & Sanitation	Rehabilitate hand pumps and reservoir	Sokpo	Kawelahun, Kongo		MoH	Labor and local building materials	2008-2012	

Development Priorities	Action Required	Location			Lead Collaborating Partner	Community Contribution	Time frame	Est. Cost
		Clan	City/Town	Village				
Health & Sanitation	Rehabilitate 22 hand pumps	Scimavula	DambAll Clansa-5, Bousson-1, Guassay-1, Bendajaja-2, Gbanga-1, Lein-1, Magima-2, Sanih-1, Mano Gleh-1, Bonice-2, Gbam-1, sebehun-1, Mano-1, Bambo-1, Gbama Lumeh-1		MoH	Labor and local building materials	2008-2012	
Health & Sanitation	Construct new latrines in health centers	Kposo and Scimavula	BambAll Clansa, DambAll Clansa		MoH	Labor and local building materials	2008-2012	
Health & Sanitation	Construct toilets	Scimavula	Sanah-4, Sebehun-2, Mano Crossing-2, Bamba-2, Bendajaja-10, Guassay-10, Boasan-6, DambAll Clansa-15, lein-3, Gbanga-6, jenneh Village-3		MoH	Labor and local building materials	2008-2012	
Health & Sanitation	Conduct awareness on hygiene, gender-based violence, HIV and AIDS and other communicable diseases	Entire District	Entire District		MoH	Community Health Workers (CHW)	2008-2012	

Annex 3.2 Gola Konneh District Action Plan

Development Priorities	Action Required	Location		Lead	Collaborating Partner	Community Contribution	Time frame	Est. Cost
		Clan	City/Town Village					
Roads	Rehabilitate and pave 146 km, construct 39 bridges, 55 culverts and drainages	Mana	Lofa Bridge - Mafala 12 km, Than - Mabon 20km, Managorduah Junction - Helyeh 13km, Mafala - Buaguda 3km, Kpor junction -Klemie 4km, Than - Harrisfield 45km, Lofa Bridge - Kiadii Village 8km, Mabon Gedeh - Diamai 8km, Gborkotch-Gokjader 8km, Weijjuah-Greenb	MPW	German Agro Action, Mano River Resources, and Texas International	Labor and local materials	2008-2012	
	Rehabilitate and pave 96 km and construct 39 bridges, 53 culverts and drainages Behgodon-Havator 45km and Behgodon- Jenneh Mana 6km roads to be newly constructed	Laa	Gohn - Tima Village 55km, Keita-Behgodon 4km, Jenneh-Wealiqua 1km, Jenneh-Kpan Village 45km, Deabor-Mbellebu 5km, Keita- Fewodee 4km, Behgodon-Havator 45km, Bomi wood-Israel 12km, Behgodon- Jenneh Mana 6km	MPW	German Agro Action, Mano River Resources, and Texas International	Labor and local materials	2008-2012	
	Rehabilitate and pave 57 km roads and construct 33 bridges, 47 culverts and drainages New bridge to be constructed on Baibay-Blain 05km road	Dablo	Konkor-Kiadii Village 12km, Mbalom - Juni - Larjor 24km, Jenneh Brown -Maacca 1km, Todemah-Weasay 2km, Perry Village-Mbalikin 45km, Massatine-Weabona 05km, Gbessie- Guthrie 13km, Baibay- Blain 05km, King, Joy- Jawajeh 1km, Mansah-Kromah 8km, Maaca, Juni-	MPW		Labor and local materials	2008-2012	

Development Priorities	Action Required	Location			Lead	Collaborating Partner	Contribution	Time frame	Est. Cost
		Clan	City/Town	Village					
Education	Construct 10 primary schools	Dablo	Koinkor, Gbenii, Todemah, Massatine, Gbelloh Garbi, Monor, Jawajeh Mavor, King joy, Blain, Deayellah		MoE	Communities, UNICEF, UNDP, UNESCO, WFP, NRC	Labor and local materials	2008-2012	
Education		Laar	Behgondor, Keita, Gold Camp, Bomi Wood, Wealiqua,		MoE		Labor and local materials	2008-2012	
Education		Mana	Helyeh, Gohn Zodua, Lofa Congo		MoE		Labor and local materials	2008-2012	
Education	Makeshift school to be replaced	Mana	Jawajeh		MoE		Labor and local materials	2008-2012	
Education	Makeshift school to be replaced	Mana	Manogorduah		MoE		Labor and local materials	2008-2012	
Education	Construct school to serve four Villages	Mana	Zazay, Kpaka, Dumaway and Gbellayzouquoi	Gbelley zouquoi	MoE		Labor and local materials	2008-2012	
Education	Upgrade Junior High School to Senior High School and construct Annex	Mana	Iahn		MoE		Labor and local materials	2008-2012	
Education	Establish University	Mana	Iahn		MoE		Labor and local materials		
Education	Establish vocational schools	Mana	Varguayc, Jawajeh		MoE		Labor and local materials		
Education	Construct Junior High School	Laar	Keita		MoE		Labor and local materials		
Education	Equip schools instructional materials, textbooks, furniture, copiers, typewriters, computers, electricity, WAFSAN, and libraries and laboratories for junior and senior high schools	All	All		MoE		Labor and local materials	Jan 2008 to Dec 2010	
Education	Deploy trained and qualified teachers in all schools	All	All		MoE	UNICEF, UNDP, UNESCO, WFP, NRC	Labor and local materials	Dec 2007 to Dec 2008	
Education	Introduce Adult Literacy programs	All	All	All	MoE		Labor and local materials		

Development Priorities	Action Required	Location			Lead	Collaborating Partner	Community Contribution	Time frame	Est. Cost
		Clan	City/Town	Village					
Health	Construct clinics and deploy trained and qualified staff	Dablo	Todemah, Jawajeh Mavor		MoH	WHO, UNICEF, AHA, MTI,	Labor and local materials	2008-2012	
Health	Rehabilitate Clinic		Mbaloma		MoH		Labor and local materials	2008-2012	
Health		Laar	Beh-Gondor, Jenemana, Gold Camp		MoH		Labor and local materials	2008-2012	
Health	Construct health center		Keita		MoH		Labor and local materials	2008-2012	
Health		Mana	Mafala		MoH		Labor and local materials	2008-2012	
Health	Complete health center construction		Mana Gordua, Wejjue		MoH		Labor and local materials	2008-2012	
Health	Construct health center		Lofa Bridge		MoH		Labor and local materials	2008-2012	
Health	Provide adequate and regular supply of drugs, logistics and ambulance services in health centers	All	All		MoH	WHO, UNICEF, AHA, MTI, MSF, UNDP, Community	Labor and local materials	2008-2012	
Health	Equip all clinics and health centers with hospital equipment, latrines and hand pumps	All	All		MoH		Labor and local materials	2008-2012	
Health	Train TBAs	All	All		MoH	NGOs	Labor and local materials	2008-2012	
Health	Construct latrines and hand pumps and rehabilitate existing ones	Laar	Weada 2 pumps and latrines, Korma 1 pump and latrine, Haveion 1 pump and latrine, Weaboi 2 pumps and latrines, Leezue 2 pumps and latrines, Israel 2 pumps and latrines, time Village 2 pumps and latrines		MoH		Labor and local materials	2008-2012	

Annex 3.3 Tewor District Action Plan

Development Priorities	Action Required	Location		Lead	Collaborating Partner	Community Contribution	Time frame	Est. Cost
		Clan	City/Town					
Roads	Rehabilitate all roads with yellow machine and opening of drainages (17 roads, 17 bridges and 47 culverts)	Fahnbulleh	Tienni - Diah, Pujehun- Madina Mccke, Pujehun - Zozo, Zozo-Wolakor, Zozo-Ngeema, Tieni-Kenema, Kenema-Gbesseh, Wilor- Ngandojoho junction, Sanjanama-Massama, Massama-Pokundu, Gbesseh-Bawatima junction, Than-Kpambijah, Fanima-Boloma Than, Gbesseh-Boloma T	MPW	UN agencies, Private Sector, Communities	Labor and local building materials	2008-2012	
Roads	Rehabilitate all roads with yellow machine and opening of drainages (24 roads, 63 bridges and 30 culverts)	Sambollah	Boloma -Zuanii, Kenema -Kohnma, Kobolia-Levuma, Sinje- Saylakor, Gijala-Kpendor, Gijala-Sawelor, Gijala-Sowee, Kulangor-Varney-Ja, Bantor- Hunkpeh, Saymakor-Bobalor, Ngegebaloma-Balaja, Balaja-Zuanii, Baloma-Balaja, Mambo-Amima, Mambo junction-Gindema, Gi	MPW		Labor and local building materials	2008-2012	
Roads	Rehabilitate all roads with yellow machine and opening of drainages (15 roads, 15 bridges and 47 culverts)	Paasewe	Sanir - Korma, Goigoma - Jendema, Sanno - Ngoja, Jonneh - Kongo Village, Jenneh - Sorbeh, Gadiyannie - Gonolor, Mambo - Weilor, Weilor - Makandor, Sanjanama - Mende, Seifula - Dasalamu, Sanjanama - Sawula, Wonde - Yatesville, Gohn - Gbamai, Korma - Ducobo	MPW		Labor and local building materials	2008-2012	

Development Priorities	Action Required	Location		Lead	Collaborating Partner	Community Contribution	Time frame	Est. Cost
		Clan	City/Town					
Education	Construct primary schools	Fahnbulleh	Zozo Baloma, Pujehun, Than Mafa	MoE	UNICEF, NRC, Action Aid, EU, UNOPS, USAID, UNESCO, UNDP, World Bank	Labor and local building materials	2008-2012	
Education		Sambollah	Balajah, Senji, Maviemah, Levumah, Sawelor	MoE		Labor and local building materials	2008-2012	
Education	Rehabilitate primary schools	Paasewe	Bongorma, Ngoja, Gonor	MoE		Labor and local building materials	2008-2012	
Education		Sambollah	Bandor, BK Sambola, Koboyah, Hunkpeh, Jene Liberia	MoE		Labor and local building materials	2008-2012	
Education	Rehabilitation and extension of 3 schools	Fahnbulleh	Tieni Senior High Diah, Junior High, Kenema, Junior High	MoE		Labor and local building materials	2008-2012	
Education	Upgrade Women's Resource Center in Tieni to skills training center for women	Fahnbulleh	Tieni	MoE		Labor and local building materials	2008-2012	
Education	Establish University or Teachers College	Fahnbulleh	Tieni	MoE		Labor and local building materials	2008-2012	
Education	Construct vocational or technical schools	Fahnbulleh	Diah, Fahnja	MoE		Labor and local building materials	2008-2012	
Education		Paasewe	Jene Wonde	MoE		Labor and local building materials	2008-2012	
Education	Adult literacy programs should be introduced in all schools in the evenings	All	All	MoE		Labor and local building materials	2008-2012	
Education	Deploy more trained and qualified teachers to all schools	All	All	MoE		Labor and local building materials	2008-2012	
Education	Schools should be adequately equipped with furniture, text books, instructional materials, libraries and junior and senior specifically with science laboratories	All	All	MoE		Labor and local building materials	2008-2012	

Development Priorities	Action Required	Location		Lead	Collaborating Partner	Community Contribution	Time frame	Est. Cost
		Clan	City/Town					
Health	Construct more clinics	Fahnbullah	Zozo Bolo in Boloma Town		UNHCR, UNOPS, WHO, MTI, NACA, AHA, MSF, ICRC	Labor and local materials	2008-2012	
Health	Upgrade Clinic to health center		Tieni	MoH		Labor and local materials	2008-2012	
Health		Sambollah	Hunkpeh, Kpotolu	MoH		Labor and local materials	2008-2012	
Health	Rehabilitate clinics	Paasewe	Kulangor, Gondoma	MoH		Labor and local materials	2008-2012	
Health			Bangorma, Gonclor	MoH		Labor and local materials	2008-2012	
Health	Deploy more trained and qualified health workers	All	All			Labor and local materials	2008-2012	
Health	Equip clinics adequately with hospital equipment and regular supply of drugs	All	All	MOH		Labor and local materials	2008-2012	
Health	Conduct health awareness programs including HIV/AIDS	All	All	MOH	CHT, Health Inspectors, NGOs	Labor and local materials	2008-2012	
Health	Construct hand pumps and lavatories	Sambollah	Laah, Gindema, Gisakor, Samakor, Barkiamei, Kpendema, Sawclor	MPW		Labor and local materials	2008-2012	
Health	Repair hand pumps		Boemah, Zuanii II, Koboya	MPW		Labor and local materials	2008-2012	
Health	Construct hand pumps	Paasewe	Makandor, Gogoima, Yatesville, Paasa	MPW		Labor and local materials	2008-2012	

Annex 3.4 Garwula District Action Plan

Development Priorities	Action Required	Location		Lead	Collaborating Partner	Community Contribution	Time frame	Est. Cost
		Clan	City/Town					
Roads	Rehabilitate 107 km roads, 18 bridges and 48 culverts	Lower Garwular	The - Senjanama 16km, Konja- Barkai 11 km, Madina-Meekor 3km, Fandoh-Tienemia 3km, Kaweja-Bomboja 7km, Banfor-Barkai 6km, Sanjanama-Lor-Fasekoma 3km, Vonzula-Buluma 8km, Fasekoma-Saymabu 3km, Gbar-Motor 2km, Guenaja-New Camp 5km, Main road - Soc 2km, Mai	MPW	Ministry of Rural Dev., PAKBATT, World Bank, EU, German Agro Action	Labor and local building materials	2008-2012	
Roads	Rehabilitate 86 miles roads, 40 bridges and 63 culverts	Upper Garwula	Sinje - Konkor 7ml, Vonzula-Bendu 5ml, Massaguebija-Njagbaa 2ml, Daniels Town -Tallah 14ml, Daniels Town- Warco 14ml, Dasalamu-Goinja 5ml, Barkai I-Barkai II 2ml, Kpenegi-Kobolai 3ml, Dasalamu-Zialay 2.5ml, Bomajaja-Klay 3ml, Gohn-Balaja 3ml, Vonzula- Maniva	MPW	Ministry of Rural Dev., PAKBATT, World Bank, EU, German Agro Action	Labor and local building materials	2008-2012	

Development Priorities	Action Required	Location			Lead	Collaborating Partner	Community Contribution	Time frame	Est. Cost
		Clan	City/Town	Village					
Education	Construct primary schools for grade 1 to 3	Upper Garwula	Semii, Njagbacca, Kpeneji		MoE	Communities, UNESCO, USAID, UNDP, UNICEF, NRC,	Labor and local building materials	2008-2012	
Education	Construct Junior High Schools		Madina, Jundu, Bendu, Gohn Zodua		MoE		Labor and local building materials	2008-2012	
Education	Renovate schools		Gohn Zodua, Zaway		MoE		Labor and local building materials	2008-2012	
Education	Renovation & construction of school annex		Mani		MoE		Labor and local building materials	2008-2012	
Education	Establish Science laboratory in Senior High School.	Garwula	Sinje		MoE		Labor and local building materials	2008-2012	
Education	Renovate public schools and equip with furniture, textbooks and instructional materials and libraries.	All	All		MoE		Labor and local building materials	2008-2012	
Education	Complete Sinje Polytechnic and establish a Teachers' College	All	Sinje		MoE		Labor and local building materials	2008-2012	
Education	Deploy 160 trained and qualified teachers to all public schools (30 Junior High, 30 Senior High, 90 Primary and 10 Arabic schools)	Upper Garwula	All		MoE		Labor and local building materials	2008-2012	
Education	Establish Adult Literacy programs	All	All		MoE		Labor and local building materials	2008-2012	
Education	Teach Human Rights in schools				MoE	UN agencies, NGOs	Labor and local building materials	2008-2012	

Development Priorities	Action Required	Location			Lead	Collaborating Partner	Community Contribution	Time frame	Est. Cost
		Clan	City/Town	Village					
Health	Construct and equip clinics including all existing	Lower Garwula	Mecca, Damah		MoH	WHO, UNICEF, USAID, AHA, MTL, IMT	Labor and local building materials	2008-2012	
Health		Upper Garwula	Zaway, Konja, Dasalamu		MoH		Labor and local building materials	2008-2012	
Health	Train and deploy more health personnel in the district.	All	All		MoH	WHO, UNICEF, USAID, AHA, MTL, IMT		2008-2012	
Health	Train staff in Upper Garwula	Upper Garwula	Bendu, Kpenēji, Zaway		MoH			2008-2012	
Health	Provide supply of drugs, hospital equipment, solar panels, stationery in all clinics	All	All		MoH			2008-2012	
Health	Provide ambulance for Sinje Health Center	Lower Garwula	Sinje		MoH			2008-2012	
Health	Conduct health awareness on HIV/AIDS and other communicable diseases.	All	All		MoH			2008-2012	
Health	Construct new hand pumps.	Lower Garwula	Dendewea, Fasekoma, Fomba, Tolokor, Jorney, Senii, Timbo, Konjo, No 2, Bomboja, Bafelle, Mesila, Ballaja, Lah, Kenyema, Gondeja, Gbunaja, Semabu		MoH	NGOs	Labor and local building materials	2008-2012	
Health	Rehabilitate hand pumps	Upper Garwula	Sinje 8, Kanga 1, Bendu 1, Kpenēji 2, Dasalamu 1, Vonzula 1, Njagbaca 1, Gohn 4, Goja 1, Wenikegor 2, Gonemalor 1		MoH	NGOs	Labor and local building materials	2008-2012	

Annex 3.5 Commonwealth District Action Plan

Development Priorities	Action Required	Location		Lead	Collaborating Partner	Community Contribution	Time frame	Est. Cost
		Clan	City/Town					
Roads	Rehabilitate and pave Robertsport-Madina highway, other roads and streets of the city; Tallah Township and Tombey Chiefdom, repair bridges and install culverts	Robertsport and Tombey	Madina to Robertsport 45km, Grassfield - Uptown 2km, Watson junction - Fani Town 1km, Kru Town-St. Timothy 1km, Kru Town - Uptown 0.5km, Sherman-Tel Motel, West Africa to Grey Hill 0.5km, Fandoe - Mandoe 3km, Sembbehun – Beach	MPW	Communities, PAKBATT, EU, UNDP, World Bank, USAID	Labor and local building materials	2008-2012	
Roads		Tombey	Fandoe - Mandoe 3km, Sembbehun - Beach	MPW	Communities, PAKBATT, EU, UNDP, World Bank, USAID	Labor and local building materials	2008-2012	
Roads		Tallah	Daniel's Town - Tallah 19.1km, Jahja to Journey 9.6km, T/highway - Kpalam 4.6km, Kohnma-Messim 3.8km, Benso-Felo-Kaba 4.6km, Sweetland to Waima 2km	MPW	Communities, PAKBATT, EU, UNDP, World Bank, USAID	Labor and local building materials	2008-2012	
Roads	Provide motorboat to enhance transportation	Tallah	Tallah to Robertsport	MPW	Communities, PAKBATT, EU, UNDP, World Bank, USAID	Labor and local building materials	2008-2012	

Development Priorities	Action Required	Location			Lead	Collaborating Partner	Community Contribution	Time frame	Est. Cost
		Clan	City/Town	Village					
Education	Construct primary school	Tombey	Tosor		MoE		Labor and local building materials	2008-2012	
Education	Construct Junior and Senior High School	Tombey	Latia		MoE		Labor and local building materials	2008-2012	
Education	Construct vocational and technical schools	Tombey/Lower Garwula	Bomie		MoE		Labor and local building materials	2008-2012	
Education	Upgrade to Junior High	Tallah	Antonette Tubman		MoE		Labor and local building materials	2008-2012	
Education	Grant accreditation to school	Tallah	Sombay		MoE			2008-2012	
Education	Construct teachers' college	Robertsport	Robertsport		MoE		Labor and local building materials	2008-2012	
Education	Equip schools with adequate furniture, instructional materials, textbooks, libraries and laboratories	All	All		MoE			2008-2012	
Education	Reopen Science and Curriculum center; make Peace Studies part of curriculum	Robertsport	Robertsport		MoE			2008-2012	
Education	Train and deploy 6 teachers	Tallah	Antonette Tubman		MoE		Labor and local building materials	2008-2012	
Education	Train and deploy 5 teachers	Tallah	Kpalam		MoE		Labor and local building materials	2008-2012	
Education	Train and deploy 4 teachers	Tallah	Sombay		MoE		Labor and local building materials	2008-2012	
Education	Introduce adult literacy programs	All	All		MOE	UNICEF, UNESCO, NGOs	Labor and local building materials	2008-2012	

Development Priorities	Action Required	Location			Lead	Collaborating Partner	Community Contribution	Time frame	Est. Cost
		Clan	City/Town	Village					
Health	Construct clinic	Tallah	Kpalam		MoH	WHO, USAID, UNICEF, EU, UNHCR, AHA	Labor and local building materials	2008-2012	
Health	Construct clinic	Tombey	Falie		MoH	WHO, USAID, UNICEF, EU, UNHCR, AHA	Labor and local building materials	2008-2012	
Health	Complete Rehabilitation of hospital	Robertsport	St. Timothy Hospital		MoH	WHO, USAID, UNICEF, EU, UNHCR, AHA	Labor and local building materials	2008-2012	
Health	Equip hospitals with surgical equipment and ambulance	Robertsport	St Timothy Hospital		MoH	WHO, USAID, UNICEF, EU, UNHCR, AHA		2008-2012	
Health	Equip clinics and hospitals with electricity, regular supply of drugs and non-medical items.	All	All		MoH	WHO, USAID, UNICEF, EU, UNHCR, AHA	Labor and local building materials	2008-2012	
Health	Establish Nursing School	All	Robertsport		MoH	WHO, USAID, UNICEF, EU, UNHCR, AHA	Labor and local building materials	2008-2012	
Health	Conduct training in health care delivery for TBAs	All	All		MoH	WHO, USAID, UNICEF, EU, UNHCR, AHA	CHT, TBAs	2008-2012	
Health	Construction and rehabilitation of hand pumps and water plant	Robertsport	JR Water Plant		MPW		Labor and local building materials	2008-2012	
Health	Construct 5 hand pumps	Tallah	Waima, Kamano, Bajuma, Journey, Antoinette Tubman School		MPW		Labor and local building materials	2008-2012	
Health	Repair hand pump	Tallah	Sweet land		MPW		Labor and local building materials	2008-2012	
Health	Repair hand pump	Tombey	Bomic 3, Latia 1, Falie 1, Tosor 1		MPW		Labor and local building materials	2008-2012	

