

# Margibi County Development Agenda

Republic of Liberia

2008 – 2012



## **County Vision Statement**

The People of Margibi envision a peaceful and secure County with modern Cities and paved highways connecting Districts and Townships, with equality of access to health care, education, and justice for all, including women and vulnerable groups, regardless of tribe, 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.

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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 Margibi 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 Margibi 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



The County Development Agenda is the product of a collective effort of the citizens of Margibi County endeavoring to identify their priorities needs, strengths, and weaknesses, and the strategies to be employed through their own effort, government, NGOs and the donor community to forward the County's development.

The document also strives to identify the historical background of the County, the climatic conditions, topography, geology, vegetation and demography, amongst many other features.

As you peruse the pages of the development agenda of the County, you will come to appreciate the collective viewpoints of the citizens, their aspirations and frustrations, the advantages and disadvantages of the County as it strives toward development. This document will also show you how the citizens of the County, after 15 years of civil crisis, are ready to rebuild their shattered lives.

We would like to express special thanks to Her Excellency, Madam Ellen Johnson Sirleaf, President of the Republic of Liberia, for helping the people to have a greater participation in the decision-making process of Government, allowing the people for the first time to inform Government of their needs and wants, prioritizing their own development needs instead of implementing projects that Government deems appropriate.

Our special thanks also go to the Ministry of Planning, and to the U.N. County Support Team that served as support staff to the local administration in soliciting the views of the citizens of the County and writing this document.

Lastly, we whole-heartedly wish to thank all the participants in this process, especially the District Commissioners, Paramount, Clan and Town Chiefs, and the citizens of the County for their patience, full participation and willing cooperation during the entire exercise. The Local Administration wishes to say bravo to all those participants and facilitators who make the process a success.

Levi Z. Piah  
Superintendent  
Margibi County





Honorable John Z Buway  
Assistant Development  
Superintendent



Margib County  
Legislative Caucus

# Margibi County Officials

Levi Z.	Piah	County Superintendent
John Z.	Buway	Assistant Superintendent for Development
Elton J.	Yoko	Administrative Assistant
Larry J	Zogar	Assistant Superintendent for Cultural Affairs
Reuben B.M.	Gbar	Relieving Commissioner
Sausee K.	Fofana	County Inspector
Dorothy B.	Everette	Land Commissioner
Emmanuel	Kemoh	Project Planner
McHilary M.	Snoh	City Mayor
Samwhere	Zogar	Commissioner, Mambah-Kaba District
Wilmot	Johnson	Commissioner, Lloydsville Township
Samuel O.	Lloyd	Commissioner, Schiefflin Township
Emmanuel F.	Fatumay	Commissioner, Charlesville Township
Tarr	Sackie	Commissioner, Cinta Township
James	Weetor	Commissioner, Borlola Township
Alex	Lansana	Commissioner, Lakyeta Township
Kahn	Gibson	Paramount Chief, Kakata Chiefdom
Reuben S.	Duo	Paramount Chief, Kaba Chiefdom
Hon. Abraham Z.	Kai	Paramount Chief, Mambah Chiefdom
Hon. Watson	Vorvor	Paramount Chief, Gibi District
Hon. Sangay	Keller	Clan Chief, Benda Clan
Martune	Fineboy	Clan Chief, Dinningta Clan
Musu	Yango	Clan Chief, Wiah Clan
Fahn G.	Lepolu	Clan Chief, Konoquelleh Clan
Kpanneh	Giddings	Clan Chief, Glamusu Clan
James Y.	Kaine	Clan Chief, Golorhumah Clan
Kpannah	Singbeh	Clan Chief, Waymaquelleh Clan
Kplawrue	Morris	Clan Chief, Mabahu Chiefdom
John F.	Kangar	Clan Chief, Kaffiah Clan
Sarmon A.	Gaye	Clan Chief, Kafiah
Zwannah L.	Duannah	Clan Chief, Kabah Chiefdom
Hon. Gormai	Bayogar	Clan Chief, Kpaye Clan
Sovlay	Cartoe	Clan Chief, Garneo Clan
Benda	Sackie	Clan Chief, Wiah Clan
Muabay	Tortor	Clan Chief, Gbajorkor Clan

# 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.



## **PART ONE - INTRODUCTION AND BACKGROUND**

### **1.1 Introduction**

Margibi County is famous for its numerous rubber plantations, paramount among them being the Firestone and Salala plantations. These institutions have been instrumental in providing jobs and other basic services including schools, shelter, and health care for thousands of inhabitants of the County. The County can boast of some excellent educational institutions, including the famous Booker T. Washington Institute (BWI) in Kakata, and the Kakata Rural Teacher Training Institute (KRTTI). About 90% of the County's population are Christians, 5% are Muslims and another 5% is Animist. The main livelihood activities are subsistence agriculture, rubber tapping and charcoal production.

Margibi County was not spared the 14 years of civil conflict that devastated the country, leaving lives and property damaged, especially the public infrastructure. As a result, water and electricity are still a wish for many communities.

During the Second World War, the US Government built the Roberts International Airport (RIA) for US military use, and it remains the only Liberian international airport and main gateway to the country.

Despite the two paved highways linking Margibi to Monrovia, the county still has a very bad road network, rendering it difficult to liaise with the remotest and historical fishing base of Marshall or even the beautiful hills in Worhn in Gibi Districts, both localities being only 20 km away from the main paved highways.

Margibi is a politically influential county with a population estimated at 240,996 people (NRC, 2006).

### **1.2 History**

Margibi County is located in central Liberia just about 45 minutes' drive from Monrovia. It is one of the newest counties, created just prior to the civil war. It was founded in 1984 as the 13th county, when two territories, Marshall and Gibi, were removed from Montserrado County and merged to form Margibi. The name derives from "Mar" for Marshall Territory and "Gibi" from Gibi District.

Several important events occurred between 1975 and 1985, including a rash of severe storms in Firestone that caused mass destruction of lives and property, the Construct the Borlola River Bridge, the Construct the Totota to Ganta Highway by the Pototore Construction Company, the commencement of operations of the Ex-Chem Company in Charlesville Township, the Construct the Marshall Health Center by the Government of Liberia, and the granting of city status to Kakata. The period from 1985 to 1995 also witnessed key developments, paramount among them being the



Construct the Nyafor Bridge linking Margibi to Bong County, and the the Construct the Harbel Multilateral High School.

The early 1990's witnessed the beginning of the civil war. The period 1996 to 2006 was marked by a transition from war to recovery. Major events included the establishment of GSM communication facilities, the establishment of several community radio stations including Radio Kakata (in Kakata Upper Margibi) and Radio Peace (in Harbel Lower Margibi), Construct a clinic and junior High School in Zewoh Mambah District, the Ellen Johnson Sirleaf Public School in Zuawien, and the Construct the Bueleqllah Public School in Cinta. Recent years have seen the building of a resource center for women and the contribution of two lots of land to the disabled community by the County Administration.



The County's flag is comprised of two major colors, green and red. The green color represents the forest region of the County and its abundant natural vegetation. The red represents the county's share of the struggle that brought in the military and subsequently transformed the country from Military to Civilian rule. The County was established by an act of the Interim National Assembly (INA), a body that succeeded the People's Redemption Council (PRC), which had come to power through a bloody military coup. In the middle of the flag are a rubber tree and a rubber tapper, which is an indication of the abundant rubber farms and plantations found across the County, which provide employment for thousands.

### 1.3 Geography

The county is ideally situated along the Atlantic Ocean in the South and neighbors Montserrado County on the East, Bong County on the North and Northeast, and Grand Bassa County on the West. The total land area of the County is approximately 2866.67 square miles, with an estimated 118,000 acres of this total being utilized by rubber plantations, namely Firestone and Salala, to name but two.



## Climate

The climate of Margibi is hot and humid, with an average annual temperature of 80°F(27°C). There are two major seasons in Liberia, dry and rainy. The dry season lasts from December to March in the coastal areas, and for a longer period in the inland areas. Annual rainfall along the coast averages 200 inches (510cm). Inland areas receive about 85 inches (220cm) of rain per year.



## Topography

A narrow coastal plain extends inland from the coastline, and the land gradually rises to the high Bong Range in the Northwest, and Gibi Mountain in the North, bordering Grand Bassa County. Margibi County's most important rivers are the Farmington, which forms the border with Grand Bassa County, and the Du River, which forms the border with Montserrado County. Both rivers have the potential for hydroelectric power generation.

## Geology

The soil is excellent for agricultural production and many cash crops. The soil in the Lower part is mostly sandy clay loam, with an abundance of nutrients, and that of Upper Margibi is characteristic of highland soils.

## Vegetation

High-elevation regions have forests of evergreen and deciduous trees, including ironwood and mahogany. Mangrove swamps are found mainly in the coastal areas.

## 1.4 Demography

### Population

Pending the results of the ongoing national census, there is no definitive population figure for Margibi County. Since the last population census in 1984, there have been attempts on the part of several institutions to conduct a census, but they were carried out in a manner that suited the institutions' own scope of operation. Thus, what has been gathered over the years cannot be regarded as comprehensive.

#### County Population Projections

Population (census 1984)	151792
1997 Population Projection	205,465 (LISGIS)
2006 Population Projection	211,733 (LISGIS)
2006 Household Projection	35,288.82 (LISGIS)
Population	240,996 (NRC 2006)

The Ministry of Rural Development in collaboration with UNICEF conducted a village profile assessment between September 2004 and January 2005. Findings from that assessment are presented below.

#### Population per Electoral District

County	District	Population
Margibi	Firestone	16664
	Gibi	8217
	Kakata	66921
	Mambah-Kaba	16158
<b>Total</b>		107960

Source: Ministry of Rural Development/UNICEF Village Profile

The below population table is extracted from the Norwegian Refugee Council Needs Assessment report, "Returnees Monitoring Program", published in 2007.

**Table 4: Population Estimates by Districts**

Margibi									
District	Total	Population by Status				Population by status – percentage			
		Local	Returnees (Ref. & IDPs)	IDPs	Refugees	Local	Returnees (Ref. & IDPs)	IDPs	Refugees
Firestone	41681	39286	2393	2	0	94.25%	5.74%	0%	0%
Gibi	24184	24135	34	15	0	99.80%	0.14%	0.06%	0%
Kakata	101903	100208	1382	313	0	98.34%	1.36%	0.31%	0%
Mambah-Kaba	73228	55389	17571	266	2	75.64%	23.99%	0.36%	0%
Total	240996	219018	21380	596	2	90.88%	8.87%	0.25%	0%

Source: Norwegian Refugee Council January 2007



**Table 5: Population Data Gender distribution**

Statutory District	Total	Population by gender		Population gender percentage	
		Female	Male	Female	Male
Firestone	41681	19639	22042	47.12%	52.88%
Gibi	24184	11823	12361	48.89%	51.11%
Kakata	101903	48142	53761	47.24%	52.76%
Mambah-Kaba	73228	32840	40388	44.85%	55.15%
Total	240996	112444	128552	46.66%	53.34%

Source: Norwegian Refugee Council January 2007

### Ethnic Composition

The Bassa is the dominant ethnic group, though all or nearly all of Liberia's tribes are represented in the County. Below is a table showing the percentage distribution of dialects spoken in Margibi County:

**Table 6: Percentage Distribution of Dialects Spoken**

County	Language and Dialects Spoken													
	Bassa	Gbandi	Gio	Gola	Grebo	Kissi	Kpelle	Krahn	Kru	Lorma	Mano	Vai	Sapo	Other
Margibi	48%	1%	1%	1%	1%	2%	44%	0%	0%	1%	1%	1%	0%	0%
Liberia	18%	2%	7%	6%	9%	4%	26%	4%	3%	7%	7%	4%	N/A	1%

Source: Comprehensive Food Security and Nutrition Survey, October 2006

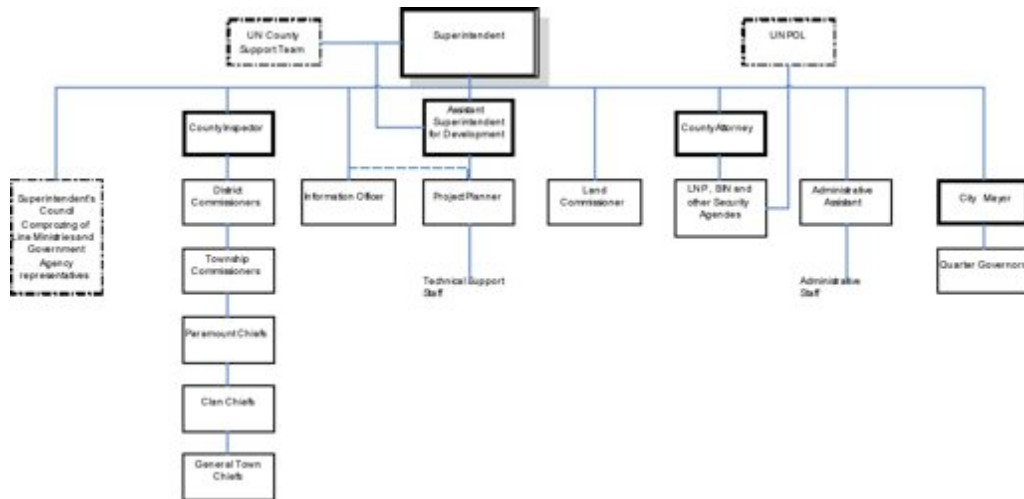
### Religion

About 90% of the County's population is Christians, with roughly 5% Muslims and 5% Animists.



## 1.5 Institutional Structure

The County is comprised of two main administrative districts, Gibi in the upper part and Mambah-Kaba in the Lower part, both of them headed by District Commissioners. The other subdivisions are the six townships (Cinta, Borlola and Larkeyta in Upper Margibi, and Charleville, Schefflin and Lloydville in Lower Margibi), also headed by Commissioners, and two cities (Kakata and Marshall) administered by city mayors. Each mayor and district and township commissioner reports directly to the county superintendent, who heads the hierarchy of administrative officers.



## 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 Margibi County, the Development Plan was prepared following two District Development Consultation meetings involving the six townships and two cities, utilizing a methodology that incorporated both primary and secondary data. Specific PRA tools utilized during the process included time lines, a community resource matrix, problem ranking, problem and solution trees, and community action plans. Information gathered through these exercises was carefully analyzed, making use of SWOT (Strength, Weakness, Opportunity, and Threats) analysis to portray the actual nature and state of development and priority issues within the County.





**Margibi County Consultations**







## **PART TWO - PRIORITIES, ISSUES AND ACTIONS**

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

### **2.1 Development Priorities**

#### **District Priorities**

Priority needs emanating from each of the eight (8) Administrative Districts' consultation held in the County include the following, in this order:

- ☼ Roads
- ☼ Health
- ☼ Education

#### **County Priorities**

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

### **2.2 Security Pillar**

#### **Liberia National Police (LNP)**

LNP is functional in Kakata City and other parts of the County. The County Action Assessment Report counted the total staff for the first quarter of 2007 at 132. Of this number, female officers make up 4%. The United Nations police (UNPOL) have 11 personnel stationed in the County. There are 10 police stations, two of which have detention facilities and one of which has a Women and Children unit. The LNP presence per 1,000 population is 0.47 officers.

UNMIL Quick Impact Projects (QIP) and UNDP have contributed to building and renovation of some of the 10 police stations, where 181 (including two women) officers and 24 UN Police are operating 2 detachments. Currently there are 103 LNP and 11 UNPOL in Kakata, 78 LNP and 13 UNPOL at the airport, RIA. Two LNP stations have detention facilities and only the main police station has a Women and Children Unit, the latter having been newly constructed with UNDP funding in Kakata.

Despite the presence of a County Police Commander in Kakata, the Police Commander in RIA still reports to Monrovia, which constitutes a lack of coordination in the chain of command.

In many chiefdoms and district seats, security issues are recurrent, as there is no police presence in most of these remote areas (Mambah Chiefdom, Lloydsville, Borlolah and Wohn in Gibi District). To alleviate the regularly reported cases of drug

trafficking, armed robbery and property theft, some communities have expressed the need to establish Community Watch teams to insure the security of the population where due to lack of staff and logistics, LNP presence is sporadic. In any case, increased security is essential in Gibi.

**Table 6: Status of LNP**

No. of LNP Detachments	Location	Number of LNP in situ	Status of Station	Vehicles/Motor bikes for LNP
1 Kakata (Headquarters)	Kakata	26	Need renovation	N/A
2	RIA	N/A	Needs renovation	N/A
3	Wohn Town	N/A	Needs renovation	N/A
4	Firestone	N/A	N/A	N/A

Source: Census of Rule of Law Facilities (August 2006) and NRC Needs Assessment Report (January 2007)

### **Bureau of Immigration and Naturalization (BIN)**

Nationally, the BIN recruited 1642 old officers and 5 new officers as a part of its restructuring. Training has also been provided for all those recruited. The training included IT refresher courses (137 officers), training of senior management (38 officers), airport security (32 officers), record keeping (15 officers) and statistics (20 officers).<sup>1</sup> Out of the 1647 BIN officers employed, the capacity building plan for the BIN initially earmarked the deployment of 19 immigration officers in the County but only 12 officers are presently assigned.

Margibi County is a part of the BIN Region 1 command structure. The command headquarters is in Kakata. The county has four immigration detachments. There are no international border entry points in Margibi County. Like other counties, the BIN in Margibi has enormous needs, including the Construct a headquarters, provision of 4x4 vehicles and motorbikes, uniforms, power supply, computers and communication equipment. The 12 serving immigration officers are operating in very poor working conditions, which severely limits their effectiveness on the job.

### **Special Groups**

Although many ex-combatants and war-affected youth benefited from disarmament and demobilization programs and trainings for their reintegration into new active life, the lack of jobs and other opportunities renders them vulnerable and a potential source of insecurity. Many unemployed youth have turned to illicit and unsustainable rubber-tapping, which harms the plantations, Firestone being one of the most targeted.

### **Other Security Issues**

Land and property disputes are now common, as offshoots of the dislocation of population during the war. This remains an ongoing security issue throughout the County. Cases of illegal or contested occupation of farms and houses are further complicated by the weak court system, and the reliance on land surveyors and traditional rulers, who do not have the means to properly authenticate ownership.

## Interventions: Security

Issue	Interventions	Delivery Date	Lead Ministry / Agency
<b>Goal: To create a secure and peaceful environment, both domestically and in the sub-region, that is conducive to sustainable, inclusive, and equitable growth and development.</b>			
<b>Strategic objective 1: To build the capacity of security institutions</b>			
Training is still needed for some security institutions, security institutions lack logistics, equipment, and adequate remuneration for operation.	Construct and furnish police stations, especially in the remotest areas, and assign trained police officers in Worn Town (Gibi District), Larkayta, Llyodville, Mambah Chiefdom and Marshall City	2008-2012	LNP
	Hire, train and deploy additional police officers to adequately cover the County	2008-2012	LNP
	Construct police depots in the following areas, and assign trained officers: <ul style="list-style-type: none"> <li>* Dolo Town (Lower Margibi)</li> <li>* Cotton tree (Lower Margibi)</li> <li>* Mambah Civil Compound (Lower Margibi)</li> <li>* Worn (Gibi District)</li> <li>* Bypolue (Upper Margibi, Salala Area)</li> <li>* 26th Gate (Upper Margibi, Firestone)</li> </ul>	2008-2012	LNP
	Increase the deployment of BIN Officers to adequately cover the County	2008-2012	BIN
	Construct a BIN post in Marshall and deploy officers and initiate Coast Guard patrols to manage illegal entry and drug trafficking	2008-2012	BIN, Coast Guard
<b>Strategic objective 2: To provide adequate territorial protection and law enforcement services to the general population of Liberia</b>			
Inadequate presence of security officers throughout Liberia, security institutions are not yet in full control of security responsibility.	Organize trainings for all security organs to improve their performance	2008-2012	Security Organs
	Supply all LNP and BIN posts with vehicles, motorcycles, communication sets, sleeping quarters, office furniture and supplies	2008-2012	LNP, BIN
<b>Strategic objective 3: To ensure institutional participation in security governance and functions</b>			
Civilians and local authorities are excluded from participating in security governance.	Create awareness and sensitize the people on community policing to reduce the crime rate	2008-2012	LNP, MIA
	Establish and/or support peace councils in all the clans and districts	2008-2012	MIA
	Establish and/or support youth peace clubs through training workshops and sports activities	2008-2012	MoYS
	Develop a mechanism for the smooth resolution of the numerous pending land and property disputes that tend to become tribal and religious issues	2008-2012	MIA



## 2.3 Economic Revitalization Pillar

Liberia's economy has traditionally been based on subsistence agriculture, rubber, mining (mainly of iron ore, but also of gold and diamonds) and timber. During 1960-80, the share of GDP from agriculture was quite low at about 10-15%, reflecting the dominance of the extractive sector (mining and timber). However, years of civil war however destroyed much of the infrastructure needed for large-scale mining which collapsed from 11% of GDP in 1988 to less than 1% in 2003. Activity in the forestry sector, which peaked during the worst excesses of illegal logging around 2000, stopped following the ban on timber (and diamond) exports imposed by the UN in 2003. With the decline of other economic sectors, the relative importance of agriculture has considerably increased. While reliable data are scarce, it is estimated that in 2004-2006 agriculture and fisheries contributed over half of total GDP with forestry accounting for another 12 percent of GDP during the same period (though this figure, exclusively based on the production of charcoal may be exaggerated). The two main food crops accounted for about a third of agricultural GDP (possibly understated) and tree crops (rubber, cocoa, coffee and oil palm) represented about half of total agricultural GDP, i.e. about 25% of the country's total GDP.

### Sector Composition of GDP (percentages)

	1987	1988	1989	2003	2004	2005
<b>Agriculture and fisheries</b>	33%	28%	34%	46%	52%	52%
Rubber	7%	5%	7%	11%	20%	21%
Coffee and cocoa	1%	1%	1%	0%	0%	0%
Rice	10%	9%	10%	6%	5%	6%
Cassava	5%	4%	5%	10%	8%	8%
Other	11%	9%	11%	19%	18%	17%
<b>Forestry</b>	5%	5%	5%	22%	12%	12%
Logs and timber	3%	3%	3%	9%	0%	0%
Charcoal and wood	2%	2%	2%	13%	12%	11%
<b>Mining and panning</b>	11%	8%	11%	0%	0%	0%
<b>Manufacturing</b>	8%	8%	7%	7%	12%	12%
<b>Services</b>	46%	46%	47%	26%	24%	24%

Source: World Bank (1982), UNDP (2001) and IMF (various years).

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

The agricultural productive capacity in the County is below average for Liberia. About 80 percent of farming is subsistence farming. Food crops production is not as widespread in this County as other counties in Liberia. Only about every second household has access to agricultural land, according to the CFSNS. In 2005, rice was only produced by 33% of farming households. The main crops cultivated in 2005 included cassava (79%), rice (33%) and corn (12%). This is in part explained by the



local preference for the traditional dumbboy dish, which is more commonly consumed than rice.

Commercial or cash crops produced in the county included rubber, produced by 52% of households; cacao, produced by 10% of households; coconuts, produced by 14% of households; sugarcane and pineapple, each produced by 14%; plantain/banana, produced by 34%; palm nuts, produced by 14%; and cola nuts, produced by 3%. One percent of households surveyed owned goats, another 6% owned pigs, 6% owned ducks and 39% owned chickens.



The constraints to agricultural growth are many, as shown in the below table. Chief among them is a lack of capital for purchase of the various inputs that are missing. Because the population does not have access to credit and savings products, there is little possibility for communities to increase production to match their potential.

**Table 10: Agricultural Constraints**

Lack of seeds	Lack of tools	Lack of fertilizer and pestilence	Lack of household labor	Birds/groundhogs attack	Returned late for planting	Lack of arable land	Plant disease/insect attack	Lack of training	No market	Lack of cash	HH engaged in other activities
61%	50%	25%	15%	28 and 30% respectively	1%	29%	13%	1%	%	17%	22%

In spite of the constraints, agriculture is a major component of economic revitalization and poverty alleviation in Liberia and Margibi County. With a population annual growth estimated at about 2.5%, the realistic objective of doubling per-capita

incomes within ten years would require an average annual growth rate of close to 10% per annum. With 50% of the country's GDP coming from agriculture, achieving this objective will require a similar rate of growth in agriculture. Strong and sustained growth in agriculture is particularly important since it can create employment for many low-skilled people, is a major engine of the rural and overall economy through its multiplier effects and because productivity gains in agriculture provide the foundation for successfully shifting workers to manufacturing and services. Strong agricultural growth is achievable during the early stages of the country's reconstruction efforts, supported by the resettlement of displaced populations and the quick recovery of very depressed agricultural production, in particular food crops. Experience in other post-conflict countries indicates that agricultural growth is a major factor in early economic recovery, reaching 4% two years after the end of conflict and accelerating to an average of nearly 8% in years 3 through 5 after the crisis before settling down to about 4% in years 6 through 10, which is a more typical long-run growth rate for agriculture in most developing countries.

### Rubber

Rubber tapping has the potential to again be the most important income-generating activity in the County. Liberia's largest rubber plantation, Firestone, along with the Salala Rubber Corporation, are very active. Rubber tapping provided income for some 30% of households sampled by the CFSNS in 2005. Theoretically, with two of the major Rubber Plantations in the County, local government should have access to a portion of the tax income collected from plantations. Unfortunately, little from these taxes trickles down to the County and the plantations refuse to pay any



dues, arguing that they are already paying the Central Government. With the renegotiated concessions agreements, this situation should change. Participants in the CDA consultations called for the establishment of a rubber processing plant to transform raw materials into finished products, and thereby keep these value-adding jobs in Liberia. For smallholder producers, the CDA participants called for the Rubber Development Fund to support the Margibi Rubber Planters Association (approximately 1,500 farmers) to increase yields and strengthen linkages with larger rubber companies to give smallholders access to international markets.

## Firestone

While replanting its trees, Firestone is also rebuilding homes, schools, hospitals and infrastructure, thus contributing to improve the quality of life for employees and local



communities. With the re-negotiated concession agreement with Firestone, the opportunity for growth and job creation stems from the following actions of the Company:

- ✿ Hire only Liberian citizens for unskilled positions
- ✿ Give preference to qualified Liberian citizens at all skilled and management job levels, with at least 30% of senior management positions to be held by Liberian citizens within 5 years, and at least 50% within 10 years.
- ✿ Provide on-the-job and vocational training for Liberian citizens
- ✿ Provide \$115,000 through 2015, and thereafter \$150,000 annually in scholarships for Liberian citizens, with a 25% to be reserved for Margibi County students
- ✿ Provide \$50,000 annually to the University Of Liberia's College of Agriculture
- ✿ Give preference in procurement to goods produced in Liberia by Liberian citizens and services provided by Liberian citizens who are resident in Liberia
- ✿ Require its affiliates and major sub-contractors to also give preference to such goods and services
- ✿ Provide 700,000 rubber stumps per year of the same quality it uses for its own replanting to qualified Liberian Rubbers farmers, free of charge
- ✿ Sell at its own cost farm supplies to qualified Liberian rubber Farmers
- ✿ Contribute \$50.000 to the independent study to be commissioned by the Ministry of Agriculture on ways to support and enhance the rehabilitation of natural rubber industry in Liberia and to assist smallholders
- ✿ Support government efforts to amend the law governing the Rubber Development Fund, financed on export fees on rubber and government appropriations, to be independently and transparently managed to support

rehabilitation and development of the sector through a national extension program and services for Liberian rubber farmers

- Assist the Ministry of Agriculture in the short term in providing training for persons engaged in extension services, including Central Agricultural Institute researchers

### Fisheries

There has been a global trend in recent years towards more fish and fish products being sold in fresh chilled or frozen form, as opposed to the traditional forms of preservation in developing countries of salting or drying. This is partly the result of greater availability of ice and cold storage facilities in developing countries, but also due to the increased demand for frozen/fresh imports in developed countries. Given the location of Liberia and current and planned flight connections, the EU and USA are likely to provide the main overseas markets for high value fresh/chilled products in the future. Of course, strong demand for traditionally processed products still remains in the region.



Buyers and regulators in developed country markets have become increasingly stringent about the quality, health and hygiene standards, and traceability/labeling of products sourced from overseas. Concerns over these issues have resulted in a wide range of legislation governing trade in fish products with which exporters must comply, along with various assurances about supplies of product now required by buyers in overseas markets. Regulations have increasingly shifted the burden of responsibility for controlling the

quality of exports to exporting countries.

Exports of fish from Liberia can theoretically take two forms. Either fish can be landed and then exported, or foreign vessels paying a license fee and an export tariff can catch it, and either land it overseas or transship it at sea. There are currently no exports of frozen or fresh product from Liberia, and virtually no exports of smoked products to regional markets although it is anecdotally reported that some women fish processors do occasionally export small quantities.

At the time of writing, BNF data show just 230 tonnes of transshipped/exported product for 2007 to date. However, given the complete lack of any form of MCS in Liberian waters, it is likely that illegal and unreported exports from transshipments are very significant. Fish imports are recorded as being 4,738 tons in 2004, 11,072 tonnes in 2005, and 2,562 tons for the first half of 2007. Due to a large discrepancy between the fee charged on locally-caught and landed product (\$25/ton) and the duty



charged on imports (\$2/tonne), it is very likely that a proportion of 'imports' is in fact product caught in Liberian waters, frozen at sea, and then brought in as imports by reefer vessels having been transshipped at sea from fishing vessels.



Artesanal fish landings were estimated to be 7,700mt in 2004 (CAAS-Lib, 2007), while BNF data on industrial catches (all made under individual vessel licensing arrangements rather than any bilateral agreements) show an average annual reported catch over the period 1997 to 2006 inclusive of 7,682 tons. Such figures are likely to be a significant under estimate. Tuna catches are primarily caught by purse seine vessels, and destined for tuna canneries. ICCAT data suggest that there are good levels of tuna catches in the West African region in and just outside the Liberian EEZ, and that catches of yellowfin, skipjack and bigeye tuna taken in the Liberian EEZ averaged around 5,000 tons over the period 1990 to 2002.

#### **Biomass estimates of key species in Liberian waters (tons)**

Species	Biomass estimate
Pelagic	
S. aurita	31000
S. maderensis	17000
Carangids, scombrids, barracuda, hairtail.	16000
Sardinellas and anchovies	37000
Demersal	
Sparids	7800
Haemulids	190
Sciaenids	4600
Lutjanids	710
Serranids	0
Other	
B. auritus	8400
Sharks	1070
Rays	1950
Cephalopods	680
Total	126400

Note: pelagic estimates are for small- and epi-pelagic species, not tuna and tuna-like species

Source: Powerpoint presentation provided by BNF

A potentially promising possibility for revenue generation from the sector is recent interest shown by the EU in signing an FPA with Liberia. Such an agreement would provide an immediate way of providing much needed increases in revenue and foreign exchange to the government. Revenue would be provided in the form of compensation by the European Commission for access to fish resources and to improve/support fisheries policy and its implementation in agreed areas, as well as from license fees from vessels operating under the agreement. Even if fish wasn't landed in Liberia, such payments can be considered 'export revenue', and fish caught as a form of 'exports'. Potential revenue could be in the order of \$750,000 to \$1-2 million per year depending on the species and quantities provided for in an agreement. Such an agreement, while offering potential benefits, would however need to be carefully structured to include appropriate zoning, species, fishing methods, vessel numbers/GRT, and tonnages, so as to prevent any negative impacts on catches made by local fishers. The Government in Liberia is not well-equipped to deal with an FPA and requires urgent support to prepare for a potential fisheries partnership agreement (FPA), so as to maximize its potential benefits and minimize any potentially negative consequences (such as conflicts with and impacts on the domestic small-scale sector). Necessary preparation involves both being ready for the negotiations, and being ready to handle the obligations that would result from an agreement. The former should be achieved through a regional study tour to other countries that have already signed FPAs. The latter requires careful analysis of the



obligations involved and appropriate planning for how to deal with them; the institutional assessment of the BNF proposed above would contribute significantly in this regard.

Other issues related to sector governance that require attention and action include:

- ✿ The need to develop management plans for some selected key fisheries. The selection of fisheries should be based on a consultative process, and co-management should be a fundamental principle of such plans;
- ✿ The need for a fisheries sector research strategy to be completed to address the fact that virtually no fisheries research is currently conducted;
- ✿ The need to increase license fees. These could conceivably be increased ten-fold so as to be comparable with fees in Sierra Leone, raising license fee revenues immediately from \$113,000 to \$1+ million per year; and
- ✿ The need for a specific development plan for inland fisheries and aquaculture focusing on economic viability of different production systems and species, and extension services and technological transfer

### Natural Resources

Margibi County is endowed with diamonds, water, timber, and iron ore, among other important natural resources. These resources are not currently a major part of the economy because they are extracted only on a small scale, especially in the case of pit-sawing and diamond activities. There are no logging, mining, or diamond companies operating in the County as yet.



Diamonds are also being mined on a very small scale as a result of the restrictions on the mining of solid minerals. Forestry and timber processing are not a major part of the economy of Margibi County, as the only extraction ongoing is small scale illicit pit-sawing. The citizens have called for a commitment from Firestone to invest \$10 million in a rubber wood facility to produce sawn timber, kiln dried lumber and veneers, with an expected start date for the main plant of mid-2008. 500 persons would be expected to be employed, initially increasing to 1,000.

### Banks

The County has three functioning banks: the Central Bank of Liberia at Kakata City that only honors Government Civil Servant cheques, LBDI at Harbel, and Ecobank at the airport. Despite the presence of these institutions, the population at large has little access to credit and savings products, and this represents a serious constraint to productivity and poverty reduction. Constituting the bulk of the entrepreneurial class in Liberia, women in particular need access to banking services.

### Employment Situation

The Government of Liberia and a few non-governmental organizations are actively engaged in the County, providing wage jobs to a small minority. The rubber

concessions are probably the largest employer in Margibi County; Firestone and Salala rubber companies together employ thousands of locals and people from other counties. Nevertheless, wage jobs are hard to come by for most residents, and the majority still survives on subsistence agriculture and petty trading. Quite recently, labor tensions have arisen between Firestone and its employees, leading to multiple strike actions on the plantation.

### Revenue Collection

The Department of Revenue has 24 revenue collectorates<sup>3</sup> spread across the fifteen counties. A revenue agent heads each collectorate. Margibi County has two collectorates with 19 revenue collection agents (9 in Kakata, Upper Margibi, and 10 in Unification Town, Lower Margibi). The two officers report directly to the Ministry of Finance in Monrovia. There is no fund allocation plan from the 06/07 fiscal budget.

Despite the significant increase in the level of revenue collection, the lack of support of Customs to deploy in leeward areas, the small number of revenue agents, the lack of transportation and adequate incentives create room for corruption and constitute key challenges towards increased revenue generation in the County.

### Deployment of Revenue Agents

No. of posts	Location	Status of post	No. of officers assigned	Safes	Vehicles
1	Kakata	N/A	9	None	None
1	Unification Town	N/A	10	None	None

Source: Bureau of Internal Revenue, MOF March, 2007

### Customs

There are two Customs offices in the County, though they are not yet fully capacitated to operate efficiently.

**Table 8: Deployment of Custom Agents**

No. of posts	Location	Status of Post	No. of officers assigned	Safes	Vehicles
1	Roberts International Air port (Main port)	renovated	N/A	None	None

Source: Bureau of Customs and Excise, MOF March 2007



## Markets

According to the CFSNS, 13% of marketers in the County are engaged in business transactions in Monrovia and 8% are selling in other urban centers. On average, households have to walk almost two hours to reach a nearby market point. Market access is found at 100%. Some 96% percent of those who go to markets do so buy food, while 43% go there to sell food. The market situation is generally improving with the setting up of new business in Kakata and a few other places. The district markets are not yet fully functional. A survey pinpointing the actual numbers and locations of markets in the county will be useful.

## Access to Markets

County	Access to Markets					
	Selling in Monrovia	Selling in urban center/ across the border	Walking distance to weekly market in hours	Access to market	If access, households ...	
					buy food	sell food
Margibi	13%	8%	1.8	100%	96%	43%
Liberia	8%	32%	2.6	98%	96%	55%

Source: Comprehensive Food Security and Nutrition Survey, October 2006



## Interventions: Economic Revitalization

Issue	Interventions	Delivery Date	Lead Ministry / Agency
<p><b>Goal: Restoring production in the leading natural resource sectors, especially agriculture, while ensuring the benefits are widely shared; and reducing production costs to establish the foundation for diversification of the economy over time into competitive production of downstream products, and eventually manufactures and services.</b></p>			
<p><b>Strategic objective 1:</b> Develop more competitive, efficient, and sustainable food and agricultural value chains and linkages to markets.</p>			
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
<p><b>Strategic objective 2:</b> Improve food security and nutrition, especially for vulnerable groups such as pregnant and lactating women and children under five.</p>			
High levels of food insecurity and child malnutrition impede socio-economic 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 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	MoA
	Support clan and district youth coalitions to engage in seed multiplication and swamp rice development projects	2008-2012	MoA
	Facilitate the formation of fishing cooperatives and provide grants for the Construct fishing boats and drying and cooling facilities	2008-2012	MoA
	Encourage and support plantation agriculture for the expansion of rubber and oil palm farms, and develop new ones	2008-2012	MoA
<p><b>Strategic objective 3:</b> Strengthen human and institutional capacities to provide needed services, create a strong enabling environment, and reduce vulnerability.</p>			
Institutions remain largely ineffective at delivering services such as regulation, policy and planning, and research and extension.	Empower security agencies to curb illegal pit-sawing and enforce the new Forestry Law to curtail the hemorrhaging of timber resources	2008-2012	FDA, LNP, BIN
	Provide vocational training to ex-combatants	2008-2012	MoL
	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
	Deploy additional revenue collectors equipped with the necessary logistics such as vehicles, motor-bikes, communication and office supplies	2008-2012	MoF
	Provide tax holidays to investors establishing themselves in rural agricultural areas	2008-2012	MoF, MIA, MoA
	Conduct a survey pinpointing the numbers and locations of markets in the County and rehabilitate markets in need of rehabilitation	2008-2012	MIA, MoL
	Facilitate the formalization of informal businesses through licensing, business development services	2008-2012	MoF, MoL
	Provide incentives and inputs to attract investment in logging	2008-2012	FDA
	Provide incentives and inputs to attract investment in rubber production	2008-2012	MoA
	Provide incentives and inputs to redevelop the coastline at Marshall with hotels and restaurants within easy access to the airport	2008-2012	MoCI
Provide incentives and inputs to attract investment in the development of cool storage and fisheries industry	2008-2012	MILME	
Review the concession agreements with Companies operating in the County to include provisions for County development in line with the CDA and PRS	2008-2012	GoL	

## **2.4 Governance and Rule of Law Pillar**

Despite the fact that some few line ministry representatives are still living and operating from Monrovia, the County Superintendent and most of the County officials in Kakata and in the districts are now based in the County.

The new administrative building under construction in Kakata with funding through CST will be operational before the end of January 2008 and should accommodate all the County officials presently squatting or in need of office space. At the level of the subdivisions, the administrative buildings in Charleville, Schefflin, Mambah Kaba and Marshall City are already functional and only need to be equipped.

### **Courts**

The Courthouse has been renovated through QIP and hosts the highest judicial court in Margibi, which is the 13th Circuit Court, situated in Kakata City. The other courts are the four Magisterial Courts; Bondiway, Unification Town, Kakata and Baypolu (in the Salala Rubber Plantation Reserve area). These courts of first instance headed by a Stipendiary Magistrate are open and functional. In addition to these courts, there are 12 Justice of the Peace Courts, situated by statutory law within 18 kilometers of the Magisterial Courts, and one Juvenile Court. All the courts are operating in private houses or in abandoned stores, except in Kakata. While there is a County Attorney, there is typically a large number of detainees waiting for trial. Extra-judicial trials are common, especially in isolated areas.

### **Correction facilities**

There are two major correctional facilities in Margibi, employing 9 correction officers. The first facility is the Bondiway Prison, which was partially renovated by Firestone and is comprised of four cells: juvenile, female, sentenced and detainee. Kakata Central Prison, a larger prison, situated on the Bong Mines Road in Kakata City, still needs major improvements and two additional cells to ease overcrowding.

### **Civil Society and NGOs**

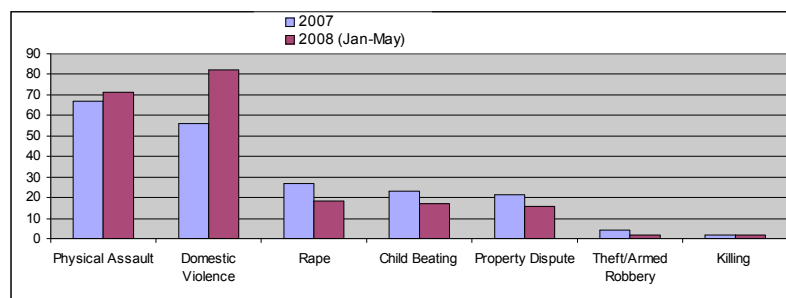
The development of civil society is still in its rudimentary stage and seems to be a very recent phenomenon in Margibi County. Most Civil Society Organizations (CSOs) have not registered due to lack of financial resources to do so; they have no office space, no funds and no knowledge of how to operate such organizations. Many NGOs are operating in the County without adequate coordination with the local administration. Generally their main offices are located in Monrovia, where all decisions are taken and results reported. This situation constitutes a real constraint in the development planning process by county authorities on behalf of communities.

Women's and youth groups are also formed, but most lack a long-term vision and capacity for sustainability. Among the most active of these groups is the Mambah-Kaba Women's Group, which is conducting vocational training for youth and single mothers in a women's resource center. Liberian Youth Network has conducted

programs such as the Day of the African Child and the awareness program for non-violence during the elections.

The County's main human rights violations are sexual and gender-based violence such as rape, female genital mutilation, workers' exploitation, and pollution of the environment. To face these abuses and create awareness, six Human Rights Clubs are established in the County (4 in Lower Margibi and 2 in Kakata City, Upper Margibi).

### Number of Protection Incidents Reported in the County



UNHCR/NRC protection monitoring project

### Interventions: Governance and Rule of Law

Issue	Interventions	Delivery Date	Lead Ministry / Agency
<b>Goal:</b> To build and operate efficient and effective institutions and systems, in partnership with the citizens, that will promote and uphold democratic governance, accountability, justice for all and strengthen peace			
<b>Strategic objective 1:</b> To increase and enhance citizen participation in and ownership of government policy formulation and implementation			
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
	Construct palava huts in Peterta/Upper, Yanquilee Town, Kpakpacon, Dowazon and 26 Gate	2008-2012	MIA
<b>Strategic objective 2:</b> To strengthen and enhance the effectiveness and efficiency of public institutions and functionaries			
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	2008-2012	MPW, MIA
	Complete all District Compounds	2008-2012	MPW, MIA
	Construct town halls in Larkayta, Gibi, Cotton Tree, Dolota, Civil, and Peter Town/Lower	2008-2012	MPW, MIA
	Develop a system of increased monitoring of court operations to minimize corruption	2008-2012	MoJ

Issue	Interventions	Delivery Date	Lead Ministry / Agency
<b>Strategic objective 3:</b> 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.	Complete and furnish the District Administrative buildings in Worn, Lakyeta and Mambah Kaba	2008-2012	MoJ
	Deploy trained and qualified Magistrates and Associate Magistrates to preside over the Magisterial Courts	2008-2012	Corrections
	Construct the Circuit Court building in Kakata and Magisterial Courts in each of the magisterial districts	2008-2012	MoJ
	Expand Kakata Central Prison 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

## 2.5 Infrastructure and Basic Services Pillar

Infrastructure development remains a key challenge in Margibi County since almost all infrastructures that existed some years back got damaged, looted or completely destroyed during the long period of war. Today, no public communication exists and most roads, bridges and transport facilities are in very poor condition. Availability of basic social services remains a serious challenge. There is little organized transport systems been provided by private individuals; access to safe drinking water and sanitation facilities is very minimal whereas health care delivery still need major improvement.

### Roads and Bridges

Communities living in 305 villages located in remote areas such as Worhn in Gibi District and Marshall City, Larkayta and Llyodsville Townships are completely inaccessible by road during rainy season. Thus, fishing boats remain the only alternative used to cross many rivers into some parts of Lower Margibi





## **Communications, postal services and telecommunications**

Postal Services are functioning in the County, notably in Harbel. Newspapers are only found in Kakata and Harbel. There is very good cellular telephone coverage from LoneStar, Cellcom, Libercell and Comium. Besides Radio Veritas, Liberian Broadcasting Corporation, and UNMIL radio coverage, Margibi is also covered by two community radio stations (in Harbel and Kakata) that were created with support from MercyCorps.

## **Water, Energy and Sanitation**

Water and electricity are still a wish for many communities. As typical rural Liberian county, Margibi does not have access to public power. All individuals and organizations in need of electricity, including the local authorities, have to operate their own generators. A survey has just been conducted for connection of Kakata and Marshall to the Emergency Power Program already operational in Monrovia. Prior to the war, most parts of Margibi County had a water and sewage system that has since broken down, leaving the population even in the cities without improved water and sanitation facilities. With 146 hand pumps in use in the County, an average of 1650 people are making use of each pump. Some 1685 people share each available latrine, as there are only 143 latrines in use in the County.

## **Education**

Margibi County is well known for its concentration of outstanding educational institutions. The most prominent among them is the Booker Washington Institute (BWI), which awards diplomas and is known for its vocational/technical training courses. The County also boasts the Harbel Multilateral High school, where the University of Liberia is operating up to 2nd year of studies; the extension of the Gbarnga-based Cuttington University College; the Kakata Rural Teacher Training Institute, in charge of training and reactivation of teachers; and the Konola Academy, a co-educational institution and prestigious upper secondary school; among others.

The Firestone school system, owned and operated by the Firestone Rubber Company, caters to over 15,000 children within the concession area. This school system is well-organized and effective, as not only do they have appropriate facilities and educative materials, but also boast a science laboratory at the Firestone Senior High School.

50 educational facilities among the 290 recorded by the Norwegian Refugee Council are fully functional. The Government through the Ministry of Education runs several of them at primary and junior schools level, while faith-based communities and private organizations run the others.

Despite the many well-known schools, many children in remote areas of Margibi County still lack access to education because of bad road conditions, damaged facilities, and a lack of qualified teachers. Like many LNP and other Civil Servants,

teachers are often reluctant to settle in far-flung areas because of the hardship and low salary. Some informal education targeting over-aged students and adults is also organized by women's groups as a means of skills improvement and reducing illiteracy.

### Health

Besides the Firestone medical facilities, which receive approximately 9,000 patients visits a month and at times buttresses other facilities by helping to provide storage and some medical equipment, there are two main functional Government hospitals serving the County: C.H Rennie Hospital, a referral site in Kakata; and Mike M. Baydoun Health Center in Marshall City. Both facilities badly need ambulances, renovation and supplies for full operation. Apart from the two hospitals, the Government owns 19 clinics among the 36 functioning health facilities in the County. The most prominent among them may be the Dolo Town Community Clinic that was built by the US Embassy. All the Government medical employees are on the government payroll and treatment is provided free of charge with drugs provided by Government and INGOs. Firestone Liberia actively participates to vaccination campaigns for the eradication of childhood diseases.

### Environment

One of the most pressing environmental problems is the dumping of rubber company waste into the rivers. This situation is creating a major hazard for the marine life in the Wea River (Weala and Salala) and the Farmington River (Firestone). Firestone has submitted to the Government an Environmental Management Plan that addresses a wide range of environmental management issues.



### Basic Social Services: Access Ratios in Margibi County

Facilities functioning in the County	Number	Number of People using each facility
Health Facilities	34	7088
Hand Pumps	146	1650
Latrines	143	1685
Water Points	36	5882
Wells	226	937

Source: Norwegian Refugee Council and LISGIS January 2007

## Interventions: Infrastructure and Basic Services

Issue	Interventions	Delivery Date	Lead Ministry / Agency
<b>Goal: The rehabilitation of infrastructure and the rebuilding of systems to deliver basic services in order to create the conditions and linkages needed to achieve broad-based growth and poverty reduction.</b>			
<b>Strategic Objective 1:</b> 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. Many needed public buildings are either non-existent or in need of rehabilitation.	Reconstruct/Rehabilitate roads and bridges linking the remotest areas to one of the two main paved roads	2008-2011	MPW
	Rehabilitate Kakata-Borlola-Worhn road and replace Borlola Bridge	2008-2011	MPW
	Develop a master plan to manage urban, residential and industrial growth in Kakata, Marshall and the Roberts Field Highway	2008-2011	MPW
	Provide affordable housing units for persons living with disabilities	2008-2011	MPW
	Provide incentives and inputs to bring telecommunication coverage to all areas of Gibi, Cinta and Marshall	2008-2011	MPT
	Construct housing estates in Schiefflin township	2008-2011	MPW
	Build or rehabilitate district administrative buildings	2008-2011	MPW
	Re-establish postal services in the County	2008-2011	MPT
	Construct buildings to house the two community radio stations (Kakata and Harbel)	2008-2011	MPT
<b>Strategic Objective 2:</b> 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	Rehabilitate the reservoirs in Kakata and Marshall and rehabilitate the hand pumps in Mollequillyta, Mamba Civil Compound, Gaull Town, Camgbor, Zeeworh, Loung, Petera, Foezon, Jungofarm, Cottentree and Dogbon	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 drainage system to prevent annual flooding in Peter and Dolo Town and Unification Town and its surroundings	2008-2011	MPW
	Draft a solid waste management plan for Kakata and Marshall, including Construct a dump site and establishing a garbage collection system	2008-2011	MPW
<b>Objective 3:</b> 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
	Set up and furnish a Voluntary Counseling and Testing Center (VCT) in Rennie Hospital	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

Issue	Interventions	Delivery Date	Lead Ministry / Agency
<b>Objective 3 (cont.):</b> 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.	Ensure that all health personnel are in the Government payroll	2008-2011	MoH
	Construct the fence and extend the maternity ward of Rennie Referral Hospital in Kakata	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
	Increase care and support for people living with HIV and AIDS (PLWHA) and their families	2008-2011	MoH
	Expand VCT services to each District Capital and strengthen existing ones, and provide sexually transmitted infection (STI) services, antiretroviral (ARV) treatment and services to prevent mother to child transmission (PMTCT)	2008-2011	MoH
	Increase the quantity and distribution of condoms to all districts, towns and villages	2008-2011	MoH
	Strengthen the administrative and operational structures of the Gender Office by constructing a well-furnished office space in Kakata, increasing the number of staff to 6 and deploying one to every district, and building capacity of staff	2008-2011	MoGD
	Strengthen the GBV Task Force and Protection Core Group with provision of training, supplies, and logistics	2008-2011	MoGD
	Provide safe homes for survivors of GBV and other forms of violence	2008-2011	MoGD
<b>Objective 4:</b> 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, facilities disproportionately located out of reach for some regions. Only one third of primary teachers in public schools have been trained. Enrolment rates remain low, especially for girls. Only a small number successfully make the transition from primary to secondary education.	Rehabilitate or construct schools in adequate numbers to serve the population per the County Action Plan	2008-2011	MoE
	Stock all schools with adequate materials and furniture, WATSAN facilities, and teachers' quarters	2008-2011	MoE
	Provide all untrained teachers with adequate training		
	Carry out a survey to ascertain the amount of trained teachers, books and materials needed, and to determine the number of girls and boys in each school	2008-2011	MoE
	Improve the incentives for teachers, especially those working in remote areas	2008-2011	MoE
	Construct a center for the physically disabled in Kakata and upgrade existing facilities of the Christian Association for the Blind, with WATSAN facilities	2008-2011	MoE
	Provide life skills training and income generation programs for physically disabled persons	2008-2011	MoE
	Construct multi-purpose youth centers with sports fields in Kakata and Charlesville	2008-2011	MoYS
Introduce Adult Literacy Programs throughout the County	2008-2011	MoE	
<b>Objective 5:</b> To provide reliable, sustainable and affordable energy services to all Liberians in an environmentally sound manner			
Grid electricity is non-existent outside Monrovia.	Complete the project of electrification of Kakata and Marshall Cities from Monrovia	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 285 protection incidents reported in the County during January-May 2008, 36.1% and 28.8% relate to SGBV and domestic violence respectively.

Destruction of institutions during the war affected all Liberians, but particularly limited women's and girls' access to education; today, the ratio of girls' to boys' enrolment is 95/100 at the primary level, decreasing to 75/100 in secondary schools, and twice as many women as men are illiterate. Despite the laws recognizing equality of the sexes, customary law and practices prevail, some of which are harmful to women and girls. Customary law infringes on women's and girls' rights, including the right to property.

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

### **Peacebuilding**

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

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

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

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

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

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

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

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

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

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

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

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

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

**Transparency and accountability** – Local government actions must be visible to the public to ensure they are taken in the interest of all citizens and not simply for the sake

of any personal or group advancement. The mismanagement of the past, in which a small elite gained economic advantage over the majority, was a key factor in the conflict.

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

### **Environmental Issues**

The people of the County, and especially the poor, are critically dependent on fertile soil, clean water and healthy ecosystems for their livelihoods and wellbeing. This reliance creates complex, dynamic interactions between environmental conditions, people's access to and control over environmental resources, and poverty. In addition to being vulnerable to environmental hazards, the poor are usually confronted by economic, technological and policy-related barriers in deriving full benefits from their



environmental assets. Taking strategic actions based on knowledge of the poverty-environment relationship is a prerequisite for enduring success in the effort to reduce poverty. Investments in the productivity of environmental assets will generate large benefits for the poor and for the enhancement of overall growth.

The CDA lays the foundation for sustainable protection and use of the County's natural environment for the sake of improving livelihoods and wellbeing. The "resource curse" that characterized Liberia's past was typified by mismanagement of the proceeds from extractive industries and their misuse that undermined national

security, governance and rule of law; and channeled most of the benefits of economic growth to a small elite. Eliminating this curse requires the establishment or restoration of proper administration and management of natural resource uses.

### HIV and AIDS

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

response.

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



seek to reconcile these seemingly disparate findings.

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

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

By strengthening the health infrastructure at the County level, the CDA works to promote human development by reducing the impact of HIV and AIDS vulnerability, morbidity and mortality. County health and social welfare authorities will participate in the development and implementation of a new national multi-sectoral strategic framework led by the NAC, reducing new HIV infections through the provision of



information, and scaling up access to treatment and care services, mitigating the impact of the epidemic on those already infected and affected.

### Children and Youth

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



Children make up the majority of the population of the County. Nationally, around 17 percent of child deaths are attributable to malaria and another 20 percent to preventable environmental diseases such as diarrhea and cholera. Almost forty percent of children are growth-stunted from poor nutrition, about one third of under-fives are severely underweight, and recent estimates indicate that one in five deaths in children under-five is attributable to malnutrition. Less than half of all births are delivered by a health professional, which contributes to an unacceptably high (and apparently rising) maternal mortality rate.

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



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



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

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

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

### Human Rights

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



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

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



## **PART THREE - IMPLEMENTATION**

### **3.1 Funding for County Development**

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

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

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

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

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

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

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

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

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

Indicator	Type	Baseline	Target <sup>1</sup>	Target Date	Source of Verification	Lead Ministry/ Agency	MDG Related?
Wage employment in the non-agricultural sector (% of total employment)	Outcome	TBD	TBD	Annual	MoL labor market survey	MoL	-
<b>State Owned Enterprises</b>							
Net total transfers to SOEs/parastatals as % of Government revenue	Output	2.4%	1%	Annual	National Budget	MoF, BoB	-
<b>Pillar III: Governance and Rule of Law</b>							
<b>Governance Reform</b>							
% of public expenditure transferred to local authorities <sup>8</sup>	Outcome	6.1%	2009: 6.6% 2010: 7.1% 2011: 7.7%	Annual	National Budget	MIA	-
Percent of the population that perceives the Government of Liberia to be performing better than in the previous year	Outcome	TBD	60% Annually	Annual	Question will be added to future CWIQ surveys	CSA	-
Number of ministries, agencies and SOEs/parastatals restructured based on revised, published and adopted mandates	Output	0	TBD	End of PRS Period	GC status report	GC, 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	-
<b>Rule of Law</b>							
Number of beneficiaries of legal aid (civil/criminal)	Output	TBD	TBD	Annual	TBD	MoJ	-
Number of Circuit Courts and Magisterial Courts rehabilitated/constructed and functioning (judged by whether a legal proceeding has been completed in that court)	Output	Circuit Courts: 7 of 15 Magisterial Courts: 5 of 124	Circuit Courts: 13 of 15 Magisterial Courts: 43 of 124	End of PRS Period	Judiciary Quarterly and Annual Reports/GC Status Reports	Judiciary, MoJ	-
Number of Judicial Officers trained and deployed at Circuit/Magisterial Courts (disaggregated by gender)	Output	336 Magistrates 22 Justices of the Peace	403 Magistrates 27 Justices of the Peace	End of PRS Period	Judiciary Quarterly and Annual Reports/MoJ Annual Reports	Judiciary, MoJ	-

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

Indicator	Type	Baseline	Target <sup>1</sup>	Target Date	Source of Verification	Lead Ministry/ Agency	MDG Related?
% 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	-
<b>Pillar IV: Infrastructure and Basic Services</b>							
<b>Roads and Bridges</b>							
Number of new miles of roads rehabilitated/reconstructed <sup>9</sup>	Output	N/A	Total primary: 1,187 miles (1,075 to be paved, surface dressing) All weather secondary roads: 300 miles Feeder roads: 400 miles Neighborhood roads: 212 miles	End of PRS Period	MPW progress reports	MPW	-
Person-months of roadwork employment created per year	Output	24,120 person-months/year	45,288 person-months/year	Annual	MPW reports	MPW	-
<b>Transportation</b>							
Number of buses regularly operating in Monrovia	Output	9	70	End of PRS Period	MTA Annual Report	MTA	-
Number of vessels entering and clearing Freeport of Monrovia per month	Output	28	32	End of PRS Period	NPA Monthly Statistics on Cargo and Vessel Traffic	MoT, NPA	-
<b>Water and Sanitation</b>							
Access to safe drinking water <sup>10</sup>	Outcome	25% <sup>10</sup>	Increase by 25% (to 50%)	End of PRS Period	VPA, UNICEF, CWIQ	MPW	MDG 7
Access to improved sanitation <sup>11</sup>	Outcome	15% <sup>11</sup>	Increase by 25% (to 40%)	End of PRS Period	VPA, UNICEF	MPW	MDG 7

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

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

<sup>11</sup> Ibid



Indicator	Type	Baseline	Target <sup>1</sup>	Target Date	Source of Verification	Lead Ministry/ Agency	MDG Related?
<b>Health</b>							
Child mortality rate	Outcome	111 per 1000	Reduce by 15% (to 94/1000)	End of PRS Period	DHS	MoHSW	MDG 4
Maternal mortality rate	Outcome	994 per 100,000 live births	Reduce by 10% (to 895/100,000)	End of PRS Period	DHS	MoHSW	MDG 5
Child malnutrition (% of children under 5) (stunting, wasting, height for age, weight for height, weight for age)	Outcome	Height for age: 39% Weight for height: 7% Weight for age: 19%	Improve weight for age by 15%	End of PRS Period	DHS	MoHSW	MDG 1
Contraceptive prevalence rate (disaggregated by method: any method, condom, pills, etc.)	Output	Any method: 11% Condom: 1.6%	15% (any method)	End of PRS Period	DHS	MoHSW	MDG 6
HIV prevalence rate (disaggregated by sex and age)	Outcome	1.5%	Contain rate (no increase)	End of PRS Period	DHS	MoHSW	MDG 6
Doctors per 1000 persons	Output	0.03 (2006)	0.06	End of PRS Period	MoHSW Rapid Assessment	MoHSW	-
Nurse per 1000 persons	Output	0.18 (2006)	0.36	End of PRS Period	MoHSW Rapid Assessment	MoHSW	-
Midwives per 1000 persons	Output	0.12 (2006)	0.24	End of PRS Period	MoHSW Rapid Assessment	MoHSW	-
<b>Education</b>							
Net enrollment ratio in primary education (disaggregated by gender)	Outcome	Primary: 37% Secondary: 15%	Primary: 44.8% Secondary: 20%	End of PRS Period	CWIQ	MoE/LISGIS	MDG 2
Gender Parity Index in primary enrollment	Outcome	43 girls for every 100 boys	48 girls for every 100 boys	End of PRS Period	2007-2008 School Census	MoE/LISGIS	MDG 3
Teacher to student ratio	Output	1:35	1:45 <sup>12</sup>	End of PRS Period	2007-2008 School Census	MoE	-
Youth literacy rate	Outcome	73%	85%	End of PRS Period	CWIQ	MoE/LISGIS	-

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

Indicator	Type	Baseline	Target <sup>1</sup>	Target Date	Source of Verification	Lead Ministry/ Agency	MDG Related?
<b>Energy</b>							
Percentage of households with access to electricity	Outcome	0.6%	10.0%	End of PRS Period	MLME/LEC Annual Report	MLME, LEC	-
Total installed capacity (MW)	Output	2.6 MW	29.6 MW	End of PRS Period	MLME/LEC Annual Report	MLME, LEC	-
Percentage of rural households with access to electricity	Outcome	0.0%	2.0%	End of PRS Period	MLME/LEC Annual Report	MLME, LEC	-
Regional or cross border interconnectivity (miles of cross border transmission lines)	Output	0 miles	150 miles	End of PRS Period	MLME/LEC Annual Report	MLME, LEC	-
<b>Post and Telecommunications</b>							
Universal Access telecommunications coverage throughout Liberia	Outcome	14.9%	2009: 17.9% 2010: 21.5% 2011: 25.8%	Annual	Annual Blycroft Estimates Report	LTC, LTA	-
% of the population with local access to postal services	Outcome	2%	70%	End of PRS Period	MPT Annual Report	MPT, UPU	-
<b>Urban and Other Infrastructure</b>							
Additional units of low-income housing constructed	Output	1,700 units	Construct 300 units to reach total of 2,000	End of PRS Period	NHA Annual Report	NHA	-
Administration buildings and palava huts constructed and rehabilitated.	Output	TBD	New or rehabilitated administration buildings in 45 districts and new or rehabilitated palava huts in 126 districts	End of PRS Period	Quarterly count reports	MIA	-



## ANNEX 1 - PRIORITY PROJECTS

### Annex 1.1 Priority Projects for Period 2008-2011

During the regional consultations held in Margibi on 30/31 January 08, the following priorities were documented :

Regions	Priority #1 Roads	Action Plan	Priority #2 Education	Action Plan	Priority #3 Health	Action plan
Western Region-	Mamba-Kaba District: * Zuawein to Omega Tower	Reconstruction	Mamba-kaba District * Harbel Multilateral High School	Upgrade to vocational/ junior college	Mamba-Kaba District * Schiellin Clinic	Rehabilitate
	* RIA to Snafu Dock Rd and Fah Bridge	Rehabilitation	* Garzon Public School	Construct	* Garmamu Clinic	Rehabilitate
Margibi	* Dolo Town to Peter town Rd	Rehabilitation	* Zeeworth Public School	Upgrade to Junior High	* Zeeworth Clinic	Rehabilitate
	Gibi District: * Kakata to Yanquilee * Kakata to Bong Mines Rd * Weala to Seckita Rd	Rehabilitation Rehabilitation Rehabilitation	Gibi District * Brooker Washington Institute * Lango Lippaye High School * Additional Public School	Elevate to polytechnic university Elevate to multi-lateral High School Construct	Gibi District * C. H. Rennie Hospital * Worn Hospital * Lawalta Clinic	Rehabilitate Construct Rehabilitate

## ANNEX 2 - MARGIBI COUNTY ACTION PLAN

### Annex 2.1 Margibi County Action Plan

Name of the Road	KM/Miles Approx	District	Clan	Town	Lead Agency	Citizen Contribution	Time frame
Zuaweh to Omega Tower	25 Miles	Mambah- Kaba	Mamba		MPW		2008-2012
RIA to Snafu dock	6.5 Miles	Mambah- Kaba	Mamba	RIA to Snafu dock	MPW		2008-2012
Dolo Town to Peter Town	3 Miles	Mambah- Kaba	Mamba	Dolo and Peter	MPW		2008-2012
Marshall to Schefflin	14 Miles	Mambah- Kaba	Mamba	Marshall and Schefflin	MPW		2008-2012
Lloydsville to Charlesville	16 Miles	Mambah- Kaba	Mamba	Lloydsville and Charlesville	MPW		2008-2012
Unification Town	4 Miles	Mambah- Kaba	Mamba	Unification Town	MPW		2008-2012
Unification Town to Dolo Town		Mambah- Kaba	Mamba	Unification Town to Dolo Town	MPW		2008-2012
Bridge linking Dolo and Unification Towns		Mambah- Kaba	Mamba	Unification Town to Dolo Town	MPW		2008-2012
Bridge		Mambah- Kaba	Mamba	Snafu dock and Charleville	MPW		2008-2012
Bridge		Mambah- Kaba	Mamba	Lloydsville and Charlesville	MPW		2008-2012
Kakata to Wohn	24 Miles	Gibi	Benda-Gbarjorkor Gbarfan	Benda to Wohn	MPW	Labor and Local Materials	2008-2012
Kakata to Bong Mines	19 Miles	Gibi	Weamakoller and Gorlowaman	Sackie-Gbule	MPW	Labor and Local Materials	2008-2012
Weala to Seckita	11 Miles	Gibi	Wea Clan	Weala to Seckie	MPW	Labor and Local Materials	2008-2012
Wohn to Kolliedede Town	14 Miles	Gibi	Gbarfan	Wohn to Kolliedede	MPW	Labor and Local Materials	2008-2012
Blumu to Yanquellie	10 Miles	Gibi	Dennita	Blumu to Yanquellie	MPW	Labor and Local Materials	2008-2012
Wohn to Waka town	15 Miles	Gibi	Gbarfen	Wohn to Waka	MPW	Labor and Local Materials	2008-2012
Kakata to 26 Gate	03 Miles	Gibi	Kakata City	Kakata	MPW	Labor and Local Materials	2008-2012



<b>Name of the Road</b>	<b>KM/Miles Approx</b>	<b>District</b>	<b>Clan</b>	<b>Town</b>	<b>Lead Agency</b>	<b>Citizen Contribution</b>	<b>Time frame</b>
Slocum Junction to Damamu	12 Miles	Gibi	KonoKeller	Slocum Junction to Damamu	MPW	Labor and Local Materials	2008-2012
Weala-Yeama-Bong Mines	20 Miles	Gibi	KonoKeller	Weala	MPW	Labor and Local Materials	2008-2012
Wohn to Zeo	18 Miles	Gibi	Gborjorkor	Wohn to Farmington	MPW	Labor and Local Materials	2008-2012
Gizzi Camp-Kollie Kain-Bong Mines	15 Miles	Gibi	Konokeller and Weamakeller	Gizzi Camp to Kollie Kain	MPW	Labor and Local Materials	2008-2012
Gbargbay to Sawmill	18 Miles	Gibi	Konokeller to Wea-clan	Gbargbay to Sawmill	MPW	Labor and Local Materials	2008-2012
Massaquoi Town to Dakorta	14 Miles	Gibi	Dinningta	Massaquoi to Dakorta	MPW	Labor and Local Materials	2008-2012

<b>Health center</b>	<b>Action Plan</b>	<b>Location (Clan/Township)</b>	<b>Time frame</b>
Schefflin Clinic	Upgrade to Standard	Schefflin Township	2008-2012
Garmamu Clinic	Complete and upgrade	Garmamu Kpaye Clan	2008-2012
Zeewhor Clinic	Upgrade to Standard	Zeewhor Zoeduan Clan	2008-2012
Cotton Tree Clinic	Construct	Cotton Tree Charleville Township	2008-2012
Bundawien Clinic	Construct	Bundawien Farmington District	2008-2012
Mende Town Clinic	Construct	Mende Town Farmington District	2008-2012
Dolo Town Community Clinic	Upgrade to Standard	Dolo Town Charleville Township	2008-2012
Marshall Health Center	Upgrade to Standard	Marshall City	2008-2012
C.H.Rennie Hospital	Upgrade to Standard	Kakata	2008-2012
Wohn Hospital	Construct	Gborjorkar (Wohn)	2008-2012
Lawalta Clinic	Construct	Weamaquellie (Lawalta)	2008-2012
Wolala Health Center	Upgrade to Standard	Benda Clan (Wolala)	2008-2012
Cinta Health Center	Construct	Cinta Township (Weala)	2008-2012
Gboryalmu Health Center	Construct		2008-2012

<b>Name of the School</b>	<b>Action Plan</b>	<b>Location</b>	<b>Timeframe</b>
Harbel Multilateral High School	Upgrade to a full vocational institution, up to Junior College status	Harbel, Margibi County	2008-2012
Garzon Public School	Construct	Mende Town, Garzohn Reserve, Farmington District.	2008-2012
Zeewhor Public School	Upgrade to Junior High	Zeewhor, Zoeduan Clan	2008-2012
Ellen Johnson Sirleaf Public school	Upgrade to Junior High	Zuawien Ganco Clan, Mamba Chiefdom	2008-2012
Kpaye Clan Public School	Complete and upgrade to standard	Kpaye Clan Kaba Chiefdom	2008-2012
AD Peabody Public School	Elevate to senior High	Marshall City	2008-2012
R. S. Caulfied junior High School	Elevate to senior High		2008-2012
Kparyan Public School	Upgrade to standard	Kparyan, Farmington District	2008-2012
Booker Washington Institute	Elevate to Polytechnic University	Kakata	2008-2012
Lango Lippaye High School	Elevate to Multilateral High School	Kakata	2008-2012
Additional Public High School	Complete Public High School	Kakata	2008-2012
Gibi Public School	Upgrade to High School	Gibi	2008-2012
Cinta Public School	Upgrade to High School	Cinta	2008-2012
Lakayta Public High School	Upgrade to High School	Lakayta	2008-2012
Borlola Public High School	Upgrade to High School	Borlola	2008-2012
Kollie Kain Town	Construct elementary and Junior High	Kollie Kain Town	2008-2012
Peter Town	Construct Junior and Senior High	Peter Town	2008-2012
Saw Mill	Construct elementary and Junior High	Saw Mill	2008-2012
Gboryamu	Construct elementary school	Gboryamu Town	2008-2012
Center for Disable	Construct training center	Kakata	2008-2012
Vales' Town	Construct elementary school	Vales' Town	2008-2012

## ANNEX 3 - DISTRICT ACTION PLANS

### Annex 3.1 Mambah-Kaba District

Name of the Road	KM/Miles Approx	District	Clan	Town	Lead Agency	Citizen Contribution	Time frame
Zuaweh to Omiga Tower	25 Miles	Mambah- Kaba	Mamba		MPW		2008-2012
RIA to Snafu dock	6.5 Miles	Mambah- Kaba	Mamba	RIA-Snafu dock	MPW		2008-2012
Dolo Town to Peter Town	3 Miles	Mambah- Kaba	Mamba	Dolo and Peter	MPW		2008-2012
Marshall to Schefflin	14 Miles	Mambah- Kaba	Mamba	Marshall and Schefflin	MPW		2008-2012
Lloydsville to Charlesville	16 Miles	Mambah- Kaba	Mamba	Lloydsville and Charlesville	MPW		2008-2012
Unification Town	4 Miles	Mambah- Kaba	Mamba	Unification Town	MPW		2008-2012
Unification Town to Dolo Town		Mambah- Kaba	Mamba	Unification Town to Dolo Town	MPW		2008-2012
Construction bridge linking Dolo and Unification Town		Mambah- Kaba	Mamba	Unification Town to Dolo Town	MPW		2008-2012
Renovation of bridge		Mambah- Kaba	Mamba	Snafu dock and Charlesville	MPW		2008-2012
Renovation of bridge		Mambah- Kaba	Mamba	Lloydsville-and Charlesville	MPW		2008-2012
Massaquoi Town to Dakorta	14 Miles	Gibi	Dinningta	Massaquoi to Dakorta	MPW	Labor and Local Materials	2008-2012

Health center	Action Plan	Location (Clan/Township)	Time frame
Schefflin Clinic	Upgrade to standard	Schefflin Township	
Garmamu Clinic	Upgrade to High School	Garmamu Kpaye Clan	
Zeewhor Clinic	Upgrade to standard	Zeewhor Zoeduan Clan	
Cotton Tree Clinic	Construct	Cotton Tree Charleville Township	
Bundawien Clinic	Construct	Bundawien Farmington District	
Mende Town Clinic	Construct	Mende Town Farmington District	
Dolo Town Community Clinic	Upgrade to standard	Dolo Town Charleville Township	
Marshall Health Center	Upgrade to standard	Marshall City	

<b>Name of the School</b>	<b>Action Plan</b>	<b>Location</b>	<b>Timeframe</b>
Harbel Multilateral High School	Upgrade to a full vocational Institution, up to Junior College Status	Harbel, Margibi County	
Garzon Public School	Construct	Mende Town, Garzohn Reserve, Farmington District.	
Zeewhor Public School	Upgrade to High School	Zeewhor, zoeduan Clan	
Ellen Johnson Sirleaf Public school	Upgrade to High School	Zuawien Ganco Clan, Mamba Chiefdom	
Kpaye Clan Public School	Complete and upgrade to standard	Kpaye Clan Kaba Chiefdom	
AD Peabody Public School	Upgrade to High School	Marshall City	
R. S. Caulfied junior High School	Upgrade to High School		
Kparyan Public School	Upgrade to standard	Kparyan, Farmington District	

### Annex 3.2 Gibi District Action Plan

<b>Name of the Road</b>	<b>KM/Miles Approx</b>	<b>District</b>	<b>Clan</b>	<b>Town</b>	<b>Lead Agency</b>	<b>Citizen Contribution</b>
Kakata to Wornh and reconstruct the Boriola Bridge	24 Miles	Gibi	Benda-Gbarjorkor Gbarfan	Benda to Wohn	MPW	Labor and Local Materials
Kakata to bong Mines	19 Miles	Gibi	Weamakoller and Gorlowaman	Sackie-Gbule	MPW	Labor and Local Materials
Weala to Seckita	11 Miles	Gibi	Wea Clan	Weala -Seckie	MPW	Labor and Local Materials
Wohn to Kolliedede Town	14 Miles	Gibi	Gbarfan	Wohn - Kolliedede	MPW	Labor and Local Materials
Blumu to Yanquellie	10 Miles	Gibi	Dennita	Blumu- Yanquellie	MPW	Labor and Local Materials
Wohn to Waka town	15 Miles	Gibi	Gbarfen	Wohn - Waka	MPW	Labor and Local Materials
Kakata to 26 Gate	03 Miles	Gibi	Kakata City	Kakata	MPW	Labor and Local Materials
Slocum Junction to Damamu	12 Miles	Gibi	KonoKeller	Slocum Junction to Damamu	MPW	Labor and Local Materials
Weala-Yeama-Bong mines	20 Miles	Gibi	KonoKeller	Weala	MPW	Labor and Local Materials
Wohn-Zeo	18 Miles	Gibi	Gborjorkor	Wohn-Farmington	MPW	Labor and Local Materials
Gizzi camp-KollicKain-Bong Mines	15 Miles	Gibi	Konokeller and Weamakeller	Gizzi camp to KollicKain	MPW	Labor and Local Materials
Gbargbay to Sawmill	18 Miles	Gibi	Konokeller to Wea-clan	Gbargbay-sawmill	MPW	Labor and Local Materials
Massaquoi Town to Dakorta	14 Miles	Gibi	Dinningta	Massaquoi to Dakorta	MPW	Labor and Local Materials



<b>Health center</b>	<b>Action Plan</b>	<b>Location (Clan/ Township)</b>	<b>Time frame</b>
C.H.Rennic Hospital	Upgrade to International Standard	Kakata	
Wohn Hospital	Construct	Gborjorkar (Wohn)	
Lawalta Clinic	Construct	Weamaquellie (Lawalta)	
Wolala Health Center	Upgrade to Standard	Benda Clan (Wolala)	
Cinta Health Center	Construct	Cinta Township (Weala)	
Gboryalmu Health Center	Construct		

<b>Name of the School</b>	<b>Action Plan</b>	<b>Location</b>	<b>Timeframe</b>
Booker Washington Institute	Elevate to a Polytechnic University	Kakata	
Lango Lippaye High School	Upgrade to High School	Kakata	
Additional Public High School	Complete the 14 Road Administration building to create a High School	Kakata	
Gibi Public School	Upgrade to High School	Gibi	
Cinta Public School	Upgrade to High School	Cinta	
Lakayta Public High School	Upgrade to High School	Lakayta	
Borlola Public High School	Upgrade to High School	Borlola	
Kollie Kain Town	Construct elementary and Junior High	Kollie Kain Town	
Peter Town	Construct junior and senior High Schools	Peter Town	
Saw Mill	Construct elementary and Junior High	Saw Mill	
Gboryamu	Construct elementary	Gboryamu Town	
Center for Disable	Construct training center	Kakata	
Vales' Town	Construct elementary	Vales' Town	



