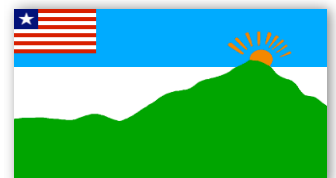


Grand Gedeh County Development Agenda

Republic of Liberia

2008 – 2012



County Vision Statement

Grand Gedeh: an icon of unity, peace, good governance and quality social, economic and infrastructure development for all.

Core Values

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



Republic of Liberia

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

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

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A Message from the Minister of Internal Affairs



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

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

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

Ambulai B. Johnson, Jr.

Minister of Internal Affairs

Foreword



This County Development Agenda marks a major shift in the history of Grand Gedeh 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 Grand Gedeh 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 endeavoring to rebuild their shattered lives and reconstruct their damaged facilities through assistance from the national Government, NGOs and donor agencies.

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.

Christopher Beh Bailey

Superintendent, Grand Gedeh County

Grand Gedeh County Officials

OFFICE OF THE SUPERINTENDENT

Superintendent	Christopher Bailey
Asst. Superintendent for Development	Nyonbio Seoh
County Inspector	Joseph Jarlee
County Project Planner	Davidson Barlee
Administrative Assistant	Tarley A. Dweh
Special Assistant to the Superintendent	Olaska Barh
County Procurement Officer	Patrick J. Nixon
Executive Secretary	Martaley Cheyee

COMMISSIONERS AND CITY MAYORS

Tchien	Josephus Garley, Commissioner
Konobo	Alfred Tarley, Commissioner
Gbao	Fred Scott, Commissioner
B'hai	Jackson Quinwon, Commissioner
Glio/ Twarbo	Augustine Brooks, Commissioner
Ploe	Joe Zebe, Commissioner
Putu	Johnson Barpee, Commissioner
Cavalla	TBD
Konobo Statutory District	George Geleka, Dist. Supt.
Gbarzon Statutory District	Henry Zonweah, Dist. Supt.
Zwedru City	Ophelia Gledy, Mayor
Toe Town City	Moses Monroe, Major
Relieving Commissioner	Jacob Shalue

PARAMOUNT CHIEFS

Tchien Menson	David G. Nebo
Tchien Menyeya Kannah	Daniel G. Nyemah
Gborbor-Naio	Moses Z. Deaye
Gborbor	Arthur Gbladeh
Tarween	Baryon J. Johnson
Krazon	Tozay Bishop
Dunee	James M. S. Kyne
Gbarzon	Reginald Kiziah
Gboe	Josiah Quiah
Ploe	Arthur Saydee
Gbilibo	Joseph Slue Doe, Sr.
Gbadau	Charlie K. Dean
Glio	Alphonson Taryon
Twarbo	John Q. Barway
Jabohbo	David Jarlor
Gaybo	Joseph C. Mahn

CLAN CHIEFS

CHIEFDOM	CLAN	CLAN CHIEF
Tchien Menson	Gwenee	James Golo
Tchien Menson	Taleh	Garlo Saydee
Tchien Menyeya	Beh	Henry Gbaylee
Kanneh	Kanneh	Richard W. Karla
Gorbor Naio	Naio	Alfred D. Nyoundy
Gorbor Naio	Gorbor	Randell Gardua
Gborbor	Gborbor	Amos Farley
Gborbor	Blawo	Josephus grear
Tarween	Marbo Clan #1	David Jolo
Tarween	Dougee Clan	Victor Boweh
Krazon	Dou	Benjamin Sohn
Krazon	B'hai Nicko	David Ziah
Dunee	Jaylaydah	Harry Chayee
Dunee	Wlormcor	Joseph kyne
Gbarzon	Marbo Clan #2	Forty Kulo
Gbarzon	Neenzonic	James, Nayannah G.
Gboe	Bloquaih	Harry Zean
Gboe	Nezoni	David Paleh
Pole	Jozon	Augustine Baryon
Pole	Daungboyee	Mathew Cholo

Gbilibo	Upper Gbilibo	Charlie tyne
Gbilibo	Lower Gbilibo	Sampson Dulu
Gbardau	Gbadru	Edward M. Doe
Gbardau	Upper Gbadru	Joseph W. Zelee
Glio	Gboabo	Isaac Ypulo
Gilo	Chanter	Jacob Brooks
Twarbo	Ninabo	Baryee Tailey
Twarbo	Dugbabo Claro	Samuel Quiah
Jabohbo	Jabohbo	David Blayee
Jabohbo	Nrigbrongbo	Henry B. Quiah
Gaybo	Oinnohblogbo	Richard Quiah
Gaybo	Bloeian	Joseph T. Carr

MINISTRIES

Agriculture	Maxwell Juwar
Commerce & Industry	Anthony N. Gaye
Defense	TBD
Education	Bestman Charpy
Finance	Henry Doe
Gender & Development	Edith Kudah
Health & Social Welfare	Netus Nowinnie
Justice	Joseph Payne
Labor	Albert Nyenabo
Lands, Mines & energy	David Slawood
Youth & Sports	Arthur Soway

AGENCIES

Customs	Joseph Saydee
General Services Agency	Victor Bruce
LRRRC	Alfred Junye
National Elections Commission	Magistrate
Fire Services Agency	Capt. Jackson Yallah
TRC	Towah A. Towah
NSA	Sam Kun
Domestic Air Services	Cecelia Jolo
Land Commissioner	Alfred Doebah
Police	Fredrick Nepay



Executive Summary

Grand Gedeh County, which was once known as part of the South Eastern Province under the 1847 Constitution of Liberia, finally gained its County status in 1964. Grand Gedeh is the third largest County in Liberia and historically, one of the most neglected. Inadequate and non-existent basic infrastructure continues to hobble the quality of life, and this was a main contributing factor to the civil crisis. But given the popular momentum behind rapid, participatory development in the County, the richness of natural resources, and the zeal of the local workforce, Grand Gedeh County is destined to make tremendous progress in the coming years. 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 1 - INTRODUCTION AND BACKGROUND

1.1 Introduction

Grand Gedeh is the third largest County in Liberia and historically, one of the most neglected. The over-concentration of facilities and services in Monrovia has led to the under-development of the countryside in Liberia, and Grand Gedeh County is no exception. Inadequate and non-existent basic infrastructure continues to hobble the quality of life, and this was a main contributing factor to the civil crisis.

Breaking from the past and charting a new course thus becomes imperative. Efforts on the part of the Government of H.E. President Ellen Johnson Sirleaf towards decentralization are setting the County on a path toward sustainable development. The concerted effort of development partners including the United Nations Mission in Liberia, UNDP (through the County Support Team), and NGOs is rejuvenating County operations and improving living conditions.

Grand Gedeh is blessed with many natural resources, especially a large virgin forest that has not been touched for years by logging companies. The soil is rich and capable of producing any kind of food crops, and the streams and rivers are filled with various fish species. The County is also known to be rich in deposits of gold, iron ore and many others that have not been widely exploited. All of these give the County a large attraction for development. The human resources of the County are gradually improving, but much more must be done to develop skills and create jobs.

In spirit, the County is now the epitome of peace and security, but the security apparatus is still inadequate. Most border points are poorly manned, and those which are not nationally recognized are not manned at all, thereby giving foreign infiltrators easy access. The large presence of unemployed ex-combatants roaming the streets is another potential threat.

The inhabitants of the County are known to be very friendly and receptive to outsiders, and due to this receptiveness, one finds at least a small percentage of all Liberia's tribal groups residing in Grand Gedeh, especially in the capital of Zwedru, in Tchien District. Economically, the citizens are engaged in agricultural activities, petty businesses and other meaningful trades, but formal employment is nearly non-existent outside of the few Government and NGO jobs, and much is yet to be done to empower the people. Basic services such as commercial banks, building material stores, cement depots, gas stations, supermarkets, libraries, recreation centers are sorely lacking.

The local administration enjoys a good working relationship with the citizens of the County, and the National Government has earned wide support due to the transparent and credible manner in which affairs have been handled since the most recent presidential elections. Given the popular momentum behind rapid, participatory

development in the County, and the zeal of the local workforce, Grand Gedeh County is destined to make tremendous progress in the coming years.

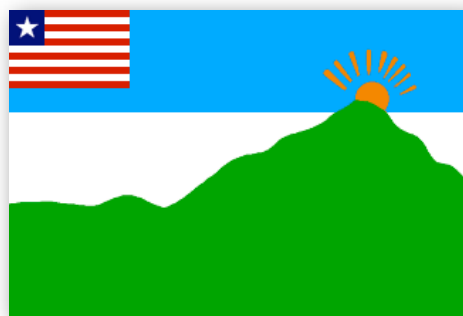
1.2 History

Grand Gedeh is one of the few leeward counties created in the 1960s. It was established in 1964. Grand Gedeh was formerly known as the Eastern Province under the 1847 Constitution of Liberia. Its original capital was Tchien, now known as Zwedru.

The then Eastern Province comprised two districts, Webbo (now part of River Gee County) and Tchien.

Today Grand Gedeh County is subdivided into 2 Statutory districts, eight 8 Administrative districts, 16 Chiefdoms, 32 Clans, 3 Cities, and 236 Towns. The County is noted for its rich iron ore reserves and vast forest, which are depicted in the flag of the County. The County flag has four colors: blue, white, green and orange. The green represents the rich forest and highlands, while the white and blue depict peace and unity. The sun in the background painted orange represents the new era of development.

Fig. 1: Flag of Grand Gedeh County



1.3 Geography

Grand Gedeh is located in southeastern Liberia, bounded on the Northwest through the North by Nimba, on the Northwest through the East by the Cavalla River forming the boundary with Cote d'Ivoire, on the South by River Gee County, and on the Southwest by Sinoe County. The total land area of Grand Gedeh County is 10,276 km², which is about 9.22% of the total land area of Liberia.

Climate

The climate of Grand Gedeh County, like many parts of Liberia, is determined by the Country's geographic position near the equator and Atlantic Ocean. Temperatures are warm throughout the year with extremely high humidity. The climate is characterized by little seasonal change of temperature and humidity, but by changes between day and night. There are basically two seasons, rainy and dry, which are marked by variation in precipitation. These seasonal patterns result from the movement of high and low pressure belts caused by the changing angle of the sun. The rainy season runs from April to October, while the dry season runs from October

to April. The average annual rainfall of Grand Gedeh County ranges from 76 inches in the upper or northern part to 107 inches in the lower or southern part. Average temperature is 77.5° F (25.5°C).

Topography

Grand Gedeh is categorized under the highlands of Liberia, which is generally characterized by plateau and mountain ranges up to 1,000 ft (300 M). Important mountain ranges are the Puto and Tiempo. The hilly terrain is an impediment to road construction; gradients are steep and irregular, and the river valleys are V-shaped and narrow in their upper reaches.

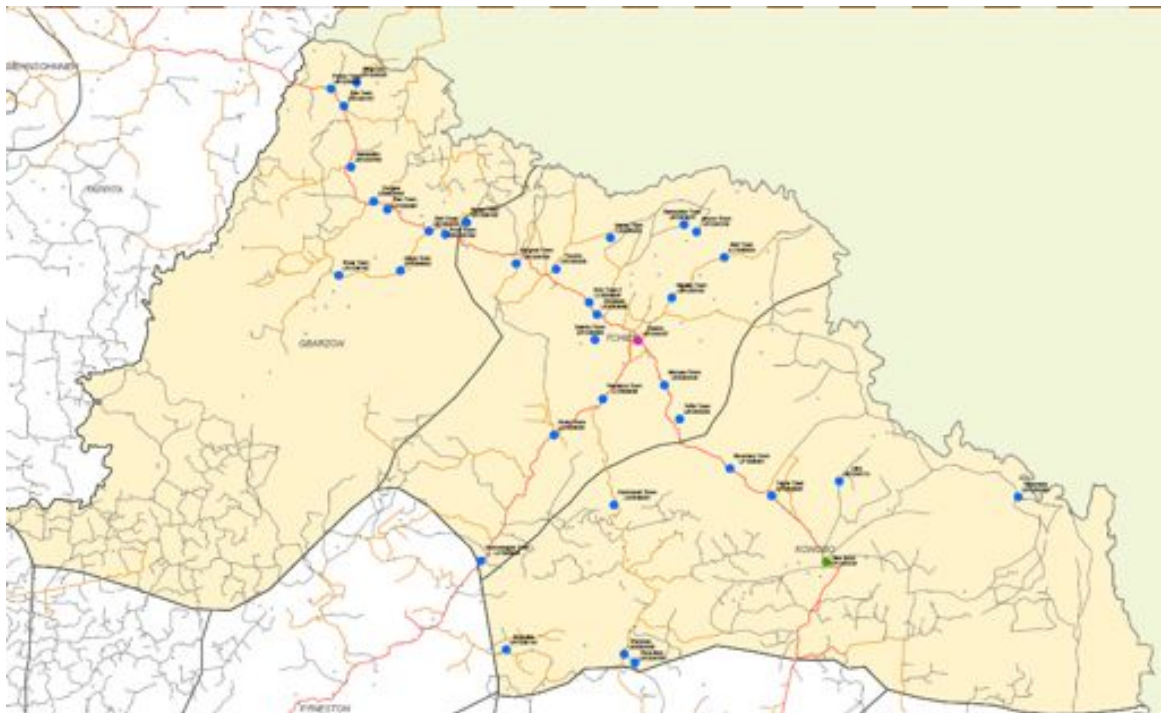
Geology

The soils are not unlike those of the rest of the country, generally amenable to a variety of agricultural uses. The rock of the County forms part of the West African craton, recognized by its stability and general absence of tectonic activity during the last 2,500 million years.

Vegetation

The vegetation of Grand Gedeh County is typical of the tropical rain forest, characterized by evergreen and semi-deciduous forest.

Fig. 2: Map of Grand Gedeh County



1.4 Demography ¹

Grand Gedeh County's average household size is 6.1 persons. The County has a dependency ratio of 1.21. The local society like the rest of Liberia is male-dominated with 93% male-headed households. The Kranh-speaking people are in the vast majority, making up 96% of the County's population. Other groups in the County include the Sapo (1%), the Bassa (1%) and the Kpelle (2%), though it is thought that all of Liberia's 16 tribes are represented at least in small numbers.

Table 1: Demographic indicators

County	Demographic Indicators				
	HH size	Dependency ratio	Sex of HH head		Elderly headed households
			Male	Female	
Grand Gedeh	6.1	1.21	93%	7%	13%
Liberia	5.6	1.37	87%	13%	8%

Source: CFSNS October 2006

Table 2: Percentages distribution of dialects spoken

County	Language and Dialects Spoken													
	Bassa	Gbandi	Gio	Gola	Grebo	Kissi	Kpelle	Krahn	Kru	Lorma	Mano	Vai	Sapo	Other
Grand Gedeh	1%	0%	0%	0%	0%	0%	2%	96%	0%	0%	0%	0%	1%	1%
Liberia	18%	2%	7%	6%	9%	4%	26%	4%	3%	7%	7%	4%	1%	1%

Source: Comprehensive Food Security and Nutrition Survey, October 2006

Table 3: Households with Disabled Members and Orphans

Chronically ill/ disabled	No of chronically ill /disabled	Chronically ill/ disabled HH head	Orphans	No of orphans
10%	1.1	21%	1%	1.3
9%	1.2	26%	2%	1.4

Source: Comprehensive Food Security and Nutrition Survey, October 2006

The below population table is extracted from the Norwegian Refugee Council Needs Assessment report, "Returnees Monitoring Program" conducted in 2006. Figures contained here are solely based on what was reported by enumerators from NRC.

Table 4: Population Data

Grand Gedeh									
District	Total	Population by status				Population by status - percentage			
		Locals	Returnees (Ref. & IDPs)	IDPs	Refugees	Locals %	Returnees (Ref. & IDPs)%	IDPs %	Refu- gees %
Gbarzon	40109	26719	10988	2047	355	66.62%	27.40%	5.10%	0.89%
Konobo	35054	21764	11712	372	1206	62.09%	33.41%	1.06%	3.44%
Tchien	65771	54241	10503	211	816	82.47%	15.97%	0.32%	1.24%
Total	140934	102724	33203	2630	2377	72.89%	23.56%	1.87%	1.69%

Source: Norwegian Refugee Council January 2007

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

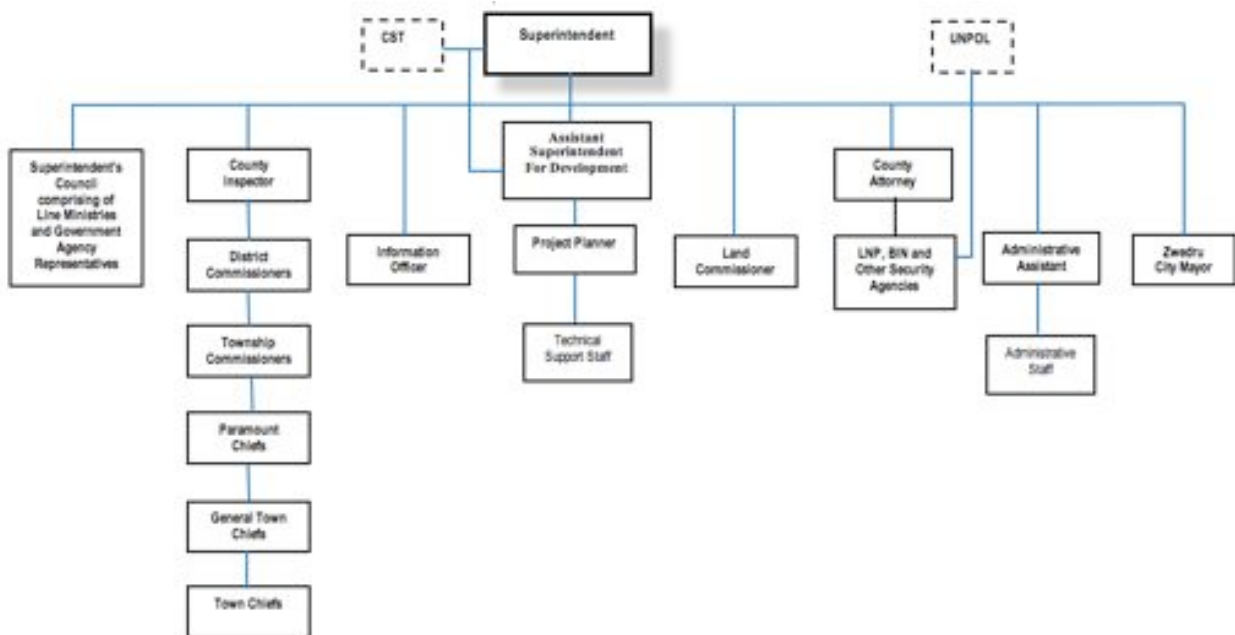
Table 5: Population Data gender distribution

Grand Gedeh					
District	Total	Population by gender		Population gender percentage	
		Female	Male	Female	Male
Gbarzon	40109	17746	22197	44.24%	55.34%
Konobo	35054	17569	17485	50.12%	49.88%
Tchien	65771	31227	34544	47.48%	52.52%
Total	140934	66542	74226	47.22%	52.67%

Source: Norwegian Refugee Council January 2007

Institutional Structure

Grand Gedeh County Organizational Structure



1.6 Methodology used in preparing the CDA

The County Development Agenda is the local expression of the national aspirations in the Poverty Reduction Strategy 2008-2011. The CDA was developed alongside the PRS and can be seen as the local strategy to carry the nation toward its PRS goals. The process started with a series of 132 Participatory Rural Appraisal (PRA) workshops at the district level in all counties, where district development priorities were identified. Following these meetings, district representatives met in each County to identify three priority needs out of the priorities identified during the district workshops. Finally, a series of three regional meetings gathered representatives from the 15 counties to consolidate and harmonize county priorities into regional priorities, which served as the basis for the drafting of the PRS.

In Grand Gedeh County, six District Development Consultation Meetings were held, covering B'hai, Cavalla, Gbao, Gboe/Ploe, Glio/ Twarbo Konobo, Putu, and Tcien Districts. Delegates prepared clan-based timelines of development events in their areas as well as known resources and clan profiles. Crosscutting issues such as gender sensitivity, HIV and AIDS were considered. Thereafter the districts considered

challenges and, using SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis and Problem/Solution Mapping techniques, developed the District Action Plans annexed below. These plans were then analyzed and consolidated at a County Development Agenda Consolidation Meeting that informed the County Action Plan, also below.



Grand Gedeh County Consultations





PART 2 - PRIORITIES, ISSUES AND ACTIONS

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

2.1 Development Priorities

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.

- ✿ Roads
- ✿ Education
- ✿ Health

2.2 Security Pillar

Liberian National Police

The Liberian National Police (LNP) is functional, with 86 LNP officers deployed in 5 depots throughout the County. However the LNP's infrastructural, logistical, and human resources needs are great. The only police station is in Zwedru City.

An Ethiopian contingent of UN peacekeepers with troop strength of 665 has been deployed since February 2004, who along with UNPOL and UNMOs, provide much logistical and other support to the LNP.



Table 6: LNP Structure in the County

No	Location	District	Status of the building	Mobility	Number of officers
1	Zwedru	Zwedru City	Under construction	1 Car (damaged), 1 Motor bike	39
2	Toe Town	Gbarzon	Renovated	1 Motor bike	9
3	Zleh Town	Gbarzon	-	-	5
4	Bentley	Gbarzon	-	-	5
5	Ziah Town	Konobo	-	-	5
6	Putu	Konobo	-	-	9
7	Tempo Border	Konobo	-	-	5
8	Bartegen	Tchien	-	-	5
9	Gbarbo Town	Tchien	-	-	4
Total					86



Bureau of Immigration and Naturalization

There are 11 official border-crossing points, 5 of which are administered by the Bureau of Immigration and Naturalization (BIN). However, the population (and many foreigners) also uses numerous unofficial border-crossings. Grand Gedeh County, a part of the BIN region 4 command structure, has its command headquarters in Zwedru. There are two detachments and five border entry posts. Meanwhile, as in other counties, the BIN in Grand Gedeh has enormous needs, including a lack of headquarters and border entry posts. Provision of 4x4 vehicles and motorbikes will ease the transportation problem. Officers also need uniforms, power supply, computers and communication equipment.

Table 7: BIN Structure in the County

No	Location	District	Status of the building	Mobility	Number of officers
1	Zwedru	Zwedru City	Renovated	1 Motor bike	10
2	Gate 1	Zwedru City	-	-	7
3	Double Bridge	Tchien	-	-	2
4	Bartegen	Tchien	-	-	2
5	Garley Town	Tchien	-	-	2
6	Gbarbo Town	Tchien	-	-	5
7	Toe Town	Gbarzon	Only at the border point.	-	18
8	Tempo Border	Konobo	-	-	3
9	Putu	Konobo	-	-	2
Total					51

Special Groups

One potential threat to security is the presence of ex-combatants. Although the RR activities started late in the County, 639 ex-combatants from 13 schools have completed formal education. In vocational training, 684 were trained in carpentry, auto mechanics, electricity, tailoring and masonry. Out of the 109 child-soldiers, 45 were trained in cosmetology, tailoring, masonry, carpentry and all received the appropriate starter toolkits. There are still some 1500 ex-combatants and ex-CAFFs (Children Associated with Fighting Forces), who have not gone through the DDRR process.

Interventions - Security Pillar

Issue	Priority Interventions	Delivery Date	Lead Ministry / Agency
Goal: To create a secure and peaceful environment, both domestically and in the sub-region, that is conducive to sustainable, inclusive, and equitable growth and development.			
Strategic objective 1: To build the capacity of security institutions			
Training is still needed for some security institutions, security institutions lack logistics, equipment, and adequate remuneration for operation.	Construct police and BIN stations, depots and accommodations in populated areas of the County, including: <ul style="list-style-type: none"> • Two police stations in Statutory district headquarters (Jarwodee and Ziah Town) in addition to the one in Zwedru; • three depots in the three district headquarters (Bilibo, Chayee Town and Zleh Town) • Three police barracks in the three statutory district headquarters (Zwedru, Jarwodee and Ziah town) • Additional border posts to cover all of the six official crossing points, and one border post in the border towns of Tempo, B'hai Juzon, Garley Town, Sayuo, Bentley, and Boe 	2008-2012	LNP, BIN
	Hire, train and deploy additional police officers to adequately cover the County	2008-2012	LNP
	Increase the deployment of BIN Officers to adequately cover the County	2008-2012	BIN
	Construct a central prison at Darsaw Town in Cestos City	2008-2012	Corrections
Strategic objective 2: To provide adequate territorial protection and law enforcement services to the general population of Liberia			
Inadequate presence of security officers throughout Liberia, security institutions are not yet in full control of security responsibility.	Organize trainings for all security organs to improve their performance	2008-2012	Security organs
	Supply all LNP and BIN posts with vehicles, motorcycles, communication sets, sleeping quarters, office furniture and supplies, including: <ul style="list-style-type: none"> • Six vehicles (two per station) for LNP • Eleven motorcycles for LNP (two per station covering the three stations; and one per depot covering the five depots) • Three mobile radio sets for the LNP stations and the five depots shall be equipped with one mobile radio set each • Three vehicles for BIN personnel (Toe Town, Tempo, Garley Town) • Six patrol motorcycles (one per border post) for BIN 	2008-2012	LNP, BIN
Strategic objective 3: To ensure institutional participation in security governance and functions			
Civilians and local authorities are excluded from participating in security governance.	Create awareness and sensitize the people on community policing to reduce the crime rate	2008-2012	LNP, MIA
	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	MIA

2.3 Economic Revitalization Pillar

Agriculture

The people of Grand Gedeh were greatly involved in agriculture prior to expansion of the civil war, and sold rice and other agriculture products to other counties. Farming cooperatives sold their products to LPMC. Palm farms in Konobo and Gbarzon Districts, owned by LPPC, offered employment opportunities to many.

Today, farm production is performing well below its potential. Once proud cocoa and coffee farms are in need of rehabilitation, and although seeds and tools distribution has been carried out by humanitarian actors, various factors constrain production, mostly related to farmers' lack of access to capital. (See table below).

Table 8: Agriculture Constraints

Lack of seeds	Lack of tools	Lack of fertilizer & pesticides	Lack of household labour	Birds/groundhog attacks	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
46%	42%	1%	24%	6% and 38% respectively	2%	4%	3%	0%	3%	35%	4%

In 2005, the farming community in Grand Gedeh County cultivated the following food crops: rice (93% of farmers), cassava (35%), sweet potatoes/eddoes (3%), plantain/banana (12%), corn (5%) and other vegetables (3%).

Some 26% of farmers were growing cash crops in 2005. The most important cash crop grown in the County in 2005 was cocoa (72% of cash crop producers). This was followed by plantain/banana (38%), coffee (13%) rubber (4%), palm nuts/oil (4%), coconuts (2%) and pineapple (2%).

Box 1: Food Consumption, access and security profile

Food consumption: poor (33%), borderline (35%), fairly good (28%), good (5%)
 Food access: very weak (9%), weak (15%), medium (48%), good (27%)
 Food security: food insecure (10%), highly vulnerable (39%), moderately vulnerable (44%), food secure (7%)

Source: Comprehensive Food Security and Nutritional Survey 2006

Public and private investment the dilapidated plantations in Grand Gedeh will raise standards of living of residents and especially the many youth, and attract economic migrants back to the County to contribute to the redevelopment effort.

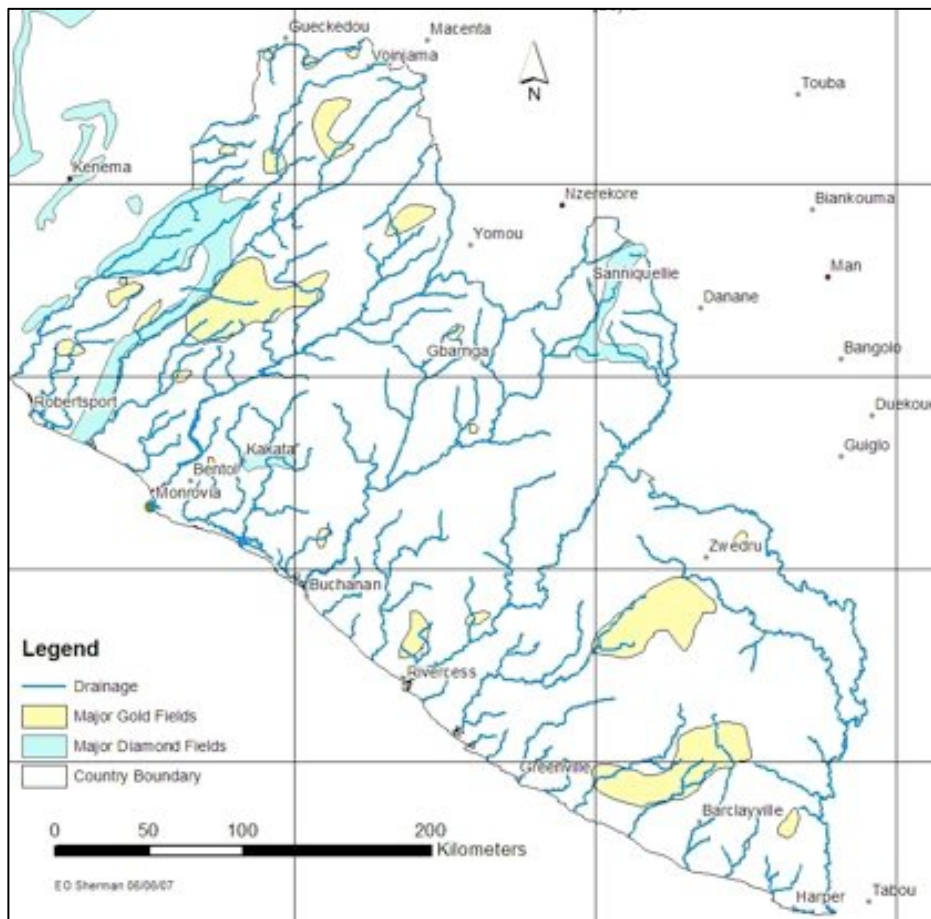
Timber

Grand Gedeh County is mostly characterized by primary rain forest, which contains many species of trees attractive to foreign and local investors. Prior to the civil crisis, several logging companies operated in Grand Gedeh, including LLWPC, PTP, and ULC, whose activities created valuable jobs. Concerns about Liberia's forest and mineral resources been used to fund aggressions in the West African sub-region led to the imposition of sanctions on the industry by the United Nations. As a part of the forestry reform program, the Government of Liberia (GoL) cancelled all concession agreements across Liberia. Consequently, there exists no large-scale or formal forestry activity in the County. Most of those who were employed and trained by the logging concerns are now unemployed. With the new forestry laws, investment in the timber sector represents an important means of improving economic growth, encouraging infrastructure development and reducing poverty.



Mining

Prior to the civil crisis there were two companies involved in gold mining in Techien and Konabo Districts, namely CVI and Bentley International. Since 1990 mining has only been carried out illicitly and in an unorganized fashion, not living up to its job-creating potential and other benefits to the community. Grand Gedeh is known to have gold, diamond and iron ore deposits, the development of which will contribute to the overall development of the County and improve living standards.



Markets

Some 3% of marketers in the County are engaged in business transactions in Monrovia and 22% are selling in urban centers. While market access is estimated at 87%, many households have to walk more than 10 hours to reach a nearby market point. 82% percent of those who go to market do so buy food, while 53% go there to sell food.

Foreigners from neighboring Guinea and Cote d'Ivoire have been involved in trading in the County. Many local marketers are buying from foreign wholesalers. Marketers have called for the provision of small-scale credit systems with concessionary interest rates in order to compete with foreign traders and increase their livelihoods.

Table 9: Access to Markets

Selling in Monrovia	Selling in urban centre/across the border	Walking distance to weekly market in hours	Access to market	If access, households	
				buy food	sell food
3%	22%	10.2	87%	82%	53%
8%	32%	2.6	98%	96%	55%

Source: Comprehensive Food Security and Nutrition Survey, October 2006

Customs Officials

There are two customs ports in the County.

Table 10: Deployment of Customs' Agents

No. of posts	Location	Status of Post	No. of officers assigned	Safes	Vehicles
1	Toe Town (Main port)	Needs renovation	N/A	None	None
1	Garlay Town (sub-port)	Needs renovation	N/A	None	None

Source: Bureau of Customs and Excise, MOF March 2007

Revenue Agents

The Department of Revenue has 24 revenue collectorates² spread across the fifteen counties. A revenue agent heads each collectorate. Grand Gedeh County has one (1) collectorate with five (5) revenue agents covering the entire County. Despite the significant recent increase, revenue collection is greatly hampered by a lack of support of Customs to deploy in leeward areas, a lack of revenue agents, transportation and other logistics, and work incentives. The poor working conditions create room for corruption.

² Collectorates are revenue offices where agents of the Bureau of Internal Revenue collect revenue for onward deposit in Monrovia

Table 11: Deployment of Revenue Agents

No. of posts	Location	Status of Post	No. of officers assigned	Safes	Vehicles
1	Toe Town (Main port)	Needs renovation	N/A	None	None
1	Garlay Town (sub-port)	Needs renovation	N/A	None	None

Source: Bureau of internal Revenue, MOF March, 2007

Access to Finance and Banks

The County has no bank, and consequently the population does not have access to credit, savings accounts, or other business development services to bolster economic activity and self-sufficiency. Lack of access to capital is a major factor hampering agricultural development. Making up the bulk of the entrepreneurial class, women in particular need access to banking services to contribute to, and benefit from, social and economic opportunities. The Central Bank of Liberia has recently identified a site where a sub-office will be soon operational so that civil servants can receive their monthly salaries in Zwedru instead of travelling to Monrovia.

Employment Situation

The Government of Liberia is the largest formal employer in the County. Outside of Government and a few NGO jobs, formal wage employment is nearly non-existent. The CFSNS estimated the percentage of households receiving salaries from employers at 7%. Instead, most Grand Gedans are engaged in food crop production (26%), hunting (25%) and petty trading (13%).

The Ministry of Public Works in collaboration with UNMIL, UNDP and the World Bank are providing some 1200 temporary jobs in the County. Activities include repair of culverts and bridges on the Zwedru-Fishtown road. The roadway is also being rehabilitated, using World Bank resources, Ministry of Public Works expertise, UNMIL equipment and UNDP financial management.

Interventions: Economic Revitalization

Issue	Interventions	Delivery Date	Lead Ministry / Agency
<p>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.</p>			
<p>Strategic objective 1: Develop more competitive, efficient, and sustainable food and agricultural value chains and linkages to markets.</p>			
<p>Agricultural supply chains have collapsed due to fragmented markets, weak rural demand, no value addition, and few incentives for cash crop production.</p>	<p>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</p>	<p>2008-2012</p>	<p>MoL, MoCI</p>
	<p>Provide capacity building support toward the formation of agricultural cooperatives</p>	<p>2008-2012</p>	<p>MoA</p>
<p>Strategic objective 2: Improve food security and nutrition, especially for vulnerable groups such as pregnant and lactating women and children under five.</p>			
<p>High levels of food insecurity and child malnutrition impede socioeconomic development and poverty reduction.</p>	<p>Disseminate agricultural best practices through practical training of women and men farmers, using ToT methods</p>	<p>2008-2012</p>	<p>MoA</p>
	<p>Provide food assistance to schools, health facilities, and vulnerable populations using locally-produced food wherever possible</p>	<p>2008-2012</p>	<p>MoA</p>
	<p>Provide tools for farmers across the County, such as cutlasses, axes, hoses, rakes, and shovels, in quantities based on pending statistics on existing farmers from the County Agricultural Office</p>	<p>2008-2012</p>	<p>MoA</p>
	<p>Train farmers in seed multiplication and on retaining seeds from own harvests for replanting, to address dependency on external seed supply</p>	<p>2008-2012</p>	<p>MoA</p>

Issue	Interventions	Delivery Date	Lead Ministry / Agency
Strategic objective 3: Strengthen human and institutional capacities to provide needed services, create a strong enabling environment, and reduce vulnerability.			
Institutions remain largely ineffective at delivering services such as regulation, policy and planning, and research and extension.	Capacitate and equip FDA to curb illegal pit-sawing and enforce the new Forestry Law to curtail the hemorrhaging of timber resources	2008-2012	FDA
	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, MoCI
	Regularize mining licenses and concessions where possible	2008-2012	MLME
	Provide incentives to the private sector and inputs to re-establish logging activities	2008-2012	FDA
	Provide incentives and inputs to open commercial gold and diamond mines	2008-2012	MLME
	Identify 500 acres of land in each district for economic development with the consensus of affected communities and relevant stakeholders	2008-2012	MIA
	Increase the number of tax revenue agents, and supply them with logistical necessities and training	2008-2012	MoF
	Provide tax holidays to investors establishing themselves in rural agricultural areas	2008-2012	MoF
	Provide inputs and incentives to attract a commercial bank and money transfer service in Zwedru	2008-2012	MoF
	Rehabilitate/ construct Farm to Market roads to facilitate the utilization of existing market buildings in each of the eight county districts	2008-2012	MPW
	Facilitate the formalization of informal businesses through licensing, business development services	2008-2012	MoF, MoL
	Map mining and logging areas in the county and establish a database to enable the county to know the location and amount of available resources and to attract investment	2008-2012	FDA
	Strengthen the system to Register all mining claims and increase the number of mining inspectors for proper monitoring	2008-2012	MLME
	Establish a County task force to monitor natural resource issues	2008-2012	MIA, FDA, MLME
	Establish a reforestation program	2008-2012	FDA
	Demarcate areas of preservation and conservation of natural resources such as forest and wildlife	2008-2012	MIA, FDA, MLME
	Establish a plan of action to minimize hunting activity	2008-2012	FDA
Carry out sensitizations on preservation and conservation of environment	2008-2012	MIA, FDA, MLME	

2.4 Governance & Rule of Law Pillar

The following government institutions are in place in the County: Ministries of Internal Affairs; Education; Health and Social Welfare; Commerce and Industry; Finance; Rural Development; Agriculture; Lands, Mines and Energy; Gender and Development; Youth and Sports; National Defense; and Justice, as well as the Forestry Development Authority, and Liberia Domestic Airport Agency.

The local Judiciary includes 14 Associate Magistrates, 9 City Solicitors (prosecutors) and 8 Magistrates. The renovation of the 7th Circuit Court is yet to be completed. Though the court is lacking in defense lawyers and basic facilities, it is functioning and operates on a quarterly basis; that is, four terms of court sessions. The Traffic Court, Revenue Court and the Debt Court are also housed in the same building, with one judge in each.

Corrections

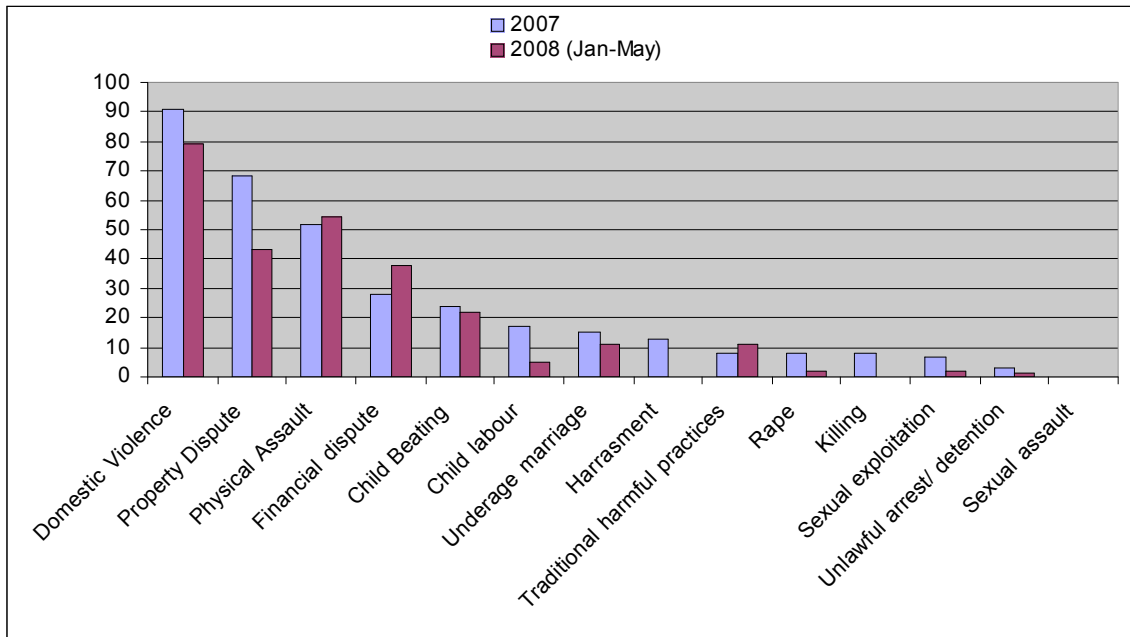
The National Palace of Corrections (NPC) in Zwedru that previously served as a high security prison for Liberia is not functional, and therefore the LNP station serves as the



main detention facility for the County. Although the NCP has been rehabilitated, it still needs logistics, office equipment, transportation, and additional staff before it can be opened.

In the absence of formal Corrections Agency presence, the LNP is currently in charge of detention. There are no provisions to feed prisoners and detainees are kept in poor conditions without appropriate medical and hygienic facilities. Separate cells for women and juveniles are generally unavailable in the police stations and sub-stations. Outside of the urban areas, local authorities with detainees must result to improvising, putting themselves at risk and making them incapable of meeting minimum human/prisoner's rights requirements.

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
Goal: To build and operate efficient and effective institutions and systems, in partnership with the citizens, that will promote and uphold democratic governance, accountability, justice for all and strengthen peace			
Strategic objective 1: 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	
	Develop cultural and heritage sites to promote peace and security among the residents	2008-2012	
Strategic objective 2: 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	
	Rationalize local governance staffing structure and review staff performance	2008-2012	
	Develop a County-specific training policy for civil servants in terms of good governance, anti-corruption, management, leadership, and public administration, in consonance with the national program	2008-2012	
	Offer better conditions of service for the judiciary including living incentives to attract more qualified people to the profession	2008-2012	
	Train and deploy an adequate number of qualified male and female judges to staff all of the County's courts	2008-2012	
Strategic objective 3: To expand access to justice, and enhance the protection and promotion of human rights under the Laws of Liberia			
There are significant shortcomings in the protection and promotion of human rights, and there is a lack of equal access to the justice system, as well as minimal public understanding of citizens' rights under the law.	Complete the renovation of the 7 th Circuit Court in Zwedru City	2008-2012	
	Rehabilitate detention and correction facilities and deploy fully-equipped Bureau of Corrections and Rehabilitation officers	2008-2012	
	Establish a monitoring system to ensure aggressive prosecution in cases of ritualistic crimes, rape and murder	2008-2012	
	Construct/rehabilitate the administrative buildings at district and township levels	2008-2012	
	Institute a program to ensure that Liberian returnees and former IDPs and repossess their land and properties left behind as result of displacement	2008-2012	
	Provide three vehicles including one prison van, and three mobile radio sets for the renovated National Palace of Corrections	2008-2012	
	Design and institute a land reform program, reflecting equity, accessibility, legality and tradition	2008-2012	

2.5 Infrastructure and Basic Services Pillar

Roads and Bridges

The Chinese UNMIL contingent has repaired most of the roads between Zwedru and the other Counties: Zwedru–Greenville (Sinoe), Zwedru-Tappita (Nimba) and Zwedru-Harper through Fishtown (River Gee). But with the heavy rainy season and lack of maintenance, most of these roads will likely deteriorate again, and just at the crucial period of preparation for October elections. Many bridges are impassable due to the war, lack of maintenance or structural weaknesses and need to be fixed.

As the roads improve, private individuals are providing transportation



for persons and goods from Monrovia or neighboring countries to Zwedru and through Grand Gedeh to River Gee, Maryland and Sinoe Counties. No government-owned or contracted transportation company is operating in Grand Gedeh County. Private motorbike taxis are commonly used for trips within Zwedru and to nearby towns.

Table 12: Some major roads in the County

Segment of Road	Distance/ km	Type	Rehabilita- tion Status	Funding Agency	Implementation
Zwedru-Tappita	120	Highway/Primary Road	Completed	UNMIL	Chinese
Zwedru-Greenville	185	Highway/Primary Road	Completed	UNMIL	Chinese
Zwedru-Fish Town- Harper	230	Highway/Primary Road	Completed	UNMIL	Chinese
Zwedru-Garley Town	110	Secondary Road	Completed	UNHCR	GTZ
Zwedru-Niao Border	112	Secondary Road	Completed	UNHCR	GTZ
Zwedru-Vleyee Town	140	Secondary Road	Ongoing	USAID	LCIP
Toe town-Bhai border	10	Secondary	Ongoing	UNHCR	GTZ
Zwedru-Ziah Town	60	Secondary	Completed	USAID	LCIP
Zwedru-Janzen-Boe Town	72	Secondary	Ongoing	UNHCR	GTZ
Zwedru – Tchienzonie	40	Secondary	Completed	USAID	LCIP

Source: MOPW

Energy

A typical rural Liberian County, Grand Gedeh does not have any access to grid electricity. The public entity responsible for power across Liberia is not yet represented in the County. Private generators are the main sources of power available to the few who are able to underwrite the fuel and servicing costs.

Communications, Postal Services and Telecommunications

Outside of UNMIL offices, no landline telephone service is available in Grand Gedeh County. A private company, Lonestar, has extended its operations up to Zwedru. The same company is building another tower in Tappita, which will ensure the full coverage of Gbarzon Statutory District. A second company, COMIUM, also plans to bring cell phone service. The professional Smile FM and two community-based amateur radio stations in Toe town and Ziah town are now operational. After a period of sporadic presence, UNMIL Radio is now functional, but the coverage range of Smile FM and UNMIL Radio remains limited.

Health

Out of a total of 17 Basic Health Units in the County, only 11 are functional in the three districts. One hospital is operational, located in the Zwedru. MSF, Merlin and Caritas are the three NGOs running these health facilities. Three ambulances donated by UNHCR are used by Merlin.

Table 13: Health Facilities

District	Town	Health Unit	Funded by
Tchien	Zwedru	Martha Tubman Memorial Hospital	MSF
	Zwedru	Catholic Private Clinic	Caritas
	Kumah Town	Government Clinic	Merlin
	Zaih Town	Government Clinic	Merlin
	Janzon	Government Clinic	Merlin
	Gorwragba	Government Clinic	Merlin
Gbarzon	Zleh Town	Government Clinic	Merlin
	Polar Town	Government Clinic	Merlin
	Toe Town	Government Clinic	Merlin
Konobo	Ziah Town	Government Clinic	MSF
	Putu Pennoken	Government Clinic	Merlin
	Putu Jaworde	Government Clinic	Merlin

Source: County Health Team, Ministry of Health, 2005

Table 14: Population per Health Facility ratio

Grand Gedeh			
District	Total	Health Facility in use	Number of people per functioning health facility
Gbarzon	40109	4	10027 per functioning health facility
Konobo	35054	7	5007 per functioning health facility
Tchien	65771	6	10961 per functioning health facility
Total	140934	17	8290 per functioning health facility

Source: NRC's population data

Table 15: Presence of MoH assigned health workers in the County

CM	Den- tist	Dis- pens- ers	EOH	Lab Aides	Lab Tech	LPN	Nurse Aide	Nurse Anest.	Phar- macist	PA	Doc- tor	Regis- trar	RN/ CM	RN	TTM	Social Worker
1	0	11	0	0	0	0	18	0	0	7	0	14	1	9	11	1

Source: Ministry of Health (MoH), March 2007

The Ministry of Health and Social welfare in March of 2007 reported the total absence of pharmacy and drug/medicine stores in Grand Gedeh. Public and private sector investments are very much needed to bridge this gap.

Water and Sanitation

Table 16: Water Data

Grand Gedeh			
District	Total	Hand pumps in use	Number of people per hand pump
Gbarzon	40109	58	691 per one hand pump
Konobo	35054	20	1752 per one hand pump
Tchien	65771	44	1494 per one hand pump
Total	140934	122	1155 per one hand pump

Source: Norwegian Refugee Council, January 2007

Table 17: Sanitation Data

Grand Gedeh			
District	Total	Latrine in use	Number of people per latrine
Gbarzon	40109	40	1002 per one latrine
Konobo	35054	6	5842 per one latrine
Tchien	65771	26	2529 per one latrine
Total	140934	72	1957 per one latrine

Source: Norwegian Refugee Council, January 2007

Education

The educational sector in Grand Gedeh is in need of assistance in many different forms. Schools are in need of renovation, furniture, WATSAN facilities, teachers' quarters, and learning materials. Teachers are in need of training and better incentives.



Table 18: Ministry of Education School Census 2006 Grand Gedeh County

Districts	Total Schools	Pre Primary Schools	Primary Schools	ALP Schools	Lower Sec. Schools	Upper Sec. Schools	Multi Lateral Schools	Number of Students			Teachers	
								Total	Total Male	Total Female	Total	Reactivated
Gbarzon	240	45	37	14	6	2	2	9938	5536	4402	293	96
Konobo	452	22	23	7	1	0	0	5354	3020	2334	127	72
Tchien	875	41	42	12	9	3	0	8606	4785	3821	370	176
Total	1567	108	102	33	16	5	2	23898	13341	10557	790	344

Source: Ministry of Education R,L. (With technical support from NIMAC)

The below table presents the total number of trained and reactivated teachers in the County. This category of teachers is different from teachers who were simply reactivated as they might not have had any previous training prior to their reactivation.

Table 19: Trained and reactivated teachers based on figures from Table 22

County	Total No. Teachers	No. of Trained Male & Reactivated	No. Trained Female & Reactivated	Total No. of Trained Teachers Reactivated
Grand Gedeh	790	72	7	79

Housing/ Shelter

During the course of the civil war, homes in every part of the County were looted and subsequently burnt. As of 2006 December, the NRC estimated the number of families without shelter at 4,273: Tchien District 884, Konobo District 2129 and Gbarzon District 1260. The provision of shelter to homeless families in the County must occupy a place of priority.



Interventions: Infrastructure and Basic Services

Issue	Interventions	Delivery Date	Lead Ministry / Agency
Goal: The rehabilitation of infrastructure and the rebuilding of systems to deliver basic services in order to create the conditions and linkages needed to achieve broad-based growth and poverty reduction.			
Strategic Objective 1: To ensure all roads are pliable year round, refurbish some public buildings and build capacity necessary for sustained road maintenance program			
The county's road network is in a state of near-total deterioration. Many needed public buildings are either non-existent or in need of rehabilitation.	Rehabilitate bridges and roads across the County, per the County Action Plan	2008-2012	MPW
	Construct 100 units of low-cost housing in Zwedru City	2008-2012	MPW
Strategic Objective 2: To reduce the water and sanitation-related disease burden in Liberia			
Only about 42% of the Liberian population has access to improved drinking water, Only about 39% of the population has adequate means of human waste collection, Operation of water and sanitation facilities currently unsustainable	Construct 200 public latrines across the County and one public toilet facility in each of the nine communities of Zwedru	2008-2012	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	2008-2012	MPW
	Rehabilitate the water treatment plant and water mains in Zwedru city	2008-2012	MPW
	Construct boreholes with reservoirs in the district headquarters (Ziah Town, Billibo, Toe Town, Jarwodee, Zleh Town, Cheyee Town, Pennoken, Toffi Town and Gboleken)	2008-2012	MPW
	Rehabilitate/construct 200 hand pumps across the County	2008-2012	MPW
	Designate collection and dump sites for waste	2008-2012	MPW
Objective 3: To expand access to basic health care of acceptable quality and establish the building blocks of an equitable, effective, efficient, responsive and sustainable health care delivery system.			
Liberia has a health workforce ratio of only 0.18 per 100,000 people. Access to health services is estimated to be 41 percent. Many of the current facilities are not equipped or designed for an optimal level of service delivery.	Carry out a survey of health facilities to determine the number of trained health personnel, availability of drugs, future management arrangement plans, and availability of clean drinking water and sanitation facilities	2008-2012	MoH
	Construct health facilities and stock them with appropriate equipment, logistics, drugs, and trained staff, per the County Development Plan annexed below	2008-2012	MoH
	Organize workshops for the various groups in the County to enhance their understanding of HIV and AIDS, and pre- and post-natal care	2008-2012	MoH

Issue	Interventions	Delivery Date	Lead Ministry / Agency
Objective 4: To provide access to quality and relevant educational opportunities at all levels and to all, in support of the social and economic development of the nation			
Access is severely limited due to insufficient facilities and supplies, 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	2008-2012	MoE
	Stock all schools with adequate materials and furniture, WATSAN facilities, teachers' quarters	2008-2012	MoE
	Provide all untrained teachers with adequate training	2008-2012	MoE
	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	2008-2012	MoE
	Improve the incentives for teachers, especially those working in remote areas	2008-2012	MoE
	Register all currently voluntary teachers on the Government payroll	2008-2012	MoE
Objective 5: To provide reliable, sustainable and affordable energy services to all Liberians in an environmentally sound manner			
Grid electricity is non-existent outside Monrovia.	Collaborate with neighboring counties (River Gee and Maryland) to construct a dam on the Cavalla River to provide hydroelectric power for the three counties	2008-2012	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 362 protection incidents reported in the County during January-May 2008, 24% and 22% 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 schools³ 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

³ UNESCO, 2007

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

Peacebuilding

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

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

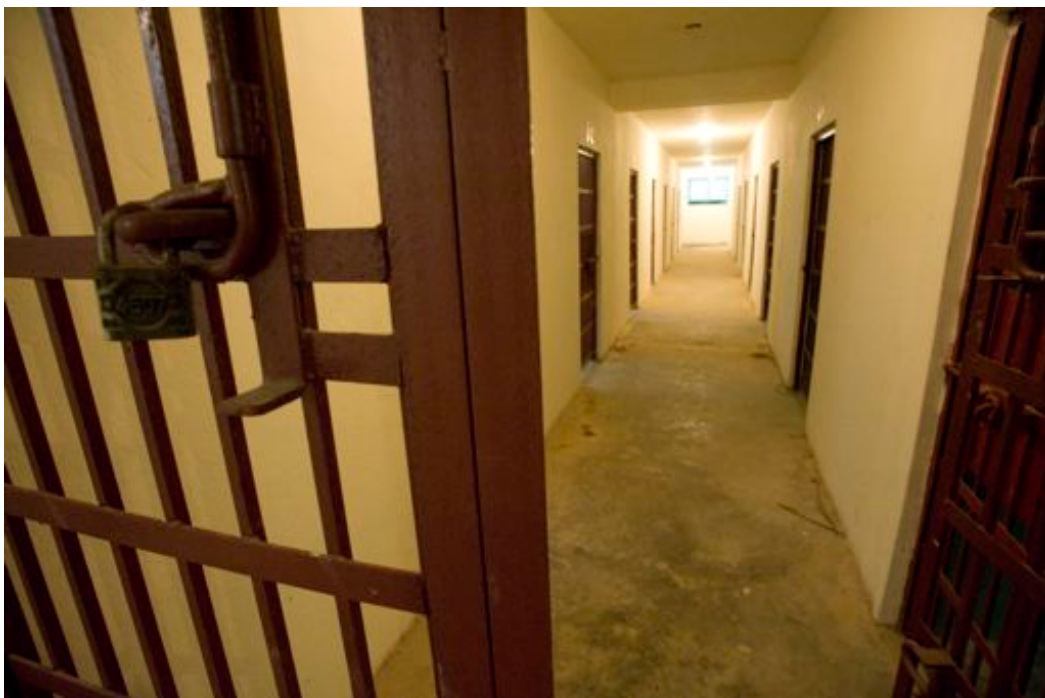
- ✿ Land conflicts – Land disputes have become a manifestation of conflict over identity and citizenship issues. There is a proliferation of land disputes over tenure and ownership, the reintegration of refugees and ex-combatants into communities in relation to property, the property rights of women, and private concessions.
- ✿ Youth – Young men and women have been denied education, have had their transition from childhood to adulthood interrupted by war, have few skills and are often burdened with many of the responsibilities of adults, particularly as heads of households and income earners. Unmet expectations with this group could trigger significant social unrest, not only in County, but across Liberia and the region.
- ✿ Political polarization – Reaching political consensus on the rules of the game, supporting reconciliation rather than polarization, and de-linking political and economic power are essential.
- ✿ Management of natural resources – The County's wealth of natural resources has not benefited the citizens as a whole but has served to create inequalities and resentment.
- ✿ The State and its citizens – The Liberian State historically has been more predatory in nature than protective of its citizens; it created and exacerbated

social divisions by marginalizing and denigrating certain social groups, and consolidating the domination of elites.

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

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

- ✿ Meaningful Inclusion and Participation – Creating space for ordinary citizens to speak on the issues that concern them through sustainable processes of consultation is fundamental to peace. This must be inclusive to all ethnic and identity groups such as women and girls, men and boys, ex-combatants, war-affected populations, political parties, and civil society organizations.
- ✿ Empowerment – In order for all Liberians to participate, disadvantaged, grassroots and rural groups need to be empowered by giving them the tools and capacities to participate and take ownership of decision-making processes.
- ✿ Consensus building – It is not enough to listen to different perspectives; somehow they must be translated into the public interest as a basis for collective action.
- ✿ Responsiveness – If no action is taken by local government in response to the concerns expressed by citizens, then the exercise of consultation is futile.
- ✿ Transparency and accountability – Local government actions must be visible to the public to ensure they are taken in the interest of all citizens and not simply for the sake of any personal or group advancement. The mismanagement of the



past, in which a small elite gained economic advantage over the majority, was a key factor in the conflict.

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

Environmental Issues

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



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

HIV and AIDS

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

necessary policy and planning environment for a comprehensive, multi-sectoral response.

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

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

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

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

Children and Youth

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

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

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

Many of the young people have spent more time engaged in war than in school. Nationally, almost 35 percent of the population has never attended school, including nearly 44 percent of females. Illiteracy rates among children and young people remain



high

at 68 percent (male 55 percent and female 81 percent).

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

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

County authorities will make special efforts to ensure that its institutions, policies and processes consider the needs of children and youth as a priority by implementing a

human rights approach to development and an inclusive and participatory governance structure.

Human Rights

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

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

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



PART THREE - IMPLEMENTATION

3.1 Principle Guide for County Development Funding

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

3.2 Building Capacity

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

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

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

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

3.3 Managing Potential Risks and Constraints

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

3.4 Monitoring and Evaluation

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

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

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

Tapping Dormant Human Capital: Changing Minds, Changing Attitudes

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

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

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

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

Monitoring impact

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

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

Monitoring deliverables

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

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

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

Strengthening the M&E Foundation

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

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

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

¹ Anticipated date for achievement of target.

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

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

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

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

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

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

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

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

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

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

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

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

¹¹ Ibid

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

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

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

Challenge	Action Required	Location				Lead	Collaborating Partner	Time Frame	
		District	Clan	City/Town	Village			Start	End
Road	Rehabilitation of roads existing roads:(Ziehbli – Geewon; Zeleken – Koudeebli; Polar through Dayblay to Quewor; Kanyeabli through Teedede to Jarwodee; Ziehbli – Cavalla river; Zenewein – Gayebli)	Gbao	Jaylady Wlomeor Marbo Neezonec	Zleh-bli Geewon Polar Dayblay Quewor Zeleken Koudee-bli Kaneabli Teedede Cavalla Zenewein Gayebli		MPW	Citizens, donors, investors, concession companies	June 2008	Dec. 2012
Road	Rehabilitation of road to connect Senewen and Gboe-Ploe Chiefdom	Gboe-Ploe	Duangboyec Jonzon Bloquiah Neezonie	Duangboyec Jonzon Geewon Senewen. Whayeebli Bodec Jolobli Gboe Chiefdom – Gbarzon		MPW		July 2008	Dec. 2012
Road	Rehabilitation of existing feeder roads: Ziah-blor – Billibo; Gbarleo – Teimpo border; Ziah-blor through Tarkoken to Teimpo border	Glio/ Twarbo	Gboabo Cheton Nenobo Gougba	Ziah-blor Billibo Gbarleo Teimpo Tarkoken		GoL/MPW	UN Agencies, NGOs, Concession Companies & Communities	Dec. 2007	2012

Challenge	Action Required	Location				Lead	Collaborating Partner	Time Frame	
		District	Clan	City/Town	Village			Start	End
Road	Rehabilitation/ construction of major highway linking Zwedru through Ziahlor to Teinpo border town; Ziahlor through Gborlue to River Gee; Ziahlor to Puto (Tiama Town); Ziahlor through Balaking, Coine Town, Plah Town to Guahglor; Delayee to Duwar; Tuglor to Sayuo; Sayuo to PTP	Konobo	Upper and Lower Gbardru, Upper and Lower Gbilibo	Zwedru Ziahlor Gborlue Putu(Tiama Town) Balaking Coine Town Plah Town Guahglor Tarloken Delayee Duwar Tuglor Sayuo		GoL/MPW, Concession Companies, UN Agencies, NGOs	Citizens	April 2008	2012
Road	Rehabilitation of roads linking, Pennoken – Jarwodec, Pyne-bli through Jarwodec to Doubli, Pennoken through Davis Town to Ziah-bli	Putu	Jebebo Zenoblobo Blowiah Nemegbo	Pennoken Jarwodec Pyne-bli Doubli Davis Town		GoL/MPW	UN Agencies NGOs, Concession Companies & Communities	April 2008	2012
Road	Rehabilitation of existing feeder roads in District Zwedru through Geeyah, Grady-bli to Vleyee-bli) Construction of new roads from Zwedru to Gwenebo	Tchien	Tchien Menyea Kanne	Zwedru Gwenebo Geeyah Grady-bli Vleyee-bli		GoL/MPW DDC	UNDP, NGOs, Concession Companies	Dec. 2007	2008

Challenge	Action Required	Location				Lead	Collaborating Partner	Time Frame	
		District	Clan	City/Town	Village			Start	End
Education	Construction of one vocational school in District (ie. in Toeqli)	B'hai	B'hai/Nicko Tien/Dougee Marbo I Dou	Toe-bli Tien-bli Senewen Pokar Nicko		GoL/MoE UN Agencies NGOs, Concession Companies	Citizens	Dec. 2009	2012
	Construction of one elementary and Junior High School in each of the listed Clan's headquarters								
Education	Construction of four vocational schools, one in each of the listed towns	Cavalla	Ghorho Blawo Niao Gboro/Gezor	Garley-blor Gbargblor-bli Janzon Zia-bli		GoL/MoE UN Agencies NGOs, Concession Companies	Citizens	Dec. 2009	2012
Education	Construction of one High School in Jarwodee Construction of two Jr. High Schools: Gbarkeh/Zuajah and Jarwodee Upgrading of Borkay Jr. High School in Ziebli to High School Reconstruction of six Public Elementary Schools in Ziehbli, Gbayea-bli, Zeleken, Juluzon, Quewor and Teededee	Gbao	Neezonee Marbo Wlormcor Jayladay	Zleh-bli Zuajah Jarwodee Gbayea-bli Zeleken Juluzon Teededee Quewor		GoL/MoE	UN Agencies, NGOs, Concession Companies and Communities	2008	2012

Challenge	Action Required	Location				Lead	Collaborating Partner	Time Frame	
		District	Clan	City/Town	Village			Start	End
Education	Construction of eight elementary schools (two in each clan); Construction of two Junior High Schools (one in each chiefdom) Training of 20 teachers from across the District through citizens' scholarships; Provision of materials and equipment and materials for schools	Gboe-Ploe	Duangboyce Jonzon Bloquiah Neezonic	Duangboyce Bodee Cheyee-bli Zeagbeah-bli		GoL/MoE	UN Agencies, NGOs, Concession Companies & Communities	April 2008	2012
Education	Construction of one vocational school in Bilibo and one Junior High Schools in each clan.	Glio/Twarbo	Gboabo Chetan Nenabo Dougbebo	Bilibo Tarloken Sayeawoe		GoL/MoE	UN Agencies, NGOs, Concession Companies & Communities	Dec. 2009	2012
Education	Construction of one vocational high school in Ziahblor; Construct one junior high school in each clan headquarters	Komnobo	Upper Gbilibo Lower Gbilibo Upper Gbardru Lower Gbardru	Ziah-blor Boundary Zarr-blor Barlike Sayou-woe		GoL/MoE UN Agencies, NGOs, Concession Companies	Communities	Dec. 2009	2012
Education	Construction of one high school in Pennoken and one elementary and junior high school in Dou-bli, Jarwodee and Geebloblee	Putu	Jebebo Zenoblobo Blowiah Nemegbo	Pennoken Dou-bli Jarwodee Geeblo-bli		GoL/MoE	UN Agencies, NGOs, Concession Companies & Communities	Dec. 2009	2012
Education	Construction of three vocational schools, one in each of the listed towns	Tchien	Tchien -Menyea Kanne Tchien-Menson Tarteh	Glayplay-bli Gbarho-bli Tofoi-blor		GoL/MoE	UNDP, NGOs & Concession Companies	April 2009	2012

Challenge	Action Required	Location				Collaborating Partner	Time Frame	
		District	Clan	City/Town	Village		Start	End
Health	Construction of one new clinic in Dougee-bli, one new clinic in B'hai Tarway, upgrading of Toe-bli Clinic to health center	B'hai	Tian Dougee Marbo I Dou B'hai/Nicko	Jozon Tarway		Citizens	Dec. 2007	2012
	Provision of 14 trained health workers (nurses) to serve in the clinics; provision of essential drugs to run the clinics					GoL/MoH UN Agencies Concession Companies		
Health	Construction of four new clinics: Soloblor I, Gbargbor-bli, Bawaydee and Gwehn-bli	Cavalla	Gorho Blawo Niao Gezel/Gborho	Soloblor I Gbargbor-bli Bawaydee Gwehn-bli		Citizens	April 2008	2012
	Rehabilitation of five existing clinics in Gorho (2), Niao (1), and Gezor/Gborho (2)					GoL/MoH Concession Companies UN Agencies NGOs		
Health	Construction of four clinics: Gbao Geewon, Juluzon, Gbarken and Dayblay	Gbao	Jayladay Wlormoor Marbo II Neezonec	Gbao- Geewon Juluzon Gbarken Dayblay		UN Agencies NGOs, Concession Companies & Communities	2008	2012
	Rehabilitation of two clinics: Jarwodec and Gave-bli					GoL/MoH UN Agencies NGOs, Concession Companies & Communities		
Health	Construction of four clinics: one in each clan headquarters	Gboec-Ploc	Duangboyce Jonzon Bloquiah Neezonec	Bodec Whyec-bli Cheyee Town Zeagbeah-bli		UN Agencies NGOs, Concession Companies & Communities	Dec. 2009	2012
	Training of eight nurses (four males and four females)							
	Provision of essential drugs to run the clinics							

Challenge	Action Required	Location				Collaborating Partner	Time Frame	
		District	Clan	City/Town	Village		Start	End
Health	Construction of three new clinics: Tarloken, Sayeawoe, Bilibo Provision of eighteen trained health workers to serve the clinics Provision of essential drugs to run the clinics	Glio/Twarbo	Gbaobo Chetan Nenabo Gougba	Tarloken Sayeawoe Bilibo		UN Agencies NGOs, Concession Companies & Communities	April 2008	2012
Health	Construction of a health center in Ziah-blor Rehabilitation of clinic in Upper Gbilibo	Konobo	Upper and Lower Gbardru Upper and Lower Gbilibo	Ziahblor		Citizens	Dec. 2008	2012
Health	Construction of a hospital in Pennoken and two clinics: Jarwodee and Geeblobo	Putu	Jebebo Zenoblobo Blowiah Nemegbo	Pennoken Duo-bli Jarwodee Geeblo-bli		UN Agencies NGOs, Concession Companies & Communities	Dec. 2009	2012
Health	Construction of two new clinics: Gbarbo-bli and Togbei-bli Rehabilitation of clinic in Gbebo; Training of eighteen health workers (six per clinic) Provision of essential drugs to run the clinics	Tchien	Gwence Tchien-Menyea Kanneh	Gbarho-bli Togbei-bli Gbaligbor		UN Agencies NGOs, Concession Companies & Communities	April 2009	2012

ANNEX 2 - GRAND GEDEH DISTRICT ACTION PLANS

Annex 2.1 B’Hai District Action Plan

District Priorities	Location		Action Required	Lead	Collaborating Partners	Time Frame		Estimated Cost (USD)
	Clan	Town				Start	End	
Roads	Tian Dougee Marbo I Dou B’hai/Nicko	Jozon Tarway	Construction of two new clinics: Dougee-bli, B’hai Tarway Upgrading of Toe-bli clinic to health center Provision of 14 trained nurses Provision of essential drugs.	MoH		Dec. 2007	2008	
	Tian Dougee Marbo I Dou B’hai/Nicko	Senewen to Toe-bli to Geehai B’hai to Bloo-bli	Rehabilitation of two existing feeder roads: Senewen to Toe-bli, Toe-bli to Geehai, Senewen to Ploe	MPW		April 2008	2009	
	Tian Dougee Marbo I Dou B’hai/Nicko	Toe-bli, Gbeorzon & Tian/Dougees	Construction of a new road to link from B’hai to Bloo-bli Construction of a Vocational School in Toe-bli with teachers’ quarters Construction of a junior high school in Senewen and an elementary school in Geehai	MoE		April 2009	2012	

Annex 2.2 Gbao District Action Plan

District Priorities	Location		Action Required	Lead	Collaborating Partners	Time Frame		Estimated Cost (USD)
	Clan	Town				Start	End	
Roads	Jayladay	Zieh-bli Gbayca-bli, Gbao Geewon	Rehabilitation of roads from Zieh Town – Gbao Geewon, Polar – Debli-Jawodee – Quibo, Zieh-bli – Cavalla, Zieh Town - Koleebli	MPW		Dec. 2008	2012	
Health	Wlormeor		Construction of four clinics Rehabilitation of two clinics Train 12 nurses (6 male and 6 female) to serve at the clinics	MoH		2008	2012	
Education	Marbo Neezonee		Construction of one high school Construction of two Junior High Schools Upgrading of one High School and 6 elementary schools	MoE		2008	2012	

Annex 2.3 Glio-Twarbo District Action Plan

District Priorities	Location		Action Required	Lead	Collaborating Partners	Time Frame		Estimated Cost (USD)
	Clan	Town				Start	End	
Roads	Gboabo	Ziah-blor	Rehabilitation of existing feeder roads in district	MPW		Dec. 2007	2012	
	Chetan Nenabo Gougba	Gbarleo Tempo Border Ziah-blor Tarloken Tempo Border						
Health	Gboabo	Tarloken	Construction of (3) new clinics in each of the listed towns	MoH		April 2008	2012	
	Chetan Nenabo Gougba	Sayeawoe Bilibo						
Education	Gboabo	Tarloken and Bilibo	Provision of 18 trained nurses to serve in all clinics			Dec. 2009	2012	
	Chetan Nenabo Gougba							
			Provision of essential drugs to run the clinics					
			Provision of one vocational school in Bilibo and 2 junior/secondary schools in each of the 2 chiefdoms (Courses offered will reflect gender balance, as a minimum 30% of students will be female.)	MoE				

Annex 2.4 Putu District Action Plan

District Priorities	Location		Action Required	Lead	Collaborating Partners	Time Frame		Estimated Cost (USD)
	Clan	Town				Start	End	
Education	Jebebo Zenoblobo Blowiah Nemegbo	Pennoken Dou-bli Jarwodee Geeblo-bli	Construction of one high school in Pennoken, one junior high/elementary school in Dou-bli, Jarwodee and Geebloblee	MoE		Dec. 2007	2012	
Roads	Jebebo Zenoblobo Blowiah Nemegbo	Pennoken, Jarwodee, Pyne-bli Jarwodee to Doubli, Pennoken & Ziah-bli	Rehabilitation of roads linking the listed towns	MPW		April 2008	2012	
Health	Jebebo Zenoblobo Blowiah Nemegbo	Pennoken Jarwodee & Geebro-bli	Construction of one hospital in Pennoken, and clinics in Jarwodee and Geeblobli	MoH		Dec. 2009	2012	

Annex 2.5: Gboe Ploe District Action Plan

District Priorities	Location		Action Required	Lead	Collaborating Partners	Time Frame		Estimated Cost (USD)
	Clan	Town				Start	End	
Roads	Duangbooyee Jozon Bloquiah Neezonin	Senewen Jonzon Whayee-bli Bodec Duangbooyee Planaway Jolobli	Rehabilitation of Senewen – Ploe Chiefdom road Rehabilitation of Zleh Town – Cheyee Town road Reconstruction of damaged bridges and culverts	MPW		Dec. 2007	2012	
	Duangbooyee Bloquiah Neezonin	Duangbooyee Bodec Chaeye-bli Zeabgeah-bli	Construction of schools: 8 elementary (2 per clan); 2 Junior highs (one per chiefdom) Training of 20 teachers through scholarships Provision of materials	MoE		April 2008	2012	
	Duangbooyee Jozon Bloquiah Neezonin	Senewen Jonzon Whayee-bli Bodec Duangbooyee Planaway Jolobli	Construction of 4 clinics, one in each clan Training of 8 nurses (4 male and 4 female) Provision of essential drugs to run the clinics	MoH		Dec. 2009	2012	

Annex 2.6 Konobo District Action Plan

District Priorities	Location		Action Required	Lead	Collaborating Partners	Time Frame		Estimated Cost (USD)
	Clan	Town				Start	End	
Roads	Upper & Lower Gbardru	Ziahblor	Construction of a health center in Ziahblor	MPW		Dec. 2008	2012	
	Upper & Lower Gbillibo		Clinics rehabilitated/constructed in clans/towns					
Health	Upper & Lower Gbardru		Rehabilitation/ construction of major highway linking Zwedru to Ziahblor and the border town in Glio, to include all clans and towns	MoH		April 2008	2012	
	Upper & Lower Gbillibo							
Education	Upper & Lower Gbardru		Construct one vocational high school in Ziahblor, and Junior/Elementary schools in the clan headquarters, to include major towns	MoE		Dec. 2009	2012	
	Upper & Lower Gbillibo							

Annex 2.7 Tchien District Action Plan

District Priorities	Location		Action Required	Lead	Collaborating Partners	Time Frame		Estimated Cost (USD)
	Clan	Town				Start	End	
Roads	Tchien Menyeya Kanne	Gwenebo	Rehabilitation of existing feeder roads in district	MPW		Dec. 2007	2008	
		Grady-bli Vleyee-bli	Construction of new roads to link the towns listed.					
Education	Tchien Menyeya Tarteh	Gleplay-bli	Provision of three vocational schools, one in each of the listed towns.	MoE		April 2008	2009	
		Gbarho-bli Tofai-blor	Courses offered will reflect gender balance as a minimum 30% of enrollment will be female.					
Health	Gwence Tchien Menyeya Kanneh	Gbarho-bli	Construction of new clinics in Gbarbo and Togbei and rehabilitation of the clinic in Gbebo	MoH		April 2009	2012	
		Togbei-bli Gbehil-bor	Provision of 18 trained nurses, 6 per clinic					
			Provision of essential drugs to run the clinics					

Annex 2.8 Cavalla District Action Plan

District Priorities	Location		Action Required	Lead	Collaborating Partners	Time Frame		Estimated Cost (USD)
	Clan	Town				Start	End	
Roads	Gorho Blawo Niao Gezel/ Gborho	Duonhon, Tojlah-bli, Gbawady, Sowaken	Rehabilitation of existing feeder roads Construction of new roads to link the towns listed	GoL/MPW		Dec. 2007	2012	
Health	Gorho Blawo Niao Gezel/ Gborho	Solo-blor I, Gbargblor-bli, Bawaydee, Gwehn-bli	Construction of four new clinics: Solo-blor, Gbarblor-bli, Bawaydee and Gwehn-bli and Niao, and rehabilitation of the clinics in other towns Provision of 18 trained nurses Provision of essential drugs to run the clinics	GoL/MoH		April 2008	2012	
Education	Gorho Blawo Niao Gezel/ Gborho	Garley-blor, Gbargblor-bli, Janzon, Ziah-bli	Provision of four vocational schools, one in each of the listed towns. Courses offered will reflect gender balance as 30% enrollment will be female.	GoL/MoE		Dec. 2009	2012	

ANNEX 3 - SWOT ANALYSIS

Annex 3.1 Grand Gedeh County Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Natural Resources <ul style="list-style-type: none"> - Forest (timber) - Fertile land - Iron ore - Diamonds - Gold - Iron ore - Rocks - Wildlife - Rivers • Cash crops (cocoa, oil palm) • Women's cooperative spirit 	<ul style="list-style-type: none"> • Lack of unity • Discrimination, especially gender (non- recognition of women's role in development) • High illiteracy rate • Lack of skilled manpower • Insincerity • Ignorance about the dividend from agriculture • Negative attitude toward development • Laziness • Inaccessibility/poor road network • Lack of basic infrastructure and services
Opportunities	Threats
<ul style="list-style-type: none"> • Good governance/positive political environment • Access to Donor support • Human resource potential • Investment potential relative to strengths (eg: The forest is still intact; mining activities are still only on a small scale; the land is fertile and presents potential for investment in agriculture) • Opportunity for eco-tourism • Broad-based participation in decision-making 	<ul style="list-style-type: none"> • Lack of access to higher education • HIV and AIDS • Bad roads • Lack of health services • Food insecurity • Illegal entry of immigrants • Lack of training facilities • Corruption • Environmental pollution • Poverty • Fear of failure • Lack of access to elected officials

