

# Maryland County Development Agenda

Republic of Liberia

2008 – 2012



## County Vision Statement

Maryland County shall be a secured, peaceful, socially, economically and infrastructurally viable County with a system of good governance, justice and equal opportunities for all.

## Core Values

The County will endeavor to build on our core competencies and values to support:

- Equal Access to Opportunities for all
- Restoration of Peace, Security and the Rule of Law
- Transparent and Effective Governance
- Sustainable Economic Growth and Job Creation
- Preservation of Natural Resources and Environmental Protection



Republic of Liberia

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

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# A Message from the Minister of Internal Affairs



Today, as never before, development rests in the hands of the Liberian people. Citizens from all walks of life and all parts of Maryland 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 Maryland 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 Maryland 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.

D. I. Sie-Teba Neufville  
Superintendent, Maryland County



# Maryland County Officials

County Superintendent	D. I. Sie-Teba Neufville
Assistant Superintendent for Development	Ophelia Williams
Barrobo Statutory District Superintendent	William B. Nagbe
Barrobo District Commissioner Gwelekpoken District	Fred H. Bartoe Jr.
Barrobo District Commissioner District Nyonken	John K. Wallace
Barrobo District Commissioner District Whojah	Thomas Gwiah Wesseh
Harper City Mayor	Regina W. Sampson
Harper District Commissioner	Alfred J. Thompson, II
Karluway Statutory District Superintendent	Solomon S.N. Smith, Sr.
Karluway District # 1 Commissioner	Sylvester C. Kwarbo
Karluway District # 2 Commissioner	Kobia S. Davis
Karloken City Mayor	Eric T. Cuffen
Pleebo/Sodeken District Commissioner	Aloysius Hne
Pleebo/Sodeken City Mayor	Ralph Y. Wesseh
<b>Ministries</b>	
Ministry of Labour	Samuel Doegba
Ministry of Health	Dr. Nyanzeh Jensen
Ministry of Education	James Bati
Ministry of Internal Affairs	Hodo Clark
Ministry of Finance	Blama Nyeti
Ministry of Agriculture	Kla Dio Williams
Ministry of Land, Mines and Energy	Michael Worjolo
Ministry of Commerce and Industry	Anthony Bedell
Ministry of Public Works	Johnny Stevens
Ministry of Youth and Sports	Stanford Sieh
Ministry of Gender and Development	Hne Wilson
Ministry of National Security	Othello Kakia
Ministry of Justice	Nelson Togba
(No Assigned County Attorney)	
<b>Government Agencies</b>	
Bureau of Immigration & Naturalization	Col. William Koteah
Liberia National Fire Service	Ltc. Lesole Dowah
General Service Agency	Robert H. Moore
Corrections and Rehabilitation	Maj. Abigail Hoffman
National Security Agency (NSA)	Weah Natt
Customs and Excise	Gripman Saytue

Revenue Agency	(contact details same as Ministry of Finance)
Liberia National Police (LNP)	Inspector Savior Howard
National Bureau of Investigation	Edwin Hodge
Environmental Protection Agency (EPA)	Samuel N. Nagbe
	David Subah
Liberia Refugee Repatriation and Resettlement Commission (LRRRC)	G. Wamleh Elliot
National Commission for Disarmament, Demobilization, Rehabilitation and Re-integration (NCCDDR)	Isaac Kwarbo
Drug Enforcement Agency (DEA)	Edward Kpahn
Liberia Business Association	Koko Walker
<b>Public Corporations</b>	
National Elections Commission	Honorina Saylee
National Port Authority	Patrick Dunor
<b>Legislative Caucus</b>	
Senior Senator (UP)	John Akkel Ballout
Junior Senator & Chairperson of the Legislative Caucus (UP)	Gloria Musu Scott
Representative Harper District (NPP)	James Pobee Baney
Representative Karluway & Barrobo District (APD)	David Gwiah Saydee
Representative Pleebo – Sodoken District (UP)	Dr. Bhofal Chambers
<b>Traditional Leaders</b>	
Chairman, Traditional Council	Thomas Seebo
Chairman, Council of Chiefs	Kla Jarbo Russell
<b>Paramount Chiefs</b>	
<b>Barrobo Statutory District</b>	
Twajah Chiefdom	Cyrus N Kuoh
Geejah Chiefdom	George Tyer
Upper Nyonken Chiefdom	Josiah S Hinnah
Lower Nyonken Chiefdom	Isaac Wanasu
Gateaken Chiefdom	Johnson C. Weah
Sokpaken Chiefdom	Johnson D. Dioh
<b>Harper District</b>	
Klemonweh Chiefdom	Nathaniel N. Huskin
Nyemonweh Chiefdom	Dweh Sunday Prowd
<b>Karluway Statutory District</b>	
Gedebo Chiefdom	Henry P. Collins
Dorrobo Chiefdom	Thomas C. Collins
Yederobo Chiefdom	Brown Dalieh
Nyan-ou Chiefdom	Samuel K. Hinnah
<b>Pleebo/Sodoken District</b>	
Twansibo Chiefdom	Peter K. Ntemah
Klebo Chiefdom	Gedeh Bodio

# Executive Summary

In Maryland County, the inadequate and non-existent services infrastructure continues to hobble the quality of life, and this was a main contributing factor to the civil crisis. Currently basic human development indicators are very low in the County. As a key component of the recovery effort, the County Development Agenda is the local complement to the national Poverty Reduction Strategy 2008-2011, and was prepared following a series of District Development Consultation Meetings that utilized the Participatory Rural Appraisal (PRA) method. In this process, citizens managed to identify the critical interventions needed to move toward realizing the MDGs, including: paving of all primary roads and most secondary roads to connect agriculture communities to market; construction and rehabilitation of health facilities with proper staffing and affordable services; and much-expanded education services. The CDA calls for concrete actions to be taken under the four Pillars of the national PRS, namely Security, Economic Revitalization, Governance and Rule of Law, and Infrastructure and Basic Services. Finally, the CDA lists the specific projects that were identified for action at the District level. The projects and priorities in the CDA should be taken as the principal targets for the county's development funding during the CDA implementation period.



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

### **1.1 Introduction**

Maryland County is one of the first four counties of the Republic of Liberia. The population, primarily Grebo, is historically reliant on subsistence agriculture, fishing and rubber tapping for its livelihood. The over-concentration of facilities and services in Monrovia has led to the under-development of the countryside in Liberia, and Maryland 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. Currently basic human development indicators are very low in the County.

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. With an abundance of good soils and ample, largely untapped natural resources, Maryland County is in a strong position for recovery given the proper targeted investments.

### **1.2 History**

Maryland County is one of the first four counties of the Republic of Liberia. Initially this County was not part of the Republic of Liberia during its founding. The County was established by a resolution of the Legislature of the Republic of Liberia in 1857. The resolution admitted the State of Maryland in Liberia as a County to the Republic with all privileges, immunities and rights accorded the three original counties. The Maryland State Colonization Society as a home land founded the territory on 12 February 1834 for free American Slaves. The territory was first established as the Colony of Maryland. It was incorporated into the “Republic of Liberia in 1857. Harper City is the political capital of the County and is also known as “Cape Palmas”.

The flag of Maryland County has three major colors, green, blue and yellow, with a palm tree and lighthouse inscribed in the field. The green color and the palm tree denote the county’s abundant natural vegetation; the yellow colour depicts the “sunshine”, the blue colour for the ‘valour’ of the County and the lighthouse as a guide for navigation. The County flag also has an insertion of the Liberian National Flag on the upper left-side.

**Figure 1: Maryland County Flag**



### **1.3 Geography**

Maryland County is located in the Southeast most corner of Liberia and borders the Atlantic ocean to the South; the Cavalla River representing the international border with the Republic of Ivory Coast to the East; Grand Kru County on the West; and River Gee County to the Northwest. The total land area of the County is approximately 5,351 sq km (2,090 sq mi), representing roughly 6% of Liberia's total area. Elevation ranges from sea level along the Atlantic Ocean to 826 ft. (248 m) at Wuluke village (5n-8W). The County has currently seven administrative districts and four electoral districts. The seven County districts are Harper, Pleebo/Sodoken, Karluway #1, Karluway #2, Whojah, Nyonken and Gwelekpoken. There are four electoral districts Barrobo, Karluway, Pleebo/Sodoken and Harper. The County has 15 chiefdoms and 26 clans.



**Figure 3 – Map of Maryland County**



### **Climate**

Maryland County is situated in the 100 to 120 inches rainfall zone. The annual average rainfall is 101.5 inches. Relative humidity is high and the sunshine hours are favorable for the growth of a variety of crops. Two seasons—rainy and dry—exist in the area. Rainy season begins in April and ends in October, while the dry season commences in November and ends in March. The highest temperature recorded for this area was 28 degrees Celsius. The coldest months are August and September.

### **Topography**

The Topography of Maryland County is gently rolling with wide and shallow valleys. There are a few hills, valleys and swamps toward the far North and Central part of the County. Maryland County has large rivers: the Cavalla, located in the East, the Gee River, in the Northwest, River Nun in the West and Ni Dellor in the West. The Gee River has several waterfalls, which flow and drain from the swamps and tributaries into the Ocean.

## Geology

oil types found in the County are reddish-brown soil and also range from gray to black soil. These soil types support the growth of a variety of tree crops such as rubber, oil palm, coffee, as well as corn and rice. In the southern part of the county, the soil type is sandy.

## Vegetation

Because of Liberia's geographical location, Maryland County falls within the tropical rain forest region. The vegetation found covering the County consists of primary and secondary forests and savannas. The primary forest is found towards the Northern part of the county. Some of the primary forest resources have been exploited by logging companies, reducing it to secondary forest. Shifting cultivation practices are also destroying the forest in the area.





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

### Population (General)

The last national population census of Liberia was held in 1984. That census estimated Maryland County's population at 85,267. A survey by the Danish Refugee Council (DRC), finalized in August 2005, estimated the population of Maryland at 93,869, whereas the latest data obtained from the Norwegian Refugee Council (NRC) in January 2007 estimates the population of the County at 135,912. The main ethnic group in the County is Grebo, also found in River Gee County, eastern Grand Kru County, and south-eastern Sinoe County. It is roughly estimated that about 98% of the County's population is Christian, 1% Muslim and another 1% Animist.



**Table 1: Population Estimates by Districts**

Maryland									
District	Total	Population by status				Population by status - percentage			
		Locals	Returnees (Ref. & IDPs)	IDPs	Refugees	Locals %	Returnees (Ref. & IDPs)%	IDPs %	Refugees %
Barrobo	19725	18101	786	837	1	91.77%	3.98%	4.24%	0.01%
Pleebo									
Sodeken	56552	53819	2279	315	139	95.17%	4.03%	0.56%	0.25%
Karluway	23503	23038	465	0	0	98.02%	1.98%	0%	0%
Harper	36132	34060	1839	213	20	94.27%	5.09%	0.59%	0.06%
Total	135912	129018	5369	1365	160	94.93%	3.95%	1%	0.12%

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

**Table 2: Population Data by Gender**

Statutory District	Total	Population by gender		Population gender percentage	
		Female	Male	Female	Male
Barrobo	19725	9049	10676	45.88%	54.12%
Pleebo Sodeken	56552	27088	29374	47.90%	51.94%
Karluway	23503	11152	12351	47.45%	52.55%
Harper	36132	20458	15674	56.62%	43.38%
Total	135912	67747	68075	49.85%	50.09%

Source: Norwegian Refugee Council, January 2007

**Table 3: Demographic Indicators**

County	Demographic Indicator				
	HH size	Dependency Ratio	Sex of HH head		Elderly headed households
			Male	Female	
Maryland	5.6	1.33	89%	11%	12%
Liberia	5.6	1.37	87%	13%	8%

### Ethnic Composition

The predominant ethnic group is Grebo, with Kru following closely. Below is a table showing the percentage of ethnic distribution of dialects spoken in the County.

**Table 4: Percentage Distribution of Dialects Spoken**

County	Language and Dialects Spoken													
	Bassa	Gbandi	Gio	Gola	Grebo	Kissi	Kpelle	Krahn	Kru	Lorma	Mano	Vai	Sapo	Other
Maryland	0%	0%	0%	0%	99%	0%	1%	0%	0%	0%	0%	0%	0%	0%
Liberia	18%	2%	7%	6%	9%	4%	26%	4%	3%	7%	7%	4%	N/A	1%

Source: Comprehensive Food Security and Nutrition Survey, October 2006

**Table 5: Households with Disabled Members and Orphans**

County	Households with Disabled Members and Orphans				
	Chronically ill/disabled	No of chronically ill/disabled	Chronically ill/disabled HH head	Orphans	No of orphans
Maryland	8%	1.0	15%	4%	1.2
Liberia	9%	1.2	26%	2%	1.4

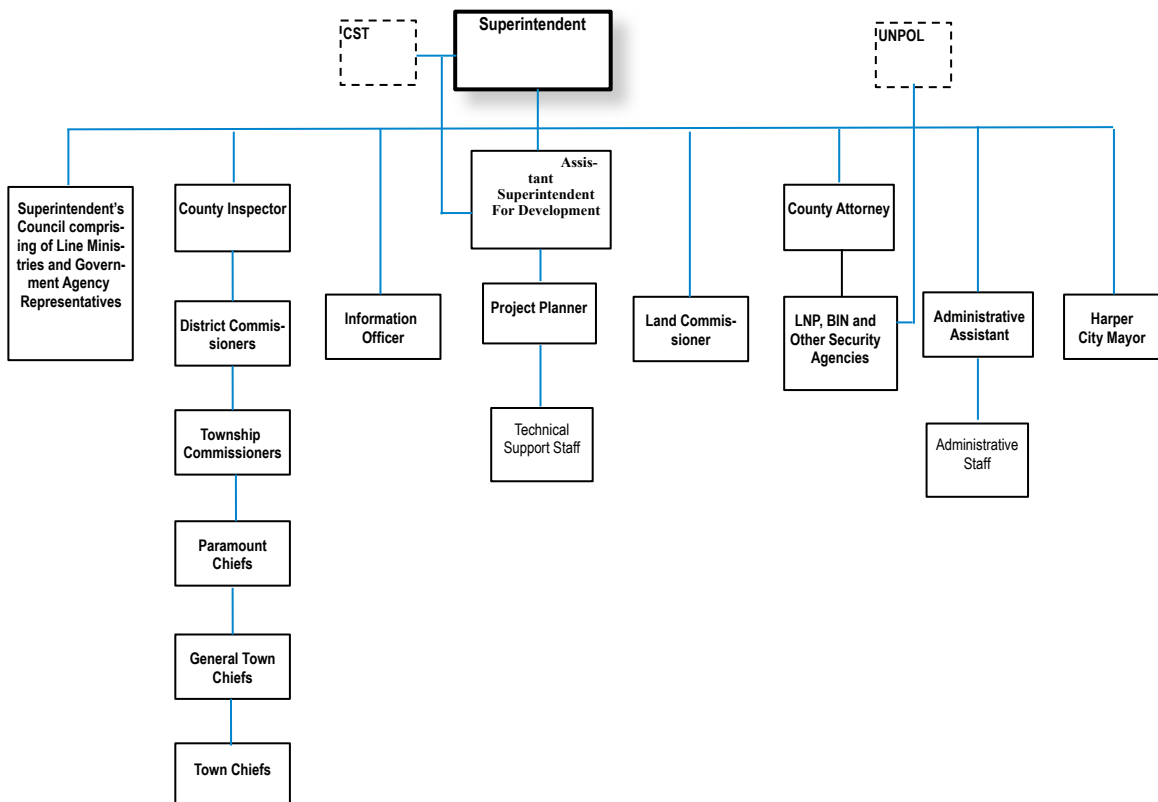
Source: Comprehensive Food Security & Nutrition Survey, October 2006

## 1.5 Institutional Structure

Maryland County is divided into seven main administrative Districts (Whojah, Gwelekpoken, Nyonken, Karluway # 1, Karluway # 2, Pleebo/Sodoken and Harper). A district commissioner heads each district. The County has two Statutory Districts – Barrobo and Karluway, each headed by a statutory district superintendent. There are forty seven townships, each headed by a township commissioner. Maryland County has four cities, including Harper Pleebo, Karloken and Glofaken, each headed by a city mayor.

The constitutionally mandated structure of local government in Liberia includes a Superintendent, who leads the County Administration with the support of the Assistant Superintendent for Development, and District and Township Commissioners, who are also appointed by the President. In addition, Line Ministries are deployed to the County and within districts – these are civil servants who receive their appointments from the central government. City Mayors, Clan Chiefs, Paramount Chiefs and General Town Chiefs are elected during municipal elections, but due to the civil conflict and the installation of the transitional administration, they have remained in power without going through the normal procedure of selection.

**Fig. 3: Organizational Structure of Maryland County**



## **1.6 Methodology used in preparing the CDA**

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

In Maryland County, the consultations covered the following Administrative Districts: Whojah, Gwelekpoken, Nyonken, Karluway # 1, Karluway # 2, Pleebo/Sodoken and Harper. Delegates prepared clan-based timelines of development events in their areas as well as known explored, unexplored as well as potential resources and clan profiles. During the documentation, crosscutting issues that were highlighted included gender sensitivity and HIV/AIDS. 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 hereon. These plans were then analyzed and consolidated at a County Development Agenda Consolidation Meeting that informed the County Action Plan.





**Maryland County  
Consultations**







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

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

### **2.1 Development Priorities**

#### **District Priorities**

Priority needs emanating from each of the district consultations includes 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.

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

### **2.2 Security Pillar**

#### **Liberia National Police**

There are five police stations currently in the County. These are located in Harper, Pleebo, Karloken, Gedetarbo and Pedebo. Harper has a newly constructed station though still lacking running water and fuel provision for the generator. The station has a Women and Children Protection Unit. There are 55 trained Liberian National Police, made up of one regional commander and the others distributed as follows: Harper 30, Pleebo 10, Karloken 6, Gedetarbo 6, and Pedebo border crossing 3. There is no LNP in Barrobo District. The LNP has 3 vehicles and two motorbikes to facilitate their operations in the County, though they are frequently out of fuel. The County needs

more LNP officers. The LNP also needs VHF communication, as there are places in the County with no cellular network coverage.

**Table 6: Status of LNP Police Stations in Maryland**

No. of LNP Detachments	Location	Number of LNP in situ	Status of Station	Vehicles/Motor bikes for LNP
1 County/Region 5 Headquarters	Harper	30	Newly constructed	2 vehicles 2 motorbikes
1	Pleebo	10	Barracks under construction	1 vehicle
1	Karloken	6	LNP depot under construction	N/A
1	Gedetarbo	6	Needs construction	N/A
1	Pedebo (Border crossing)	3	Needs construction	None

Source: UNMIL Civil Affairs, May 2008.

The limited means of communication and transportation make daily operations of the LNP extremely difficult. The situation is particularly difficult at the Pedebo international border crossing point, where 2 LNP officers deployed there are without any means of communication. Lack of regular supply of electricity to the LNP stations as well as location of some LNP stations in private buildings exacerbate logistical problems of the LNP. Out of 5 police stations, 4 have detention facilities including Women and Children Protection Unit in Harper.





## The Bureau of Immigration and Naturalization (BIN)

Maryland County shares an international border with the Ivory Coast. The Duokudi (Pedebo) crossing serves as the major trade link between Liberia and that country. In addition to the five major border posts, the County has nine foot-crossing paths, bringing the total number of crossing points to 14. The nine foot-crossing paths are Daykay Town, Tumbiaken, Debleken, Gborlorbo, Kunokudi, Yedogboken, Blagyeken, Wessiken and Yobloken. Harper city serves as the regional command post for the BIN region five. This makes the resident commander responsible for two other counties (Grand Kru and River Gee). This extra responsibility, coupled with the distance from the national capitol, Monrovia, underscores the need to adequately support this region with all forms of logistics and supplies. There are 34 officers of the Bureau of Immigration and Naturalization in Maryland County. The lack of mobility on land and waters remains the greatest impediment for their operations. They have three motorbikes, one in Harper City, one in Pleebo covering the large area of Pleebo, Daykay Town and Karloken, with the third motorbike used in Pedebo, Karblaken and Jelebeiken.

The construction of a regional BIN headquarters in Harper and housing in all locations is necessary to fully protect the borders. Major constraints on Immigration operations include a lack of transportation to patrol the border areas and motorcycles to assist them in reaching inaccessible border crossings. There is no modern means of communication between crossing points or between border areas and headquarters command, meaning that information must be physically brought to headquarters. The citizens have called for more BIN officers, equipment and supplies to facilitate the BIN mandate in the County.

**Table 7: Status of BIN in the County**

No. of BIN Detachment/details	Location	No. of BIN in situ	Status of Posts	Vehicles for BIN
1 Central Office	Harper	Under construction (building to be shared with LRRRC)	6	0
1 Post	Harper Port	Needs construction	2	0
1 Post	Duokodi (Pedebo)	Needs construction	6	0
1 Post	Jelebiaken	Needs construction	2	0
1 Post	Fish Depot	Needs construction	1	0
1 Post	Karblaken	Needs construction	2	0
1 Post	Pleebo	Needs construction	4	0
1 Post	Karloken	Needs construction	4	0
1 Post	Debleken	Needs construction	1	0
1 Post	Gborlorbo	Needs construction	1	0
1 Post	Daykay Town	Needs construction	6	0
1 Post	Yobloken	Needs construction	0 (Patrolled by personnel from Karloken)	0

Source: UNMIL Civil Affairs, May 2008

## Special Groups

The Disarmament and Demobilization (DD) of ex-combatants was conducted in Harper between September 29 and November 8, 2004. During this period, a total of 1,518 former combatants were demobilized in Maryland County. The statistical breakdown of NCDDRR shows 942 male and 576 female beneficiaries; 761 of the total were children under the age of 18. Harper's DD faced a number of challenges as many combatants had already disarmed elsewhere or had their weapons taken from them by commanders and others for profit from the process in Zwedru or Monrovia. Therefore, only 116 weapons were collected at the Harper site, a small fraction compared to the number of demobilized adults. There was also limited information outreach for the DD process, as UNMIL radio had not reached this Southeast region at the time of the DD process.

The list of former combatants in the area identified to participate in RR programs was initiated early in 2005, though the NCDDRR Referral and Counseling Center in Harper was not opened until later that year. Total registration with the NCDDRR office of RR participants for Maryland and River Gee stands at 1,024, with 752 of these being in Maryland. Registration for participants of the formal education program was initiated in August 2005, with 195 adults beginning three-year formal education programs in the 2005/2006 academic year. The formal education program continues, with the 311 former combatants enrolled to nine schools.

Owing to lack of eligible project proposals, Maryland County was the last area where the RR vocational training opportunities were offered. As of March 2006, only 12 former combatants were attending training, which was eventually stopped in Harper. The large-scale skills training for 346 former combatants was initiated only in February 2007 by the local NGO Project New Outlook (PNO) for 154 former combatants in Harper and for 192 combatants in Pleebo, and was finished in October 2007. The program offered skills training in carpentry, WATSAN, tailoring and agriculture. Upon the completion of the training, its graduates received tool kits helping them to initiate their own businesses, whereas during the training depending on their attendance, the attendees received monthly stipends of \$30 USD each. Many ex-combatants did not qualify for the skills training and therefore remained outside of the RR process. In early March 2008 the registration of the ex-combatants who remained outside of the RR commenced, with the 242 ex-combatants registered and only 44 validated by mid April 2008. The NCDDRR reported logistical problems to reach out to Barrobo and Karluway Districts.

In May 2006 the Children Assistance Program (CAP) started implementation of skills training and apprenticeship projects on behalf of UNICEF. The nine-month skills training project targeted 200 demobilized children in two centers in Harper and Pleebo. The apprenticeship took place in Wortoken, a border town with Cote d'Ivoire. The 112 successful graduates completed courses in motorcycle repair, auto

mechanics, soap making, plumbing, masonry, pastry (baking), agriculture and carpentry. From 2004-2007 CAP has also been implementing the Community Education Investment Program (CEIP). Under this program, the demobilized children received free basic primary education up to 6th grade. Throughout the duration of the program, CAP was able to support a total of 676 children.<sup>2</sup> The CEIP covered school fees and provided basic school supplies and materials, as well as psychosocial care by community networks such as Child Welfare Committees (CWC), Children's Clubs and youth groups.

### Land Disputes

The re-emerging land disputes within Maryland County and between Maryland and Grand Kru Counties remain a great concern for the County administration. The disputes, rooted in the arbitrary land allocation decisions of the previous governments, and re-emerging in the absence of clear land ownership laws, have a propensity to escalate into inter-town and inter-clan conflicts requiring security interventions (i.e. the Rock Town vs. Big Town dispute, which re-emerged in February 2008 and has not been resolved). In the absence of viable solutions identified by the central government, the County administration reverts to traditional ways of dispute solving.



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<sup>2</sup> 2004 / 2005 - 347 students (52 females and 295 males)  
2005 / 2006 - 211 students (25 females and 186 males)  
2006 / 2007 - 118 students (21 females and 97 males)

## Interventions: Security

Issue	Interventions	Delivery Date	Lead Ministry / Agency
<b>Goal: To create a secure and peaceful environment, both domestically and in the sub-region, that is conducive to sustainable, inclusive, and equitable growth and development.</b>			
<b>Strategic objective 1:</b> 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.	Establish a police station in Glofaken, Barrobo District and in Karloken District, with housing accommodations	2008-2012	LNP
	Strengthen border controls and checks in Harper, Pleebo, Gye-debiaken and Duokudi border posts through deployment of 21 officers for the Border patrol unit only	2008-2012	BIN
	Increase LNP deployment to 100 officers	2008-2012	LNP
	Reactivate the armed Maritime and Coast Guard patrols along the Cavalla River and the Coast, with 5 motorboats	2008-2012	Security Organs
<b>Strategic objective 2:</b> To provide adequate territorial protection and law enforcement services to the general population of Liberia			
Inadequate presence of security officers throughout Liberia, security institutions are not yet in full control of security responsibility.	Organize trainings for all security organs to improve their performance	2008-2012	Security Organs
	Supply all LNP and BIN posts with vehicles, motorcycles, communication sets, sleeping quarters, office furniture and supplies	2008-2012	LNP, BIN
<b>Strategic objective 3:</b> 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 implement a land dispute mechanism through conflict resolution and management structures at the local level and empowering Civil Society to adequately engage with traditional leaders and local government authorities: Hold at least 10 Workshops on dispute resolution in the County. (4 at the district level, 1 at the County level, and 1 at the Inter-County level with representatives from Grand Kru and River Gee)	2008-2012	MIA

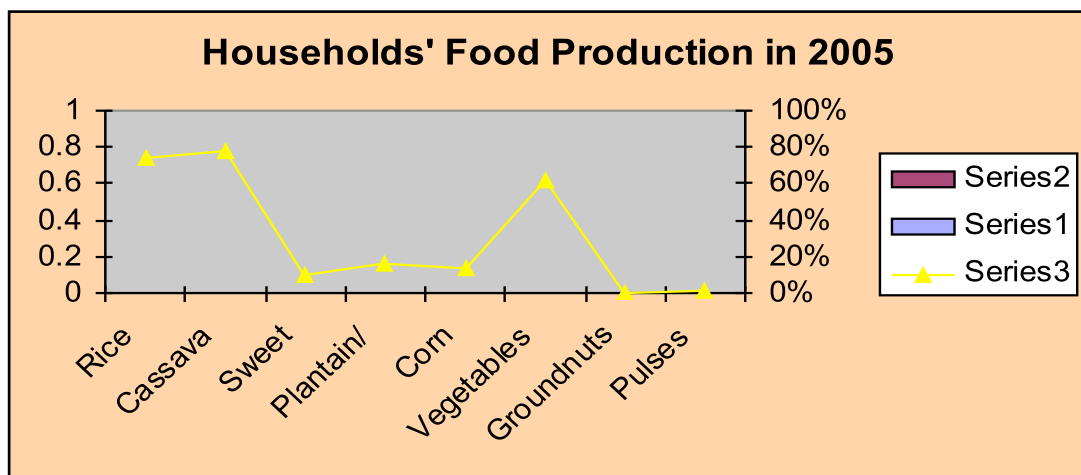
## 2.3 Economic Revitalization Pillar

With an abundance of good soils and ample, largely untapped natural resources, the economy of Maryland County is in a strong position for recovery given the properly-targeted investments. The priority areas for economic revitalization are discussed below in the broad categories of Agriculture and Natural Resources. In both cases, the economy will benefit immensely with investments toward the rehabilitation of Harper Seaport, whose warehouse, offices and the docking bay were destroyed during the civil crisis.

### Agriculture

Presently, the agricultural sector is the major employer in the County. This sector is also considered to have the largest potential growth in incomes and employment, especially in working to empower small farmers. The primary staple foods in Maryland are rice and cassava, supplemented with plantains, yams and eddoes. Current agricultural productivity is low, due to primitive farming methods, lack of modern technology, inadequate tools, and a lack of access to capital/credit. Farmers usually apply a system of shifting cultivation, and every year they clear up to 5 acres of wild forest or low bush with crude hand tools. International agencies supporting agriculture sector include FAO, WFP, DRC, LWF and Caritas, among others. The Ministry of Agriculture suffers from basic logistical limitations and lacks the capacity to perform needed training of farmers in areas such as rice technology, animal husbandry, quarantine, seed banking, etc.

Figure 4: Food crops



Source CFSNS, 2006



**Table 8: Agriculture Constraints**

Lack of seeds	Lack of tools	Lack of fertilizer & pesti- lence	Lack of house- hold labour	Birds/ groundhogs attack	Returned late for planting	Lack of arable land	Plant disease/ insect attack	Lack of training	No market	Lack of cash	HH en- gaged in other ac- tivities
21%	39%	10%	31%	13 & 34% respectively	3%	2%	12%	7%	4%	38%	15%

### Rubber

Rubber is a critical part of the economic lifeline of the county. It provides income for nearly 39% of households. The largest rubber company is the Cavalla Rubber Company, which since May 2006 has been managed by the Rubber Planters' Association of Liberia (RPAL). The plantation underwent a management buyout from the RPAL to Cavalla Rubber Corporation (CRC)/SRI on December 01, 2007. This management change had a notable improvement on the wellbeing of the employees at the plantation. The Plantation employs a total of 1,751 people out of which 1,045 are tappers, 54 are employed in the nursery program, and 700 are working in non-tapping jobs. Complementing the activities at CRC, there are approximately 115 individual smallholder rubber farmers.



Currently all Rubber produced is exported as raw material. CRC's raw rubber is transported mainly to Monrovia (by sea) and through the Pedabo border on the Cavalla River to Cote d'Ivoire. Some 500-600 metric tons of rubber is exported from Maryland through the Harper Seaport alone. Rubber originating from smallholder growers and intermediaries go through the same conduits. With the current high prices on the world market, the potential for further investment opportunities remain high with the possibility of jump-starting the smallholders through taxation mechanism such as levies.

Rubber production is the County's largest industry. Rubber from the County is produced by the Cavalla Rubber Plantation and 115 of small-size individual rubber farms. The Cavalla Rubber Plantation is the largest producer of rubber in Maryland County. The Plantation employs a total of 1,751 people out of which 1,045 are tappers, 54 are employed in the nursery program, and 700 are working in non-tapping jobs.<sup>3</sup> The raw rubber produced by the Plantation is transported to Monrovia by sea. According to the Rubber Planters Association of Liberia (RPAL) estimations between 500 – 600 metric tons of rubber are exported from Maryland alone through the Harper Seaport. The rubber originating in individual rubber plantations is usually collected by intermediaries and sent to the Ivory Coast. A need has been identified too establish a rubber processing plant in Pleebo for the production of white rubber into commodities such as household utensils like plastic cups, buckets, and plates. This will create employment for about 120 – 150 persons as well as an increase to the economic activity for wholesalers and retailers.

**Table 9: Cash crops (Production table per household in 2005)**

Cash crop Production 2005	Rubber	Coffee	Cacao	Coconuts	Sugar-cane	Pine-apple	Plantain/banana	Palm/Nuts oil	Cola nuts	Others
38%	39%	2%	19%	9%	33%	9%	50%	4%	3%	1%

Source CFSNS, 2006

The CDA consultations discovered the need to establish a palm oil processing facility in Pleebo, with the objective of creating 75–100 jobs, as well as a market for smallholders in oil palm production. Byproducts of the palm oil processing, such as straw (for rope making) and body lotion would also be expected to increase the County's per capita income.

### Fisheries

Fishing is a common livelihood activity along the coast, employing an estimated 2,000 people. The majority of the fishermen are found in Harper District, most of them Fantis, a people originally from Ghana. The local fisher folk also include the Grebo and Kru. Presently, there are no facilities for the preservation of fish in Harper, Cavalla, Rocktown, Middletown, and Fish Town. Processing of fish products is a potential area of investment for both local and international entrepreneurs, with the possibility of growth in export markets, particularly for lobsters, shrimps and snapper fish (salmon). Presently, fishing is carried out only on the subsistence level, and fisher folk

<sup>3</sup> The Cavalla Rubber Plantation was established in the late nineth twenties by the Firestone Plantation Company with the headquarters in Harbel, Margibi County. In the mid eighties, the Cavalla portion of the Firestone Plantation was turned over to the Government of Liberia. A European management team managed the Plantation until the beginning of the civil crises in 1990. Since then the Plantation was managed by several short-term management with Pleebo Rubber company (PRC) running into trouble with the Plantation workers for nonpayment of five-month salaries in April 2006. The current management arrived to the Plantation upon the request of the Rubber Task Force appointed by President Johnson Sirleaf. One of the initial steps of the RPAL management was t pay two months of five-month salary arrears owned to the workers by the PRC. Source: status report as of 31 March 2007 submitted to the Interim Board of Directors by the Rubber Planters Association of Liberia Inc.

do not have the required implements to fish at a profitable scale. Inland or river fishing is on a relatively small scale. Recently, the FAO, through their implementing partner of Caritas, has completed a fishing development project. The fishermen were trained and assisted in creating 8 Community Based Organizations (CBOs) with 384 individuals in Harper District (208 males and 176 females) and provided with materials for smoke houses.<sup>4</sup> Challenges encountered in the fishing sector include the absence of effective monitoring, control and surveillance (MCS) of fishing activity on the county's coastline and the lack of support to small-scale fisher folks through established community-based structures such as CBOs and / or fishing centers. The CDA consultations found a need for capacity development through soft loans or micro-credit institutions.



### **Natural Resources**

Maryland County is also endowed with rich soil, minerals, ocean, rivers, lakes and forest. All of these natural resources have high potential for investment.

### **Forestry**

Prior to the war, Maryland had a viable trade in timber, and new investments in the sector could yield significant dividends for the people of the County, both in terms of employment and revenue generation. Currently, there exists no large-scale formal forestry activity in the County. The forest provides many resources for citizens, such

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<sup>4</sup> Source: as above.



as logs, raffia, medicinal herbs, charcoal and firewood. Despite the economic importance of the forest, farmers through their shifting cultivation practices continuously deplete it. During the CDA consultations, the citizens called for the establishment of a timber milling plant in Pogbaken, Karluway #1 for plywood processing and furniture making.

### Mining

The County is known to contain sizeable deposits of gold, manganese and bauxite, suggesting major prospects for the mining industry. Gold mining in the County is being carried out only on a small scale. Artesanal miners are in need of capacity building and formalization of their informal activities.

### Tourism

With the potential for tourism in Harper and the coastal areas such as Fish Town beach, focus should be directed to the developing resorts with the capacity to house 500 local and international tourists. Other intervention steps would be to establish heritage sites on the historical buildings and monuments and mark them as tourist sites.

### Markets

According to table 9, 6% of marketers in the County are engaged in business transactions in Monrovia. Market days are held throughout the County, with marketers from Monrovia flocking in to buy food and other essential items. There is a need now to construct permanent market structures in Maryland County. Households have to walk nearly six hours to reach a nearby market point. This is very far especially where public transport is unavailable. Market access is put at 99 %. 100 % percent of those who go to markets do so buy food while a corresponding 80% go there to sell food.

**Table 10: Access to Markets**

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
1%	76%	3.9	99%	100%	80%

Source: Comprehensive Food Security and Nutrition Survey, October 2006

## Customs

The Ministry of Finance in Maryland has two departments, Bureau of Customs (22 staff) and Bureau of Revenue (9 staff). Customs officials report a deployment of 21 officers in Maryland County. Customs has 6 officers deployed at Pedebo border crossing; 4 at Deke Town; 2 at Jedebiaken; 3 at Pleebo City, 2 at the Harper port; and 4 in central Harper City. Major constraints are similar to any other governmental institution; Customs has limited means of transportation or communication. The buildings used as the Customs offices are in poor condition.



## Banking Services

Maryland citizens have very limited access to credit, which represents a massive constraint to agricultural growth. With the Central bank of Liberia already under construction, citizens are calling for the establishment of at least one commercial bank branch in Harper and Pleebo, with facilities for loans to smallholders and local and international money transfers.

## Interventions: Economic Revitalization

Issue	Interventions	Delivery Date	Lead Ministry / Agency
<b>Goal: Restoring production in the leading natural resource sectors, especially agriculture, while ensuring the benefits are widely shared; and reducing production costs to establish the foundation for diversification of the economy over time into competitive production of downstream products, and eventually manufactures and services.</b>			
<b>Strategic objective 1:</b> Develop more competitive, efficient, and sustainable food and agricultural value chains and linkages to markets.			
Agricultural supply chains have collapsed due to fragmented markets, weak rural demand, no value addition, and few incentives for cash crop production.	Provide business development services and incentives to encourage business investment in the county, and to encourage the value addition/manufacture of goods for local consumption and export	2008-2012	MoL, MoA, MoCI
<b>Strategic objective 2:</b> Improve food security and nutrition, especially for vulnerable groups such as pregnant and lactating women and children under five.			
High levels of food insecurity and child malnutrition impede socioeconomic development and poverty reduction.	Provide extension services to local farmers in the areas of training, tools, equipments, seeds, fertilizers, and insecticides to improve food security in the County.	2008-2012	MoA
	Provide food assistance to schools, health facilities, and vulnerable populations using locally-produced food wherever possible	2008-2012	MoA, MoE
	Provide tools for farmers across the County, such as cutlasses, axes, hoses, rakes, and shovels, in quantities based on pending statistics on existing farmers from the County Agricultural Office	2008-2012	MoA
	Promote local fishing entrepreneurship through the provision of micro-credit support for at least 250 fisher folk, and establish one Community Based Management Organization (CBMO) in each identified fishing community	2008-2012	MoA
	Hold one training workshop for CBMOs each year through the support of development partners such as FAO	2008-2012	MoA
	Establish a fish preservation storehouse and ice-making facility in Harper	2008-2012	MoA
<b>Strategic objective 3:</b> Strengthen human and institutional capacities to provide needed services, create a strong enabling environment, and reduce vulnerability.			
Institutions remain largely ineffective at delivering services such as regulation, policy and planning, and research and extension.	Empower security agencies to curb illegal pit-sawing and enforce the new Forestry Law to curtail the hemorrhaging of forest resources	2008-2012	FDA, LNP, BIN
	Provide vocational training to ex-combatants	2008-2012	MoL
	Organize and publicize workshops/training for owners and workers of small and medium enterprises in the County, based on needs identified by the businesses themselves	2008-2012	MoL
	Rehabilitate Harper Seaport, including the warehouse, offices and docking bay for a capacity of 3 large vessels, and provide vehicles, forklifts and mobile crane	2008-2012	NPA
	Provide incentives to the private sector and inputs to re-establish logging activities	2008-2012	FDA
	Provide incentives and inputs to open commercial gold and diamond mines	2008-2012	MLME
	Assign additional Revenue Collectors equipped with the necessary logistics such as vehicles, motor-bikes, communication and office supplies	2008-2012	MoF
	Assign two Customs officers equipped with logistics at each of the coastal entry points	2008-2012	Customs
	Provide tax holidays to investors establishing themselves in rural agricultural areas	2008-2012	MoF, MIA, MoA
	Strengthen market infrastructure and policies to facilitate better-functioning markets, based on the input of marketers, and support marketing associations	2008-2012	MIA, MoL
	Facilitate the formalization of informal businesses through licensing, business development services	2008-2012	MoF, MoL
	Provide incentives and inputs to attract investment in rubber production	2008-2012	MoA
	Provide incentives and inputs to attract investment in mining	2008-2012	MLME
Work with the National Investment Commission to design a strategy for attracting investors, including conducting a feasibility study for industrial wood processing	2008-2012	NIC, FDA	
Create a logistical base for timber sales (both for export and for local markets in Harper)	2009	FDA	

## 2.4 Governance and Rule of Law Pillar

The Maryland Circuit Court reopened in October 2005, but no Stipendiary or Associate Magistrates in the 8 Magistrate courts in Maryland County hold a law degree, and there are no City Solicitors. Traditional justice practices prevail in some remote areas such as Barrobo, where police presence is lacking. However, there has been improvement in the guarantee of the rights of defendants since the assignment of a defence counsel to Maryland County under UNMIL sponsorship up to the November 2006 Term of Court. He has since declined to renew this contract. Currently there is no public defender, except the Defence Counsel of Maryland County, who is aged and often unable to attend regular daily court sessions.

**Table 11: Court Facilities and Locations in Maryland County**

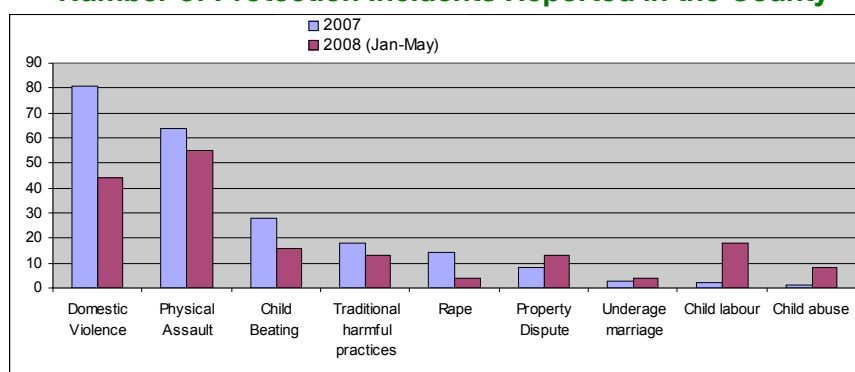
No. of facilities	Type of facility	Location	Status	No. of Officers
1	Magistrate Court	Harper City Hall	Good	3 Magistrates & 2 Officers
1	Pleebo Magistrate Court	Pleebo City Hall	Fair	1 Magistrate
0	Gedetarbo Magistrate Court	Gedetarbo Township	Needs Construction (Using Private home)	2 Magistrates & 1 Officer
0	Manolu Magistrate Court	Manolu Township	Needs Construction ( Using Private home)	3 Magistrates & 1 Officer
0	Karloken Magistrate Court	Karloken City	Needs Construction (Using Private Home)	3 Magistrates & 2 Officers
0	Whojah Magistrate Court	Whojah Town	Needs Construction Using Private Home	3 Magistrates & 2 Officers
0	Nyonken Magistrate Court	Nyonken Town	Needs Construction (Using Private Home)	3 Magistrates & 1 Officer
0	LIBSUCO Magistrate Court	Liberia Sugar Corporation Court	Using LIBSUCO Former General Manager's Residence (Court is not functioning)	1 Magistrate and 1 Officer

Source: UNMIL LJSS, August 2007.

### Corrections

Maryland is said to possess the best corrections facility in the country, Harper House of Corrections. This facility has benefited from minor refurbishment, and ten staff members trained by CAU UNMIL on good penal practices are managing the institution under the headship of an acting Superintendent. Out of the nine officers, three are females. On the average, the institution holds about 30 to 40 inmates, a great number of whom are pre-trial detainees. The institution faces of inadequate staffing and lack of supplies such as diesel fuel to operate the UNDP-donated generator, and a vehicle.

### Number of Protection Incidents Reported in the County



UNHCR/NRC protection monitoring project

## Interventions: Governance and Rule of Law

Issue	Interventions	Delivery Date	Lead Ministry / Agency
<p><b>Goal:</b> To build and operate efficient and effective institutions and systems, in partnership with the citizens, that will promote and uphold democratic governance, accountability, justice for all and strengthen peace</p>			
<p><b>Strategic objective 1:</b> To increase and enhance citizen participation in and ownership of government policy formulation and implementation</p>			
Given the current constitutional provisions, political and economic decision-making have taken a top-down approach for a long time with local leadership and actors playing a limited role in the process that impact their lives which has led to wide spread poverty and non-accountability in the use of public resources.	Increase the number of workshops and public sensitizations on human rights, community policing, the rule of law, social reintegration, good citizenship and development	2008-2012	MoJ, LNP
<p><b>Strategic objective 2:</b> To strengthen and enhance the effectiveness and efficiency of public institutions and functionaries</p>			
Public institutions, for the most part, have been bloated, disorganized, weak and supportive of corrupt practices.	Build the capacity of judiciary to manage their caseload	2008-2012	MoJ
	Offer better conditions of service for the judiciary including living incentives to attract more qualified people to the profession	2008-2012	MoJ
	Train and deploy an adequate number of qualified male and female judges to staff all of the County's courts	2008-2012	MoJ
	Conduct capacity building training of the County Administration staff in the areas of leadership, project management, financial management and procurement, and service delivery best practices	2008-2012	MIA
	Construct or refurbish four district commissioner's offices in the four administrative districts, and provide equipment and supplies, and provide logistical support to the district commissioners, including four motorbikes and an allocation of diesel fuel	2008-2012	MPW, MIA
	Rehabilitate the County Administrative building that will house the County Administration, line ministries, and some government agencies in Harper City	Dec. 2009	MPW, MIA
<p><b>Strategic objective 3:</b> To expand access to justice, and enhance the protection and promotion of human rights under the Laws of Liberia</p>			
There are significant shortcomings in the protection and promotion of human rights, and there is a lack of equal access to the justice system, as well as minimal public understanding of citizens' rights under the law.	Construct six public magisterial courts in Gedetarbo, Manolu, Karloken, Whojah Town, and Nyoken Town	2008-2012	MoJ



## 2.5 Infrastructure and Basic Services Pillar

The city of Harper is mostly made up of dilapidated buildings, and UN and NGOs are using the few rehabilitated ones for offices and accommodation. The shops in the city center are in relatively fair shape but most of them have not been painted in years. Government premises are in dire need of rehabilitation, but it is only the Education Office that has been reconstructed, through the funds of USAID. Even the Education Office still needs additional materials to be complete. The space at City Hall used by the court has been rehabilitated under UNMIL QIP, while the prison has undergone major refurbishment with funding from the UNDP/USAID/Corrections Fund.

### Roads and Bridges

Harper is a port city and is connected to the rest of the country by road, air, and sea. The main road proceeds north from Harper passing through Pleebo, Karloken, Fish town and Zwedru. The road connection to Barclayville (the Administrative Capital of Grand Kru County) branches off at Pleebo. A short distance from Harper towards Pleebo, another road to the East leads to the Cavalla River to the border with Côte d'Ivoire at Pedebo. The most difficult part of the road is the Welegboken swampy area, which is some 80 km from Harper towards Fish Town. The road is particularly impassable during the rainy season, implying complete inaccessibility by road to the whole Southeast region. In the northern part of the County lies the District of Barrobo, whose development has been hampered by the lack of roads. Smaller roads and footpaths are the only connections between many towns and villages. Presently, Harper City has one airfield operated by UNMIL, which also serves for ICRC and WFP aircraft. There are no railroads in the entire county.



The state of the roads in Maryland is seen as a deterrent to humanitarian agencies wishing to work in the County, as due to the prolonged rainy season, it is difficult to meet targets and the costs are always higher. Ferrying supplies to Harper and within the County is a big problem.

**Table 12: Some Roads in Maryland County**

Code	Name of Corridor	Length Mile(s)	Link ID	Name of Link	Length Mile(s)	Segment ID	Name of Segment	Length Mile(s)	Road Surface Asphalt/Laterite	Category
RL103	Zwedru (Babu)-Harper	162.3	RL103-01	Zwedru – (Babu) Kanweaken	67.3	RL103-01-001	Zwedru Babu-Kalowai	27	X	Primary
RL103	Zwedru (Babu)-Harper	162.3	RL103-01	Zwedru – (Babu) Kanweaken	67.3	RL103-01-002	Karlowia – Kilepo Kanweaken	23	X	Primary
RL103	Zwedru (Babu)-Harper	162.3	RL103-01	Zwedru – (Babu) Kanweaken	67.3	RL103-01-003	Kilpo Kan – Gbaebo Kan	17.3	X	Primary
RL103	Zwedru (Babu)-Harper	162.3	RL103-02	Gbaepo Kan - Harper	95	RL103-02-002	Gbaepo Kan - Sweken	27	X	Primary
RL103	Zwedru (Babu)-Harper	162.3	RL103-02	Gbaepo Kan - Harper	95	RL103-02-003	Sweken County Border	26	X	Primary
RL103	Zwedru (Babu)-Harper	162.3	RL103-02	Gbaepo Kan - Harper	95	RL103-02-004	County Border – Pleebo	25	X	Primary
RL103	Zwedru (Babu)-Harper	162.3	RL103-02	Gbaepo Kan - Harper	95		Pleebo-Harper	17	X	Primary
RL120	Harper - Cavalla	10.5	RL120-01	Harper-Cavalla	10.5	RL120-01-001	Harper-Cavalla	10.5	X	Primary

Source: Ministry of Public Works (MOPW)

Exact figures on the population inaccessible by car are hard to come by. The NRC needs assessment report gives an insight on what the situation might look like: 3 villages in Harper District, 5 villages in Pleebo, 3 villages in Karluway, and 7 villages in Barrobo district are all inaccessible by car.<sup>5</sup>

### Airport

The Harper airfield is situated in the outskirts of the town and on a regular basis receives UNMIL, WFP, and ICRC flights. In May-June 2007 the security of the airfield and the adjacent settlements



was reinforced with fencing provided by the UNMIL Engineering and SENBATT. Until the present time, despite the efforts of the private company Ecowings in late 2006, there have been no commercial flights available at this airfield. In Pleebo, UNMIL has undertaken works for the provision of a helipad. A helicopter landing site has also been identified in Glofaken, Barrobo District.

<sup>5</sup> NRC Needs Assessment Report 2007

## Seaport

In late 2006 the Port received a new National Port Authority management team. Although the Port has received plenty of attention from GoL and the international community, its rehabilitation has not commenced. At present there are a few wrecks in the proximity of the Port and the shallow water does not allow large vessels to dock. The Port is currently receiving UN supply vessels and coastal vessels from Monrovia. The raw rubber loaded in Harper and taken to Monrovia constitutes the main cargo. The security of the Port is ensured by SENBATT stationed directly in the Port area.



## Energy

The entire County has no public electric power. A few households, NGOs and commercial stores have access to diesel generators, mainly in Harper, Pleebo and Kalorken.

## Communications, postal services and telecommunications

Maryland County has two community radio stations – Radio Harper FM 94.1 and Voice of Pleebo FM 93.5, and one private radio station, which broadcasts out of Karloken. UNMIL radio FM 98.1 also broadcasts in Harper and Pleebo and their surrounding areas. The UNMIL supported newspaper; “The Sentinel” is the only print media regularly available.



The Ministry of Post and Telecommunications has not yet established its presence in the county. As a consequence, there is no presence of postal services in Maryland County. As of May 2008 three privately owned GSM service providers, namely Cellcom, Lonestar and Libercell, were operational in the county, with coverage in Harper, Pleebo and Karloken, though reception is intermittent.

### Education

The education sector is in a very poor state, with most schools dilapidated from years of neglect. According to report from the County Education Office, there are 151 schools in total with 42 in Harper, 40 in Pleebo, 34 in Karluway and 35 in Barrobo. The schools have a total student population of 29,823, of which 16721 (56%) are boys and 13102 (44%) girls. There are 1071 teachers (74% male and 26% female). 40% of the teachers are volunteers, while 77% are not trained. 56 of the schools have been rehabilitated, 55 have furniture, 32 have water and 61 have latrines. There are 31 ALP schools in the County supported by Ibis and UNICEF through CAP. DRG, UNICEF, WFP, UNHCR, WWL and Ibis are involved in the Education sector support with assistance ranging from school rehabilitation, construction, provision of teaching and learning materials, water and sanitation facilities, Accelerated Learning Programmes (ALP) and Emergency School Feeding.

**Table 13: School Data**

District	Total No. of schools	Public	Private	Female students	Male students	Total students	Female teachers	Male teachers	Total teachers	ALP
Harper	42	34	8	4914	6087	11001	114	226	340	14
Pleebo	40	22	18	3889	5079	8968	71	249	320	7
Karluway	34	29	5	2659	3431	6090	40	144	184	10
Barrobo	35	33	2	1640	2124	3764	57	170	227	-
<b>Total</b>	<b>151</b>	<b>118</b>	<b>33</b>	<b>13102</b>	<b>16721</b>	<b>29823</b>	<b>282</b>	<b>789</b>	<b>1071</b>	<b>31</b>

Source: County Education Office

**Table 14: Ministry of Education School Census 2006 Maryland County**

Ministry of Education School Census 2006												
Maryland County												
District	Total Schools	#Pre-Primary Schools	#Primary Schools	#ALP Schools	#Lower Secondary Schools	#Upper Secondary Schools	#Multi-Lateral Schools	Number of Students			# of Teachers	
								Total	Total Male	Total Female	Total	Reactivated
Barrobo	34	6	29	2	3	0	0	4284	2379	1905	232	93
Pleebo	111	91	102	28	22	8	0	27090	15285	11805	787	302
County	145	97	131	30	25	8	0	31374	17664	13710	1019	395

Source: Ministry of Education (with technical support from NIMAC)

**Table 15: Reactivated and Trained Teachers**

County	Total No. Teachers	No. of Trained Male & Reactivated	No. Trained Female & Reactivated	Total No. of Trained Teachers Reactivated
Maryland	1019	135	16	151

In early 2007 the County completed the construction of an Educational Center in Harper. The Center includes a library and a computer lab with 15 computers that were received in June 2007. The establishment of the Center was financed by the USAID through the NGO Creative Associates International Inc. Pending provision of

internet and computer trainers, the Center plans to conduct computer trainings for the County officials and school students. Before the war, the Willam S. Tubman Technical College was operational in Philadelphia, Harper City. The CDA calls for the facility to be upgraded to an institution providing tertiary education, such as a college or a university that could accommodate other disciplines such the humanities, social and pure sciences.

### Health

The status of health services in the County has been gradually improving, but much still needs to be done to ensure access to quality health care for all the people of Maryland. According to the County Health Team (CHT), there were 23 health facilities before the war, but presently there are only 17 supported including one referral hospital (JJ Dossen Hospital, supported by Merlin) and 16 clinics (7 supported by UNHCR through MERCI, 2 by Catholic Health Services, 1 by a private company, 4 by UNICEF through WWL and 2 by Merlin). The remaining ones are yet to be reactivated. Support provided to the health facilities include rehabilitation, provision of drugs, medical supplies and equipment, and a stipend for the health workers.

**Table 16: Functional Health Care Facilities**

Health Facility	Functioning	Not Functioning	Supporting agency
Regional Hospital	1	-	1 Merlin/Government
Clinics	16	6	7 Merci/UNHCR 2 Catholic Mission 1 Private company 4 WWL/UNICEF 2 Merlin
Total	17	6	17

Source: HCS Maryland County Briefing Pack



**Table 17: Health employees chart per district**

CATEGORY	HARPER	PLEEBO	KARLUWAY	BARROBO	TOTAL
Doctor	3	0	0	0	3
Physician Assistant	7	3	1	0	11
Registered Nurse	17	1	1	0	19
Certified Midwife	4	0	1	0	5
Licensed Practical Nurse	3	2	1	4	10
Nursing Assistant	39	20	9	7	75
TOTAL	73	26	13	11	123

Source: UNMIL HCS Maryland County Briefing Pack

**Table 18: Presence of MoH assigned health workers in the county (full-time)**

CM	Den- tist	Dis- penser	E.H.O.	Lab Aides	Lab tech	LPN	Nurse Aides	Nurse Anest.	Phar- macists	PA	Doctors	Regis- trar	RN	TTM	Social worker
4	0	11	3	2	3	7	30	2	0	6	0	14	14	22	3

Source:MoH

There are 20 Medicine stores in the county. These utilities are distributed as follows: 5 in Harper City, 8 in Pleebo and 1 in Karloken.

### Water and Sanitation

Presently most people drink unsafe water from creeks, rivers and open wells as most of the hand pumps have been destroyed. SOLIDARITE and CARITAS with funding from UNHCR, ECHO and DFID are involved in construction and rehabilitation of wells and installation of hand pumps and sanitation, while ERS with support from UNICEF are providing water and sanitation facilities to schools in Harper District. DRC has got funding from ECHO to implement water and sanitation activities as well. Proper waste disposal is lacking and people in the County defecate in the bush and on the beach. The County has had high incidences of acute watery diarrhea outbreaks especially during the rainy season.

From data consolidated by the Water and Sanitation Sector Working Group, there are about 265 wells, creating access to clean drinking water to about 66,250 people. However, whether all of them are currently functioning, is not known. There are about 1,056 family latrines and 37 institutional latrines completed, but it is difficult to tell whether all of them are being appropriately used. The sector is currently looking for ways to verify the functionality and usage of the completed water and sanitation facilities in the county.

## Interventions: Infrastructure and Basic Services

Issue	Interventions	Delivery Date	Lead Ministry / Agency
<b>Goal: The rehabilitation of infrastructure and the rebuilding of systems to deliver basic services in order to create the conditions and linkages needed to achieve broad-based growth and poverty reduction.</b>			
<b>Strategic Objective 1:</b> To ensure all roads are pliable year round, refurbish some public buildings and build capacity necessary for sustained road maintenance program			
The county's road network is in a state of near-total deterioration. Many needed public buildings are either non-existent or in need of rehabilitation.	Rehabilitate bridges and roads across the County, per the County Action Plan	2008-2012	MPW
	Construct postal stations to adequately cover the County	2008-2012	MPT
<b>Strategic Objective 2:</b> To reduce the water and sanitation-related disease burden in Liberia			
Only about 42% of the Liberian population has access to improved drinking water; Only about 39% of the population has adequate means of human waste collection, Operation of water and sanitation facilities currently unsustainable	Construct or rehabilitate hand pumps and latrines in adequate numbers to cover the County	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
<b>Objective 3:</b> To expand access to basic health care of acceptable quality and establish the building blocks of an equitable, effective, efficient, responsive and sustainable health care delivery system.			
Liberia has a health work-force 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
	Deploy at least three more doctors at the J.J Dossen Hospital in Harper City	2008-2012	MOH
	Provide scholarships and in-service training for health workers	2008-2012	MOH
	Organize workshops for the various groups in the County to enhance their understanding about HIV and AIDS	2008-2012	MOH
<b>Objective 4:</b> To provide access to quality and relevant educational opportunities at all levels and to all, in support of the social and economic development of the nation			
Access is severely limited due to insufficient facilities and supplies, facilities disproportionately located out of reach for some regions. Only one third of primary teachers in public schools have been trained. Enrolment rates remain low, especially for girls. Only a small number successfully make the transition from primary to secondary education.	Rehabilitate or construct schools in adequate numbers to serve the population per the County Action Plan	2008-2012	MOE
	Construct high schools in Behwan, Geetugbaken, Nyankunpo, Garraway, and Dwehken, and equip the existing high schools in Barclayville, Grandcress, and Sasstown with libraries and laboratories	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
	Open a high school in Karluway District	2008-2012	MOE, MoL
<b>Objective 5:</b> To provide reliable, sustainable and affordable energy services to all Liberians in an environmentally sound manner			
Grid electricity is non-existent outside Monrovia.	Re-establish urban electrification in Pleebo and Harper City	2010	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 207 protection incidents reported in the County during January-May 2008, 24.6% and 21.3% relate to SGBV and domestic violence respectively.

Destruction of institutions during the war affected all Liberians, but particularly limited women's and girls'





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

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

### **Peacebuilding**

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

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

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

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

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

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



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

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

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

**Meaningful Inclusion and Participation** – Creating space for ordinary citizens to speak on the issues that concern them through sustainable processes of consultation is fundamental to peace. This must be inclusive to all ethnic and identity groups such as

women and girls, men and boys, ex-combatants, war-affected populations, political parties, and civil society organizations.

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

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

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

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

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

### **Environmental Issues**

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



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

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

### HIV and AIDS

HIV and AIDS is a major challenge because the epidemic has the potential to slow the progress of many initiatives meant to build much-needed human capital and revitalize the economy. Ensuring that this does not happen requires that the citizens be



empowered with the appropriate skills to arrest the spread of HIV and to minimize the impact. Integrating HIV and AIDS into poverty reduction strategies helps to create the necessary policy and planning environment for a comprehensive, multi-sectoral response.

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

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

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

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



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

### Children and Youth

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

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



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

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



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

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

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

### **Human Rights**

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

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

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



## **PART THREE - IMPLEMENTATION**

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

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

### **3.2 Building Capacity**

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

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

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

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

### 3.3 Managing Potential Risks and Constraints

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

### 3.4 Monitoring and Evaluation

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

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

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

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

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

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

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

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



### **Monitoring impact**

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

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

### **Monitoring deliverables**

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

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

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

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

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

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



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

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

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

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

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

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

Indicator	Type	Baseline	Target <sup>1</sup>	Target Date	Source of Verification	Lead Ministry/ Agency	MDG Related?
Consumer Price Index (% change)	Outcome	9%	2008: 10.6% 2009: 9.0% 2010: 8.0% 2011: 7.0%	Annual	Harmonized Consumer Price Index (HCPI)	CBL	-
<b>Agriculture</b>							
Volume of agricultural production (% growth), disaggregated by food and non-food crops, number of acres of land cultivation (commercial/private farms)	Output	7%	2008: 3.6% 2009: 3.7% 2010: 3.8% 2011: 3.8%	Annual	MoA	MoA	-
<b>Forestry</b>							
Volume of timber products [categories to be specified by FDA] produced (in '000 cubic meters)	Output	0	FY 08/09: 536 FY 09/10: 903 FY 10/11: 1327	Annual	FDA	FDA	-
<b>Mining</b>							
Volume of iron ore produced	Output	0	3 million tons	End of PRS Period	MLME	MLME	-
<b>Land and Environment</b>							
Review and reform by Land Commission of all aspects of land policy, law, and administration	Output	N/A	Completed reform of land policy, law, and administration	End of PRS Period	Land Commission annual report	GC, LC (when established)	-
<b>Private Sector Investment</b>							
Number of new businesses registered <sup>6</sup>	Output	2007: 1047, 172	(Increase of 15% per year) 2008: 1204, 197 2009: 1227, 226 2010: 1411, 260 2011: 1622, 299	Annual	MoCI Annual Report	MoCI, NIC	-
<b>Financial Sector</b>							
Banking system deposits/GDP (%)	Output	21.4%	30.0%	End of PRS Period	CBL	CBL	-
Non-performing loans as a percent of total assets of the banking system (%)	Output	31.0%	15.0%	End of PRS Period	CBL	CBL	-
<b>Employment</b>							
Employment rate (% above the baseline as determined by MoL 2008/2009 labor market survey) <sup>7</sup>	Outcome	TBD	TBD	Annual	MoL labor market survey	MoL	-

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

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

Indicator	Type	Baseline	Target <sup>1</sup>	Target Date	Source of Verification	Lead Ministry/ Agency	MDG Related?
Wage employment in the non-agricultural sector (% of total employment)	Outcome	TBD	TBD	Annual	MoL labor market survey	MoL	-
<b>State Owned Enterprises</b>							
Net total transfers to SOEs/parastatals as % of Government revenue	Output	2.4%	1%	Annual	National Budget	MoF, BoB	-
<b>Pillar III: Governance and Rule of Law</b>							
<b>Governance Reform</b>							
% of public expenditure transferred to local authorities <sup>8</sup>	Outcome	6.1%	2009: 6.6% 2010: 7.1% 2011: 7.7%	Annual	National Budget	MIA	-
Percent of the population that perceives the Government of Liberia to be performing better than in the previous year	Outcome	TBD	60% Annually	Annual	Question will be added to future CWIQ surveys	CSA	-
Number of ministries, agencies and SOEs/parastatals restructured based on revised, published and adopted mandates	Output	0	TBD	End of PRS Period	GC status report	GC, CSA	-
Score on Transparency International Corruption Perception Index	Outcome	2.1 out of 10	4.0 out of 10	End of PRS Period	Transparency International Corruption Perception Index	GC, ACC	-
<b>Rule of Law</b>							
Number of beneficiaries of legal aid (civil/criminal)	Output	TBD	TBD	Annual	TBD	MoJ	-
Number of Circuit Courts and Magisterial Courts rehabilitated/constructed and functioning (judged by whether a legal proceeding has been completed in that court)	Output	Circuit Courts: 7 of 15 Magisterial Courts: 5 of 124	Circuit Courts: 13 of 15 Magisterial Courts: 43 of 124	End of PRS Period	Judiciary Quarterly and Annual Reports/GC Status Reports	Judiciary, MoJ	-
Number of Judicial Officers trained and deployed at Circuit/Magisterial Courts (disaggregated by gender)	Output	336 Magistrates 22 Justices of the Peace	403 Magistrates 27 Justices of the Peace	End of PRS Period	Judiciary Quarterly and Annual Reports/MoJ Annual Reports	Judiciary, MoJ	-

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

Indicator	Type	Baseline	Target <sup>1</sup>	Target Date	Source of Verification	Lead Ministry/ Agency	MDG Related?
% of Juvenile Offenders with access to rehabilitation services	Output	TBD	TBD	End of PRS Period	Judiciary Quarterly and Annual Reports/GC Status Reports	Judiciary, MoJ	-
% of cases successfully prosecuted	Output	21%	32% (Increase of 50%)	End of PRS Period	Judiciary Quarterly and Annual Reports/GC Status Reports	Judiciary, MoJ	-
<b>Pillar IV: Infrastructure and Basic Services</b>							
<b>Roads and Bridges</b>							
Number of new miles of roads rehabilitated/reconstructed <sup>9</sup>	Output	N/A	Total primary: 1,187 miles (1,075 to be paved, surface dressing) All weather secondary roads: 300 miles Feeder roads: 400 miles Neighborhood roads: 212 miles	End of PRS Period	MPW progress reports	MPW	-
Person-months of roadwork employment created per year	Output	24,120 person-months/year	45,288 person-months/year	Annual	MPW reports	MPW	-
<b>Transportation</b>							
Number of buses regularly operating in Monrovia	Output	9	70	End of PRS Period	MTA Annual Report	MTA	-
Number of vessels entering and clearing Freeport of Monrovia per month	Output	28	32	End of PRS Period	NPA Monthly Statistics on Cargo and Vessel Traffic	MoT, NPA	-
<b>Water and Sanitation</b>							
Access to safe drinking water <sup>10</sup>	Outcome	25% <sup>10</sup>	Increase by 25% (to 50%)	End of PRS Period	VPA, UNICEF, CWIQ	MPW	MDG 7
Access to improved sanitation <sup>11</sup>	Outcome	15% <sup>11</sup>	Increase by 25% (to 40%)	End of PRS Period	VPA, UNICEF	MPW	MDG 7

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

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

<sup>11</sup> Ibid

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

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



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



## ANNEX 1 - COUNTY ACTION PLAN

### Annex 1.1 Maryland County Action Plan

Challenge	Action Required	Location				Lead Collaborating Partner	Community Contribution	Time Frame	
		District	Clan	City/Town	Village			Start	End
Road	Construction of road from Juluken #1 to Big Jaye; Rehabilitation of road from Newaken to Jargeloken; Rehabilitation of road from Glofaken to Dukpoken	Gwilekpokoh	Wantoken Datoken Gbalaken	Juluken #1, Big Jaye, Glofaken, Dukpoken, Newaken, Jargeloken		MPW		2008	2011
Road	Reconstruction of Harper – Fish Town; Harper – Kablaken.	Harper	Fish Town Cavalla	Harper, Fish Town, Kablaken		MPW		2008	2011
Road	Rehabilitation of existing roads in the District	Karluway #1				MPW		Mar. 2009	Mar. 2012
Road	Rehabilitation of existing roads in the District; Construct road in Gbiabo; Construct road in Heweken, Jleloken and Karblaken	Karluway #2				MPW		Mar. 2009	Mar. 2012
Road	Construction of the main highway connecting River Gee and Glofaken through Nyonken District	Nyonken				MPW		Oct.2008	Nov. 2009
Road	Rehabilitation of existing roads	Whojah	Dufu			MPW		Jan. 2008	Dec. 31 2012
Health	Construction of Clinics in Dukpoken and Big Jaye	Gwilekpokoh	Gbalaken Wontoken Datoken	Dukpoken, Big Jaye, Jargeloken		MoH		2008	2010
Health	Construction of two new clinics: Jodokeh and Yookudi; Provide ambulance services in the two clinics	Harper		Jodokeh, Yookudi		MoH		2008	2012
Health	Construction of clinics in the district	Karluway #1				MoH		Mar. 2009	Mar. 2012
Health	Construction of clinics in Dorrobo and Worteken	Karluway #2		Dorrobo, Worteken		MoH		June 2008	May 2010

Challenge	Action Required	Location			Lead	Collaborating Partner	Community Contribution	Time Frame	
		District	Clan	City/Town				Village	Start
Health	Construction of a clinic in Gbololu	Pleebo	Kleebo	Gbololu	MoH			2008	2009
Health	Construction of health center in Gbawleken	Nyonken	Newenken	Gbawleken	MoH			2008	2009
Health	Provision of drugs, trained and support staff; construction of clinic in Ganijah and other Clans	Whojah			MoH			Jan. 2008	Dec. 31, 2012
Education	Provision of one vocational training institution with boarding facilities in Harper City	Harper		Harper City				2008	2012
Education	Construction of vocational school; Provide equipment, teachers and logistics to existing schools in the District	Karluway #1			MoE			Mar 2008	Oct. 2009
Education	Reconstruction of Elementary and Jr. High School	Karluway #2			MoE			Mar 2008	Oct. 2009
Education	Establishment of a vocational school in Pleebo City;	Pleebo	Kleebo	Pleebo City Nisodoken	MoE			2008	2009
Education	Construction of an elementary school in Nisodoken	Nyonken	Gbito-flafla	Rock Town	MoE			2008	2009
Education	Construction of a high school in Rock Town	Whojah			MoE			Jan. 2008	Dec. 2012
Investment	Revitalization of the palm plantation; provision of mechanized mining equipment; upgrading of rubber and sugarcane plantations	Pleebo	Pleebo/ Gbolobo		MoA & NIC			2008	2009
Communication	Construction of communications tower and provision of network service	Gwlekpokch	Saykliken	Glofaken	MPT			2008	2010

## ANNEX 2 - DISTRICT ACTION PLANS

### Annex 2.1 Gwlekpokoh District Action Plan

Challenges	Action Required	Location		Lead	Collaborating Partner	Timeframe	
		Clan	City/Town			Start	End
Road	Construction of road from Juluken #1 to Big Jaye; Rehabilitate road from Newaken to Jargeloken; Rehabilitate road from Gloflaken to Dukpokken	Wantoken Datoken Gbalaken	Juluken #1 Big Jaye Gloflaken Dukpokken Newaken Jargeloken	MPW		2008	2011
Clinic	Construction of Clinics in Dukpokken and Big Jaye	Gbalaken Wontoken Datoken	Dukpokken Big Jaye Jargeloken	MoH		2008	2010
Communication	Construction of Communication tower and provision of network service	Saykliken	Gloflaken	MPT		2008	2010

### Annex 2.2 Harper District Action Plan

Challenges	Action Required	Location		Lead	Collaborating Partner	Timeframe	
		Clan	City/Town			Start	End
Road	Reconstruction of Harper – Fish Town; Harper – Kablaken.	Fish Town Cavalla	Harper Fish Town Kablaken	MPW		2008	2011
Health	Construct two (2) new clinics, ( one in Jodokeh and one in Yookudi); Provide Ambulance Services in the two (2) clinics		Jodokeh Yookudi			2008	2012
Education	Provision of one (1) vocational school with boarding facilities in Harper City		Harper City			2008	2012



### Annex 2.3 Karluway #1 District Action Plan

Challenges	Action Required	Location		Lead	Collaborating Partner	Timeframe	
		Clan	City/Town			Start	End
Roads	Rehabilitation of existing roads in the District (With specific road construction / rehabilitation)			MPW		Mar. 2009	Mar. 2012
Clinic	Construction of clinics in the district			MoH		June 2008	May 2010
Education	Construction of vocational school; Provide equipment, teachers and logistics to existing schools in the District			MoE		Mar 2008	Oct. 2009

### Annex 2.4 Karluway #2 District Action Plan

Challenges	Action Required	Location		Lead	Collaborating Partner	Timeframe	
		Clan	City/Town			Start	End
Roads	Rehabilitation of exist roads in the District Construct road in Gbiabo Construct road in Heweken, Jleloken and Karblaken	Clan	Town	MPW		Mar. 2009	Mar. 2012
Clinic	Reconstruction of Elementary and Jr. High Sc			MoE		Mar 2008	Oct. 2009
Education	Construction of Clinic (one in Dorrobo and one in Worteken)		Dorrobo Worteken	MoH		June 2008	May 2010

### Annex 2.5 Pleebo District Action Plan

Challenges	Action Required	Location		Lead	Collaborating Partner	Timeframe	
		Clan	City/Town			Start	End
Health	Construct a clinic in Gbololu	Kleebo	Gbololu	MoH		2008	2009
Education	Establishment of a vocation school in Pleebo City; Construct an elementary school in Nisodoken	Kleebo	Pleebo City Nisodoken	MoE		2008	2009
Investment	Revitalization of Palm Plantation	Pleebo/ Gbolobo		MoA & NIC		2008	2009

### Annex 2.6 Nyonken District Action Plan

Challenges	Action Required	Location		Lead	Collaborating Partner	Timeframe	
		Clan	City/Town			Start	End
Road	Construction of the main High way connecting River Gee and Glofaken through Nyonken District			MPW		Oct. 2008	Nov. 2009
School	Construction of a Sr. High School in Rock Town	Gbito-flafla	Rock Town	MoE		2008	2009
Health Care	Construction of one (1) Health center in Gbawleken	Newenken	Gbawleken	MoH		Oct. 2008	Nov. 2009

### Annex 2.7 Whojah District Action Plan

Challenges	Action Required	Location		Lead	Collaborating Partner	Timeframe	
		Clan	City/Town			Start	End
Road	Rehabilitate Existing roads in the District.	Dufu		MPW		Jan. 2008	Dec. 31 2012
Schools	Build a Sr. High Schools in Juluken #1	Dufu	Juluken #1	MoE		Jan. 2008	Dec. 31, 2012
Clinic	Supply health needs, drugs trained and support staff to clinic in Juluken; Build Clinic in Gortuken	Ganjajah	Juluken #1 Gortuken	MoH		Jan. 2008	Dec. 31, 2012

