

GOVERNMENT OF LIBERIA 150 DAY ACTION PLAN MATRIX

OBJECTIVE	DELIVERABLE	RESPONSIBLE PARTIES	STATUS
I. SECURITY			
1.1 Build a credible, capable, and democratically accountable military force	Complete severance pay for approximately 100 former AFL soldiers with cases still under review.	MOD, MOF, US, EC, UNDP	completed
	Legally determine retirement benefits for 4,625 retired AFL soldiers	MOD, MOF, MPEA, US, UNMIL	completed
	Recruit initial 2,000 candidates for new AFL	MOD, US	ongoing
	Complete vetting of first class of 309 recruits for training to commence in July	MOD, US	completed
	Prepare brigadade headquarters at Camp Shefflin	MOD, US	ongoing
	Establish advisory committee to draft statute to create office of Veteran Affairs	MOD, MOS, MPEA, UNMIL, ECOWAS, AU	draft document ready
1.2 Provide training and employment opportunities for ex-combatants to prevent further recruitment into conflict	Place an additional 6,000 outstanding ex-combatants into ongoing vocational, agricultural skills, formal education, or small business skills training programs through UNDP Trust Fund (6,000) and parallel partner funding (additional). (Overall target for 2005-07: 99,00 ex-combatants, 63,000 by UNDP and 36,000 by partners by June 2007).	MOD, UNDP, UNICEF, EC, US	ongoing
	Initiate 8 projects along the Cote d'Ivoire border to create employment opportunities to counter illegal recruitment for participation in conflict.	UNMIL, UNDP, NCDDRR	ongoing
1.3 Reduce proliferation of small arms	Extend the coverage of the small arms collection and control program	UNDP	ongoing
1.4 Strengthen national security institutions and enhance coordination	Deactivate ineligible SSS	GOL, US, UNMIL, UNDP	completed
	Commence training of VIP protective detail	GOL, US	completed
	Complete national security review	GOL, UNMIL, US	completed
	Initiate development of national security plan	GOL, UNMIL, US	completed
	Initiate the reorganization of security agencies and establish security architecture from county to national level	GOL, UNMIL, US	completed
1.5 Strengthen National Police Force	Complete severance payments to deactivated police personnel	MOF, LNP, MOD, UK, UNMIL, UNDP	completed
	Initiate restructuring of National Police (purchase of uniforms, supplies, etc)	MOJ, LNP, US, UK, UNMIL, UNDP	completed
	Recruit 300 additional police for training	MOJ, LNP, UNMIL	completed
	Rehabilitate seven police stations.	LNP, UNMIL	ongoing
	Open "Women and Children Protection Units" in 4 LNP stations and train 46 police officers to staff them.	UNICEF, LNP	completed
1.6 Facilitate the return and Reintegration of Refugees and IDPs	Facilitate the return and reintegration of 70,000 Liberian refugees between Jan-June (out of approx. 150,000 outstanding at end-2005), including partner support at arrival for health, sanitation, training, and counselling services.		ongoing
	Return and reintegrate 50,000 IDPs residing in camps in Montserrado, Bong, Bomi, Lofa, and Margibi counties between Jan-June, including partner support at arrival for health, sanitation, training, and counselling services.	MOIA, LRRRC, MGD, UNHCR, US, EC, WFP	completed
	Continue process of reintegrating residual IDPs and for closing IDP camps.		completed

OBJECTIVE	DELIVERABLE	RESPONSIBLE PARTIES	STATUS
II. ECONOMIC REVITALIZATION			
2.1 Establish sound financial management and budgeting	Introduce legislation to integrate the Bureau of the Budget and the Bureau of Maritime Affairs into the Ministry of Finance	MOS, MPEA, MOF, MOJ	to be submitted by end of July '06
	Introduce computerized "Flag Receipt" system at Ministry of Finance & the Central Bank of Liberia.	MOF, CBL & US	completed
	Establish a fully functioning Cash Management Committee	MOF, WB	completed
	Place technical experts in the MOF to help establish the Resource Management Unit	MOF, WB	agreement reached b/w WB & MoF
	Submit recast balanced budget to the legislature for February-June 2006	GOL, BOB, MOF, MPEA, MOS	completed
	Submit balanced GOL 2006/07 budget to the legislature	GOL, MOF	completed
2.1 Establish sound financial management and budgeting	Introduce legislation to limit the power of the executive branch to effect major changes in budget allocations without approval	MOS, MPEA, MOF, MOJ	completed
	Establish the extent of outstanding domestic arrears	MOF, US	completed
	Sign a Letter of Intent for and obtain IMF Executive Board approval for a Staff-Monitored Program with the IMF.	MOF, MPEA, CBL, IMF	completed
	Dismiss all NTGL political appointees from the MOF	MOS, MPEA, MOF	completed
	Complete vetting of MOF staff on payroll against census	MOF	completed
2.2 Ensure legality of concessions and contracts	Cancel all forest sector concessions	MOS, MPEA, MOF, MOJ, FDA, NPA	completed
	Cancel GSS container park contract with the NPA	MOS, MPEA, NPA	completed
	Initiate review of contracts and concessions entered into during the NTGL	EC, US, WB, PPC	completed
2.3 Strengthen management of the LPRC	Rightsize staffing levels	LPRC	completed
	Streamline the governance structure	LPRC	completed
	Complete review and make a decision on the future of the \$12m contract with Mechanical Engineering Group (MEG)	LPRC	ongoing
	Commence publication of LPRC financial statements on a quarterly basis	LPRC	completed
	Introduce a method for monthly reviews of domestic petroleum prices	LPRC	completed
2.4 Strengthen management of the Central Bank	Approve revised budget for Central Bank	CBL	completed
	Reactivate money management committee	CBL	completed
	Regularize foreign exchange auction	CBL	completed
2.5 Increase revenues and control expenditures	Ensure BIVAC can complete pre-shipment inspections	MOF	completed
	Clarify customs and excise duty/tariff rates and consistently charge legal rates.	MOF, EC	completed
	Announce that all rice and petroleum imports will be subject to inspection	MOF	completed
	Increase revenues from taxes on international trade by at least 15%	MOF	completed

OBJECTIVE	DELIVERABLE	RESPONSIBLE PARTIES	STATUS
2.5 Increase revenues and control expenditures	Maintain balanced budget by controlling expenditure by ensuring that MOF provides appropriate on-going guidance to the BOB on allotments for individual ministries	MOF, GOL	completed
2.6 Implement GEMAP program	Place internationally recruited financial controllers in FDA, NPA, LPRC, Roberts Field, and a senior adviser at Port of Monrovia	MOF, FDA, NPA, LPRC, RIA, US, WB, EC	completed
	Place Chief Administrator at Central Bank	CBL, IMF	completed
	Place technical experts in the Budget Bureau and Ministry of Lands, Mines, and Energy	MOF, MLME, GSA, US, WB	completed
	Initiate management studies of GAO, GSA, CSA to determine support needs	GAO, GSA, CSA, EU, US	completed
	Put in place management contract for Forestry Chain of Custody	FDA, US	completed
	Tender contracts for management of container park and maritime services	MOF, NPA, WB	ongoing
	Launch tender for the procurement of equipment for the Integrated Financial Management System	MOF, WB	To commence shortly
	Install Auditor General for GAO, and begin the process of recruiting international counterpart	GAO, EC	To commence shortly
	Test GAO personnel and develop options for staff retrenchment and rationalization	GAO, EC	completed
	Develop a program for capacity building under GEMAP	UNDP, EGSC	completed
	Implement new procurement code	MOF, PPCC, WB, EC	completed
2.7 Begin to revitalize agricultural production	Provide seeds and tools to at least 14,000 beneficiaries	MOA, FAO, NGOs	completed
	Initiate training activities in food crop, livestock, fish production; provide tools and inputs; and facilitate trade for farmers, ultimately reaching 30,000 returnees in 40 villages.	MOA, EC, with NGO partners	completed
	Provide tools and seeds to 6,500 farmers for cocoa, coffee, oil palm, lowland rice production, livestock. Facilitate trade for these farmers through rehabilitating 150km of feeder roads linking 12 communities and rehabilitating 12 mills and storage facilities.	MOA, EC, with NGO partners	completed
	Develop the agricultural policy statement and indicative action plan	MOA	completed
	Provide training and assistance to 2,000 ex-combatants in agricultural production (rice, vegetables, poultry, and aquaculture).	MOA, FAO	completed
2.7 Begin to revitalize agricultural production	Initiate project to provide financial and technical assistance to rehabilitate 200+ smallholder rubber and cocoa farms; restock more than 10 communities with short-cycle animals; rehabilitate more than 10 community fish ponds; and organize and strengthen more than 25 farmers' groups and community-based organizations to engage in micro-credit and micro-enterprise activities.	MOA, US	completed
	Provide fishing inputs to 1,800 war-affected artisanal fishermen, fisherwomen and fishmongers	MOA, FAO	completed
	Conduct comprehensive food security and nutrition survey	MOA, UN agencies	underway
	Develop a National Contingency plan against Avian Flu	MOA, FAO, MOH	completed
	Convene a Rubber Plantation Taskforce and issue report to resolve outstanding issues on the major rubber plantations in Liberia	MOA, UNMIL	completed

OBJECTIVE	DELIVERABLE	RESPONSIBLE PARTIES	STATUS
2.8 Begin to revitalize forestry and mining activities	Complete audit of FDA covering Oct 2003-Jan 2006	FDA, EC	completed
	Recruit Forest economist to support FDA	WB, FDA	completed
	Design training for community management and marketing of forest products	WB, FDA	ongoing
	Initiate alternative livelihood activities around Sapo National Park.	US, FDA	completed
	Initiate long-term project to support conservation and community forest management	FDA, EPA, LFI, EC	completed
	Initiate steps to comply with Kimberley Process certification.	MLME, US	completed
2.9 Develop Medium-Term Poverty Reduction Strategy	Complete a Draft Interim Poverty Reduction Strategy Paper	MOF, MPEA lead other depts, Parliament, partners, civil society, private sector contribute	underway
2.10 Strengthen Trade and Investment Climate	Secure Generalized System of Preferences (GSP) privileges from the U.S.	US, MOC	Completed
	Secure Overseas Private Investment Corporation (OPIC) coverage from the U.S.	US, MOC	Completed
	Initiate procedures towards securing Africa Growth and Opportunity Act (AGOA) privileges	US, MOC	Completed
	Restructure and reactivate Inspectorate Division, set initial goals and specify objectives and code of conduct governing inspection	MOC	Completed
	Restructre and develop new TORs for Division of Standards and finalize plans to make standards laboratory functional	MOC	Completed
	Reestablish collaboration between MOF and MOC on customs inspections	MOC	on track
	Complete investment climate study	MOC	completed
	Secure funding to develop capacities of several small to medium businesses	NIC	completed
	Audit NIC over last six months operations before current mgm't took over; reactivate micro loan program for small and medium enterprises	NIC	To commence shortly
	Develop NIC's investment promotional materials, constuct NIC's website	NIC	Completed
2.11 Restructure the Ministry & the Foreign Service to enhance new Foreign Policy posture	Close & merge some foreign missions & open others of geo-politico & economic importance	MOFA	underway
	Streamline and assign professional staff & graduates of Foreign Service Institute; review Liberia's Honorary Consular Representatives around the world	MOFA	underway
	Regularize funding and timely remission of payments to missions	MOFA	underway
	Set up Foreign Ministry website & install internet service at Ministry & all foreign missions	MOFA	completed
	Right-size Ministry staffing level & delineate clear functions	MOFA	underway
	Introduce new passport with machine-readable & biometric features	MOFA	underway
	Introduce ECOWAS passports	MOFA	To commence shortly

OBJECTIVE	DELIVERABLE	RESPONSIBLE PARTIES	STATUS
III. INFRASTRUCTURE AND BASIC SERVICES			
TRANSPORTATION			
3.1 Rebuild and rehabilitate road networks around the country	Provide initial quick repairs for Zwedru-Fishtown (135km), Zwedru-Greenville (180km) and Fishtown to Harper (135km) roads, with more complete rehabilitation after the rainy season.	MPW, UNMIL, EC, UNOPS, WFP	cancelled
	Provide initial quick repairs to Vonjama-Foya road (2 kms) , with more complete rehabilitation (67 kms) after the rainy season.	MPW, EC, UNOPS, WFP	cancelled
	Patch and repair approximately 109 miles of streets and rehabilitate neighborhood roads in Monrovia	MPW	ongoing
	Initiate cleaning, repair and in some cases construction of drainage system in Monrovia	MPW	underway
	Initiate the National Side brushing Initiative to employ local labor to cut and trim brush along road sides that cause serious accidents	MPW	to commence shortly
	Provide initial quick repairs on Ganta-Zwedru Road	MPW, UNMIL	overdue
	Begin preparation for critical emergency repairs on the Monrovia-Buchanan and Monrovia-Ganta roads	MPW, WB	completed
	Grading of Ganta-Sannique, Buchanan-River Cess, and River Cess Greenville roads (x kms)	MPW, US	overdue
	Grading of Zorzor-Voinjama-Foya-Mendocama	MPW, UNMIL, WB, UNDP	ongoing
	Complete Phebe via Sanoyea to Totota road (79 kms)	MPW, US	completed
3.2 Rebuild and rehabilitate road networks around the country	Repair Saclepea-Bahn-Loguatu (79 kms)	MPW, UNHCR	completed
	Begin construction and repair of Fiamah-Matadi Road triple box culverts	MPW	completed
	Restore road shoulders on Monrovia Freeway and Elwa Junction red light	MPW	underway
	Complete road building plan for more extensive repairs and rehabilitation to be commenced after the raining season, including specific roads, in time for July partner workshop	MPW, MOF, MPEA, Partners	underway
3.3 Rebuild and rehabilitate bridges and dams	Inaugurate Barclayville Bridge (already funded)	MPW, US	Completed
	Rebuild and rehabilitate bridges and dams	MPW, UNOPS	Completed
	Commence assessment of three bridges in Monrovia and determine appropriate follow-up action	MPW	underway
	Build Zleh Town (Grand Gedeh) dam	MPW, US	Completed
3.4 Rehabilitate Monrovia port	Initiate tender process for rehabilitation of oil jetty	NPA, WB	Completed
	Initiate tender process to dredge port	NPA, WB	Completed
	Initiate tender process to provide firefighting capacity at NPA yard	NPA, WB	Completed
	Launch tenders for Marine Services Contract and Containers Park concession	NPA, WB	Completed
3.5 Rehabilitate Roberts Int'l Airport	Initiate tender process for navigation, rescue/firefighting equipment and other safety improvements at RIA	RIA, WB	Completed

OBJECTIVE	DELIVERABLE	RESPONSIBLE PARTIES	STATUS
3.6 Increase employment throughout the country	Begin to develop a plan for 12-18 months major public works program, the Liberian Emergency Employment Program (LEEP), to rebuild rural roads, bridges, and irrigation infrastructure.	MPW, MOF, MOL	underway
	Initiate food for work programs for 16,000 families to support community reconstruction and development	WFP	Completed
	Implement 75 rural infrastructure micro projects targeting 665,000 people covering health, education, water supply and sanitation;	UNDP	Completed
TELECOMMUNICATIONS			
3.7 Improve and expand fixed-line and cellular network services	Award contract for the construction of 5,000 fixed telephone lines in greater Monrovia	GOL, WB	suspended
	Establish the LTA (Liberia Telecom Authority) as the Interim Regulator for the sector	GOL, WB	Completed
	Submit legislation for Telecommunications Act	MOS, MPEA, MOJ, WB	underway
ELECTRICITY			
3.8 Provide electricity to Monrovia	Provide emergency power supply (generators, network, and streetlights) to certain parts of Monrovia: Capitol substation (JFK & Catholic hospitals) and Krutown, including WestPoint	MOF, MOLME, Ghana, EC	partially completed
	Conclude contract for metering/billing/collections and theft prevention.		underway
	Establish monitoring arrangements and provide funds for two months of start-up fuel and O&M costs to support Phase 2 of the EPP.	MOF, MLME, LEC, US	underway
	Complete technical assessment and bidding documents for transmission	MLME, EC, LEC	completed
	Rehabilitate 20km of street lights in Monrovia	LEC, EC	cancelled
	Rehabilitate Krutown and Paynesville substations	LEC, EC	completed
BUILDINGS			
3.9 Repair and rehabilitation of government buildings	Undertake emergency repairs of the Executive Mansion	MPW, US	suspended
	Rehabilitate the Capitol building	MPW, US	underway-pending some clarifications
	Refurbish Environmental Protection Agency building	UNEP	underway
	Construction of two Central Bank Branches and furnishings	CBL, UNMIL Quick Impact Projects (QIPs)	1 completed
	Construction or renovation of five Magisterial Courts and five Judicial Circuit Courts	UNMIL Quick Impact Projects	ongoing
	Construction and renovation of rehabilitation centre, community centre, and hand pumps	UNMIL Quick Impact Projects (QIPS)	ongoing
	Complete assessment of looted, incomplete, or damaged public buildings, and initiate solicitation of interest for repair work	MPW	completed
	Reconstruction of four police stations	UNOPS	completed

OBJECTIVE	DELIVERABLE	RESPONSIBLE PARTIES	STATUS
COMMUNITY DRIVEN DEVELOPMENT (CDD) PROGRAMS			
3.10 Reconstruction, revitalization, and employment generation at community level	Complete 10 CDD projects and initiate 3 others (87 more completed by June '07)	WB, LACE	completed
	Complete 60 additional small-scale projects (212 projects already completed)	EC, US, WB, PPC	completed
	Launch 6 Community Based Cooperative Unions (micro-finance); UNDP/UNCDF microfinance program with LEAP and Liberty Finance	UNDP	completed
	Create short-term employment opportunities through small scale projects	UNMIL Quick Impact Projects (QIPS)	completed
	Expand existing programs to strengthen civil society organizations and peace-building programs in 300 communities, and enhance the capacity of peace councils and Community Development Committees (CDCs).	US	completed
3.11 (100) VILLAGES INITIATIVE	Initiate program to provide government grants of \$66,666.67 to the 15 counties throughout Liberia	MOIA, MOF	completed
EDUCATION			
3.12 Rebuild and repair schools around the country	Rehabilitate Zwedru High School	MPW, MOE, US	to commence shortly
	Inaugurate AMEU building	MOE, US	completed
	Rehabilitate 13 schools	UNOPS	completed
	Build or rehabilitate 13 schools	UNMIL Quick Impact Projects	underway
	Start to renovate or build 7 schools	MPW, MOE, EC	underway
	Repair 2 schools (in Tubmanburg and Bopolu county) and provide funding for supplies to Monrovia schools	Private donor (through President's Office)	to commence shortly
3.13 Improve educational quality	Initiate comprehensive basic education program including teacher training, curriculum development, school rehabilitation, vocational training, accelerated learning program, and capacity building at county and national level.	US	underway
	Scrutinize payroll nationwide to eliminate "ghost" and absentee workers and regularize payroll	MOE, US	underway
	Initiate school survey and data collection process	MOE, UNESCO	completed
	Begin preparations for introduction of computer literacy programs for senior high schools at 20 sites	MOE, UNICEF, UNESCO	completed
	Begin production of 6,000 school benches and 2,000 arm chairs	MOE, UNICEF	completed
	Establish Learning Resource Centers in two Rural Teaching Training Institutes.	UNESCO	underway
	Provide daily school lunches to 510,000 school children and monthly take home family ration to 20,000 girls as incentives for parents to send their girls to school	WFP	ongoing

OBJECTIVE	DELIVERABLE	RESPONSIBLE PARTIES	STATUS
HEALTH			
3.14 Rehabilitate hospitals and clinics	Rehabilitate Phebe Hospital	EC, UNDP, UNMIL	completed
	Initiate rehabilitation of 6 health posts	MPW, MOE, EC	completed
	Reactivate 27 health clinics; support 10 health centres	UNICEF, UNOPS	completed
	Rehabilitate four Community Health facilities	UNMIL Quick Impact Projects (QIPs)	to commence shortly
	Construction of hand pumps and water rehabilitation projects	UNMIL Quick Impact Projects (QIPs)	completed
	Reactivate Emergency Obstetric Care services in at least 3 underserved communities	WHO	completed
3.15 Increase supply of essential drugs and medical equipment	Procure 6 months supply of essential drugs for the National Drugs Service	MOH, EC	completed
	Reorganize and build capacity in NDS; improve commercial drug importation & distribution; improve drug quality control lab	MOH, EC	completed
	Provide therapeutic milk and other nutrition supplies to 2 Therapeutic Feeding Centres	UNICEF	completed
3.16 Improve health policy and access to health workers	Assess health sector human resource needs and develop comprehensive human resource plan to deploy health worker.	UNICEF, UNFPA	underway
	Place 50 health workers in the field throughout the country	MOH, EC	underway
	Scrutinize payroll nationwide to eliminate "ghost" and absentee workers and regularize payroll	MOH, EC	underway
	Start the strategic planning process for the development of the national health plan; rehabilitate TNIMA dormitory & classrooms; improve & strengthen financial & administrative management at MOH	MOH, USAID	underway
	Initiate development of a national nutrition surveillance system	WFP, UNICEF, WHO	completed
	Initiate the process to recruit policy advisor to the Ministry of Health to assist with sector strategy	MOH, EC	ongoing
	Begin to strengthen the national health service (formulation of Nat'l Health Strategic Plan, Nat'l Health Information System, Nat'l Health Emergency Preparedness and Response Plan, Emergency Human Resource Plan); improve health-related database management	WHO, MOH	completed
3.17 Increase access to clean water and sanitation	Initiate rehabilitation of 16 inch main pipeline from White Plains to Claratown and Somalia drive pipe	MPW, LWSC, EC	completed
	Initiate rehabilitation of Tubman Boulevard pipe from Paynesville to town	MPW, LWSC, EC	to commence shortly
	Initiate rehabilitation of related secondary pipes, water purification unit, and reservoirs	MPW, LWSC, EC	to commence shortly
	Complete seismic study for a new well field East of Monrovia	MPW, EC	to commence shortly
	Begin preparation to drill 6 boreholes in East Monrovia (Paynesville) and connect two to main pipes	MPW, WB	completed

OBJECTIVE	DELIVERABLE	RESPONSIBLE PARTIES	STATUS
3.17 Increase access to clean water and sanitation	Increase water production in Monrovia from 1.4 to 4.4 million gallons by sustaining the 400mm pipe that traverses Caldwell and repairing the 900mm Johnsonville-Central Monrovia pipe	LWSC	completed
	Clean 2,000 m of sewer pipe, re-lay 500 m of new sewer pipe, and replace 20 manhole tops	LWSC	completed
	Construct 100 new water points and 100 institutional and 500 family latrines	UNICEF	To commence shortly
	Construct water wells and public latrines	UNMIL Quick Impact Projects (QIPs)	completed
	Dig bore holes at 52 school communities	MPW	underway
	Initiate the process to reduce LWSC uncollectibles from 50% to 30% and reduce unaccounted-for water from 60% to 40%	LWSC	underway
	Assess ten water outstations	LWSC	underway
3.18 Strengthen programs to fight malaria, HIV/AIDS, and other diseases	Provide 5,000 bed nets to households in high malaria endemic communities.	MOH, WHO	completed
	Reconstitute Liberian Coordinating Committee for HIV/AIDS, and revitalize national strategy to fight HIV/AIDS	MOH, UNDP, US, others	completed
	Establish Voluntary Counseling and Testing Centers in 15 counties and provide TA for provision of ARVs	UNDP, MOH, Global Fund	underway
	Provide Antiretroviral drugs for 500 HIV/AIDS Patients	WHO, MOH	completed
	Improve access to care and support for TB/HIV co-infection patients at TB annex	UNDP, MOH, Global Fund	completed
	Provide TB drugs for 300 new cases	WHO, MOH	completed
	Conduct immunizations in 250 health facilities	UNICEF, WHO, MOH	completed
	Provide monthly food rations to 25,000 beneficiaries in MCH and institutional feeding programs	WFP	completed
	Provide monthly food rations to 11,000 TB & HIV/AIDS patients	WFP	underway
Improve access to malaria drugs and train health workers in case management	UNDP, MOH, Global Fund	completed	
3.19 Restructure the Ministry to streamline functions & promote democracy.	Refocus the objectives and integrate the new vision of promoting democracy, good governance and distance education, both formal and informal.	MOI, GRC, US	completed
	Revive New Liberia newspaper	MOI	completed
	Establish MICAT website to promote government policies etc	MOI	underway
	Renovate the Cultural Center's Arts & Craft Center	MOI, US	underway
	Complete renovation and stocking of cultural artifacts & public donations of museum pieces and archival materials	MOI, UNESCO	completed
	Reconstruct National Tourist Board	MOI	underway
	Create a tourism data base about tourist sites, tourism investment potentials and other attractions	MOI	completed
	Commence annual registration of tourist entities incl. (hotels, restaurants, beaches, entertainment centers, casinos travel agencies, airlines, sport facilities, tour operators, etc.)	MOI	underway
	Re-establish tourist information centers at RIA, Freeport of Monrovia and other ports of entry into Liberia	MOI	underway

OBJECTIVE	DELIVERABLE	RESPONSIBLE PARTIES	STATUS
IV. GOVERNANCE AND RULE OF LAW			
4.1 Implement steps to address corruption	Obtain from all ministers and cabinet level appointees a financial disclosure statement and signature on an oath to abide by the new public officials code of conduct.	MOS, MPEA, GRC	Assets declared, signature on disclosure statements to be made following enactment of code of conduct
	Prepare a public officials code of conduct and rules and procedures for civil servants	MOS, GRC, CSA	completed
	Develop and complete an anti-corruption strategy.	MOS, MPEA, GRC, UNDP, EC, UNMIL,	completed
	Prepare a draft framework to coordinate and implement the anti-corruption strategy		completed
4.2 Initiate the process of civil service reform	Determine appropriate number of ministries and confirm structures and mandates of ministries	DFID, MPEA, GRC, CSA	completed
	Complete civil service census	UNDP, GRC	completed
	Complete personnel audit of MOS to ascertain the number of people for the Ministry to operate effectively and efficiently	CSA, MOS	completed
	Review public service pay scale and benefits package as a step towards introducing a merit system	GRC, DFID	TOR for study done, recruitment underway
	Determine appropriate number of staff required for each ministry	EC, UNDP, UNMIL, GRC, CSA	completed
	Remove ghost/absent civil servants from payroll	ALL MINSTRIES, UNDP, CSA	ongoing
4.3 Initiate the process of Constitutional reform	Develop a clear plan and timeline for constitutional and legal reform	GRC, EC, UNDP, UNMIL, MPEA	To commence shortly
4.4 Strengthen the monitoring of the governance reform process	Complete management study for new Governance Reform body	MOS, MPEA, GRC, EC	completed
	Submit legislation for successor body to GRC	MOS, GRC	To commence shortly
	Begin to refurbish a training facility for Liberian staff to have access to int'l training opportunities from Monrovia (including interactive videoconferencing facilities for training (GDLN)	WB	To commence shortly
4.5 Begin to reestablish institutions to strengthen the judiciary and protect the rule of law.	Ensure that all county judges and magistrates are in place and functioning	MOS, MPEA, UNMIL, MOJ, Judiciary	ongoing
	Retain regional Legal Advisor and team to begin work on court procedures, access to law texts, and recommend reforms.	MPEA, MOJ, WB	To commence shortly
	Inaugurate and operationalize the Truth and Reconciliation Commission	Legislature, US, UNDP, WB	completed
	Draft Plan of Action to establish Law Reform Commission	MGD, UNIFEM	completed

OBJECTIVE	DELIVERABLE	RESPONSIBLE PARTIES	STATUS
4.5 Begin to reestablish institutions to strengthen the judiciary and protect the rule of law.	Establish Human Rights Commission and confirm Commissioners	EC, UNDP, UNMIL	ongoing
	Initiate prison rehabilitation	MOJ, US, Norway, UNDP	completed
	Rehabilitate detention centers	UNMIL	completed
	Initiate process to establish legal aid center and legal internship program at the Arthur Grimes Law School	MOJ, MGD, US	ongoing
	Initiate process to establish victim abuse center		
	Begin to conduct Training of Trainers for community mediation in Monrovia and Lofa Counties		
	Initiate public education on human rights and legal reform		
Define and program training to support the legal aid clinic at the Arthur Grimes Law School, and begin training judges, lawyers, court officers, and members of the Liberian Bar Association.	MPEA, MOJ, Supreme Court, WB	ongoing	
4.6 Strengthen Legislature	Design an initial legislative training program for budget oversight, managing constituent relations, and undertaking legal reform.	Legislature, US, UNDP, WB	completed
	Establish a caucus for women legislators	MGD, UNIFEM	completed