

Nimba County Development Agenda

Republic of Liberia

2008 – 2012



County Vision Statement

An Educated, United and Developed Nimba.

An Educated Nimba

All citizens of Nimba County will have access to education.

A United Nimba

All citizens of Nimba County respect shared values of peace, equal opportunity and ethnic, cultural and religious freedoms.

A Developed Nimba

All citizens of Nimba County desire sustained economic growth, access to basic services and improved infrastructure.



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 Nimba 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 Nimba 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



A new day has dawned in Liberia, and the Government through the Ministry of Internal Affairs has taken the lead to encourage local and community-driven development planning. This is the beginning of a process of decentralization, meaning the transfer of authority, responsibility, functions and decision-making from the central government to the counties and other local government units, particularly the communities. As a first major show of the new, responsive local leadership, the Nimba

County Administration, with support of the County Support Team (CST), has solicited the input of Nimba County residents to develop this County Development Agenda, the first of its kind. When funded, this plan will accelerate development in all parts of the County.

Today, when we decry the scarcity of leadership talent, we are not talking about a lack of people to fill administrative or executive positions; we have plenty of “bodies”. The real problem is the scarcity of people willing to show the initiative to get a job done effectively. The effective leader or worker does not wait for things to happen; he helps make things happen. With this CDA the people of Nimba County have taken an important first step. But there are many more steps to take toward implementing our collective vision for the County, and that requires the people and their representatives at all levels of government to show ever more initiative.

We are grateful to the many local, national, and international partners who have assisted in the CDA process, and we look forward to a continued fruitful relationship as the agenda is implemented. Special recognition must be given to the many citizens of the County who took the initiative to participate in this important process.

Robert S. Kamei

Superintendent, Nimba County



Roger B. Woodson

Assistant Superintendent for Development

Nimba County Officials

Robert S. Kamei, Superintendent, MIA
Roger B. Woodson, Development Superintendent, MIA
Thomas Q. Suah, County Inspector, MIA
F. Mohan Kromah, Political Officer, MIA
Johnson G. Beyan, Project Planner, MIA
Joseph D. Torlon, Development Engineer, MIA
Moses G. Bella, Agriculture Coordinator, MIA
Abrahm Zehkeay, Protocol Officer, MIA
Amos Gbanah, Information Officer, MIA
Allison Zamay, Procurement Officer, MIA
Whittington Kwiti, Budget Officer, MIA
Humphrey Gborbain, Relieving Commisioner, MIA
Aquoi Behn Karmen, Chief Accountant, MIA
George Wuo, County Education Officer, MoE
L. Caullau Jabbeh, County Health Officer, MoH
Johnson Martor, County Agriculture Officer, MoA
Junior Kollie, County Coordinator, MoYS
Yah M. Belleh, County Coordinator, MoGD
Ulysee Beaquoi, County Surveyor, MLME
Joseph Vapond, Resident Engineer, MPW
J. Martin Goffa, Senior Inspector, MoCI
Andrew Cassell, Revenue Agent, MoF
William Karr, County Attorney, MoJ
Itoka Quoi, Labor Commissioner, MoL
Col. Darius Vonleh, County Commander, MNS

Peter Queyarker, County Coordinator, GSA
Col. Douwue Doldoe, Chief Superintendent, LNP
Col. Clarence Gibson, County Commander, BIN
Col. Darius Vonleh, Commander, NSA
Darius Cholpleh, Reintegration Officer, LRRRC
Hon. Emerry Paye, Circuit Judge
Col. Dah Yeanay, County Commander, NBI
Hon. Solo Sheriff, Debt Court Judge
Hon. John Paye, Debt Court Judge

Executive Summary

Nimba has been one of Liberia's most significant historical regions and is the second most important County in terms of population and politics. The County was deeply negatively affected by the civil war. Most of its people were forced to flee, thereby disrupting their livelihood. Its basic infrastructure including roads, schools, and health facilities remain in poor condition despite the efforts of local communities, the Government of Liberia, UN agencies, EU, NGOs and private investors to revive the economy and restore basic services.

Given the popular momentum behind rapid, participatory development in the County, the richness of natural resources, and the zeal of the local workforce, Nimba County is destined to make tremendous progress in the coming years. As a key component of the recovery effort, the County Development Agenda is the local complement to the national Poverty Reduction Strategy 2008-2011, and was prepared following a series of District Development Consultation Meetings that utilized the Participatory Rural Appraisal (PRA) method. In this process, citizens managed to identify the critical interventions needed to move toward realizing the MDGs, including: paving of all primary roads and most secondary roads to connect agriculture communities to market; construction and rehabilitation of health facilities with proper staffing and affordable services; and much-expanded education services. The CDA calls for concrete actions to be taken under the four Pillars of the national PRS, namely Security, Economic Revitalization, Governance and Rule of Law, and Infrastructure and Basic Services. Finally, the CDA lists the specific projects that were identified for action at the District level. The projects and priorities in the CDA should be taken as the principal targets for the county's development funding during the CDA implementation period.



PART ONE - INTRODUCTION AND BACKGROUND

1.1 Introduction

Life in Nimba is generally rural-based with most of its population living as subsistence farmers. The County, like most other counties in Liberia, was deeply negatively affected by the civil war. Most of its people were forced to flee, thereby disrupting their livelihood. Its basic infrastructure including roads, schools, and health facilities remain in poor condition despite the efforts of local communities, the Government of Liberia, UN agencies, EU, NGOs and private investors to revive the economy and restore basic services.

1.2 History

Nimba County is named after its tallest and largest mountain, Neinbaa Tohn. In Mano—one of the native languages of the County—the name means “a mountain on which sisters slip” or “a slipping mountain for sisters”. The County evolved from two provincial districts, Sanniquellie and Tappita, known as Districts II and III in the Central Province of Liberia until 1964. Prior to the extension of the Government of Liberia into the hinterland, the native Africans of present day Nimba, like other native African communities of the hinterland, practiced monarchy and were ruled by powerful kings and warriors in consultation with councils of elders in city states. This was until 1904, when President Arthur Barclay introduced Indirect Rule to govern the interior of the country, thus dividing the interior into Stations.

The Manos and Gios are the two principal ethnic groups of Nimba. They are believed to have been amongst the major migrations of 1450 to 1650 to what is today known as Liberia. Migrations during this period are said to have been induced by Arab invasions in northern Africa between the eighth and eleventh centuries and therefore the caution to avoid the dangers of increasing warfare. Also the development of agriculture stimulated the expansion toward the coast, particularly slash-and-burn techniques and rice cultivation (W.L. D’azevedo).

Nimba attained County status during the presidential tenure of William V. S. Tubman by an act of the National legislature in 1964. The first Superintendent of the County was Hon. Gabriel G. Farngalo. Sanniquellie was named as the capital. Sanniquellie played host to the first Africa state summit involving Guinea, Ghana and Liberia on 25th May 1959, chaired by Liberia’s William V. S. Tubman. This summit eventually led to the founding of the Organization of African Unity (now known as the African Union or AU) in Addis Ababa, May 1963.

Bordering Guinea and Cote D’Ivoire, that part of Liberia is of considerable geopolitical consequence.

The County bore the brunt of successive civil unrest since the 1980s. This is because some prominent sons of Nimba had been linked to coups and other forms of

subversive activities in the County. It was from the border town of Buutuo that Charles Taylor launched his assault on the Doe's regime on December of 1989, after a failed coup in 1985 led by General Thomas G. Quiwonkpa, a son of the County. It has been the site of repeated massacres and ethnic tensions.

Prior to the civil war, the Liberia-American Mining Company (LAMCO) was involved in iron ore mining in Yekepa. This company provided work, educational, medical care and other opportunities for both Liberians and non-Liberians in that part of the County. With the departure of the Americans, the company became a 100% Liberian company known as Liberian Mining Company (LIMICO). However, following the election of a democratic government after the war, a 25-year mining contract was signed between the Liberian government and ArcelorMittal in 2007. The company is expected to create over 3000 jobs initially.

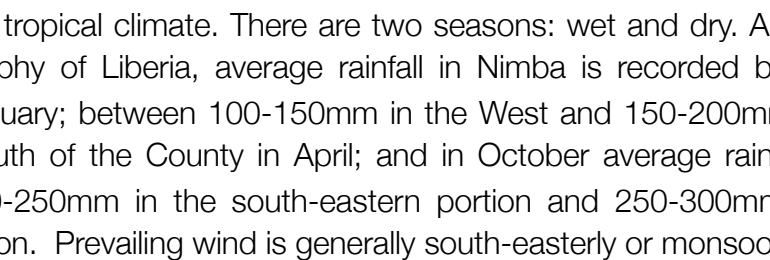
Most of the basic social service infrastructure of the districts (schools, health facilities, power systems, water and sanitation, etc.) was destroyed during the civil war. This has contributed to the extreme vulnerability of the populations in terms of food security, health care and education. Limited employment opportunities in the districts were also lost. With the first post-war elected government and the assisted repatriation and resettlement of IDPs and refugees, communities are now beginning to rebuild their lives, but massive challenges remain.



Flag of Nimba County

The County is symbolized by a three-stripe orange, white and blue colored flag. The basic features include an elevation representing the mountains of the County and a green field indicating the rich vegetation.

Nimba has a tropical climate. There are two seasons: wet and dry. According to the New Geography of Liberia, average rainfall in Nimba is recorded between 12.5 – 25mm in January; between 100-150mm in the West and 150-200mm in the North, East and South of the County in April; and in October average rainfall is recorded between 200-250mm in the south-eastern portion and 250-300mm in the north-western portion. Prevailing wind is generally south-easterly or monsoonal.



Community Development

Nimba County Development Agenda 3

Topography

There are three principal topographic areas: the northern part of the County is dominated by mountains, hills and deep valleys. Prominent among the mountains is Mount Nimba. The highlands of Nimba form part of the Bleetro-Nimba Block in the Central Region of Liberia, one of three large mountain blocks of Liberia, the other two being the Kpo-Wologisi Block in the western region and the Tienpo-Putu Block in the Eastern region. The Northern Highlands of Liberia are primarily found in Nimba and Lofa counties and form part of the Guinea Highlands also known as the Futa Jallon Mountains. Two relief features are characteristics of this region: long ranges and



doomed-shaped hills. The Nimba Range rises north of Sanniquellie and after twenty miles extends into the Republic of Guinea, where it reaches an altitude of 6,083 feet. The so-called 'Guest House Hill' in the Yekepa area is the highest point of the Nimba Range on the Liberian side, and at the same time the highest elevation in Liberia, with an altitude of 4,540 feet above sea level. The south of the County is dominated by plains.

Nimba has four major rivers. St. John is the largest, forming the natural boundary between Liberia and Guinea in its upper stretch. It also internally separates Nimba and Bong counties. The Yah River also has its source from Mount Nimba and flows centrally through the County from north to south-west in a stretch of 200km. The Cestos River (also known as the Nooh River) has its source, too, in the Eastern part of Mount Nimba. The Cestos River constitutes the natural boundary between Liberia and Cote d'Ivoire in the East. It has a stretch of over 300km and also borders Nimba with Grand Geddeh County. Other rivers in the County are the Twah River, Bee River and Weh River. Nimba County contains one artificial lake, Lake Teeleh in Sanniquellie City, which is 200m long and 120m wide.

Geology

All three kinds of soil produced by different conditions of climate and vegetation in Liberia are found in Nimba: lateritic soil or latosols or upland soil, clay or swamp soil, and sandy soil. Generally, lateritic soils cover about 75% of Liberia according to W E. Reed. They are the most typical soils of the humid tropics, where there are alternating wet and dry seasons. This soil type is predominant in Nimba. According to soil scientists, latosols have only 0.24% nitrogen (plant food) and are very acidic. Their continuous farming requires the constant use of fertilizers, an input that nearly all farming households are too poor to afford, and this may explain the situation of annual bush fallowing by subsistence farmers in the County. Nevertheless, latosols are more productive than the other soil types and they provide valuable material for road building due to their hardness.

Vegetation

Nimba's natural vegetation is composed of tropical rainforest, specifically high forest, broken forest and low bush. As in the other northern counties of Liberia the most prominent forest type is moist semi-deciduous. Trees of this forest type are the nesogordonia papaverifera, limba (terminalia superba), and obechi (triplochiton scleroxylon). Low bush establishes itself in the areas of land rotation where trees are cut and burnt as a result of the shifting or bush fallowing method of farming. Typical trees of this vegetation type are the umbrella or corkwood tree (mussanga cecropioides) and the oil palm. Swamps are common in the County, and there is a small portion of the vegetation covered with scattered trees and dense elephant grass (pennisetum purpureum). There are, however no natural grass fields except those created by human activities through farming, habitation or the development of football fields. The original vegetation of the County would have consisted of tropical rainforest, which was cut down primarily for farming purposes and the cultivation of other cash crops such as cocoa, coffee, oil palm and rubber. The land abandoned after farming is occupied by elephant grass that slows the regeneration of forest trees.

1.4 Demography¹

Population

The Norwegian Refugee Council estimated the population of Nimba County in 2007 at 732,195. 98.27% of this population is made of locals, 0.31% (IDPs and refugees) returnees and 0.49% refugees. The population is mostly young. According to the 2005 voter statistics as provided in the County Information Pack, 121,844 or 64% of a total of 190,264 registered voters were between the ages of 18-39. Gender distribution is fairly close: 46.37% female and 53.72% male. More than half of the

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

females are within the child bearing ages of 14 to 49 years, giving rise to high fertility rates in the County.

Table 1: Population Estimates by Districts

Nimba									
District	Total	Population by Status				Population by status – percentage			
		Local	Returnees (Ref.& IDPs)	IDPs	Refugees	Local	Returnees (Ref.& IDPs)	IDPs	Refugees
Gbehlay-Geh	146497	141814	960	1462	2261	96.80%	0.66%	1.00%	1.54%
Sanniquellie Mah	116947	115716	1068	120	43	98.95%	0.91%	0.10%	0.04%
Saclepea Mah	160424	158273	868	211	1072	98.66%	0.54%	0.13%	0.67%
Tappita	122687	121639	415	510	123	99.15%	0.34%	0.42%	0.10%
Yarwein-Mehnsionoh	31337	31006	331	0	0	98.94%	1.06%	0.00%	0.00%
Zoegeh	154303	151102	3128	0	73	97.93%	2.03%	0.00%	0.05%
TOTAL	732195	719550	6770	2303	3572	98.27%	0.92%	0.31%	0.49%

Table 2: Population Data Gender distribution of Nimba

Statutory District	Total	Population by gender		Population gender percentage	
		Female	Male	Female	Male
Gbehlay-Geh	146497	68053	78850	46.45%	53.82%
Sanniquellie Mah	116947	54476	62471	46.58%	53.42%
Tappita	122687	59250	63600	48.29%	51.84%
Saclepea Mah	160424	73560	86864	45.85%	54.15%
Yarwein-Mehnsionoh	31337	14590	16819	46.56%	53.67%
Zoe-Geh	154303	69570	84733	45.09%	54.91%
Total	732195	339499	393337	46.37%	53.72%

Table 3: Demographic Indicators

County	Demographic Indicator				
	HH size	Dependency Ratio	Sex of HH head		Elderly headed households
			Male	Female	
Nimba	6.1	1.51	90%	10%	4%
Liberia	5.6	1.37	87%	13%	8%

Table 4: 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
Nimba	14%	1.3	13%	3%	1.6
Liberia	9%	1.2	26%	2%	1.4

Ethnic Composition

All of Liberia's sixteen (16) ethnic groups are found in Nimba, but five of the ethnic groups are represented in higher numbers: the Gio, Mano, Krahn, Gbi and Mandingo. Of the five, the Gio and Mano are the predominant ethnic groups and are members of the Mende Fu language group, one of four language groups in Liberia. Over the years, the tribal groups of the County have been interlinked through marriage.

Table 5: Percentage Distribution of Dialects Spoken

County	Language and Dialects Spoken													
	Bassa	Gbandi	Gio	Gola	Grebo	Kissi	Kpelle	Krahn	Kru	Lorma	Mano	Vai	Sapo	Other
Nimba	2%	0%	30%	5%	0%	0%	1%	10%	0%	0%	35%	0%	12%	0%
Liberia	18%	2%	7%	6%	9%	4%	26%	4%	3%	7%	7%	4%	N/A	1%

Source: Comprehensive Food Security and Nutrition Survey, October 2006

Religion

There are three major faiths practiced in Nimba: Christianity, Islam and the Bahai Faith. African traditional practices also have major impact on religious practices in the County. Christianity is the dominant religion, followed by Islam. The dominant local Christian denominations include the Catholic Church, Methodist Church, Baptist Church, Lutheran Church, Episcopal Church, Presbyterian Church, Pentecostal Related Churches, Seven Day Adventist, Jehovah Witnesses, Church of Christ, Mid-Baptist Church, Church of the Lord Aladura, and Inland Church. Islam is practiced nearly in every district of the County. In addition to promoting their specific doctrines, religious institutions have served as partners to the Government and local communities in provide some basic services such as schools, health services, training, etc.



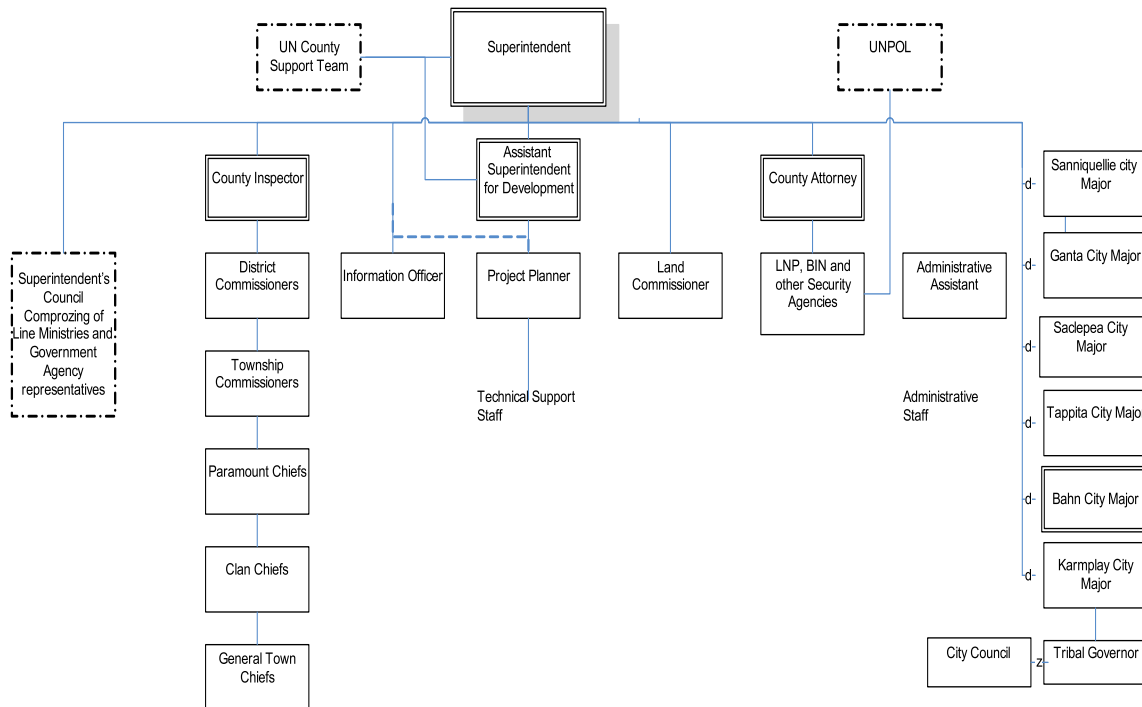
1.5 Institutional Structure

Sanniquellie is the seat of the County administration. The County has sixteen administrative districts, one county district, five statutory districts and seven electoral districts, each with newly-elected representatives to the Nation Legislature. At the level of the Liberia Senate, the County has a senior and junior senator. The County administration is headed by a Superintendent and has representatives from key line ministries. Districts are headed by District Commissioners. Traditional authority is vested the chiefs and a council of elders, representing various tribal identities in the County.



The County leadership consists of two lines of authority. One consists of the office of the Superintendent and staff including the Assistant Superintendent for Development, County Inspector, Administrative Assistant, Land Commissioner, Agricultural Coordinator, Development Engineer, Project Planner, Political and Liaison Officer, Protocol and Information officers. The County Superintendent, the Assistance Superintendent for Development, the Statutory District Superintendents, County District, District and Township Commissioners are appointed by the President of Liberia. Districts are headed by commissioners, also appointed by the President. Township commissioners are also appointed by the President. The municipal corporations are led by city mayors who are popularly elected. The next line of authority consists of customary traditional leaders headed by paramount chiefs followed by line of general and clan chiefs. These are elected by their people.

Nimba County Structure of Government



1.6 Methodology

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

In Nimba County, the district consultation meetings held in Tappita, Saclepea, Bahn, Karnplay, and Gbapa, and attended by 50 accredited delegates from each of the 17 districts. Other participants included chiefs, youth and women's groups, district commissioners, NGOs, CBOs, line ministries' representatives and DDCs, as well as members of the House of Representatives. Participants were grouped into their clan groups to discuss town- and clan-specific issues. Clans' representatives discussed district-specific issues and developed their respective District Profiles and District Action Plans. Data from the district consultative workshops were validated at a two-day County CDA Consolidation Workshop involving all stakeholders in Sanniquellie. Dialogues were geared towards determining the needs and priorities in communities as they plan for their respective clans and districts and the County for the next five years - prioritizing their needs and available opportunities. The dialogues also

mainstreamed the issues of HIV and AIDS, the environment, and women's and youth issues, and their impact on local development. Districts, clans and towns' specific needs and priorities were subsequently ranked by the respective districts to arrive at the three top priority needs of the County for the interim and long-term development of Nimba. In addition, the SWOT (strength, weakness, opportunity and threat) analysis tool was employed to assess the comparative advantages and gaps in the targeted communities.



Nimba
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

Priorities common to all districts in Nimba are basic social service infrastructure: roads, health facilities and educational facilities. Fifty-one secondary roads were prioritized by all districts for construction or rehabilitation, 51 health facilities and 49 educational facilities were also prioritized by all districts. Other selected priorities include four WATSAN facilities, two district headquarters/civil compounds and one Police Station (See Annexes).

County Priorities

The County priorities reflect a consolidation of district priorities. District representative groups met on November 1-2, 2007 in Sanniquellie and ranked three out of seven priority needs identified by districts as outcomes of five district consultation workshops. Priority needs included roads and bridges, education, health, civil compound, police station, WATSAN/hand pumps and agriculture/food security.

2.2 Security Pillar

Since the deployment of UNMIL troops in the County in 2003, followed by the demobilization and disarmament of ex-combatants, the security situation in the County has been calm and stable. UNMIL remains in charge of the overall security of the County through the deployment of a Bangladeshi battalion of peacekeepers.

The security structure has five key components: Liberia National Police (LNP), Bureau of Immigration and Naturalization (BIN), National Security Agency (NSA), National Bureau of Investigation (NBI), and the Ministry of National Security (MNS). The United Nations Police (UNPOL) provides support to the Liberian National Police, Nimba Detachment. The Liberia National Police has 128 officers deployed in the County, and BIN has 166 immigration officers. Though challenged by the lack of basic logistics, limited staff numbers, the bad conditions of roads and porous borders (Nimba County has 200km of border with Guinea and Cote d'Ivoire, with ten official and many unofficial entry points), security in the County is generally calm and stable. The bad roads make it impossible for UNMIL and the LNP to patrol in all parts of the County. Nevertheless, underserved communities have remained generally peaceful and concentrated on rebuilding their lives.

There are, however concerns for the large number of demobilized ex-combatants in the communities. Some ex-combatants did not benefit from the reintegration packages, and that many of those who benefited have not been able to find employment in the shallow rural economy. Many have turned to commercial motorcycling and other tertiary sector employment, but still others turn to crime for survival. According to the LNP, theft of property was the most common crime committed in the County between April 2006 and October 2007. The lack of correctional facilities in the County helps to breed crime; in the absence of a central prison, a warehouse is currently used to hold inmates.

Another serious threat local peace and security is the issue of land and property disputes. These have become common in the post-war period, induced by traditional and historical claims to land, an ambiguous land tenure system, and the fact that many returnees are coming home to find their land occupied by others.

Tables 6-7 below show the statistics of LNP and BIN distribution in Nimba as provided by the Nimba CIP:

Table 6: Status of LNP in Nimba

No. of LNP Stations	Location	Number of LNP in situ	Status of Station	Vehicles/Motor bikes for LNP
Depot	Ganta	30	Renovated by UNMIL QIP	LNP in Nimba has 2 vehicles and five motorbikes
Detachments	Saclepea	10	Renovated by UNHCR	
	Tappita	11	Approved by QIP for renovation	
	Yekepa	10	Approved by QIP for renovation	
	Bahn	10	No station	
	Yawin Men-sonoh	5	No station	
	Loguatuo	7	No station	
	Buutuo	6	No station	
	Gborplay	4	No station	
	Kamplay	8	No station	
Headquarters	Sanniquellie	27	Under renovation by Swedish Government	

Table 7: Status of BIN in the County

No. of BIN Detachments	Number of BIN in situ	Vehicles
Sanniquellie	19	None
Ganta	61	None
Yekepa	27	None
Bahn	9	None
Karnplay	5	None
Gborplay	9	None
Tappita	11	None
Loguatuo	14	None
Buutuo	6	None
Dulay	5	None

There are seven major border posts and twenty-eight foot-crossing paths, 35 in total. At present, owing to its commercial viability, Ganta is the entry point for most Guineans coming to Liberia. The 28 foot-crossing paths include Vanyapa, Gbeiyee, New Yekepa, Blolewee, Bentol, Goagortuo, Yeaplay, Younlay, Kenlay, Sergeant Town, Zuoplay, Teah-yeegbaplay, Gbaplay, Gborplay, Bongaplay, Kaffe-Glay, Teah-play-Bonealay, Kparplo, , Zodru, Dubuzon, Bein-Gowee, Gbuyee, Zua Mill, Whipa, Leagan, Busi, Zuluyee, Gbedin and Gboayeela.

Interventions: Security

Issue	Interventions	Delivery Date	Lead Ministry / Agency
Goal: To create a secure and peaceful environment, both domestically and in the sub-region, that is conducive to sustainable, inclusive, and equitable growth and development.			
Strategic objective 1: To build the capacity of security institutions			
Training is still needed for some security institutions, security institutions lack logistics, equipment, and adequate remuneration for operation.	Construct police stations, depots and accommodations in populated areas of the County, especially resource rich areas, and increase the deployment of LNP Officers to adequately cover the County: Buutuo (Bu yao); Administrative District, Kpatuo (Wee Gbayi Administrative District), Gbeleyee (Yarmain Administrative District; Zekepa (Yarwin Mensonnoh); Dorghor Town (Gbr-Doru); Towah Town Flumpa (Yourpea Old Town), and Bunadin (Mainpea Mah)	2008-2012	LNP
	Construct BIN posts at Buutuo and Gborplay border points	2008-2012	BIN
	Hire, train and deploy additional police officers to adequately cover the County	2008-2012	LNP
	Increase the deployment of BIN Officers by 20% at Lougatuo, Ganta and Yekepa Border points	2008-2012	BIN
	Construct a central prison	2008-2012	MoJ, Corrections
Strategic objective 2: To provide adequate territorial protection and law enforcement services to the general population of Liberia			
Inadequate presence of security officers throughout Liberia, security institutions are not yet in full control of security responsibility.	Organize trainings for all security organs to improve their performance	2008-2012	Security organs
	Supply all LNP and BIN posts with vehicles, motorcycles, communication sets, sleeping quarters, office furniture and supplies	2008-2012	LNP, BIN
Strategic objective 3: To ensure institutional participation in security governance and functions			
Civilians and local authorities are excluded from participating in security governance.	Create awareness and sensitize the people on community policing to reduce the crime rate	2008-2012	MoJ, LNP
	Strengthen the Presidential commission on land and property disputes and its technical committee to ensure acceleration of the resolution of land disputes in Ganta, Saclepea, Bahn, and Tapita	2008-2012	MIA, MLME

2.3 Economic Revitalisation Pillar

Economic growth in Nimba is already gradually taking shape, as evidenced by the growing levels of commerce, trade and investment in the County. The local economy is mainly based on subsistence agriculture and informal personal enterprise such as trading in dry goods, used clothing and staples like cassava, palm oil and vegetables. The bulk of income generated is used for food, school expenses, clothing and health care. Timber and rubber are the most important cash crops of the County, though currently produced well below potential. There are also ample natural endowments of iron ore, gold and diamonds.

Iron ore and the small private rubber plantations and the COCOPA rubber plantation remain crucial to economic growth, investment and job creation. The ArcelorMittal mining agreement and the growing attraction of private investors to the timber and mineral industries in the County are good indicators of economic growth and job creation. With the lifting of the timber sanctions, this sector will also attract additional investment and create jobs. The construction of new roads and the rehabilitation of existing roads will help to open up the interior, introduce modern facilities and stimulate settlement.

The natural endowment of raw materials, the ample labour force and the location of the County close to Central and South-eastern Liberia. The current outlook of infrastructure and technology in the County may only support growth of small and medium enterprises in the short run. But possible outcomes of the CDA could accommodate growth in large-scale industries. Local craft could be developed and supported into an to include the manufacturing of farm tools, cement, soft drinks and the establishment of palm oil mills. There are also huge clean water resources that can be bottled for distribution and sale.

Economic growth strategies should also target the informal sector, especially women, by enabling them to shift to more profitable ventures through training, technology, better market information, increasing access to long-term and low interest loans and minimizing hardships faced by women and children, for example, by establishing day care centers and playgrounds for children at market places.

Following regional consultations on the CDA process in Gbanga, Bong County and in view of the comparative advantages, Nimba



County presented five County priorities of which three (3) claimed the attention of the National Government and its partners:

- Food security with emphasis on mechanized farming
- Agro-forestry development
- Entrepreneurship Development

These priorities are presented below under the two broad categories of Natural Resources and Agriculture.

Natural Resources

Mining

While the exploitation of mineral resources was an important source of revenue and jobs in the past, it is today limited to illicit and unorganized artisanal mining of gold and diamonds. However, ArcelorMittal has contracted exploitation of the iron ore mine located at Yekepa in the northern tip of Nimba, along the boundary with Guinea and Cote d'Ivoire. The 270km railroad connecting the mining area with the Port of Buchanan is not functional at present, but as of April 2006 the company has started to refurbish it. Diamonds are mined in the area between Sanniquellie and Yekepa, some part of Gbehlay-Geh, along the bank of Yar River ranging from Zor Gowee to Yarsonnoh, and in Zoe-Geh District. Gold is found in the Tappita area and other areas.

Timber

Nimba County hosts many tree species that produce precious timber, formerly one the important sources of employment and income to the people. Timber exploitation was halted with the sanctions imposed by the UN Security Council, and the Government of Liberia cancelled all concession agreements for timber. Nimba County's tropical forest is threatened with indiscriminate exploitation of forest products either for export or for domestic use, extinction of rare species of trees, shifting or nomadic cultivation that leads to the destruction of the forest. More environmentally- and labor-friendly agreements with new concessionaires are anticipated.

To rationalize the demand for forest products and forest conservation and the protection of the environment, it is necessary to opt for agro-forestry—the selection, adaptation and cultivation of fast-renewing species—so that users can meet their needs without unduly harming the forest. Species such as Frakie, Pramera, Tiama, Achicha, Sipo, Abora, and Niangon can be cultivated in plantations, yielding perhaps 1,000,000 trees in the next 10 years. This highly lucrative sector will create jobs and wealth for citizens and especially young people, the Government and investors.

Tourism

The fact that Nimba has many attractive mountains, valleys, and waters, investment in tourism has serious economic growth potential. Such investment must however be well planned to consider the infrastructure needs. Nimba attracts over 500,000 visitors annually, but the County lacks any hospitality services, despite the availability of competitive human and local material resources. Tourism potential will be harnessed with the construction of hotels, guest houses, recreational centers, and restaurants.

Agriculture

Subsistence farming is currently the main source of income of the people of Nimba. Apart from small agricultural projects undertaken by some youth and women's associations, NGOs such as LCIP and ARS, there is not yet any large-scale farming in the County. The typical farming pattern is slash-and-burn and annual bush fallowing. The main food products are rice, cassava, plantain, banana, yam, and sweet potatoes. Some 75% of farm produce is used for family consumption.

For the purposes of achieving food security, Nimba County needs to produce 40,000 metric tons of rice annually. Currently the County produces only 800 metric tons of rice, due to rudimentary methods of cultivation. Continued dependence on rice is a constraint on food security, and thus the production of cassava and corn must now be prioritized because of their high yield potential and adaptability. Government and private sector intervention will be harnessed to cultivate an additional 5,000 hectares of rice, 4,000 hectares of corn, and 3,500 hectares of cassava. The implementation strategy will require that each of the 17 districts develop pilot project sites, and steps will be taken to introduce mechanized farming.

Products like corn and cassava will create added value through their processing and this will result in the employment of over 5,000 youths per year. Rice processing could also generate by-products such as rice brand, a generous feed for aquaculture, which is mostly practiced in other counties.

Cash crop production of rubber trees, cocoa, sugar cane and coffee is the other main source of income in the County. The cultivation of 13,500 hectares of tree crops will eventually lead to economic growth through sale of products, value addition and job creation.

Banking

There are two commercial banks currently operating in Ganta, the commercial capital; the only such case in all of rural Liberia. Women, who are known to make up the bulk of the entrepreneurs in the County, still have extremely limited access to credit. Borrowers must rely on the informal sector credit system, though some businesses have benefited from UNDP microfinance. There is need for a development and investment Bank in Nimba County with 4 other branches.

Markets

Ganta is a thriving commercial center where people from Guinea, Côte d'Ivoire, and Monrovia and nearby counties (Nimba, Grand Bassa and Bong) come to trade. Other significant commercial centers include Saclepea, Tappita, Bahn and Karnplay. In most parts of the County, people have access to markets, though the average walk time is 2.5 hours due to the bad roads and lack of public transportation.



Employment Situation

Proper wage employment is difficult to come by, but formal sector activities are gradually taking shape in the County. A host of local and international NGOs and UNMIL are providing a small number of jobs for the near term, and longer-term employment opportunities will be forthcoming from private sector actors like COCOPA, ArcelorMittal, and Jungle Water Group. The County has branches of two banks, ECOBANK Liberia and the Liberia Bank for Development and Investment (LBDI), in the commercial City of Ganta.

Customs and Revenue Collection

Nimba has a total of ten Customs offices, four of which--Ganta, Yekepa, Loguatu and Buutu--are the main ports of entry. The Finance Department has three revenue collectorates--Ganta, Sanniquellie and Tappita--with twenty-nine revenue collectors. Major impediments encountered by the revenue system in the County include the lack of infrastructure and logistics.

Table 8: Status of Customs Officers' deployment

No. of posts	Location	Status of post	No. of Custom Officers at site	# of assigned Vehicles
1	Ganta (main Port)	Dilapidated	34	None
1	Yekepa (sub-port)	Dilapidated	18	None
1	Zuamay (sub-port)	Dilapidated	N/A	None
1	Laghan (sub-port)	Dilapidated	N/A	None
1	Loguatu (Main port)	Dilapidated	18	None
1	Kernlay (sub-port)	Dilapidated	N/A	None
1	Gborplay (sub-port)	Dilapidated	6	None
1	Dulay (sub-port)	Dilapidated	N/A	None
1	Gbailay	Dilapidated	N/A	None
1	Butuo	Dilapidated	N/A	None

Source: Ministry of Finance (MOF), Bureau of Customs and Excise, July 2007 as provided in CIP



Interventions: Economic Revitalization

Issue	Interventions	Delivery Date	Lead Ministry / Agency
Goal: Restoring production in the leading natural resource sectors, especially agriculture, while ensuring the benefits are widely shared; and reducing production costs to establish the foundation for diversification of the economy over time into competitive production of downstream products, and eventually manufactures and services.			
Strategic objective 1: Develop more competitive, efficient, and sustainable food and agricultural value chains and linkages to markets.			
Agricultural supply chains have collapsed due to fragmented markets, weak rural demand, no value addition, and few incentives for cash crop production.	Provide business development services and incentives to encourage business investment in the county, and to encourage the value addition/manufacture of goods for local consumption and export	2008–2012	MoCI, MoA
	Provide technical assistance and inputs to reactivate at least 25 farmers' co-operatives in Gbeley Geh, Sanniquellie, Zoe Geh, Saclepae Moh, Tappita and Yarwin Mensonnoh. Provide equipment such as rice, coffee, cocoa, and oil palm mills, as well as agricultural extension services	2008–2012	MoA
Strategic objective 2: Improve food security and nutrition, especially for vulnerable groups such as pregnant and lactating women and children under five.			
High levels of food insecurity and child malnutrition impede socioeconomic development and poverty reduction.	Disseminate agricultural best practices through practical training of 500 women and men small farm holders in Gbelay Geh, Tower Liver, Bu-Yao, Zoe Geh, Gbor, Doe, Yarplah, Menpea Mah, Bam-Gan, and Yarwin Menson	2008–2012	MoA
	Provide food assistance to schools, health facilities, and vulnerable populations using locally-produced food wherever possible	2008–2012	MoE, MoA
	Provide tools for farmers across the County, such as cutlasses, axes, hoses, rakes, and shovels, in quantities based on pending statistics on existing farmers from the County Agricultural Office	2008–2012	MoA
	Train farmers in seed multiplication and on retaining seeds from own harvests for replanting, to address dependency on external seed supply	2008–2012	MoA
Strategic objective 3: Strengthen human and institutional capacities to provide needed services, create a strong enabling environment, and reduce vulnerability.			
Institutions remain largely ineffective at delivering services such as regulation, policy and planning, and research and extension.	Empower security agencies to curb illegal pit-sawing and enforce the new Forestry Law to curtail the hemorrhaging of timber resources	2008–2012	FDA
	Renegotiate existing Concession agreements concerning COCOPA Rubber Plantation to insure that a percentage of net income is contributed for County development	2008–2012	MoA
	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	MoCI
	Provide skills training and business development services targeting 100,000 young women and men	2008–2012	MoL
	Regularize mining licenses and concessions where possible	2008–2012	MLME
	Provide incentives to the private sector and inputs to re-establish logging activities	2008–2012	FDA
	Provide incentives and inputs to open commercial gold and diamond mines	2008–2012	MLME
	Identify free land available for economic development use, with the consensus of affected communities and all relevant stakeholders	2008–2012	MIA
	Increase the number of tax revenue agents, and supply them with logistical necessities and training	2008–2012	MIA, MoF
	Provide tax holidays to investors establishing themselves in rural agricultural areas	2008–2012	MIA, MoF
	Provide incentives for the establishment of bank branches in rural communities	2008–2012	MIA, MoF
	Strengthen market infrastructure and policies to facilitate better-functioning markets, based on the input of marketers, and support marketing associations	2008–2012	MIA, MoF
	Facilitate the formalization of informal businesses through licensing, business development services	2008–2012	MoE, MoL
	Construct a tourist center in Sokopa	2008–2012	MIA
	Provide incentives and inputs to convert Lake Teeleh into a tourist area	2008–2012	MIA
	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, MIA

2.4 Governance and Rule of Law Pillar

The restoration and consolidation of state authority has shown considerable progress as more than 800 civil servants are serving in the County in various positions, while twelve ministries and eight Government agencies are located and operating in the County. There is, however, a dire need for capacity building. A number of administrative buildings including the County administrative building and District Headquarters have been renovated with the help of the Government of Liberia, UNMIL Quick Impact, and bilateral donors including USAID and EC-CRC. Despite efforts towards restoration of judicial authority and renovation/construction of courthouses, the population lacks confidence in the judicial system and is frustrated by low dispensation of cases, the charging of illegal fees and inability of the defence to provide full support to the poor. The Corrections system in Nimba has been greatly affected by the lack of detention facilities, illegal release of suspects and long pre-trial periods. A Protection Core Group (PCG) comprising UNHCR, UNMIL, WFP, UNPOL, EQUIP, LRRRC, IRC, LNRCs, NRC, MercyCorps, LNP, MOE, MoGD, Helping Hands, and Saclepea Magisterial Court is active in the County. Numerous CSOs are engaged in socio-economic activities, youth and women's issues, human rights advocacy, and peace-building, but they lack long-term and sustainable organizational structures and resources. Prominent human rights and protection issues in the County include gender-based violence (GBV), inmates' rights and welfare in detention, and the dispensation of justice.

Table 9: Court Facilities

No. of facilities	Type of facilities	Location	Status	No. of officers
1	Circuit Court	Sanniquellie	Not renovated	1 Judge
1 (out of 12)	Magisterial Court		Renovated (Ganta)	12 stipendiary magistrates and 23 associate magistrates

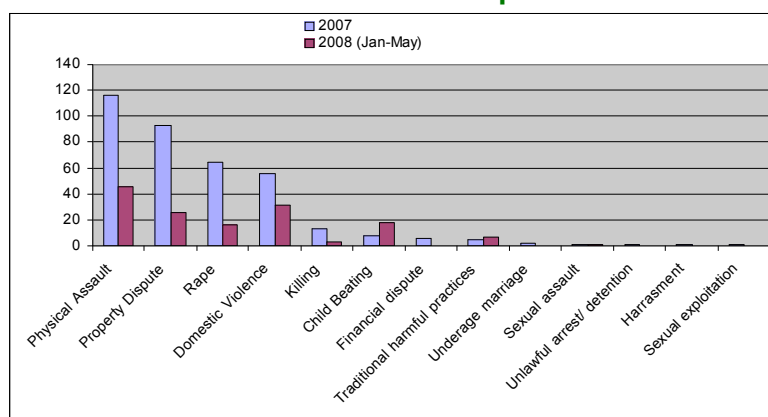
Source: Census of Rule of Law Facilities, August 2006, as provided in CIP

Table 10: Corrections Facilities

No. of facilities	Name of Facility	Location	Status of Correction Facilities	No. of Officers
1	Sanniquellie Prison	Sanniquellie City	Operating in a warehouse	7(1 prison sup. & 6 guards)

Source: Bureau of Corrections and Rehabilitation (BCR) & UNMIL HCS Nimba Briefing Pack as provided in CIP

Number of Protection Incidents Reported in the County



UNHCR/NRC Protection Monitoring Report

Interventions: Governance and Rule of Law

Issue	Interventions	Delivery Date	Lead Ministry / Agency
Goal: To build and operate efficient and effective institutions and systems, in partnership with the citizens, that will promote and uphold democratic governance, accountability, justice for all and strengthen peace			
Strategic objective 1: To increase and enhance citizen participation in and ownership of government policy formulation and implementation			
Given the current constitutional provisions, political and economic decision-making have taken a top-down approach for a long time with local leadership and actors playing a limited role in the process that impact their lives which has led to wide spread poverty and non-accountability in the use of public resources.	Increase the number of workshops and public sensitizations on human rights, community policing, the rule of law, social reintegration, good citizenship and development	2008-2012	MOJ
Strategic objective 2: To strengthen and enhance the effectiveness and efficiency of public institutions and functionaries			
Public institutions, for the most part, have been bloated, disorganized, weak and supportive of corrupt practices.	Build the capacity of judiciary to manage their caseload	2008-2012	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
Strategic objective 3: To expand access to justice, and enhance the protection and promotion of human rights under the Laws of Liberia			
There are significant shortcomings in the protection and promotion of human rights, and there is a lack of equal access to the justice system, as well as minimal public understanding of citizens' rights under the law.	Rehabilitate the circuit court building in Sanniquellie	2008-2012	MOJ
	Construct courthouses in Gbarma, Weasua Belle Fasama, Gumbeta, Palakwelleh and Kumgbor, and reinforce the judicial establishments there	2008-2012	MOJ
	Construct a central detention and correction facility and deploy fully-equipped Bureau of Corrections and Rehabilitation officers in Gbarpolu.	2008-2012	MOJ
	Construct a central prison for at least 240 inmates in Sanniquellie with separate cells for women and juvenile offenders		MOJ
	Construct magisterial courthouses in Duo, Bunadin, Bahn, Saclepea, Zekepan, Kpaytuo, Tappita, Sanniquellie, Lugbeh, Beeplay, Cocopa, Dogbor Town, and Beleglay		MOJ

2.5 Infrastructure and Basic Services Pillar

As in the rest of Liberia, basic social services remain seriously challenged in Nimba. The Government of Liberia, UN agencies, UNMIL and other development partners are however, making significant strides. Efficient power generation, water supplies and improved housing facilities will support business and industries to grow.

Health

There are currently 41 functioning clinics, which is the same as in pre-war times. Access to health care facilities for the estimated population of 732,195 is 435:1 (Source: CIP, Nimba). There are 526 MoH-assigned health workers serving at these facilities. Nurse aids constitute 21.2% of all health workers in the County, followed by registered nurses (17%), and trained traditional midwives (13%). Doctors make up only 0.9% of health workers in the County.



Table 11: Functional Health Care Facilities in Nimba

District	Est. Pop.	Est. IDP/ Returnee Pop.	Est. Pop. Per clinic	No. of clinics needed	Pre-War number of clinics	Clinics functioning & being rehabilitated	Gaps (No. of clinics needed)
Gbehlay-Geh	146497	5000	4000	27	10	10	17
Sanniquelle Mah	116675	3000	4000	26	11	11	15
Saclepea Mah	160424	7000	4000	33	9	9	24
Tappita	122687	2000	4000	23	4	4	19
Yarwein-Mehnsohnoh	31337	2000	4000	9	2	2	7
Zoe-Geh	154303	4000	4000	36	5	5	31
TOTAL	732195	23000	24000	154	41	41	113

Source: UNMIL HCS Nimba Briefing Pack (January 2007), with population figures provided by County authorities and UNMIL Civil Affairs (July 2007), as provided in Nimba CIP

Water and Sanitation

Access to acceptable level of sanitation and safe drinking water sources is poor. In six cities, Sanniquellie, Ganta, Saclepea, Tappita, Karnplay and Bahn with populations of between 25-50,000 persons, there is need to construct more efficient water systems.

Roads and Bridges

Access to market and basic social services is challenged by the deplorable conditions of roads throughout the County. All internal roads are laterite roads. With less than 25km of paved road, investment in road construction and maintenance remains urgent. All seventeen districts ranked road construction or rehabilitation as their top priority. Fifty-one roads and bridges throughout the districts have been prioritized by citizens for construction or rehabilitation. Citizens say good roads will improve access to market by buyers and producers/sellers and promote trade and enhance access to basic services located outside of their communities. The railroad from Yekepa to Buchanan is being rehabilitated by ArcelorMittal under the new mining agreement between GoL and the company.



Education

There are 554 schools for a student population of 145,272 (53% male and 47% female). There are 34 upper secondary schools and no formal multilateral/vocational/college/university level institutions in the County. There are 4,114 school teachers of which only 1,311 have been reactivated.

Table 12: School Statistics of Nimba as provided in CIP

Ministry of Education School Census 2006													
Nimba 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	
Gbehlay-Geh	93	91	91	16	24	4	0	25332	13301	12031	613	184	
Saclepea Mah	94	92	84	18	26	7	0	28416	15063	13353	729	190	
Sanniquelle Mah	137	127	132	15	41	15	0	36811	19460	17351	1170	233	
Tappita	90	88	87	21	23	4	0	19333	10691	8642	599	444	
Yarwein-Mehnsohnoh	37	37	37	4	6	1	0	6931	3903	3028	268	105	
Zoe-Geh	103	100	101	34	19	3	0	28449	14707	13742	735	155	
County	554	535	532	108	139	34	0	145277	77125	68147	4114	1311	

Electricity

There is no grid system in the County, and only a tiny minority have access to electricity. St. John and Cestos rivers have the potential for hydropower generation, though production could be seasonal –probably 7/12 months out of the year. Currently, needed power is only produced with small generators privately by companies, businesses and individuals. This is very costly and contributes to high cost of goods and services.

Housing

In six cities, Sanniquellie, Ganta, Saclepea, Tappita, Karnplay and Bahn with populations of between 25-50,000 persons, there is a need to develop housing estates. Mittal Steel Company has completed the renovation of some housing units in the concession city of Yekepa, and will need to construct additional units.



Interventions: Infrastructure and Basic Services

Issue	Interventions	Delivery Date	Lead Ministry / Agency
Goal: The rehabilitation of infrastructure and the rebuilding of systems to deliver basic services in order to create the conditions and linkages needed to achieve broad-based growth and poverty reduction.			
Strategic Objective 1: To ensure all roads are pliable year round, refurbish some public buildings and build capacity necessary for sustained road maintenance program			
The county's road network is in a state of near-total deterioration. Many needed public buildings are either non-existent or in need of rehabilitation.	Rehabilitate bridges and roads across the County, per the County Action Plan, particularly Sanniquellie-Karnplay-Bahn-Saclepea, Bahn-Buutuo, Tappita-Zekepa-Gbanquoi and Gray-Kparblee Roads	2008-2012	MPW
	Rehabilitate or construct 25 miles of feeder roads including bridges in each district	2008-2012	MPW
	Construct at least 200 housing units in Sanniquellie and Ganta	2008-2012	MPW
	Construct City Halls in Sanniquellie, Ganta, Tappita, Karnplay, and Bahn	2008-2012	MPW
	Construct district administrative buildings with a multi-purpose centers in Dorbor Town, Zuolay, Toweh Town, Youpea Town, Zuluyee, Bunadin, Flumpa, Gbanquoi, Zekepa, Tiayea, Gbeleyee, Schyikinpa, Zorgowee, Garplay, Beeplay, Beleglay, and Gbor-payee	2008-2012	MPW
	Construct a palava hut in rural areas of each of the seventeen districts	2008-2012	MPW
	Renovate William V.S. Tubman County Hall in Sanniquellie	2008-2012	MPW
	Construct chiefdom and clan compounds	2008-2012	MPW
	Reconstruct the three historic palava huts built for the summit of the Heads of state of Liberia, Guinea, and Ghana in 1959 in Sanniquellie	2008-2012	MPW
	Renovate the Presidential Annex, Superintendent's residence, and the main guest house in Sanniquellie Civil compound	2008-2012	MPW
	Construct a county cultural centre at a location to be determined	2008-2012	MPW
	Construct youth centers in Tappita, Zekepa, Saclepea, Bahn, Karnplay, and Ganta	2008-2012	MPW
	Construct mini sports stadiums in Tappita, Saclepea, Bahn, Karnplay, Ganta, and Zekepa	2008-2012	MPW
Strategic Objective 2: To reduce the water and sanitation-related disease burden in Liberia			
Only about 42% of the Liberian population has access to improved drinking water, Only about 39% of the population has adequate means of human waste collection, Operation of water and sanitation facilities currently unsustainable	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	MoH
	Rehabilitate/construct 1,700 wells with hand pumps.	2008-2012	MPW
	Rehabilitate the Sanniquellie municipal water system and construct municipal water systems in Ganta, Saclepea, Tappita, Bahn, Karnplay and Buutuo	2008-2012	MPW
	Construct 1,000 family/community toilets per district	2008-2012	MPW
	Construct a sewer system in Ganta with at least four public latrine blocks	2008-2012	MPW
	Establish a garbage collection system and waste disposal sites in Ganta	2008-2012	MPW

Issue	Interventions	Delivery Date	Lead Ministry / Agency
Objective 3: To expand access to basic health care of acceptable quality and establish the building blocks of an equitable, effective, efficient, responsive and sustainable health care delivery system.			
Liberia has a health 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
	Construct health facilities and stock them with appropriate equipment, logistics, drugs, and trained staff, per the County Development Plan annexed below	2008-2012	MOH
	Organize workshops for the various groups in the County to enhance their understanding of HIV and AIDS and other public health topics	2008-2012	MOH
	Relocate the G.W. Harley Hospital in Sanniquellie City	2008-2012	MOH
Objective 4: To provide access to quality and relevant educational opportunities at all levels and to all, in support of the social and economic development of the nation			
Access is severely limited due to insufficient facilities and supplies, facilities disproportionately located out of reach for some regions. Only one third of primary teachers in public schools have been trained. Enrolment rates remain low, especially for girls. Only a small number successfully make the transition from primary to secondary education.	Rehabilitate or construct schools in adequate numbers to serve the population per the County Action Plan	2008-2012	MOE
	Stock all schools with adequate materials and furniture, WATSAN facilities, teachers' quarters	2008-2012	MOE
	Provide all untrained teachers with adequate training		
	Carry out a survey to ascertain the amount of trained teachers, books and materials needed, and to determine the number of girls and boys in each school	2008-2012	MOE
	Improve the incentives for teachers, especially those working in remote areas	2008-2012	MOE
	Register all currently voluntary teachers on the Government payroll	2008-2012	MOE
Objective 5: To provide reliable, sustainable and affordable energy services to all Liberians in an environmentally sound manner			
Grid electricity is non-existent outside Monrovia.	Provide cross-border electricity service from Cote d'Ivoire through: 1) Toe Town in Nimba County terminating at Tappita, and 2) Ganta, passing through Loguatu, Yekepa, and Sanniquellie	2008-2012	MLME
	Extend electricity service from either Ganta or Tappita to cover Saclepea, Bahn, and Zekepa	2008-2012	MLME

2.6 Cross-Cutting Issues

In the public consultations that led to the development of the CDAs and the PRS, participants managed to identify a set of five cross-cutting themes for consideration in implementing local and national development plans: Gender Equity; HIV and AIDS; Peacebuilding; Environment; and Children and Youth. As part of the effort to mainstream these issues into all the development initiatives at the County level, this section lays out the context and objectives for each. The greater PRS document addresses in detail the specific steps to be taken under the four Pillars to address each of the cross-cutting issues.

Gender Equity

The County is strongly committed to gender equity as a means to maintain peace, reduce poverty, enhance justice and promote development. Despite the progress since the end of the war, gender continues to play a decisive role in determining access to resources and services. Women and girls continue to have limited access to education, health services and judicial services, which has severely curtailed their participation in the formal economy. Women and girls have been missing out on opportunities and participation in management and decision-making on all levels of the society. This trend has contributed to feminization of poverty in the County, and in Liberia as a whole.

Sexual gender-based violence (SGBV) is blight on Liberian society and for many Liberian women and girls, the appalling violence they experienced during wartime still occur. Currently, rape is the most frequently reported serious crime in Liberia. In 2007, 38% of the protection cases reported by UNHCR/NRC monitors were SGBV related and reports from 2008 show similar trend. Domestic violence is endemic (26% of all reported protection cases) and Liberia has among the highest rates of teenage pregnancy in the world. Of the 198 protection incidents reported in the County during January-May 2008, 26% and 16% 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

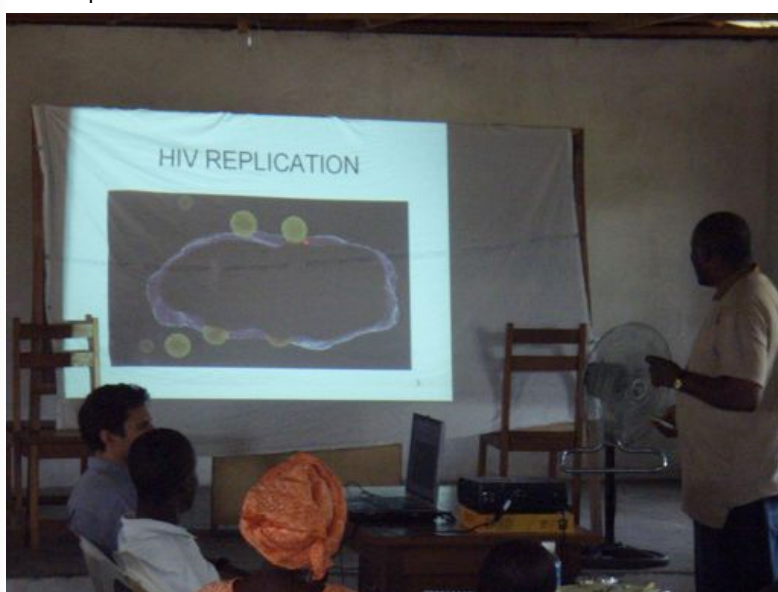
The people of the County, and especially the poor, are critically dependent on fertile soil, clean water and healthy ecosystems for their livelihoods and wellbeing. This reliance creates complex, dynamic interactions between environmental conditions, people's access to and control over environmental 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 Principle Guide for County Development Funding

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

3.2 Building Capacity

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

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

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

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

3.3 Managing Potential Risks and Constraints

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

3.4 Monitoring and Evaluation

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

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

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

Tapping Dormant Human Capital: Changing Minds, Changing Attitudes

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

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

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

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

Monitoring impact

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

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

Monitoring deliverables

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

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

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

Strengthening the M&E Foundation

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

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

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

¹ Anticipated date for achievement of target.

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

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

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

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

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

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

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

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

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

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

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

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

¹¹ Ibid

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

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

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



ANNEX 1 - COUNTY ACTION PLAN

Annex 1.1 Nimba County Action Plan

Challenges	Action Required	Location			Lead
		District	Clan	City/Town	
Roads & Bridges	Rehabilitation of a 30km road from Saclepea to Barwin, a 60km road from Goapa to Gbanqoi and, a 12km road from Loyee to Belevayelay.	Wee- Gbehvi	Ylahn, Lowee, Wee, Gborpea	Beangonpa, Fleeidin, Gbanquoi Dourpa, Zao Buayee	GoL, MPW
Roads & Bridges	Rehabilitation of Mehnia to Boryee Hi-way, Kwendin to Gorkorpa Hi-way, Zekepa to Duogarpa Hi-way.	Yarwin	Blinlon, Mehnsonoh, Zehla	Zahnzayee, Mehnla, Kwendin, Zekepa, Garmwee, Gleyee	GoL, MPW
Roads & Bridges	Rehabilitation of Lowlay to Gborplay road, Geanplay to Teahyagbaplay road, Lowlay through Kpairplay road.	Twah River	Srohlay, Gbei, Sollay, Wealay, Gborplay, Gba-Loe		GoL, MPW
Roads & Bridges	Rehabilitation of Zor-Gowee to Loguatuo road, Zor-Gowee to Dulay road, Karnplay to Lorguatuo road	Gbehlay-Geh	Gbehlay, Zango/ Zao, Zor, Lan-Kao	Karnplay	GoL, MPW
Roads & Bridges	Rehabilitation of Yarsonoh through Korsein to Beleglay, Bahn through Payee to Gbahawin, Dehvon through Tay-Kpaglay to Zouplay.	Gbor	Zor & Gbor, Kerbei, Duobei	Zuoplay, Dehvon, Payee, Wehplay, Gwealay, Rlantuo, Dehvon II, Gbanweh, Tay-Kpaglay,	GoL, MPW
Roads & Bridges	Rehabilitation of Bahn to Buutuo road, Buutuo to Madiaplay road, Buutuo through Dianplay to Yourpea.	Buu-Yao	Yao-Kwakehlar, Wea, Yao, Nyor, Nyor-Dia-Barlor, Froh, Ninkwea	Gbloulay, Buutuo, Display,	GoL, MPW
Roads & Bridges	Rehabilitation of Behyepea through Zontuo through Bayleglay through Rel-kporlay to Gbliah, Zehplay to Behyepea through Zantuo, Duawin to Buanplay.	Zoe-Gbao			GoL, MPW
Roads & Bridges	Rehabilitation of a 12.8km road from Sanniquellie to Gboah-Yeela, a 24.0km road from Sanniquellie to Vanyanpa Border, a 4.8km road from Sanniquellie to Gehwee.	Sanniquellie Mah	Sehyi, Gboa	Sanniquellie, Schyikimpa,	GoL, MPW
Roads & Bridges	Rehabilitation & Construction of road from Blohn through Schwee to Gbeleyee and back to Dohn, Construction of a road from Yarsonoh through Torkopa to Cocopa, Rehabilitation of road from Karnwee to Saclepea.	Lee-Wehpea	Kpoapa, Kpallah, Zahngla-Zonla,		GoL, MPW
Roads & Bridges	Rehabilitation of Kpai to Gbeiduayee road, of Sokopa through Tonwin to Yekeyee road, Construction of Gbellie to Kpallah road.	Meinpea Mah	Zahn, Zichyee, Meinboyee, Gbointein, Slapa		GoL, MPW

Challenges	Action Required	Location			Lead
		District	Clan	City/Town	
Roads & Bridges	Rehabilitation of roads from Tappita to Dorgbor's, and from Wontoe to Wlayee, Construction of a road from Tappita through Kwendin to Wontoe.	Gbi-Doru			GoL, MPW
Roads & Bridges	Rehabilitation of roads from Graie through Toweh to Beauto, from Townen Town through Louplay to Bahn, from Sarley through Bonglay to Gblolay.	Boe-Quilla	Sar-Clan, Goosertaa, Quilla, Boe	Yelepea, Bonlay, Tonwea, Tarwea, Zelay 1 & 2, Bongentuo, Sargarplay, Garage, Mlentontuo, Toweh Town, Gbenelay, Free Town, Zualy, Marlay, Sarlay	GoL, MPW
Roads & Bridges	Rehabilitation of roads from Diallah to beauto, from Beauto to Old Yourpea through New Yourpea, from Behusalay to Kahnblee through Gayeplay.	Kparblee	Beauto Behwealay, Dubuzon, Geyea	Youkorway, Old Town , Beauto,	GoL, MPW
Roads & Bridges	Rehabilitation of roads from Tappita to Kpowin, from Tappita to Gaanwee, from Zuolay to Nyao.	Doe	Gbear, Schzueplay, Tappita		GoL, MPW
Roads & Bridges	Rehabilitation of a 40km road from Yekepa to Bololewee, a 50km road from Lugbeyee to Gbonie through Bololewee, a 49km road from Lugbeyee through Bonla, Gbein to, Bololewee to Beintonwin.	Yarmein	Gbah, Gbayee, Gbeleyee,	Gbapa, Lugbayee, Gbeleyee, Gbobayee	GoL, MPW
Roads & Bridges	Construction of roads from Zuluyee through Mongbai to Cocopa, from Tondin through Kulah-pa through Lehgain and Whipa to Dingamon, from Gbloyee through Gbuyee through Gowee and Plelehyee to Yekekoryee.	Bain-Garr	Bain, Garr, Gbleingbain	Zuluyee	GoL, MPW
Roads & Bridges	Rehabilitation & Construction of a 45km road from Sanniquellie to Duo-Boc, a 22km road from Tiayee to Payee, 19km road from Suakazue to Duo-Tiayee.	Yarpea Mah	Duo-yah #1, Duo-yah #2, Gbaye, Gbein, Kpayee	Tiayee	GoL, MPW

Challenges	Action Required	Location			Lead
		District	Clan	City/Town	
Education	Construction of a Agriculture College in Belevayelay.	Wee- Gbelyi	Ylahn, Borpea, Lowee, Ylaniwee	Saclepea, Nyao, Nyasen, Blapa, Beagon	GoL, MoE
Education	Construction/Elevation from Jr. High to Sr. High schools in Zekapa, in Mehnia and in Zahnzayee.	Yarwin Mehnsonoh	Blinlon, Mehnsonoh, Zehla	Zahnzayee, Mehnia, Kwendin, Zekepa	GoL, MoE
Education	Construction of an Elementary school in Teahzaygbaplay, a Sr. High with Teacher Quarters in Garplay, and a Elementary school in Slangonplay.	Twah River	N/A	N/A	GoL, MoE
Education	Construction of a Vocational school in Karnplay, a Sr. High school to Zorg-Gwee, and Duoplay.	Gbehlay-Geh	Gbehlay, Zango/Zao, Zor, Lan-Kao	Karnplay	GoL, MoE
Education	Construction of a Jr. High school in Tay-Kpaglay, an Elementary school in a Vocational school in Payee	Gbor	Zor & Gbor, Kerbei, Duobei	Gwealay, Rlantuo, Dehvon II, Gbanweh, Tay-Kpaglay, Payee	GoL, MoE
Education	Construction of a Vocational High school in Gbloulay, a Jr. Collage in Nyor-Display, and a Women's center/Vocational school in Beeplay.	Buu-Yao	N/A	Gbloulay, Buutuo, Display,	GoL, MoE
Education	Construction of a Vocational Training center in Bahn, a Jr. High school in Zontuo, and a Sr. High school in Bayleglay.	Zoe-Gbao	Zoe	Bahn	GoL, MoE
Education	Construction of a Jr. High In Selyi Geh, in Gboah Yeela and in Zeissonnoh.	Sanniquellie Mah	Schyi	Sanniquellie	GoL, MoE
Education	Construction/elevation from Jr. High to Sr. High in Karnwee, Construction of a Primary school in Guahn and a Vocational school in Kpeye.	Lee-Wehpea	Zahngla-Zonla,		GoL, MoE
Education	Construction of a Sr. High school in Glahn Town, Jr. High school in Freeman Town and Jr. High school in Dorgbor Town.	Gbi-Doru			GoL, MoE
Education	Construction/Elevation from Jr. High to Sr. High school in Toweh Town, Construction of a Jr. High school in Bonglay, and rehabilitee the Elem. school in Zuatuo.	Boe-Quilla	Sar-Clan, Goosertaa, Quilla, Boc	Yelepea, Bonlay, Tonwea, Tarwea, Zelay, I & 2, Bongentuo, Sargarplay, Garage, Mlentontuo, Toweh Town, Gbenelay, Free Town, Zualy, Marlay, Sarlay	GoL, MoE
Education	Construction of Vocational and Technical High school in Old Yourpea, a Sr. High school in Kparblee and an Elementary school in Dewoblec.	Kparblee	Beatuo	Yourkorway, Old Town	GoL, MoE
Education	Construction of a college in Tappita, a Sr. High school in Zuolay, and a Sr. High school in Ziah #1.	Doc	Gbear, Schzueplay, Gbonplay	Tappita	GoL, MoE
Education	Construction of a Sr. High school in Gbeleyee, a Women center/Vocation in Lugbeyee, and an Elementary school in Kinnon.	Yarwein	Gbah, Gbayee, Gbeleyee,	Gbapa, Gbeleyee, Gbobayee	GoL, MoE
Education	Construction of Sr. high school in Duo Tiayee, and Mao-Gayewee and a Jr. High school in Tiapa.	Yarpea Mah	Duo-yah #1, Duo-yah #2, Tiayee Gbaye, Gbein, Kpayee		GoL, MoE
Education	Construction of an Elementary school in Whynor Town, a Jr. High school in Tonzohmon, and a Junior Collage in Gompa City.	Bain-Garr			GoL, MoE
Education	Construction of Sr. High school in Behwon, an Elem. school in Golah, and a Vocational school in Quoipa	Meinpea-Meh			GoL, MoE

Challenges	Action Required	Location			Lead
		District	Clan	City/Town	
Health	Construction of clinics in Teahzaygbaplay, in Kpairplay and in Blimpay.	Twah River	Srohlay, Gbei, Sollay, Wealay, Gborplay, Gba-Loe	N/A	GoL, MoH
Health	Construction of clinics in Zualay and in Lepular and improving the health center in Karaplay to a Hospital.	Gbehlay-Geh	N/A	Karnplay	GoL, MoH
Health	Rehabilitation & Construction of Health center in Payee, in Wehplay and in Dehvon.	Gbor	Zor & Gbor, Kerbei, Duobei	Zuoplay, Dehvon, Payee, Wehplay	GoL, MoH
Health	Construction of a Hospital in Bahn, a clinic in Duowin, and a Health center in Rlekporlay.	Zoe-Gbao	Zoe	Bahn	GoL, MoH
Health	Construction of clinic in Kpoapa, and in Kpallah Reconstruction from clinic to health center in Flumpa.	Lee-Wehpea	Kpoapa, Kpallah,	N/A	GoL, MoH
Health	Construction of Health center in Banlah, in Tunukpuyee and in Sokopa.	Meinpea Mah	Zahn, Zichyee, Meinboyee, Gbointein, Slapa	N/A	GoL, MoH
Health	Construction of clinics in Wontoe, in Dorgbor, and Construction of a Health center.	Gbi-Doru	N/A	N/A	GoL, MoH
Health	Construction of clinics in Zuatu, in Luoplay and in Sarlay.	Boc-Quilla	Sar-Clan, Goosertaa, Quilla	Gbarplay Zuatu, Sarlay	GoL, MoH
Health	Construction of clinics in Beatu, in Behwalay and in Kaylay	Kparblee	Beatu	Beatu	GoL, MoH
Health	Rehabilitation of Hospital in Tappita, Construction of clinics in Zuotuo and in Greanpea.	Doe	Gbear, Schzueplay, Gborplay	Tappita	GoL, MoH
Health	Construction of clinics in New Yekepa and in Gbeleyee and a Health center in Gbapa	Yarmein	Gbah, Gbeleyee	N/A	GoL, MoH
Health	Construction of a Health center in gbloulay and clinic in dinplay, and beadatu	Buu-Yao		All	GoL, MoH
Health	Construction of clinics in Pledehyee, Mongbain Town, and Busie Town	Bain-Gar			GoL, MoH
Health	Construction of Medical clinics with Laboratory and staff quarters in Gaopa, Duayee and Kpatuo	Wee-Gbelyi			GoL, MoH
Health	Construction of a clinic in Zahnzayee and Rehabilitation of clinics in Guotion and in Goekorpa	Yarwin Mehnsonoh			GoL, MoH
Health	Construction of Health centers in Zolowee, Gbalasohon and in Suakarzue	Sannique Mah			GoL, MoH
Health	Construction of Health centers in Tiayee, and Duo Sopa . Construction of a clinic in Gayewee.	Yarpea Mah			GoL, MoH

ANNEX 2: DISTRICT ACTION PLANS

Annex 2.1 Sanniquellie Mah District

Challenges	Action Required	Location				Lead	Collaborating Partner	Contribution of Community	Timeframe	Estimated Cost USD
		District	Clan	City/Town	Village					
Roads	Rehabilitation and construction	Sanniquellie Mah	All 2 clans	All	-	GoL MPW			Jan 2008 Jan 2010	
University	Construction	Sanniquellie Mah	Sehyi	Sanniquellie	-	GoL MoE			Jan 2008 Jan 2010	
District Headquarters	Construction	Sanniquellie Mah	"	Schyikimpa	-	GoL MPW MIA			Jan 2008 Jan 2010	

Annex 2.2 Yarpea Mah District Action Plan

Challenges	Action Required	Location				Lead	Collaborating Partner	Contribution of Community	Timeframe	Estimated Cost USD
		District	Clan	City/Town	Village					
Roads	Rehabilitation and construction	Yarpea Mah	All 5 Clans	All	-	GoL, MPW			Oct. 2007 June 2009	
School	Construction	Yarpea Mah		Tiayee		GoL, MoE			Jan. 2008 Dec. 2008	
Water (Hand Pump)	Rehabilitation and construction	Yarpea Mah	All	All	All				Mar. 2008 Mar. 2009	

Annex 2.3 Bain-Garr District Action Plan

Challenges	Action Required	Location				Lead	Collaborating Partner	Contribution of Community	Timeframe	Estimated Cost USD
		District	Clan	City/Town	Village					
Roads	Rehabilitation and construction	Garr-Bain	All 3 Clans	All	-	GoL, MPW			Jan. 2008 Jan. 2010	
WATSAN	Rehabilitation and construction	Garr-Bain	All	All	All	GoL MoH			Feb. 2008 Feb. 2009	
Police Station	Rehabilitation and construction	Garr-Bain	Blingban	Zuluyee	-	GoL MOJ			Mar. 2008 Dec. 2009	

Annex 2.4 Yarmein District Action Plan

Challenges	Action Required	Location				Lead	Collaborating Partner	Contribution of Community	Timeframe	Estimated Cost USD
		District	Clan	City/Town	Village					
Roads	Rehabilitation and construction	Yarmein	All 4 Clans	Gbapa Lugbayee Gbeleyee	-	GoL, MPW			Jan. 2008 Dec. 2010	
High Schools	Construction	Yarmein	Gbah Gbayee Gbeleyee	Gbapa Gbeleyee Gbobayee	-	GoL MoE			Jan. 2008 Dec. 2010	
Clinic	Construction	Yarmein	Gbah Gbeleyee			GoL MoH			Jan. 2008 Dec. 2010	

Annex 2.5 Doe District Action Plan

Challenges	Action Required	Location				Lead	Collaborating Partner	Contribution of Community	Timeframe	Estimated Cost USD
		District	Clan	City/Town	Village					
Roads	Rehabilitation and Reconstruction	Doe	All 3 Clans	See Attached	-	GoL, MPW			Jan. 2008 Jan. 2009	
Hospital	Rehabilitation	Doe	Gbear Sehzueplay Gbonplay	Tappita		GoL, MoH,			Jan. 2008 Jan. 2009	
College	Construction	Doe	“	Tappita		GoL MoE			Feb. 2008 Feb. 2011	

Annex 2.6 Kparblee District Action Plan

Challenges	Action Required	Location				Lead	Collaborating Partner	Contribution of Community	Timeframe	Estimated Cost USD
		District	Clan	City/Town	Village					
Roads and Bridges	Rehabilitation and construction	Kparblee	All 4 Clans	All	-	GoL MPW			July 2008 July 2009	
Vocational and Technical High School	Construction	Kparblee	Beatuo	Youkorway Old Town	-	GoL MoE			July 2008 July 2009	
Clinic	Construction	Kparblee	Beatuo	Beatuo	-	GoL MoH			Jan. 2008 Dec. 2008	

Annex 2.7 Boe-Quilla District Action Plan

Challenges	Action Required	Location				Lead	Collaborating Partner	Contribution of Community	Timeframe	Estimated Cost USD
		District	Clan	City/Town	Village					
Roads	Rehabilitation and construction	Boe-Quilla	All 7 Clans	All	All	GoL, MPW			July 2008 June 2010	
Schools	Rehabilitation and construction	Boe-Quilla	“	Yelecepa, Bonlay, Tonwea	-	GoL, MoE			Oct. 2008 July 2010	
Schools	Rehabilitation and construction	Boe-Quilla	Sar-Clan	Tarwea, Yoelay 1 and 2, Bongentuo						
Schools	Rehabilitation and construction	Boe-Quilla	Goosertaa	Sargarplay, Garage, Mlentontuo						
Schools	Rehabilitation and construction	Boe-Quilla	Quilla	Toweh Town, Gbenelay						
Schools	Rehabilitation and construction	Boe-Quilla		Free Town, Zualay, Marlay						
Clinics	Construction	Boe-Quilla	Sar-Clan	Sarlay	-	GoL, MoH			Nov 2008 Nov 2010	
Clinics	Construction	Boe-Quilla	Goosertaa Quilla	Gbarplay, Zuatuo		GoL, MoH				
Agriculture	Cultivation	Boe-Quilla	Boe	Tonwea		GoL, MoA			Nov. 2008 Nov. 2010	
Agriculture	Cultivation	Boe-Quilla	Sar-Clan	Yorlay 1 and 2						
Agriculture	Cultivation	Boe-Quilla	Goosertaa	Lorplay						
Agriculture	Cultivation	Boe-Quilla	Quilla	Toweh Town, Marlay						

Annex 2.8 Gbi-Doru District Action Plan

Challenges	Action Required	Location				Lead	Collaborating Partner	Contribution of Community	Timeframe	Estimated Cost USD
		District	Clan	City/Town	Village					
Roads	Rehabilitation and construction	Gbi-Doru	All 4 Clans	All	-	GoL MPW			Jan. 2008 Mar. 2009	
Clinics	Construction	Gbi-Doru	All		-	GoL MoH			Jan. 2008 Mar. 2009	
Schools	Construction	Gbi-Doru				GoL MoE			Jan. 2008 Mar. 2009	
Provision of Building Materials	Transportation	Gbi-Doru	All	All		GoL			Jan. 2008 Mar. 2009	

Annex 2.9 Meinpea Mah District Action Plan

Challenges	Action Required	Location				Lead	Collaborating Partner	Contribution of Community	Timeframe	Estimated Cost USD
		District	Clan	City/Town	Village					
Roads	Rehabilitation and construction	Meinpea Mah	All 4 Clans	All	-	GoL, MPW			Oct. 2007 Oct. 2010	
Clinics	Rehabilitation and construction	Meinpea Mah				GoL MoH			Oct. 2007 Oct. 2010	
Water (Hand Pumps)	Rehabilitation and construction	Meinpea Mah	All	All		GoL MoH			Oct. 2007 Oct. 2010	

Annex 2.10 Lee-Wehpea District Action Plan

Challenges	Action Required	Location				Lead	Collaborating Partner	Contribution of Community	Timeframe	Estimated Cost USD
		District	Clan	City/Town	Village					
Clinic	Construction	Lee-Wehpea	Kpoapa Kpallah			GoL MoH			Oct. 2007 May 2008	
High School	Construction	Lee-Wehpea	Zahngla-zonla			GoL MoE			Oct. 2007 Oct. 2009	
Roads	Rehabilitation and construction	Lee-Wehpea	Zll	All	-	GoL MPW			May 2008 May 2010	

Annex 2.11 Wee-Gbehyi District Action Plan

Challenges	Action Required	Location				Lead	Collaborating Partner	Contribution of Community	Timeframe	Estimated Cost USD
		District	Clan	City/Town	Village					
Roads and Bridges	Rehabilitation and construction	Wee-Gbehyi	All 4 Clans	All	-	GoL, MPW			Oct. 2007 Jan. 2010	
Vocational School	Construction	Wee-Gbehyi	Ylan	Saclepea	-	GoL, MoE			Oct. 2007 June 2009	
Multilateral Agriculture	Construction	Wee-Gbehyi	Lowee	Duayee	-	GoL MOA			July 2008 June 2009	
Schools	Rehabilitation and construction	Wee-Gbehyi	Borpea Lowee Ylaniwee	Nyao, Nyasen, Blapa, Beagon	-	GoL MoE			July 2008 June 2009	

Annex 2.12 Zoe-Gbao District Action Plan

Challenges	Action Required	Location				Lead	Collaborating Partner	Contribution of Community	Timeframe	Estimated Cost USD
		District	Clan	City/Town	Village					
Roads	Rehabilitation and construction	Zoe-Gbao	All 6 Clans	All	-	GoL MPW			Jan. 2008 Dec. 2010	
Vocational Training Center	Construction	Zoe-Gbao	Zoe	Bahn	-	GoL MoE			Jan. 2008 Dec. 2010	
Hospital	Construction	Zoe-Gbao	Zoe	Bahn	-	GoL MoH			Jan. 2008 Dec. 2010	

