

Montserrado County Development Agenda

Republic of Liberia

2008 – 2012



County Vision

Our vision is to create an economically vibrant county that harnesses the special advantages offered by its diverse urban, peri-urban and rural human and natural resources to ensure equal opportunities for economic and social development for all citizens.

With this vision in our minds, we focus on the three priority areas of roads, education and health, while attending to the nation's wider objectives in the Poverty Reduction Strategy. In this way we move the County forward for the betterment of all its citizens and for the development of Liberia as a whole.



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 Montserrado 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 Montserrado 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



This County Development Agenda truly reflects the ideas and opinions of the people of Montserrat County. In keeping with the participatory spirit of the national reconstruction process, we have, with the help of our

Central Government and international partners, organized and conducted an unprecedented series of District Consultative meetings to gather the views of a wide array of women and men from across the County, including proud members of all our religions, ethnic groups, professions, ages and interest groups.

Together we are resolute to supporting the Poverty Reduction Strategy process. The CDA shows our total cooperation with an inclusive process that leads us to finally having modern infrastructure to facilitate the movement of people and goods, increased production for economic growth, decentralized governance for local-level development, and a transparent justice system that recognizes the need to fully protect the rights of everyone, including women and children, disabled persons and vulnerable groups.

I must take this opportunity to express my gratitude to the wonderful citizens of Montserrat for their invaluable participation in this process, and for giving me the opportunity to serve them. Of course we would not have come this far without the essential support of the UN County Support Team (CST) and our brilliant colleagues the Minister of Planning & Economic Affairs G. Toga McIntosh and the Minister of Internal Affairs, Ambulai B. Johnson Jr.

The biggest appreciation goes to our committed, visionary, loving and selfless President for bringing her political skill to the task of seeing Liberia reach ever-higher heights in development.

Nyenekon Beauty Snoh-Barcon

County Superintendent

Montserrat County Officials

Name	Title	Agency
Nyenekon Beauty Snoh-Barcon	County Superintendent	Ministry of Internal Affairs
J. Momolu Bass	Assistant Superintendent, Development	Ministry of Internal Affairs
Lincoln J. Raley	Administrative Assistant	Ministry of Internal Affairs
Francis Mulbah	Secretary	Ministry of Internal Affairs
Jersey F. Dennis	County Inspector	Ministry of Internal Affairs
John N. Watkins	Land Commissioner	Ministry of Internal Affairs
Kamasuh Phillip	Project Planner	Ministry of Internal Affairs
Morris B. Binda	Acting Superintendent, Todee District	Ministry of Internal Affairs
Alfred D. Tartee	Acting Superintendent, Careysburg District	Ministry of Internal Affairs
Richard S.N. Tobii Sr.	Governor, Borough of New Kru Town	Ministry of Internal Affairs
Henrietta F. Nyae	City Mayor, Bentol	Ministry of Internal Affairs
Lucinda Hurbert	City Mayor, Brewerville	Ministry of Internal Affairs
J.C.N. Howard	Acting City Mayor, Paynesville	Ministry of Internal Affairs
Joanna N. Coleman	City Mayor, Clay Ashland	Ministry of Internal Affairs
Sineon Bracewell	City Mayor, Arthington	Ministry of Internal Affairs
Gabriel K. Knuckles	City Mayor, Careysburg	Ministry of Internal Affairs
Amelia C.R. Holmes	Commissioner, Virginia	Ministry of Internal Affairs
Sarah K. Berrian	Commissioner, Caldwell	Ministry of Internal Affairs
Sharon B. Kamara	Acting Commissioner, Barnersville	Ministry of Internal Affairs
Jemima F. Washington	Commissioner, Mt. Coffee	Ministry of Internal Affairs
Helena T. Doe	Commissioner, Gardnersville	Ministry of Internal Affairs
Demore W. More	Commissioner, West Point	Ministry of Internal Affairs
John Kollie	Commissioner, New Georgia	Ministry of Internal Affairs
Edwin T. Mathies	Commissioner, Royesville	Ministry of Internal Affairs
Sam T. Miller	Commissioner, Harrisburg	Ministry of Internal Affairs

Name	Title	Agency
Mac John Russel	Commissioner,Congo Town	Ministry of Internal Affairs
Cecil T.O. Brandy	Commissioner,Millsburg	Ministry of Internal Affairs
J. Modesco Siaker	Commissioner,Croizerville	Ministry of Internal Affairs
Thomas S. Cassell	Commissioner,Cheesemanburg	Ministry of Internal Affairs
Joseph S. Takpah	Commissioner,Kingsville	Ministry of Internal Affairs
Bruno A. Garnett	Commissioner,Johnsonville	Ministry of Internal Affairs
Willametta Gooding Carlos	Commissioner,Garworlohn	Ministry of Internal Affairs
Solomon T. Miller	Commissioner,Louisiana	Ministry of Internal Affairs
Doris G. Holder	Commissioner,Tubmanville	Ministry of Internal Affairs
J. Ernest Gargar	Commissioner,Tolberta	Ministry of Internal Affairs
Wilson Kanasuah	Commissioner,White Plains	Ministry of Internal Affairs
Wellington T. Zeyzay	Commissioner,Dixville	Ministry of Internal Affairs
Benedict Nyae	County Gender Coordinator	Ministry of Gender
C. Macdonald Cooper	County Youth & Sports Coordinator	Ministry of Youth & Sports
Adolphus T. Toman	County Agricultural Coordinator	Ministry of Agriculture
Shadrack Kerl	County Education Officer	Ministry of Education
Ansumana Camara	County Health Officer	Ministry of Youth & Sports
Samuel Jacobs	County Attorney	Ministry of Justice
Elijah D. Elliot	LNP Commander,Careysburg	Ministry of Justice
Stephen Tokpah	Resident Engineer,Careysburg	Ministry of Public Works



Executive Summary

Montserrado County was one of the first three counties to sign the Declaration of Independence in Liberia on 26 July, 1847, and is thus almost as old as the Republic itself. Hosting the capital, Monrovia, it is the most populous County with all ethnic groups and dialects in the country represented.

The County includes developed areas such as townships and cities surrounding the capital, as well as more underdeveloped remote areas such as Todee District and St. Paul, where many villages are not reachable by road and people have to walk for hours and days to access basic service such as health and education. Mountains and river valleys provide fertile grounds in the interior, while savannah fields and mangrove woodland cover the Atlantic coastline.

Through the guidelines on preparing the County Development Agenda, Montserrado conducted three consultative workshops in Todee District, Careysburg District (with St. Paul River) and Greater Monrovia. These workshops provided the opportunity for representatives from the citizens in all cities, townships, borough and clans to provide their input on the development needs in their areas for the coming five years. This process concluded with a Consolidation Workshop in Bentol City where the data collected was analyzed and goals set for the County's development.

The main priorities for the County for the coming five years are roads, education and health. Without roads it is not possible to develop the County, since so many areas are inaccessible by vehicle, missing out on basic services such as education and health. Improved health services are needed to attend to outbreaks of disease and to assure the productivity of the labor force. Education is needed primarily to combat the high illiteracy, particularly among our women, while it, together with vocational skills allows for a strong work force, able to take on the task to develop the County further for a more prosperous future for our children.

This document serves as a guide to the County's contribution to the national Poverty Reduction Strategy 2008-2011, with specified objectives feeding into the four PRS Pillars of Security, Economic Revitalization, Governance and Rule of Law, and Infrastructure and Basic Services.



PART ONE - INTRODUCTION AND BACKGROUND

1.1 Introduction

Montserrado County is blessed with beautiful natural plains, fertile soils, lush natural vegetation, islands, ample rivers and gorgeous beaches. The County is home to approximately 1.5 million people, corresponding to almost half of Liberia's entire population. About 70% reside in the capital, attracted by urban life, commercial business and government jobs. The County is highly diverse with members of all of Liberia's 16 tribes living together.

Due to the country's capital being located in the County, Montserrado was particularly affected by the conflict. To this day, most of Montserrado's basic infrastructure remains damaged and basic social provisions are to a great extent grossly inadequate, particularly in the rural areas. After the war, the County has been the host of about 60% of IDP and returnee camps and a center for ex-combatants and deactivated security forces seeking new ways to make a living.

Provision of basic social services was greatly affected by the war, as the schools, clinics, the Mt. Coffee Hydropower Plant in Harrisburg Township, and the water treatment facility in White Plains were either looted, damaged, or destroyed. Proper health care and education had been mainly centered in the capital prior to the war, an imbalance that is even more obvious after the war, where people in rural Montserrado still walk long distances to reach education and health facilities. In spite of some recent gains, the water and sanitation infrastructure is grossly inadequate, with some 518 hand pumps (NRC, 2007) serving a population previously served with pipe-borne water from the White Plains water plant, and a virtually nonexistent sewage system.

1.2 History

Montserrado County is the oldest county in the country, almost as old as the Republic of Liberia itself. In 1821 the American Colonization Society led a group of formerly enslaved African-Americans to settle on Providence Island along the Mesurrado River in the heart of what is now Monrovia, the nation's capital. The County was the first of the three to sign the Declaration of Independence on July 26, 1847. Most Montserrado County townships and cities are named after these early settlers or the states or plantations they came from, including Brewerville, Royesville, Careysburg, Harrisburg, Virginia, Caldwell, and Garnersville.

The County originally had three administrative territories, namely: Gibi, Marshall and Bomi. Gibi and Marshall later formed what is now called Margibi County, while Bomi became a County of its own. Montserrado County today includes 21 townships, 7 cities, 1 borough, 2 chiefdoms, 2 statutory districts. In 1949, President Tubman appointed the first County Inspector to administer the affairs of the County. In 1973, the first Montserrado County Superintendent was appointed by President Tolbert. An

Assistant Superintendent for Development was appointed in 1976 to reflect the need for a special focus on development of the County.

In 1948 the Mein Clan in Todee District received Pentecostal missionaries, who opened a school for the Clan. The education sector received a boost in the mid-1970s through the construction of many elementary schools. The University of Liberia established a campus at Fendall in Louisiana in 1976. A high school was constructed in Bentol City in 1978. Several health clinics and hospitals were also built, mostly in the 1970's and 1980's. Much of this infrastructure was subsequently destroyed.

Before the long civil conflict, Montserrado County was one of the most successful regions in West Africa. To name but a few of the developments, the Bong Mining Company built a railroad through Todee District in the mid-1960's, the large LCC rubber farm was planted in 1963, and vast palm oil farms were established in 1973 and 1978. In 1979 a clothing factory was built in Bentol City, while the Hotel Africa and Unity Conference Center were constructed in Virginia.

The County suffered immensely in the nation's long civil conflict, being the largest prize in the struggle for power that involved as many as 18 armed fighting forces at various times. The waves of attacks occasioned widespread human rights abuses, massive loss of life and property, and the devastation of essential public infrastructure.

Since the end of the conflict, the people of Montserrado County have worked in earnest to rebuild their homes and businesses, and the Government and international partners have undertaken to reconstruct the schools, roads and clinics, particularly in Greater Monrovia.

Montserrado County Flag



The County colors are red, blue and green. The blue color of the flag represents Montserrado as the first County at the time of independence. The red color represents the tribal wars that were fought between the settlers and the indigenous. The circle in the center represents the richness of the soil (agriculture).

Careysburg District

This district houses the county capital of Bentol City, and is home to 96,003¹ people. Some of the nation's most important infrastructure services are based in the district, namely the Water Treatment Plant in White Plains and the Mt. Coffee Hydropower Plant in Harrisburg Township. The major tribes in the district are Kpelle, Bassa, Kissi, Loma, Gola and Mano, and the major religious affiliation is Christianity with a Muslim minority. The major occupations are farming, fishing, charcoal burning and petty



trading. Some small private rubber plantations exist, and individual tapping is conducted in some villages. A part of the Firestone concession area extends into the District at 15 Gate. Paved roads run through some parts of the District, but many areas are inaccessible due to the bad roads, particularly during the rainy season.

Todee District

Todee is the most rural district in the County and the home to many 'indigenous' communities. 57,364² people live in the District, administration of which is based on the chiefdom and clan system. The major occupation of the people is farming of vegetables, rice and cassava, while charcoal burning and fishing also feature. Private rubber plantations exist in Lower Todee, offering tapping as a source of livelihood for some locals. The deplorable state of the roads and bridges makes a majority of the district inaccessible, particularly during the rainy season. The district still lacks adequate access to basic social services such as safe drinking water, sanitation and health facilities, and high schools. There is no police depot in the district.

St. Paul River

The St. Paul River area is home to 79,699³ people who are predominantly of the Kpelle, Bassa and Dey tribes. The religious affiliation is mainly Christianity. The major occupation of the inhabitants is farming, fishing and informal business. No mineral resources are known, while some mangrove areas are located in the western parts. Being the second-most remote area of Montserrado County, St. Paul River is significantly deprived of most social services. The Right Bank side of the river has benefited from a few facilities that were established in support of the IDP camps

¹ Careysburg District & St. Paul Consultative Workshop, 14 - 15 September 2007

² Todee District Consultative Workshop, 6 - 7 September 2007

³ Careysburg District & St. Paul River Consultative Workshop, 14-15 September 2007

located in the area. There is only one paved road, passing through from Monrovia to Tubmanburg. All other roads are unpaved and largely inaccessible due to the prolonged period of neglect. Most of the people in the area are unemployed and have not benefitted from agricultural extension services and provision of farming inputs to re-establish their livelihoods.

Greater Monrovia

Greater Monrovia is comprised of the townships and cities surrounding the nation's capital, excluding the municipalities of Monrovia. Approximately 1,165,000⁴ people reside in Greater Monrovia, and the area boasts a representation of all the 16 major tribes of Liberia. The majority is engaged in business, mostly medium, small, and micro in nature, and mostly informal. Others commute to white collar jobs with Government ministries and agencies, international and national organizations headquartered in Monrovia. Townships and cities in the rural parts of Greater Monrovia have less accessibility to social services compared to those residing in the Capital. These townships particularly suffer from deplorable roads and insufficient water and sanitation facilities.

1.3 Geography

Geographical Position

Montserrado borders the Atlantic Ocean in the South, Bong County in the North, and Bomi and Margibi Counties in the West and East respectively. The County is made up of two statutory districts, Careysburg and Toddee, which are headed by district superintendents. The other two recognized subdivisions, St. Paul River and Greater Monrovia have no official administrative status, with townships and cities in the area administered by Township Commissioners, City Mayors and a Governor, under the direct supervision of the County Superintendent.



Climate

Like the rest of the country, Montserrado has a tropical climate with two seasons, rainy and dry. The rainy season covers May to November, while the dry season is between December and April. Between December and February, the hot and dry

⁴ Greater Monrovia Consultative Workshop, 20-21 November 2007

wind “Harmattan” blows from the Sahara and causes marked fluctuations of temperature between day and night with a minimum of 10 degrees Celsius. The average temperature falls between 21 and 36 degrees Celsius. Annual average rainfall is about 75 inches.

Topography

The County’s topography consists of hills and valleys in the interior and lowlands along the Coast. Apart from direct access to the sea, the County has many rivers and creeks.

Geology

Montserrado soil consists mostly of alluvial clay.

Vegetation

The lowlands along the Coast are full of savanna grass fields, mangrove woodlands and palm trees. Moving inward into the County, one can observe hills and swamp valleys, which the inhabitants use for upland and lowland farming. Montserrado has abundant tropical forest crisscrossed by many rivers including the St. Paul, Po, Du and Mesurado. Creeks include the Stockthon, Mambay and Bear.



1.4 Demography⁵

Montserrado is a politically influential county, being home to the country’s capital, but also because of its disproportionately high population; it is estimated that almost half of all Liberians live within Greater Monrovia. The 2008 Census is still ongoing, but 2007 figures from the Norwegian Refugee Council show 1,277,994 living in the County.

According to the Comprehensive Food Security and Nutrition Survey of October 2006, Montserrado County’s average household size was 6.4 persons, higher than the national household size of 5.6. This scenario likely a symptom of the rural-to-urban migration that is so evident in the County nowadays. The County has a dependency ratio of 1.39, which is also higher than the national figure of 1.37. Eighty-three percent of households are headed by males.

⁵ 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.

Table 1: Demographic Indicators

County	Demographic Indicators				
	HH size	Dependency ratio	Sex of HH head		Elderly headed households
			Male	Female	
Montserrado	6.4	1.39	83%	17%	8%
Liberia	5.6	1.37	87%	13%	8%

Source: Comprehensive Food Security and Nutrition Survey, October 2006

Ethnic Composition

At the time of its founding, Montserrado County was composed of three main tribes: the Deygbo or Dey on the coast, and Kpelle and Gola in the North. These groups were joined by the formerly enslaved people from America in 1821. Eventually all of Liberia's 16 major tribes came to populate the County, so that today Montserrado, and particularly Greater Monrovia, is considered highly diverse and representative of the population of Liberia as a whole.

Bassa- and Kpelle-speaking peoples are in the majority, making up 21% and 52% of the County's population respectively, but every other Liberian language and dialect can also be found. The population of a few ethnic groups does not reach the 1 percent mark in the below table, including the Sapo, Krahn and Mandingo. However, the 0% notation should not be interpreted as having no presence in the County.

Table 2: Percentage Distribution of Dialects Spoken

County	Language and Dialects Spoken													
	Bassa	Gbandi	Gio	Gola	Grebo	Kissi	Kpelle	Krahn	Kru	Lorma	Mano	Vai	Sapo	Other
Montserrado	21%	1%	3%	2%	2%	4%	52%	0%	4%	6%	1%	3%	0%	1%
Liberia	18%	2%	7%	6%	9%	4%	26%	4%	3%	7%	7%	4%	1%	1%

Source: Comprehensive Food Security and Nutrition Survey, October 2006

Other Population Figures

Table 3: 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
Montserrado	13%	1.2	24%	3%	1.8
Liberia	9%	1.2	26%	2%	1.4

Source: Comprehensive Food Security and Nutrition Survey, October 2006

The below population table is extracted from an NRC needs assessment report on returnees from 2005.

Table 4: Population Data

Montserrado									
District	Total	Population by status				Population by status - percentage			
		Locals	Returnees (Ref. & IDPs)	IDPs	Refugees	Locals %	Returnees (Ref. & IDPs) %	IDPs %	Refugees %
Careysburg	75886	73524	2302	60	0	96.89%	3.03%	0.08%	0.00%
Greater Monrovia	1050673	1049538	723	412	0	99.89%	0.07%	0.04%	0.00%
St Paul River	94212	78852	15343	16	1	83.70%	16.29%	0.02%	0.00%
Todee	57223	25809	31383	31	0	45.10%	54.84%	0.05%	0.00%
Total	1277994	1227723	49751	519	1	96.07%	3.89%	0.04%	0.00%

Source: Norwegian Refugee Council January 2007

Table 5: Population Data gender distribution

Montserrat					
District	Total	Population by gender		Population gender percentage	
		Female	Male	Female	Male
Careysburg	75886	33972	41945	44.77%	55.27%
Greater Monrovia	1050673	459923	590796	43.77%	56.23%
St Paul River	94212	43050	51162	45.69%	54.31%
Todee	57223	29258	27965	51.13%	48.87%
Total	1277994	566203	711868	44.30%	55.70%

Source: Norwegian Refugee Council January 2007

Religion

An estimated 68.2% of the population is Christian, while 31.8% is Muslim, according to the County Superintendent's office.

1.5 Institutional Structure of the County

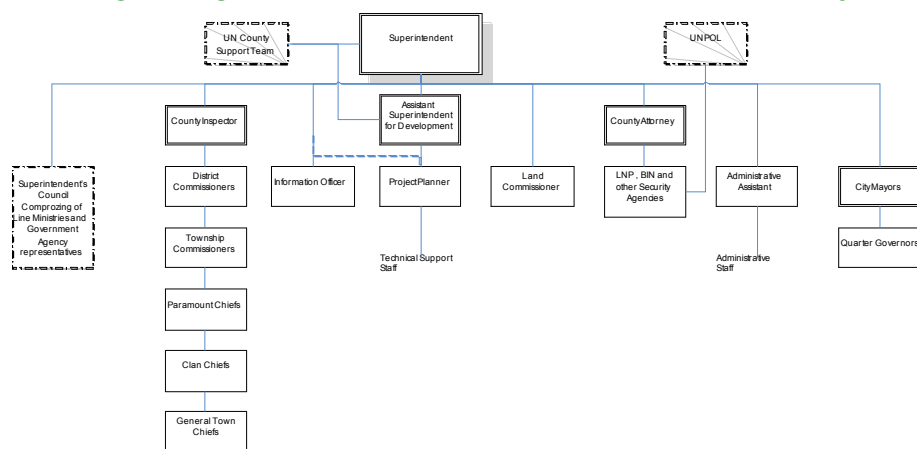
Montserrat consists of two statutory districts, 6 cities (excluding Monrovia), 1 borough, 21 townships, 2 chiefdoms and 7 clans:

Number of Statutory Districts, Townships, Cities, Chiefdoms and Clans in Montserrat County					
Statutory Districts	Cities	Borough	Townships	Chiefdoms	Clans
1) Careysburg 2) Todee	1) Bentol 2) Arthington 3) Clay Ashland 4) Brewerville 5) Paynesville 6) Careysburg	1) New Kru Town	1) Barnersville 2) Caldwell 3) Cheesmanburg 4) Old Congo Town 5) Dixville 6) Gardnersville 7) Johnsonville 8) Louisiana 9) Millsburg 10) Mount Coffee 11) New Georgia 12) Royesville 13) Tolbert-Ta 14) Tubmanville 15) Virginia 16) West Point 17) Kingsville 18) Crozierville 19) White Plains 20) Harrisburg 21) Garworlohn	1) Todee 2) Dein Gola	1) Nyehn 2) Pleemu 3) Fahnsch 4) Kpo 5) Mein 6) Makoi 7) Dein
2	6	1	21	2	7

The constitutionally mandated structure of local government in Liberia includes: a Superintendent, who leads the County Administration with the support of the Assistant Superintendent for Development and District and Township Commissioners, who are also appointed by the President. In addition, Line Ministries are also deployed to the County and within districts. These are civil servants who receive their appointments from central government ministries. City Mayors, Clan Chiefs, Paramount Chiefs and General Town Chiefs are elected during municipal elections,

but due to the civil conflict and the installation of the transitional administration they have remained in power without going through the normal procedure of selection.

Fig. 3: Organizational Structure of Montserrat County



1.6 Methodology used in preparing the CDA

The Montserrat 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.

The Montserrat County Development Agenda was drafted using both primary and secondary data. The secondary data came from existing documents on the County, such as the Civil Affairs County Summary Profile, the Draft County Profile, and the County Information Pack written with support from the CST. The primary data was collected from the direct input of the County Administration, and through the aforementioned series of three Participatory Rural Appraisal (PRA) workshops held at the district level by the County Development Committees. The workshops were an unprecedented exercise in soliciting the input of lay citizens and the various interest groups in the County.

PRA tools used in the workshops included the Time Line, Community Resource Matrix, Problem Ranking, Problem and Solution Tree, and District and County Action Plans. The PRA exercise concluded with a County Consolidation workshop in Bentol City, where the data collected from the three workshops was analyzed and edited for the final drafting of this document.



Montserratado
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

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

Core Values
• Equal access to opportunities for all Montserrado citizens
• Restoration of peace, security and the rule of law
• Transparent and effective governance
• Sustainable economic growth and job creation
• Preservation of natural resources and environmental protection

District Priorities

Roads

The District Consultative Workshops in Nyehn, Careysburg and Greater Monrovia all placed rehabilitation and construction of roads as the first district development priority. A majority of the areas covered in these districts do not have paved roads, particularly in Todee District, and those roads that are paved have not been maintained in many years, leaving them in a deplorable state that deteriorates further with every rainy season. The situation deprives a majority of the region from development, makes accessing health care and education a strenuous task, and limits essential business and farm commerce. This, in turn, leads to the underutilization of resources in the region.

In addition, people residing in these inaccessible areas do not receive information from other parts of the country on a regular basis, are not able to communicate with surrounding towns and villages, nor take part in decision-making processes that affect their living. Bad roads make access to security and rule of law very limited which results in lawlessness, outbreaks of uncontrolled violence and mob justice. Unemployed and uneducated members of the communities in isolated underdeveloped areas lead to frustrated citizens causing security threats through criminal behaviors with intentions to ‘rebel’. The few existing roads in turn become very congested and road accidents more frequent. The lack of good roads thus has a negative affect on the general welfare and security of the citizens while it increases poverty, illiteracy, and mortality rates.

Clinics and hospital

Lack of clinics and health centers in the area undermines development since diseases are not attended to, epidemics not controlled, life expectancy low and mortality rates high, particularly among women and infants during childbirth. With many ill people, developmental projects can not be attended to. There is also a lack of general education on health, which in turn leads to more illnesses since people are not aware of simple steps to avoid the increase and spread of diseases. Without proper medical care, traditional means to attend to illnesses are promoted instead. Greater Monrovia and Todee District highlighted these needs as one of their three priorities.



High school

Education is crucial for the development of the County. Most deprived in Montserrado County is Todee District, where there are no high schools. This deprives the region of development since the lack of higher education has a negative effect on employment opportunities. Parents who make efforts in sending their children to remote high schools suffer additional financial burdens, while children from families who cannot afford the additional fees often suffer from early pregnancies and additional strenuous labor. Unemployed, uneducated citizens again are more prone to take up criminal activities.

County Priorities

The County priorities reflect a consolidation of the district priorities. District representatives from across the County met on December 6 & 7, 2007 in Bentol City to identify three priority needs out of the priorities identified during the district consultation workshops held in September and November. The three priority needs for the County are roads, education and health, all part of the PRS pillar of infrastructure and basic social services.

2.2 Security Pillar

During and since the war, Montserrado has been home to the greatest number of IDPs and refugees in the country. Although the IDP camps were declared officially closed, the presence of people continuing to live in the former camps has been declared a security concern as landlords seek to reclaim their land. Land disputes are also increasing in general in the County and may turn into a security concern if not attended to. Unemployment, particularly in Greater Monrovia, is leading to frustrations and an increase in criminal activities, especially among vulnerable youth and ex-combatants. Owing to the reported increase of crime, particularly of armed robberies, property thefts and rapes in Greater Monrovia, patrols by security components including LNP, UNPOL and UNMIL have been increased.

Liberia National Police (LNP)

The Liberia National Police (LNP) is functional in Montserrado County, and its numbers have increased. Training is still ongoing for the LNP at the National Police Training Academy in Paynesville City. 33 LNP stations and depots with 844 officers exist in the County (as of October 2007). Police presence in rural Montserrado is still very limited, with Todee District being most deprived and currently falling under the Careysburg District LNP who is not mobile and therefore experiences problems in patrolling the two districts.

UNICEF, UNHCR and UNMIL have assisted in the establishment and renovation of police depots, particularly in and around Monrovia. In 2006 about six police depots were renovated in the County by the UNMIL Quick Impact Project (Census of Rule of Law Facilities, August 2006). Many police depots have received vehicles from partners including the UN and the Federal Republic of Nigeria.



Bureau of Immigration and Naturalization (BIN)

The BIN recruited 1642 former officers and 5 new officers as a part of its restructuring. Training has also been provided for all those recruited, including refresher courses (137 officers), training of senior management (38 officers), personnel at the airport (32 officers), recordkeeping (15 officers) and statistics (20 officers).⁶

⁶ Source: United Nations Police (UNPOL)

Montserrado County is a part of the BIN Region 1 command structure and plays host to the Bureau's national headquarters. The County has no official border entry points. Notwithstanding, there are two 'unofficial' entry points in the County, namely the West Point Entry Point, in West Point Township, and Toma Town entry point in Royesville Township. The total number of BIN officers operating in the County was unavailable as of the time of this writing. In any case, the BIN in Montserrado County has enormous needs, including a motor pool, communication systems, computers, generators, office furniture, detention facilities with cells, vehicles, and human resource development. At the moment, radio communication does not exist in the entire Bureau.

Special Groups

The presence of ex-combatants and deactivated security forces in pursuit of limited income generation opportunities remains a security concern. Ex-combatants are not considered an organized group per se, and many have integrated into society, but some were not included in the RR process. As noted in the PRS 2008-2011, there is a pressing need for programs to improve the access to education for these individuals. In addition, those who have undergone RR programs or skills education are not finding a market for their newly gained skills, leading to frustration and continued unemployment. Thus there is a need for both demand- and supply-side labor market interventions, including steps to create an enabling environment for young entrepreneurs and foster the creation and strengthening of businesses employing youth.



Interventions: Security Pillar

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 station with detention cells in Careysburg City to free the City Hall that is currently being used for the purpose	2008-2011	LNP
	Construct a duplex to accommodate at least 15 police officers in Bensonville City for the newly renovated Police depot in the area	2008-2011	LNP
	Build a police sub-station with accommodation for at least 12 police officers in Nyehn HQ, Todee District	2008-2011	LNP
	Construct a police sub-station in Zannah Town, upper Todee with at least 12 police officers assigned	2008-2011	LNP
	Construct a police sub-station in Arthington City with at least 12 police officers assigned	2008-2011	LNP
	Construct a police depot in Johnsonville Township	2008-2011	LNP
	Construct a detention center in Nyehn HQ, Todee District, and in Arthington.	2008-2011	LNP
	Rehabilitate the detention center in Careysburg City	2008-2011	LNP
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 the various security organs to improve their performance in security issues	2008-2011	Security Organs
	Train and deploy 75 more police officers to the County, supplying them with three vehicles, six motorcycles, six communication sets, and two sets of base radios	2008-2011	LNP
	Increase the number of border, land and water control and patrols, particularly in West Point	2008-2011	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	2008-2011	LNP, MIA
	Increase reintegration projects targeting ex-combatants and women affected by the fighting forces, including supply-side labor market interventions such as trade skills and life-skills training, as well as demand-side interventions such as business development services and other steps to create an enabling environment for young entrepreneurs and businesses employing youth	2008-2011	MoL, MIA

2.3 Economic Revitalization Pillar

Greater Monrovia is the center of the country's industrial and commercial activities. Although a large part of the population in urban areas is engaged in trade, most in the rural areas are engaged in subsistence farming, particularly of cassava, rice, sweet potatoes, sugar cane, rubber, hot pepper and plantains. Most farmers have declared their inability to produce enough food for household consumption owing to a lack of extension services and capital for seeds, tools, and other inputs. Recently, NGOs have increased their efforts to supply basic inputs to farmers to jump-start the agricultural economy, but these efforts have not reached all areas of the County. Poor road conditions have not been supportive to the restoration of production capacities as rural areas remain unreachable, particularly during the rainy season.

Todee and Careysburg Districts are home to many rubber plantations. The MARCO (Morris American Rubber Company) is currently providing jobs for about 600 citizens in Todee District while in Careysburg District; LRC (Liberia Resources Corporation) a rubber processing plant is also providing jobs for about 300 citizens in the district.

Markets

Montserrado hosts the largest food and non-food markets in Liberia. Large marketplaces exist all over Greater Monrovia, where unemployment has driven many residents into petty trading and other informal business, while rural Montserrado has market days, when traders and producers descend upon larger towns. Prices of essential commodities have increased dramatically in recent months, in spite of the official price setting by the Ministry of Commerce and Industry. The current exchange rate for United States Dollars (the only currency used for importing goods into Liberia) to the Liberian Dollar is 1:60. The huge presence of expatriates working with the United Nations and other organizations, with the Liberian economy basically being a consumer economy with few exports, produces a situation that maintains and increases the demand for foreign exchange. The cost of basic commodities looks likely to increase further in the near future.



According to the table below, 22% of marketers in the County are engaged in business transactions in Monrovia, where the bulk of Montserrado's population is concentrated. 18% are selling in other urban centers (including neighboring countries). Households in rural Montserrado have to walk more than 1 hour and 30 minutes to reach a nearby market point. This is a long distance to travel, especially where organized public transport is barely existent. 95% percent of market-goers are buying food, while 46% are selling food.

The market situation is generally improving with the setting up of new business in Greater Monrovia. A survey pinpointing the actual numbers and locations of markets in the County will be very useful.

Table 6: Access to Markets

County	Access to Markets					
	Selling in Monrovia	Selling in urban center/across the border	Walking distance to weekly market in hours	Access to market	If access, households ...	
					buy food	sell food
Montserrado	22%	18%	1.6	100%	95%	46%
Liberia	8%	32%	2.6	98%	96%	55%

Source: Comprehensive Food Security and Nutrition Survey, October 2006

Customs

According to the Bureau of Customs and Excise at the Ministry of Finance, there are three Customs ports/offices in the County, are all located in Central Monrovia. Rural Montserrado has no Customs offices.

Tax Collection

The County has two tax collectorates: Bentol Revenue Collectorate and Paynesville Red Light Collectorate. There are 14 revenue agents assigned under the Bentol Revenue Collectorate, who report directly to the Ministry of Finance in Monrovia. The level of revenue collection has increased markedly since the election of the current Administration, but agents continue to face serious challenges, including an inadequate presence in leeward areas, a shortage of revenue agents and adequate incentives, office space, vehicles and other logistics. These problems hamper collection efforts and lead to corruption among staff.

Table 7: Deployment of Revenue Agents

No. of posts	Location	Status of Post	No. of officers assigned	Safes	Vehicles
1	Bentol	Needs renovation	14	None	None

Source: Bureau of Internal Revenue, MOF March, 2007

Agriculture and Food Security

Since Montserrado's population is mostly engaged in business activities, agricultural production is not as widespread as in other counties. Only about 40 percent have access to agricultural land, and out of these, only 16 percent of households surveyed by the Comprehensive Food Security and Nutritional survey produced rice, the national staple, in 2005. The lack of suitable land was one of the main reasons cited. In terms of food security, households are better off than their counterparts in most other counties, reporting the third best food security and dietary diversity outcomes. The main crops cultivated in 2005 included cassava (90%), rice (16%) and vegetables (18%). Other food crops included sweet potatoes/eddoes (8%), plantain/banana (8%), corn (16%) and pulses (1%).



Food Consumption, access and security profile

Food consumption: poor (11%), borderline (29%), fairly good (36%), good (25%)
 Food access: very weak (19%), weak (24%), medium (48%), good (9%)
 Food security: food insecure (10%), highly vulnerable (35%), moderately vulnerable (43%), food secure (13%)

Source: Comprehensive Food Security and Nutrition Survey, October 2006

Farmers in the County complain they have rarely benefited from Ministry of Agriculture extension services, even as MoA staff are assigned to their districts. As shown below, the inability of farmers in the County to produce enough food for household consumption can be attributed to a host of problems, especially those related to a lack of capital for inputs.

Table 8: Agricultural Constraints

Lack of seeds	Lack of tools	Lack of fertilizer & pestilence	Lack of household labor	Birds and ground-hogs attack	Re-turned late for planting	Lack of arable land	Plant disease /insect attack	Lack of training	No market	Lack of cash	HH engaged in other activities
53%	59%	19%	14%	11 & 8% respectively	1%	42%	1%	1%	0%	25%	5%

Source: Comprehensive Food Security and Nutrition Survey, October 2006

Forestry, Rubber, Timber, Mining

Forestry and timber processing are not a significant part of the economic life of Montserrado County, though small-scale pit-sawing activities are reported. The rubber sector provided income for some 8% of households surveyed during the CFSNS. Small-scale mining activities also take place in the County.

Access to finance and banks

There are at least 5 commercial banks in the County, in addition to the Central Bank of Liberia, but organized access to credit is not yet available to the majority of the population. Informal savings clubs have always played a vital role at the community level, where cash can be borrowed with an interest rate of around 25%. Such borrowing is the normal route for entrepreneurs to enter into petty trading.

Employment Situation

The Government of Liberia is the largest formal employer in the County, but with the new emphasis on private sector growth and right-sizing the Civil Service, the current Administration is encouraging Liberians no longer to count on the Government as the main source of money and jobs. There is also a huge presence of NGOs and INGOs operating in Montserrado. Urban parts of the County (Greater Monrovia) are mostly industrial and commercial, with economic activities focused especially around the Port area, Bushrod Island and the commercial district of Red Light/Paynesville.

However, the post-conflict economy cannot currently absorb the vast numbers of unemployed. A large percentage of the population—80% or more, according to some estimates—is without access to formal employment. The resulting bands of idle youth in the suburbs poses a serious security challenge to the new Liberia. The presence of deactivated security personnel further worsens the situation. The County is plagued with armed robbery and other economic crimes on a daily basis.

Economic Growth, Investment and Job Creation Potential

Natural Resources

Montserrado County is endowed with abundant natural resources. Amongst them are; diamonds, gold, timber and water. The exploration of gold and diamonds in the County, just like in any other County, has been done on a low-scale, partly due to United Nations sanctions which were recently lifted. As a result, the sector's job creation potential has not been fully realized. Timber processing (pit-sawing) is also done on a small scale in the County, largely in rural areas.

The County is blessed with many fresh-flowing water sources, among the St. Paul River, which flows from the Guinea highland. Communities around the river find their livelihoods in fishing, though the sector has not been developed to potential. The non-functioning hydropower plant on the St. Paul River, will likely generate many jobs for citizens once it is made operational.

Agriculture Products

Commercial or cash crops produced in the County include rubber, (produced by 41% of households), cocoa (produced by 5% of households), coconuts (produced by 19% of households), sugar and pineapple (11% and 16% respectively), kola nuts (16% of households) and palm oil (49%). Two percent of households kept pigs, 7% kept

ducks and another 44% kept chickens. Yet these agricultural activities are overwhelmingly subsistence-level, and the County still has great potential to increase production once farmers have access to capital for tools, pesticides, seeds, and other inputs.

The County has great potential for expansion in oil palm production, with two state-owned oil palm plantations in Fendell (283 hectares) and Mt. Coffee (141 hectares), and ample acreage for further such development. With its excellent agro-climatic conditions, Liberia in general has a good comparative advantage for oil palm production. Expanding this sector would increase income and employment opportunities in the County, something that also would assist in generating foreign exchange revenues and decrease national importation, according to the Draft Liberia Diagnostic Trade Integration Study on Agricultural Tree Crop Value Chains. In order to expand this production, farmers and processors will require improved planting materials and other inputs, access to credit, technical advice and management capacity building. The sector will also benefit from the Government's work to create a supportive policy and institutional framework, as called for in the PRS.

According to the Diagnostic Trade Survey on fisheries, Liberia's potential revenue from fishing is \$750,000 - \$2 million per year. With its southern frontier being the Atlantic Ocean, Montserrado stands to account for a major portion of that total. Currently the only Liberians fishing Liberian waters are individuals or informal collectives using traditional methods and equipment, while foreign boats regularly haul much larger catches from Liberian waters, operating illegally. Potential also exists for increased fresh water fishing in the interior. The potential is being developed through the establishment of a policy and related legislation with the assistance of FAO. Other important steps will include the control of illegal and unregulated fishing, improved management of the sector, as well as the provision of chill stores, proper use of ice, and training of fishermen on vessel construction and proper handling.

In addition to fishing, the coastal beaches along the Atlantic Ocean also offer ample economic growth potential in tourism and recreation.

Priority Investment Projects

During the Western Region's Consultative Working Session in Margibi County on January 30-31, 2008, Montserrado County identified investment areas based on its comparative advantage in terms of geographic location, natural resources and market opportunities. The two priority projects identified were glass and bottle manufacturing, based on the large resource of silica (sand) in the County, and a paper, tissue and cardboard manufacturing factory, based on the currently large amount of trees in the County as well as the vast available land for planting of more trees.

Interventions: Economic Revitalization Pillar

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 incentives and inputs to rehabilitate the 350-acre palm oil farm in Mt Coffee, Todee District	2008-2011	MoA
	Provide incentives and inputs to rehabilitate the 750-acre palm oil farm in Fendall, Louisiana	2008-2011	MoA
	Provide services, incentives and inputs to develop 1,000 acres of land from Todee District into an oil palm farm	2008-2011	MoA
	Provide services, incentives and inputs to reestablish logging activities in Ding Clan, Ding Gola Chiefdom, Todee District.	2008-2011	FDA
	Provide services, incentives and inputs to jump-start gold and diamond mining activities in Geegbron, Kingsville and Arthington Backbush	2008-2011	MLME
	Provide services and inputs to young women and men to carry out rice seed multiplication and nursery development in rubber and oil palm in Todee District	2008-2011	MoA
	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	2008-2011	MoC
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 socio-economic development and poverty reduction.	Disseminate agricultural best practices through practical training of women and men farmers, using ToT methods	2008-2011	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	2008-2011	MoA
	Promote post-harvest seed monitoring (MoA and FAO) and the use of locally-produced seeds	2008-2011	MoA
	Train farmers in seed multiplication and on retaining seeds from own harvest for replanting, to address dependency on external seed supply	2008-2011	MoA
	Provide logistical support to the County Agriculture Office, including transportation and communication equipment	2008-2011	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.	Rehabilitate the Central Bank Branch in Bentol City	2008-2011	MoF
	Rehabilitate the National Housing and Savings Bank at Waterside and Caldwell Junction.	2008-2011	MoF
	Rehabilitate the Agriculture Cooperative and Development Bank in Monrovia	2008-2011	MoF
	Construct a branch of the Agriculture Bank in Nyehn, Todee District	2008-2011	MoF
	Reactivate postal services in Bentol City, Careysburg City, and Brewerville City	2008-2011	MTP
	Improve revenue collection and disbursement systems, with particular attention to Dualla, Red Light and other main markets	2008-2011	MoF
	Improve revenue collection from pit-sawyers (through FDA) and transport unions (FRTUL and GTUL)	2008-2011	FDA, MoF
	Construct a hydropower station at Kpatwee waterfall to provide electricity to Gbarnga and its environs	2008-2011	MLME
Rehabilitate the Customs offices and provide the necessary incentives and logistics to enable them to carry out their work	2008-2011	Customs	

2.4 Governance and Rule of Law Pillar

Governance

As noted in the PRS 2008-2011, local administration in all counties will benefit from extensive capacity building of officials including the staff of the County Superintendent's office, paramount and clan chiefs, district commissioners and members of district development committees and line ministries. In addition to improved incentive packages, local Government personnel will benefit from workshops on their roles and responsibilities, planning and coordination, good governance best practices, financial management skills, computer literacy and other refresher courses.

Status of County Officials' Deployment

Efforts towards the consolidation of state authority in the County had for a long period been greatly frustrated by the state of disrepair of the public infrastructure. Through UNMIL QIP, UNOPS and UNHCR, the Administration building was renovated and commissioned on June 13, 2007, with the bottom right wing pending renovation. Line ministries' and agencies' representatives are expected to relocate to and operate from Bentol City, a process that has not yet been completed. Presently only the Ministries of Gender & Development and Youth & Sports are actually working from the County Administration building.

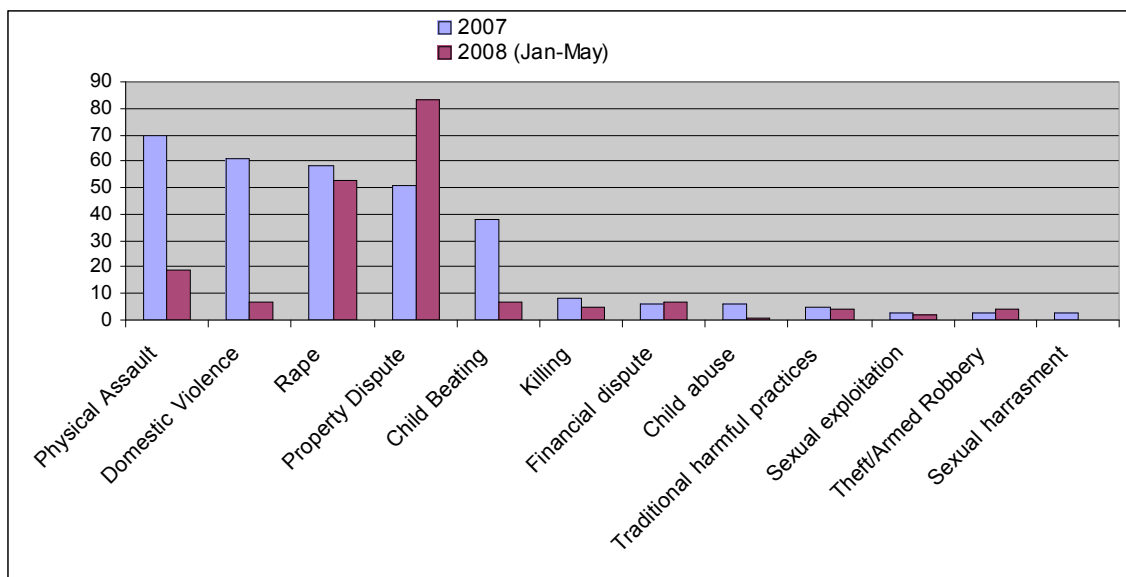


Rule of Law

All of the County's courthouses are in need of renovation, and the judiciary suffers from limited staffing and logistical support. Improper dispensation of cases and inadequate representation for the poor are the norm. Efforts are underway to ensure the legal competence of legal professionals allowed to practice in the County. There is presently no court in Todee District, the largest and most isolated in the County. Courts in the County are distributed as follows: Careysburg Statutory District has 1 probate Court in Careysburg City and Bentol City has one Magisterial Court. In the Greater Monrovia area there are Magisterial courts in New Kru Town, Paynesville City, West Point Township and Gardnersville Township. The township of New Georgia has a Justice of the Peace Court, but the facility is in a temporary building. Additional Justice of the Peace courts can be found on Old Road and in Paynesville.

The Corrections system in Montserrado has been greatly affected by the lack of detention cells, particularly in rural areas. Administrators have often risked their lives holding suspects in their houses awaiting transportation to Monrovia. Upon sentencing, convicts are transferred to Monrovia to serve their jail terms, where living conditions for inmates remain deplorable.

Number of Protection Incidents Reported in the County



UNHCR/NRC protection monitoring project

Interventions: Governance and Rule of Law Pillar

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	2008-2011	MIA
Strategic objective 2: To strengthen and enhance the effectiveness and efficiency of public institutions and functionalities			
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	2008-2011	MoJ
	Offer better conditions of service for the judiciary including living incentives to attract more qualified people to the profession	2008-2011	MoJ
	Train and deploy an adequate number of qualified male and female judges to staff all of the County's courts	2008-2011	MoJ
	Establish a transparent system to verify that a magistrate of any magisterial court should be a graduate of the Louis Arthur Grimm School of Law, or its equivalent, and that a solicitor and defense councilor is a law school graduate	2008-2011	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.	Construct and equip new magisterial courts in Arthington City, Nyehn HQ in Todee District, Gardnersville, and Careysburg City in Careysburg District.	2008-2011	MoJ
	Facilitate the transfer of line ministries and agencies to operate from Bentol City, including provision of transportation and housing facilities	2008-2011	MIA

2.5 Infrastructure and Basic Services Pillar

Since the 1990s, there has been an inadequate supply of piped water and electricity. No progress has yet been made in the renovation of the hydropower plant in Montserrado. The Liberia Electricity Corporation has started to implement an Emergency Power Program in Monrovia, albeit with limited reach. Roads and bridges throughout the County are in poor condition, making 140 villages in the County completely inaccessible by vehicles according to NRC, the majority of these located in Todee District (61) and St. Paul River (52).



Most health facilities in the County were looted and damaged during the conflict. Currently the majority of the rural population has to walk for hours or days to access a clinic. In situations where international partners have assisted in the renovation of some of the health facilities in the rural areas, the Ministry of Health has faced challenges in deploying staff to the clinics. The Ministry of Health and Social Welfare reported that 60 health facilities are functioning in March 2007.

Citizens also have limited access to water and latrine facilities, with most hand pumps being unserviceable. The lack of WATSAN facilities leads to outbreaks of diarrhea and other waterborne diseases as creeks and rivers are used for drinking, washing and toilet simultaneously. In Greater Monrovia, most sewer lines are still clogged while waste from

unclogged sewers is left to fester on the ground.

UNICEF estimates that 1,229 of Liberia's total of 3,082 schools are situated in Montserrado County. Most of these are however found in the capital or in Greater Monrovia. The Ministry of Education School Census of 2006 shows a total number of 1,096 schools, with 757 in Greater Monrovia, 252 in St. Paul River, 52 in Todee and 35 in Careysburg. Whatever the figure, the fact remains that many children are forced to walk for several hours to reach their schools and receive a sub-standard education in often dilapidated buildings. Another problem is getting qualified teachers to the remote areas.

Formal education efforts in the County have been supplemented with informal alternative arrangements, particularly around life skills curricula targeting older students and dropouts.

Montserrado is faced with the daunting task of rehabilitating ruined infrastructure. The County has no public communication system and communication is provided through private GSM companies, all of which are based in the Greater Monrovia area (Lonestar Cell, Cellcom, COMIUM and LiberCell). The public-owned Liberia telecommunications Corporation (LTC) still lies dormant and dysfunctional.

A good number of the public buildings that were under construction and abandoned during the war are left unattended to. converted to private dwellings by internally displaced persons (IDPs), or used as criminal hideouts.

Roads and Bridges

The road and bridge network has crumbled due to decades of neglect. This has been identified by the people of the County as the primary development priority for the CDA implementation period.

Table 9: Roads and Bridges in Montserrado

Code	Name of Corridor	Length (miles)	Link ID	Name of Link	Length (miles)	Segment ID	Name of Segment	Length (miles)	Road Surface Asphalt / Laterite		Category
RL100	Monrovia-Tubmanburg-Mano River	105	RL100-01	Monrovia - Tubmanburg	45	RL100-01-001	Monrovia-Po River	15	X	X	Primary
RL100	Monrovia-Tubmanburg-Mano River	105	RL100-01	Monrovia - Tubmanburg	45	RL100-01-002	Po River - Klay	18	X	X	Primary
RL100	Monrovia-Tubmanburg-Mano River	105	RL100-01	Monrovia - Tubmanburg	45	RL100-01-003	Klay - Tubmanburg	12	X	X	Primary
RL100	Monrovia-Tubmanburg-Mano River	105	RL100-01	Monrovia - Tubmanburg	60	RL100-02-001	Tubmanburg - Gbarma	9	X	X	Primary
RL100	Monrovia-Tubmanburg-Mano River	105	RL100-01	Monrovia - Tubmanburg	60	RL100-02-002	Gbarma - Lofa Bride	11	X	X	Primary
RL100	Monrovia-Tubmanburg-Mano River	105	RL100-01	Monrovia - Tubmanburg	60	RL100-02-003	Lofa Bride - Benduma	11	X	X	Primary
RL100	Monrovia-Tubmanburg-Mano River	105	RL100-01	Monrovia - Tubmanburg	60	RL100-02-004	Benduma - Mano River	23.4	X	x	Primary
RL101	Monrovia - Gbarnga - Louguatuo	221	RL101-01	Monrovia - Kakata	42	RL101-01-001	Monrovia - 15th Gate	27	X	X	Primary
RL101	Monrovia - Gbarnga - Louguatuo	221	RL101-02	Monrovia - Kakata	42	RL101-01-002	15th Gate - Kakata	15	X		Primary
RL101	Monrovia - Gbarnga - Louguatuo	221	RL101-02	Kakata - Totota	36	RL101-02-001	Kakata - Nyanforla Bridge	20	X		Primary
RL101	Monrovia - Gbarnga - Louguatuo	221	RL101-03	Kakata - Totota	36	RL101-02-002	Nyanforla Bridge - Totota	16	X		Primary
RL101	Monrovia - Gbarnga - Louguatuo	221	RL101-03	Totota - Gbarnga	41	RL101-03-001	Totota - Zeansue	15	X		Primary

Code	Name of Corridor	Length (miles)	Link ID	Name of Link	Length (miles)	Segment ID	Name of Segment	Length (miles)	Road Surface		Category
									Asphalt /	Laterite	
RL101	Monrovia - Gbarnga - Louguatuo	221	RL101-04	Totota - Gbarnga	41	RL101-03-002	Zeansue - Gbarnga	26	X		Primary
RL101	Monrovia - Gbarnga - Louguatuo	221	RL101-04	Gbarnga - Ganta	44	RL101-04-001	Gbarnga - St John River	27	X		Primary
RL101	Monrovia - Gbarnga - Louguatuo	221	RL101-05	Gbarnga - Ganta	44	RL101-04-002	St. John River - Ganta	17	X		Primary
RL101	Monrovia - Gbarnga - Louguatuo	221	RL101-05	Ganta - Louguatuo	58	RL101-05-001	Ganta - Sanniquellie	25	X		Primary
RL101	Monrovia - Gbarnga - Louguatuo	221	RL101-05	Ganta - Louguatuo	58	RL101-05-002	Sanniquellie - Zor-gowee	12	X		

Table 10: Villages inaccessible by car

Activities	Greater Monrovia District	Careysburg District	St. Paul River District	Todee District
Number of villages not accessible by car	14	13	52	61

Source: NRC Needs Assessment Report, January 2007

Energy

Private generators are the main source of electricity, though access is extremely limited. The Government of Liberia in collaboration with partners including the



European Union, Ghanaian Government and the United States Government has embarked upon an Emergency power project (EPP). This project has seen the provision of power to some hospitals and other public buildings and business in Central Monrovia. It has also seen the presence of street lights in communities where the project is been implemented. The main hydroelectric facility in Mt. Coffee, which generated and distributed electricity to the several counties prior to the war, has not been rehabilitated.

Basic Social Services

Access to essential services is still very limited. The educational system is in a critical, if improving, state. In most parts of rural Montserrado access to sanitation facilities is non-existent, and locals still use the bushes to attend to nature. In Greater Monrovia, the situation is somewhat better, but still far from desirable. There are often scenes of backflows from sewer lines that have not been maintained for many years. Greater Monrovia itself is over populated and the sanitary facilities are over-stretched.

Health

Montserrado does have a good number of health facilities, but most are in need of rehabilitation and the deployment of qualified medical personnel. The Ministry of Health and Social Welfare in March of 2007 reported the presence of 6 functioning hospitals, 44 functioning clinics and 10 health centers, for a total of 60. This number is smaller than the one presented by the NRC Needs Assessment Survey, which puts the total number of functioning health facilities at 165.



Table 11: Population per Health Facility ratio

Montserrado			
District	Total	Health Facility in use	Number of people per functioning health facility
Careysburg	75886	11	6898 per functioning health facility
Greater Monrovia	1050673	135	7782 per functioning health facility
St Paul River	94212	10	9421 per functioning health facility
Todee	57223	9	6358 per functioning health facility
Total	1277994	165	7745 per functioning health facility

Source: NRC's population data

Table 12: Presence of MOH assigned health workers in the County

CM F/time	Counselors F/time	Dispensers F/time	E.H.O F/time	Lab Aides F/time	Lab tech F/time	LPN F/time	Nurse Aides F/time	Nurse Anest. F/time	Dentist Fulltime	Dental Assistant Fulltime
140	30	68	6	52	65	59	397	27	6	7
Pharmacists F/time	PA F/time	Doctors F/time	Registrars /time	RN/CMF/time	RN f/time	X-Ray Technician	TTMs F/time	Social worker		
14	106	97	106	188	3	18	58	3		

Source: Ministry of Health (MOH), March 2007

The Ministry of Health and Social Welfare in March of 2007 reported the presence of 96 pharmacies and 228 drug stores in Montserrado County. The availability of these Public Health Utilities (PHUs) in the County is quite encouraging. The challenge lies in ensuring good quality of drugs being sold in the drug/medicine stores. Unlicensed sale of medicine is still common.

Water and Sanitation

The Liberia Water and Sewer Corporation (LWSC) was efficiently functioning within Montserrado County before the 1990s. Pipe-borne water from the Mount Coffee Hydro Electric dam ensured a constant supply of water to the County. With this supply there was a marginally efficient sewage management system in place. With the coming of the civil crisis, the dam was put of use and locals now have to rely on wells and hand pumps. The LWSC is working hard to restore water to some parts of the County, and has restored service in a few areas. Still, the majority of residents are without water or sanitary facilities, and this situation has often led to out-break of water borne diseases.

Table 13: WATSAN Facilities in the County

Number of water points	Number of Wells	Number of latrines
966	13000	7825

The 2006 LISGIS population and household projection for Montserrado was 951,393 and 158,565.42 respectively. From these figures we derive the below findings

Table 14: Population ratio Household ratio

Water Points	Wells	Latrines
985-1	73.2-1	122-1

Hand pumps	Wells	Latrines
164-1	12.19-1	20.3-1

Source: Ministry of Health (MOH)

Clearly there is a need for further intervention in the WATSAN sector to reduce the risk of people becoming ill from water-borne

Table 15: Access to Hand Pumps

Montserrado			
District	Total	Hand pumps in use	Number of people per hand pump
Careysburg	75886	68	1115 per one hand pump
Greater Monrovia	1050673	277	3793 per one hand pump
St Paul River	94212	112	841 per one hand pump
Todee	57223	61	938 per one hand pump
Total	1277994	518	2467 per one hand pump

Source: Norwegian Refugee Council, January 2007

Table 16: Access to Latrines

Montserrado			
District	Total	Latrine in use	Number of people per latrine
Careysburg	75886	99	766 per one latrine
Greater Monrovia	1050673	237	4433 per one latrine
St Paul River	94212	53	1777 per one latrine
Todee	57223	35	1634 per one latrine
Total	1277994	424	3014 per one latrine

Source: Norwegian Refugee Council, January 2007 Education

Most of the schools in Montserrado are in Monrovia or the Greater Monrovia area. In 2006 the Norwegian Refugee Council recoded the presence of 209 functioning educational facilities in the County.

Table 17: Ministry of Education School Census 2006 Montserrado County

MINISTRY OF EDUCATION SCHOOL CENSUS												
County	District	NUMBER OF SCHOOLS					NUMBER OF STUDENTS			# TEACHING STAFF		# of students /teacher
		Total schools	Pre-Primary schools	Primary schools	ALP schools	Lower – Secondary schools	Total	Total male	Total female	Total	Reactivated	
Montserrado	Careysburg	35	35	35	4	11	6908	3533	3375	270	48	25.59
	Greater Monrovia	757	699	718	41	348	3E+03	1E+03	1E+03	8346	713	31.17
	St. Paul River	252	237	244	19	98	7375	36624	37131	2613	215	28.23
	Todee	52	52	50	4	5	6005	3247	2758	216	42	27.80

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

The table is a representation of the total number of trained and reactivated teachers. This category of teachers is very different from those teachers who were simply reactivated and may not have any formal training.

Table 18: Trained and reactivated teachers based on figures from Table 25

County	Total No. Teachers	No. of Trained Male & Reactivated	No. Trained Female & Reactivated	Total No. of Trained Teachers Reactivated
Montserrado	11445	441	144	585

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.	Rehabilitate bridges and roads across the County, particularly the main Todee road to open up the largest district to the rest of the County	2008-2011	MPW
	Rehabilitate the Superintendent's Residence in Bentol City	2008-2011	MPW, MIA
	Rehabilitate the Civil Compounds in Nyehn HQ, Todee District and Careysburg City, Careysburg District	2008-2011	MPW, MIA
	Rehabilitate Town Hall in Arthington City	2008-2011	MPW, MIA
	Complete Administrative Building in Arthington City, and Millsburg Township	2008-2011	MPW, MIA
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	Revitalize the Water Treatment Plant in White Plains Township	2008-2011	MPW
	Work with the Monrovia and Paynesville City Corporations to train all communities to maintain their wells and protect their water pumps	2008-2011	MPW
	Carry out a survey of public latrines to determine if the communities are using them properly, and sensitize the communities on their proper use	2008-2011	MPW
	Encourage migration to rural parts of the County	2008-2011	MIA
Objective 3: To expand access to basic health care of acceptable quality and establish the building blocks of an equitable, effective, efficient, responsive and sustainable health care delivery system.			
Liberia has a health workforce ratio of only 0.18 per 100,000 people. Access to health services is estimated to be 41 percent. Many of the current facilities are not equipped or designed for an optimal level of service delivery.	Carry out a survey of health facilities to determine the number of trained health personnel, availability of drugs, future management arrangement plans, and availability of clean drinking water and sanitation facilities	2008-2011	MoH
	Complete construction of the health clinics in Nyehn HQ, Todee District and Kingsville Township.	2008-2011	MoH
	Complete construction of the hospital in Garworlohn Township.	2008-2011	MoH
	Rehabilitate the health clinic in Arthington.	2008-2011	MoH
	Rehabilitate the clinics in Todee District; Mt. Coffee (UNMIL QIP); Gobah Town (Presbyterian); and Yarkpai Town.	2008-2011	MoH
	Construct a health clinic in Pleemu.	2008-2011	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 the Arthington Public High School; the Junior High School in Louisiana; the Bensonville High School in Bentol City; the C.H. Henry High School in White Plains; the Junior High School in Millsburg; and the Virginia Public School in Gbondoi, Upper Virginia	2008-2011	MoE
	Construct high schools in Todee District in adequate numbers to serve the population	2008-2011	MoE
	Provide all untrained teachers with adequate training.	2008-2011	MoE
	Carry out a survey to ascertain the amount of trained teachers, books and materials needed, and to determine the number of girls and boys in each school.	2008-2011	MoE
	Improve the incentives for teachers, especially those working in remote areas	2008-2011	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.	Reactivate the Mt. Coffee Hydro Dam in Harrisburg Township.	2008-2011	MLME
	Construct a long-term sustainable electricity installation of mini-hydro plants along the St. Paul River.	2008-2011	MLME

2.6 Cross-Cutting Issues

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

Gender Equity

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

The vast majority of women and girls in the County have suffered GBV including sexual abuse. A culture of violence continues to permeate the society and rape continues to be featured among the most frequently reported crimes. Domestic violence is endemic, and while County-disaggregated data are not available, Liberia has among the highest rates of teenage pregnancy in the world.

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,⁷ 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

⁷ UNESCO, 2007

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

Indicator	Type	Baseline	Target ¹	Target Date	Source of Verification	Lead Ministry/ Agency	MDG Related?
Pillar I: Security							
Annual NSSRL-IM benchmarks achieved	Outcome	National Security Threat Assessment	Achieve all benchmarks annually	Annual	NSSRL Annual Validation Report	MoD	-
Percent of the population that perceives the security situation to be better than in the previous year ²	Outcome	50%	60% each year	Annual	CWIQ	MoD, MoJ	-
Police:population ratio ³ (Population assumed at CWIQ estimate of 2,705,385)	Output	1:775	1:700	End of PRS Period	LNP Quarterly/Annual Report	LNP	-
Ratio of arrests to reported major/violent crime	Outcome	1:1.79	1:1	End of PRS Period	LNP Quarterly/Annual Report	LNP	-
Number of fully staffed BIN key border posts	Output	18	36	End of PRS Period	NSSRL-IM Annual Validation Report	BIN	-
Pillar II: Economic Revitalization							
Poverty							
Percent of population below national poverty line ⁴	Outcome	64%	60%	End of PRS Period	CWIQ	LISGIS	MDG 1
Incidence of extreme poverty ⁵	Outcome	48%	44%	End of PRS Period	CWIQ	LISGIS	MDG 1
Growth and Macroeconomic Framework							
Real GDP (USD)	Outcome	195.2	2008: 775.2 2009: 867.5 2010: 999.7 2011: 1175.3	Annual	Surveys ("National Accounts" in the future)	CBL	MDG 8
Export of goods, f.o.b. (Millions of USD)	Output	2007: 227	2008: 333 2009: 498 2010: 760 2011: 1027	Annual	Balance of Payments	CBL	MDG 8
Foreign Direct Investment (Millions of USD)	Output	2007: 120	2008: 397 2009: 407 2010: 339 2011: 339	Annual	Balance of Payments	CBL	-
Consumer Price Index (% change)	Outcome	9%	2008: 10.6% 2009: 9.0% 2010: 8.0% 2011: 7.0%	Annual	Harmonized Consumer Price Index (HCPI)	CBL	-

¹ Anticipated date for achievement of target.

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

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

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

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

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

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

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

Indicator	Type	Baseline	Target ¹	Target Date	Source of Verification	Lead Ministry/ Agency	MDG Related?
Pillar III: Governance and Rule of Law							
Governance Reform							
% of public expenditure transferred to local authorities ⁸	Outcome	6.1%	2009: 6.6% 2010: 7.1% 2011: 7.7%	Annual	National Budget	MIA	-
Percent of the population that perceives the Government of Liberia to be performing better than in the previous year	Outcome	TBD	60% Annually	Annual	Question will be added to future CWIQ surveys	CSA	-
Number of ministries, agencies and SOEs/ parastatals restructured based on revised, published and adopted mandates	Output	0	TBD	End of PRS Period	GC status report	GC, CSA	-
Score on Transparency International Corruption Perception Index	Outcome	2.1 out of 10	4.0 out of 10	End of PRS Period	Transparency International Corruption Perception Index	GC, ACC	-
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	13 of 15 Magisterial Courts: 43 of 124	End of PRS Period	Judiciary Quarterly and Annual Reports/GC Status Reports	Judiciary, MoJ	-
Number of Judicial Officers trained and deployed at Circuit/Magisterial Courts (disaggregated by gender)	Output	336 Magistrates 22 Justices of the Peace	403 Magistrates 27 Justices of the Peace	End of PRS Period	Judiciary Quarterly and Annual Reports/MoJ Annual Reports	Judiciary, MoJ	-
% of Juvenile Offenders with access to rehabilitation services	Output	TBD	TBD	End of PRS Period	Judiciary Quarterly and Annual Reports/GC Status Reports	Judiciary, MoJ	-
% of cases successfully prosecuted	Output	21%	32% (Increase of 50%)	End of PRS Period	Judiciary Quarterly and Annual Reports/GC Status Reports	Judiciary, MoJ	-

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

Indicator	Type	Baseline	Target ¹	Target Date	Source of Verification	Lead Ministry/ Agency	MDG Related?
Pillar IV: Infrastructure and Basic Services							
Roads and Bridges							
Number of new miles of roads rehabilitated/reconstructed ⁹	Output	N/A	Total primary: 1,187 miles (1,075 to be paved, surface dressing) All weather secondary roads: 300 miles Feeder roads: 400 miles Neighborhood roads: 212 mi.	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		Increase by 25% (to 50%)	End of PRS Period	VPA, UNICEF, CWIQ	MPW	MDG 7
Access to improved sanitation ¹¹	Outcome	25% ¹⁰	Increase by 25% (to 40%)	End of PRS Period	VPA, UNICEF	MPW	MDG 7
Health							
Child mortality rate	Outcome	111 per 1000	Reduce by 15% (to 94/1000)	End of PRS Period	DHS	MoHSW	MDG 4
Maternal mortality rate	Outcome	994 per 100,000 live births	Reduce by 10% (to 895/100,000)	End of PRS Period	DHS	MoHSW	MDG 5
Child malnutrition (% of children under 5) (stunting, wasting, height for age, weight for height, weight for age)	Outcome	Height for age: 39% Weight for height: 7% Weight for age: 19%	Improve weight for age by 15%	End of PRS Period	DHS	MoHSW	MDG 1
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	-

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?
Education							
Net enrollment ratio in primary education (disaggregated by gender)	Outcome	Primary: 37% Secondary: 15%	Primary: 44.8% Secondary: 20%	End of PRS Period	CWIQ	MoE/LISGIS	MDG 2
Gender Parity Index in primary enrollment	Outcome	43 girls for every 100 boys	48 girls for every 100 boys	End of PRS Period	2007-2008 School Census	MoE/LISGIS	MDG 3
Teacher to student ratio	Output	1:35	1:45 ¹²	End of PRS Period	2007-2008 School Census	MoE	-
Youth literacy rate	Outcome	73%	85%	End of PRS Period	CWIQ	MoE/LISGIS	-
Energy							
Percentage of households with access to electricity	Outcome	0.6%	10.0%	End of PRS Period	MLME/LEC Annual Report	MLME, LEC	-
Total installed capacity (MW)	Output	2.6 MW	29.6 MW	End of PRS Period	MLME/LEC Annual Report	MLME, LEC	-
Percentage of rural households with access to electricity	Outcome	0.0%	2.0%	End of PRS Period	MLME/LEC Annual Report	MLME, LEC	-
Regional or cross border interconnectivity (miles of cross border transmission lines)	Output	0 miles	150 miles	End of PRS Period	MLME/LEC Annual Report	MLME, LEC	-
Post and Telecommunications							
Universal Access telecommunications coverage throughout Liberia	Outcome	14.9%	2009: 17.9% 2010: 21.5% 2011: 25.8%	Annual	Annual Blycroft Estimates Report	LTC, LTA	-
% of the population with local access to postal services	Outcome	2%	70%	End of PRS Period	MPT Annual Report	MPT, UPU	-
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	-

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.



ANNEX 1 - COUNTY ACTION PLAN

Annex 1.1 - Montserrado County Action Plan

Montserrado County Action Plan		Location				Lead	Collaborating Partner	Time Frame	Comment / Rank
Challenges	Action Required	District	Clan	City/Town	Village				
Roads and Alleys	Rehabilitation	Careysburg	Caldwell	Caldwell via Louisiana to White Plains, Caldwell, Harrisburg and Crozierville	Township	MoH		2008 – 2012	1a
Roads and Alleys	Rehabilitation	Careysburg	Virginia	Virginia via Clay Ashland, Millsburg, Arthington to Harrisburg (Mt. Coffee Hydro Plant)	Township	MoH		2008 – 2012	1b
Roads and Alleys	Construction and rehabilitation	Careysburg	Kingsville	Kingsville via Tartece Town, Cooper's Farm to Toddee	Township	MoH		2008 – 2012	1c
Roads and Alleys	Rehabilitation	Toddee	Fansh-Deing	Bensoville – Nyechn Town		MPW			1d
Roads and Alleys	Rehabilitation	Toddee	Fansh-Mein	Morris' Farm – Geegba Town		MPW			1e
Roads and Alleys	Rehabilitation	Toddee	Kpo-Mein	Bong Mines Gate – Koon Town		MPW			1f
Roads and Alleys	Construction	Greater Monrovia		Kpaikor Road, Parker Corner, Brewerville through Virginia to the Main Duala Road through Momo Tow to Caldwell through Logan Town and Jamaica Road through		MPW		2008-2010	1g
Roads and Alleys	Construction	Greater Monrovia		New Georgia, connecting Slip Way	Township	MPW		2008-2010	1h
Roads and Alleys	Construction	Greater Monrovia		Gardnersville – Kesselly Boulevard to 12 th		MPW		2008-2010	1i
Roads and Alleys	Rehabilitation	Greater Monrovia		New Georgia	Township	MPW		2008-2009	
Roads and Alleys	Rehabilitation	Greater Monrovia		New Georgia-Estate		MPW		2008-2009	
Roads and Alleys	Rehabilitation	Greater Monrovia		Somalia Drive-Poe		MPW		2008-2009	
Roads and Alleys	Completion	Greater Monrovia		Somalia Drive-Slip Way		MPW		2008-2012	
Roads and Alleys		Greater Monrovia		Somalia Drive to Battery		MPW		2008-2009	
Roads and Alleys	Rehabilitation	Greater Monrovia		Caldwell rd.-New Georgia Town Center		MPW		2008-2009	

Montserrado County Action Plan		Location				Lead	Collaborating Partner	Time Frame	Comment / Rank
Challenges	Action Required	District	Clan	City/Town	Village				
Roads and Alleys	Opening of all alleys	Greater Monrovia		New Georgia Township		MPW	2008-2009		
Roads and Alleys		Greater Monrovia		Virginia Township		MPW	2008-2009		
Roads and Alleys	Rehabilitation	Greater Monrovia		Upper Virginia		MPW	2008-2009		
Roads and Alleys	Rehabilitation	Greater Monrovia		Ricks-Gbondea, Gbator Town-Ghuba		MPW	2008-2009		
Roads and Alleys	Rehabilitation	Greater Monrovia		Lower Virginia		MPW	2008-2012		
Roads and Alleys	Rehabilitation	Greater Monrovia		Bonjo-Central Virginia		MPW	2008-2009		
Roads and Alleys	Rehabilitation	Greater Monrovia		New community- Banjo, hotel-beach		MPW	2008-2012		
Roads and Alleys	Rehabilitation	Greater Monrovia		2nd bustop-Grahamstown		MPW	2008-2012		
Roads and Alleys	Rehabilitation	Greater Monrovia		Central Virginia		MPW	2008-2009		
Roads and Alleys	Rehabilitation	Greater Monrovia		Irongate-Clay Ashland boundary		MPW			
Roads and Alleys	Construction	Greater Monrovia		Central Virginia		MPW	2008-2010		
Roads and Alleys		Greater Monrovia				MPW			
Roads and Alleys		Greater Monrovia		Borough of New Kru Town		MPW			
Roads and Alleys	Rehabilitation and construction	Greater Monrovia		Borough with 8 blocks		MPW	01/2008-12/2008		
Roads and Alleys		Greater Monrovia				MPW			
Roads and Alleys		Greater Monrovia		Gardnersville		MPW			
Roads and Alleys	Construction	Greater Monrovia		JY JE Marshall, Hiru Nyanfor Town to Duan Town		MPW	2008-2010		
Roads and Alleys	Construction	Greater Monrovia		Somalia Drive, Hiru Chocolate City to the Soul Cleansing Church		MPW	2008-2010		
Roads and Alleys	Construction	Greater Monrovia		Somalia Drive through Snow Hill		MPW	2008-2010		
Roads and Alleys	Rehabilitation	Greater Monrovia		Somalia Drive through Kesselly Boulevard		MPW	2008-2010		
Roads and Alleys	Rehabilitation	Greater Monrovia		Somalia Drive to Barnardsville Estate		MPW	2008-2010		
Roads and Alleys	Construction	Greater Monrovia		Somalia Drive to M.T.A. community		MPW	2008-2010		
Roads and Alleys	Construction	Greater Monrovia		Somalia Drive through Chicken Soup Factory to Karduma Cemetery and Dry Rice MC.		MPW	2008-2010		
Roads and Alleys	Construction	Greater Monrovia		Stephen Tolbert Junction to Borbor Island		MPW	2008-2010		
Roads and Alleys		Greater Monrovia		Garlowolohn Township		MPW	2008-2010		

Montserrado County Action Plan		Location				Lead	Collaborating Partner	Time Frame	Comment / Rank
Challenges	Action Required	District	Clan	City/Town	Village				
Roads and Alleys	Rehabilitation	Greater Monrovia		Doe's community to Clare Town		MPW	2008-2009		
Roads and Alleys	Rehabilitation	Greater Monrovia		Jamaica Road from UN Drive to Somalia Drive		MPW	2008-2009		
Roads and Alleys	Rehabilitation	Greater Monrovia		Long Cinema to Stockton Creek		MPW			
Roads and Alleys	Rehabilitation	Greater Monrovia		Monrovia City Corporation and Brewerville		MPW			
Roads and Alleys	Rehabilitation	Greater Monrovia		Brewerville center area		MPW	2008-2012		
Roads and Alleys	Completing the road and constructing major bridge	Greater Monrovia		Battery Factory-Slipway, Gardnersville-Sinkor		MPW	2008-2009		
Roads and Alleys	Rehabilitation	Greater Monrovia		Tar Town-Togba Camp-Tubman Boulevard		MPW	2008-2011		
Roads and Alleys	Rehabilitation	Greater Monrovia		Chugbor/Smith		MPW	2008-2011		
Roads and Alleys	Rehabilitation	Greater Monrovia		Congo Town community		MPW			
Roads and Alleys	Rehabilitation	Greater Monrovia		Dixville		MPW			
Roads and Alleys	Construction and rehabilitation	Greater Monrovia		Dixville-Barnardsville (bridge)		MPW	502/503		
Roads and Alleys	Construction and rehabilitation	Greater Monrovia		Dixville-Caldwell Coffee Farm		MPW	2008-2012		
Roads and Alleys	Construction and rehabilitation	Greater Monrovia		Dixville-Upper Caldwell		MPW	2008-2012		
Roads and Alleys	Construction and rehabilitation	Greater Monrovia		Dixville-New Georgia		MPW	2008-2012		
Roads and Alleys	Construction and rehabilitation	Greater Monrovia		Dixville-Barnardsville /Clarke Bridge		MPW	2008-2012		
Roads and Alleys	Construction and rehabilitation	Greater Monrovia		Caldwell		MPW			
Roads and Alleys	Construction	Greater Monrovia		Caldwell Junction-Bensonville		MPW	2008-2012		
Roads and Alleys	Rehabilitation	Greater Monrovia		Caldwell-Dixville		MPW	2008-2010		
Roads and Alleys	Rehabilitation	Greater Monrovia		Caldwell Waterside-New Georgia New Road		MPW	Jan 2008 – Jan 2012		
Roads and Alleys	Rehabilitation	Greater Monrovia		Samukai Camp-Johnsonville		MPW			
Roads and Alleys	Rehabilitation	Greater Monrovia				MPW	Jan 2008 – Jan 2012		
Roads and Alleys		Greater Monrovia		Barnardsville		MPW			

Montserrado County Action Plan		Location				Lead	Collaborating Partner	Time Frame	Comment / Rank
Challenges	Action Required	District	Clan	City/Town	Village				
Roads and Alleys	Rehabilitation of the main road and construction of alleys	Greater Monrovia		King Zebedee-Bensonville		MPW	Jan 2008 – Jan 2012		
Roads and Alleys	Rehabilitation of the main road and construction of alleys	Greater Monrovia		Bend and Stop-Estate, Johnsonville, Dixville		MPW			
Roads and Alleys		Greater Monrovia		Arthington City		MPW	Jan 2008 – Jan 2012		
Roads and Alleys	Rehabilitation	Greater Monrovia		Brewerville-Arthington		MPW			
Roads and Alleys	Rehabilitation	Greater Monrovia		1940 -hydro		MPW	Jan 2008 – Jan 2012		
Roads and Alleys	Rehabilitation	Greater Monrovia		Georgia Rd-Gbarveah		MPW	Jan 2008 – Jan 2012		
Roads and Alleys	Rehabilitation	Greater Monrovia		1940-Suehn Mecca District (Bomi Co.)		MPW			
Roads and Alleys	Rehabilitation 15 km, 5 bridges	Careysburg		Arthington-Gblecsengben		MPW	Jan 2008 – Jan 2012		
Roads and Alleys	Rehabilitation 30 km	Careysburg		Brewerville-Nyehn		MPW	Jan 2008 – Jan 2012		
Roads and Alleys				Johnsonville- Lower Johnsonville			Jan 2008 – Jan 2012		
Roads and Alleys	Rehabilitation 5 miles	Careysburg		White Plains-Kpones Town		MPW			
Roads and Alleys							Jan 2008 – Jan 2012		
Roads and Alleys	Rehabilitation	Careysburg				MPW			
Roads and Alleys				Royesville-Bomi County			Jan 2008 – Jan 2012		
Roads and Alleys	Rehabilitation	Careysburg				MPW			
Roads and Alleys				Simpson Junction -Po River			Jan 2008 – Jan 2012		
Roads and Alleys	Rehabilitation	Careysburg				MPW			
Roads and Alleys				Kingsville-National Youth Agricultural Training center			Jan 2008 – Jan 2012		
Roads and Alleys	Rehabilitation 20km	Careysburg				MPW			
Roads and Alleys				Croizerville-White Plains			Jan 2008 – Jan 2012		

Montserrado County Action Plan		Location				Lead	Collaborating Partner	Time Frame	Comment / Rank
Challenges	Action Required	District	Clan	City/Town	Village				
Roads and Alleys	Rehabilitation 2.5km	Careysburg				MPW			
Roads and Alleys				Croizerville- David Town			EU, World Bank, UNDP, NGOs	Jan 2008 – Jan 2012	
Roads and Alleys	Rehabilitation 2km	Careysburg				MPW			
Roads and Alleys				Harrisburg- White Plains/Louisiana			EU, World Bank, UNDP, NGOs	Jan 2008 – Jan 2012	
Roads and Alleys	Rehabilitation 24km	Careysburg				MPW			
Roads and Alleys				Brewerville- Clay Ashland, Millsburgh			EU, World Bank, UNDP, NGOs	Jan 2008 – Jan 2012	
Roads and Alleys	Rehabilitation 18km	Careysburg				MPW			
Roads and Alleys				Kormma-Arthington			EU, World Bank, UNDP, NGOs	Jan 2008 – Jan 2012	
Roads and Alleys	Rehabilitation 12km	Careysburg				MPW			
Roads and Alleys				Youth Camps-Mt. Coffee			EU, World Bank, UNDP, NGOs	Jan 2008 – Jan 2012	
Roads and Alleys	Rehabilitation	Careysburg				MPW			
Roads and Alleys				Bentol-Kpayakoleh			EU, World Bank, UNDP, NGOs	Jan 2008 – Jan 2012	
Roads and Alleys	Rehabilitation	Careysburg				MPW			
Roads and Alleys				Croizerville Mn Rd Kona Town- Upper Big, John Ave.			EU, World Bank, UNDP, NGOs	Jan 2008 – Jan 2012	
Roads and Alleys	Rehabilitation 15-18km	Careysburg				MPW			
Roads and Alleys				Corner Junction-Water Mg Head			EU, World Bank, UNDP, NGOs	Jan 2008 – Jan 2012	
Roads and Alleys	Rehabilitation					MPW			
Roads and Alleys	Rehabilitation	Todec	Fansch-Deing	Todec Junction – Military Barracs		MPW	USAID	2008-2010	
Roads and Alleys	Rehabilitation	Todec	Fansch-Mein	Morris' Farm Geegba		MPW		2008-2010	
	Rehabilitation	Todec				MPW			
	Rehabilitation	Todec				MPW			
Roads and Alleys	Rehabilitation	Todec	Kpo-Mein	Bong Mines Gate – Koon Town		MPW		2008-2010	
Roads and Alleys	Rehabilitation	Todec	Fansch-Deing	Todec Junction – Military Barracs		MPW	USAID	2008-2010	
Roads and Alleys	Rehabilitation	Todec	Fansch-Mein	Morris' Farm Geegba		MPW		2008-2010	
Roads and Alleys	Rehabilitation	Todec	Kpo-Mein	Bong Mines Gate – Koon Town		MPW		2008-2010	
Roads and Alleys	Rehabilitation	Todec	Fansch-Deing	Todec Junction – Military Barracs		MPW	USAID	2008-2010	

Montserrado County Action Plan		Location				Lead	Collaborating Partner	Time Frame	Comment / Rank
Challenges	Action Required	District	Clan	City/Town	Village				
Health	Construction of hospital	Greater Monrovia		Central Brewerville	City	MoH		2008-2012	1a
Health	Completion of 52 bed hospital	Greater Monrovia		Garlworlohn	Township	MoH		2008-2012	1b
Health	Construction of hospital	Greater Monrovia		Gardnersville/Barnardsville	Township	MoH		2008-2012	1c
Health	Construction of health center	Careysburg	Royseville	Royseville	Township	MoH		2008-2012	1d
Health	Construction of health center	Careysburg	White Plains	White Plains	Township	MoH		2008 -2012	1e
Health	Construction of health center	Careysburg	Johnsonville	Johnsonville	Township	MoH		Jan 2008 – Jan 2011	1f
Health	Construction of health center	Careysburg	Royseville	Royseville	Township	MoH		2008-2012	1g
Health	Construction of health center	Careysburg	White Plains	White Plains	Township	MoH		2008 -2012	1h
Health	Construction of health center	Careysburg	Johnsonville	Johnsonville	Township	MoH		Jan 2008 – Jan 2011	1i
Health		Greater Monrovia		New Georgia Township		MoH		Jan 2008 – Jan 2012	
Health	Construction	Greater Monrovia		Town center		MoH			
Health		Greater Monrovia		Gardnersville Township		MoH		Jan 2008 – Jan 2012	
Health		Greater Monrovia		Gardnersville admin bldg compound		MoH			
Health		Greater Monrovia		Virginia Township		MoH		Jan 2008 – Jan 2012	
Health	Rehabilitation	Greater Monrovia		Central Virginia		MoH			
Health		Greater Monrovia		New Kru Town		MoH		Jan 2008 – Jan 2012	
Health		Greater Monrovia		Borough Communities (Blocks)		MoH			
Health		Greater Monrovia		Brewerville City		MoH		Jan 2008 – Jan 2012	
Health	Construction	Greater Monrovia		Parker Corner/Brewerville		MoH			
Health		Greater Monrovia		Garwolothon Township		MoH		Jan 2008 – Jan 2012	
Health	Completion	Greater Monrovia		King and Peter's Town		MoH			
Health		Greater Monrovia		Congo Town		MoH		Jan 2008 – Jan 2012	

Montserrado County Action Plan		Location				Lead	Collaborating Partner	Time Frame	Comment / Rank
Challenges	Action Required	District	Clan	City/Town	Village				
Health		Greater Monrovia		Congo Town Community		MoH			
Health		Greater Monrovia		Dixville Township		MoH	Jan 2008 – Jan 2012		
Health		Greater Monrovia		Lower Dixville		MoH			
Health		Greater Monrovia		Caldwell Township		MoH	Jan 2008 – Jan 2012		
Health		Greater Monrovia		Lower Caldwell		MoH			
Health		Greater Monrovia				MoH	Jan 2008 – Jan 2012		
Health		Greater Monrovia		Barnardsville Township		MoH			
Health	Existing health center to be supplied with drugs, WATSAN facilities and trained health practitioners	Greater Monrovia		Central Barnardsville		MoH	Jan 2008 – Jan 2012		
Health		Greater Monrovia				MoH			
Health		Greater Monrovia		Arthington City		MoH	Jan 2008 – Jan 2012		
Health		Greater Monrovia		Central Arthington		MoH			
Health	Existing health center to be supplied with drugs, WATSAN facilities and trained health practitioners	Todec	Nyehn	Nyehn HQ		MoH	2008-2010	Make operational, staff, drugs, water	
Health	Expansion to cope with growing population	Todec	KPO	Zena Town		MoH	2008-2010	Expansion to cope with growing population	
Health	Construction	Todec	Deing	Clean Town		MoH	2008-2010	Construction	
Health	Finalize Construction	Todec	Mt. Coffee	Zingbor		MoH	2008-2010	Finalize Construction	
Health	Existing health center to be supplied with drugs, WATSAN facilities and trained health practitioners	Todec	Nyehn	Nyehn HQ		MoH	2008-2010	Make operational, staff, drugs, water	

Montserrado County Action Plan		Location						Lead	Collaborating Partner	Time Frame	Comment / Rank
Challenges	Action Required	District	Clan	City/Town	Village						
Health	Expansion to cope with growing population	Todee	KPO	Zena Town		MoH			2008-2010	Expansion to cope with growing population	
Health	Construction	Todee	Deing	Clean Town		MoH			2008-2010	Construction	
Health	Finalize Construction	Todee	Mt. Coffee	Zingbor		MoH	UNMIL QIP		2008-2010	Finalize Construction	
Health	Make operational, staff, drugs, water	Todee	Nyehn	Nyehn HQ		MoH			2008-2010	Make operational, staff, drugs, water	
Health	Expansion to cope with growing population	Todee	KPO	Zena Town		MoH			2008-2010	Expansion to cope with growing population	
Health	Construction	Todee	Deing	Clean Town		MoH			2008-2010	Construction	
Health	Finalize construction	Todee	Mt. Coffee	Zingbor		MoH	UNMIL QIP		2008-2010	Finalize Construction	
	Construction	Greater Monrovia		Arthington City		MIA					
	Construction	Greater Monrovia		Gardnersville Township		MIA			Jan 2008 – Jan 2012		
	Construction	Greater Monrovia		Gardnersville Admin bldg Compound		MIA					
	Construction	Greater Monrovia		Garlowolohn Township		MIA			Jan 2008 – Jan 2012		
	Construction	Careysburg		Kingsville		MPW and MIA			Jan 2008 – Jan 2012		
	Construction	Careysburg		Careysburg		MPW and MIA			Jan 2008 – Jan 2012		
	Construction	Careysburg		Bentol		MPW and MIA			Jan 2008 – Jan 2012		
	Construction	Careysburg		Croizerville		MPW and MIA			Jan 2008 – Jan 2012		
	Construction	Careysburg		Louisiana		MPW and MIA			Jan 2008 – Jan 2012		
	Construction	Careysburg		Harrisburg		MPW and MIA			Jan 2008 – Jan 2012		

Montserrado County Action Plan		Location					Lead	Collaborating Partner	Time Frame	Comment / Rank
Challenges	Action Required	District	Clan	City/Town	Village					
Education	Renovation	Careysburg	Bensonville	Bensonville high school	Township	MoE		2008-2012	1a	
Education	Construction	Careysburg	Kingsville	Kingsville high school	Township	MoE		2008-2012	1b	
Education	Construction	Careysburg	Crozierville	Crozierville Community College/ Vocational Training Center for Women	Township	MoE		2008-2012	1c	
Education	Construction of one technical high school, provision of facilities for adult literacy, program for women	Toodee	Nyehn	Nyehn HQ		MoE		2008-2012	1d	
Education	Construct high school	Toodee	Mein	Mein Clan	Koon's Town	MoE		2008-2012	1e	
Education	Construction of junior high school, facilities for adult literacy program	Toodee		Zanna or Yarkpai Town		MoE		2008-2012	1f	
Education	Construction of high school	Greater Monrovia		West Point	Township	MoE			1g	
Education	Construction of the technical school for disabled persons	Greater Monrovia		Congo Town	Township	MoE			1h	
Education	Renovation and expansion of special project high school	Greater Monrovia		Stephen Tolbert Estates, Gardnersville	Township	MoE			1i	



ANNEX 2 - DISTRICT ACTION PLANS

Annex 2.1 Careysburg District Action Plan

Challenges	Action Required	Location				Lead	Collaborating Partner	Timeframe
		District	Clan	City/Town	Village			
Roads	Rehabilitation 15 km, 5 bridges	Careysburg		Arthington-Gblecsengben		MPW	EU, World Bank, UNDP, NGOs	2008 - 2012
Roads	Rehabilitation 30 km	Careysburg		Brewerville-Nyehn		MPW	EU, World Bank, UNDP, NGOs	2008 - 2012
Roads	Rehabilitation 5 miles	Careysburg		Johnsonville- Lower Johnsonville		MPW	EU, World Bank, UNDP, NGOs	2008 - 2012
Roads	Rehabilitation	Careysburg		White Plains-Kpones Town		MPW	EU, World Bank, UNDP, NGOs	2008 - 2012
Roads	Rehabilitation	Careysburg		Royesville-Bomi County		MPW	EU, World Bank, UNDP, NGOs	2008 - 2012
Roads	Rehabilitation	Careysburg		Simpson Junction -Po River		MPW	EU, World Bank, UNDP, NGOs	2008 - 2012
Roads	Rehabilitation 20km	Careysburg		Kingsville-National Youth Agricultural Training center		MPW	EU, World Bank, UNDP, NGOs	2008 - 2012
Roads	Rehabilitation 2.5km	Careysburg		Croizerville-White Plains		MPW	EU, World Bank, UNDP, NGOs	2008 - 2012
Roads	Rehabilitation 2km	Careysburg		Croizerville- David Town		MPW	EU, World Bank, UNDP, NGOs	2008 - 2012
Roads	Rehabilitation 24km	Careysburg		Harrisburg- White Plains/ Louisiana		MPW	EU, World Bank, UNDP, NGOs	2008 - 2012
Roads	Rehabilitation 18km	Careysburg		Brewerville- Clay Ashland, Millsburgh		MPW	EU, World Bank, UNDP, NGOs	2008 - 2012
Roads	Rehabilitation 12km	Careysburg		Kormma-Arthington		MPW	EU, World Bank, UNDP, NGOs	2008 - 2012
Roads	Rehabilitation	Careysburg		Youth Camps-Mt. Coffee		MPW	EU, World Bank, UNDP, NGOs	2008 - 2012
Roads	Rehabilitation	Careysburg		Bentol-Kpayakoleh		MPW	EU, World Bank, UNDP, NGOs	2008 - 2012

Challenges	Action Required	Location				Lead	Collaborating Partner	Timeframe
		District	Clan	City/Town	Village			
Roads	Rehabilitation 15-18km	Careysburg		Croizerville Mn Rd Kona Town-Upper Big John Ave.		MPW	EU, World Bank, UNDP, NGOs	
Roads	Rehabilitation	Careysburg		Corner Junction-Water Mg Head		MPW	EU, World Bank, UNDP, NGOs	
Health	Rehabilitation	Careysburg	Clay Ashland	Barcon Town Jartu Town Camba Maya Town		MoH		2008 - 2012
Health	Rehabilitation	Careysburg	Louisiana			MoH		2008 - 2012
Health	Rehabilitation	Careysburg	Kingsville	Fartee's Town Nimely's Town Garzohn 15 th Gate Central Kingsville Avenue Uptown Down Town Lormie		MoH		2008 - 2012
Health	Rehabilitation	Careysburg	Johnsonville			MoH		2008 - 2012
Health	Rehabilitation	Careysburg	Careysburg			MoH		2008 - 2012
Health	Rehabilitation	Careysburg	White Plain	Central White Plains		MoH		2008 - 2012
Health	Rehabilitation	Careysburg	Bentol			MoH		2008 - 2012
Health	Rehabilitation	Careysburg	roizerville	Lower and Upper Big John Ave Kona Town Ave		MoH		2008 - 2012

Annex 2.2 Toddee District Action Plan

Challenges	Action Required	Location			Lead	Collaborating Partner	Timeframe	Estimated Cost
		District	Clan	City/Town				
Roads	Rehabilitation	Toddee	Fansch-Deing	Toddee Junction – Military Barracks	MPW	USAID	2008-2010	
Roads	Rehabilitation	Toddee	Fansch-Mein	Morris' Farm Greegba	MPW		2008-2010	
Roads	Rehabilitation	Toddee	Kpo-Mein	Bong Mines Gate –Koon Town	MPW		2008-2010	
Health facilities	Make operational, staff, drugs, water	Toddee	Nyehn	Nyehn HQ	MoH		2008-2010	
Health facilities	Expansion to cope with growing population	Toddee	KPO	Zena Town	MoH		2008-2010	
Health facilities	Construction	Toddee	Deing	Clean Town	MoH		2008-2010	
Health facilities	Finalize Construction	Toddee	Mt. Coffee	Zingbor	MoH	UNMIL QJP	2008-2010	
High schools	Construct	Toddee	Nyehn	Nyehn HQ	MoE		2008-2010	
High schools	Construct	Toddee	Kpo	Zena Town	MoE		2008-2010	

Annex 2.3 Greater Monrovia District Action Plan

Challenges	Action Required	Location			Lead	Collaborating Partner	Time frame	Estimated Cost
		District	Clan	City/Town				
Roads	Rehabilitation	Greater Monrovia		New Georgia	Township	MPW		2008-2010
Roads	Rehabilitation	Greater Monrovia		New Georgia-Estate		MPW		2008-2010
Roads	Rehabilitation both sides	Greater Monrovia		Somalia Drive-Poc		MPW		2008-2010
Roads	Completion of the road	Greater Monrovia		Somalia Drive-Slip Way		MPW		2008-2010
Roads	Completion of the road	Greater Monrovia		Somalia Drive to Battery		MPW		2008-2010
Roads	Completion of the road	Greater Monrovia		Caldwell rd.-New Georgia Tonw Center		MPW		2008-2010
Roads	Opening of all alleys	Greater Monrovia		New Georgia Township		MPW		2008-2010
Roads	Opening of all alleys	Greater Monrovia		Virginia Township		MPW		2008-2010
Roads	Rehabilitation	Greater Monrovia		Upper Virginia		MPW		2008-2010
Roads	Rehabilitation	Greater Monrovia		Ricks-Gbondea, Gbator Town- Gbuba		MPW		2008-2010
Roads	Rehabilitation	Greater Monrovia		Lower Virginia		MPW		2008-2010
Roads	Rehabilitation	Greater Monrovia		Bonjo-Central Virginia		MPW		2008-2010
Roads	Rehabilitation	Greater Monrovia		New Community-Banjo, Hotel-Beach		MPW		2008-2010
Roads	Rehabilitation	Greater Monrovia		2nd bustop-Grahamstown		MPW		2008-2010
Roads	Rehabilitation	Greater Monrovia		Central Virginia		MPW		2008-2010
Roads	Rehabilitation	Greater Monrovia		Irongate-Clay Ashland boundary		MPW		2008-2010
Roads	Construction	Greater Monrovia		Central Virginia		MPW		2008-2010
Roads	Rehabilitation and construction	Greater Monrovia		Borough of New Kru Town		MPW		2008-2010
Roads	Rehabilitation and construction	Greater Monrovia		Borough with 8 blocks		MPW		2008-2010
Roads	Rehabilitation and construction	Greater Monrovia		Gardnersville		MPW		2008-2010
Roads	Construction	Greater Monrovia		JY JE, Marshall, Hiru Nyanfor Town to Duan Town		MPW		2008-2010
Roads	Construction	Greater Monrovia		Somalia Drive, Hiru Chocolate City to the Soul Cleansing Church		MPW		2008-2010
Roads	Construction	Greater Monrovia		Somalia Drive through Snow Hill		MPW		2008-2010
Roads	Rehabilitation	Greater Monrovia		Somalia Drive through Kesselly Boulevard		MPW		2008-2010
Roads	Rehabilitation	Greater Monrovia		Somalia Drive to Barnardsville Estate		MPW		2008-2010
Roads	Construction	Greater Monrovia		Somalia Drive to M.T.A. community		MPW		2008-2010
Roads	Construction	Greater Monrovia		Somalia Drive through Chicken Soup Factory to Karduma Cemetery and Dry Rice MC.		MPW		2008-2010

Challenges	Action Required	Location				Lead	Collaborating Partner	Time frame	Estimated Cost
		District	Clan	City/Town	Village				
Roads	Construction	Greater Monrovia		Stephen Tolbert Junction to Borbor Island		MPW		2008-2010	
Roads		Greater Monrovia		Garlowolohn Township		MPW		2008-2010	
Roads	Rehabilitation	Greater Monrovia		Doc's community to Clare Town		MPW		2008-2010	
Roads	Rehabilitation	Greater Monrovia		Jamaica Road from UN Drive to Somalia Drive		MPW		2008-2010	
Roads	Rehabilitation	Greater Monrovia		Long Cinema to Stockton Creek		MPW		2008-2010	
Roads	Rehabilitation	Greater Monrovia		Monrovia City Corporation and Brewerville		MPW		2008-2010	
Roads	Rehabilitation	Greater Monrovia		Brewerville center area		MPW		2008-2010	
Roads	Completing the road and Constructing major bridge	Greater Monrovia		Battery Factory-Slipway, Gardnersville-Sinkor		MPW		2008-2010	
Roads	Rehabilitation	Greater Monrovia		Tar Town-Togba Camp-Tubman Boulevard		MPW		2008-2010	
Roads	Rehabilitation	Greater Monrovia		Chugbor/Smith		MPW		2008-2010	
Roads	Rehabilitation	Greater Monrovia		Congo Town community		MPW		2008-2010	
Roads	Rehabilitation	Greater Monrovia		Dixville		MPW		2008-2010	
Roads	Construction and rehabilitation	Greater Monrovia		Dixville-Barnardsville (bridge)		MPW		2008-2010	
Roads	Construction and rehabilitation	Greater Monrovia		Dixville-Caldwell Coffee Farm		MPW		2008-2010	
Roads	Construction and rehabilitation	Greater Monrovia		Dixville-Upper Caldwell		MPW		2008-2010	
Roads	Construction and rehabilitation	Greater Monrovia		Dixville-New Georgia		MPW		2008-2010	
Roads	Construction and rehabilitation	Greater Monrovia		Dixville-Barnardsville/Clarke Bridge		MPW		2008-2010	
Roads	Construction and rehabilitation	Greater Monrovia		Caldwell		MPW		2008-2010	
Roads	Construction	Greater Monrovia		Caldwell Junction-Bensonville		MPW		2008-2010	
Roads	Rehabilitation	Greater Monrovia		Caldwell-Dixville		MPW		2008-2010	
Roads	Rehabilitation	Greater Monrovia		Caldwell Waterside-New Georgia New Road		MPW		2008-2010	
Roads	Rehabilitation	Greater Monrovia		Samukai Camp-Johnsonville		MPW		2008-2010	
Roads		Greater Monrovia		Barnardsville		MPW		2008-2010	
Roads	Rehabilitation of the main road and construction of alleys	Greater Monrovia		King Zebedec-Bensonville		MPW		2008-2010	
Roads	Rehabilitation of the main road and construction of alleys	Greater Monrovia		Bend and Stop-Estate, Johnsonville, Dixville		MPW		2008-2010	
Roads	Rehabilitation and construction	Greater Monrovia		Arthington City		MPW		2008-2010	
Roads	Rehabilitation	Greater Monrovia		Brewerville-Arthington		MPW		2008-2010	
Roads	Rehabilitation	Greater Monrovia		1940 -hydro		MPW		2008-2010	
Roads	Rehabilitation	Greater Monrovia		Georgia Rd-Gbarvcah		MPW		2008-2010	
Roads	Rehabilitation	Greater Monrovia		1940-Suehn Mecca District (Bomi Co.)		MPW		2008-2010	

Challenges	Action Required	Location				Lead	Collaborating Partner	Time frame	Estimated Cost
		District	Clan	City/Town	Village				
Health facilities	Rehabilitation	Greater Monrovia		New Georgia Township		MoH		2008-2010	
Health facilities	Construction	Greater Monrovia		Town center		MoH		2008-2010	
Health facilities	Construction	Greater Monrovia		Gardnersville Township		MoH		2008-2010	
Health facilities	Construction	Greater Monrovia		Gardnersville admin bldg compound		MoH		2008-2010	
Health facilities	Construction	Greater Monrovia		Virginia Township		MoH		2008-2010	
Health facilities	Rehabilitation	Greater Monrovia		Central Virginia		MoH		2008-2010	
Health facilities	Rehabilitation	Greater Monrovia		New Kru Town		MoH		2008-2010	
Health facilities	Rehabilitation	Greater Monrovia		Borough Communities (Blocks)		MoH		2008-2010	
Health facilities	Rehabilitation	Greater Monrovia		Brewerville City		MoH		2008-2010	
Health facilities	Construction	Greater Monrovia		Parker Corner/Brewerville		MoH		2008-2010	
Health facilities	Construction	Greater Monrovia		Garwolonon Township		MoH		2008-2010	
Health facilities	Completion	Greater Monrovia		King and Peter's Town		MoH		2008-2010	
Health facilities	Completion	Greater Monrovia		Congo Town		MoH		2008-2010	
Health facilities	Completion	Greater Monrovia		Congo Town Community		MoH		2008-2010	
Health facilities	Completion	Greater Monrovia		Dixville Township		MoH		2008-2010	
Health facilities	Completion	Greater Monrovia		Lower Dixville		MoH		2008-2010	
Health facilities	Completion	Greater Monrovia		Caldwell Township		MoH		2008-2010	
Health facilities	Completion	Greater Monrovia		Lower Caldwell		MoH		2008-2010	
Health facilities	Completion	Greater Monrovia		Barnardsville Township		MoH		2008-2010	
Health facilities	Existing health center to be fortified with drugs and health practitioners	Greater Monrovia		Central Barnardsville		MoH		2008-2010	
Health facilities	Existing health center to be fortified with drugs and health practitioners	Greater Monrovia				MoH		2008-2010	
Health facilities	Existing health center to be fortified with drugs and health practitioners	Greater Monrovia		Arthington City		MoH		2008-2010	
Health facilities	Existing health center to be fortified with drugs and health practitioners	Greater Monrovia		Central Arthington		MoH		2008-2010	

Challenges	Action Required	Location				Lead	Collaborating Partner	Time frame	Estimated Cost
		District	Clan	City/Town	Village				
Public buildings	Soniwein/Slipway completion of upper level of admin building	Greater Monrovia		Monrovia (Central) Brewerville		MIA		2008-2010	
Public buildings	Construction	Greater Monrovia		community		MIA		2008-2010	
Public buildings	Construction	Greater Monrovia		Virginia Township				2008-2010	
Public buildings	Construction	Greater Monrovia		Virginia Central		GoL		2008-2010	
Public buildings	Construction	Greater Monrovia		New Georgia Township				2008-2010	
Public buildings	Construction	Greater Monrovia		Battery Factory Community		MIA		2008-2010	
Public buildings	Construction	Greater Monrovia		Dixville				2008-2010	
Public buildings	Complete construction/extension	Greater Monrovia		Upper Dixville		MIA		2008-2010	
Public buildings	Complete construction/extension	Greater Monrovia		New Kru Town				2008-2010	
Public buildings	Construction	Greater Monrovia		Borough		MIA		2008-2010	
Public buildings	Construction	Greater Monrovia		Caldwell		MIA		2008-2010	
Public buildings	Construction	Greater Monrovia		Lower Caldwell		MoH		2008-2010	
Public buildings	Construction	Greater Monrovia		Arthington City		MIA		2008-2010	



