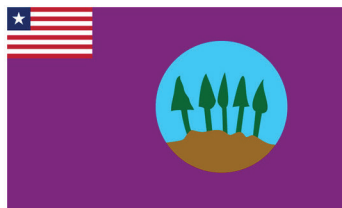




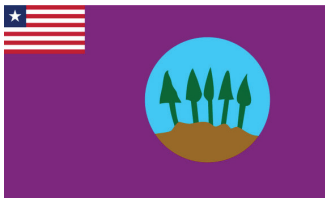
REPUBLIC OF LIBERIA



# BOMI COUNTY DEVELOPMENT AGENDA



**BOMI COUNTY**  
2025-2029



# **BOMI COUNTY**

County Development Agenda (CDA)

2025-2029

# MESSAGE FROM THE SUPERINTENDENT



Greetings to you, my fellow citizens of Bomi. As your Superintendent of our beloved County, I have engaged in the development of this agenda with heartfelt appreciation to you, the resilient, enthusiastic, and caring people of Bomi County. Through your active participation, you have inspired me to fully devote myself to uplifting the development landscape of Bomi County. As we reflect on our changing county and country, Liberia, I call on all of us to commit ourselves to hard work, unity, dedication, and active participation of our people in the various districts.

As we all know, Bomi County is experiencing one of the highest unemployment rates in the country. Our county is also strangled by poor roads connectivity across districts, which presents serious challenges with travel to transact business or to attend to personal health matters. The agriculture sector in the county is equally faced with challenges such as limited support for small farmers, lack of micro-loans, and an inadequate market environment for the population to sell their produce. We must therefore, engage our people, central government, and partners with different concrete initiatives that would allow the county to ably address these unique challenges. I believe that the concessions in our County must play their part to help curb poverty and support our development initiatives. I hereby call upon them to join in our developmental efforts. It is my prayer that with positive responses from these efforts and support, in alliance with the people of Bomi, the County Developmental Agenda shall achieve its objectives and the desired results.

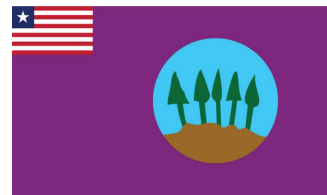
My fellow Citizens of Bomi, the effective implementation of this agenda will provide individuals and families with productive employment opportunities, and support services, such as crisis prevention, literacy education, mental health treatment, job readiness of our young people, and financial independence. This task requires the collective efforts of all stakeholders including those who were part of the consultations and validations processes. Therefore, I call upon my people of Bomi to know that Bomi needs all of you, and we must refrain from negative vices that tend to undermine the developmental agenda of our beloved county.

Let me assure you that your views and positive suggestions contained in this CDA shall be considered by the county administration as we all work together to make Bomi a better place by successfully implementing this commendable county development agenda. There is no more time for negative criticism instead, Bomi needs a positive approach that will shape our minds as we adopt the County's Development Agenda as our common denominator.

Always love Bomi, think Bomi and build Bomi.

**Miata E. Dorley**  
County Superintendent

# LETTER FROM THE PEOPLE OF BOMI COUNTY



On behalf of the resilient and industrious people of Bomi County, we are pleased to present our profound gratitude to His Excellency Amb. Joseph Nyuma Boakai, President of the Republic of Liberia, the Government and Development Partners for affording us the opportunities to participate in the planning and developing a road map for the development of our beloved County. This unprecedented approach enables us to clearly present our shared vision and commitment to the development of our county, yea Liberia.

Bomi County, with its rich cultural heritage, natural beauty, vibrant communities, youthful population and proximity to Monrovia, stands poised for growth and transformation. As presented in our aspirations and priorities, we envision an economically empowered Bomi County, where opportunities for employment and entrepreneurship are accessible to all. Through strategic investments in agriculture, small and medium enterprises and tourism. We aim to stimulate local economies and create meaningful jobs; improved infrastructure is essential for our development. We are committed to the construction and maintenance of roads, healthcare facilities, educational institutions, sanitation and water supply systems. We are dedicated to sustainable farming and land use, and protection of our Natural Resources to benefit us and the generation to come.

The success of these development initiatives depends on the active collaboration of all stakeholders, including government bodies, private sectors, development partners, civil society, the citizens, and residents of Bomi County. We call upon our partners to join with us in realizing this vision, providing their expertise, resources and support.

Bomi County is at a pivotal moment in its history and with determination, unity and collaborative spirit, we can build a future that is prosperous, equitable and sustainable. We express our deepest gratitude to all those who contribute to our development efforts and look forward to a successful partnership in achieving our goals.

Thanks for this opportunity as we look forward to the full implementation of this County Development Agenda.

**Citizens of Bomi County**



# FOREWORD FROM THE MINISTER OF INTERNAL AFFAIRS



I join other professional colleagues within the Ministry of Internal Affairs to work earnestly with colleagues in other ministries, agencies, and commissions (MACs) in addressing the numerous challenges impacting our governance structures and processes. Many days, I spent hours reflecting on how our work as policymakers translates into actions that impact on our citizens' well-being, remove them from abject poverty, and ensure transformative change that underpin individual and collective economic growth and development. What drives me to these issues and gives them great importance is a concern about how the governance systems in the past have not created the enabling environment and necessary conditions for citizens to take full charge of their development and make decisions that positively impact on their lives. Citizens feel that previous political systems have failed them – and more broadly, their lives in communities remain unchanged year after year with limited opportunities in sight.

During the last decade that I worked at the Legislature, I always envisioned having the opportunity to engage in issues of broader citizens' engagement through a well-structured and organized framework. The opportunity has now availed itself, and I must seize the moment. That moment is now here! The Local Government Act of 2018 provides perfect opportunities for Liberia's citizens, residents, and me. In addition, the Revenue Sharing Law and its attending regulations propel citizens to become

champions of their development, and they should no longer be spectators. But the key question is, are we all ready for the transformation engendered by the different intrusive frameworks for radical change? I, however, do not doubt that this regime of His Excellency Joseph Nyuma Boakai, President of the Republic of Liberia, and his ARREST Agenda for Inclusive Development (AAID), will compare us all to do what we have come to do in the best interest of the citizens.

Let me join the Minister of Finance and Development Planning and other well-meaning professional policymakers, including members of the Legislature, to make the AAID and the County Development Agenda (CDA) living documents that create a far broader set of opportunities for accurate decisions about development priorities and resource allocations and management to be made at the local level if we genuinely care about Liberia's development and its citizens. While we may have a long way to go to narrow the inequalities between the local and national level development, let's stand together in building a strong foundation under the vibrant leadership of President Joseph Nyuma Boakai because the AAID, CDA, Revenue Sharing Law, and the Decentralization frameworks offer the most significant opportunities.

I thank you.

**Hon. Francis Sakila Nyumalin, Sr.**  
Minister of Internal Affairs

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# PREFACE BY THE MINISTER OF FINANCE AND DEVELOPMENT PLANNING



## **Fellow Liberians and all Development Partners**

On behalf of the Ministry of Finance, and Development Planning I am honored to present to you this County Development Agenda which is fully aligned with the ARREST Agenda for Inclusive Development (AAID), our National Development Plan (2025-2029). The CDA is a development instrument which provides a localized framework that aligns the county-level priorities with the broader AAID priorities while ensuring that every county contributes to and benefits from Liberia's development efforts.

Government adopted a participatory approach to planning to ensure that the citizens voices are heard during the planning process and that no one is left behind. The CDA formulation process involved extensive consultations of the citizens and their leaders such as local authorities, traditional leaders, civil society, the private sector and the development partners.

This visionary plan focuses on harnessing the opportunities in agriculture, roads, and other infrastructure development, enhancing the rule of law, restructuring the education sector, improving sanitation, and unlocking the potentials of tourism. This is in line with H.E President Joseph Nyuma Boakai Sr. inspiring vision for the ARREST Agenda, which identified as a top priority, the need for investment in critical areas to boost economic development in Liberia.

The objectives of the CDA are to: (i) improve the quality of life for all the people across counties; (ii) foster sustainable and inclusive economic growth within the county; and (iii) support Liberia's march towards achieving a lower-middle-income country status by the year 2030. It is a strategic document guiding local and national participants in making smart policies, allocating resources, and effectively implementing programs and projects. The CDA is an action-oriented document providing a list of development interventions and projects whose

implementation by all stakeholders is expected to contribute to the desired development outcomes such as lessening the multi-dimensional poverty burden, uplifting household incomes, sustaining livelihoods, and improving physical infrastructure among others.

Realizing the vital role of various stakeholders including the private sector in spurring economic development through contributions to job creation, economic growth, infrastructural development, poverty reduction, and export-led growth, various unique opportunities in each county have been identified to enable various players to make their contributions. The CDAs represent a promise to harness each county's unique strengths- its vibrant communities, rich natural resources, and the resilient spirit of Liberians- to unlock opportunities for all. From improving infrastructure and healthcare to empowering our youth and supporting local economies, this agenda charts a course toward transformative change. Over the next five years (2025-2029), this agenda will serve as a strategic transformative roadmap setting clear goals, objectives, approaches, programs, and projects and key interventions to drive the Districts and County toward sustainable growth and significantly improved livelihoods for all its citizens.

Implementation of the CDA requires strong partnerships between the national and county governments, development partners, private investors, and community stakeholders. The Ministry of Finance and Development Planning is committed to ensuring transparent resource allocation, effective monitoring, and reporting so that development efforts truly translate into improved livelihoods as we endeavor to leave no one behind.

As we move towards the implementation phase, I extend my gratitude to county authorities, community leaders, civil society, development partners, and every citizen who has contributed to the formulation of the CDAs. It is now time to turn plans into action and action into lasting impact. It is our duty to build a more prosperous, inclusive, and resilient Liberia for all. As His Excellency always say "Let our actions not be because of the next election but for the next generation.

Thank you.

**Hon. Augustine Kpehe Ngafuan**

Minister of Finance and Development Planning

# ACKNOWLEDGEMENT



The Ministry of Finance and Development Planning and the Ministry of Internal Affairs would like to extend their immense gratitude to His Excellency President Joseph Nyuma Boakai, Sr., for entrusting us with the enormous responsibility to coordinate the crafting of the Bomi County Development Agenda (CDA) 2025-2029 and his farsighted leadership and guidance throughout the plan formulation process.

We wish to extend our sincere thanks to the Bomi County Legislative Caucus for their guidance and motivation during the formulation of the CDA. We are also grateful to the County Superintendents and other county stakeholders for their leadership and support during the districts and county consultations.

We acknowledge the enormous contributions of all stakeholders who worked towards on the preparation of the CDA, and would like to express our heartfelt gratitude to all development partners, particularly the United Nations Country Team, the Government of Sweden, and the United Nations Economic Commission for Africa, for their invaluable technical and financial support throughout the CDA formulation process. Your commitment to the development of the county is deeply appreciated and has been instrumental in formulating this action-orientated plan.

Additionally, we owe a debt of gratitude to our consultants from the Africa Development Management Associates, Dr. Mario Caetano Joao, and Dr. Patrick Olowo, and the technical teams led by technicians from the Ministries of Finance & Development Planning and Internal Affairs for their invaluable contributions to the formulation of the CDA.

Finally, we would like to recognize the inputs made by the private sector on moving the County Development Agenda forward. Many thanks to Civil Society Organizations (CSOs), faith-based, youths and women organizations, our citizens with special needs, the media, and all other national private sector institutions for their unflinching support to the Bomi County Development Agenda.

The Government of Liberia looks forward to a more successful collaboration, driven by stronger partnerships, during the implementation of the CDA to ensure Bomi County citizens' aspirations are met.

Thank you.

**Hon. Tanneh G. Brunson**  
Deputy Minister for Budget and  
Development Planning

# ACRONYMS

|        |                                                                 |
|--------|-----------------------------------------------------------------|
| AAID   | ARREST Agenda for Inclusive Development                         |
| AfT    | Agenda for Transformation                                       |
| AfCFTA | African Continental Free Trade Agreement                        |
| AfDB   | African Development Bank                                        |
| ARREST | Agriculture, Roads, Rule of Law, Education, Sanitation, Tourism |
| AU     | African Union                                                   |
| CAP    | County Action Plan                                              |
| CBOs   | Community Based Organizations                                   |
| CCs    | County Councils                                                 |
| CCS    | Carbon, Capture, and Storage                                    |
| CDAs   | County Development Agendas                                      |
| CDF    | County Development Fund                                         |
| CDSC   | County Development Steering Committee                           |
| CEO    | County Education Officer                                        |
| CNDRA  | Center for National Document Records and Archive                |
| CSCs   | County Service Centers                                          |
| DEF    | Donor Engagement Forum                                          |
| ECOWAS | Economic Community of West African States                       |
| ESP    | Education Sector Plan                                           |
| FCRM   | Feedback, Complaints, and Response Mechanism                    |
| FGM    | Female Genital Mutilation                                       |
| FLR    | Forest Land Restoration                                         |
| FMIS   | Financial Management Information Systems                        |
| GBV    | Gender-Based Violence                                           |
| GCF    | Green Climate Fund                                              |
| GDP    | Gross Domestic Products                                         |
| GOL    | Government of Liberia                                           |
| GSA    | General Service Agency                                          |

|        |                                                              |
|--------|--------------------------------------------------------------|
| IBRD   | International Bank for Reconstruction and Development        |
| IDA    | International Development Assistance                         |
| IFC    | International Finance Cooperation                            |
| IMCD   | Inter- Ministerial Committee on Decentralization             |
| JSF    | Joint Stakeholder Forum                                      |
| LGA    | Local Government Act                                         |
| LISGIS | Liberia Institute of Statistics and Geo-Information Services |
| LNP    | Liberia National Police                                      |
| MACs   | Ministries, Agencies, and Commissions                        |
| M&E    | Monitoring and Evaluation                                    |
| MPW    | Ministry of Public Works                                     |
| NDP    | National Development Plan                                    |
| NDSC   | National Development Steering Committee                      |
| NGOs   | Non- Governmental Organization                               |
| NIC    | National Investment Commission                               |
| NPDLG  | National Policy on Decentralization and Local Governance     |
| NSFP   | National School Feeding Program                              |
| ODA    | Official Development Assistance                              |
| PM&E   | Participatory Monitoring and Evaluation                      |
| PPP    | Public Private Partnership                                   |
| PWDs   | People With Disabilities                                     |
| R&D    | Research and Development                                     |
| RSA    | Revenue Sharing Act                                          |
| RSSI   | Remote Sensing and Satellite Imagery                         |
| TVET   | Technical and Vocational Education and Training              |
| TWGs   | Thematic Working Groups                                      |
| UN     | United Nations                                               |
| VOCA   | Volatility, Uncertainty, Complexity and Ambiguity            |

# EXECUTIVE SUMMARY

The 2025-2029 County Development Agenda (CDA) is a roadmap and results-oriented instrument for the growth and development of Bomi County. The agenda aims to address the critical needs, aspirations, and priorities of the people of Bomi. The primary development objective is to contribute to Liberia's progress toward becoming a lower-middle-income country by 2030, ultimately improving the lives and living conditions of the people in Bomi. There is a solid connection between the Bomi County Development Agenda and the national ARREST Agenda for Inclusive Development. This linkage is evident in two ways: First, it incorporates parameters, indicators, and insights that guided the development of both the ARREST Agenda and the County Development Agenda (CDA), and second, the structure, content, and strategies of the CDA align with those outlined in the ARREST Agenda.

During the consultations, the people of Bomi expressed challenges that could hinder efforts to achieve desired economic growth and sustained development. The socio-economic outcomes of Bomi County heavily rely on agriculture, mining, and the extractive industry, particularly iron ore mining. Most economic activities for the population involve agriculture, while youth often engage in commercial motorbike riding and petty trade. Living conditions remain substandard, and unemployment rates are high. Gender exclusion is a significant issue, with

women facing fewer employment opportunities and spending more time on domestic work compared to men. The educational sector faces challenges, including late or non-payment of public-school teachers and declining academic completion rates. Additionally, healthcare and sanitation facilities require urgent improvement.

The people also articulated their development aspirations for the next five years. They focused on enhancing access to essential services, improving living conditions and welfare, and fostering community development and social cohesion. They identified and ranked five strategic priority areas for substantial public and private investment over the next five years: (i) constructing, revitalizing, and maintaining roads; (ii) expanding and modernizing agriculture and agribusiness productivity; (iii) enhancing health and sanitation outcomes; (iv) expanding and modernizing education; and (v) reinforcing the rule of law. They also consider the emergence of Climate Change and environmental sustainability. These priorities address the county's fundamental challenges while promoting sustainable economic growth, improving livelihoods, and enhancing good governance. The people's desire to unlock the existing potential in the county as development drivers shall supplement the dividends from the priorities identified.



A total of five (5) sectors, seventeen (17) programs, and twenty-five (25) interventions are prioritized by the people of Bomi County for implementation between 2025 and 2029. However, given their complementarity with other programs and interventions in the AAID, nineteen (19) strategic policies, thirty-three (33) programs and ninety-five (95) interventions were selected for implementation between 2025 and 2029. These targeted efforts are clustered around the six pillars of the AAID, distributed as follows:

1. **Economic Transformation:** eight (8) programs and twenty-two (22) interventions;
2. **Infrastructural Development:** six (6) programs and sixteen (16) interventions;
3. **Rule of Law:** two (2) programs and six (6) interventions;
4. **Governance and Anti-Corruption:** four (4) programs and ten (10) interventions;
5. **Environmental Sustainability:** three (3) programs and seven (7) interventions;
6. **Human Capital Development:** ten (10) programs and thirty-four (34) interventions

The likelihood of successfully implementing the agenda is high. The 2018 Local Government Act (LGA) provides the necessary legal framework and outlines achievable provisions to enhance effective local governance. The County Council and County Administrators

are expected to collaborate in managing county affairs effectively. Under the LGA, county authorities can now collect revenues, undertake public works, allocate resources, and implement programs to benefit residents. Three constituency steering committees have been established to advise and guide program and project management teams. Regular meetings shall be held monthly by the District Steering Committee, quarterly meetings by the County Steering Committee, and semi-annual meetings by the National Development Steering Committee. In addition, periodic reports will be prepared and submitted to these committees to track progress, identify risks early, and manage the budget with greater transparency.

Despite the high likelihood of success, several risks and constraints could lead to financial setbacks, cost overruns, budget deviations, resource wastage, or even project failure. These risks may arise from four possible sources: (i) within the county; (ii) national and sub-national policies and institutions; (iii) the international donor community; and (iv) natural causes. If not adequately mitigated or managed, these risks could derail the implementation of the CDA, and jeopardize all efforts to generate rapid, inclusive, and sustainable growth and development in Bomi County.

# PART 1: INTRODUCTION



## 1.1. Background and Objective of the CDA

President Joseph Nyuma Boakai, Sr., unveiled a bold vision for Liberia's development with the ARREST (Agriculture, Roads, Rule of Law, Education, Sanitation, Tourism) Agenda in his inaugural address. This visionary plan focuses on seizing opportunities in agriculture, roads, and other infrastructure development, enhancing the rule of law, restructuring the education sector, improving sanitation, and unlocking the potentials of tourism. The President's inspiring vision for the ARREST Agenda, identified as a top priority, the need for investment in critical areas to boost economic development in Liberia. To fulfill this commitment, the President advanced the creation of a new national development plan, dubbed the ARREST Agenda for Inclusive Development (AAID).

An integral component of the AAID is the County Development Agendas (CDAs) for each of Liberia's 15 counties.

This County Development Agenda is specifically tailored to address the unique needs, aspirations and priorities of the people of Bomi, aiming to foster inclusive growth, sustainable development, and improved effective governance. It is a strategic document that guides local and national participants in making smart policies, allocating resources, and effectively implementing programs and interventions. The CDA is action oriented and provides a list of development programs and interventions with associated costs to guide the resource mobilization and allocation process; and to ensure the effective realization of the

objectives and deliverables within the CDA. The intended objective of this County Development Agenda is to contribute to Liberia's move toward becoming a lower-middle-income country by 2030, which would uplift the lives and living conditions of the peoples of Bomi.

Specifically, the agenda:

1. Articulates the development needs, aspirations, and specific challenges in Bomi, providing the associated justification as well as key interventions to address the challenges.
2. Provides a clear and robust sub-national strategic direction for the county's development in the medium term.
3. Specifies priority public and private investment programs and projects that derive value economically, socially, and environmentally within the county.
4. Specifies feasible interventions to achieve the ARREST Agenda for Inclusive Development towards Liberia's Vision 2030 and other regional and global development priorities and goals.

At the heart of this agenda is a commitment to improve agribusiness productivity, construct, revitalize and maintain roads, reinforce the rule of law, expand and modernize education, enhance health and sanitation outcomes, and unlock the potentials of tourism as development drivers. The agenda also emphasizes the critical value of securing effective implementation of development filters such as children and youth, gender, employment, formalization of the informal economy, climate change, and vulnerable groups so that no one in the Bomi development process and outcomes is left behind.

Over the next five years (2025-2029), this agenda will serve as a strategic transformative roadmap setting clear goals, objectives, approaches, programs, and projects and key interventions to drive the Districts and County toward sustainable growth and significantly improved livelihoods for all its citizens.

## 1.2. Approach

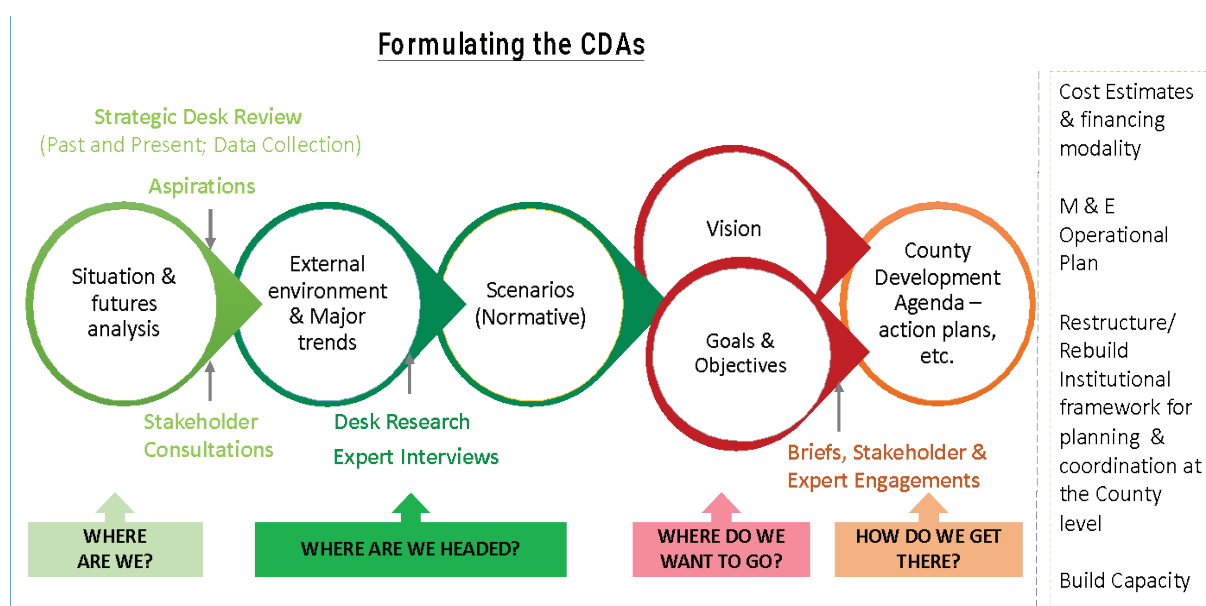
This CDA was developed through a participatory bottom-up approach involving a series of consultations at the districts and county levels. Two days were spent engaging stakeholders from each administrative district in Bomi. Outcomes of the district consultations were presented, analyzed and consolidated at another two-day county consultation session, that was held in Tubmanburg City, where the people of Bomi identified and ranked their overall development priorities, programs and projects. At both consultations, various stakeholders

were constructively engaged, including county administrators, students, youth leaders, business communities, women's organizations, persons with special needs, religious and traditional leaders, farmers, teachers, health workers, and local community members. These two sessions were followed by a consultative working session with the Bomi Legislative Caucus, where the peoples' report was considered and strengthened. The resulting draft was submitted to, and adopted at, a two-day county validation session, with the active participation of all county stakeholders. In

compliance with the Local Government Act of 2018, the County Council convened an extraordinary session, approved the Bomi County Development Agenda 2025-2029, and issued the associated resolution exhibited in

Annex I. As illustrated in Figure 1, the adopted approach included a broad futures focused analysis around four basic strategic questions: Where are we? Where are we headed? Where do we want to go? How do we get there?

**Figure 1: Sequential Approach in Formulating the CDA**



### 1.3. Methodology

Quantitative and qualitative methods were utilized to gain a comprehensive understanding and appreciation of current challenges and future opportunities within the county. The quantitative approach involved structured surveys to gather demographic and socioeconomic data, while qualitative data was gathered through focus group discussions, interviews, and consultative working sessions. The exercise also encompassed

a detailed desk review of relevant research and policy documents, including reports from various organizations such as ECOWAS, UN, AU, the Bretton Woods Institutions, and the Government of Liberia (GOL) official documents. The methodological framework for formulating and developing this CDA was future-oriented, participatory, and strategic. It considered integrated context analysis, prioritized participation, and involved various stakeholders.



## PART 2: AAID AND CDA LINKAGE, FEATURES AND LESSONS LEARNT

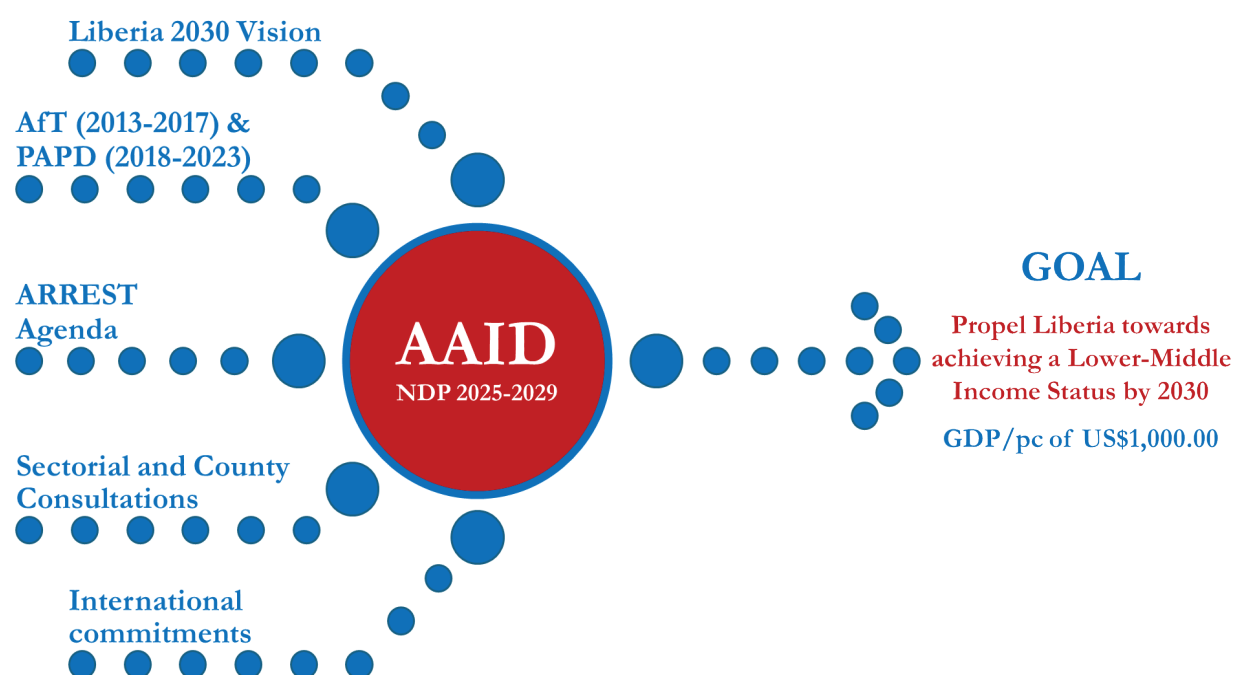


### 2.1. Context and Linkage

#### 2.1.1. AAID Objectives, Structure and Contents

The primary objective of the AAID is to propel Liberia towards achieving a lower- middle-income country status by 2030. The structure of the ARREST Agenda for Inclusive Development (AAID) has been defined in accordance

with:(a) the need to achieve Liberia's Vision 2030; (b) lessons learned from previous national development plans; and (c) the main elements from the strategic development pillars set out in the 2025-2029 political platform of the Unity Party, "the ARREST Agenda". The AAID contents are informed by several interrelated factors, shown in Figure 2 below.

**Figure 2: Factors that Influence the AAID Contents**

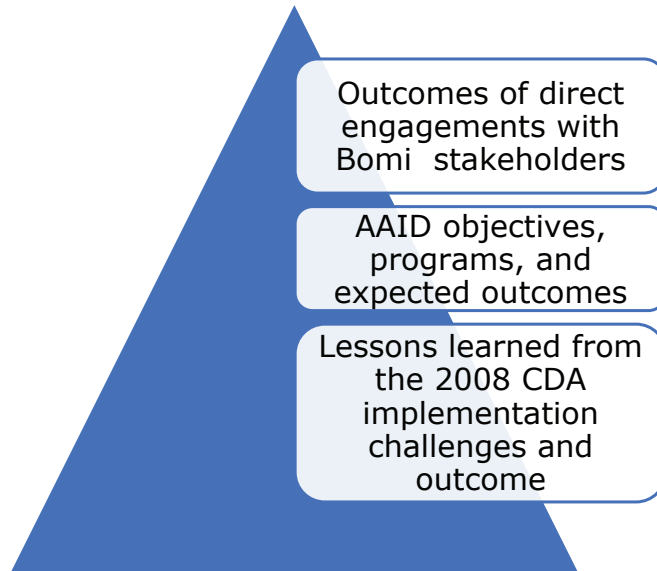
Source: AAID

The AAID contains six (6) pillars, twenty-three (23) strategic policies, fifty-two (52) programs, three hundred seventy-five (375) Interventions, six (6) development drivers and ten (10) development filters.

### 2.1.2. CDA Objectives, Structure and Contents

The objectives of the CDA are to: (i) improve the quality of life for all the people of Bomi, (ii) foster sustainable and inclusive economic growth within the county, and (iii) support Liberia's march towards achieving a lower-middle-income country status by the year 2030. Accordingly, this CDA intends to deliver the intended results by pursuing thirty-three (33) programs and undertaking

ninety-five (95) interventions during the planned period. The nature and scope of these programs and interventions are informed by current development challenges in the county, aspirations and priorities as expressed by the people of Bomi during the consultations, as well as the need to synchronize them with the goals of the national development agenda. The structure mirrors the six pillars and expected deliverables of the AAID. The contents are largely informed by three factors indicated in Figure 3 below.

**Figure 3:** Factors that Influence the CDA Contents

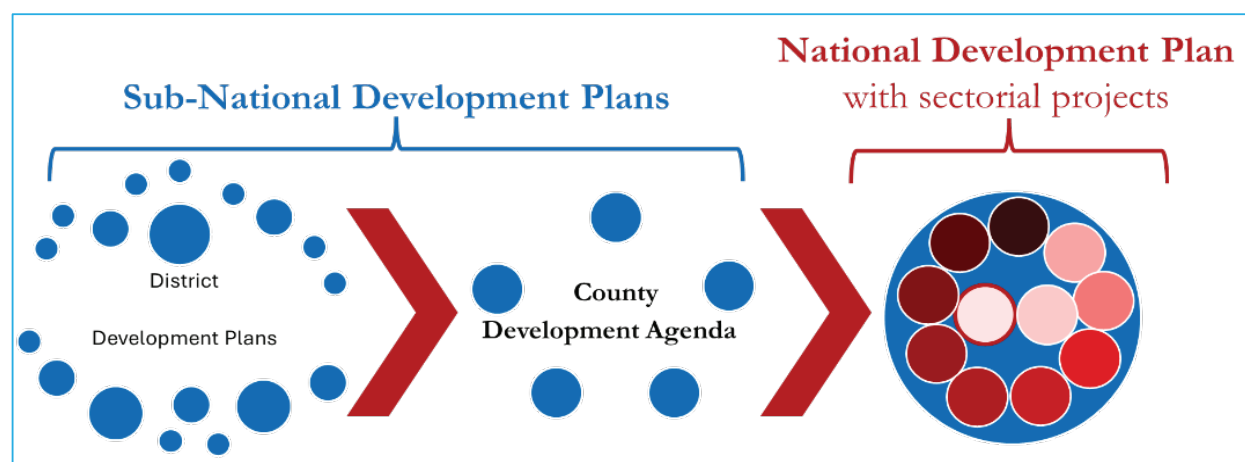
### 2.1.3. Linkage Between the CDA and the AAID

A strong connection exists between the Bomi County Development Agenda and the national ARREST Agenda for Inclusive Development. This linkage manifests itself in two ways. First, it incorporates parameters,

indicators, and inferences that informed and guided the construct of both the AAID and the CDA, and second, the structure, contents and strategies of the CDA are designed in harmony with those stipulated in the AAID. Figure 4 exemplifies the relationship between the CDA and the AAID.





**Figure 4:** CDA & AAID Linkage and Relationship

Source: AAID

## 2.2. Shared Features and Operational Differences Between the 2008 and 2025 CDAs

The 2008 County Development Agenda for Bomi comprised part of the first CDAs ever developed in Liberia. It represented a transformative shift in how Liberia approached development planning to address the nation's longstanding challenges in national and sub-national development efforts. Similarly, the 2025 paradigm presents a viable strategic instrument to address development challenges and needs at the sub-national level. They both aimed at achieving sustained and inclusive national and sub-national economic growth and development as outlined in the

national development plan. Secondly, the Bomi 2008 and 2025 CDAs share similarities in their bottom-up approach, and data triangulation. Both were developed through a comprehensive consultative process involving citizens from local communities, government representatives, and development partners. Finally, the stakeholders identified their pressing needs and priority action areas for sustained development that are captured in both agendas. The people's choices of priority sectors in the 2008 and 2025 CDAs are similar, as shown in the following table.

**Table 1:** Comparison of the 2008 CDA and the 2025 CDA

| Broad Development Priority Areas | 2008 CDA | 2025 CDA |
|----------------------------------|----------|----------|
| Agriculture                      | Yes      | Yes      |
| Roads                            | Yes      | Yes      |
| Rule of law                      | Yes      | Yes      |
| Education                        | Yes      | Yes      |
| Health                           | Yes      | Yes      |
| Tourism                          | No       | Yes      |

Both CDAs differ in several aspects. The 2008 CDA was formulated four years after the civil war, while the current CDA is developed 20 years after the war and after the Ebola epidemic of 2014-2016 and the succeeding COVID-19 pandemic of 2019-2023. Secondly, the 2008 CDA was released

prior to the 2008 Population Census, while the current CDA follows the 2022 Population and Housing Census. There was no County Council representing the various county stakeholders to oversee the implementation of the 2008 CDA as is provided in the current CDA.

## 2.3. Lessons Learned

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Three key lessons were learnt from the formulation and implementation phases of the 2008 CDA that informed the 2025 CDA formulation and shall impact its implementation.

First, the 2008 CDA had a limited linkage with the extant national development plans, the Poverty Reduction Strategy (PRS) of 2008, "Lift Liberia" National Development Plan, and annual national budgets. Given that Liberia is a unitary state and decision-making has always been centered in Monrovia, it would have been more effective to more strongly link the Bomi CDA to the national PRS and other development frameworks. Unfortunately, having a limited linkage contributed to the ineffective implementation of the CDA. The lack of a stronger operational linkage between the national and the sub-national plans further led to inadequate political will associated with the CDA by the incumbent presidency, which was a critical necessity for implementation. To avoid the recurrence of this weakness, the current CDA has a much stronger connection to the corresponding national development plan, the AAID, as an imperative strategy towards achieving a comprehensive and inclusive approach to development.

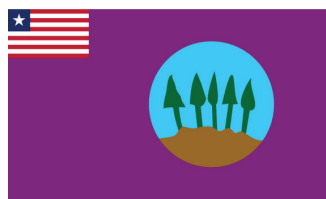
Second, the absence of a comprehensive legal framework to adequately support the operations of an effective local governance system resulted in the apparent neglect and poor performance of the 2008 CDA.

A more assertive local government policy, with attendant procedures, was needed to craft and execute the sub-national development plan effectively. Delegating some of those centralized powers to local government is only possible where the necessary legal frameworks exist. Fortunately, the 2018 Local Government Act contains reasonable provisions that could affect local governance and substantially drive a successful implementation process of the current CDA.

Third, the robust local governance system needed to adequately facilitate the bottom-up inclusive and participatory planning and execution of the sub-national plan for better results was absent. Unfortunately, political, financial, administrative, and all other important factors of the government have been concentrated in the country's capital city, Monrovia, since the founding of Liberia in 1822. While a National Policy on Decentralization and Local Governance (NPD LG) was in place by 2011, it was not a law. Thus, the NPD LG was not empowered to devolve political and administrative powers to local governments to drive the implementation of the 2008 CDA. As a result, some pressing cross-cutting issues were not included, at the time: security, reconstruction, reconciliation, and internal displacement. The existence of the County Council coupled with other provisions of the LGA shall make the necessary difference this time around to achieve better results.

# PART 3: COUNTY PROFILE & SOCIO-ECONOMIC CONDITIONS

## 3.1. County Characteristics and Profile



### 3.1.1. Political History

Bomi County, previously known as Bomi Territory, was separated from Montserrado County by a decree issued during the military rule of Samuel Doe in 1983, then later

officially recognized through legislation. The term “Bomi” translates to “light” in the Gola language, signifying the county’s distinction as the birthplace of Liberia’s first iron ore mining company, the Liberia Mining Company (LIMICO). This industry, which commenced in

the 1950s, contributed significantly to Liberia's economy. Before the national crisis, Bomi County experienced a thriving iron ore mining industry. Additionally, rubber has been a significant export from Bomi, as the county is home to the second-largest rubber plantation in Liberia, the Guthrie plantation.

The war had a profound impact on the people of Bomi County. Located near Monrovia, Liberia's capital city, Bomi County became a battleground and launching pad for various warring factions fighting for control of its capital Tubmanburg and the nation's capital. The war brought severe atrocities, and devastated private property and public infrastructure, leaving the people in a state of despair and needing empathy.

The flag of Bomi depicts a lush, fertile land adorned with rolling hills and trees in the background. The hills symbolize the prosperous iron ore reserves, while the trees represent the fertility of the soil.

### 3.1.2. Geography

Bomi County is in the northwestern part of Liberia and shares borders with Gbarpolu County to the north, Grand Cape Mount County to the west, Montserrado County to the east, and the Atlantic Ocean to the south. Its capital city is Tubmanburg. The county consists of five administrative districts, namely, Klay, Dewien, Suehn Mecca, Senjeh, and Tahr, comprising five Chiefdoms and 18 Clans. Bomi County covers a geographic area of 755 square miles.

### 3.1.3. Climate

The weather in Bomi County stays warm all year round and consists of two main seasons. The rainy season starts in April and lasts until October, while the dry season spans from November to March. Bomi County receives an average annual rainfall of around 80 inches. The annual average mean surface air temperature of the county from 1901 to 2022, indicates yearly variations. There was 25.75 °C in 1901 and decreased to 25.47 °C

in 2022. The highest observed annual average mean surface air temperature was recorded in 2016 (25.93 °C), while the lowest was in 1976 (24.47 °C). This suggests inter-annual variability and occasional temperature fluctuations in Bomi County indicate that the observed temperature was cooler than the reference year (1901). A brief description of the climatic conditions of the county is found in Annex II.

### 3.1.4. Topography

The terrain in Bomi County is mainly comprised of hills, with some flatlands and valleys. The county has abundant water resources, including access to the Atlantic Ocean and several rivers, such as the Po, Wlein, Mahei, Bomi, and St. Paul. These rivers offer opportunities for fishing and other livelihoods, and some are suitable for generating hydroelectric power to meet the needs of the region's people and industries.

### 3.1.5. Geology

Bomi County is generally characterized by a sandy clay soil type, which plays a significant role in shaping the region's agriculture and natural environment. The county has historically been an essential region for iron ore deposits. These deposits are common in the western belt of Liberia, now considered the Western Cluster, and are operated by companies such as Vedanta Resource, (through its subsidiary known as the Western Clustered Liberia). The current ore deposits in the county is estimated at 61.9 million tons of ore.

### 3.1.6. Vegetation

Numerous valuable commercial timber types are present in the county and were logged prior to the civil war. Large-scale logging is no longer legal in Liberia. However, timber processing and pit sawing are still conducted on a small scale. Bomi County has abundant fertile land characterized by rolling hills. Roughly 45% of the area is covered by grassland.

### 3.1.7. Religion

The religious composition of Bomi County can be broadly categorized into two main groups. Approximately 40% of the population are followers of Christianity, while the remaining 60% are adherents of Islam.

### 3.1.8. Demography

The population of Bomi County from the recent 2022 census depicts 133,705 inhabitants within the county, with males accounting for 68,574 (51.3%) and females

accounting for 65,131, which is (48.7%). The total population in the urban area was 25.6%, while a further 74.4% lived in the rural area. In comparison, males accounted for 59.6 percent of household heads, which was lower than the national average. The average household size of Bomi County is 3.5, which is lower than the national average of 4.4. Bomi has a literate population of 51.3%, lower than the country average of 59.9, and an illiterate population of 48.7, which is higher than the national average. Table 2 presents Bomi County Population Distribution by Administrative Districts.

**Table 2: Bomi County Population Distribution by Administrative Districts**

| Districts   | Total   | Male   | Female |
|-------------|---------|--------|--------|
| Bomi        | 133,705 | 68,574 | 65,131 |
| Klay        | 25,720  | 13,238 | 12,482 |
| Suehn Mecca | 16,219  | 8,577  | 7,642  |
| Senjeh      | 52,740  | 26,905 | 25,835 |
| Dowein      | 28,371  | 14,495 | 13,876 |
| Tehr        | 10,655  | 5,359  | 5,296  |

LISGIS 2022, National Population and Housing Census

Bomi County is primarily inhabited by people who speak the Gola language, although there are over 15 dialects and languages spoken in the region. The population consists mainly of four ethnic groups: Gola, Dei, Mandingo, and Kpelle, but people from some or all the other 12 major ethnic groups of Liberia can be found in Bomi County. Most residents are Gola, followed by Vai and Kpelle, primarily located on the Bomi and Gbarpolu border. The Mandingo people reside across different clans in the county.

Based on the 2022 National Housing and Population Census, Bomi County has a working population of 24.1%, which is notably lower than the national average of 27.8%.

This disparity is further highlighted by the county's high unemployment rate of 75.9%, surpassing the national average of 72.2%. The school attendance ratio in Bomi is also a concern, with only 33% of school-age children currently enrolled, slightly below the national average of 34.7%. Shockingly, only 11.1% of the population has completed secondary education, and a staggering 40.2% have never attended any form of school. The literacy rate in the county stands at 51.3%, with an illiteracy rate of 48.7%. Approximately 70% of the active workforce is engaged in agriculture.

### 3.2. Socio-Economic Conditions: An Overview

Bomi County has relied heavily on agriculture, mining, and the extractive industry over the years. The extractive sector, particularly iron ore mining, has not significantly impacted the county in terms of development and employment opportunities. The economic activity of most people is agriculture, and for the youth, it is commercial motorbike-riding and petty trade. Living conditions of the people remain substandard, unemployment rates remain high. Gender exclusion is a significant challenge in the community, with women facing fewer employment opportunities and spending

more time in domestic work than men. The county's educational sector faces challenges such as late or non-payment of public-school teachers and decreased academic completion rates. Healthcare and sanitation facilities are in dire need of improvement. Table 3 gives a synopsis of the socio-economic conditions that existed in recent years in Bomi County, with more indicators included in Annex III. As revealed generally, the situation needs to improve if Liberia is to achieve the envisioned lower-middle-income status by 2030.

**Table 3: Socio-Economic Situation in Bomi County: Overview**

| Areas                      | Indicators                                                | Descriptions / Definitions                                                                                                                        | County             | National           |
|----------------------------|-----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------|
| Employment                 | Employment Rate                                           | The proportion of working-age people employed in an economy                                                                                       | 435,953<br>25.1%   | 1,307,872<br>27.8% |
| Poverty                    | Extreme Poverty Rate                                      | The percentage of the population whose total food and non-food consumption falls below the minimum food requirements of 2400 kilocalories per day | 2.7%               | 16.5%              |
| Education                  | Literacy Rate                                             | The percentage of the population (5 years and above) who cannot read and write a simple sentence in any language                                  | 1,130,230<br>74.1% | 2,447,612<br>59.9% |
| Health                     | % of children who receive all age-appropriate vaccination | The percentage of children who receive all the vaccines needed from 0 – 5-year-old.                                                               | 38%                | 39%                |
| Sex and Gender Based (SGB) | Domestic Violence Rate                                    | Percentage of the female population that experience physical or mental abuse.                                                                     | 57%                | 55%                |

Source: Official statistics of the Government of the Republic of Liberia, particularly the Liberia Institute for Statistics and Geo-Information Services (LISGIS), the education statistic report of 2015-2016, as well as data from development partners such as the World Bank, other Brookings Institutions, and the United Nations



### 3.3. Driving Forces and Uncertainties

A key factor that has profound implications for Liberia's socioeconomic trajectory in shaping the future of Liberia is its demography. Libeiera's demographic landscape is characterized by a young and rapidly growing population, presenting both opportunities and challenges for the nation's future development. As of 2023, Liberia's population is estimated at approximately 5.3 million, with a median age of 19.4 years. The country exhibits a high fertility rate of 4.2 children per woman and a population growth rate of 2.4% annually, significantly above the global average. This demographic structure is further accentuated by the fact that nearly 60% of the population is under the age of 25, creating a substantial youth bulge.

Planning is about creating the desired or a better future for all. The reality is that the world has changed, and it is constantly changing. This has led commentators to suggest that we are now living in a world characterized by volatility, uncertainty, complexity, and ambiguity (VUCA). In a world in which change is the only constant, one cannot expect the future to be a mere continuation of the past. It is, therefore, essential that, as the authorities and citizens of Bomi undertake an aggressive pursuit of economic growth and development within the county, they will not fail to incorporate a comprehensive exploration

of future possibilities, challenges, and opportunities into their strategies. This forward-looking strategic approach will enable authorities and the people of Bomi to develop more robust, adaptable, and innovative strategies and programs that can effectively leverage emerging opportunities, and combat challenges to drive sustainable development. Dealing with several critical emerging global factors, including those listed in Figure 5, underscores the importance of comprehensively exploring future possibilities, challenges, and opportunities.

**Figure 5: Global Driving Forces and Uncertainties for Growth**

**The Rise of Multi-polar World:** Disruptions are happening in various spheres and would drive future outcomes around the world, including in Liberia, over the next 5 years of the CDA. Whatever programs that are instituted could invariably suffer from the negative impacts on supply chain, rising prices and the subsequent inflationary trends across the world.

**The Rise of Non-State Actors:** Transformative evolution of the activities of trans-national firms, terrorist and narco-terrorist groups, and drugs infested youth hinders the ability of the county and national authorities to effectively guide and deliver the desired development dividends.

**Rapid Technological Change and Innovations:** This phenomenon is driving not just the Liberian economy but various aspects of the society, reshaping decisions in unprecedented ways. The "Internet of Things" has transitioned from concept to reality, with innovations once confined to science fiction now becoming commonplace. Key actors must strategically position themselves to harness these advancements for sustainable development and economic growth within Bomi.

**Rising Climate Impacts:** Liberia's environmental landscape is poised to play a crucial role in shaping the socioeconomic future of Bomi. Climate change poses a substantial threat, with projections indicating rising temperatures, erratic rainfall patterns, and increased frequency of extreme weather events. These changes are likely to impact agricultural productivity, water resources, and coastal areas, potentially exacerbating food insecurity and economic vulnerabilities.

**Changing Economic Landscape:** Among the major trends in the global economy that are relevant to Liberia are: increasing commodity price fluctuations; shift towards green economy; rising digitization and technological advancement; changing patterns of foreign investment; and increasing complexity of global value chains; and increasing regional integration. Adapting to these trends while addressing fundamental development challenges will be crucial for Liberia's economic future, and correspondingly the Bomi economy, in a highly competitive global economy.

### 3.4. Implications and Prospects for the Future: An Overview

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There are several factors that provide basic building blocks for a cautiously optimistic future for the people of Liberia. Notably, these include reforms instituted in various spheres, such as decentralization of governance and social facilities, digital economy, and a vibrant productive private sector. If properly instituted, these building blocks shall provide the people of Bomi with a real chance at potentially seizing the emerging global opportunities to promote growth and development within the county. The challenge is that

the world is at the cusp of radical shifts, which could lead to two plausible mid-of-the-way scenarios in the future. Either a new collaborative and green economy emerges, or the people of Bomi and Liberia could end up in an uncertain and fragmented future.

The broader question is how Liberia responds, given the many opportunities at hand to foster national and county growth and development? There is an opportunity to move away from traditional resource extraction economies. For Liberia, this could mean opportunities to diversify its economy beyond raw material exports, potentially developing value-added industries and services. This will require political will, smart policies, investing, partnerships, and capability upgrading. It will also require strengthening the country's institutions, reducing corruption, reinforcing the judiciary, reforming security services, and improving public services through technologies like e-governance.

It's important to note that realizing the opportunities presented in a changing world for a brighter future, would require significant investments in infrastructure, education, institutional capacity as well as in building the ecosystem for innovation. It would also depend on the people of Liberia ability to effectively navigate and maximize their benefits from the growing and shifting global economic and political trends.

### 3.5. Bomi County Private Sector Investment Potential

Realizing the vital role, the private sector plays in spurring economic development through contributions to job creation, economic growth, infrastructural development, poverty reduction, and export-led growth, the people of Bomi County aspire to work with the national

government to attract private sector investment in their county. To this end, the people of Bomi have identified their county's potential for private-sector investment, which are contained in Table 4 below.

**Table 4: Bomi County Private Sector Investment Potential**

| Area        | Opportunities                                                                                                                                                                                                                                  | Required Actions                                                                                                                                                                                                                                                                                                      |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Agriculture | <p>Bomi County is endowed with:</p> <p>Vast land, including up and lowland, is suitable for agricultural initiatives, including rice and vegetables.</p> <p>Huge Palm Plantation in the Gbah area can support Piggery and other livestock.</p> | <p>Create an enabling environment to attract private as well as public investment in agriculture to produce the following:</p> <ul style="list-style-type: none"> <li>• Rice</li> <li>• Cocoa</li> <li>• Cassava</li> <li>• Vegetables</li> <li>• Sugar cane</li> <li>• Oil Palm</li> <li>• Animal farming</li> </ul> |
| Tourism     | <p>Bomi County has beautiful geographical features including breathtaking landscape carved out by the extractive industry, as well as many historical and traditional sites ideal for tourism development.</p>                                 | <p>Conduct surveys to identify and market tourist attractions in the county.</p> <p>Encourage Private-Public Partnerships to invest in tourism.</p>                                                                                                                                                                   |
| Mining      | <p>Despite the history of iron ore extraction, Bomi County still has considerable deposits of iron ore that are currently being extracted.</p>                                                                                                 | <p>Explore investment opportunities for more mining operations</p>                                                                                                                                                                                                                                                    |

## PART 4: COUNTY CHALLENGES, ASPIRATIONS AND PRIORITIES



### 4.1. Nature of the Challenge

During the consultations, the people of Bomi County highlighted several significant challenges hindering progress in the prioritized sectors within the Government's ARREST Agenda for Inclusive Development. The identified challenges are not unique to Bomi but were similarly expressed across the country. Table 5 below synthesizes the nature of the identified challenges that are associated with each prioritized sector.

**Table 5 : Nature of the Challenges**

| Sectors               | Nature of the Challenge                                                                                                                                                                                                                                                                                                                    |
|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Agriculture           | Farmers have limited access to finance, farmland, knowledge on climate change, basic farming tools and equipment, and are faced with low prices for their produce; and the people of Bomi are vulnerable to persistent food insecurity due to poor agricultural practices, difficult access to markets, and inadequate storage facilities. |
| Roads                 | Inadequate basic roads network within the county and road connectivity with other counties; and poor or non-existing farm to markets roads.                                                                                                                                                                                                |
| Rule of Law           | Limited security presence within the county, compounded with the lack of logistics for security personnel to perform their jobs; poor access to justice in many parts because of fewer courts, limited prison and correction facilities; and growing drug addiction, and illicit mining.                                                   |
| Education             | Limited access to basic formal and vocational education in rural areas; and shortage of adequate resources, qualified teachers, and good facilities in most schools within the system.                                                                                                                                                     |
| Sanitation            | Poor waste management system; lack of an organized structure for sanitation purpose; limited hand pumps, toilet facilities, and insufficient waste sites.                                                                                                                                                                                  |
| Tourism               | Several historical sites are not developed appropriately to attract tourists and investments.                                                                                                                                                                                                                                              |
| Gender                | Persistent gender-based violence against women compounded with rising cases of murder of women; limited access to farming due to laws which prevent women from owning land; rising teenage pregnancy; and limited women gaining access to education and economic opportunities.                                                            |
| Climate & Environment | Uncontrolled environmental degradation, with deforestation and pollution threatening the county's natural resources.                                                                                                                                                                                                                       |
| Governance            | Weak governance and accountability mechanisms; and lack of needed capacity, technical expertise, or administrative ability of local governments to effectively plan and manage projects.                                                                                                                                                   |
| Power & Communication | Limited electricity supplies.                                                                                                                                                                                                                                                                                                              |
| Jobs and Employment   | Limited income generating opportunities for youth in rural areas.                                                                                                                                                                                                                                                                          |
| Health                | Limited access to quality healthcare services due to poor state of health facilities, shortage of health workers, too many volunteers in the health system, shortages of drugs; inadequate ambulance services in rural areas; and shortage of affordable medical supplies.                                                                 |

## 4.2. The Peoples Aspirations

During the consultations, the people articulated their aspirations for achieving the desired economic growth and sustained development. These aspirations, like those expressed in other counties, focus on enhancing access to essential basic services, improving the people's living conditions and welfare, and fostering

community development and social cohesion. Targeted interventions that would ably address the county's aspirations were also specified and recommended for action. The expressed aspirations and suggested actions are listed in Table 6 below.

**Table 6: The Peoples' Aspirations**

| Aspirations                                                                        | Proposed Actions                                                                                                                                                             |
|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Sustained economic growth and development                                          | Target investments in agriculture and small businesses development including capacity building in the sectors.                                                               |
| Availability of appreciable infrastructure services to support development efforts | Target investments in prioritized roads, energy and communication projects with public-private partnership arrangements.                                                     |
| Availability of adequate and affordable basic social services                      | Increase investments in healthcare and educational facilities aimed at building the necessary capacities to improve the quality of social services.                          |
| Smart environmental sustainability policies and programs ongoing                   | Design and implement policies and programs aimed at promoting effective practices in climate change mitigation, reforestation, sustainable land usage, and waste management. |
| Gender equality in the economic and political arena                                | Invest in girls' education, intensify awareness on gender issues, and provide economic empowerment opportunities for women and girls.                                        |
| Youth empowered and positively participating in the development process            | Provide skills training and entrepreneurship programs and engage young people in development initiatives.                                                                    |
| Good governance regime with accountability and transparency                        | Develop and execute appropriate instruments for promoting and ensuring transparency and accountability in decision-making processes.                                         |

### 4.3. The Identified Priorities

The people of Bomi identified and ranked five strategic priority areas against which the government will endeavor to allocate substantial public and private investments over the next five years. Table 7 below lists the identified Districts' and the county's critical strategic priorities by sectors. These priorities focus on addressing the fundamental

challenges the county faces, while at the same time promoting sustainable economic growth, improving livelihoods, and enhancing good governance. At the county consultation, the citizens of the districts and other key stakeholders from the county reviewed and agreed on the priorities listed under the county column in Table 7.

**Table 7: Districts and County Strategic Priorities**

| Rank | Districts   |             |             |             |             | County      |
|------|-------------|-------------|-------------|-------------|-------------|-------------|
|      | Dewein      | Suehn Mecca | Klay        | Tehr        | Senjeh      |             |
| 1st  | Agriculture | Road        | Agriculture | Road        | Road        | Roads       |
| 2nd  | Road        | Health      | Road        | Agriculture | Agriculture | Agriculture |
| 3rd  | Rule of Law | Agriculture | Health      | Health      | Health      | Health      |
| 4th  | Education   | Education   | Education   | Education   | Sanitation  | Education   |
| 5th  | Health care | Rule of Law | Governance  | Rule of law | Education   | Rule of Law |



## PART 5: PROGRAMS AND INTERVENTIONS FOR IMPLEMENTATION



### 5.1. PRIORITIZED PROGRAMS AND INTERVENTIONS

A total of five (5) sectors, seventeen (17) programs and twenty-five (25) interventions are prioritized by the people of Bomi County for implementation between 2025 and 2029. However, given their complementarity with other programs and interventions in the AAID, a total of nineteen (19) strategic policies,

thirty-three (33) programs and ninety-five (95) interventions were selected for implementation between 2025 and 2029. The respective numbers of strategic policies, programs and interventions distributed amongst the six pillars of the AAID are shown in Figure 6 below.

**Figure 6:** Strategic Policies, Programs and Interventions Distribution Per Pillar

| Pillar 1                   | Pillar 2                   | Pillar 3                   | Pillar 4                   | Pillar 5                 | Pillar 6                   |
|----------------------------|----------------------------|----------------------------|----------------------------|--------------------------|----------------------------|
| 4<br>Strategic<br>Policies | 6<br>Strategic<br>Policies | 2<br>Strategic<br>Policies | 2<br>Strategic<br>Policies | 1<br>Strategic<br>Policy | 4<br>Strategic<br>Policies |
| 8<br>Programs              | 6<br>Programs              | 2<br>Programs              | 4<br>Programs              | 3<br>Programs            | 10<br>Programs             |
| 22<br>Interventions        | 16<br>Interventions        | 6<br>Interventions         | 10<br>Interventions        | 7<br>Interventions       | 34<br>Interventions        |

## 5.2. PILLAR 1: ECONOMIC TRANSFORMATION

The Strategic Goal of the economic transformation pillar is to build a competitive, diversified, inclusive, and resilient economy and effective service delivery that is both public and private sector-driven for sustainable economic growth. To drive the economic transformation process in achieving this goal, the citizens

of Bomi County prioritized four (4) strategic policies (strategic policies 2, 4, 5, and 6), eight (8) programs (programs 5, 7, 8, 9, 10, 11, 12, and 13), and twenty-two (22) interventions under the Economic Transformation pillar from the AAID for the next five years.



### 5.2.1. Strategic Policy 2: Labor and Employment

**Strategic Objective:** Contribute to the creation of an inclusive labor market that is capable of driving economic growth by increasing access to decent and productive employment opportunities, fostering skills development, enhancing labor market governance, and promoting entrepreneurship, especially for women, youth, and vulnerable groups.

#### **Program 5: Decent Jobs Environment:**

**Objective:** Promote sustainable economic growth which can create inclusive employment. It aims to enhance job quality, ensure fair wages, and improve working conditions.

##### **Key target by 2029:**

1. Improve job creation environment.

##### **Key intervention:**

- Implementation of the Decent Work Act.

#### **Program 7: Business Enabling Environment**

**Objective:** Reform and modernize business and regulatory frameworks to create a transparent, predictable, and supportive environment for businesses and investors, enhancing overall economic efficiency and competitiveness.

##### **Key targets by 2029:**

1. Increase inclusive microfinance support to Liberian-owned businesses by 30%
2. Strengthen the institutional capacity with training of at least 50 officials.
3. Rehabilitate and expand the County Service Center.
4. Strengthen the institutional capacity with training.

##### **Key interventions:**

- Supporting inclusive MSME credit and insurance products to Liberian-owned businesses, especially for youth and women, focusing on agribusiness, tourism, and mining;
- Strengthening of institutional capacity in business practices and digital compliance tools
- Supporting the rehabilitation and expansion of the County Service Center.

## 5.2.2. Strategic Policy 4: Agriculture and Fisheries

**Strategic Objective:** To leverage the sector to drive growth through private sector resilience and determination, enhancing livelihoods, and promoting sustainable development.

### Program 8: Food and Cash Crop Production

**Objective:** Enhancing food security, promoting economic growth, creating jobs and ensuring sustainable agricultural practices.

#### Key targets by 2029:

1. Increase rice, cassava, vegetables and maize production by 20%
2. Increase cocoa, oil palm, rubber, and coffee production by 10%
3. Formalize at least 4 farmers cooperatives.

#### Key interventions:

- Supporting the increase in food crop production (Rice, Cassava, Vegetables and Maize)
- Supporting the increase in cash crop production (Cocoa, Oil Palm and Coffee)
- Promotion of climate-smart agriculture and irrigation
- Supporting inclusive agricultural food and non-food value chain
- Formalization of farmers cooperatives
- Facilitating access to finance and loans for farmers, most particularly women.

### Program 9: Livestock and Poultry Production

**Objective:** Increase the production and productivity of livestock and poultry, thereby boosting local economies, providing employment opportunities, and ensuring a stable supply of protein-rich foods.

#### Key targets by 2029:

1. Support the increase in livestock production by 15%
2. Support the Increase in poultry meat production by 20%
3. Support the increase in animal feed production by 15%.

#### Key interventions:

- Supporting the increase of livestock production
- Support the increase in poultry meat and eggs production
- Supporting animal feed production
- Strengthening the county veterinarian service delivery system.

### Program 10: Fish Production

**Objective:** Harness the potential of the fisheries and aquaculture sectors to drive sustainable economic growth, create jobs, ensure food security, and promote environmental sustainability.

#### Key targets by 2029:

1. Decrease imports of fish products by 30%
2. Formalize additional 3 cooperatives of fishing operators.

#### Key interventions:

- Supporting the development of aquaculture
- Supporting the establishment of commercial fish processing.

### 5.2.3. Strategic Policy 5: Mineral Resource Management

**Strategic Objective:** Promote sustainable economic growth, attract foreign investment, and create jobs, while ensuring environmental sustainability and community engagement.

### Program 11: Extractive Industry

**Objective:** Leverage the extraction of natural resources to drive sustainable economic growth, create jobs, and contribute to national development, while ensuring environmental sustainability and community well-being.

#### Key target by 2029:

1. Formalize at least 3 artisanal and small-scale mining operators into cooperatives.

#### Key interventions:

- Formalization of artisanal & small-scale mining production
- Improvement of mining business environment.



### 5.2.4. Strategic Policy 6: Tourism, Culture and Creative Economy

**Strategic Objective:** Leverage the county's rich cultural, ecological, and natural resources heritage to promote sustainable economic growth.

#### **Program 12:** *Tourism Development Branding and Marketing*

**Objective:** Make Bomi County one of the attractive counties for travelers' destination by promoting its unique cultural heritage.

##### **Key targets by 2029:**

1. Develop eco-tourism sites across Bomi County
2. Develop tourism sites across the county.

##### **Key interventions:**

- Development of touristic products and sites in the county
- Tourism stakeholders' capacity building.

#### **Program 13:** *Culture and Creative Economy*

**Objective:** Harness the potential of arts, culture, and creativity as drivers of economic growth and social development.

##### **Key targets by 2029:**

1. Promote Bomi County Cultural Heritage
2. Develop the county's creative economy.

##### **Key interventions:**

- Promotion of cultural heritage
- Development of the creative economy.



### 5.3. PILLAR 2: INFRASTRUCTURAL DEVELOPMENT

The strategic goal is to develop modern, reliable, and climate-resilient infrastructure to support sustainable socio-economic development. To expand and improve infrastructural services to the people of Bomi County, they prioritized six (6) strategic policies

(strategic policies 7, 8, 9, 10, 11, and 12), six (6) programs (programs 14, 15, 16, 17, 20, and 21), and sixteen (16) intervention under the Infrastructure Development pillar from the AAID for the next five years.

#### 5.3.1. Strategic Policy 7: Roads and Basic Infrastructure

**Strategic Objective:** Develop and modernize essential roads to enhance connectivity, promote economic growth, and improve access to essential services to improve the county's overall productivity and competitiveness.

#### Program 14: Road Network and Safety

**Objective:** Expand and modernize road infrastructure by undertaking construction of climate-resilient roads, upgrading of roads and bridges, and maintaining the existing stock to enhance accessibility and connectivity of rural and urban areas, while strengthening social inclusion.

#### Key targets by 2029:

1. Pave at least 20 km of primary roads with asphalt
2. Rehabilitate and maintain at least 9.7 km of primary road network
3. Expand, rehabilitate, and maintain at least 50 km of secondary road network
4. Develop, expand, rehabilitate, and maintain at least 125 km of feeder road network.

#### Key interventions:

- Rehabilitating and maintaining existing secondary and feeder roads, including farm-to-market roads, throughout the county
- Rehabilitate the Monrovia to Tubmanburg Road and pave the streets and avenues in Tubmanburg City
- Rehabilitate all the feeder roads including: Klay to DC Clerk Town, Madina to Gola Gordee, Gbangba town to Gonjeh, Weamoin to Monnon to Gonjeh, Juokpo to Nyamah, Yeinor Tow Gonah Town, Beajojo to Sinkor to Gbalkpa, Fefeh Town
- Expansion, rehabilitation, and maintenance of urban and community roads.

### 5.3.2. Strategic Policy 8: Transport and Logistics

**Strategic Objective:** Enhance the efficiency and reliability of the transportation network in Bomi County to facilitate the movement of goods and people.

#### Program 15: Transport Services and Safety

**Objective:** Create an efficient, reliable, and sustainable transportation system that supports trade, and development by facilitating the movement of goods, services, and people.

##### Key targets by 2029:

1. Availability of mass transport services on Bomi County Road
2. Driver licensing and vehicle registration processes modernized in the county.

##### Key interventions:

- Improvement of road safety in the county
- Expansion and modernization of inclusive mass public transport services in Bomi County
- Improvement of driver licensing and vehicle registration.

### 5.3.3. Strategic Policy 9: Water & Sewage

**Strategic Objective:** Provide access to water for the people and businesses and effective sewage management systems, while improving health in the county.

#### Program 16: Water Resource and Sewage Management

**Objective:** Ensure access to clean, safe, and reliable water supply and adequate sewage facilities.

##### Key targets by 2029:

1. Expand water supply to Bomi
2. Expand, rehabilitate and modernize sewer services to major cities in the county
3. Improve fecal sludge management in the county.

##### Key interventions:

- Expansion and modernization of sustainable water supply to major cities in the county
- Expanding, rehabilitating, and modernizing water & sewer services to major cities in the county
- Improvement of fecal sludge management in the county.

### 5.3.4. Strategic Policy 10: Energy

**Strategic Objective:** Ensure sustainable energy access for the population and businesses, while guaranteeing energy security.

#### **Program 17:** *Energy Resource Development and Management*

**Objective:** Ensure that reliable, affordable, efficient, and sustainable electricity is accessible to all sectors of the economy, to facilitate economic growth, and improve quality of life, and social equity.

##### **Key target by 2029:**

1. Expand and Modernize Electricity Services in Bomi County.

##### **Key interventions:**

- Supporting the provision of reliable, cost-effective, and sustainable electricity in the county
- Implementing the Regional Emergency Solar Power Intervention (RESPITE) in Bomi County.

### 5.3.5. Strategic Policy 11: Communication Technologies and Digital Economy

**Strategic Objective:** Enhance access to and use of information and communication technologies (ICT) to drive economic growth and improve service delivery.

#### **Program 20:** *National ICT Eco-System and Digital Societies*

**Objective:** Create a robust digital infrastructure that fosters innovation, economic growth, and social inclusion.

##### **Key targets by 2029:**

1. Increase ICT coverage in the county
2. Increase broadband coverage in the county.

##### **Key interventions:**

- Expansion of ICT and broadband coverage to the county
- Integrating ICT services in schools, health facilities and digital villages.

### 5.3.6. Strategic Policy 12: Housing Development

**Strategic Objective:** Provide affordable, safe, and adequate housing for citizens, thereby improving living conditions and promoting social stability.

#### **Program 21:** *Modern and Affordable Housing Opportunities for All*

**Objective:** Offer affordable housing, promote home ownership, and empower citizens to build their own homes.

##### **Key targets by 2029:**

1. Construct at least 150 inclusive housing units
2. 40 acres of land purchased for construction of housing units.

##### **Key interventions:**

- Provision of housing for public servants, especially security, health and education officers
- Commercialization of affordable housing and plots to empower citizens to build their own homes.

## 5.4. PILLAR 3: RULE OF LAW

The strategic goal is to establish a just, equitable, and accountable legal framework that ensures the protection of rights, promotes good governance, and fosters a stable environment conducive to development. To dispense non-discriminatory laws

and protection for the people of Bomi County, the citizens prioritized two (2) strategic policies (strategic policies 13 and 14), two (2) programs (programs 22 and 24), and six (6) interventions under the Rule of Law pillar from the AAID for the next five years.

### 5.4.1. Strategic Policy 13: Justice and Human Rights

**Strategic Objective:** strengthening legal institutions, promoting human rights awareness, ensuring access to justice, holding violators accountable, fostering reconciliation, and supporting civil society to build a just and equitable society.

#### Program 22: Justice Policy Reform and Decentralization

**Objective:** Enhance the effectiveness, accessibility, and fairness of the justice system across the county.

##### Key targets by 2029:

1. Alternative dispute resolution mechanism available in the county
2. PWDs and other vulnerable groups have access to justice services.

##### Key interventions:

- Expansion, modernization and decentralization of justice services with a focus on GBV, juvenile and family courts
- Strengthening traditional/community justice mechanisms
- Strengthening access to justice services for PWDs and other vulnerable persons.

### 5.4.2. Strategic Policy 14: Public Safety Readiness and National Defense

**Strategic Objective:** Strengthen law enforcement, enhance emergency response, combat gender-based violence, improve judicial access, promote youth engagement, combat trafficking, and foster interagency collaboration for comprehensive security and stability.

#### Program 24: Public Safety Readiness

**Objective:** Establish a comprehensive framework to prepare for and respond to emergencies effectively.

#### Key targets by 2029:

1. Construct, renovate, equip, and upgrade at least one existing facility for security and public safety agencies
2. Construct at least one correction facility in the county and provide rehabilitation services (skills training and capacity building) for inmates
3. Expand, modernize, and equip the judiciary and law enforcement facilities, reform and strengthen the justice & security sector.

#### Key interventions:

- Construction, renovating, equipping and upgrading existing facilities for security and public safety agencies (LNP, LIS, LNFS, BCR, LDEA, NSA)
- Constructing correction facilities in the county and providing rehabilitation services (skills training and capacity building) for inmates
- Building capacities of law enforcement agencies, organizations, prosecutors, and public defenders, and increasing the presence of trained security personnel in various districts in Bomi County.



## 5.5.

## PILLAR 4: GOVERNANCE AND ANTI-CORRUPTION

The strategic goal of the Governance and Anti-Corruption Pillar is to build accountable and effective institutions that can promote value-for-money service delivery, prevent and combat corruption, and deepen decentralized governance and service delivery.

To achieve this goal, Bomi County prioritized two (2) strategic policies (strategic policies 15 and 16), four (4) programs (programs 27, 28, 29, and 30), and ten (10) interventions under the Governance and Anti-Corruption pillar from the AAID for the next five years.

### 5.5.1. Strategic Policy 15: Transparency and Accountability

**Strategic Objective:** Foster a governance environment where in public officials in the county are held accountable for their actions and decisions.

#### Program 27: Sustainable Democratic Governance Reform

**Objective:** Strengthen democratic institutions and practices to ensure long-term stability and inclusivity in the county.

##### Key targets by 2029:

1. Strengthen and operationalize the election management system
2. Improve civic and voter education through public engagement
3. Enhance technicians' capacities in Bomi County
4. Strengthen transparency institutions' capacity.

##### Key interventions:

- Enhancing civic and voter education and public engagement
- Enhancement of internal, sectoral, and local government technical capacity
- Decentralizing anti-corruption services.

### 5.5.2. Strategic Policy 16: Public Administration

**Strategic Objective:** Promote equitable regional growth and strengthen local governance.

#### **Program 28:** *Land Governance and Management*

**Objective:** Sustain peace and enhance community social cohesion through effective and efficient land governance and management services.

##### **Key targets by 2029:**

1. Demarcate and harmonize local government boundaries
2. Identify and operationalize local communal farming and agricultural sites for new agri-business investors.

##### **Key intervention:**

- Strengthening of the institutional capacity in land management and governance.

#### **Program 29:** *Public Service Decentralization:*

**Objective:** Enhance local governance and empower communities by transferring decision-making authority and resources to local governments and improving service delivery and responsiveness to community needs.

##### **Key targets by 2029:**

1. Provide capacity-building support to all local government administrative structures in the counties
2. Rehabilitate and expand local government facilities in the county

##### **Key interventions:**

- Capacity building of Local Government Administrative Structures
- Establishment and empowerment of the County Treasury and County Development Planning Units
- Rehabilitation and expansion of local government facilities in the county.

### **Program 30: *Peace and Reconciliation***

**Objective:** Foster social cohesion and healing in Bomi County.

#### **Key targets by 2029:**

1. Improve civic education and awareness
2. Improve social cohesion and reconciliation in the county.

#### **Key interventions:**

- Enhancement of social cohesion and peaceful co-existence
- Strengthening community engagement in non-violent approaches
- Strengthening the early warning response system.

## 5.6. PILLAR 5: ENVIRONMENTAL SUSTAINABILITY

The strategic goal is to promote responsible management of natural resources, protect biodiversity, and enhance resilience to environmental changes, while supporting economic growth and improving the quality of life for citizens. To achieve this goal, Bomi

County prioritized, one (1) strategic policy (strategic policy 18), three (3) programs (programs 34, 35, and 36), and eight (8) interventions under the Environmental Sustainability pillar from the AAID for the next five years.

### 5.6.1. Strategic Policy 18: Climate Change

**Strategic Objective:** Develop strategies that enhance climate resilience while reducing GHG emissions from all sources, increasing carbon sinks, and promoting sustainable development.

#### Program 34: Forestry Ecosystem Conservation and Restoration

**Objective:** Ensure sustainable management of forest including their productive utilization for economic gains, the effective conservation, and restoration of Bomi County's ecosystems prioritizing those most vulnerable to climate change impacts and recognizing their role in providing crucial ecosystem services for the county, supporting livelihoods, promoting biodiversity, mitigating and adapting to climate change, and contributing to the county's economic development.

#### Key targets by 2029:

1. Restore at least 200 ha of degraded forestlands
2. Increase urban canopy in Tubmanburg City by 30%
3. Strengthen and enforce forest regulations
4. Plant 30,000 trees along major roads in Bomi County.

#### Key interventions:

- Restoration of degraded forestlands and increasing urban canopy and the planting of additional trees in green corridors
- Development of environmentally sustainable wood value chain
- Promotion of sustainable community forest management, including guidelines for sustainable resource extraction.

### Program 35: Renewable Energy

**Objective:** Create a sustainable energy future for Liberia by increasing access to safe and affordable energy and fuel sources, while reducing GHG emissions and reducing the risk and vulnerability of climate change impacts on the energy sector.

#### Key targets by 2029:

1. Increase renewable energy supply by at least 20%
2. Support at least 50 small businesses with renewable energy solutions;
3. Support with renewable energy to more households and public social infrastructures.

#### Key interventions:

- Increasing rural renewable energy supply
- Supporting small and medium enterprises (SMEs) with renewable energy solutions.

### Program 36: Solid Waste Management

**Objective:** Improve the sustainability and efficiency of the solid waste management system to minimize environmental impacts and promote alternative uses for waste, including recycling and reuse.

#### Key target by 2029:

1. Identify and prepare at least 2 landfill sites for waste disposal.

#### Key interventions:

- Rehabilitation, expansion, and modernization of key waste management infrastructure and services, including transfer stations and final disposal facilities
- Improvement of healthcare waste management practices and reducing waste incineration.

## 5.7.

## PILLAR 6: HUMAN CAPITAL DEVELOPMENT

The strategic goal is to develop a skilled, knowledgeable, healthy and empowered population, to drive sustainable and inclusive socio-economic development. To assist in ensuring the effective development of the requisite human capital in Bomi County, the citizens prioritized

four (4) strategic policies (strategic policies 19, 20, 21, and 22), ten (10) programs (programs 37, 38, 39, 40, 43, 44, 46, 49, 50, and 51) and thirty-four (34) interventions under the Human Capital Development pillar from the AAID for the next five years.

### 5.7.1. Strategic Policy 19: Education

**Strategic Objective:** Ensure access to equitable, gender-responsive, and disability-inclusive education, improved quality and relevant teaching and learning, and enhanced efficiency and management capacity of all education stakeholders in the county.

#### Program 37: Educational Institution Management

**Objective:** Ensure that educational institutions operate effectively and efficiently, provide high-quality education, including technical and vocational training, and foster a conducive learning environment.

#### Key targets by 2029:

1. Enhance all managerial staff capacity
2. Enhance 20% of teachers' capacity to deliver gender and disability transformative education
3. Train all school principals and administrative staff in leadership, management, and accountability.

#### Key interventions:

- Enhancement of schools' management capacity
- Strengthening teachers' capacity to deliver gender and disability transformative education
- Equipment of TVET centers and HEIs with IT infrastructure, including internet connectivity and computers
- Expansion and acquisition of instructional materials for PWDs.



### Program 38: Teacher Capacity

**Objective:** Ensure the deployment of a functional, qualified, and motivated teaching workforce. This entails the enhancement of teachers' professional knowledge, skills, and dispositions that enable them to plan, deliver, and reflect on effective instruction.

#### Key targets by 2029:

1. Provide in-service training to about 90% teachers (continuous professional development –CPD)
2. Provide incentive payment to at least 40% of teachers in rural hard-to-reach areas.

#### Key interventions:

- Undertaking teachers' continuous professional development
- Provision of incentives to attract and support the deployment of qualified teachers in underserved areas
- Provision of incentives to professional education volunteers across the sector.

### Program 39: School Facilities

**Objective:** Create a safe, inclusive, and conducive learning environment to enhance access and equity in education service delivery. This is also intended to improve teacher productivity and effectiveness when imparting skills and knowledge to the learners in the county.

#### Key targets by 2029:

1. Improve educational infrastructure at all levels
2. Increase the rate of enrolment of learners with disabilities by 10%
3. Capacitate TVET centers to offer level (1-7) programs
4. At least 10 senior secondary schools offering TVET streams.

#### Key interventions:

- Constructing the facilities of the county's university
- Building, renovating or expanding inclusive and climate-resilient school infrastructure
- Supporting WASH and menstrual hygiene interventions in Schools
- Supporting children with learning disabilities
- Expansion and modernization of TVET facilities for non-traditional learners (adults – women, girls, and vulnerable groups)
- Subsidization of private schools in underserved areas unreachable by public schools.

### Program 40: Student Learning Capacity

**Objective:** Enhance the ability of students to acquire, retain, and apply knowledge and skills effectively at the foundational level through the provision of gender-responsive teaching and learning materials (TLMs) that are aligned with the reformed national curriculum and inclusive of quality STEM, TVET, and digital programs that assess students on new curricula contents.

#### Key targets by 2029:

1. Achieve 1:1 student to text book ratio in the county
2. Provide at least 25 schools with home-grown school feeding
3. Provide all ECE schools with validated age-appropriate/play-based ECE curriculum
4. Place at least 35% of volunteer teachers on payroll.

#### Key interventions:

- Provision of open-access, non-copyright textbooks for every child
- Expansion of the school feeding using locally produced food items and school health initiatives at foundational levels
- Increasing the number of qualified teachers and placing qualified volunteer teachers on GoL payroll, and providing teachers' quarters for schools in remote locations
- Expansion and strengthening of accelerated learning for high school dropouts.

## 5.7.2. Strategic Policy 20: Health System

**Strategic Objective:** Create a robust health system that addresses immediate health needs and promotes preventive.

### Program 43: Health Sector Reforms

**Objective:** Promote equity, efficiency, quality, financing, and sustainability in the delivery of healthcare services through an enhanced policy environment.

#### Key targets by 2029:

1. Increase the coverage of community pharmacy to 65% in all public health facilities in the county
2. Increase the number and capacity of health care professionals, place qualified volunteer health workers on GoL payroll
3. Construct staff quarters within remotely located health facilities.

#### Key interventions:

- Development and implementation of community pharmacy and cost-sharing schemes in public health facilities
- Increasing the number and capacity of health care professionals, placing qualified volunteer health workers on GoL payroll
- Constructing staff quarters for remotely located health facilities.

### Program 44: *Health Services*

**Objective:** Ensure that health services is accessible, equitable, safe, and responsive to the needs of the users.

#### Key targets by 2029:

1. Expand, reform, and improve health facilities and services
2. Provide at least 3 new ambulances to enhance emergency medical care.

#### Key interventions:

- Constructing new public healthcare facilities, and upgrading and modernizing existing ones
- Providing new ambulances to enhance emergency medical care
- Providing essential drugs, medical equipment and supplies to health facilities (Essential drugs, X-Ray, Ultrasound, Chemistry Machine, Microscope)
- Delivering quality Reproductive Maternal Newborn, Child and Adolescent (RMNCAH+N) and SGBV services
- Supporting the establishment and operation of community drug revolving fund – Community Pharmacy.

### 5.7.3. Strategic Policy 21: Water, Sanitation and Hygiene

**Strategic Objective:** Ensure the availability of safe, clean, and adequate sanitation facilities and promote good hygiene practices to improve public health, environmental sustainability, and overall quality of life.

### Program 46: *Sanitation and Hygiene*

**Objective:** Improve access to safe and adequate sanitation facilities and promote good hygiene practices among the population.

#### Key targets by 2029:

1. End open defecation practices
2. Increase safely managed water access to 40% and basic access to 70%.
3. Increase safely managed access to sanitation to 50% and basic access to sanitation to 65%
4. Increase coverage of basic water service in health facilities to 90%.

#### Key interventions:

- Eradication of Open Defecation practices
- Implementation of the National WASH Roadmap (2024-2029) in health care facilities.

### 5.7.4. Strategic Policy 22: Inclusive Social Development

**Strategic Objective:** Promote gender equality and empowerment of women, girls, and vulnerable groups, and enhance social protection systems, and ensure that all individuals, especially the most vulnerable, have access to opportunities, resources, and protection.

#### **Program 49:** *Inclusive Integrated Social Protection and Welfare Services*

**Objective:** Increase access of women and vulnerable groups (PWDs, children, girls, youth) to quality regular and special education, ensure their basic human rights and access to a dignified quality of life, and to improve the safety and welfare of children and the elderly.

#### **Key target by 2029:**

1. Constructing, equipping, and operationalizing at least one (1) safe home with capacity to host at least 50 SGBV survivors, victims, and children as well as drugs affected youth.

#### **Key intervention:**

- Construction, equipment, and operationalization of safe home with capacity to host SGBV survivors, victims, and children as well as drugs affected youth.

### **Program 50: Economic Empowerment of Women and Vulnerable Groups**

**Objective:** Increase women and vulnerable groups access to productive resources and business services, and opportunities to improve their economic status and well-being.

#### **Key targets by 2029:**

1. Support 10 agribusiness and entrepreneurship enterprises for women and vulnerable groups
2. Capacitate 50 PWDs in agri-business and entrepreneurship
3. Increase capacity and leadership of women in climate-resilient eco-tourism services
4. Support the increase of financial inclusion coverage by at least 10% for women, PWDs, and vulnerable groups.

#### **Key interventions:**

- Development of PWDs' productive capacity for agribusiness
- Development of women's leadership capacity in climate-resilient eco-tourism services
- Development of financial inclusion services for women, PWDs, and young people.

### **Program 51: Inclusive Youth Empowerment**

**Objective:** Expand opportunities for youth by providing an enabling environment and appropriate incentives that provide access to leadership, training, entrepreneurship and employment opportunities.

#### **Key targets by 2029:**

1. Secure at least 1,000 internships, apprenticeships, and volunteerism placements for youth and PWDs
2. Enroll at least 1,000 youth volunteers in National Youth Service.

#### **Key interventions:**

- Supporting the reintegration of rehabilitated youth and preventive nationwide awareness campaigns against substance use among adolescents and youth
- Supporting youth participation in governance and policymaking
- Provision of internships, apprenticeships, and volunteer work opportunities for social development of young people and PWDs.

# PART 6: CDA IMPLEMENTATION AND THEORY OF CHANGE



## 6.1. CDA Implementation Governance

### 6.1.1. Three Branches of Government County Authorities

The holistic governance framework for assigning responsibilities in the implementation of the CDA calls for effective collaboration between the three branches of the Liberian government operating in Bomi County. Functionaries within the executive,

judiciary, and legislative branches are all cloth with portfolios of authority and governing powers that have direct responsibilities in the implementation of the CDA. The portfolios responsible at the county level are listed in Table 8. The quality and speed at which Bomi's CDA is executed depend on the level of commitment devoted to the process by those serving in these county governing positions and the citizens of Bomi.



**Table 8: County Statutory Portfolios to Manage the CDA**

| Executive                     |                                  |                          | Judicial         | Legislature     |
|-------------------------------|----------------------------------|--------------------------|------------------|-----------------|
| Superintendent                | District Commissioner            | County Education Officer | County Judge     | Senators        |
| County Council                | Commerce Inspector               |                          |                  |                 |
| County Development Officer    | Youth Coordinator                | Labor Commissioner       | County Attorney  | Representatives |
| County Administrative Officer | Resident Engineer, MPW           | County Health Officer    | Public Defenders |                 |
| County Finance Officer        | County Joint Security Commanders | Registrar, CNDRA         |                  |                 |
| Project Planner               | Mining Agent                     | Coordinator, GSA         |                  |                 |
| Sta. District Superintendents | Agriculture Coordinator          | CSIO, LISGIS             |                  |                 |
| Gender Coordinator            |                                  | RDO/CMO, MFDP            |                  |                 |

### 6.1.2. County Authorities Mandates

In accordance with the Local Government Act of 2018, the County Council and County Administrators are expected to carry out stipulated mandates in managing the county affairs to enhance the general living conditions and welfare of citizens and non-citizens residing within

the county. For effectiveness, the Council and the administrators are expected to work harmoniously in the collective interest. Their respective mandates are listed in Table 9, and the county administrative structure is shown in Annex IV.

**Table 9: Mandates of County Authorities**

| County Council                                                                                                              | County Administrators                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| Fiscal Responsibilities: to impose local taxes, rates, duties, fees, and fines within limits prescribed by the Legislature. | Service Delivery: to deliver basic public goods and services consistent with the law.                        |
| Budget & Development Plans Approval: approving annual county budgets and development plans.                                 | Development Planning: to play a crucial role in the implementation of county development plans.              |
| Certificates and Permits: to issue appropriate certificates and operating permits as designated by the Legislature.         | Coordination: to work with various county-based institutions to ensure effective governance and development. |



As designed, these mandates enhance the roadmap towards the implementation of the Government's decentralization policy, giving local authorities more control over their administrative, fiscal, and political affairs. Given the autonomy devolved to the county and resources allocated, the government and people of Bomi are expected to take direct ownership of their own development process and outcomes. The CDA is thus a powerful and results-oriented instrument for the growth and development of the county. The 2018 Local Government Act (LGA) provides the requisite legal operational framework and contains achievable provisions needed to enhance effective local governance. Under the LGA, county authorities now have the authority to collect revenues, determine and undertake public works, allocate resources, and implement programs for the benefit of their residents. As such, adequate attention must now be paid to development planning structures and processes within the county.

The importance and relevant provisions of the Act are highlighted in Annex V.

### 6.1.3. County Development Agenda Coordination Framework

Chapter 5 of The Local Government Act 2018 suggests a coordination framework / mechanism for implementing the County Development Agenda (CDA). Like the CDA of 2008, which had a County Development Office (CDO), the LGA proposes setting up a County Development Planning Unit. According to 5.1 of the LGA, the County Development Planning Unit shall be responsible for development planning, which shall be linked with the central government development planning and aid coordination entities and shall coordinate development planning units to be established in Administrative Districts. Given this summary, coordination within the County Development Planning Unit at the county level will comprise the following:

1. Functions of the unit
2. Key actors/stakeholders within the unit
3. Layers of coordination
4. Institutional representation

#### Functions of the Unit

The following shall comprise the function of the County Development Planning Unit

1. Plan Development and Coordination
2. Project Development
3. Monitoring and Evaluation
4. Reporting
5. Data/statistics, information management
6. Research

#### Key Actors/Staff within the County Development Planning Unit

The Ministry of Internal Affairs (MIA) is represented by the County Development Officer who is the head of the County Development Planning Unit. The CDO is responsible for the following:

1. Leading on the development of the County Development Plan
2. Coordinating all development planning functions in the county
3. Carry out monitoring and evaluation in line with MFDP and other stakeholders
4. Lead on project development in collaboration with other stakeholders, on behalf of the county
5. Co-chairs the County Development Steering Committee Meetings

Ministry of Finance and Development Planning (MFDP) represented by the Regional Development Officer. The RDO and staff are responsible for the following:

1. Facilitate the crafting of the County Development Agenda (CDA) and the National Development Plan (NDP) at the county level.
2. In collaboration with the office of the County Development Officer (CDO) carry out M&E functions of programs and projects at the sub-national levels.
3. Report on the implementation of the national development plan at the county level as well as furnish the county with reports on the implementation of the County Development Agenda.
4. Conduct research on development at the county level
5. Serve as Secretary to the County Development Steering Committee

Liberia Institute of Statistics and Geo-Information Services (LISGIS) represented by the County Statistics and Information Officer (CSIO). The CSIO is responsible for the following within the County Development Planning Unit:

1. Compilation and organization of relevant information required to report in the implementation progress of the CDA and the national development plan
2. Manage all statistical information and data at the county level

District Development Officer (DDO). The DDO shall for a part of the County Development Planning Unit. However, the DDO will work at the district level to organize and coordinate development planning activities. The DDO shall furnish the County Development Planning Unit through the County Development Officer, with information regarding development planning implementation at the district level.

Ministry of Gender Children and Social Protection represented by the County Gender Coordinator. The Gender Coordinator is

responsible for ensuring that issues of gender are mainstreamed into the development planning processes at the county level.

#### 6.1.4. Requirements and Benefits of a Coordinating Mechanism

Coordination between local actors of Bomi, including authorities and central government institutions and actors, is crucial for ensuring the successful implementation of the agenda. This call demands a well-structured, yet flexible and adaptable, coordinating mechanism to ensure that the agenda is implemented effectively, resources are used efficiently, strategies are adaptable, and all stakeholders are aligned and engaged. Ensuring such an appropriate mechanism requires (i) an adaptable management structure capable to effectively monitor progress, identify emerging issues, and promptly address them to keep the implementation on track; (ii) targeted strategies that would ensure efficient resource mobilization, allocation and management; and (iii) forging meaningful partnerships with private sector actors, county stakeholders and development partners for maximum results. There are several benefits that could be realized from establishing and operating a well-functioning agenda coordinating mechanism including the following:

1. **Enhanced Efficiency:** Helps streamline activities, ensuring that tasks are logically sequenced, and dependencies are managed effectively. This reduces delays and bottlenecks, leading to improved overall efficiency.
2. **Resource Optimization:** Through coordination efforts, resources such as time, money, and personnel are used more effectively. This prevents duplication of efforts and ensures that resources are allocated where they are most needed.

- 3. Stakeholder Engagement:** A coordinating mechanism facilitates better communication and collaboration among stakeholders, including government agencies, NGOs, and the private sector. This consolidates ownership and commitment.
- 4. Monitoring and Evaluation:** Provides a structured approach to monitoring progress and evaluating outcomes. This helps in identifying issues and making timely and necessary adjustments to stay on track.
- 5. Accountability and Transparency:** Coordination mechanisms promote transparency and accountability by clearly defining roles and responsibilities. This helps with tracking progress and ensuring that all parties are held accountable for their contributions.
- 6. Adaptability:** It allows for flexibility and compliance in the implementation of the CDA. This enables quick responses to changing circumstances or unexpected challenges.

#### Layers of Coordination

There shall be established the following layers of coordination at the county level

#### 1. County Development Steering Committee (CDSC):

The CDSC shall be the highest decision-making body at the county level, particularly regarding development planning. The CDSC shall be chaired by the county superintendent with the County Development Officer (CDO) serving as the Co-Chair. The head of the County Council shall serve as an ex-official on the CDSC. The CDSC shall meet quarterly to discuss issues regarding the implementation of the CDA and the AAID and take action to resolve any development-related challenges. Reports from the CDSC meetings shall be forwarded to the national coordination unit at the national level to inform the implementation of the NDP at the sub-national levels. Members of the CDSC shall include the following:

- A.** Heads of Spending Entities (SE)/MACs within the county
- B.** Development Partners
- C.** Heads of NGOs in the county
- D.** Heads of CSOs
- E.** Head of the traditional council
- F.** Head of County Council
- G.** Youth Representative on the County Council
- H.** Representative of PWDs
- I.** Women representative on the County Council
- J.** Two representatives from the religious community
- K.** Private Sector

#### 2. Working Group Forum

The Working Group Forum mimics that of the Pillar or the CDSC Working Committee in the 2008 CDA coordination framework. The working committee shall meet once a month to discuss progress and challenges at the pillar level of the CDA. There shall be four working Group forum Meeting comprised of

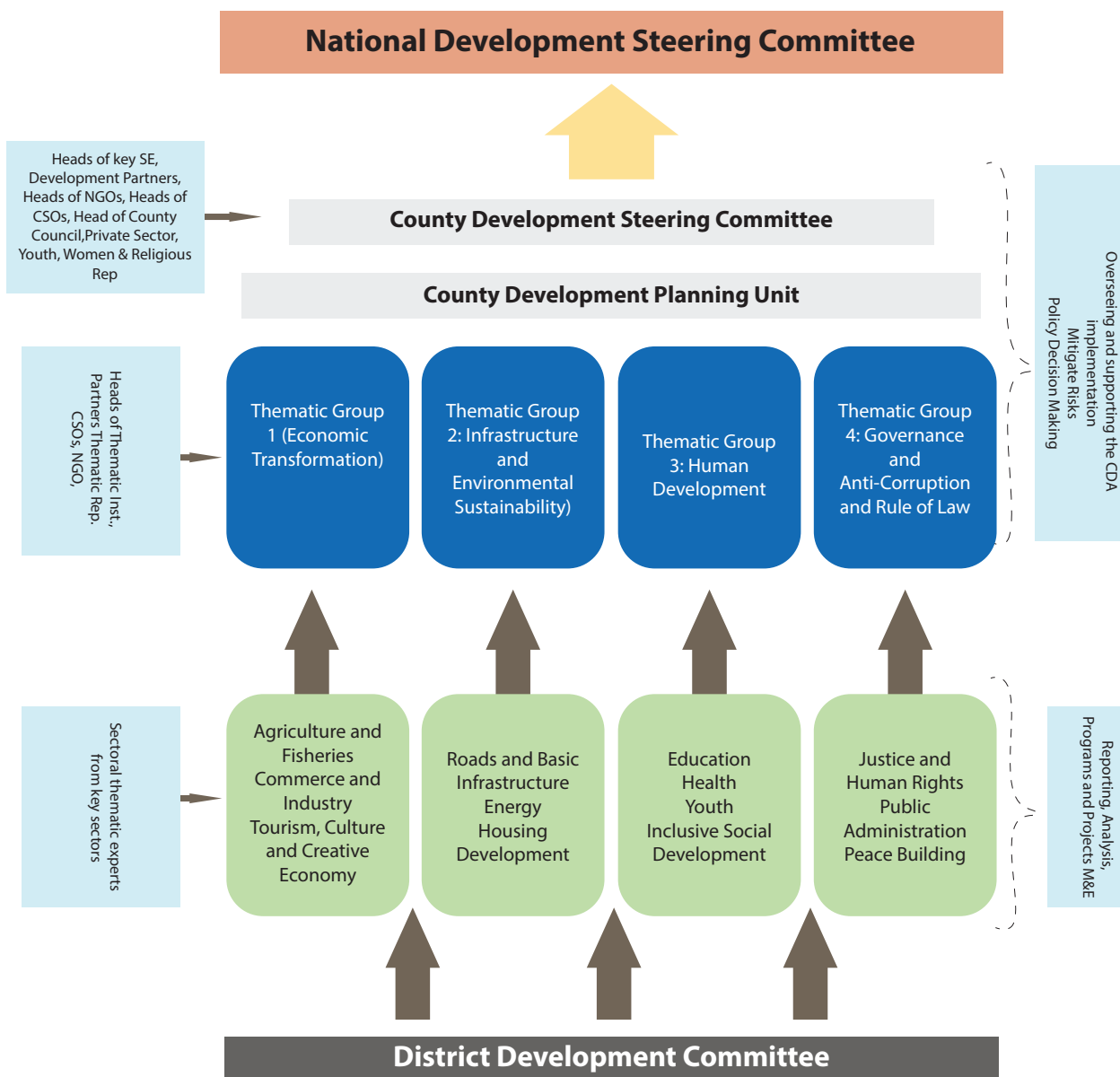
- A.** Human Development Working Group Forum
- B.** Economic Transformation Working Group forum
- C.** Infrastructure and Environmental Sustainability Working Group Forum
- D.** Governance and Anti-Corruption and Rule of Law Working Group Forum

#### District \Development Committees:

The DDC shall be the coordination body of the CDA at the district level and shall mirror the function of the CDSC. The District Superintendent/Commissioner shall chair the DDC.

Figure 7 presents the Coordination Structure for the County Development Agenda.

**Figure 7: Coordination Structure for the County Development Agenda**



## 6.2. The Theory of Change

The AAID's Theory of Change (ToC) prescribes changes on the road towards Liberia becoming a middle-income country in by 2030, where more than half of the working population will be employed in the formal sector, with a per capita income of more than US\$1,000. Attention is therefore paid to the unbending linkages of the AAID pillars and priority sectors, along with their various goals, objectives, and interventions. The Theory of Change provides an understanding of the vision

and shows the upward cascading elements that contribute to its achievement, within a strategic framework, holding public actors accountable for results. It allows for adjustments based on changing circumstances, especially in a world that is rapidly challenged by climate change, weak global growth, falling commodity prices, wars, and supply-chain disruptions. Key Components of the Theory of Change, that signify its importance, are highlighted below.

### KEY COMPONENTS OF THE THEORY OF CHANGE

**Inputs:** Prioritized human capital development programs; good national governance policies and regulations from competent and motivated public servants; sound policies and regulations from competent and motivated public servants; sound infrastructural development and maintenance programs; sound environmental policies and practices; growing revenues; public-private partnerships; international financial and technical assistance. All of these will produce desired outputs.

**Outputs:** An educated and healthy population; capable public sector institutions; well-built and maintained public infrastructures; a sustainable environment adept in attending the hazards of climate change; and macroeconomic growth with a strong private sector creating jobs. These outputs will lead to planned outcomes.

**Outcomes:** These will lead to a prosperous and inclusive development outcome towards achieving Vision 2030.

**Impact:** Vision 2030 - Liberia becomes a lower middle-income country. Socioeconomic development is achieved as reflected in a better quality of life of the people confirmed by better human development performance indices.

The effective implementation of the Bomi County Development Agenda shall make the necessary contribution to Liberia becoming a lower middle-income country by 2030. Three (3) drivers and (2) enablers of change shall be prioritized and pursued to add value to the county's contribution

to the overall AAID. The first driver, human capital, is the preeminent determinant, and its development shall be high on the county agenda to drive the needed positive and progressive change. A strong and successful human development program will propel the other two key drivers: (i)

macroeconomic stability and growth; and (ii) environmental sustainability. A competent and healthy population will create an enabling environment that attracts private sector investments. This will lead to the expansion of both public and the private sector enterprises, the creation of jobs for a largely youthful population, and an increment in Liberia’s gross domestic product and income. Additionally, a learned and productive population will be environmentally conscious to ensure that socio-economic

developments are environmentally friendly and sustained, especially as it relates to climate change adaptation. For effectiveness and more significant impact, the three drivers should be enhanced through the practice of good governance. This calls for strong public sector institutions capable of prudent policymaking, developing regulations, constructing and maintaining national infrastructures. The realization of this noble vision for change depends greatly on what happens at the county level.

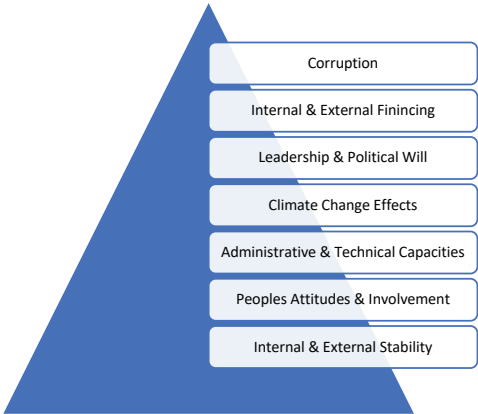
6.3. Risks Mitigation and Management

6.3.1. Origin of Possible Risks and Risk Factors

Several risks and constraints could possibly derail the implementation of the CDA and frustrate efforts toward generating rapid, inclusive, and sustainable growth and development. These risks usually come from four

possible sources: (i) within the county; (ii) national and sub-national policies and institutions; (iii) the international donor community; and (iv) natural causes. The major risk factors, which must be guided against and managed effectively to ensure the successful implementation of the CDA, are shown in Figure 8.

Figure 8: Potential Risks Factors



6.3.2. Managing Potential Risks

Effective risk management is an ongoing process that requires proactive identification, assessment, and mitigation strategies. Risk management is essential to balance

risks, constraints and opportunities to ensure successful implementation of the CDA. It is important to regularly revisit and refine the adopted strategy and approach as circumstances evolve. The consequences could be significant if risks are not properly managed during the CDA implementation stage. Poor

risk management can lead to financial setbacks, cost overruns, budget deviations, or resource wastage and eventual project failure. Failing to adequately address potential risks could harm Bomi County officials' reputation, leading to negative

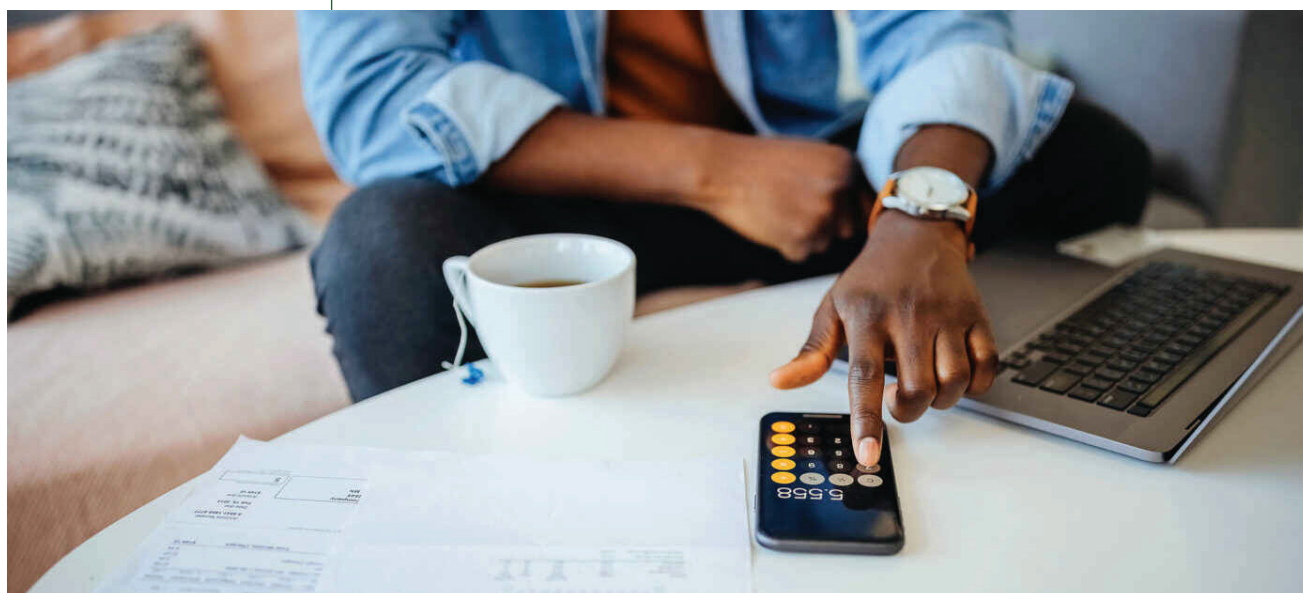
publicity, people dissatisfaction, disrupted program timelines, or program/project failures. The required actions to mitigate the identified risks are listed in Table 10 below.

**Table 10: Risk Mitigation Actions**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Corruption</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <ul style="list-style-type: none"> <li>• Ensure swift investigation and prosecution of alleged corruption cases.</li> <li>• Implement the CDA with a high level of transparency and accountability.</li> <li>• Establish a whistleblower and other reward and deterrence program for the CDA implementation.</li> </ul>                                                                                                                                                                                                                                                |
| <b>Internal and External Financing</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>• Take a strategic approach to donors' fundraising, such as organizing a donor conference for the CDAs.</li> <li>• Ensure all development activities (governmental and non-governmental) in the county are channeled through the CDA and apply their funding against the CDA budget.</li> <li>• Ensure effective implementation of the CDAs and share positive monitoring and evaluation reports with development partners and donors.</li> <li>• Explore creative and sustainable revenue generation in the county.</li> </ul> |
| <b>Leadership or Political Will</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <ul style="list-style-type: none"> <li>• The national development plan implementation unit should leverage the coordination mechanisms for the development plan formulation to support increasing and maintaining stronger political will and leadership</li> </ul>                                                                                                                                                                                                                                                                                                    |
| <b>Climate Change</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <ul style="list-style-type: none"> <li>• Construct infrastructure that can withstand climate shocks (e.g., floods, rising sea levels) and develop an early warning system and community-based disaster preparedness mechanisms.</li> <li>• Provide Farmers with awareness training on the effect of climate change on agriculture to enable climate-change-resistant and environmentally friendly farming</li> </ul>                                                                                                                                                   |
| <b>Technical and Administrative Capacities</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>• Based on the results of an adequate countywide capacity needs assessment of administrative and technical staff, plan and execute appropriate capacity-building interventions</li> </ul>                                                                                                                                                                                                                                                                                                                                       |
| <b>People's Involvement and Ownership</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <ul style="list-style-type: none"> <li>• Continue to create awareness for the CDA implementation.</li> <li>• Ensure cross-representation of stakeholders in the CDA implementation unit and open CDA periodic monitoring and evaluation meetings to the public</li> </ul>                                                                                                                                                                                                                                                                                              |
| <b>Internal and External Stability</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>• The GoL should ensure good governance and other positive governance programs to reduce the risk of internal instability.</li> <li>• The local government should strictly adhere to the public financial management laws to effectively utilize the available resources for the implementation of CDA.</li> <li>• Increase security and the rule of law to protect investors, businesses, and the people of Bomi.</li> </ul>                                                                                                   |



# PART 7: FINANCING THE CDA AND RESOURCE MOBILIZATION



## 7.1. Financial Requirements for Implementing the CDA

The minimum amount needed to finance the Bomi Development Agenda is approximately US\$ 37,002,000 (Thirty-Seven Million Two Thousand United States Dollars) over the planned period. The mobilized funds shall be allocated against the six pillars as shown in Table 11, with the detailed annual breakdown by

program shown in Annex VI. Mobilizing funds effectively from the possible sources and efficiently managing the required funding envelope constitute significant challenges to public and private sector actors in implementing the CDA..

**Table 11: Minimum Financial Requirements to Finance the CDA Per Pillar (in Thousands of US\$)**

| PILLARS                        | TOTAL  | 2025  | 2026  | 2027  | 2028  | 2029  |
|--------------------------------|--------|-------|-------|-------|-------|-------|
| Economic Transformation        | 7,425  | 595   | 1,540 | 1,930 | 1,855 | 1,505 |
| Infrastructure Development     | 10,300 | 1,595 | 2,190 | 2,555 | 2,190 | 1,770 |
| Rule of Law                    | 3,000  | 185   | 930   | 780   | 780   | 325   |
| Governance and Anti-Corruption | 2,067  | 260   | 545   | 565   | 503   | 194   |
| Environmental Sustainability   | 1,350  | 140   | 375   | 380   | 360   | 95    |
| Human Capital Development      | 12,860 | 2,395 | 2,800 | 3,045 | 2,845 | 1,775 |
| Total                          | 37,002 | 5,170 | 8,380 | 9,255 | 8,533 | 5,664 |

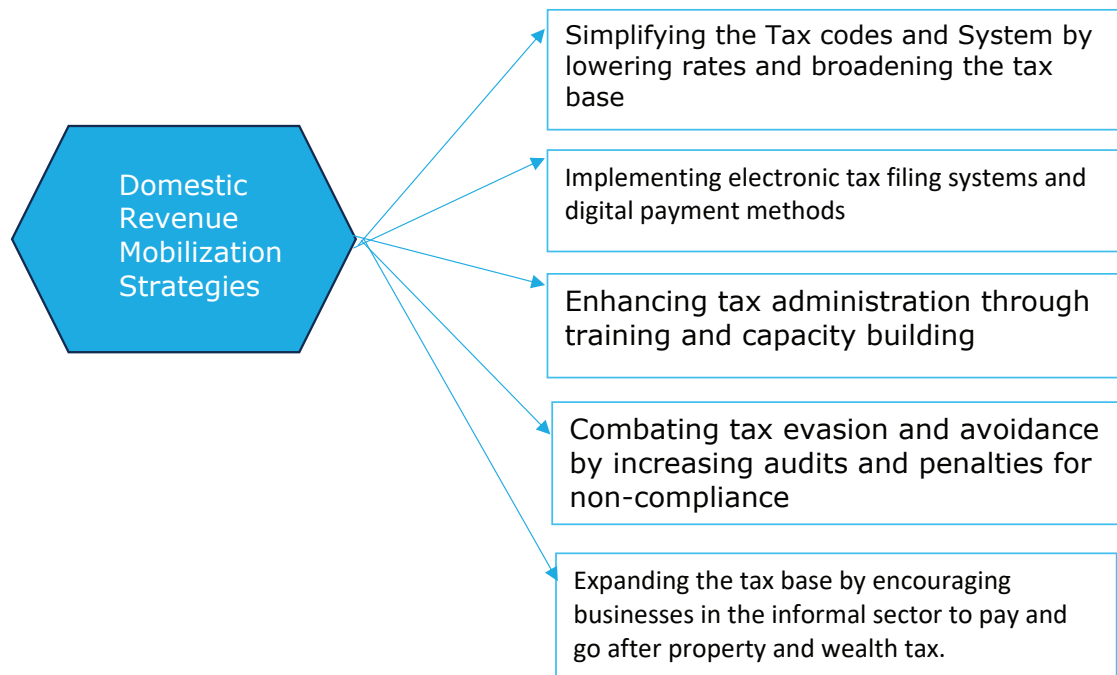
## 7.2. Sources of Funds to Support the CDA Implementation

### 7.2.1. The Liberian Government

Each year, Central Government shall allocate to counties between 3-5 million United States dollars in the national budget during the planned period, based on population size and the comparative advantage in a particular strategic sector within the county. The central government's allocation includes but is not limited to the "County Development Fund" and the "Social Development Fund," which have been the sources of funding for county development prior

to the 2025 - 2029 CDAs. Both central and local governments shall enhance their respective domestic public resource mobilization strategies and approaches to meet the annual budgetary requirements of the county. Figure 9 illustrates effective strategies available to increase domestic revenue. If it becomes necessary, a well-managed domestic borrowing program shall be instituted and executed through loans from domestic banks, and/or the issuance of bonds to supplement domestic revenue.

**Figure 9: Effective Strategies for Mobilizing Domestic Revenue**



### 7.2.2. Other Major Sources

Additional funds are certainly needed to supplement the domestic revenue mobilized in support of the national budget if the county programs and projects contained in this agenda are to be adequately funded. The additional funds needed shall be mobilized by tapping into various other sources, including the following:

#### 1. International Development

**Cooperation:** Grants, low-cost interest loans, technical assistance, and concessionary interest loans shall be negotiated and secured by Official Development Assistance (ODA) through several regional and global sources. Notably from multilateral development institutions (MDIs) like the European Union (EU), International Bank for Reconstruction and Development (IBRD/World Bank), International Monetary Fund (IMF), African Development Bank (AfDB), and the ECOWAS Bank for Investment and Development (EBID), etc. Financing shall also be sought from Liberia's international development partners. The last, but not insignificant, sources to support the overall national budgetary requirements to finance the CDA in the county are national and international non-governmental organizations (NGOs) and philanthropic organizations, mainly through grants and donations.

#### 2. Private Sector Investment:

Effective Public-Private Partnership (PPP) arrangements shall be pursued, nurtured, and facilitated, building business collaboration and partnership between central or county governments on one side and private sector actors, particularly Liberian actors, on the other side. The National Investment Commission (NIC) shall put in place appropriate policies to attract private sector funds aimed at funding approved projects in the CDA. The GOL shall take the necessary steps to ensure the availability of a skilled and productive workforce to man private sector enterprises.

#### 3. Innovative Financing:

Concerted efforts shall be made to explore new innovative financial instruments to finance the CDA. Sources such as green bonds, social impact bonds, and diaspora bonds can attract investment funds for specific projects, which should be explored as best as possible. Climate financing, specifically aimed at addressing climate change, from the Green Climate Fund (GCF) and remittances sent back home by citizens of Bomi working outside of the county and/or out of Liberia shall be explored equally.

### 7.3. Resource Mobilization Framework and Strategy

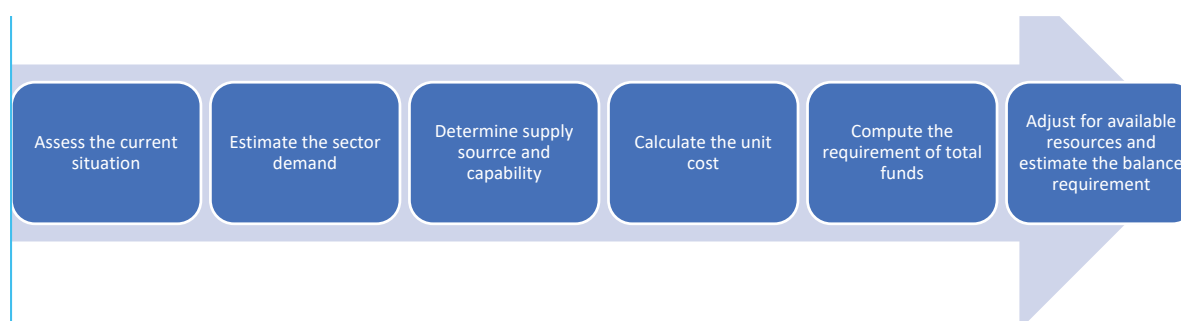
The overarching goal of the Resource Mobilization Strategy is to mobilize adequate and quality resources to carry out the programs and projects outlined in the Bomi Development Agenda, and to situate the process on a pathway to sustainable financing and enhanced impact. To get maximum results from the adopted resource mobilization efforts, a mixture of smart policies and strategies shall be used, including the revenue-sharing formula in the LGA. Various avenues such as grants, donations, corporate sponsorships, and government subsidies shall also be explored. GOL shall establish and maintain strong relations with donors, partners, and stakeholders, keeping regular communication and engagements to build trust and long-term support, as an integral part of the strategy.

1. Strengthening partnerships
2. Capacity building in fundraising, project management, and financial management

3. Robust monitoring and evaluation systems to track the use of funds and demonstrate impact
4. Innovative fundraising
5. Enhance transparency and accountability.

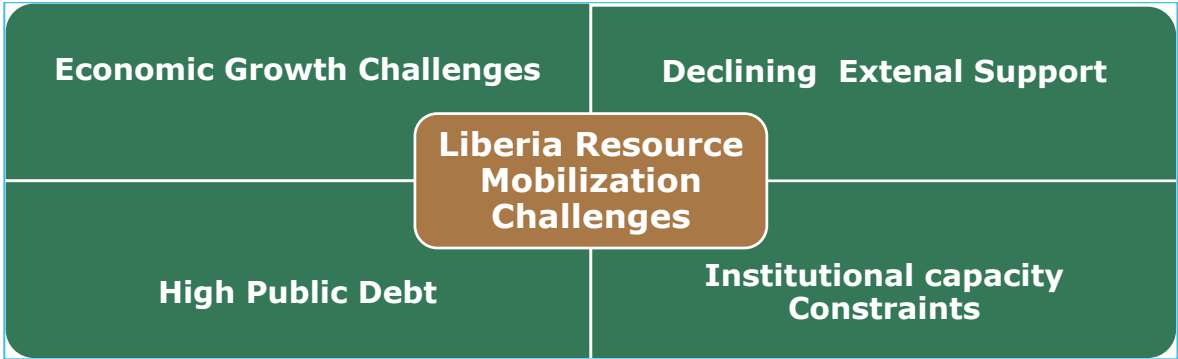
One of the critical required actions in formulating a resource mobilization strategy is estimating the resource needs for a particular sector. The main steps involved in resource mobilization are identification of resources and providers, mechanisms to receive resources, expanding relations with providers, proper use of resources, developing knowledge and skills, seeking new resources and ensuring institutional sustainability. A workable resource mobilization framework shall be put in place to guide the process of computing resources involving six successive steps as shown in Figure 10 below.

**Figure 10: Steps in Computing Needed Resources for the CDA**



The Government of Liberia's resource mobilization efforts have been faced with different challenges at home and abroad, which if not minimized, could derail the successful implementation of the Bomi County Development Agenda. The key challenges are presented in Figure 11 below.

Figure 11: Liberia’s Resource Mobilization Challenges



7.4. Managing Allocated Public Funds

Authorities and program managers shall ensure that the mobilized and allocated funds are managed responsibly and used efficiently, effectively and transparently. Capacities of relevant officers shall be built in the use of modern systems such as Financial Management Information Systems (FMIS) to track and manage expenditures. A simplified auditing and reporting system shall be put in place and a summary report on how

the funds were spent, prepared at the end of each year. Managing public funds comes with several challenges that can impact the efficiency and effectiveness of public financial management. These include corruption and misuse of funds, transparency and accountability, inadequate financial controls, limited expertise and capacity, and political pressure.

## PART 8: MONITORING AND EVALUATION



### 8.1. Rationale for Monitoring and Evaluation

The Local Government Act (LGA) 2018 of the Republic of Liberia outlines the legal framework that requires the county Government to develop and operationalize appropriate monitoring and evaluation systems. An effective M&E system is instrumental in tracking progress and in taking corrective actions if performance should fall below expected targets. The rationale is to ensure that the policies, projects, and programs outlined in the CDA are successful and impactful. In addition, the M&E system serves as a vital tool in providing stakeholders with a regular flow of information throughout the implementation of the CDA. This ensures continuity, transparency and the detection of changes in the status and utilization of resources allocated to CDA priority areas. The exercise will indicate whether the resources spent on

implementing CDA investment programs and projects lead to the intended outcomes, impacts, and benefits for the county's citizens.

Beneficiaries play a crucial role in monitoring and evaluation (M&E) as they are the individuals or communities directly affected by the project or program being assessed. The involvement of beneficiaries in the monitoring and evaluation process is essential for several reasons: accountability, validation, empowerment, learning, resistance and disengagement. They are the ultimate recipients of the services or interventions the project or program provides. Their experiences and feedback offer valuable insights into the success or challenges of the initiative. Involving beneficiaries in M&E activities helps



ensure that programs and projects meet their needs and address their concerns. This allows program managers and evaluators to gain insights into the impact of the program or project on their lives and livelihoods, identify areas for improvement, and ensure that programs are responsive to the needs of the people they aim to serve.

A major output of the M&E exercise shall be the county's quarterly and annual progress reports, indicating

progress made in achieving stipulated development goals and targets, and challenges encountered. To ensure that monitoring of the CDA is effective, the process should focus on results that will identify progress and areas needing improvement in achieving the intended results of the CDA. A clear framework including clear and appropriate indicators, baseline data, and realistic targets should be used. A second major output is the evaluation report on CDA deliverables, outcomes, and impact.

## 8.2. Responsibility for Monitoring and Evaluation

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As per the Local Government Act, Bomi County is responsible for implementing its County Development Agenda and Action Plan. Therefore, with the support of the National M&E System based at the MFDP, Bomi County authorities will oversee the monitoring and evaluation of the CDA on the ground. The County Development Office will lead countywide monitoring and evaluation of CDA projects, coordinating with M&E offices at sector MACs and County levels to collect periodic data for routine monitoring. The Ministry of Finance and Development Planning (MFDP) is the leading agency responsible for coordinating monitoring and evaluation (M&E) activities across all sectors. MFDP shall use the established M&E methodologies, ensuring consistent data collection and reporting, and

synthesizing information to inform policy decisions.

Monitoring and Evaluation at sector MACs, including those at the Ministries of Agriculture, Health, and Education, carry out M&E activities tailored to their respective sectors. Each MAC collects data, analyzes results, and reports findings to the MFDP. Local governments will lead M&E at the county level, supported by the national M&E system. Development partners and NGOs provide essential financial and technical support to ensure the effective implementation of M&E efforts.

Monitoring involves plotting progress in meeting implementation goals or measuring outputs and process.

## 8.3. Monitoring and Evaluation Dynamics

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Monitoring programs and projects of this CDA will therefore involve tracking resource allocation, utilization, and the delivery of goods and services. Evaluation, on the other hand, takes a broader perspective, determining if the course is the best one, or assessing overall outcome or impact. This process shall consist of making judgments about the CDA development programs and

projects before, during, and after their implementation. The assessment will include a systematic and objective collection and analysis of data and information related to effectiveness, efficiency, relevance, sustainability, and impact on the target population in Bomi. The respective M&E dividends are shown in the following table.



**Table 12: Dividends of Monitoring and Evaluating the CDA**

| Monitoring the agenda shall                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Evaluating the agenda shall                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Provide justifications for resource allocation, improve service delivery, and demonstrate results for accountability.</p> <p>Assess progress towards achieving desired results and support management decisions by providing data for comparison of actual performance with the original intentions of policies, plans, programs, and projects.</p> <p>Provide program or project managers and other stakeholders with information on progress towards achieving the stated objectives.</p> <p>Provide regular feedback to enhance learning and improvements to the planning process and the effectiveness of interventions.</p> <p>Increase program or project accountability to funders, target population, and other stakeholders.</p> <p>Enable managers and staff to identify and reinforce initial positive results, strengths, and successes.</p> <p>Enable managers to make timely adjustments and take corrective actions to improve the program or project design, work plan, and implementation strategies to ensure successful implementation and sustainability.</p> <p>Evaluate conditions or situations affecting target groups among the citizens of Bomi as well as changes brought about by program or project activities guaranteeing the continued relevance of the project.</p> | <p>Provide decision-makers with vital information on the performance of development programs and projects.</p> <p>Identify strengths and weaknesses of development interventions thus enabling managers to improve future planning, service delivery, and decision-making.</p> <p>Assist program and project managers, staff, and other stakeholders in objectively and systematically assessing the relevance, effectiveness, and efficiency of activities considering specified objectives.</p> <p>Validate the results of initial assessments obtained from project monitoring activities.</p> <p>Determine the success of program interventions in terms of impact and sustainability of results.</p> <p>Help managers to thoroughly review and consider their programs and projects in relation to their goals and objectives and the means to achieve them.</p> <p>Generate detailed information about the program or project implementation process and results which could be used for public relations, fundraising, improving service delivery, and identifying ways to replicate interventions.</p> <p>Improve the learning process by documenting and explaining the causes of success or failure thus making future activities more relevant and effective.</p> |

#### 8.4. Targeted Indicators to Measure Success

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Critical elements of monitoring and evaluation are the targeted indicators that are measurable and achievable in terms of input, output, outcome, and impact. Input indicators are specific and time-bound statements that quantify the employed financial, human, and material resources in the implementation of programs and projects within the CDA. Output indicators determine the extent to which the allocated inputs have led to the desired outputs. During the planned

period, the level and magnitude of the changes that have occurred resulting from the execution of the CDA, shall be measured and the nature, form and substance of the outcome determined. The appropriate logical framework against which the CDA success would be measured and evaluated, and its impact on the lives of the people of Bomi would be assessed, shall be incorporated in the CDA M&E Framework to be developed at a later date.

#### 8.5. Data Collection and Analysis

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Data shall be gathered through surveys, case studies, interviews, observations, group assessments, questionnaires, expert and peer reviews, testimonials, photographs, videos, journal logs, document reviews, and analysis. The collected data shall be analyzed using

simple statistical methods and tools. A robust feedback system will be established to provide the county with high-quality and timely monitoring and evaluation information on the progress of development projects and programs.

#### 8.6. CDA Periodic Review Meetings

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Several review meetings shall be held and be guided by a well-crafted agenda to ensure productive committee meetings. Specifically, monthly meetings shall be held by district committees, quarterly meetings by the County Steering Committee, semi-annual meetings to be held by the National Steering Committee. The agenda will not only provide directions but will also keep the meeting within the allocated time. All efforts shall be exerted for productivity of the project management meetings, by ensuring clarity, prioritizing the topics, and promoting active participation. The

aim is to help participants stay focused and ensure practical discussions. Using a project management meeting agenda not only promotes efficiency but also fosters a sense of clarity and direction. It aids in keeping team members aligned, informed, and accountable for their respective roles, ultimately driving the project toward successful completion. Project committee review meetings serve as crucial checkpoints for project progress and decision-making.

#### 8.7. CDA Reporting Frequency

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In addition to the holding of review meetings, periodic reports will be prepared and submitted to the various steering committees. These reports shall allow all those involved to track the project's progress, identify risks early on, and manage the budget with greater visibility. Reporting increases visibility in all aspects of the project, including team performance, providing greater control for

the project manager to act on progress, stagnation, regression, team performance, or quality of work. Project reports also serve as sources of learning. Reporting is a process that requires completeness and accuracy, promoting thoroughness and ensuring all aspects of the project are covered. This includes a discussion of progress against the work plan and the development of a revised work plan.

For the purpose of this CDA, periodic M&E reports shall be generated along with annual progress reports. Generally, the reports will summarize efforts made that are related to mobilization, staffing, and progress on technical activities and results derived during the reporting period. The following reports shall be prepared:

1. **Monthly Report:** Summary of activities, tracking progress towards implementing the CDA and any immediate and rising issues.
2. **Quarterly Report:** Preliminary review and updates on the CDA's progress, outcomes, and emerging lessons and constraints. These reports indicate the status of implementation of the CDA delivery performance. Based on feedback obtained, priority will be given to the County Monitoring and Evaluation Units to ensure sufficient budget allocation for the effective and efficient delivery of M&E reports.
3. **Annual Report:** Comprehensive updates on the CDA's progress, outcomes, and emerging lessons and constraints. These reports indicate the status of implementation of the CDA delivery performance. Based on feedback obtained, priority will be given to the County Monitoring and Evaluation Units to ensure sufficient budget allocation for the effective and efficient delivery of M&E reports.
4. **Mid-term Evaluation Report:** Detailed review assessment of the CDA delivery status mid-way into its implementation stage with focus on assessing the progress of program implementation against planned activities. The mid-term report also covers an assessment of the progress made toward the achievement of program objectives and emerging lessons and constraints.
5. **End-Term Evaluation Report:** Detailed assessments of the CDA's impact, effectiveness, and sustainability. The final evaluation is focused on (a) assessing if the program met the stated goals and objectives; (b) the effectiveness of the technical approach; and (c) development of the overarching lessons learned from the project.

## PART 9: ANNEXES

### ANNEX I : County Council Resolution

**A RESOLUTION OF THE COUNTY COUNCIL OF BOMI COUNTY, REPUBLIC OF LIBERIA, VALIDATION AND APPROVAL OF THE COUNTY'S DEVELOPMENT AGENDA UNDER THE GOVERNMENT OF LIBERIA ARREST AGENDA FOR INCLUSIVE DEVELOPMENT (AAID) INITIATIVE:**

**WHEREAS**, The Government of the Republic of Liberia, through its Ministries of Finance and Development Planning and Internal Affairs, initiated a concerted scheme for the development and implementation of a County Development Agenda (CDA) within the constructs of the AAID;

**WHEREAS**, the aforementioned Ministries, along with designated participants, have worked diligently over several months engaging the appropriate actors, representatives and many citizens across the county to discern the developmental priorities and challenges of the county through data collection, focus groups and sectorial inputs;

**WHEREAS**, a participatory approach was used involving consultations with various stakeholders, including students, youth leaders, business communities, women's organizations, individuals with special needs, Civil Society Organizations, and local leaders, across different districts in the County and the County Legislative Caucus;

**WHEREAS**, these Ministries have reconvened with the county stakeholders, including the County Council to validate the analysis, findings, conclusions and recommendations contained in the draft CDA;

**WHEREAS**, the county development agenda of Bomi County has been developed in accordance with guidelines in the Local Government Act of 2018;

**APPRECIATING**, the Government of the Republic of Liberia commitment to allot an appropriate budgetary allocation, as well as to explore alternate funding sources to implement the County Development Agenda (CDA) to advance the development of the County's priority programs and projects;

**GIVEN**, that The County Council has been established by Law, and given the legislative authority to act in the interest of the developmental, economic and social welfare of the county and its citizen;

**NOW, THEREFORE, BE IT RESOLVED** by the County Council of Bomi County, Republic of Liberia that the Council:

**Article 1:** Validates, endorses and approves the 2025-2029 CDA containing high priority programs and projects across the six (6) developmental pillars to be implemented within the county over the next four years.

**Article 2:** Endorses and fully supports the goals of economic and social development, growth and vitality enhancing community life through participating and benefiting from development of said activity.



**Article 3:** Calls on the Central Government, Development Partners, private sector actors, NGOs and CBOs to be engaged with the implementation of the CDA.

**Article 4:** Encourages all residents of our county to involve themselves and participate in the full development and implementation of these critical projects.

**Article 5:** Directs all residents to actively support and cooperate with central government and county entities, and officials, local and international partners and all pertinent parties to develop, maintain and encourage the successful implementation of these vital projects for attaining economic and social growth and stability.

ADOPTED ON THIS 14<sup>th</sup> DAY OF November A.D. 2024,

Signed:

Name: Thomas Washington Sr

Signature [Signature]

Date signed Nov. 14, 2024

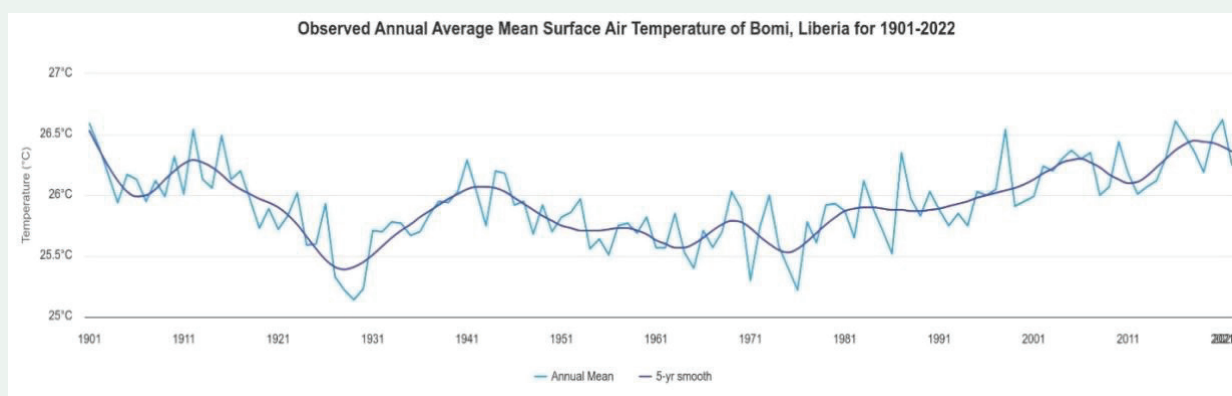
President of Council

Members of County Council

| Name                    | Representation | Residence   | Signature   |
|-------------------------|----------------|-------------|-------------|
| 1. Thomas Washington Sr | CSO-Bomi       | Senjah      | [Signature] |
| 2. Rachel B. Sali       | Women          | Senjah      | [Signature] |
| 3. Mohammed S. Dula     | Youth Group    | Suchu Mecca | [Signature] |
| 4. Sando G. John        | Elder          | Dowein      | [Signature] |
| 5. Jackson Z. Kanneh    | CHIEF          | Senjah      | [Signature] |
| 6. Frank Lablah         | Youth group    | Senjah      | [Signature] |
| 7. Konah Harris         | Chief          | Senjah      | [Signature] |
| 8. Kanneh Veronica W.   | CSOs           | Senjah      | [Signature] |
| 9. David & Tommy        | distable       | Senjah      | [Signature] |

## ANNEX II : Climate Change Trends and Circumstances in Bomi

**Figure12: Monthly Climatology Data for Bomi County, 1991 – 2020**



Source: <https://climateknowledgeportal.worldbank.org/country/liberia/trends-variability>

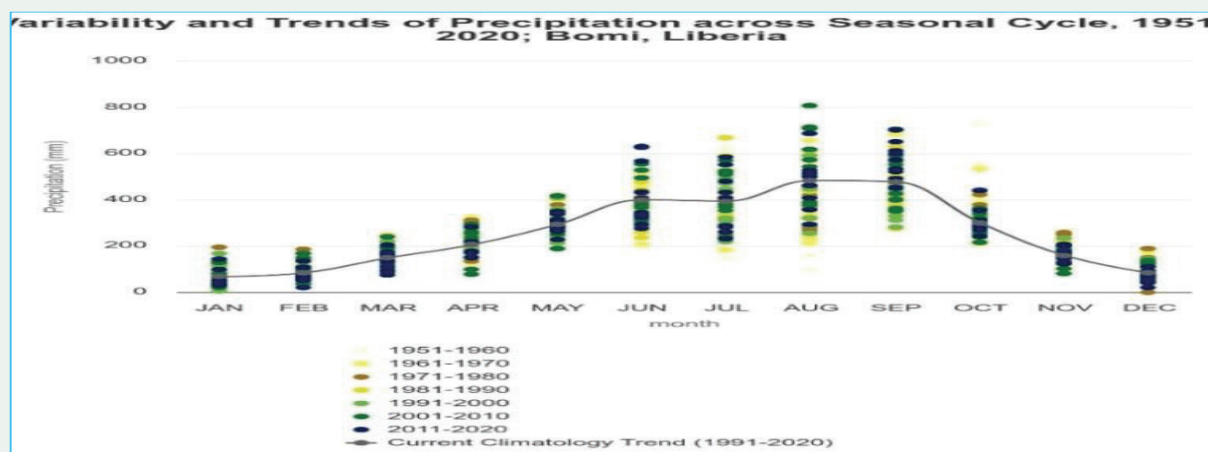
### Climate Change Circumstances

#### Monthly Climatology Data for Bomi County, 1991 – 2020

The annual average mean surface air temperature of Bomi County from 1901 to 2022, indicating yearly variations. There was 25.75 °C in 1901 and decreased to 25.47 °C in 2022. The highest observed annual average mean surface air temperature was recorded in 2016 (25.93 °C), while the lowest was in 1976 (24.47 °C). This suggests inter-annual variability and occasional temperature fluctuations in Bomi County indicate that the observed temperature was cooler than the reference year (1901).

#### Variability and Trend of Precipitation across Seasonal Cycle in Bomi County, 1951 – 2020

The precipitation variability and trends from 1951 to 2020 for Bomi County show that all months experienced climatic variability. The lowest precipitation was 0.3mm in December 1978 and the highest was 807.99mm in August 2010. July to September had the highest peak during the rainy season in Liberia. Precipitation increased from January to June, slowed until July, increased until September, then rapidly declined. Overall, the report highlights variability and trends in precipitation across all months from 1951 to 2020.



## Climate Change Hazards Identified at the Districts and County Levels Consultations

- Changing rainfall patterns – impacting agricultural yields
- Rising temperatures – leading to heat stress
- Storms – removing the roofs of many homes and causing damage to other infrastructure
- Inland floods – inundating entire communities and industrial centers
- Coastal flooding – affecting livelihoods, economic activities obstructing the free movement of the population

## Recommended Climate Change Adaptation and Mitigation Actions

- Consider the development of a county physical zoning plan to ensure informed land use mapping, siting of landfills, cemeteries, industrial zones, recreation areas, etc.
- Establishment of a county-level disaster emergency preparedness and response structure
- Strengthen the capacities of the National Fire Service, the FDA and the county administration to put in fire and flood surveillance and control measures
- Invest in exploring the feasibility for tourism at several proposed sites in Bomi County including Won-an Clan Waterfall, Dobli Island, and the improvement of Kpatawee Waterfalls.
- Ensure project planning decisions, project design, and construction methods must take into account the level of river flow, flood plains protection, wildfire hazards, and storms
- Build coping measures and adaptive capacities to erratic rainfall through provision of improved climate adapted varieties of crops
- Promote water conservation practices, investing in water storage infrastructure, and implementing measures to reduce water wastage.
- Develop and implement strategies for efficient water resource management, including rainwater harvesting, water conservation practices, and the construction of small-scale water storage systems and community bore holes.
- Prevent deforestation in hilly terrains to reduce soil erosion and sedimentation of water bodies (a case of Kpatawee Waterfalls).

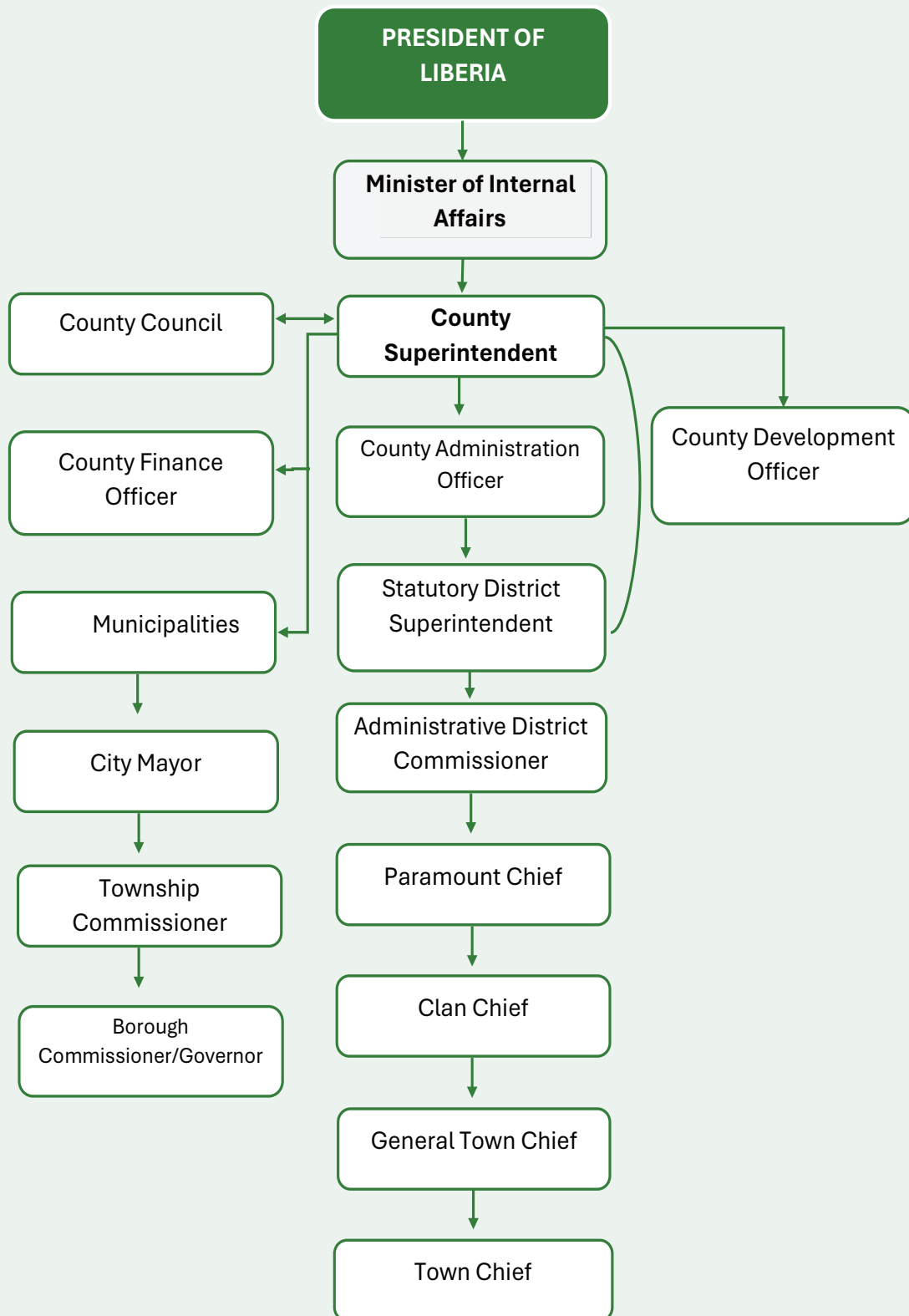


### ANNEX III : Detailed Socio-Economic Situation in Bomi County

| Factors                        | Descriptions / Definitions                                                                                                                                                         | County |        | National   |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------|------------|
|                                |                                                                                                                                                                                    | Female | Male   | National   |
| Population                     |                                                                                                                                                                                    |        |        |            |
| Population                     | The total number of people.                                                                                                                                                        | 65,131 | 68,574 | 5,250, 187 |
|                                |                                                                                                                                                                                    | 48.7%  | 51.3%  | 100%       |
| <b>2. Employment</b>           |                                                                                                                                                                                    |        |        |            |
| Employment Rate                | The proportion of working-age people employed in an economy                                                                                                                        | 28,596 |        | 1,307,872  |
|                                |                                                                                                                                                                                    | 24.1%  |        | 27.8%      |
| Agricultural Employment Rate   | The percentage of households engaged in agriculture                                                                                                                                | 32%    |        | 30.2%      |
| Informal Employment Rate       | The percentage of the workforce outside of the formal employment system                                                                                                            | 85.8%  |        | 79.9%      |
| Vulnerable Employment Rate     | The percentage of the workforce employed on their own accounts or working as a contributing family worker for either the family farm or the household's non-agricultural business. | 86.2%  |        | 79.5       |
| Absolute Poverty Rate          | The percentage of the population who cannot meet their minimum food and non-food needs                                                                                             | 64.3%  |        | 50.9%      |
| Extreme Poverty Rate           | The percentage of the population whose total food and non-food consumption fall below the minimum food requirements of 2400 kilocalories per day                                   | 22.2%  |        | 16.5%      |
| Food Poverty Rate              | The percentage of the population who cannot meet their basic food needs. The minimum benchmark for those food needs is established through a food poverty line.                    | 44.8%  |        | 39.1%      |
| <b>3. Education</b>            |                                                                                                                                                                                    |        |        |            |
| Literacy Rate                  | The percentage of the population (5 years and above) who cannot read and write a simple sentence in any language                                                                   | 52,767 |        | 2,447,612  |
|                                |                                                                                                                                                                                    | 51.3%  |        | 59.9%      |
| Illiteracy Rate                | The percentage of the population (5 years and above) who can read and write simple English in any language and over 5 years.                                                       | 50,158 |        | 1,638,019  |
|                                |                                                                                                                                                                                    | 48.7%  |        | 40.1%      |
| High School Completion Rate    | Percentage of students who complete upper basic and secondary education / senior secondary education                                                                               | 22,389 |        | 1,147,629  |
|                                |                                                                                                                                                                                    | 17.8%  |        | 23.2%      |
| Primary School Completion Rate | Percentage of students who complete lower basic secondary education                                                                                                                | 30,075 |        | 1,189,418  |
|                                |                                                                                                                                                                                    | 23.9%  |        | 24%        |
| TVET                           | Number of students who complete a Technical / Vocational Education and Training (TVET) program                                                                                     | 214    |        | 11,871     |

| Factors                                                   | Descriptions / Definitions                                                                                                 | County |        | National                        |
|-----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|--------|--------|---------------------------------|
|                                                           |                                                                                                                            | Female | Male   | National                        |
| College / University                                      | Number of enrolled students who complete a four-year college                                                               | 3,014  |        | 215,766                         |
|                                                           |                                                                                                                            | 2.4%   |        | 4.3%                            |
| <b>4. Health</b>                                          |                                                                                                                            |        |        |                                 |
| Fertility                                                 | The average number of children born to women during their reproductive years                                               | 4.2    |        | 4.2                             |
| % of Children who receive all basic vaccination           | The percentage of children who took all the vaccines needed from 0 – 1 year old.                                           | 57%    |        | 51%                             |
| % of children who receive all age-appropriate vaccination | The percentage of children who receive all the vaccines needed from 0 – 5-year-old.                                        | 53%    |        | 39%                             |
| Access to Insecticide Nets                                | The percentage of the population who has access to treated mosquito nets.                                                  | 44%    |        | 40%                             |
| % Hospital Births                                         | The percentage of births in a medical facility.                                                                            | 79%    |        | 80%                             |
| % of birth assisted by a skilled health provider          | The percentage of women, who give birth outside of a health center but assisted by a health professional, nurse, or doctor | 84%    |        | 84%                             |
| Maternal Mortality                                        | The number of maternal deaths divided by the number of live births multiplied by 100,000                                   | 1199   |        | 854 deaths per 100,000 births   |
| Infant Mortality                                          | The probability of an infant dying between births and age one. This is expressed per 1,000 live births                     | 53     |        | 63 deaths per 1000 births       |
| Under-5 Mortality                                         | The probability of a child dying between birth and exact age of five. The rate is expressed per 1,000 children.            | 84     |        | 93 deaths per every 1000 births |
| <b>5. Sex and Gender Based (SGB)</b>                      |                                                                                                                            |        |        |                                 |
| Household Heads Distribution                              | Percentage households headed by either gender                                                                              | 15,583 | 23,016 | 1,187,514                       |
|                                                           |                                                                                                                            | 40.4%  | 59.6%  | 100 %                           |
| Domestic Violence Rate                                    | Percentage of the female population that experience physical or mental abuse.                                              | 41%    |        | 55%                             |
| Sexual Based Violence Rate                                | Percentage of the female population that experience physical or mental abuse. That experience physical and sexual abuse    | 13%    |        | 9%                              |
| Female Genital Mutilation (FGM)                           | The percentage of women who practice FGM                                                                                   | 63%    |        | 38%                             |

## ANNEX IV : County Government Organogram



## ANNEX V : Importance of the LGA and Relevant Provisions for Strengthening Local Governance

While upholding the constitutional affirmation that Liberia is a unitary state, the Local Government Act of 2018 establishes a framework for local governance in Liberia. The Act empowers local authorities to manage their affairs, deliver services, and engage citizens in the democratic process, ultimately aiming to foster development and improve the quality of life for all Liberians. The 2018 Act provides a framework for citizens' participation in governance and ensures more equitable decision-making regarding natural resources. More importantly, the Act promotes local ownership and accountability for decisions affecting communities. This legislation empowers citizens to tackle long-standing socio-political issues, including inequality and poverty.

### Powers of Local Governments in Liberia

The 2018 Act provides for the devolution of certain administrative, fiscal and political powers from national to local governments. Among the specific powers delegated to local governments by the Act are:

**Local Administration:** Responsible for the overall management and development of their respective jurisdictions, including counties, cities, and districts.

**Service Delivery:** Manage and deliver essential services such as education, healthcare, roads, and utilities, tailored to the specific needs of their communities.

**Revenue Generation:** Authority to raise local revenues and manage budgets to support their operations and development initiatives.

**Local Policy Implementation:** Tasked with implementing national policies at the local level and formulating local policies and laws that align with national legislation.

**Monitoring and Oversight:** Monitor the performance of institutions providing services in their areas and oversee the implementation of central government projects.

**Community Representation:** Represent local interests in dealings with the central government and advocate for the needs and concerns of their communities.

**Promotion of Good Governance:** Expected to promote good governance practices, including transparency, accountability, and citizen participation in local administration.

Local governments accordingly play crucial roles in development, impacting various aspects of community and regional growth. Local governments serve as the primary interface between citizens and the state, facilitating access to essential services and fostering community engagement. This level of governance can bring the government closer to the governed and facilitate service provision for the people. It can facilitate inclusion and provides mechanisms for the engagement of the citizenry in the process of socio-political and economic development. Among the key roles and impacts of local governments are:

- 1. Economic Development:** Local governments can stimulate economic growth by creating favorable conditions for businesses, providing infrastructure, and offering incentives for investment. They often collaborate with private and civic sectors to boost local economies.
- 2. Community Development:** By engaging with residents and encouraging community participation, local governments can address local needs more effectively. This includes improving public services, building small-scale infrastructure, and enhancing livelihoods.
- 3. Sustainable Development:** Local governments are pivotal in implementing policies to combat climate change and promote sustainability. They develop and enforce regulations that protect the environment and promote sustainable practices.

4. **Social Welfare:** Local governments often manage social services such as healthcare, education, and housing. By tailoring these services to the specific needs of their communities, they can improve overall quality of life.
5. **Public Participation:** Encouraging citizen involvement in decision-making processes helps ensure that development projects meet the actual needs of the community. This participatory approach can lead to more effective and accepted policies.

This localized approach not only empowers communities to participate in decision-making processes but also strengthens the social contract between the state and its citizens, promoting accountability and transparency. Furthermore, local governments can become instrumental in mobilizing domestic resources, as evidenced by the revenue generated from CSCs, which can be reinvested into local development initiatives. By implementing policies such as the Revenue Sharing Act, local governments can retain a portion of generated revenues, ensuring that resources are allocated to meet the specific needs of their communities. Additionally, local governments can utilize their power to generate revenue. Ultimately, the effectiveness of local governance is vital for achieving sustainable development, as it fosters inclusive participation, enhances service delivery, and promotes local economic growth, all of which are essential for building resilient and thriving communities.

### Relevant Provisions

Liberia has made significant progress on local governance and putting in place a legal foundation for decentralization over

the last few years. The establishment of County Councils (CCs) and the support for building local government capacities are aimed at enhancing the effectiveness of local governance and ensuring that local authorities can fulfill their responsibilities. The LGA established a clearer pathway for decentralization in Liberia, reinforcing the nation's commitment to local governance. Other actions include the formation of the Inter-ministerial Committee on Decentralization (IMCD) to address current and emerging challenges.

While there is progress in the implementation of Liberia's Local Government Act), several key provisions are necessary to strengthen the performance of local governments and decentralization in Liberia. These provisions are critical to ensuring a more decentralized, inclusive, and accountable system of local governance in Liberia, with increased capacity for local development planning and fiscal management. Synthesis of the significance and major contributions of these key provisions are as follows:

1. **Establishment of Local Government Structures:** The effectiveness of the decentralization and local governance agenda requires effective structures at the local level to drive policy formulation and implementation, as well as to coordinate with central government while also serving the needs of the constituents. In this regard, it is imperative that the organs of the local government act be established and empowered for delivery. The bodies to be created for each county include Constitution of County Councils, Sub-County Advisory Councils, County Administrations, District Administrations, Chiefdom Administrations,

Clan Administrations, Town Administrations, and Municipal Councils and Administrations.

2. **Fiscal Decentralization:** Another area where the local governance must be strengthened is power to tax and manage resources. Amending the Public Financial Management Law to enable fiscal decentralization is key. There has been some progress in this area as local governments are now allowed to keep 40% of the revenue collected through the County Service Centers. However, there will be a need to go beyond this to ensure true fiscal decentralization empowering local governments with the authority to levy, collect and manage their own tax revenues. To ensure success, it will be important to establish a local government fiscal and financial management framework, constitute a local government fiscal board, organize county and municipal finance offices, as well as develop a framework for mobilizing and coordinating external resources. In short, there is a need for instruments to strengthen the capacity of local government with respect to financing.
3. **Development Planning and Management:** Local governments are critical elements of the development process. It is the level of governance that is closer to the people and the first level of service delivery. As such, it is important that they have the capacity for development planning and management, including ensuring that each has a development planning and management unit with the capacity for formulating and implementing county economic development plans, including local government development agendas at the county and municipal levels. This will require robust programs to build and strengthen the capacity of local governments in the areas of strategy formulation, policy making and implementation, as well as planning. A key element in the process of upgrading the capabilities of local governments will include proper organization of local governments with the establishment of critical departments for Planning, Revenue and Budget; Administration and Personnel; and Health and Social Welfare at the county level.
4. **Inclusiveness and Accountability:** The effectiveness of the local governments in Liberia over the long term will depend on their ability to be inclusive and to be accountable. It will be necessary to ensure that local government structures and decision-making include women, youths, and people with disabilities. This will require a policy framework to ensure inclusivity, including developing gender policies at the county level. Also, transparency and accountability are key to ensuring successful prosecution of the development agenda at the local level. There must be transparency and accountability in decision-making and in local government management and operations.



**ANNEX VI : Minimum Required Funding to Execute the CDA (in Thousands of US\$)**

| Pillars /Programs                                                   | Total  | 2025  | 2026  | 2027  | 2028  | 2029  |
|---------------------------------------------------------------------|--------|-------|-------|-------|-------|-------|
| Economic Transformation                                             | 7,425  | 595   | 1,540 | 1,930 | 1,855 | 1,505 |
| Strategic Policy 2: Labor and Employment                            | 525    | 20    | 25    | 250   | 30    | 200   |
| Program 5: Decent Jobs Environment                                  | 525    | 20    | 25    | 250   | 30    | 200   |
| STRATEGIC POLICY 3: COMMERCE AND INDUSTRY                           | 2,645  | 225   | 525   | 550   | 620   | 725   |
| Program 6: Economic diversification and value addition              | 795    | 100   | 300   | 125   | 120   | 150   |
| PROGRAM 7: Business Enabling Environment                            | 1,850  | 125   | 225   | 425   | 500   | 575   |
| Strategic Policy 4: Agriculture and Fisheries                       | 2,845  | 170   | 650   | 825   | 850   | 350   |
| Program 8: Food and Cash Crop Production                            | 1,370  | 70    | 300   | 450   | 400   | 150   |
| Program 9: Livestock and Poultry Production                         | 1,075  | 50    | 275   | 300   | 350   | 100   |
| Program 10: Fish Production                                         | 400    | 50    | 75    | 75    | 100   | 100   |
| Strategic Policy 5: Mineral Resource Management                     | 230    | 50    | 40    | 55    | 55    | 30    |
| Program 11: Extractive Industry                                     | 230    | 50    | 40    | 55    | 55    | 30    |
| Strategic Policy 6: Tourism, Culture and Creative Economy           | 1,180  | 130   | 300   | 250   | 300   | 200   |
| Program 12: Tourism Development, Branding and Marketing             | 730    | 80    | 200   | 150   | 200   | 100   |
| Program 13: Culture and Creative Economy                            | 450    | 50    | 100   | 100   | 100   | 100   |
| Infrastructure Development                                          | 10,300 | 1,595 | 2,190 | 2,555 | 2,190 | 1,770 |
| STRATEGIC POLICY 7: ROADS AND BASIC INFRASTRUCTURE                  | 5,250  | 900   | 1050  | 1200  | 1200  | 900   |
| Program 14: Road Networks and Safety                                | 5,250  | 900   | 1,050 | 1,200 | 1,200 | 900   |
| Strategic Policy 8: Transport and Logistics                         | 575    | 75    | 110   | 180   | 130   | 80    |
| Program 15: Transport Services and Safety                           | 575    | 75    | 110   | 180   | 130   | 80    |
| Strategic Policy 9: Water and Sewage                                | 1,500  | 170   | 305   | 375   | 360   | 290   |
| Program 16: Water Resource and Sewage Management                    | 1,500  | 170   | 305   | 375   | 360   | 290   |
| Strategic Policy 10: ENERGY                                         | 1,400  | 250   | 300   | 350   | 250   | 250   |
| Program 17: Energy Resource Development and Management              | 1,400  | 250   | 300   | 350   | 250   | 250   |
| Strategic Policy 11: Communication Technologies and Digital Economy | 850    | 150   | 200   | 300   | 100   | 100   |
| Program 20 National ICT Eco-System and Digital Societies            | 850    | 150   | 200   | 300   | 100   | 100   |
| Strategic Policy 12: Housing Development                            | 725    | 50    | 225   | 150   | 150   | 150   |
| Program 21: Modern and Affordable Housing Opportunities for All     | 725    | 50    | 225   | 150   | 150   | 150   |
| Rule of Law                                                         | 3,000  | 185   | 930   | 780   | 780   | 325   |
| STRATEGIC POLICY 13: JUSTICE AND HUMAN RIGHTS                       | 900    | 85    | 230   | 230   | 230   | 125   |
| Program22: Justice Policy Reform and Decentralization               | 900    | 85    | 230   | 230   | 230   | 125   |
| Strategic Policy 14: Public Safety and National Defense             | 2,100  | 100   | 700   | 550   | 550   | 200   |
| Program 24: Public Safety Readiness                                 | 2,100  | 100   | 700   | 550   | 550   | 200   |
| Governance & Anti-Corruption                                        | 2,067  | 260   | 545   | 565   | 503   | 194   |

| Pillars /Programs                                                        | Total  | 2025  | 2026  | 2027  | 2028  | 2029  |
|--------------------------------------------------------------------------|--------|-------|-------|-------|-------|-------|
| Strategic Policy 15: Transparency and Accountability                     | 454    | 95    | 175   | 90    | 55    | 39    |
| Program 27: Sustainable Democratic Governance Reform                     | 454    | 95    | 175   | 90    | 55    | 39    |
| Strategic Policy 16: Public Administration                               | 1,613  | 165   | 370   | 475   | 448   | 155   |
| Program 28: Land Governance and Management                               | 773    | 50    | 160   | 225   | 273   | 65    |
| Program 29: Public Service Decentralization                              | 590    | 65    | 160   | 200   | 125   | 40    |
| Program 30: Peace and Reconciliation                                     | 250    | 50    | 50    | 50    | 50    | 50    |
| Environmental Sustainability                                             | 1,350  | 140   | 375   | 380   | 360   | 95    |
| Strategic Policy 18: Climate Change                                      | 1,350  | 140   | 375   | 380   | 360   | 95    |
| Program 34: Forestry, Ecosystem Conservation and Restoration             | 395    | 30    | 75    | 130   | 135   | 25    |
| Program 35: Renewable Energy                                             | 630    | 60    | 200   | 175   | 175   | 20    |
| Program 36: Solid Waste Management                                       | 325    | 50    | 100   | 75    | 50    | 50    |
| Human Capital Development                                                | 12,860 | 2,395 | 2,800 | 3,045 | 2,845 | 1,775 |
| Strategic Policy 19: Education                                           | 6,505  | 1550  | 1550  | 1400  | 990   | 1015  |
| Program 37: Educational Institution Management                           | 3,075  | 500   | 600   | 650   | 675   | 650   |
| Program 38: Teacher Capacity                                             | 2,150  | 700   | 650   | 500   | 150   | 150   |
| Program 40: Student Learning Capacity                                    | 1,280  | 350   | 300   | 250   | 165   | 215   |
| Strategic Policy 20: Health System                                       | 4,970  | 650   | 950   | 1320  | 1500  | 550   |
| Program 43: Health Sector Reform                                         | 790    | 150   | 350   | 120   | 120   | 50    |
| Program 43: Health Services                                              | 7,200  | 500   | 1500  | 2000  | 2200  | 1000  |
| Strategic Policy 21: Water, Sanitation and Hygiene                       | 700    | 100   | 150   | 150   | 200   | 100   |
| Program 46: Sanitation and Hygiene                                       | 700    | 100   | 150   | 150   | 200   | 100   |
| Strategic Policy 22: Inclusive Social Development                        | 685    | 95    | 150   | 175   | 155   | 110   |
| Program 49: Inclusive Integrated Social Protection and Welfare Services: | 425    | 50    | 100   | 125   | 100   | 50    |
| Program 51: Inclusive Youth Empowerment                                  | 260    | 45    | 50    | 50    | 55    | 60    |
| Total                                                                    | 37,002 | 5,170 | 8,380 | 9,255 | 8,533 | 5,664 |



# **BOMI COUNTY**

County Development Agenda (CDA)  
2025-2029