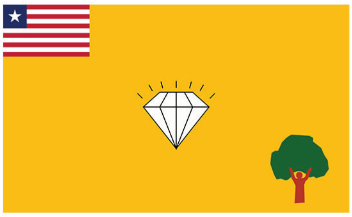
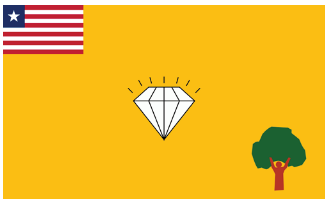
REPUBLIC OF LIBERIA



GBARPOLU COUNTY DEVELOPMENT AGENDA

GBARPOLU COUNTY
2025-2029



GBARPOLU COUNTY

County Development Agenda (CDA)

2025-2029

MESSAGE FROM THE SUPERINTENDENT

Fellow citizens of Gbarpolu County, it is with deep honor and a sense of responsibility that I address you as your Superintendent. I address you not just as a fellow son of this soil but as someone deeply committed to the growth and well-being of every family, every youth, and every elder in our beloved county. Our shared journey has not been without challenges, but our strength and resilience shine through when we work together to overcome them. Today, our county stands at a critical juncture, and I am committed to working with you toward achieving the ARREST Agenda for Inclusive Development and a sustainable future for all.

My vision for Gbarpolu County is rooted in sustainable development, unity, and opportunity for all. From our lush forests to our fertile lands, we possess the resources and talent needed to uplift our communities and create a future filled with promise. However, for actual progress to be realized, we must focus on a few key pillars:

1. Education for All: The future of Gbarpolu County depends on the education of our children. By investing in modern schools, training more teachers, and providing resources for students, we can ensure that every child, regardless of where they are from, has a chance to succeed.
2. Healthcare Access: The well-being of our people is our priority. Together, we must improve our healthcare facilities, ensure medications are available, and bring skilled health professionals to our communities. No family should have to travel long distances for basic medical care.
3. Agricultural and Economic Growth: Gbarpolu's land is rich and capable of feeding our county and also contributing to national food security. By empowering our farmers with better tools, training, and access to markets, we can boost our local economy and ensure food is always on our tables.
4. Infrastructure and Connectivity: With adequate roads, bridges, and internet access and markets, which are the lifelines of a modern county, we can boost our local economy and have enduring access to food and other basic necessities of life. We must work to connect our towns and villages, making it easier for goods,

services, and ideas to flow. This will open doors to new opportunities for business and entrepreneurs.

5. 5. Empowering Our Youth and Women: The future belongs to our youth, and the backbones of our communities are our women. By investing in vocational training, small business support, and leadership programs, we can harness the potential of our young people and the strength of our women.
6. Transparency and Accountability: Our unwavering commitment is to use wisely and efficiently our county's resources in the best interests of our citizens, through effective implementation of the County Development Agenda, as aligned with the national ARREST Agenda for Inclusive Development.

I believe in the spirit of Gbarpolu—our history of unity, our culture of hard work, and our tradition of helping one another. Together, we will build a county that we can all be proud of. One where our children see hope, where families thrive, and where the world sees the true potential of Gbarpolu County.

Let us move forward, hand in hand, as one community united by a shared vision of development and progress.

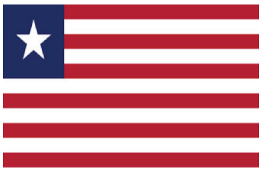
I encourage every one of you to stay engaged, share your ideas, and continue to support the work being done in our communities. Development is a shared responsibility, and your voices are critical in shaping the direction of our beloved Gbarpolu County.

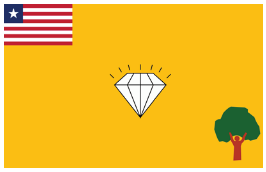
Let us stand united with a common purpose as we strive for a prosperous and inclusive Gbarpolu County. Together, we will achieve greatness.

Thank you. May God bless Gbarpolu County and the Republic of Liberia.

Hon. Sam K. Zinnah
Gbarpolu County Superintendent

LETTER FROM THE PEOPLE OF GBARPOLU COUNTY





We, the people of Gbarpolu County, wish to express our thanks and appreciation to the President of Liberia, His Excellency Amb. Joseph Nyuma Boakai, and the Government including Development Partners for the opportunity to participate in the development of the County Development Agenda. This bottom to top approach in the development planning process is a clear manifestation of the Government policy to include all in its development drive.

The citizens of Gbarpolu County have collectively embraced this document as our comprehensive development plan, outlining priority areas for implementation throughout the county. In our pursuit of sustainable development, we have aligned our objectives with the national plan of the government, which we believe will effectively address the challenges faced across various sectors within our county.

This decision has been reached through the active involvement of stakeholders from all six administrative districts. We are encouraged by this progressive development and respectfully urge the government and development partners to lend their support to this document. As citizens of Gbarpolu County, we are committed to collaborating to ensure the successful implementation of this plan.

Thank you for your consideration.

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 Gbarpolu 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 Gbarpolu County Legislative Caucus for their guidance and motivation during the formulation of the CDA. We are also grateful to the county superintendent 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 Development Agenda 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 Gbarpolu 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 Gbarpolu 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
VUCA	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 Gbarpolu County. The agenda aims to address the critical needs, aspirations, and priorities of the people of Gbarpolu. 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 Gbarpolu. There is a solid connection between the Gbarpolu 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 Gbarpolu presented challenges that could hinder efforts to achieve the desired economic growth and sustained development. The socio-economic outcomes of Gbarpolu 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. 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 tourism potential in the county as a development driver shall supplement the dividends from the priorities identified.

The CDA intends to achieve these goals by implementing sixteen (16) strategic policies, twenty-four (24) programs and undertaking seventy-five (75) interventions during the planned period. These targeted efforts are clustered around five pillars of the ARREST Agenda, distributed as follows:

1. **Economic Transformation:** Six (6) programs and seventeen (17) interventions
2. **Infrastructural Development:** Four (4) programs and twelve (12) interventions
3. **Rule of Law:** Three (3) programs and eight (8) interventions
4. **Governance and Anti-Corruption:** Three (3) programs and ten (10) interventions
5. **Environmental Sustainability:** Two (2) programs and Five (5) interventions
6. **Human Capital Development:** Seven (7) programs and twenty-two (22) 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. 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. Four (4) constituency steering committees have been established to advise and guide program and project management teams. Regular meetings will be held monthly by district committees, quarterly by the County Steering Committee, and semi-annually by the National 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, these risks could derail the implementation of the CDA and jeopardize efforts to generate rapid, inclusive, and sustainable growth and development in Gbarpolu County.

PART 1: INTRODUCTION

1.1. Background and Objective of the CDA

President Joseph Nyuma Boakai 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 potential of tourism. The President's inspiring vision for the ARREST Agenda identified the need for investment in critical areas to boost economic development in Liberia as a top priority. 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 Agenda (CDA) 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 Gbarpolu, aiming to foster inclusive growth, sustainable development, and improved effective governance. 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 action-oriented and provides a list of development interventions and projects with associated costs to guide the resource mobilization and allocation processes; and to ensure the effective realization of the objectives of, 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 people of Gbarpolu.

Specifically, the agenda:

1. Articulates the development needs, aspirations, and specific challenges of Gbarpolu County, 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.

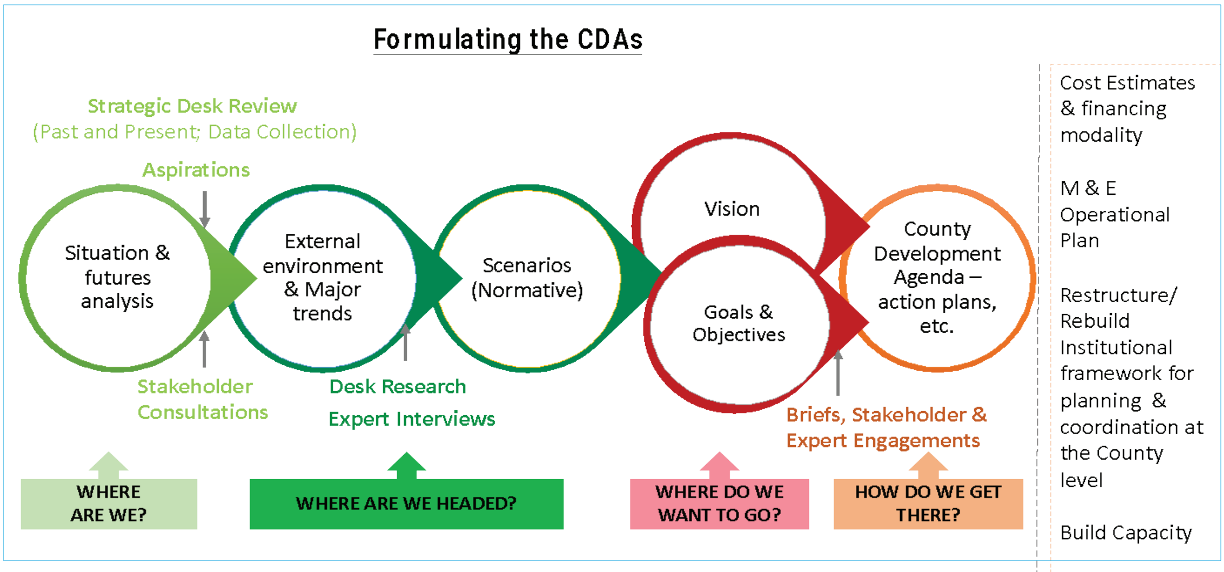
At the heart of this agenda is a commitment to improve agribusiness productivity, construct, revitalize and maintain roads, reinforce the rule of law, expand and modernize education, enhance health and sanitation outcomes, and unlock the potential of tourism as development drivers. The agenda also emphasizes 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 Gbarpolu 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 district and county levels. Two days were spent engaging stakeholders from each administrative district in Gbarpolu. Outcomes of the district consultations were presented, analyzed, and consolidated at another two-day county consultation session that was held in Bopolu City, where the people of Gbarpolu identified and ranked their overall development priorities, programs, and projects. At both consultations, various stakeholders, 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, were constructively engaged. These two sessions were followed by a consultative working session with the Gbarpolu Legislative Caucus, where the people's 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 Gbarpolu County Development Agenda 2025-2029, and issued the associated resolution exhibited in Annex I. The adopted approach, as illustrated in Figure 1, included a broad futures 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.

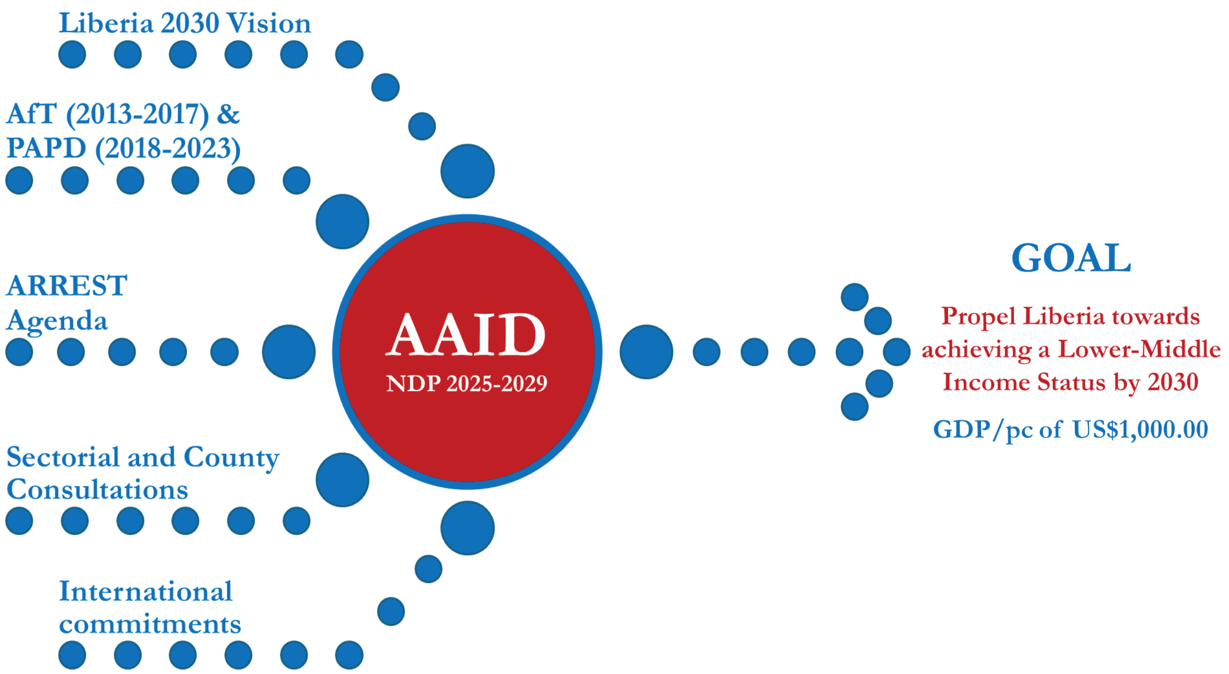
PART 2: AAID AND CDA LINKAGE, FEATURES AND LESSONS LEARNT

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



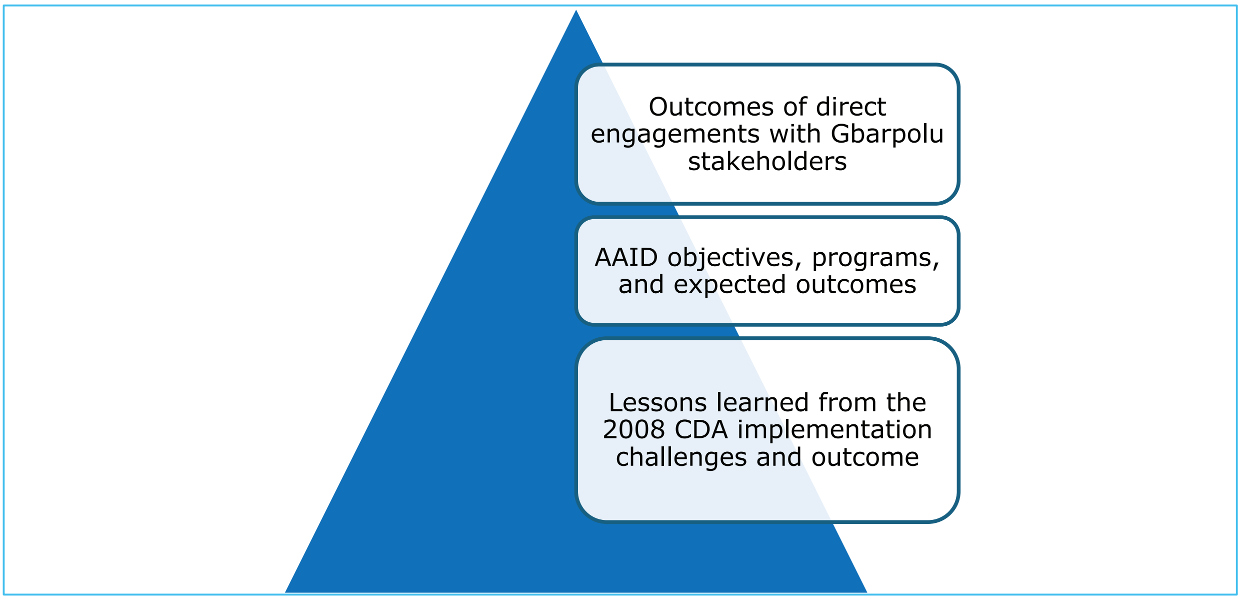
Source: AAID

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 Gbarpolu County; (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 desired results by pursuing twenty-five (25) programs and undertaking seventy-four (74) interventions during the planned period. The nature and scope of these programs and projects are informed by current development challenges in the county, aspirations and priorities expressed by the people of Gbarpolu during the consultations, and 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.

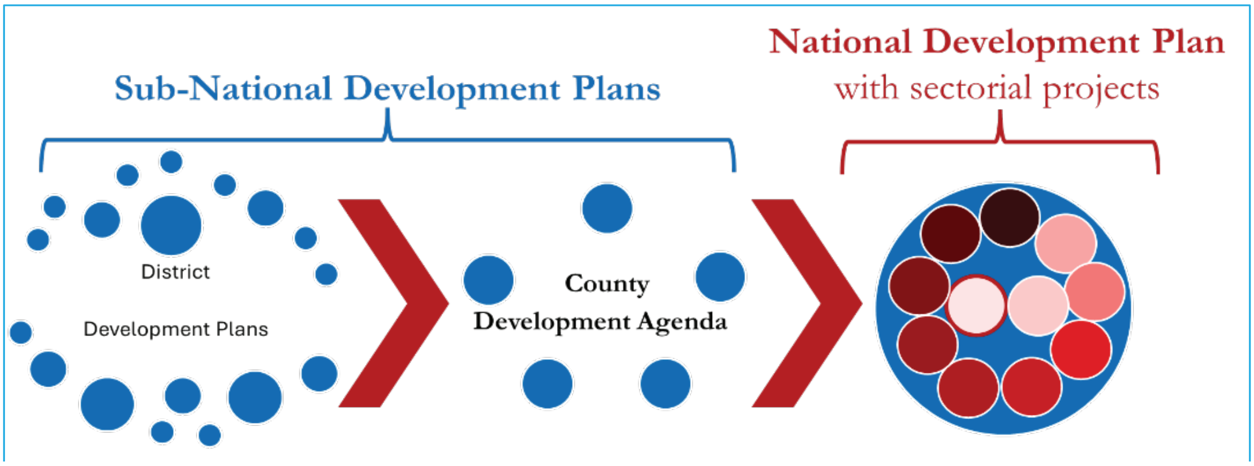
Figure 3: Factors that Influence the CDA Contents



2.1.3. Linkage Between the CDA and the AAID

A strong connection exists between the Gbarpolu 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 CDAs 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 Gbarpolu formed part of the first group of CDAs 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 Gbarpolu 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 was 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 has been provided in the current CDA.

2.3. Lessons Learned

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

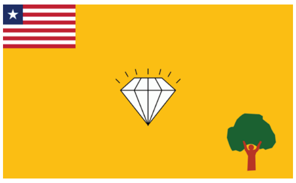
First, the 2008 CDA had a limited linkage with the extant national development plans, the Poverty Reduction Strategy (PRS) of 2008", the "Lift Liberia" action plan, and annual national budgets. Given that Liberia is a unitary state and decision-making has always been centered in Monrovia, it would have been more effective to strongly link the Gbarpolu 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.

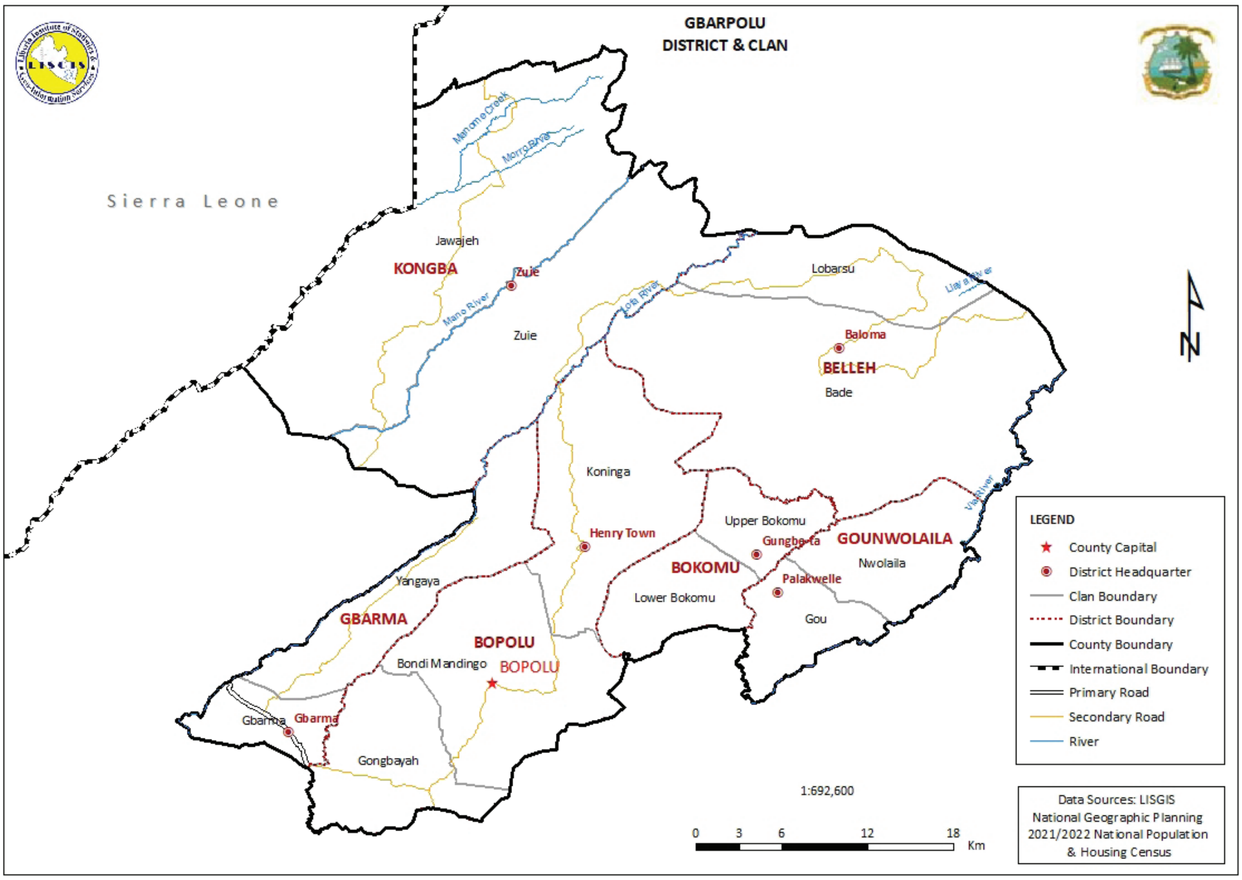
Second, the absence of a comprehensive legal framework to adequately support the operations of an effective local governance system, resulted in the apparent neglect and poor performance of the 2008 CDA. A stronger local government policy, with attendant procedures, was needed to effectively craft and execute the sub-national development plan. 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 realistic provisions that would affect local governance, and subsequently 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 (NPDLG) was in place by 2011, it was not a law. Thus, the NPDLG was inadequate 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 appropriately addressed or included, at the time: security, reconstruction, reconciliation, and internal displacement. The existence of the County Council, coupled with other provisions of the LGA, shall hopefully 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

Gbarpolu County, previously known as Lower Lofa County, was established in 2003, and is the youngest of Liberia's 15 counties. It was formed from a territory formerly known as Lower Lofa County. The county seat, Bopolu, is historically significant as the home and final resting place of King Sao Boso of the Kingdom of Suehn-Bopolu. Notably, Bopolu played a crucial role in the trans-Sahara trade route. Despite its illustrious history predating the arrival of American settlers to Liberia, Bopolu and its immediate surroundings fell into isolation and poverty over time. Gbarpolu County was created by excising two Statutory Districts, Bopolu and Gbarma, and merging them with five administrative districts from Lofa County, namely: Bopolu City and Gbarma Town, Zuie Town, Belle Baloma, Gumgbeta, and Palakwelleh. Gbarpolu County's flag features a gold background with a centrally placed diamond and a tree on the right, symbolizing the county's natural resource richness. With its abundant resources, Gbarpolu County is well-equipped and poised to recover from its prolonged national isolation as well as the civil crisis.

3.1.2. Geography

The county, heavily covered in forests, spans about 1,263 square miles and is in the western part of Liberia. It shares borders with Lofa County to the north, Bong County to the east, Bomi County to the south, and Grand Cape Mount County and Sierra Leone to the west.

3.1.3. Climate

Gbarpolu has a tropical climate with a long rainy season from March to October. The average temperature is 28 degrees Celsius, and the main wind direction is from the Southwest. Wind data is incomplete. However, generally, the wind blows from the northeast during the dry season and the southwest during the rainy season. The highest wind mileage is recorded in the rainy season, from July to September, and the lowest is in the dry season, during December and January. The climatic trends and circumstances are highlighted in Annex II.

3.1.4. Topography

The county is characterized by two primary mountain ranges, Kpo and Fanyea, as well as three critical river systems: The Lofa and St. Paul Rivers, which mark the boundaries with Lofa, Bong, and Bomi counties, and the Mahe River. Additionally, the area features numerous substantial creeks and streams that flow into these main rivers. The county is also home to two notable waterfalls, Goma and Zalakai.

3.1.5. Geology

Gbarpolu County is rich in mineral resources, with gold and diamond being the most frequently mined. Gold can be found in Henry's Town, Weasua, and Belekpalamu, while diamond deposits are in Tarkpoima, Sirleaf Town, Smith Camp, and other areas. In addition, there are deposits of iron ore and, although unverified, potential deposits of lead, manganese, silver, fluorite, graphite, and copper.

3.1.6. Vegetation

Gbarpolu's habitat includes vast areas of the Upper Guinea Forest, mostly deciduous mountainous terrain. This forest encompasses all three primary forest types: (i) Class 3.1, a forest with small-scale agriculture; (ii) Class 3.2, an open dense forest; and (iii) Class 3.3, a closed dense forest.

3.1.7. Religion

The county has a predominantly Christian population with a significant Muslim and Traditional Religion presence. These religious groups and traditional customs have coexisted peacefully throughout their common history.

3.1.8. Demography

The Liberia Institute of Statistics and Geo-Information Systems (LISGIS) reported a population of 95,995 in Gbarpolu County in 2022. Households have an average size of 4.3 persons, slightly lower than the national average of 4.4. The literacy rate was 43.3%, lower than the national average of 59.9%. The dependency ratio in the county is 1.20. Furthermore, households are mainly headed by men (70.1%), surpassing the national average of 64.4%. Elderly-headed households comprise approximately 8%, like the national average. The primary ethnic languages spoken in the county are Kpelle and Gola; however, people from other Liberian ethnic groups also reside in Gbarpolu County. The following table shows the population of Gbarpolu County disaggregated by district.

Table 2: Gbarpolu County Population Distribution by Administrative Districts

	Total	Male	Female
Gbarpolu	95,995	51,121	44,874
Kongba	11,508	6,208	5300
Belleh	15,214	7,980	7,234
Bokomu	13,684	7,257	6,427
Bopolu	23,758	12,619	11,139
Gbarma	13,845	7,544	6,301
Gou N"Wolalai	17,986	9,513	8,473

LISGIS 2022, Liberia National Population and Housing Census

3.2. Socio-Economic Conditions: An Overview

Gbarpolu 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 has become commercial motorbike-riding and petty trading. The living conditions of the people remain substandard, and unemployment rates remain high. Gender exclusion is a significant challenge in the community, with women having fewer employment opportunities and spending more time in domestic work than men. The county's educational sector is encountering 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 below gives an overview of the socio-economic picture within the county, with details shown in Annex III.

Table 3: Socio-Economic Situation in Gbarpolu County: Overview

Areas	Indicators	Descriptions / Definitions	County	National
Employment	Employment Rate	The proportion of working-age people employed in an economy.	28,596 24.1%	1,307,872 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.	19.8%	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	32,216 43.3%	2,447,612 59.9%
Health	% of children who receive all age-appropriate vaccinations	The percentage of children who receive all the vaccines needed from 0 – 5-year-old.	33%	39%
Gender Base Violence	Domestic Violence Rate	Percentage of the female population that experience physical or mental abuse.	59%	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. Libeira'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 Gbarpolu undertake an aggressive pursuit of economic growth and development within the county, they do 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 Gbarpolu 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 comprehensive exploration of 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. Programs that are instituted could invariably suffer from the negative impacts on the supply chain, rising prices, and the subsequent inflationary trends across the world.

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

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 Gbarpolu.

Rising Climate Impacts: Liberia's environmental landscape is poised to play a crucial role in shaping the socioeconomic future of Gbarpolu. 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: Major trends in the global economy that are relevant to Liberia include: increasing commodity price fluctuations, a shift towards a green economy, rising digitization and technological advancement, changing patterns of foreign investment, increasing complexity of global value chains, and increasing regional integration. In a highly competitive global economy, adapting to these trends while addressing fundamental development challenges will be crucial for Liberia's economic future and, correspondingly, the Gbarpolu economy.

3.4. Implications and Prospects for the Future: An Overview

There are several factors that provide basic building blocks for a cautiously optimistic future for the people of Liberia. Notable among them are reforms instituted in various spheres, such as decentralization of governance and social facilities, a digital economy, and a vibrant, productive private sector. If properly instituted, these building blocks shall provide the people of Gbarpolu 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 Gbarpolu and Liberia could end up in an uncertain and fragmented future.

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.

The broader issue 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 a strengthening of the country's institutions, reducing corruption, reinforcing the judiciary, reforming security services, and improving public services through technologies like e-governance.

3.5. Gbarpolu County Private Sector Investment Potential

Realizing the vital role that 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 Gbarpolu County aspire to work with the national government to attract private sector investment in their county. To this end, the people of Gbarpolu identified their county's potential for private sector investment, based on the county's natural resources, geography and climatic conditions, and population, which are contained in Table 4 below.

Table 4: Gbarpolu County Private Sector Investment Potential

Areas	Opportunities	Required Actions
Agriculture	Vast highland and lowland for mechanized farming, including the cultivation of cassava, vegetables, rice, and cash crops. Poultry and animal husbandry	Reviewing the National Agriculture Development Plan and preparing a strategic county agriculture action plan. Organizing at least 2 viable agricultural cooperative groups in each district to get actively engaged in agricultural activities
Mining	Large mineral deposits within the county for exploration; (gold, diamonds, and iron ore).	Encouraging formalized mining concessions, incentivizing individual and small-scale miners to acquire legal status, and supporting them to organize themselves into cooperatives.

PART 4: COUNTY CHALLENGES, ASPIRATIONS AND PRIORITIES

4.1. Nature of the Challenge

During the consultations, the people of Gbarpolu 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 Gbarpolu but were similarly expressed across the country. Figure 6 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 of climate change, and basic farming tools and equipment. They are faced with low prices for their produce. The people of Gbarpolu 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 market roads.
Rule of Law	Limited security presence within the county, compounded by the lack of logistics for security personnel to perform their jobs; poor access to justice in many parts because of very few courts, limited prison and correction facilities; 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 purposes; 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 is compounded by rising cases of murder of women, limited access to farming due to laws that prevent women from owning land, rising teenage pregnancy, and a limited number of 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, drugs, and affordable medical supplies, too many volunteers in the health system, and inadequate ambulance services in the rural areas.

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 business 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 of 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 Gbarpolu 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 district and the county strategic priorities by sector. 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
	Bopolu	Bokomu	Gbarma	Kongba	Gou N'Wolaila	Belle	
1st	Road	Road	Road	Road	Road	Road	Roads
2nd	Agriculture	Agriculture	Agriculture	Health & Sanitation	Agriculture	Health & Sanitation	Agriculture
3rd	Health	Rule of Law	Health	Agriculture	Education	Rule of law	Health & Sanitation
4th	Education	Health & Sanitation	Education	Education	Health & Sanitation	Education	Education
5th	Electricity	Education	Rule of Law	Rule of law	Rule of Law	Economic Dev.	Rule of Law

PART 5: PROGRAMS AND INTERVENTIONS FOR IMPLEMENTATION

5.1. PRIORITIZED PROGRAMS AND INTERVENTIONS

A total of five (5) sectors, also known as Strategic Policy Areas, twelve (12) programs, and twenty-five (25) interventions are prioritized by the people of Gbarpolu County for implementation between 2025 and 2029. However, given their complementarity with other programs and interventions in the ARREST Agenda, a total of sixteen (16) strategic policies, twenty-five (25) programs and seventy-four (74) interventions were selected for implementation between 2025 and 2029. The respective numbers of programs and interventions as distributed amongst the relevant pillars of the AAID are shown in Figure 8 below.

Figure 6: Programs and Interventions Distribution Per Pillar

Pillar 1	Pillar 2	Pillar 3	Pillar 4	Pillar 5	Pillar 6
4 Strategic Policies	4 Strategic Policies	2 Strategic Policies	2 Strategic Policies	1 Strategic Policy	3 Strategic Policies
6 Programs	4 Programs	3 Programs	3 Programs	2 Programs	7 Programs
17 Interventions	12 Interventions	8 Interventions	10 Interventions	5 Interventions	22 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 that is private-sector driven for sustainable economic growth. To drive the economic transformation process towards meeting this goal, the citizens of Gbarpolu County prioritized four (4) strategic policies (strategic policies 2, 3, 4, and 5), six (6) programs (programs 5, 6, 7, 8, 9, and 11), and seventeen (17) interventions are prioritized under Economic Transformation pillar from the AAID for the next five year.

5.2.1. Strategic Policy 2: Labor and Employment

Strategic Objective: Contribute to creation of an inclusive labor market which 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 targets by 2029:

1. Improve job creation environment
2. Improve workforce planning.

Key interventions:

- Implementation of the Decent Work Act
- Formulation of Human Capacity Development Strategy.

5.2.2. Strategic Policy 3: Commerce and Industry

Strategic Objective: Foster industrial development and domestic production and trade through diversification, modernization and competitiveness, and promoting entrepreneurship in Gbarpolu County.

Program 6: *Economic Diversification and Value Addition*

Objective: Enhance the growth of diverse sectors, such as agriculture, low-emissions manufacturing, and technology, to promote local value-added for the domestic and regional markets using the economic zones model, thereby driving sustainable growth and generating productive jobs and wealth for the people of Gbarpolu County.

Key targets by 2029:

1. Increase capacity building of 10 farmers cooperatives
2. Support investment in 2 shared processing facilities.

Key interventions:

- Provision of training for local producers
- Supporting investment in shared processing facilities and infrastructure such as logistics centers with cold storage and packaging units.

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. Strengthen the institutional capacity with training of at least 50 officials
2. Rehabilitate and expand the County Service Center.

Key interventions:

- Strengthening of institutional capacity in business practices and digital compliance tools
- Supporting the rehabilitation and expansion of the County Service Center.

5.2.3. Strategic Policy 4: Agriculture and Fisheries

Strategic Objective: Leverage the sector to drive growth through private sector resilience and determination, enhance livelihoods, and promote sustainable development. Prioritizing food security, employment creation, and value addition, agriculture can play a pivotal role in transforming the county and improving the well-being of citizens.

Program 8: *Food and Cash Crop Production*

Objective: Enhancing food security, promoting agricultural productivity, creating jobs, and ensuring sustainable agriculture practices in the county.

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 5 farmers cooperatives.

Key interventions:

- Supporting the increase in food crop production (Rice, Cassava, Vegetables, Plantains, Eddoes/Potatoes and Maize)
- Supporting the increase in cash crop production (Rubber, Cocoa, and Oil Palm).
- Supporting inclusive agricultural food and non-food value chain
- Supporting the creation of mechanization hubs in production clusters for production, post-harvest, and storage facilities.
- 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 at least 20%
2. Support the Increase in poultry meat production by at least 18%
3. Support the increase in animal feed production by at least 20%.

Key interventions:

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

5.2.4. 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 4 artisanal and small-scale mining operators into cooperatives.

Key interventions:

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

5.3. PILLAR 2: INFRASTRUCTURAL DEVELOPMENT

The strategic goal of the Infrastructural Development pillar 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 Gbarpolu County, four (4) strategic policies (Strategic policies 7, 8, 9, and 10), four (4) programs (program 14, 15, 16 and 17), and twelve (12) interventions are prioritized 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:

2. Pave at least 50 km of primary roads in the county
3. Rehabilitate and maintain at least 40 km of primary roads in the county
4. Expand, rehibilitate and maintain at least 50 km of secondary roads in the county
5. Expand, rehibilitate and maintain at least 75 km of feeder roads
6. Expand, upgrade and maintain at least 35 km of urban community roads in the county.

Key interventions:

- Constructing asphalt pavements on major primary roads in the county
- Constructing and repairing bridges on the rivers for easy movement of vehicles and peoples
- Construct and rehabilitate bridges in Gbarpolu
- Expansion, rehabilitation and maintenance of secondary roads other roads that connect major towns & communities in the county.

5.3.3. Strategic Policy 8: Transport and Logistics

Strategic Objective: Enhance the efficiency and reliability of the transportation network in Gbarpolu 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 Gbarpolu road
2. Driver licensing and vehicle registration processes modernized in the county.

Key interventions:

- Improvement of road safety in the county
- Development and decentralization of driver testing and licensing centers
- Expansion and modernization of inclusive mass public transport services.

5.3.2. 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 target by 2029:

1. Expand water supply to Gbarpolu County.

Key interventions:

- Expanding, rehabilitating, and modernizing water & sewer services to major cities in the county
- Expanding, rehabilitation, and modernizing water & Sewer services to major cities 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 Gbarpolu County.

Key interventions:

- Expansion of electricity distribution to households
- Supporting the provision of reliable cost-effective and sustainable electricity in the county
- Implementing the Regional Emergency Solar Power Intervention (RESPITE) in the county.

5.4. PILLAR 3: RULE OF LAW

The strategic goal of the Rule of Law Pillar is to establish a just, equitable, and accountable legal framework that protects the rights of all residents, promotes good governance, and fosters a stable environment conducive to development. To dispense non-discriminatory laws and protection for the people within all communities in Gbarpolu County, the citizens prioritized two (2) strategic policies (strategic policies 13 and 14), three (3) programs (programs 22, 23, and 24), and eight (8) 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.

Program 23: *Public Safety Readiness*

Objective: Ensure that all individuals, regardless of gender, ethnicity, or socioeconomic status, enjoy the same rights and opportunities.

Key targets by 2029:

1. Strengthen the legal framework to enhance protection of the rights of citizens and residents, including vulnerable and marginalized groups
2. Include human rights courses in educational curricula.

Key interventions:

- Supporting the protection of the rights of citizens and residents, including vulnerable and marginalized groups
- Promoting the inclusion of human rights in the educational curricula.

5.4.2. Strategic Policy 14: Public Safety 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. Construct at least 2 Magisterial courts in Gbarpolu County.

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
- Construction of Magisterial courts in the county.

5.5. PILLAR 4: GOVERNANCE AND ANTI-CORRUPTION

The strategic goal of the pillar is to build accountable and effective institutions that can promote value-for-money service delivery, prevent and combat corruption, and deepen decentralized governance. To achieve this goal, Gbarpolu County prioritized two (2) strategic policies (strategic policies 15 and 16), three (3) programs (programs 27, 28, and 29), 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 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. Improve civic and voter education through public engagements
2. Enhance local government technicians' capacities
3. Extend coverage of LACC services to Bopolu.

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 central and 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 interventions:

- Support the development of local communal farming, agribusiness value chain, and trade fairs
- Support the identification and marketing of local tourist sites.
- Strengthening of the institutional capacity in land management and governance.

Program 29: *Public Service Decentralization*

Objective: Foster social cohesion and healing in the county.

Key targets by 2029:

1. Provide capacity building support to all local government administrative structures in the counties
2. Rehabilitate and digitize the County Service Center.

Key interventions:

- Capacity building of local government administrative structure
- Rehabilitation, strengthening, and modernization of the county service centers across the county
- Enhancement of inclusive and gender-responsive local economic development
- Rehabilitation and expansion of local government facilities in the county.

5.6. PILLAR 5: ENVIRONMENTAL SUSTAINABILITY

Strategic Goal: Promote responsible management of natural resources, protect biodiversity, and enhance resilience to environmental and climate changes, while fulfilling the Country's Nationally Determined Contributions, supporting economic growth and improving the quality of life for citizens. To achieve this goal the people of Gbarpolu County prioritized one (1) strategic policy (strategic policy 18), two (2) programs (programs 34 and 35), and five (5) interventions.

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 Gbarpolu 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. Strengthen and enforce forest regulations
2. Plant at least 10,000 trees along major roads in Gbarpolu County.

Key interventions:

- Restoration of degraded forestlands and the planting of additional trees in green corridors
- Reduction of human-wildlife conflict and halting human-induced extinction of threatened species
- 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 20%
2. Support at least 150 small and medium enterprises with renewable energy solutions.

Key interventions:

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

5.7. PILLAR 6: HUMAN CAPITAL DEVELOPMENT

The strategic goal of the Human Capital Development Pillar is to develop a skilled, knowledgeable, healthy, and empowered population, to drive sustainable and inclusive socio-economic development. To assist in the effective development of the requisite human capital in Gbarpolu County, three (3) strategic policies, seven (7) programs (programs 37, 38, 40, 43, 44, 49 and 51), and twenty-two (22) interventions are prioritized for the next five years by the people of Gbarpolu County, focusing on improving the health and well-being of the people, providing social development services and quality education.

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 at least 20% of teachers' capacity to deliver gender and disability transformative education
3. Train 100 school principals and administrative staff in leadership, management and accountability
4. Exempt 50 PWD learners from school fees and provide school uniforms and bags
5. Increase the rate of enrolment of learners with disabilities by 10%.

Key interventions:

- Strengthening teachers' capacity to deliver gender and disability transformative education
- Equipment of TVET center and HEIs with IT infrastructure, including internet connectivity and computers
- Expansion and acquisition of instructional materials for PWDs
- Subsidization of private schools in underserved areas unreached by public schools.

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 at least 100 teachers (continuous professional development –CPD)
2. Provide incentive payment to at least 80 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, and
- Provision of incentives to professional education volunteers across the sector.

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 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 textbook ratio for students in the county
2. Provide at least 20 schools with homegrown school feeding
3. Place at least 35 volunteer teachers on GoL 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.

5.7.2. Strategic Policy 20: Health System

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

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 healthcare professionals, and place qualified volunteer health workers on GoL payroll
3. Construct staff quarters for 4 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 healthcare 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 are accessible, equitable, safe, and responsive to the needs of the users. This is aimed at sustainably expanding access to essential health services and facilities across the county, especially the underserved.

Key targets by 2029:

1. Upgrade and modernize public health facilities and construct new Health facilities in districts
2. Provide essential drugs, medical equipment, and supplies to Emirate Hospital facilities and other health facilities in the county
3. Provide at least 5 new ambulances to enhance emergency medical care.

Key interventions:

- Providing essential drugs, medical equipment, and supplies to health facilities in the county
- Expanding, upgrading, and modernizing public healthcare infrastructural facilities by building more clinics, renovating worn-out facilities, and training healthcare workers
- Providing ambulances to enhance emergency medical care
- Delivering quality Reproductive Maternal Newborn, Child and Adolescent (RMNCAH+N) and SGBV services.

5.7.3. 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. Construct, equip, and operationalize at least one (1) safe home with the capacity to host at least 100 SGBV survivors, victims, and children as well as drug-affected youth.

Key intervention:

- Construction, equipment, and operationalization of 1 safe home with the capacity to host SGBV survivors, victims, and children as well as drug-affected youth.

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 5,000 internships, apprenticeships, and volunteerism placements for youth and PWDs
2. Enroll at least 10,000 youth volunteers in National Youth Service.

Key interventions:

- Supporting the reintegration of rehabilitated youth and preventive countywide awareness campaigns against substance use among adolescents and youth
- Strengthening volunteerism through the National Youth Service
- Supporting youth participation in governance and policymaking
- Provision of internships, apprenticeships, and volunteer work opportunities for the 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 taking full responsibility in implementing the CDA calls for effective collaboration between the three branches of the Liberian government operating in Gbarpolu 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. Those with the responsible portfolios are listed in Table 8. The quality and speed at which the Gbarpolu CDA is executed depends on the level of commitment devoted to the process by those serving in these county governing positions, as well as the citizens of Gbarpolu County.

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, 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, both the council and the administrators are expected to work in unity in the collective interests. Their respective mandates are listed in Table 9, and the county administrative structure 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. Budget & Development Plans Approval: approving annual county budgets and development plans. Certificates and Permits: to issue appropriate certificates and operating permits as designated by the Legislature.	**Service Delivery**: to deliver basic public goods and services consistent with the law. **Development Planning**: to play a crucial role in the implementation of county development plans. **Coordination**: to work with various county-based institutions to ensure effective governance and development.

As designed, these mandates enhance the road 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 Gbarpolu 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. Requirements and Benefits of a Coordinating Mechanism

Coordination between local actors of Gbarpolu, 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.

6.1.4. 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 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.

Layers of Coordination

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

3. **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

4. 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

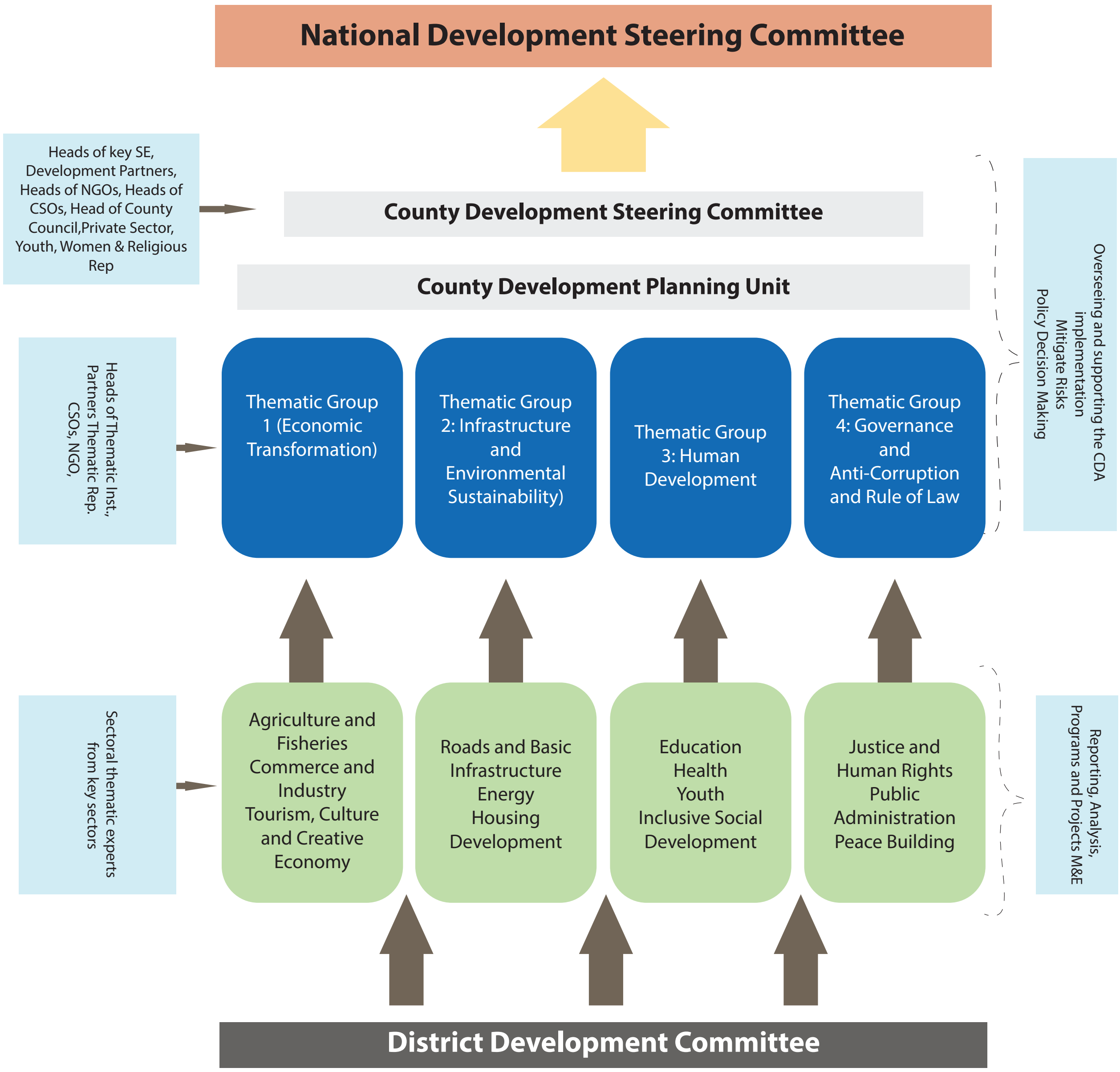
- **A.** Human Development Working Group Forum
- **B.** Economic Transformation Working Group forum
- **C.** Infrastructure and Environmental Sustainability Working Group Forum
- **D.** Governance and Anti-Corruption and Rule of Law Working Group Forum

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' accountability 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.

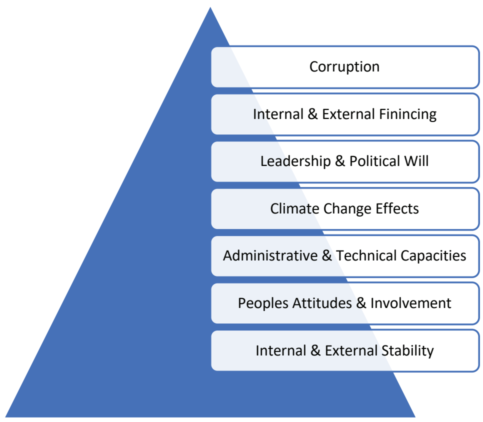
The effective implementation of the Gbarpolu Development Agenda shall make the necessary contribution to Liberia becoming a lower middle-income country by 2030. Three (3) drivers and (2) enablers of change shall be prioritized and pursued to add value to the county's contribution to the overall AAID. 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 drive 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 sectors enterprises, the creation of jobs for a largely youthful population, and an increment in the Liberia's gross domestic product and income. Additionally, a learned and productive population will be environmentally conscious and will ensure that socio-economic developments are environmentally friendly and sustained, especially as it relates to climate change adaptation. For effectiveness and greater impact, the three drivers should be enhanced through the practice of good governance. This calls for strong public sector institutions capable of prudent policymaking and regulations development and well-built and maintained national infrastructures. The realization of this noble change vision and aspiration depends greatly on much of 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



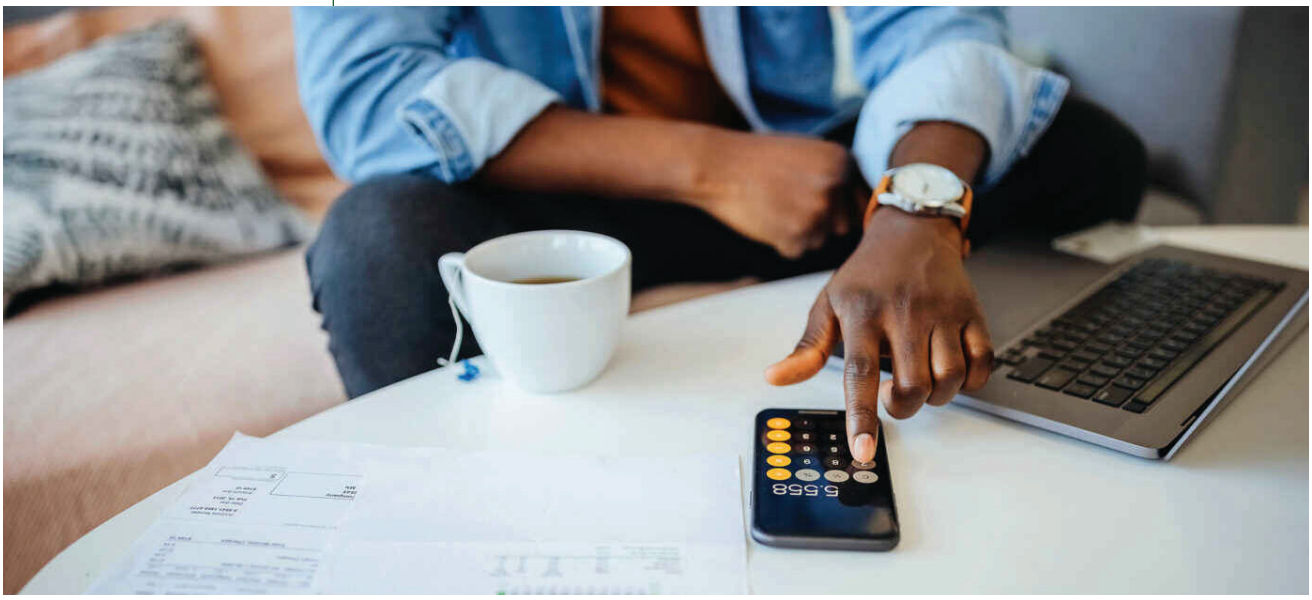
6.3.2. Managing Potential Risks

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 Gbarpolu 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

Corruption
• Ensure swift investigation and prosecution of alleged corruption cases. • Implement the CDA with a high level of transparency and accountability. • Establish a whistleblower and other reward and deterrence programs for the CDA implementation.
Internal and External Financing
• Take a strategic approach to donors' fundraising, such as organizing a donor conference for the CDAs. • Channel all development activities (governmental and non-governmental) in the county through the CDA and apply their funding against the CDA budget. • Implement the CDA effectively and share positive monitoring and evaluation reports with development partners and donors. • Explore creative and sustainable revenue generation in the county.
Leadership or Political Will
• Nurture and sustain political will and strong leadership through the national Development Plan Implementation Unit, leveraging the coordination mechanisms for the development plan.
Climate Change
• 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. • Enhance farmers' awareness and provide training on the effect of climate change on agriculture to enable climate-change-resistant and environmentally friendly farming.
Technical and Administrative Capacities
• Based on the results of an adequate countywide capacity needs assessment of administrative and technical staff, plan and execute appropriate capacity-building interventions
People's Involvement and Ownership
• Scale up awareness for the CDA implementation. • Maintain cross-representation of stakeholders in the CDA Implementation Unit and open CDA periodic monitoring and evaluation meetings to the public
Internal and External Stability
• Reduce the risk of internal instability in the county by having the Government of Liberia set examples of good and positive governance practices. • Adhere strictly to the public financial management laws at the county level to effectively utilize the available resources for the implementation of CDA. • Increase security and strengthen the "rule of law" to protect investors, businesses, and the people of Gbarpolu.

PART 7: FINANCING THE CDA AND RESOURCE MOBILIZATION



7.1. Financial Requirements for Implementing the CDA

The minimum amount needed to finance the Gbarpolu Development Agenda is approximately US$42,872,000 (Forty-Two Million Eight Hundred and Seventy-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 major challenges to both public and private sector actors in implementing the CDA.

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

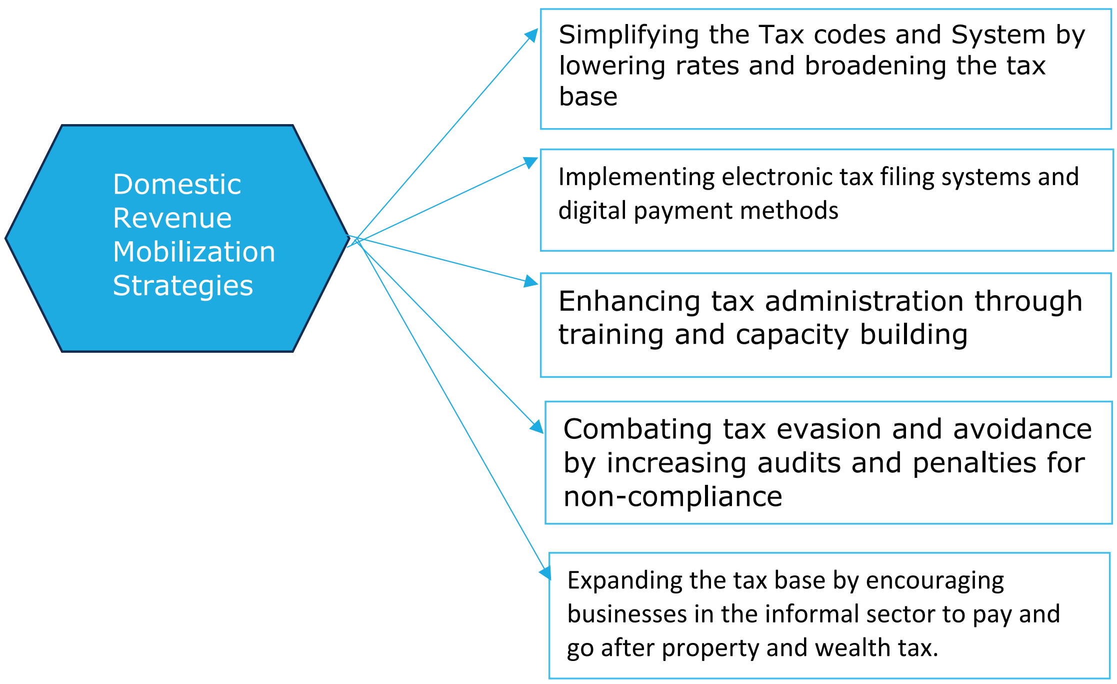
	Pillars /Programs	Total	2025	2026	2027	2028	2029
1	Economic Transformation	8,105	605	1,395	1,910	2.190	1,200
2	Infrastructure Development	9,530	1,890	1,950	2,150	1,870	1,670
3	Rule of Law	4,235	365	680	1,075	1,340	775
4	Environmental Sustainability	2,817	305	645	905	638	324
5	Governance and Anti- Corruption	3,095	380	525	635	810	745
6	Human Capital Development	15,090	3,250	3,360	3,365	2,420	2,695
	Grand Total	42,872	6,795	8,555	10,040	9,083	8,399

7.2. Sources of Funds to Support the CDA Implementation

7.2.1. The Liberian Government

Central Government shall allocate to counties each year, 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 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 resources mobilization strategies and approaches to meet the annual budgetary requirements for 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 to 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 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, source 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 Partnerships (PPPs) arrangement 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 Gbarpolu working outside of the county and/or out of Liberia, shall be explored equally.

7.3. Resource Mobilization Framework and Strategy

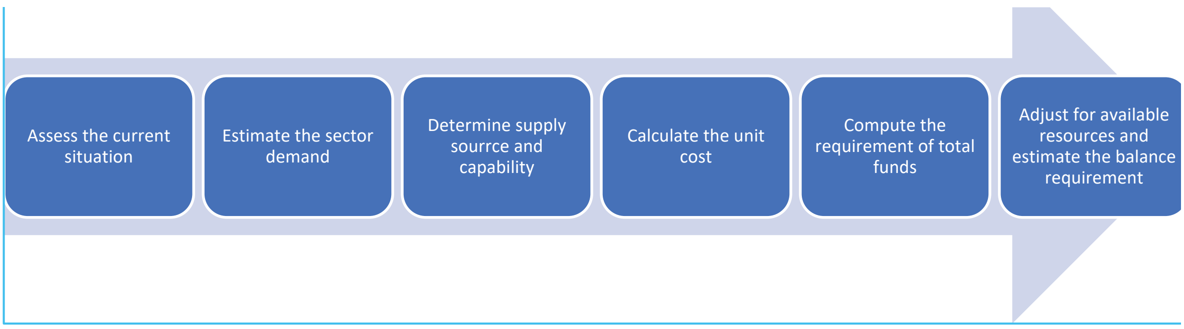
The overarching goal of the Resource Mobilization Strategy is to mobilize adequate and quality resources to carry out the programs and projects outlined in Gbarpolu Development Agenda, and to situate the process on a pathway to sustainable financing and enhanced impact. To get maximum results from the 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 sponsorship, 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.

For greater impact, the framework shall contain several effective approaches including the following:

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.

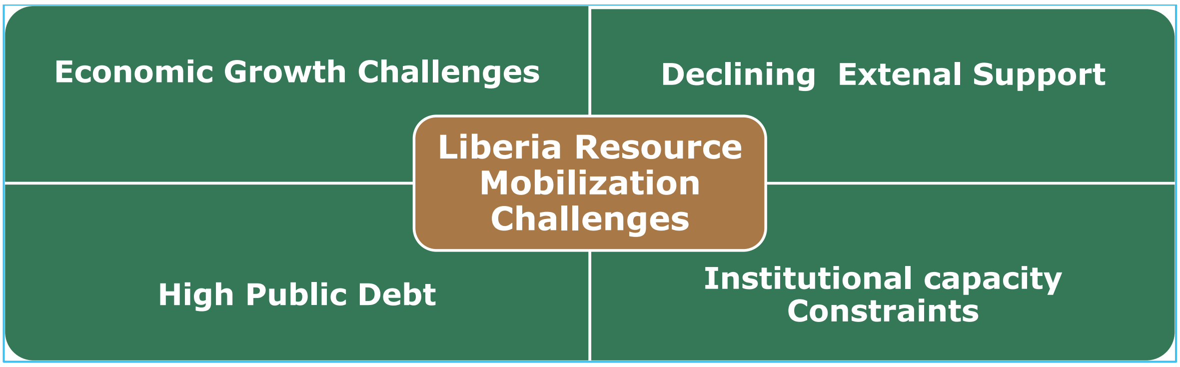
One of the critical required actions in formulating a resource mobilization strategy is estimating the resource needs for a particular sector. The main steps involved in resource mobilization are identification of resources and providers, mechanisms to receive resources, expanding relations with providers, 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 Gbarpolu County Development Agenda. The key challenges are presented in Figure 11 below.

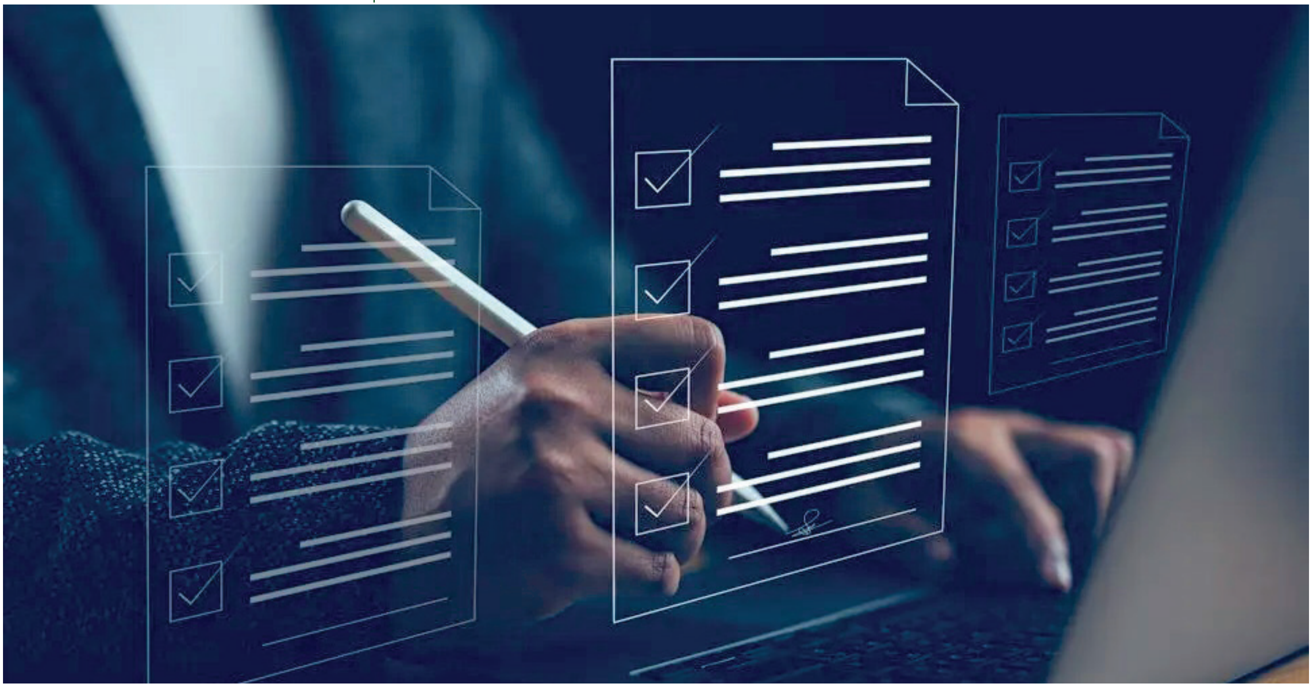
Figure 11: Liberia's Resource Mobilization Challenges



7.4. Managing Allocated Public Funds

Authorities and program managers shall ensure that the mobilized and allocated funds are managed responsibly, ensuring that allocated resources are 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 feedbacks 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 framework that includes clear and appropriate indicators, baseline data, and realistic targets should be used. A second major output is the evaluation report on CDA deliverables, outcome and impact.

8.3. Responsibility for Monitoring and Evaluation

As per the Local Government Act, Gbarpolu 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 Ministry of Finance and Development Planning (MFDP), Gbarpolu 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 level to collect periodic data for routine monitoring. The MFDP is the lead 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.

8.2. Monitoring and Evaluation Dynamics

Monitoring involves plotting progress in meeting implementation goals or measuring outputs and process. 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 Gbarpolu. The respective M&E dividends are shown in Table 12.

Table 12: Dividends of Monitoring and Evaluating the CDA

Monitoring the agenda shall	Evaluating the agenda shall
Provide justifications for resource allocation, improve service delivery, and demonstrate results for accountability.	Provide decision-makers with vital information on the performance of development programs and projects.
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.	Identify strengths and weaknesses of development interventions thus enabling managers to improve future planning, service delivery, and decision-making.
Provide program or project managers and other stakeholders with information on progress towards achieving the stated objectives.	Assist program and project managers, staff, and other stakeholders in objectively and systematically assessing the relevance, effectiveness, and efficiency of activities considering specified objectives.
Provide regular feedback to enhance learning and improvements to the planning process and the effectiveness of interventions.	Validate the results of initial assessments obtained from project monitoring activities.
Increase program or project accountability to funders, target population, and other stakeholders.	Determine the success of program interventions in terms of impact and sustainability of results.
Enable managers and staff to identify and reinforce initial positive results, strengths, and successes.	Help managers to thoroughly review and consider their programs and projects in relation to their goals and objectives and the means to achieve them.
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.	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.
Evaluate conditions or situations affecting target groups among the citizens of Gbarpolu as well as changes brought about by program or project activities guaranteeing the continued relevance of the project.	Improve the learning process by documenting and explaining the causes of success or failure thus making future activities more relevant and effective.

8.4. Targeted Indicators to Measure Success

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 Gbarpolu 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

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

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

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 GBARPOLU 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 Gbarpolu 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 Gbarpolu County, Republic of Liberia that the Council:

Article I: 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 national 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 *12th* DAY OF *November* A.D. 20*24;*

Signed:

Name: Lucia M. Massaquoi

Signature ________________

Chairperson

County Council

Date signed 12/11/24

Members of County Council

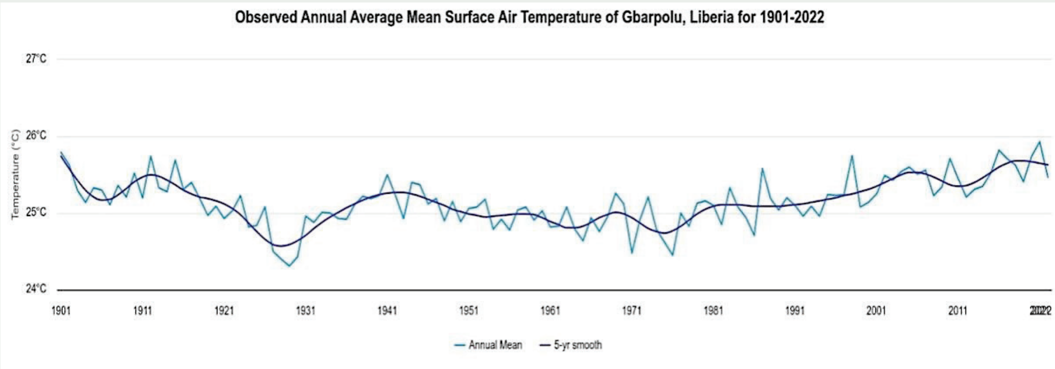
Name	Representation	Residence	Signature
1. Lucia M. Massaquoi	YOUTH	Bopolu	
2. Lydia V. Ballah	CSO	Sappimah	
3. Fatu Kamara	Women	Bo Polu	
4. Ansu S. M Sherif	CSO	Henry Town	
5. Sunny M. Wennie	Disable ch.	Bopolu	
6. Mohammed K. Toure	YOUTH	GBARMA	
7. [illegible]	CHIEF	GBARMA	
8. Dorbor Mawolo	Chief	Bopolu	J.K Mawolo
9. Allen Gyiama	Elder	Belle	

ANNEX II : Climate Change Trends and Circumstances in Gbarpolu

Climate Change Circumstances

Annual Average Mean Surface Air Temperature in Gbarpolu County, 1901 - 2022

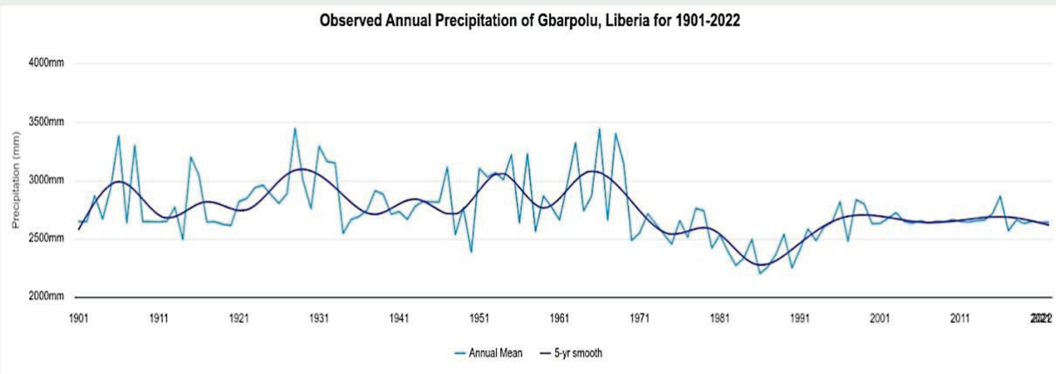
Figure 12: Liberia - Climatology | Climate Change Knowledge Portal (worldbank.org)



Source: Liberia - Climatology | Climate Change Knowledge Portal (worldbank.org)

As indicated in the figure above, there is a relatively stable and consistent temperature pattern throughout the year, with a distinct rainy season observed in August and September. The annual average mean surface air temperature data for Gbarpolu County spans over a century, from 1901 to 2022, which shows that the annual mean surface air temperature varies from year to year. The average temperature for Gbarpolu County ranges from a minimum of 20.14 degrees Celsius in 1999 to a maximum of 20.98 degrees Celsius in 2021. The 22-year smooth average shows a relatively stable temperature range in the early 20th century, with an average of around 20.56 degrees Celsius. They depict some inter-annual variability, with occasional fluctuations in temperature.

Figure 13: Observed Annual Precipitation of Gbarpolu County, Liberia, 1991 – 2022



Source: Liberia - Climatology | Climate Change Knowledge Portal (worldbank.org)

Figure 17 shows patterns and trends in rainfall over the past century. The annual mean precipitation for Gbarpolu County varied throughout the years, with some years experiencing higher rainfall than others. In 1991, the annual mean precipitation was recorded at 2406.37 millimeters, which remained relatively consistent for the next few years. However, there were fluctuations in the following years, with 1991 and 1992 recording slightly lower values. In the early 2000s, there was a significant increase in precipitation, with 2016 reaching a record high of 2862.71 millimeters. This was followed by a slight decline in 2021 at 2637.81 millimeters. These years marked a pattern of above-average rainfall in Gbarpolu County.

The data also highlights periods of relatively lower precipitation, particularly in 1993 and 2017, where values ranged between 2478.61 and 2568.31 millimeters. From 2005 to 2013, the annual mean precipitation remained fairly consistent, with occasional fluctuations. The years 2017 and 2018 saw a slight decrease in rainfall, with values ranging between 2568.31 and 2659.82 millimeters. In more recent years, the data shows a mix of fluctuations and stability in precipitation levels. The 2016 witnessed a notable increase in rainfall, with some years reaching values above 2862.71 millimeters. Nevertheless, towards the end of the data collection period, the annual mean precipitation returned to levels similar to 1996.

It is important to note that the data also includes a 22-year smooth value, which provides a smoothed trend line to aid in visualizing the overall pattern of precipitation. The data demonstrates the variability of annual precipitation over the past century.

Climate Change Hazards Identified at the Districts and County Levels Consultations

- **Changing rainfall patterns – adversely impacting agricultural productivity**
- **River floods – rivers bursting their banks and surface floods cause severe damage to livelihood activities and harm human lives.**
- **Mudslides/Landslides – the movement of earth material in areas with high rainfall and widespread haphazard mining.**
- **Strong winds – storm surges result in damage to homesteads and adversely impact economic activities.**
- **Extreme temperature - extremely high temperatures cause heat stress.**
- **Water scarcity - inadequate water supply for communities and agriculture.**

Recommended Climate Change Adaptation and Mitigation Actions

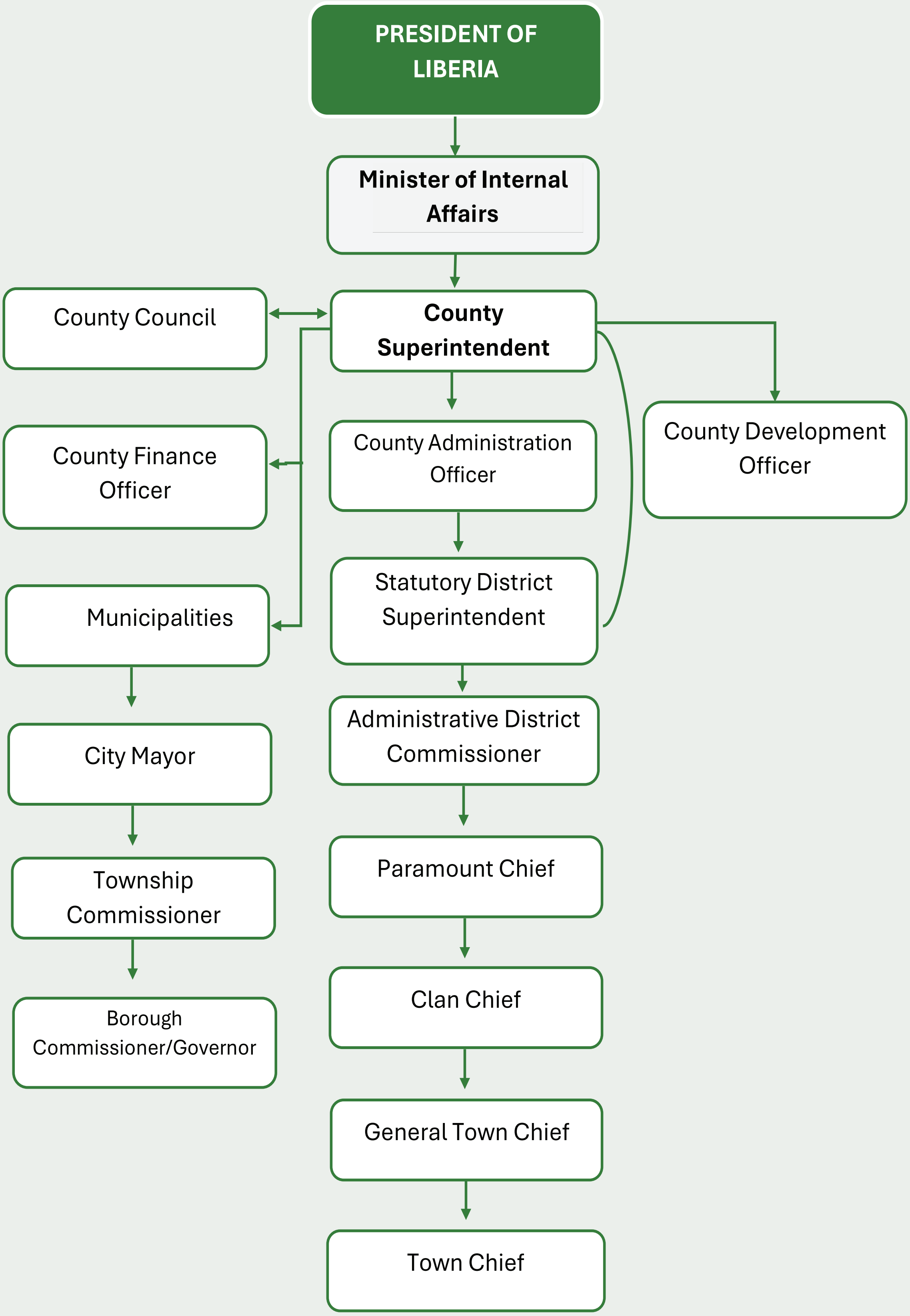
- Consider the development of a county physical zoning plan to ensure informed land use mapping, siting of landfills, cemeteries, industrial zones, recreation areas, etc.
- Establishment of a county-level disaster emergency preparedness and response structure
- Develop and implement infrastructure projects that are resilient to climate change impacts, such as winds, storms, etc.
- Promote sustainable land management practices, such as agroforestry, contour plowing, and reforestation
- Develop and implement strategies for efficient water resource management, including rainwater harvesting, water conservation practices, and the construction of small-scale water storage systems.
- Protect and conserve natural ecosystems within Gbarpolu County, such as forests, wetlands, and riparian vegetation
- Encouraging economic diversification beyond agriculture and natural resource extraction, fostering sectors like eco-tourism and renewable energy that offer sustainable income opportunities while conserving the environment.

ANNEX III : Detailed Socio-Economic Situation in Gbarpolu County

Factors	Descriptions / Definitions	County		National
		Female	Male	
1. Population				
Population	The total number of people.	44,874 46.7%	51,121 53.3%	5,250, 187 100%
2. Employment				
Employment Rate	The proportion of working-age persons employed in an economy	28,596 24.1%		1,307,872 27.8%
Agricultural Employment Rate	The percentage of households engaged in agriculture	47.6%		30.2%
Informal Employment Rate	The percentage of the workforce outside of the formal employment system	84.5%		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.	82.9		79.5%
Absolute Poverty Rate	The percentage of the population who cannot meet their minimum food and non-food needs.	60.5%		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	19.8%		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.	43.2%		39.1%
3. Education				
Literacy Rate	The percentage of the population (5 years and above) who cannot read and write a simple sentence in any language.	32,216 43.3%		2,447,612 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.	42,227 56.7%		1,638,019 40.1%
High School Completion Rate	Percentage of students who complete upper basic and secondary education / senior secondary education.	13,213 14.6%		1,147,629 23.2%
Primary School Completion Rate	Percentage of students who complete lower basic secondary education	20,817 23%		1,189,418 24%

Factors	Descriptions / Definitions	County		National
		Female	Male	
TVET	Number of students who complete a Technical / Vocational Education and Training (TVET) program.	77		11,871
College / University	Number of enrolled students who complete a four-year college.	1,404 1.6%		215,766 4.3%
4. Health				
Fertility	The average number of children born to women during their reproductive years.	6.1		4.2
% of Children who received all basic vaccinations	The percentage of children who took all the vaccines needed from 0 – 1 year old.	50%		51%
% of children who received all age-appropriate vaccinations	The percentage of children who receive all the vaccines needed from 0 – 5 years old.	33%		39%
Access to Insecticide Nets	The percentage of the population who has access to treated mosquito nets.	52%		40%
% of Hospital Births	The percentage of births in a medical facility.	50%		80%
% of births assisted by a skilled health provider	The percentage of women who gave birth outside of a health center but assisted by a health professional, nurse, or doctor.	51%		84%
Maternal Mortality	The number of maternal deaths divided by the number of live births multiplied by 100,000.	1078		854 deaths per 100,000 births
Infant Mortality	The probability of an infant dying between birth and age one. This is expressed per 1,000 live births.	78		63 deaths per 1000 births
Under-5 Mortality	The probability of a child dying between birth and the exact age of five. The rate is expressed per 1,000 children.	119		93 deaths per every 1000 births
5. Sex and Gender Based (SGB)				
Household Heads Distribution	Percentage of households headed by either gender.	6,712 29.9%	15,704 70.1%	1,1,87,514 100 %
Domestic Violence Rate	Percentage of the female population that experienced physical or mental abuse.	59%		55%
Sexual-Based Violence Rate	Percentage of the female population that experienced physical or mental abuse.	6%		9%
Female Genital Mutilation (FGM)	The percentage of women who practiced FGM.	78%		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 he 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	8,105	605	1395	1910	2005	2190
Strategic Policy 2: Labor and Employment	1,202	125	225	350	265	237
PROGRAM 5: Decent Jobs Environment	1,202	125	225	350	265	237
STRATEGIC POLICY 3: COMMERCE AND INDUSTRY	3,215	250	445	725	820	975
Program 6: Economic diversification and value addition	1,365	125	220	300	320	400
PROGRAM 7: Business Enabling Environment	1,850	125	225	425	500	575
Strategic Policy 4: Agriculture and Fisheries	2,740	160	500	610	670	800
Program 8: Food and Cash Crop Production	1,070	110	200	210	250	300
Program 9: Livestock and Poultry Production	1,670	50	300	400	420	500
Strategic Policy 5: Mineral Resource Management	948	70	225	225	250	178
Program 11: Extractive Industry	948	70	225	225	250	178
Infrastructure Development	9,530	1,890	1,950	2,150	1,870	1,670
STRATEGIC POLICY 7: ROADS AND BASIC INFRASTRUCTURE	3,550	700	800	850	700	500
Program 14: Road Networks and Safety	3,550	700	800	850	700	500
Strategic Policy 8: Transport and Logistics	3590	650	600	750	770	820
Program 15: Transport Services and Safety	3590	650	600	750	770	820
Strategic Policy 9: Water and Sewage	1,450	300	300	350	250	250
Program 16: Water Resource and Sewage Management	1,450	300	300	350	250	250
Strategic Policy 10: ENERGY	940	240	250	200	150	100
Program 17: Energy Resource Development and Management	940	240	250	200	150	100
Rule of Law	4,235	365	680	1075	1340	775
STRATEGIC POLICY 13: JUSTICE AND HUMAN RIGHTS	2,060	190	305	525	590	450
Program22: Justice Policy Reform and Decentralization	1,115	90	155	325	345	200
Program 23. Enforcement of Human Right.	945	100	150	200	245	250
Strategic Policy 14: Public Safety and National Defense	2,175	175	375	550	750	325
Program 24: Public Safety Readiness	2,175	175	375	550	750	325
Governance & Anti-Corruption	2,817	305	645	905	638	324
Strategic Policy 15: Transparency and Accountability	1,064	145	300	435	145	39
Program 27: Sustainable Democratic Governance Reform	1,064	145	300	435	145	39
Strategic Policy 16: Public Administration	1,753	160	345	470	493	285
Program 28: Land Governance and Management	1,058	95	185	270	343	165
Program 29: Public Service Decentralization	695	65	160	200	150	120
Environmental Sustainability	3,095	380	525	635	810	745
Strategic Policy 18: Climate Change	3,095	380	525	635	810	745

Pillars /Programs	Total	2025	2026	2027	2028	2029
Program 34: Forestry, Ecosystem Conservation and Restoration	1,145	130	200	235	285	295
PROGRAM 35: Renewable Energy	1,950	250	325	400	525	450
Human Capital Development	15,090	3250	3360	3365	2420	2695
Strategic Policy 19: Education	6,125	1500	1500	1350	975	800
Program 37: Educational Institution Management	2,700	600	500	500	600	500
Program 38: Teacher Capacity	2,050	700	650	500	150	50
Program 40: Student Learning Capacity	1,375	200	350	350	225	250
Strategic Policy 20: Health System	7,490	1450	1500	1620	1220	1700
Program 43: Health Sector Reform	3,820	750	750	810	610	900
Program 44: Health Services	3,670	700	750	810	610	800
Strategic Policy 22: Inclusive Social Development	1,475	300	360	395	225	195
Program 49: Inclusive Integrated Social Protection and Welfare Services:	1,140	250	300	320	150	120
PROGRAM 51: Inclusive Youth Empowerment	335	50	60	75	75	75
Total	42,872	6,795	8,555	10,040	9,083	8,399

GBARPOLU COUNTY

County Development Agenda (CDA)

2025-2029