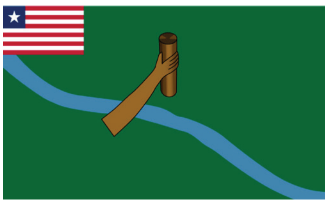
REPUBLIC OF LIBERIA

LOFA
COUNTY DEVELOPMENT AGENDA

LOFA COUNTY
2025-2029



LOFA COUNTY

County Development Agenda (CDA)

2025-2029

MESSAGE FROM THE SUPERINTENDENT

We extend compliments and appreciation to His Excellency Joseph Nyuma Boakai Sr, President of the Republic of Liberia for giving us the opportunity to serve our county, especially during this critical time in its history.

Throughout the world today approaches to sustainable development programs require collaborative, cooperative, and concerted efforts to initiate and implement.

In this context, the Lofa County Development Agenda (LCDA) serves as a core instrument for the localization of the national development agenda: "The ARREST Agenda for Inclusive Development (AAID)". The LCDA, developed through local participation, is erected on five pillars: (1) Infrastructure and Basic Services, (2) Agriculture, (3) Health, (4) Security and rule of law, and (5) Education. Each of these pillars has aligning programs and projects that are determined by the local stakeholders of Lofa County.

In the development context of today, political participation alone does not guarantee an active role of citizens in development initiatives. This is why the core goal of the LCDA is to get the plurality of voices and harness them to enable every citizen of Lofa to serve as a stakeholder, empowered to critically evaluate and take the necessary steps not only to sustain the gains we have made but also to strive to do more, sustainably.

Therefore, we have anchored the successful implementation of the County Development Agenda (CDA) on the following:

I. Governance - Open government has made citizens' participation the bridge that interconnects public administration, socio-cultural values, and institutional structures to measure collective activities. Globally, governance has become fashionable and is being used to guide countries' social and economic performance to improve development programs. In governance, participation is considered a core value and its adaptation is being advocated globally as one of the best tools for achieving the sustainable development agenda. The contextual importance and practice of participation are argued to be based on values and systems enshrined in the cultural perspective of a given society or in legally specified documents and institutions. This gave birth to the twin principles of inclusive leadership and citizens' ownership, pillars upon which our leadership is built that will be used in the implementation of the CDA.

II. Participation- In recent times, the model of citizens' participation is observed to be commonly used due to the increasing focus on governance and advancement in technology. Moreover, institutional interconnectedness between actors, including the policymakers, service providers, and the public is also a factor. This move is being described as an approach intended to strengthen democratic institutions with the goal of making policymakers play more of a "listening" role. In the context of Lofa County, it is intended to encourage every Lofa citizen to become responsive and proactive in the discharge of their functions. Furthermore, this action aims to increase the involvement of the citizens of Lofa County in the governance processes, especially in decision-making on development initiatives.

III. Accountability- From a broad perspective, accountability is assumed to include a correlation between specified and agreed-upon activities and objectives containing expectations and responsibilities. It is anchored as a normative and socially created term that always requires the interpretation of specific conditions. Moreover, accountability is embedded in the balancing of the power structure as it brings about answerability. Therefore, the principle of accountability will be firmly anchored in all our engagements, to allow actors to hold each other accountable to a set criteria as a point of judgment on the discharge of duties and responsibilities throughout the planning and the implementation of the CDA. This will allow sanctions to be levied if it is verified that an actor's responsibilities have not been met.

With the current dispensation, the CDA is set to play the role of unifying the people of Lofa County as it allows every citizen to be creative in tackling the age-old challenges while building consensus around solutions for growth and strengthening resilience for the challenges ahead.

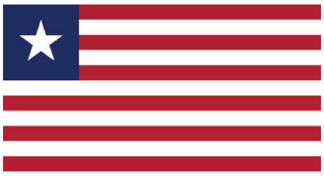
Through the lenses of institutions, agencies, and power, the concept of ownership brings to the forefront the question of stakeholder engagement. The participation of citizens in development processes will, therefore, be employed as an effective governance tool to enhance the processes of designing, negotiating, and implementing the CDA.

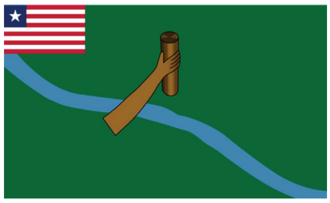
As we continue to serve our people, we remain thankful to the Government of Liberia, the spirited people of Lofa County, our development partners, and Liberians in general for the concerted efforts aimed at positively moving Liberia forward

I thank you.

J. Lavelah Massaquoi
Superintendent, Lofa County

LETTER FROM THE PEOPLE OF LOFA COUNTY





Citizens of Lofa County
Republic of Liberia
November 12, 2025

Your Excellency Joseph Nyuma Boakai, Sr.:

Sub: Citizens Endorsement of the Lofa County Development Agenda

We extend compliments and thank you for your "Think Liberia, Love Liberia, and Build Liberia" slogan and your "ARREST Agenda for Inclusive Development". This rallying cry has developed a consciousness in most of us to Think Lofa, Love Lofa, and Build Lofa which is manifested by our commitment to the formulation and implementation of the Lofa County Development Agenda (LCDA). Additionally, the LCDA clearly aligns with the Arrest Agenda for Inclusive Development (AAID).

It can be argued that every sector of Lofa County's development requires improvement either through policy development, strengthening of institutions, improvement of infrastructure, human resource and human security development, agriculture and food security, and health, among others. However, it does not seem possible to address all of these challenges/needs at once due to compounded factors such as prioritization, time, resource constraints, and the absence of detailed technical and operational information, among others. Therefore, the LCDA embodies a roadmap for addressing these issues while preserving the gains already made.

As a key component of the sustainable development plan, the County Development Agenda (CDA) is the local complement of the national AAID 2025-2028. It was prepared through local participation following a series of five district-level zonal Development Consultation Meetings and one county- level meeting that utilized the Participatory Rural Appraisal (PRA) method. Additionally, during the validation of the CDA, two days were devoted to reviewing, consulting, and agreeing upon priority sectors, programs, and projects which cascaded from the AAID.

During this process, we, the various participants serving as the larger representatives of a cross-section of the people of Lofa County, together with Ministries, Agencies, Commissions (MACs) of the central Government of Liberia were able to identify key development thematic areas that aligned with the critical interventions needed to move toward the realization of not only the national development agenda but also international development agenda such as the Sustainable Development Goals (SDGs), among others.

Moreover, we identified and prioritized key sectors, including infrastructure and basic services, agriculture, education, security and rule of law, and health. We also chose programs and projects that align with each of these sectors as detailed in the CDA.

Your Excellency, as we look forward to the full implementation of the CDA, we seek the firm and sincere support of your government and her partners. We also appeal to the consciousness of every Lofian to fully engage in our collective strategizing on approaches that will enable the unhindered implementation of this CDA. The Ministry of Finance and Development Planning (MFDP) is also deserving of our gratitude for its leadership role in structuring this CDA and we count on their continuing support.

Sincerely,

Citizens of Lofa County

FOREWORD FROM THE MINISTER OF INTERNAL AFFAIRS

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

During the last decade that I worked at the Legislature, I always envisioned having the opportunity to engage in issues of broader citizens' engagement through a well-structured and organized framework. The opportunity has now availed itself, and I must seize the moment. That moment is now here! The Local Government Act of 2018 provides perfect opportunities for Liberia's citizens, residents, and me. In addition, the Revenue Sharing Law and its attending regulations propel citizens to become champions of their development, and they should no longer be spectators. But the key question is, are we all ready for the transformation engendered by the different intrusive frameworks for radical change? I, however, do not doubt that this regime of His Excellency Joseph Nyuma Boakai, President of the Republic of Liberia, and his ARREST Agenda for Inclusive Development (AAID), will compare us all to do what we have come to do in the best interest of the citizens.

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

I thank you.

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

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PREFACE BY THE MINISTER OF FINANCE AND DEVELOPMENT PLANNING

Fellow Liberians and all Development Partners

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

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

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

The objectives of the CDA are to: (i) improve the quality of life for all the people across counties; (ii) foster sustainable and inclusive economic growth within the county; and (iii) support Liberia's march towards achieving a lower-middle-income country status by the year 2030. It is a strategic document guiding local and national participants in making smart policies, allocating resources, and effectively implementing programs and projects. The CDA is an action-oriented document providing a list of development interventions and projects whose implementation by all stakeholders is expected to contribute to the desired development outcomes such as lessening the multi-dimensional poverty burden, uplifting household incomes, sustaining livelihoods, and improving physical infrastructure among others.

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

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

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

Thank you!

Hon. Augustine Kpehe Ngafuan
Minister of Finance and Development Planning

ACKNOWLEDGEMENT

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

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

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

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

Finally, we would like to recognize the inputs made by the private sector on moving the County Development Agenda forward. Many thanks to Civil Society Organizations (CSOs), faith-based, youths and women organizations, our citizens with special needs, the media, and all other national private sector institutions for their unflinching support to the Lofa 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 Lofa 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 powerful and results-oriented instrument for the growth and development of Lofa County. The agenda aims to address the critical needs, aspirations, and priorities of the people of Lofa. 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 Lofa. There is a solid connection between the Lofa County Development Agenda and the national ARREST Agenda for Inclusive Development (AAID). This linkage is evident in two ways: First, it incorporates parameters, indicators, and insights that guided the development of both the AAID and the County Development Agenda (CDA). And second, the structure, content, and strategies of the CDA align with those outlined in the AAID.

During the consultations, the people of Lofa expressed challenges that could hinder efforts to achieve desired economic growth and sustained development. The socio-economic outcomes of Lofa 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 urgently require 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) enhancing health and sanitation outcomes; (iii) expanding and modernizing agriculture and agribusiness productivity; (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 potentials in the county as development drivers shall supplement the dividends from the priorities identified. These include: tourism, fisheries, mining, forestry, and animal husbandry.

A total of five (5) sectors, fifteen (15) programs, and twenty-five (25) projects are prioritized by the people of Lofa

County for implementation between 2025 and 2029. However, given their complementarity with other programs and interventions in the AAID, a total of eighteen (18) strategic policies, thirty-two programs (32) programs, and ninety-one (91) interventions were selected for implementation between 2025 and 2029. These targeted efforts are clustered around the six pillars of the AAID, distributed as follows:

1. **Economic Transformation:** five (5) programs and sixteen (16) interventions
2. **Infrastructural Development:** five (5) programs and ten (10) interventions
3. **Security and Rule of Law:** two (2) programs and seven (7) interventions
4. **Governance and Anti-corruption:** four (4) programs and thirteen interventions
5. **Environmental Sustainability:** three (3) programs and nine (9) interventions
6. **Human Capital Development:** thirteen (13) programs and thirty-six (36) 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. Additionally, three (3) 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, i dentify 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 Lofa 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 potentials of tourism. The President's inspiring vision for the ARREST Agenda, identified as a top priority, the need for investment in critical areas to boost economic development in Liberia. To fulfill this commitment, the President advanced the creation of a new national development plan, dubbed the ARREST Agenda for Inclusive Development (AAID). An integral component of the AAID is the County Development Agendas (CDAs) for each of Liberia's 15 counties.

This County Development Agenda is specifically tailored to address the unique needs, aspirations and priorities of the people of Lofa, 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 process; 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 peoples of Lofa.

Specifically, the agenda:

1. Articulates the development needs, aspirations, and specific challenges in Lofa, 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. Highlights feasible interventions to achieve the ARREST Agenda for Inclusive Development, towards Liberia's Vision 2030, and other regional and global development priorities and goals.

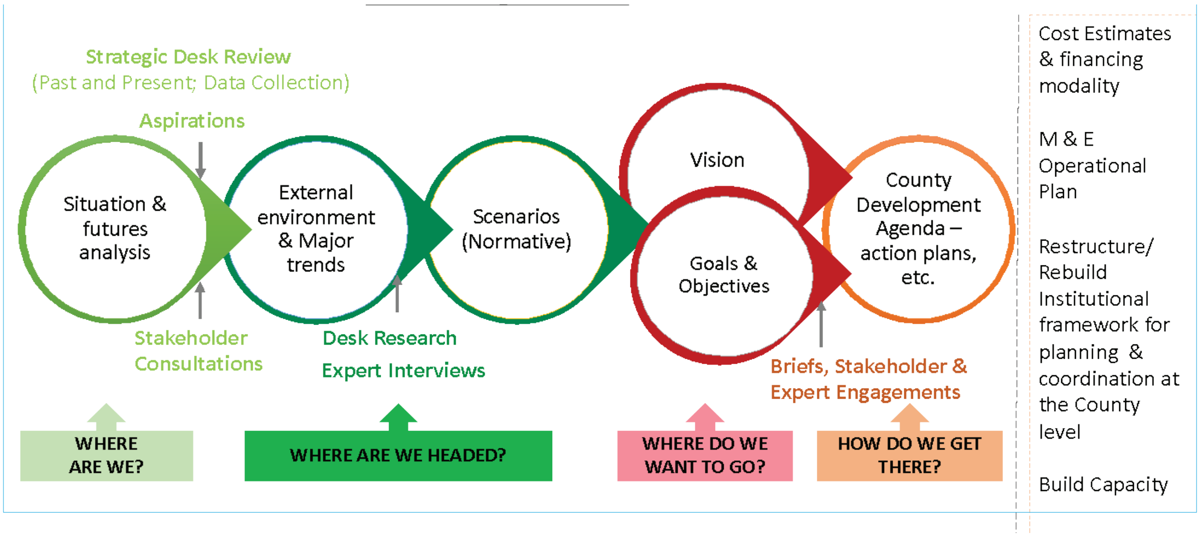
At the heart of this agenda is a commitment to improve agribusiness productivity, construct, revitalize and maintain roads, reinforce the rule of law, expand and modernize education, enhance health and sanitation outcomes, and unlock the potentials of tourism as development drivers. The agenda also emphasizes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

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

1.2. Approach

This CDA was developed through a participatory bottom-up approach involving a series of consultations at the districts and then county levels. Two days were spent engaging stakeholders from each administrative district in Lofa. Outcomes of the district consultations were presented, analyzed and consolidated at another two-day county consultation session, that was held in Voinjama City, where the people of Lofa 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 Lofa Legislative Caucus, where the peoples' report was considered and strengthened. The resulting draft was submitted to, and adopted at, a two-day county validation session, with the active participation of all county stakeholders. In compliance with the Local Government Act of 2018, the County Council convened an extraordinary session, approved the Lofa 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 including 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.

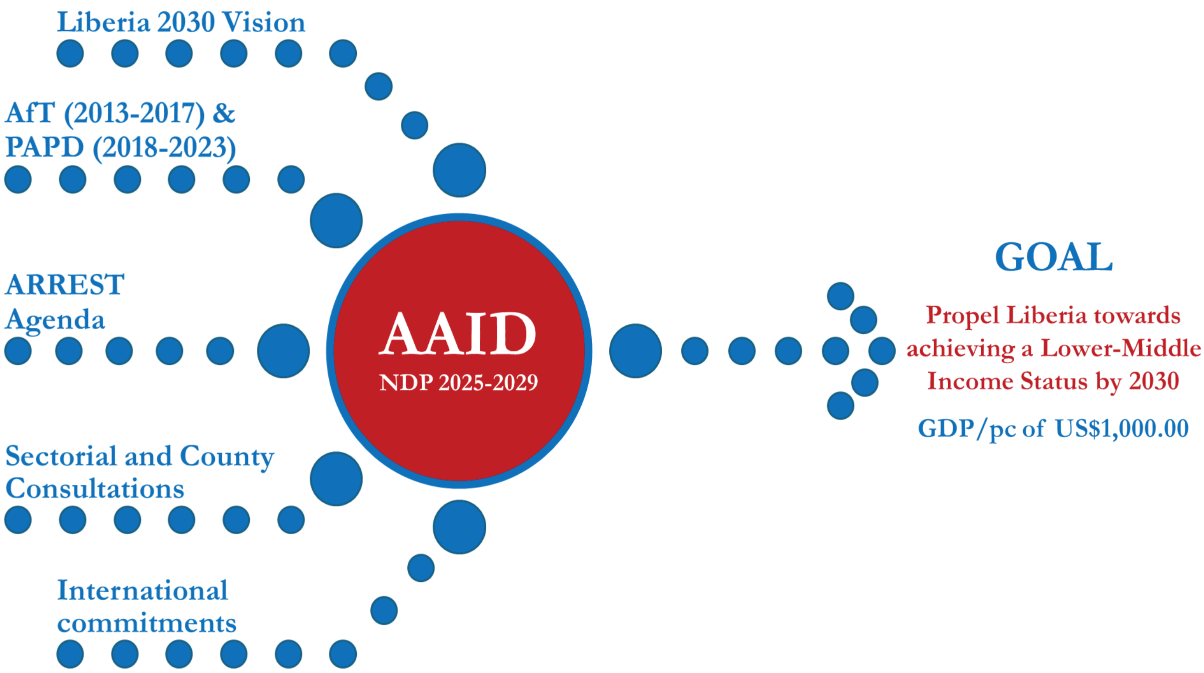
PART 2: AAID AND CDA LINKAGE, FEATURES AND LESSONS LEARNT

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 Lofa; (ii) foster sustainable and inclusive economic growth within the county; and (iii) support Liberia's march towards achieving a lower-middle-income country status by the year 2030. Accordingly, this CDA intends to deliver the intended results by pursuing thirty-two (32) programs and undertaking ninety-one (91) interventions during the planned period. The nature and scope of these programs and interventions are informed by current development challenges in the county; aspirations and priorities as expressed by the people of Lofa during the consultations; and the need to them synchronized 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 Lofa 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 inter-linkage relationship between the CDA and the AAID.

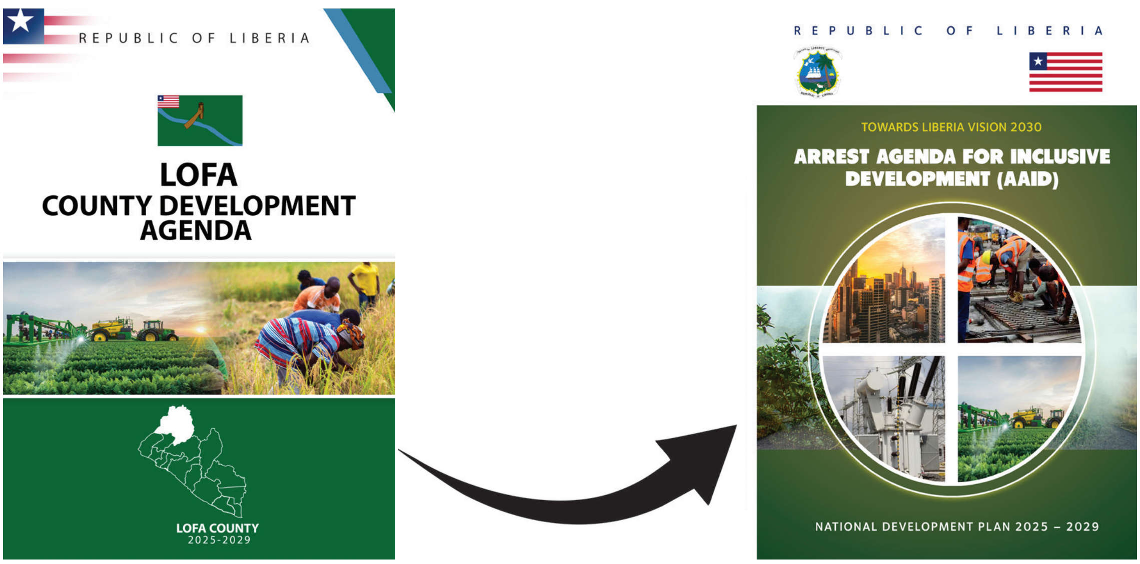
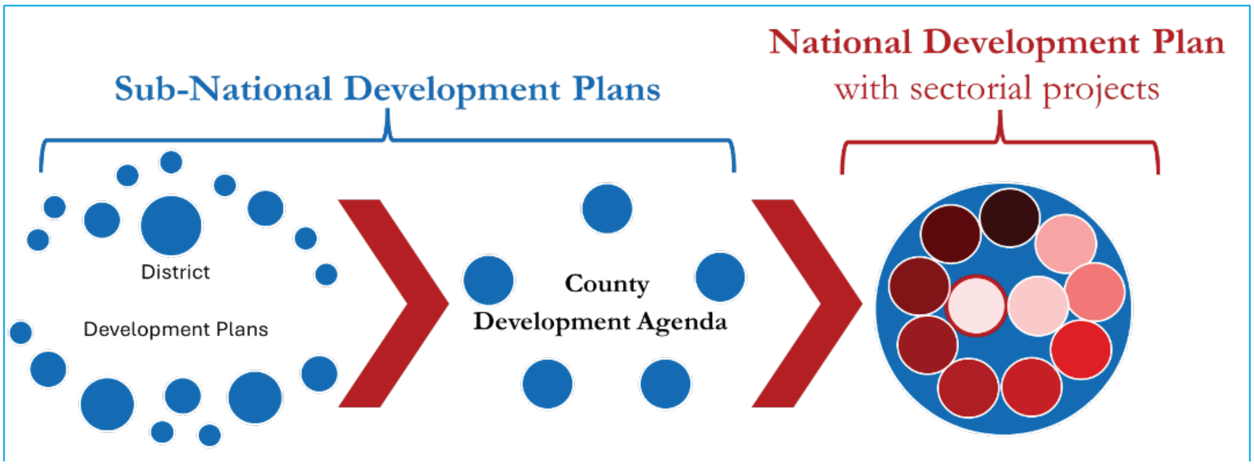


Figure 4: CDA & AAID Linkage and Relationship



Source: AAID

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

The 2008 County Development Agenda for Lofa comprised part of the first CDAs ever developed in Liberia. It represented a transformative shift in how Liberia approached development planning to address the nation's longstanding challenges in national and sub-national development efforts. Similarly, the 2025 paradigm presents a viable strategic instrument to address development challenges and needs at the sub-national level. They both aimed at achieving sustained and inclusive national and sub-national economic growth and development as outlined in the national development plan. Secondly, The Lofa 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	No

Both CDAs differ in several aspects. The 2008 CDA was formulated four years after the civil war, while the current CDA is developed 20 years after the war and after the Ebola epidemic of 2014-2016 and the succeeding COVID-19 pandemic of 2019-2023. Secondly, the 2008 CDA was released prior to the 2008 population census, while the current CDA follows the 2022 population and housing census. There was no County Council representing the various county stakeholders to oversee the implementation of the 2008 CDA as currently present to assume such responsibility in the current CDA.

2.3. Lessons Learned

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

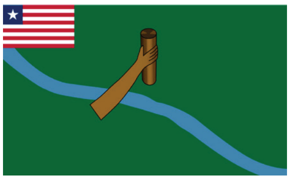
First, the 2008 CDA had a limited linkage with the extant national development plans, the Poverty Reduction Strategy (PRS) of 2008", "Lift Liberia" action plan, and annual national budgets. Given that Liberia is a unitary state and decision-making has always been centered in Monrovia, it would have been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

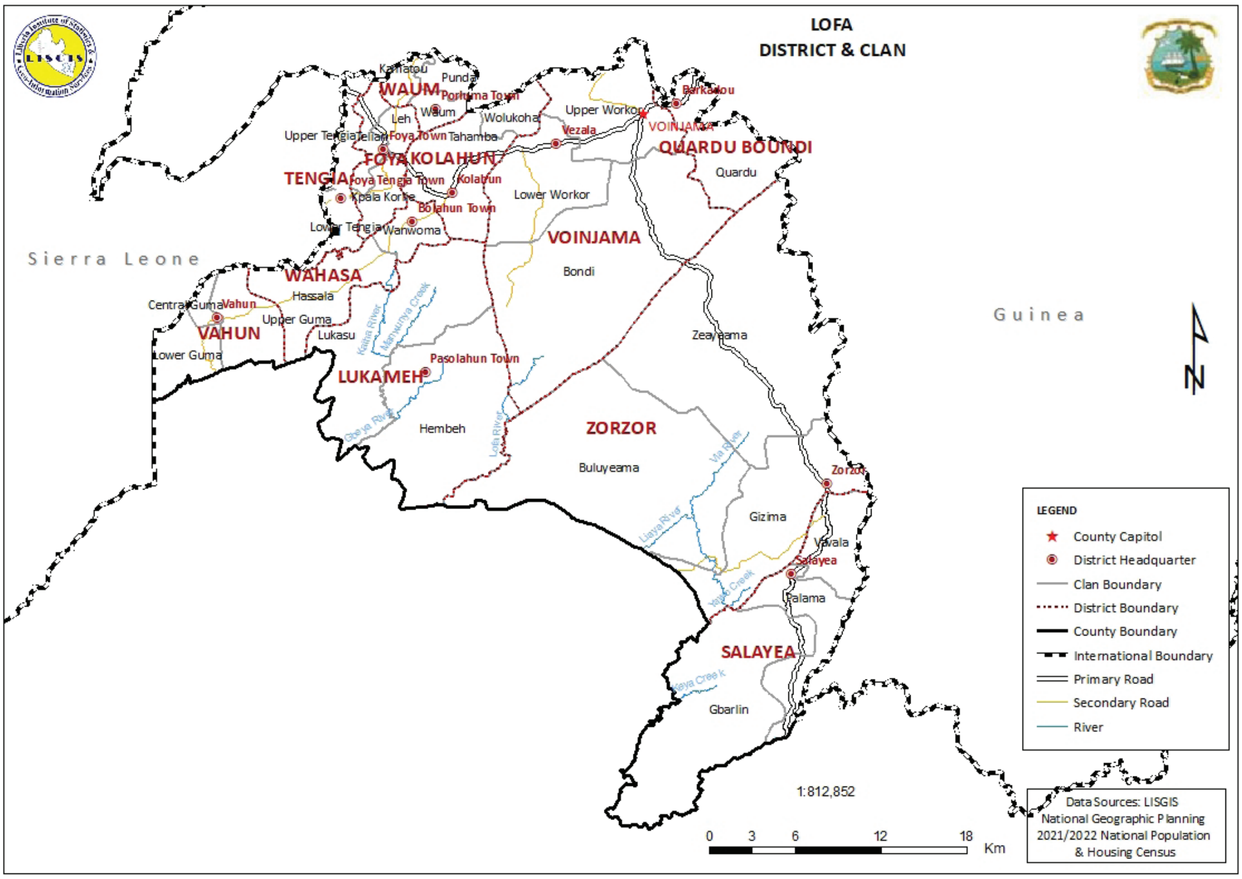
Second, the absence of a comprehensive legal framework to adequately support the operations of an effective local governance system, resulted in the apparent neglect and poor performance of the 2008 CDA. A stronger local government policy and procedure was needed to effectively encode and execute the 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 doable provisions that would, to a larger extent, affect local governance, and subsequently drive a successful implementation process of the current.

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 county's capital city, Monrovia, since the founding of Liberia in 1822. While a National Policy of Decentralization and Local Governance (NPDLG) was in place by 2011, it was not a law then. 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

Lofa County, originally known as the Western Province, comprises four districts: Kolahun, Voinjama, Zorzor, and Swan Bopolu. It was established as a county in 1964 and was once the largest county in Liberia, with eleven administrative districts and a diverse population. However, five administrative districts were later removed from Lofa and designated as Gbarpolu County. Lofa County is now made up of seven political subdivisions: Salayea, Zorzor, Voinjama, Kolahun, Foya, Vahun, and Quadru Gboni. It also includes a township called Zogolomai. The county's flag features green, light blue, and brown, depicting a hand holding a stick to symbolize unity. The flag also represents the Lofa River, after which the county is named, and the forested areas of the county. Initially encompassing 7,600 square miles, the current land area of Lofa County is 3,854 square miles. The capital city of Lofa County, Voinjama, is home to six of Liberia's ethnic groups: the Lorma, Kissi, Gbandi, Mende, Mandingo, and Kpelle.

3.1.2. Geography

Lofa County is located in the northwestern part of Liberia, between latitudes 7.9N and 9.4N and longitudes 10.6W and 12.3W. It shares its borders with the Republic of Guinea to the east and north, the Republic of Siera Leone to the west, and Gbarpolu and Bong Counties to the south and southeast respectively. Currently, Lofa is the second largest county in Liberia, covering an area of 9,982.5 square kilometers, which is 7.8% of Liberia's landmass. It is home to a diverse community with abundant natural attractions.

3.1.3. Climate

The climate in Lofa County is tropical, with high temperatures and humidity. There are two main seasons based on rainfall patterns. The rainy season is from mid-April to mid-October, while the dry season starts in November and ends in April. The average temperature ranges from 24°C to 30°C (75°F to 85°F) annually. 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. Lofa County receives an average rainfall of about 115 inches (2,900 millimeters). There are three main types of rainfall: heavy downpours at the beginning and end of the rainy season; more extended periods of precipitation covering larger areas; and "relief rains", which occur at mountain ranges and are caused by friction between the topography and air masses.

3.1.4. Topography

The county's landscape features highlands, mountain chains, plateaus rising from 1000 to 2000 feet, and mountain ranges reaching up to 2000 feet. Notable ranges in the area include the Wologisie, Wutivi, and Wanigisi. The region extends up to 80 miles between the Lofa and St. Paul Rivers. Additionally, there is a band of undulating hills with an elevation of around 300 feet, characterized by numerous hills, valleys, and waterways. Due to different climatic and vegetational conditions, Lofa County has all three types of soil found in Liberia—clay loam, sandy clay loam, and loam.

3.1.5. Vegetation

The vegetation in Lofa County consists of tropical rainforests, including tall forests, fragmented forests, and low forests. The predominant forest type is the moist semideciduous forest. Among the prevalent tree species are the nesogordonia papaverifera, the limba tree (or terminalia superb), and the obechi tree (or triplochiton scleroxylon).

3.1.6. Religion and Culture

Lofa County is predominantly Christian, with a significant Muslim minority and a small number of followers of other religions. These religious groups influence all parts of the county. Traditional cultural practices are strong in Lofa, providing social cohesion. The Poro is a traditional school where young men learn survival skills and civic responsibilities. Graduation from the Poro Society is celebrated as a cultural festival similar to the carnivals in the Caribbean and Brazil. The people of Lofa County leverage their traditional and cultural traditions in agriculture, cooperatives, education, and family life.

3.1.7. Demography

Lofa County, located at the northern tip of Liberia, has the fourth largest population of the fifteen counties. Based on Liberia's 2022 National Population Census, Lofa has an estimated total population of 367,376. Males comprised 49.8% (183,100) and females constituted 50.2% (184,276) of the total population.

Table 2: Lofa County Population Distribution by Administrative Districts

Districts	Total	Male	Female
Lofa	367,376	183,100	184,276
Foya	46,894	23,247	23,647
Kolahun	29,603	14,518	15,085
Salayea	28,960	14,303	14,657
Vahun	27,921	14,740	13,181
Voinjama	61,308	30,763	30,545
Zorzor	50,681	24,965	25,716
Quadu Boundi	22,844	11,275	11,569
Lukambeh	24,417	12,363	12,054
Wanhasa	34,796	17,368	17,428
Wuam	23,261	11,342	11,919
Tengia	16,691	8,216	8,475

LISGIS 2022, National Population and Housing Census

The county is home to various ethnic groups, including the Kpelle, Lorma, Mandingo, Kissi, Gbandi, and Mendi. Traditional culture is deeply rooted in Lofa, with the Poro and Sande societies playing significant roles in the education and initiation of young boys and girls. The most prominent ethnic groups in this region are the Lorma and Gbandi, who primarily practice Christianity and Islam, respectively. While they previously coexisted peacefully, land ownership, traditional customs, and power-sharing issues have strained their relationship, especially during the Liberian Civil War.

3.2. Socio-Economic Conditions: An Overview

Lofa County relies mainly on subsistence agriculture, with most of its population engaged within this sector. Lofa was once known as the "bread basket" of Liberia due to its substantial food production, especially rice, the country's leading staple food. The county faces challenges such as poor road infrastructure, limited market access, and high poverty. Unemployment rates, especially among the youth, are also high. Social dynamics are influenced by rural settings and traditional cultural practices, leading to traditional gender roles and limited economic opportunities for women as well as higher Female Genital Circumcision (FGC) rates. The education sector struggles with a literacy rate below the national average and a shortage of trained teachers. Access to quality healthcare remains a challenge as well. The following table depicts an overview of the socio-economic reality in Lofa County.

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

Areas	Indicators	Descriptions / Definitions	County	National
Employment	Employment Rate	The proportion of working-age people employed in an economy	139.493 42.2%	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.	26.9%	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	134,990 47.7%	2,447,612 59.9%
Health	% of children who receive all age-appropriate vaccination	The percentage of children who receive all the vaccines needed from 0 – 5-year-old.	52%	39%
Gender Base Violence	Domestic Violence Rate	Percentage of the female population that experience physical or mental abuse.	44%	55%

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 Lofa contemplate on pushing economic growth and development within the county, they should incorporate in their strategies, comprehensive exploration of future possibilities, challenges and opportunities. This forward-looking strategic approach will enable authorities and the people of Lofa 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 adopting a 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. Whatever programs that are instituted could invariably suffer from the negative impacts on supply chain, rising prices and the subsequent inflationary trends across the world.

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

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

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

Changing Economic Landscape: Among the major trends in the global economy that are relevant to Liberia are: increasing commodity price fluctuations; shift towards green economy; rising digitization and technological advancement; changing patterns of foreign investment; and increasing complexity of global value chains; and increasing regional integration. Adapting to these trends while addressing fundamental development challenges will be crucial for Liberia's economic future, and correspondingly the Lofa economy, in a highly competitive global 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. Notably, reforms instituted in various spheres such as decentralization of governance and social facilities, digital economy, and a vibrant productive private sector. If properly instituted, these building blocks shall provide the people of Lofa 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 of the future. Either a new collaborative and green economy emerges, or the people of Lofa and Liberia could end up in an uncertain and fragmented future.

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

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

3.5. Lofa County Private Sector Investment Potential

Realizing the vital role the private sector plays in spurring economic development through contributions to job creation, economic growth, infrastructural development, poverty reduction, and export-led growth, the people of Lofa County aspire to work with the national government to attract private sector investment in their county. To this end, the people of Lofa County have identified their county's potential for private-sector investment, which are contained in the table below.

Table 4: Lofa County Private Sector Investment Potential

Areas	Opportunities	Required Actions
Agriculture	Lofa County is endowed with vast fertile land including up and lowland suitable for agriculture. Once known as the food basket of Liberia, Lofa County ideal for agriculture is there are many farmers cooperatives of skilled farmers.	Create an enabling environment to attract private investments in mechanized agriculture (with value addition) to produce rice, cassava, maize, cocoa, coffee, rubber, oil palm, plantains, banana, etc.
Forestry	Lofa County has vast forest reserves.	Explore and take advantage of carbon trade and financing opportunities and eco-tourism.
Mining	Lofa County has deposits of significant mineral resources including Iron Ore, Diamond, Gold, etc. In some areas, Gold and Diamonds are mined illicitly.	Conduct geographical surveys to determine location, quantity and value of mineral deposits. Encourage more formalized mining concessions, incentivize individual and small-scale miners to acquire legal status, and support them to organize into cooperatives. Manage natural resources so that they will benefit several generations Exploit our natural resources wealth in an environmentally responsible manner
Tourism	Lofa is home to breathtaking landscapes, rivers, waterfalls, as well as several historical and traditional sites that could be tourist attractions.	Identify and market tourist attractions and create an enabling environment to attract investment in tourism.
Commerce & Industry	Lofa is strategically located near the border with Guinea and Sierra Leone. This loca-tion is ideal for cross-border trade. Also, a mini hydro is under construction in the county. When completed, it will provide electricity to residents and businesses, facilitating commerce and industry.	Provide incentives for investments in manufacturing, Agri processing, and other large scale commercial ventures.

PART 4: COUNTY CHALLENGES, ASPIRATIONS AND PRIORITIES

4.1. Nature of the Challenge

During the consultations, the people of Lofa 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 Lofa but were similarly expressed across the country. Table 5 below synthesizes the nature of the identified challenges that are associated with each prioritized sector.

Table 5: Nature of the Challenges

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

4.2. The Peoples Aspirations

During the consultations, the people articulated their aspirations for achieving the desired economic growth and sustained development. These aspirations like those expressed in other counties focus on enhancing access to essential basic services, improving the people's living conditions and welfare, and fostering community development and social cohesion. Targeted interventions that would ably address the county's aspirations were also specified and recommended for action. The expressed aspirations and suggested actions are listed in Table 6 below.

Table 6: The Peoples' Aspirations

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

4.3. The Identified Priorities

The people of Lofa identified and ranked five strategic priority areas against which the government will endeavor to allocate substantial public and private investments over the next five years. Table 7 below lists the identified Districts' and the county's critical strategic priorities by sectors. These priorities focus on addressing the fundamental challenges the county faces, while at the same time promoting sustainable economic growth, improving livelihoods, and enhancing good governance. At the county consultation, the citizens of the districts and other key stakeholders from the county reviewed and agreed on the priorities listed under the county column in Table 7.

Table 7: Districts and County Strategic Priorities

Rank	Districts				County
	Zorzor	Voinjama	Kolahun	Foya	
1st	Roads	Roads	Roads	Roads	Roads
2nd	Health	Agriculture	Health	Health	Health
3rd	Agriculture	Health	Agriculture	Education	Agriculture
4th	Rule of Law	Education	Education	Agriculture	Education
5th	Education	Rule of Law	Rule of Law	Rule of Law	Rule of Law

PART 5: PROGRAMS AND INTERVENTIONS FOR IMPLEMENTATION

5.1. PRIORITIZED PROGRAMS AND INTERVENTIONS

The county prioritized five (5) sectors, fourteen (14) programs, and twenty-five (25) interventions. However, given their complementarity with other programs and interventions in the AAID, a total of eighteen (18) strategic policies, thirty-two (32) programs, and ninety-one (91) interventions were selected for implementation between 2025 and 2029. The respective numbers of programs and interventions as distributed amongst the six pillars of the AAID are shown in Figure 6 below.

Figure 6: Programs and Interventions Distribution Per Pillar

Pillar 1	Pillar 2	Pillar 3	Pillar 4	Pillar 5	Pillar 6
3 Strategic Policies	5 Strategic Policies	2 Strategic Policies	2 Strategic Policies	1 Strategic Policy	5 Strategic Policies
5 Programs	5 Programs	2 Programs	4 Programs	3 Programs	13 Programs
16 Interventions	10 Interventions	7 Interventions	13 Interventions	9 Interventions	36 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 in achieving this goal, the citizens of Lofa prioritized three (3) strategic policies from the AAID (strategic policies 3, 4 and 6), five (5) programs (programs 6, 7, 8, 9, and 13), and sixteen (16) interventions under the Economic Transformation pillar from the AAID for the next five years.

5.2.1. 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 Lofa 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 Lofa 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.

5.2.2. 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 wellbeing of citizens.

Program 8: *Food and Cash Crop Production*

Objective: Enhancing food security, promoting agricultural productivity, creating jobs, and ensuring sustainable agricultural 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 at least 10 farmers cooperatives.

Key interventions:

- Supporting the increase in food crop production (rice, cassava, vegetables and maize),
- Supporting the increase in cash crop production (cocoa, oil palm, rubber and coffee).
- Promotion of climate-smart agriculture and irrigation
- Supporting inclusive agricultural food and non-food value chain
- Formalization of farmers cooperatives.
- Facilitating access to finance and loans for farmers, most particularly women.

Program 9: *Livestock and Poultry Production*

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

Key targets by 2029:

1. Support the increase in livestock production by 10%
2. Support the Increase in poultry meat production by 10%
3. Support the increase in animal feed production by 10%.

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.

5.2.3. Strategic Policy 6: Tourism, Culture and Creative Economy

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

Program 13: *Culture and Creative Economy*

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

Key targets by 2029:

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

Key interventions:

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

5.3. PILLAR 2: INFRASTRUCTURAL DEVELOPMENT

The strategic goal is to develop modern, reliable, and climate-resilient infrastructure to support sustainable socio-economic development. To expand and improve infrastructural services to the people of Lofa County, they prioritized five (5) strategic policies (strategic policies 7, 9, 10 11, and 12), programs (7) programs (14, 16, 17, 20 and 21), and ten (10) interventions 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 in order to enhance accessibility and connectivity of rural and urban areas, while strengthening social inclusion.

Key targets by 2029:

1. Construct, rehabilitate and maintain primary roads from Voinjama to Foya and from Salayea to Voinjama
2. Expand, rehabilitate and maintain at least 75 km of secondary roads in the county (Bomi to Vahun to Foya Road Corridor, Kolahun to Ngondorlahun, and other roads that connect major towns & communities in the county)
3. Expand, upgrade, and maintain at least 30 km of urban and community roads.

Key interventions:

- Expansion, rehabilitation, and maintenance of primary roads in the county
- Expansion, rehabilitation, and maintenance of secondary roads in the county
- Rehabilitating and maintaining feeder roads throughout the county, including farm-to-market roads.
- Expansion, rehabilitation and maintenance of urban and community roads.

5.3.2. Strategic Policy 9: Water & Sewage

Strategic Objective: Provide universal access to water for the population and businesses and effective sewage management systems, while improving public health.

Program 16: *Water Resource and Sewage Management*

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

Key targets by 2029:

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

Key interventions:

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

5.3.3. Strategic Policy 10: Energy

Strategic Objective: Ensure sustainable energy access for the people of Lofa County as well as businesses in the county, 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. Support the provision of reliable cost-effective and sustainable electricity in the county.

Key intervention:

- Supporting the provision of reliable cost-effective and sustainable electricity in the county.

5.3.4. Strategic Policy 11: Communication Technologies and Digital Economy

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

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

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

Key targets by 2029:

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

Key intervention:

- Expansion of ICT and broadband coverage in the county.

5.3.5. Strategic Policy 12: Housing Development

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

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

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

Key target by 2029:

1. Construct at least 100 inclusive housing units.

Key intervention:

- Provision of housing for public servants, especially security, health and education officers.

5.4. PILLAR 3: RULE OF LAW

The strategic goal is to establish a just, equitable, and accountable legal framework that protects the rights of all, promotes good governance, and fosters a stable environment conducive to development. To dispense non-discriminatory laws and protection for the people of Lofa County. To achieve this goal, the county prioritized two (2) strategic policies (strategic policies 13 and 14), two (2) programs (programs 23 and 23), and seven (7) 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.

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:

- Strengthening judicial ethics and public confidence
- Strengthening traditional/community justice mechanisms
- Strengthening access to justice services for PWDs and other vulnerable persons.

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

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

Program 23: *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 (LNP, LIS, LNFS, BCR, LDEA, NSA)
2. Construct at least one correction facility in the county and provide rehabilitation services (skills training) for inmates
3. Increase the number of security personnel (LNP, LNFS, LIS, LDEA, BCR and NSA) in the county by at least 20% and provide logistical support to facilitate effective operations.
4. Train law enforcement officers in the county.

Key interventions:

- Construction, renovating, equipping and upgrading existing facilities for security and public safety agencies
- Constructing correction facilities in the county and providing rehabilitation services (skills training and counseling) for inmates
- Increasing the number and capacities of joint security personnel in the county and providing logistical support to facilitate effective operations.
- Capacity building for law enforcement agencies, prosecutors and public defenders.

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, Lofa County prioritized two (2) strategic policies from the AAID (strategic policies 15 and 16), four (4) programs (programs 27, 28, 29, and 30), and thirteen (13) 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 in which 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.

Key interventions:

- Improving civic and voter education, and public engagement
- Enhancement of internal, sectoral, and local government technical capacity.

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
- Identification of local communal farming and agricultural sites for new agri-business economic operators
- Creation of physical boundary delimitations and urban toponymy.

Program 29: *Public Service Decentralization*

Objective: Foster social cohesion and healing in the county.

Key targets by 2029:

1. Build capacity support for Local Government Administrative Structure
2. Rehabilitate and modernize the County Service Center.
3. Rehabilitate and expand local government facilities in the county.

Key interventions:

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

Program 30: *Peace and Reconciliation*

Objective: Foster social cohesion and healing in Lofa County.

Key targets by 2029:

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

Key interventions:

- Improvement of civic education and awareness
- Enhancement of social cohesion and peaceful coexistence
- Strengthening community engagement in non-violence.

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 County's Nationally Determined Contributions, supporting economic growth, and improving the quality of life for citizens.

To achieve this goal, the citizens of Lofa County prioritized one (1) strategic policy (strategic policy 18), three (3) programs (programs 34, 35, and 36), and nine (9) interventions under the Environment Sustainability pillar from the AAID for the next five years.

5.6.1. Strategic Policy 18: Climate Change

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

Program 34: *Forestry, Ecosystem Conservation and Restoration*

Objective: Ensure sustainable management of forests including their productive utilization for economic gains, the effective conservation, and restoration of Lofa 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. Reduce the county deforestation rate by 10%
2. Plant 20,000 trees along major roads in Lofa County.

Key interventions:

- Restoration of degraded forestlands and increasing urban canopy 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 percent
2. Support with renewable energy to public social infrastructures.

Key interventions:

- Increasing rural renewable energy supply
- Promoting private sector off-grid and community-based renewable energy solutions
- Support adoption of at least 1,000 affordable improved cook stoves (ICS) by households.

Program 36: *Solid Waste Management*

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

Key targets by 2029:

1. Identify and prepare at least 2 landfill sites for waste disposal
2. Improve healthcare waste management practices and reduce waste incineration.

Key interventions:

- Identification and preparation of landfill sites for waste disposal
- Strengthening the capacity of city corporations to manage waste
- Improvement of healthcare waste management practices and reducing waste incineration.

5.7. PILLAR 6: HUMAN CAPITAL DEVELOPMENT

The strategic goal is to develop a skilled, knowledgeable, healthy, and empowered population, to drive sustainable and inclusive socio-economic development. To assist in ensuring the effective development of the requisite human capital in Lofa County, the citizens prioritized five (5) strategic policies from the AAID (strategic policies 19, 20, 21, 22 and 23), thirteen (13) programs (programs 37, 38, 39, 40, 41, 43, 44, 46, 47, 48, 49, 50 and 51), and thirty-six (36) interventions under the Human Capital Development pillar from the AAID for the next five years.

5.7.1. Strategic Policy 19: Education

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

Program 37: *Educational Institution Management*

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

Key targets by 2029:

1. Enhance all managerial staff capacity
2. Enhance 20% of teachers' capacity to deliver gender and disability transformative education.

Key interventions:

- Enhancement of schools' management capacity
- Implementation of skill-based health education and strengthening the role of girls' and boys' health clubs
- Equipping TVET centers and HEIs with IT infrastructure, including internet connectivity and computers.

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 100 teachers (continuous professional development – CPD)
2. Provide incentives to attract teachers in hard-to-reach areas
3. Professionalize at least 100 teachers through certification and licensing.

Key interventions:

- Undertaking teachers' continuous professional development
- Provision of incentives to attract and support the deployment of qualified teachers in underserved areas
- Development and rolling out a system for teacher licensing.

Program 39: *School Facilities*

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

Key targets by 2029:

1. Build, renovate or expand at least 6 inclusive and climate-resilient school infrastructures including science and computer labs and an auditorium
2. Increase the rate of enrollment of learners with disabilities by 10%
3. Support 15 children with learning disabilities.

Key interventions:

- Building, renovating or expanding inclusive and climate-resilient school infrastructure including science, computer labs and auditorium
- Establishing and modernizing TVET institutions to cater to nontraditional learners and vulnerable population
- Supporting children with learning disabilities.

Program 40: *Student Learning Capacity*

Objective: Enhance students' ability 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 text book ratio for students in the county
2. Place 30 volunteer teachers on GoL payroll.

Key interventions:

- Provision of open-access, non-copyright textbooks for every child
- Increasing the number of qualified teachers and placing qualified volunteer teachers on GoL payroll, and providing teachers' quarters for schools in remote locations.

Program 41: *Governance of the Educational System*

Objective: Improve education service delivery at all levels through strengthened management and supervision of the education system in Lofa County.

Key targets by 2029:

1. Increase gross enrolment in Lofa by 15,000
2. Mainstream STEM projects at all appropriate levels.

Key interventions:

- Enhancement of free and compulsory education in early, primary, and secondary education
- Mainstreaming of STEM projects at all appropriate levels.

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, place qualified volunteer health workers on the GoL payroll
3. Construct staff quarters for at least 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 health care professionals, placing qualified volunteer health workers on Government of Liberia (GoL) payroll
- Constructing staff quarters for remotely located health facilities.

Program 44: *Health Services*

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

Key targets by 2029:

1. Upgrade and modernize public health facilities and construct 1 major hospital at a central point to support critical needs in Vahun, Wanhasa, and Lukambeh
2. Provide essential drugs, medical equipment and supplies to Telewoa Memorial, Kolahun, Foya Health Center, Vezela Health Facility, Barkedu, Salayea and Lukezu health facilities
3. Provide at least 2 new ambulances to enhance emergency medical care.

Key interventions:

- Upgrading and modernizing public healthcare facilities, and constructing a major hospital at a central point
- Providing essential drugs, medical equipment and supplies to health facilities in the county
- 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 21: Water, Sanitation and Hygiene

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

Program 46: *Sanitation and Hygiene*

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

Key targets by 2029:

1. End open defecation practices in Lofa County
2. Increase coverage of basic water service in health facilities to 90%.

Key interventions:

- Eradication of Open Defecation practices
- Implementation of the national WASH in health care facilities roadmap 2024 to 2029.

5.7.4. Strategic Policy 22: Inclusive Social Development

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

Program 47: *Inclusive policies and systems*

Objective: Remove barriers to inclusion and participation for vulnerable populations by strengthening and enforcing policies, laws, and regulations, and increasing awareness of gender issues.

Key targets by 2029:

1. Reduce the percentage of children aged 5-17 engaged in child labor from 28% to 10%
2. End child marriages.

Key interventions:

- Strengthening and enforcement of child protection laws
- Supporting enforcement of corporate responsibility commitments in every FDI.

Program 48: *Sexual and Gender-Based Violence*

Objective: Strengthen preventive measures and coordination mechanisms to foster accountability, shift social norms, and enhance support services in addressing SGBV.

Key targets by 2029:

1. Reduce the incidence of SGBV in the county by 50%
2. Increase access to SGBV services in the county by 30%.

Key interventions:

- Expansion of SGBV prevention and survivor support services
- Improvement of inter-agency coordination mechanism and implementation of the GBV accountability framework nationwide
- Enhance coordination to improve GBV response services.

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 targets by 2029:

1. Construct, equip, and operationalize at least one (1) safe home with the capacity to host at least 50 SGBV survivors, victims, and children as well as drug-affected youths
2. Support at least 20 PWDs with assistive technology equipment.

Key interventions:

- Construction, equipment, and operationalization of a safe home with the capacity to host SGBV survivors, victims, and children as well as drug-affected youths.
- Supporting PWDs with assistive technology equipment.

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

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

Key targets by 2029:

1. Support 20 agribusiness and entrepreneurship enterprises for women and vulnerable groups
2. Capacitate 50 veterans and PWDs in agri-business and entrepreneurship.

Key interventions:

- Provision of support to veterans' agribusiness production
- Development of PWDs' productive capacity for agribusiness
- Development of veterans' productive capacity for agribusiness and entrepreneurship.

5.7.5. Strategic Policy 23: Youth Development

Strategic Objective: Empower young people, increase their economic opportunities, and enhance their contribution to sustainable development.

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. Capacitate at least 200 youth in agri-business and entrepreneurship
2. Secure at least 50 internships, apprenticeships, and volunteerism placements for youth and PWDs
3. Enrol at least 100 youth volunteers in National Youth Service.

Key interventions:

- Development of agri-business and entrepreneurship productive capacity for youth
- Provision of internships, apprenticeships, and volunteer work opportunities for social development of young people and PWDs
- Development of skills for the future through youth mentorship
- Supporting the reintegration of rehabilitated youth and preventive awareness campaigns against substance use among adolescents and youths.

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 Lofa County. Functionaries within the executive, judiciary, and legislature, are all cloth with portfolios of authorities 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 Lofa 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 Lofa.

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	Labor Commissioner	County Attorney	Representatives
County Development Officer	Youth Coordinator	County Health Officer	Public Defenders	
County Administrative Officer	Resident Engineer, MPW	Registrar, CNDRA		
County Finance Officer	County Joint Security Commanders	Coordinator, GSA		
Project Planner	Mining Agent	CSIO, LISGIS		
Sta. District Superintendents	Agriculture Coordinator	RDO/CMO, MFDP		
Gender Coordinator				

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.	Service Delivery: to deliver basic public goods and services consistent with the law.
Budget & Development Plans Approval: approving annual county budgets and development plans.	Development Planning: to play a crucial role in the implementation of county development plans.
Certificates and Permits: to issue appropriate certificates and operating permits as designated by the Legislature.	Coordination: to work with various county-based institutions to ensure effective governance and development.

As designed, these mandates enhance the roadmap towards the implementation of the Government's decentralization policy, giving local authorities more control over their administrative, fiscal, and political affairs. Given the autonomy devolved to the county and resources allocated, the government and people of Lofa 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 IV.

6.1.3. Requirements and Benefits of a Coordinating Mechanism

Coordination between local actors of Lofa, 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

CChapter 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 the County Development Planning Unit. According to 5.1 of the LGA, the County Development Planning Unit shall be responsible for development planning, which shall be linked with the central government development planning and aid coordination entities and shall coordinate Development Planning Units to be established in Administrative Districts. Given this summary, coordination within the County Development Planning Unit at the county level will comprise the following:

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

Functions of the Unit

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

1. Plan Development and Coordination
2. Project Development
3. Monitoring and Evaluation
4. Reporting

5. Data/statistics, information management
6. Research

Key Actors/Staff within the County Development Planning Unit

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

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

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

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

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

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

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

Ministry of Gender Children and Social Protection represented by the County Gender Coordinator. The Gender Coordinator is responsible for ensuring that issues of gender are mainstreamed into the development planning processes at the county level.

Layers of Coordination

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

1. **County Development Steering Committee (CDSC):**
   The CDSC shall be the highest decision-making body at the county level, particularly regarding development planning. The CDSC shall be chaired by the County

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

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

2. Working Group Forum

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

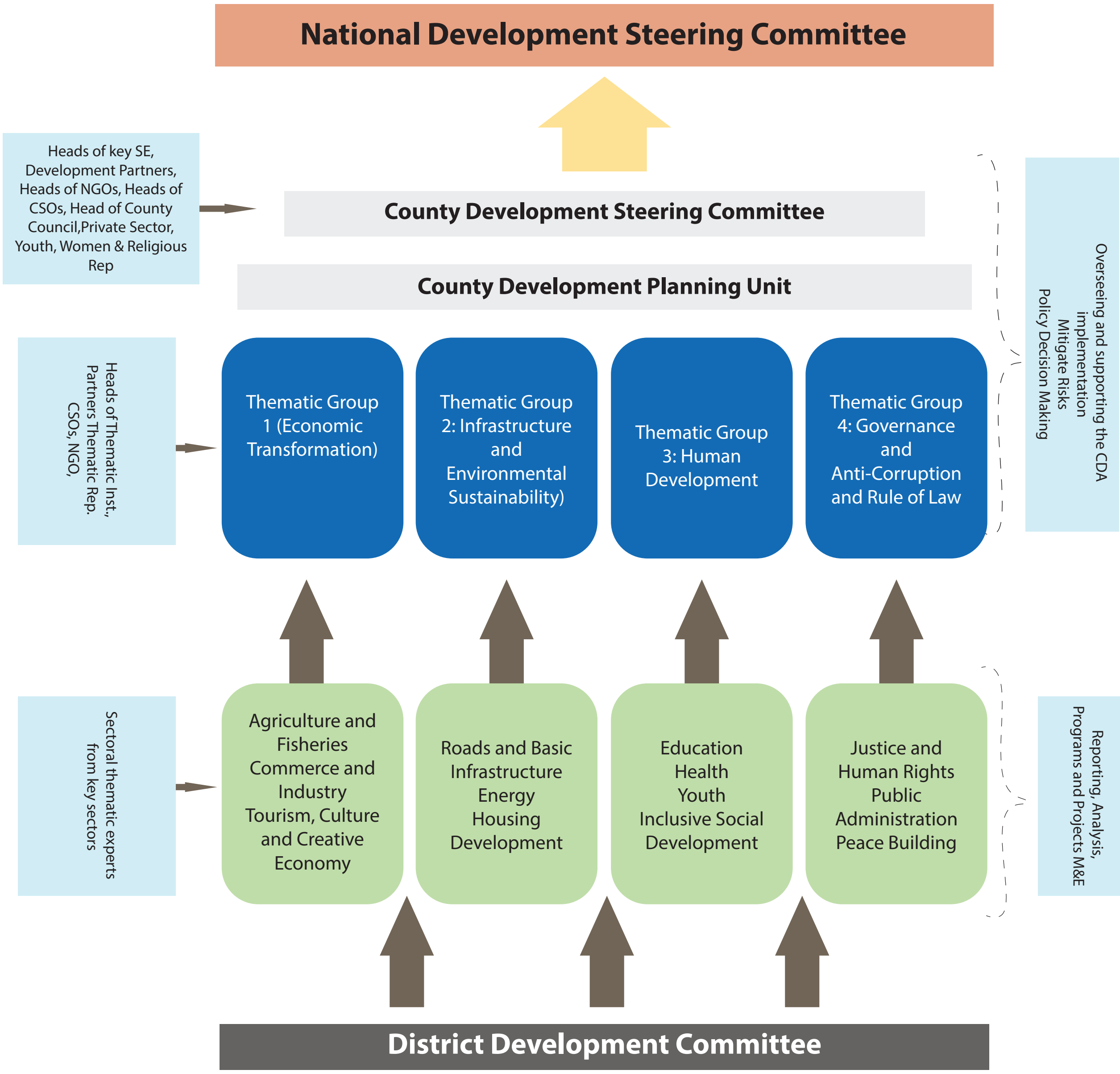
- **A.** Human Development Working Group Forum
- **B.** Economic Transformation Working Group forum
- **C.** Infrastructure and Environmental Sustainability Working Group Forum
- **D.** Governance and Anti-Corruption and Rule of Law Working Group Forum

District \Development Committees:

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

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

Figure 7: Coordination Structure for the County Development Agenda



6.2. The Theory of Change

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

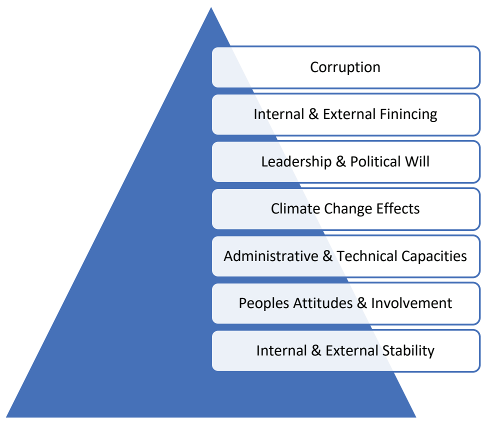
The effective implementation of the Lofa County Development Agenda shall make the necessary contribution to Liberia becoming a lower middle-income country by 2030. Three (3) drivers and (2) enablers of change shall be prioritized and pursued to add value to the county's contribution to the overall AAID. The first driver, Human Capital, is the preeminent determinant, and its development shall be high on the County Agenda to drive the needed positive and progressive change. A strong and successful human development program will 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 to 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



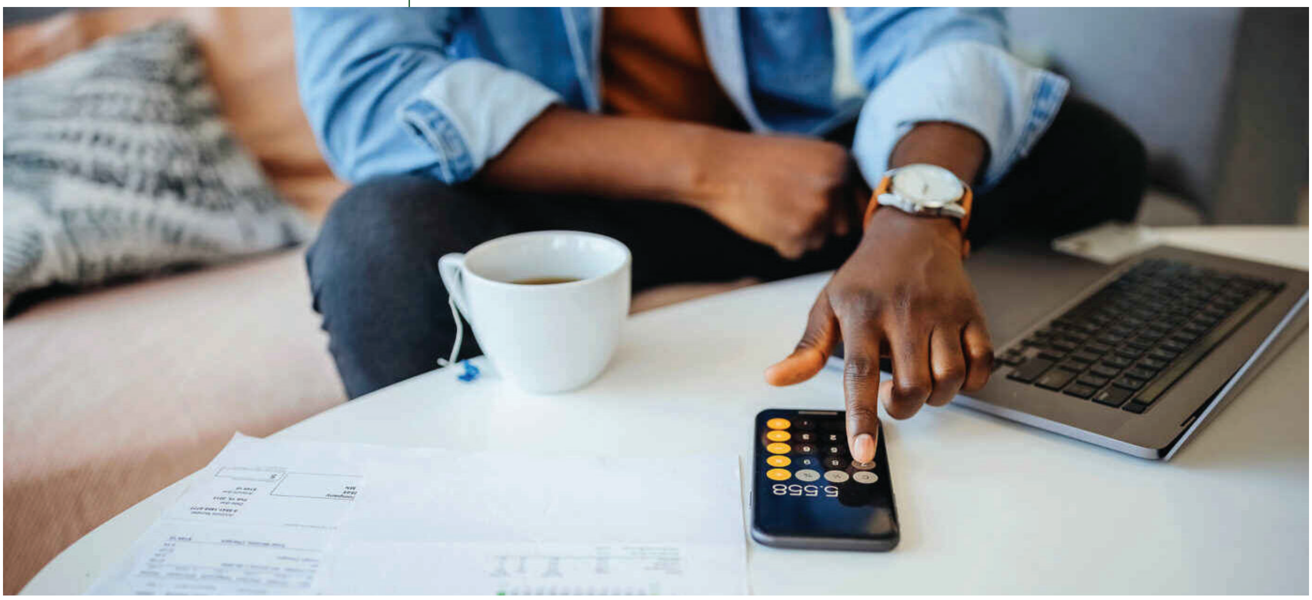
6.3.2. Managing Potential Risks

Effective risk management is an ongoing process that requires proactive identification, assessment, and mitigation strategies. Risks 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 Lofa 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 the table 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 program for the CDA implementation.
Internal and External Financing
• Take a strategic approach to donors' fundraising, such as organizing a donor conference for the CDAs. • Ensure all development activities (governmental and non-governmental) in the county are channeled through the CDA and apply their funding against the CDA budget. • Ensure effective implementation of the CDAs 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
• The national development plan implementation unit should leverage the coordination mechanisms for the development plan formulation to support increasing and maintaining stronger political will and leadership
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. • Provide Farmers with awareness 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
• Continue to create awareness for the CDA implementation. • Ensure cross-representation of stakeholders in the CDA implementation unit and open CDA periodic monitoring and evaluation meetings to the public
Internal and External Stability
• The GoL should ensure good governance and other positive governance programs to reduce the risk of internal instability. • The local government should strictly adhere to the public financial management laws 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 Lofa County.

PART 7: FINANCING THE CDA AND RESOURCE MOBILIZATION



7.1. Financial Requirements for Implementing the CDA

The minimum amount needed to finance the Lofa Development Agenda is approximately US$ 66,850,000 (Sixty-Six Million Eight Hundred and Fifty 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 shown in Annex VI. Mobilizing funds effectively from the possible sources, and efficiently managing the required funding envelope, presents major challenges to both public sector and six pillars actors in implementing the CDA.

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

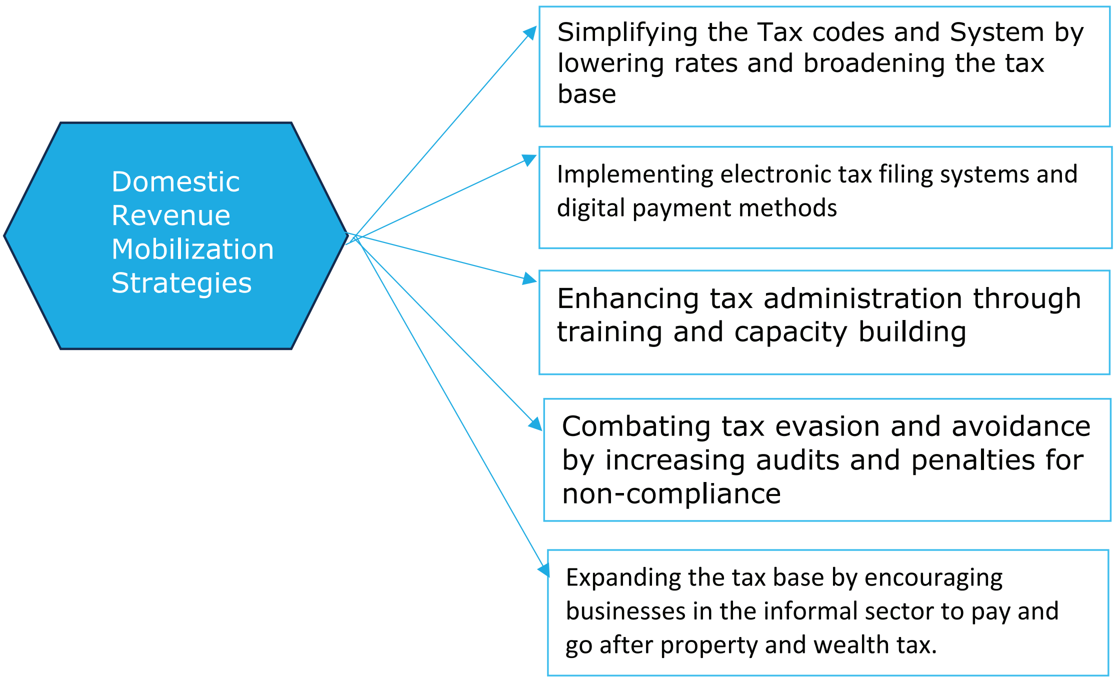
No.	Pillars	Total	2025	2026	2027	2028	2029
1	Economic Transformation	24,050	2,450	4,600	6,450	5,950	4,600
2	Infrastructure Development	28,250	5,500	6,850	8,800	4,900	2,200
3	Rule of Law	2,250	250	400	600	600	400
4	Governance and Anti-corruption	1,100	100	250	250	400	100
5	Environmental Sustainability	1,150	175	400	300	275	100
6	Human Capital Development	9,950	850	2,850	3,525	1,775	950
Total		66,850	9,325	15,350	19,925	13,900	8,350

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 Lofa working outside of the county and/or out of Liberia, shall be explored equally.

7.3. Resource Mobilization Framework and Strategy

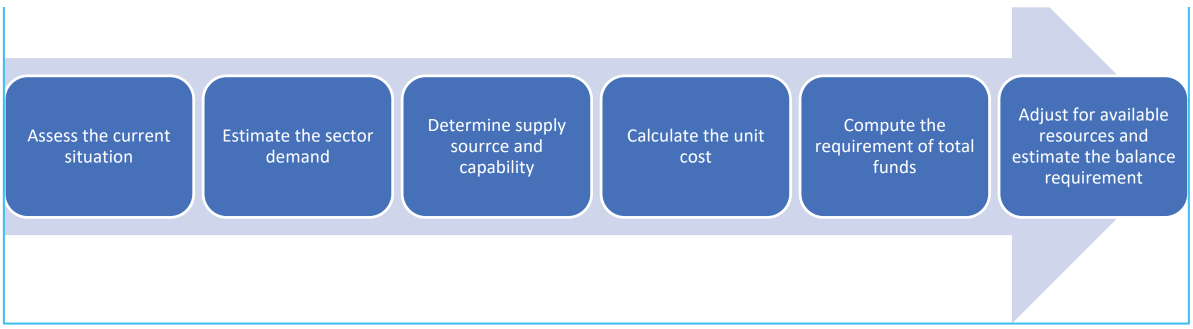
The overarching goal of the Resource Mobilization Strategy is to mobilize adequate and quality resources to carry out the programs and projects outlined in Lofa Development Agenda, and to situate the process on a pathway to sustainable financing and enhanced impact. To get maximum results from the adopted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

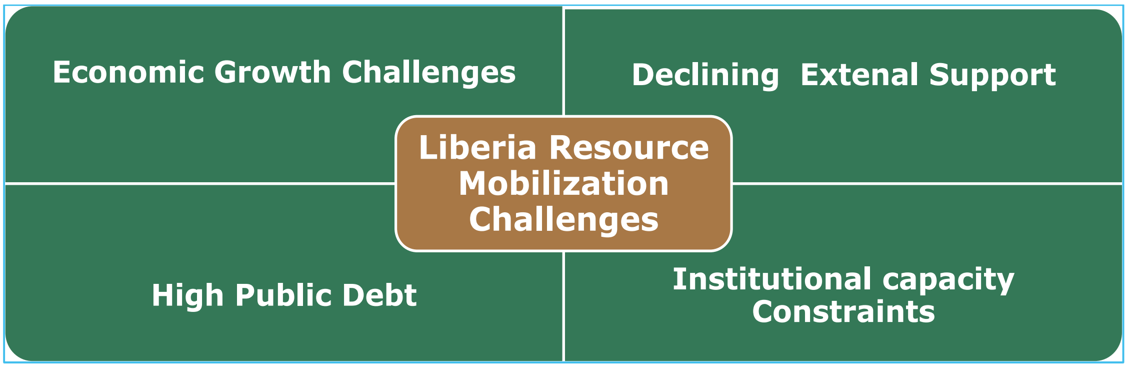
One of the critical required actions in formulating a resource mobilization strategy is estimating the resource needs for a particular sector. The main steps involved in resource mobilization are identification of resources and providers, mechanisms to receive resources, expanding relations with providers, 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 encounted different challenges at home and abroad, which if not minimized, could derail the successful implementation of the Lofa 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 feedback offer valuable insights into the success or challenges of the initiative. Involving beneficiaries in M&E activities helps ensure that programs and projects meet their needs and address their concerns. This allows program managers and evaluators to gain insights into the impact of the program or project on their lives and livelihoods, identify areas for improvement, and ensure that programs are responsive to the needs of the people they aim to serve.

A major output of the M&E exercise shall be the county's quarterly and annual progress reports, indicating progress made in achieving stipulated development goals and targets, and challenges encountered. To ensure that monitoring of the CDA is effective, the process should focus on results that will identify progress and areas needing improvement in achieving the intended results of the CDA. A clear framework including clear and appropriate indicators, baseline data, and realistic targets should be used. A second major output is the evaluation report on CDA deliverables, outcome and impact.

8.3. Responsibility for Monitoring and Evaluation

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

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

Monitoring involves plotting progress

8.2. Monitoring and Evaluation Dynamics

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 Lofa. The respective M&E dividends are shown in the following table.

Table 12: Dividends of Monitoring and Evaluating the CDA

Monitoring the agenda shall	Evaluating the agenda shall
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 Lofa 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 Lofa 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

LOFA COUNTY COUNCIL RESOLUTION TO ENDORSE THE LOFA COUNTY DEVELOPMENT AGENDA-2025-2028

WHEREAS, the Local Government Act of 2018 called for local community participation in the initiation and implementation of local development agenda;

WHEREAS, the cross-section of Lofians and MACs freely and consciously participated in the five district level consultation meetings for the formulation of the Lofa County Development Agenda (CDA);

WHEREAS; the cross-section of Lofians and MACs participated in the County Development Agenda (CDA) two days' validation meetings to review, consult, amend and agreed upon what they previous stated during the district level and county level planning;

WHEREAS, the cross-section of Lofian and MACs have participated and validated the Lofa County Development Agenda by prioritizing sectors, selection of programs and projects to align with each of the sectors as detailed in the Lofa County Development Agenda;

WHEREAS, we, the Lofa County Council participated in all of the planning and validation of the Lofa County Development Agenda;

WHEREAS, the Local Government Act of 2018 (chapter 2: p6) gave power to the County Council to approve County Development documents;

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

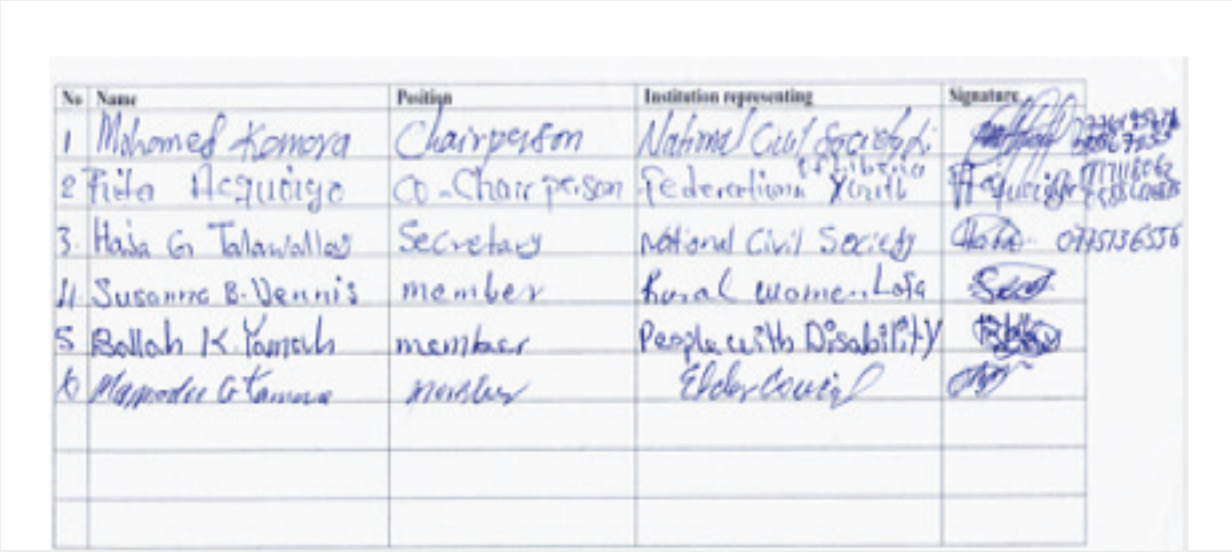
Article 2: Endorses and fully supports the goals of economic and social development, growth and vitality enhancing community life through participating and benefiting from development of said activity.

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 the 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.

NOW, THEREFORE BE IT RESOLVEED THAT THE LOFA COUNTY COUNCIL HEREBY CERTIFIES AND DULY APPROVES AND AUTHORITIZES, AFTER MOTIONS AND VOTE OF THE MAJORITY OF LOFA COUNTY COUNCIL MEMBERS THAT THE LOFA COUNTY DEVELOPMENT AGENDA IS HEREBY AUTHORITIZED TO BE USED AS THE OFFCIAL DOCUMENT IN DRIVING LOFA COUNTY DEVELOPMENT PROGRAMS ON THIS 12DAY OF NOVEMBER AD, 2024.



No	Name	Position	Institution representing	Signature
1	Mohamed Komora	Chairperson	National Civil Society	[illegible]
2	Fida Acquoiye	Co-Chairperson	Federation of Liberia Youth	[illegible]
3.	Haja G. Talawallay	Secretary	National Civil Society	[illegible] 0775136556
4	Susanna B. Dennis	member	Rural Women Lofa	[illegible]
5	Ballah K. Yamah	member	People with Disability	[illegible]
6	[illegible]	member	Elder Council	[illegible]

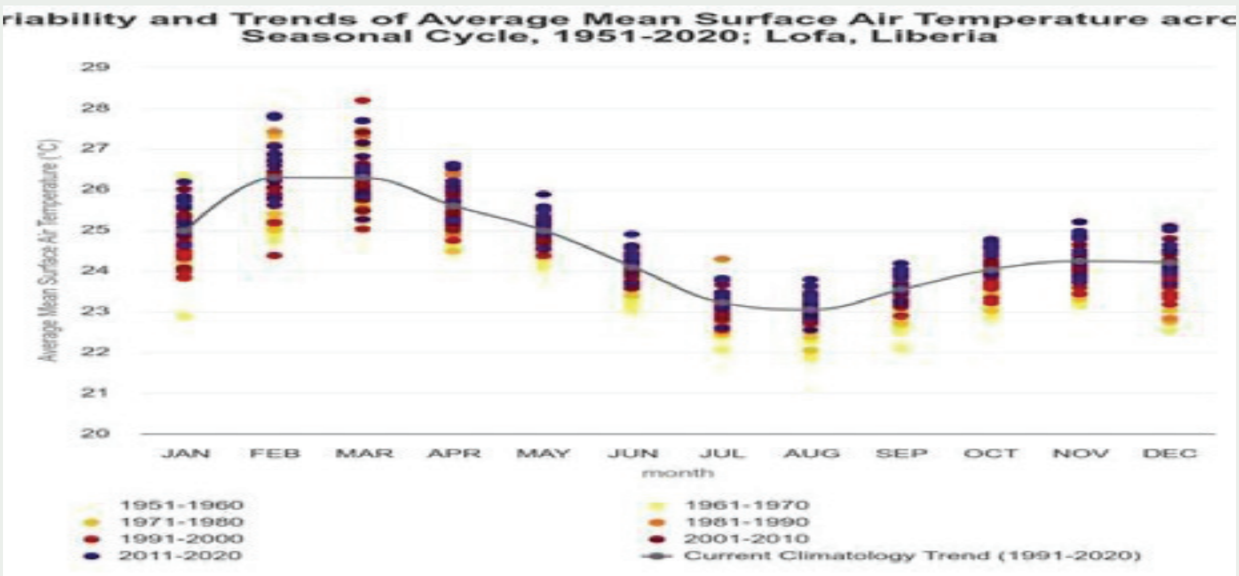
ANNEX II : Climate Change Trends and Circumstances in Lofa

Climate Change Circumstances

Annual Average Mean Surface Air Temperature in Lofa County, 1991 – 2020 Variability and Trend of Average Mean Surface Air Temperature in Lofa County

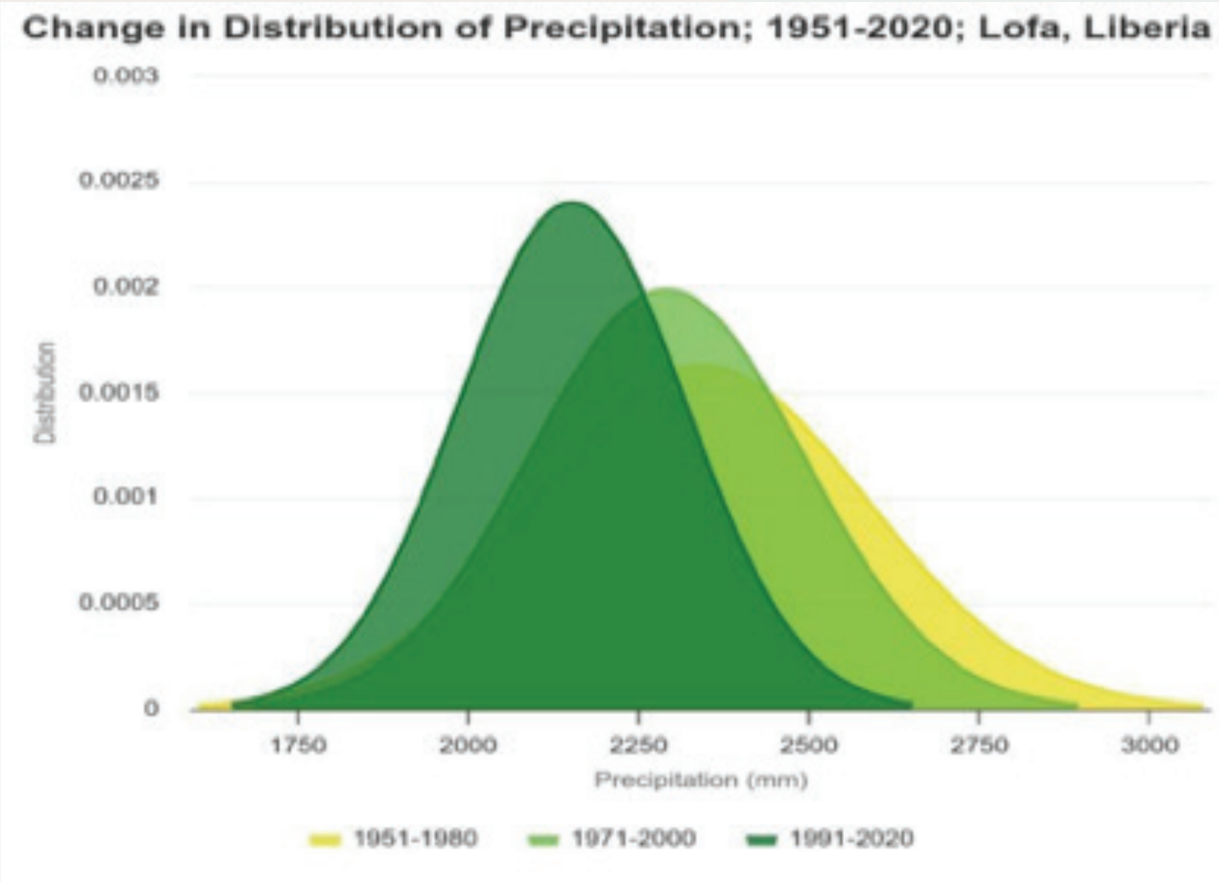
The trend and variability of average mean surface air temperature from 1951 to 2020 revealed as indicated in Figure 12, the highest average mean surface air temperature (28.2 °C) was observed during the period (1991- 2000), while the lowest (21.83°C) was observed between the period 1961-1971. On the other hand, the highest climatology trend was during 2011 -2020 and stood at 26.3°C, while the lowest was (23.19°C).

Figure 12: Variability and Trend of Average Mean Surface Air Temperature Across Seasonal Cycle, 1951-2020



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

Figure 13: Change in Distribution of Precipitation 1951-2020



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

Climate Change Hazards Identified at the Districts and County Levels Consultations

- Rapid creeping savannah – loss of closed dense naturally forest vegetation cover establishing entry for secondary growths and alien evasive species.
- River floods – rivers bursting their banks and surface flood to severe damage to livelihood activities, infrastructure and human lives.
- Landslides – movement of earth material in area with high rainfall, sloppy terrain, and poor land cover.
- Strong winds – storm surges damaging homesteads and adversely impacting economic activities.
- Extreme temperature - extreme high temperature causing heat stress.
- Wildfires - prolonged dry periods and high temperatures causing wildfire on deforested higher slopes.

Recommended Climate Change Adaptation and Mitigation Actions

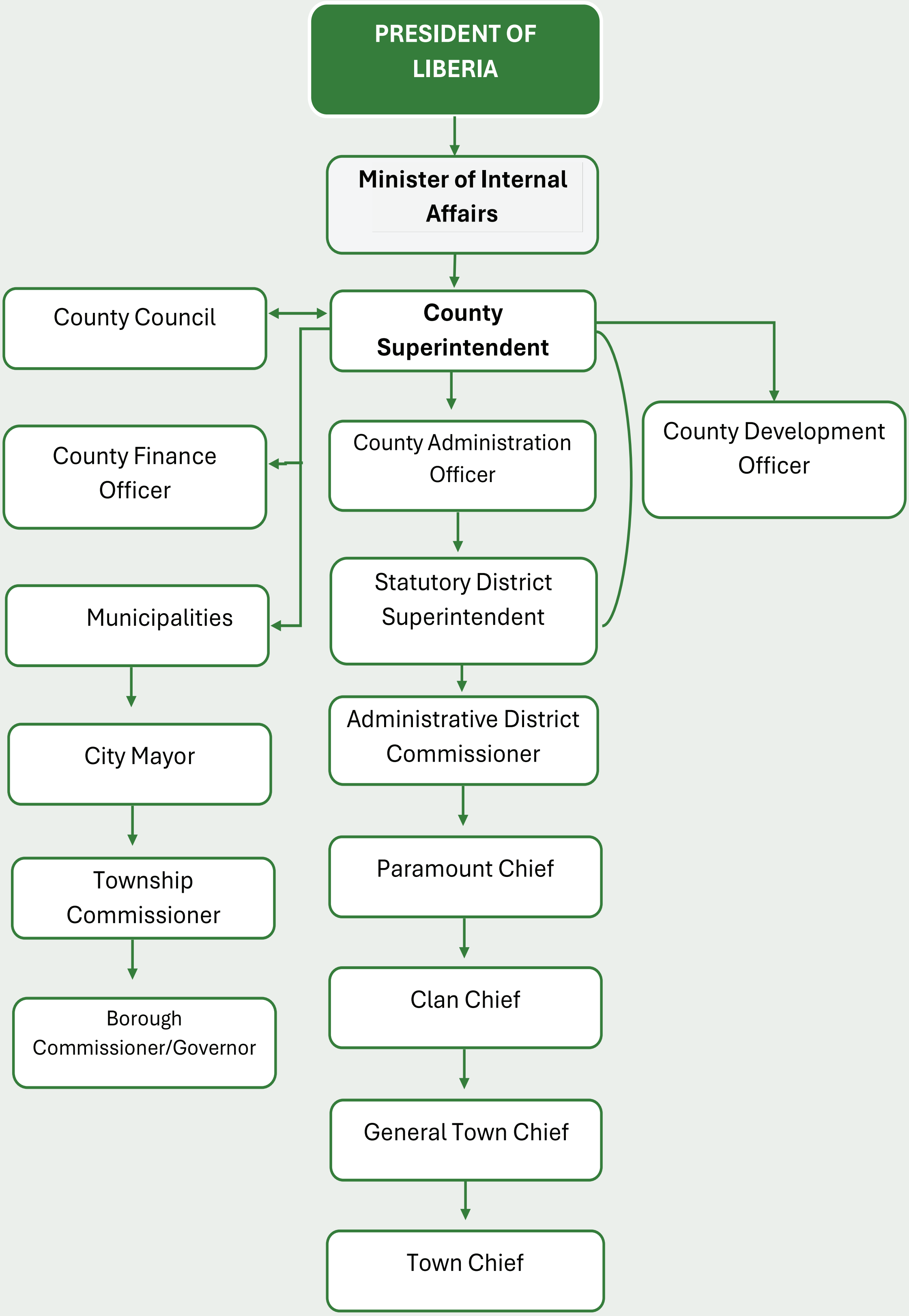
- Consider the development of a county physical zoning plan to ensure informed land use mapping, siting of landfills, cemeteries, industrial zones, recreation areas, etc.
- Establishment of a county-level disaster emergency preparedness and response structure
- Ensure project planning decisions, project design, and construction methods must consider the level of river flood, wildfire hazards, and storms
- Extensive research to control widespread alien evasive plant species
- Pass into law the 2 proposed protected areas (PPAs) of Wonegizi and Wologizi, protect wildlife corridors and riparian vegetation.
- Build coping measures and adaptive capacities to erratic rainfall
- Conduct feasibility for possible investment in tourism at Prayer Healing Center in the Mt. Torkowoe and the Caves at Benderin Milemu
- Promote water conservation practices, investing in water storage infrastructure, and implementing measures to reduce water wastage
- Design and make functional fire surveillance programs using the National Fire Service, the Forestry Development Authority and community volunteers.

ANNEX III : Detailed Socio-Economic Situation in Lofa County

Factors	Descriptions / Definitions	County		National
		Female	Male	National
1. Population				
Population	The total number of people.	184,276 50.2%	183,100 49.8%	5,250, 187 100%
2. Employment				
Employment Rate	The proportion of working-age persons employed in an economy	139493 42.2%		1,307,872 27.8%
Agricultural Employment Rate	The percentage of households engaged in agriculture	71.5%		30.2%
Informal Employment Rate	The percentage of the workforce outside of the formal employment system	86.9%		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.	90.4%		79.5%
Absolute Poverty Rate	The percentage of the population who cannot meet their minimum food and non-food needs	68.7%		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 kilo-calories per day	26.9%		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.	55.0%		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	134990 47.7%		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.	148,172 52.3%		1,638,019 40.1%
High School Completion Rate	Percentage of students who complete upper basic and secondary education / senior secondary education	54,846 15.7%		1,147,629 23.2%
Primary School Completion Rate	Percentage of students who complete lower basic secondary education	82,672 23.7%		1,189,418 24%

Factors	Descriptions / Definitions	County		National
		Female	Male	National
TVET	Number of students who complete a Technical / Vocational Education and Training (TVET) program	555		11,871
College / University	Number of enrolled students who complete a four-year college	5,807 1.7%	215,766 4.3%	
4. Health				
Fertility	The average number of children born to women during their reproductive years	4.1		4.2
% of Children who received all basic vaccination	The percentage of children who took all the vaccines needed from 0 – 1 year old.	66%		51%
% of children who received all age-appropriate vaccination	The percentage of children who received all the vaccines needed from 0 – 5 years.	52%		39%
Access to Insecticide Nets	The percentage of the population who has access to treated mosquito nets.	49%		40%
% Hospital Births	The percentage of births in a medical facility.	96%		80%
% of birth assisted by a skilled health provider	The percentage of women, who give birth outside of a health center but assisted by a health professional, nurse, or doctor	97%		84%
Maternal Mortality	The number of maternal deaths divided by the number of live births multiplied by 100,000	1,025		854 deaths per 100,000 births
Infant Mortality	The probability of an infant dying between births and age one. This is expressed per 1,000 live births	58		63 deaths per 1000 births
Under-5 Mortality	The probability of a child dying between birth and exact age of five. The rate is expressed per 1,000 children.	91		93 deaths per every 1000 births
5. Sex and Gender Based (SGB)				
Household Heads Distribution	Percentage households headed by either gender	30,596 40.6%	44,677 59%	1,1,87,514 100 %
Domestic Violence Rate	Percentage of the female population that experienced physical or mental abuse.	44%		55%
Sexual-Based Violence Rate	Percentage of the female population that experienced physical and sexual abuse	5%		9%
Female Genital Mutilation (FGM)	The percentage of women who practice FGM	68%		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$)

Pillar Strategic Policy and Program	Total	2025	2026	2027	2028	2029
ECONOMIC TRANSFORMATION	24,050	2,450	4,600	6,450	5,950	4,600
Strategic Policy 3: Commence and Industry	8,900	500		2,400	2,600	2,000
Program 6: Economic Diversification and Value Addition	7,650	450	1,100	2,000	2,300	1,800
Program 7: Enabling Business Environment	1,300	100	300	400	300	200
Strategic Policy 4: Agriculture and Fisheries	14,200	1,800	3,000	3,800	3,100	2,500
Program 8: Food and Cash Crop Production	10,400	1,000	2,100	2,500	2,600	2,200
Program 9: Livestock and Poultry Production	3,800	800	900	1,300	00	300
Strategic Policy 6: Tourism, Culture and Creative Economy	950	150	200	250	250	100
Program 13: Culture and Creative Economy	950	150	200	250	250	100
INFRASTRUCTURE DEVELOPMENT	28,250	5,500	6,850	8,800	4,900	2,200
Strategic Policy 7: Roads and Basic Infrastructure	24,000	5,000	6,000	7,500	4,000	1,500
Program 14: Road Network and Safety	27,000	5,000	7,000	8,500	5,000	1,500
Strategic Policy 9: Water and Sewage	1,150	150	200	300	300	200
Program 16:Water Resource and Resource Management	1,150	150	200	300	300	200
Strategic Policy 10: Energy	1,700	200	300	500	400	300
Program 17: Energy Resource Development and Management	1,700	200	300	500	400	300
Strategic Policy 12: Housing Development	1,400	150	350	500	200	200
Program 21:Modern and Affordable Housing for All	1,400	150	350	500	200	200
RULE OF LAW	250	250	400	600	600	400
Strategic Policy 13: Justice and Human Rights	1,100	100	200	300	300	200
Program 22: Justice Policy Reform and Decentralization	1,100	100	200	300	300	200
Strategic Policy 14: Public Safety and National Defense	1,150	150	200	300	300	200
Program 23: Public Safety Readiness	1,150	50	200	300	300	200
GOVERNANCE AND ANTI-CORRUPTION	1,100	100	250	250	400	100
Strategic Policy 15: Transparency and Accountability	350	-	50	100	100	100
Program 27: Sustainable Democratic Governance Reform	350	-	50	100	100	100
Strategic Policy 16: Public Administration	750	100	200	150	300	-
Program 28: Land Governance and Management	250	50	50	50	100	-
Program 29: Public Service Decentralization	300	50	100	50		-
Program 30: Peace and Reconciliation	250	50	50	50	100	-
ENVIRONMENTAL SUSTAINABILITY	1,250	175	400	300	275	100
Strategic Policy 18: Climate Change	1,250	175	400	300	275	100
Program 34: Forestry, Ecosystem Conservation and Restoration	200	50	50	50	50	-
Program 35: Renewable Energy	875	100	300	200	200	75
Program 36: Solid Waste Management	175	25	50	50	25	25
HUMAN CAPITAL DEVELOPMENT	9,950	850	2,850	3,525	1,775	950
Strategic Policy 19: Education	3,650	400	1,000	1,350	600	300
Program 37: Educational Institution Management	250	-	100	50	50	50
Program 38: Teacher Capacity	350	50	100	100	100	
Program 39: School Facilities	1,800	150	500	750	300	100

Pillar Strategic Policy and Program	Total	2025	2026	2027	2028	2029
Program 40: Student Learning Capacity	1,250	200	300	450	150	150
Strategic Policy 20: Health System	4,900	350	1,450	1,700	800	600
Program 43: Health Sector Reform	750	100	150	200	200	100
Program 44: Health Services	4,150	250	1,300	1,500	600	500
Strategic Policy 21: Water, Sanitation and Hygiene	300	50	100	50	50	50
Program 46: Sanitation and Hygiene	300	50	100	50	50	50
Strategic Policy 22: Inclusive Social Development	800	50	200	325	225	-
Program 47: Inclusive policies and systems	200	25	25	100	50	-
Program 48: Sexual and Gender-Based Violence	100	25	25	25	25	-
Program 49: Inclusive Integrated Social Protection and Welfare Services	200	-	50	100	50	-
Program 50: Economic Empowerment of Women and Vulnerable Groups	300	-	100	100	100	-
Strategic Policy 23: Youth Development	300	-	100	100	100	-
Program 51: Inclusive Youth Empowerment	300	-	100	200	-	-
Grand Total	66,850	9,325	15,350	19,925	13,900	8,350

LOFA COUNTY

County Development Agenda (CDA)

2025-2029