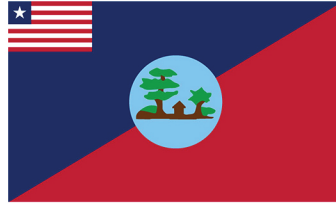




REPUBLIC OF LIBERIA



MONTSERRADO COUNTY DEVELOPMENT AGENDA



MONTSERRADO COUNTY
2025-2029

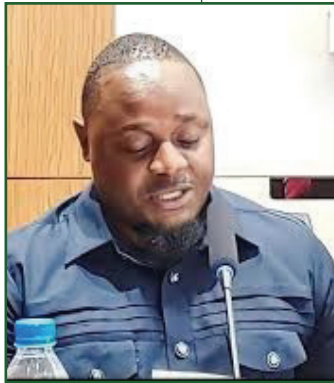


MONTSERRADO COUNTY

County Development Agenda (CDA)

2025-2029

MESSAGE FROM THE SUPERINTENDENT



The primary goal of the Montserrado County Development Agenda (CDA) is to determine what key stakeholders believe are the most desirable outcomes of a development plan and to critically evaluate the steps necessary to attain those outcomes sustainably. The success of the various programs and projects in our County Development Agenda is generally driven by four principles:

- A. Inclusive Leadership:** This is a critical factor in governance as it ensures the input of individuals from across the spectrum of society. It is the genesis of ownership by all citizens, which greatly enhances effective governance, productivity, and sustainable prosperity.
- B. Realistic, Practical, and Attainable Vision:** This implies that while every good plan begins with a vision, the challenges lie in transforming that vision into attainable outcomes that are meaningful, impactful, and sustainable.
- C. Measurable and Effective Implementation:** This process requires that the agenda be broken into distant steps that can be measured in terms of their effectiveness in achieving the desired outcomes.
- D. Proper and Meaningful Resource Identification, Allocation, and Management:** These are essential elements in the successful implementation of our development programs and projects. Without adequate resources that are responsibly managed, no project can succeed.

With Liberia positioning itself for significant economic and social transformation, the County Development Agenda is envisioned as a unifying instrument for addressing longstanding challenges while at the same time, paving the way for resilient growth. This government's inclusive approach reflects a desire to ensure that every voice is heard, in recognition of the fact that broad-based support and collective ownership are essential for the CDA's success.

The bottom-to-top approach is unique and involves the people to enable the Government to understand what the people's priorities are in the next five years. As a result of these efforts, it is clear that the development projects in the CDA are the people's projects. I am optimistic that, with a clear vision, we can be assured that the people will fully participate and embrace the implementation of those development projects, assume ownership, and sustain the end results of the projects.

Again, we are grateful to the Government of Liberia, the people of Montserrado County, and the Liberian public in general for the significant opportunity to combine efforts to unite, coordinate, and determine our destiny together as one people. I, therefore, appeal and call on my people of Montserrado, the central Government, and our development partners to join efforts in making the CDA a success.

Thank you.

Signed: Whroway Bryant
Superintendent, Montserrado County

LETTER FROM THE PEOPLE OF MONTSERRADO COUNTY



MONTSERRADO COUNTY



His Excellency Joseph Nyuma Boakai Sr.
President
Republic of Liberia

Ref: LETTER FROM THE PEOPLE OF MONTSERRADO COUNTY

Dear President Boakai

We, the people of Montserrado County are delighted to extend our heartfelt appreciation for your remarkable leadership and unwavering commitment to promoting inclusive development across our nation. Your vision and dedication have not only inspired confidence in our democratic processes but have also set a profound standard for inclusive growth that has positively impacted communities throughout Liberia.

We are particularly grateful for your emphasis on collaborative governance, where the voices of all citizens are heard and valued. Your administration's efforts to engage with local governments and communities have been instrumental in creating policies that reflect the diverse needs of our populace.

Hence, we are honored to submit to you the Montserrado County Development Agenda, a strategy framework intended to foster economic growth, infrastructural improvement and social development within our county. This inclusive approach has enabled us to identify and prioritize critical areas of development that require urgent attention.

Montserrado County is blessed with natural resources and human potential, but we must acknowledge the significant challenges that require rapid and collaborative action.

The Montserrado County Development Agenda focuses on five key sectors for our County's growth:

- a). AGRICULTURE
- b). INFRASTRUCTURE & ROADS
- c). HEALTH
- d). EDUCATION
- e). SECURITY & RULE OF LAW

We believe that cooperation between the government and all citizens of Montserrado is vital for the successful implementation of the agenda. We are eager to engage with your administration to ensure that Montserrado County can achieve its full potential from the **ARREST AGENDA for Inclusive Development (AAID)**.

Mr. President, your dedication to fostering peace, economic growth and social development has not gone unnoticed.

Thank you for your service to Liberia. We remain hopeful for a brighter Montserrado under your esteemed leadership.

Sincerely Yours

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 Country Team, the Government of Sweden, and the United Nations Economic Commission for Africa, for their invaluable technical and financial support throughout the CDA formulation process. Your commitment to the development of the county is deeply appreciated and has been instrumental in formulating this action-orientated plan.

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

Finally, we would like to recognize the inputs made by the private sector on moving the County Development Agenda forward. Many thanks to Civil Society Organizations (CSOs), faith-based, youths and women organizations, our citizens with special needs, the media, and all other national private sector institutions for their unflinching support to the 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 roadmap and results-oriented instrument for the growth and development of Montserrado County. The agenda aims to address the critical needs, aspirations, and priorities of the people of Montserrado. 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 Montserrado. There is a solid connection between the Montserrado 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 ARREST Agenda and the County Development Agenda (CDA). And second, the structure, content, and strategies of the CDA align with those outlined in the ARREST Agenda.

During the consultations, the people of Montserrado expressed challenges that could hinder efforts to achieve desired economic growth and sustained development. Living conditions remain substandard, and unemployment rates are high. Gender exclusion is a significant issue, with women facing fewer employment opportunities and spending more time on domestic work compared to men. The educational sector faces challenges, including late or non-payment of public-school teachers and declining academic completion rates. Additionally, healthcare and sanitation facilities require urgent improvement.

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

The people of Montserrado County prioritized a total of five (5) sectors, fourteen (14) programs, and twenty-five (25) interventions for implementation between 2025 and 2029. However, given their complementarity with other programs and interventions in the AAID, a total of twenty (20) strategic policies, thirty-five (35) programs, and one hundred- twenty (120) 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:** seven (7) programs and twenty-four (24) interventions.
2. **Infrastructural Development:** seven (7) programs and twenty-two (22) interventions
3. **Rule of Law:** two (2) programs and six (6) interventions
4. **Governance and Anti-Corruption:** four (4) programs and thirteen (13) interventions.
5. **Environmental Sustainability:** three (3) programs and eleven (11) interventions
6. **Human Capital Development:** twelve (12) programs and forty-four (44) interventions.

The likelihood of successfully implementing the agenda is high. The 2018 Local Government Act (LGA) provides the necessary legal framework and outlines achievable provisions to enhance effective local governance. The County Council and County Administrators are expected to collaborate in managing county affairs effectively. Under the LGA, county authorities can now collect revenues, undertake public works, allocate resources, and implement programs to benefit

residents. Additionally, four (4) constituency steering committees have been established to advise and guide program and project management teams. Regular meetings shall be held monthly by the District Steering Committee, quarterly meetings by the County Development Steering Committee, and semi-annual meetings by the National Development Steering Committee. In addition, periodic reports will be prepared and submitted to these committees to track progress, identify risks early, and manage the budget with greater transparency.

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

PART 1: INTRODUCTION



1.1. Background and Objective of the CDA

President Joseph Nyuma Boakai unveiled a bold vision for Liberia's development with the ARREST (Agriculture, Roads, Rule of Law, Education, Sanitation, Tourism) Agenda in his inaugural address. This visionary plan focuses on seizing opportunities in agriculture, roads, and other infrastructure development, enhancing the rule of law, restructuring the education sector, improving sanitation, and unlocking the potential of tourism. The President's inspiring vision for the ARREST Agenda identified, 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 Agenda (CDA) for each of Liberia's 15 counties.

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

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

Specifically, the agenda:

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

regional and global development priorities and goals.

At the heart of this agenda is a commitment to improve agri-business productivity, construct, revitalize, and maintain roads, reinforce the rule of law, expand and modernize education, enhance health and sanitation outcomes, and unlock the potential of tourism as a development driver. 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 Montserrado 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, projects, and key interventions to drive the districts and county toward sustainable growth and significantly improved livelihoods for all its citizens.

1.2. Approach

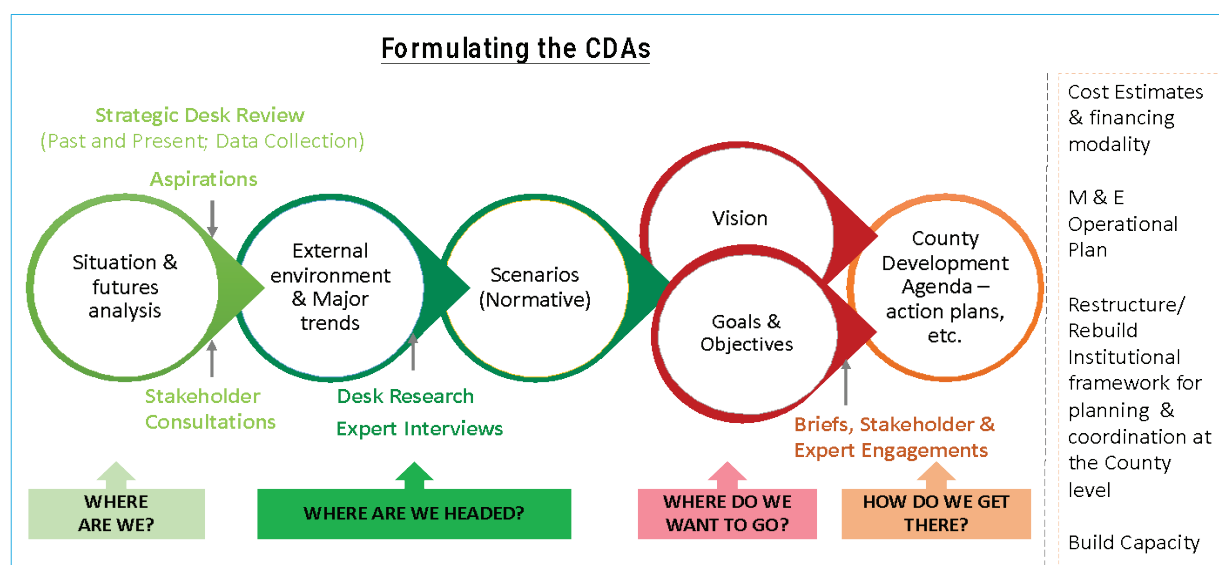
This CDA was developed through a participatory bottom-up approach involving a series of consultations at the district and county levels. Two days were spent engaging stakeholders from each administrative district in Montserrado. Outcomes of the district consultations were presented, analyzed, and consolidated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

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

session, with the active participation of all county stakeholders. In compliance with the Local Government Act of 2018, the County Council convened an extraordinary session, approved the Montserrado County Development Agenda 2025-2029, and issued the

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

Figure 1: Sequential Approach in Formulating the CDA



1.3. Methodology

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

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

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

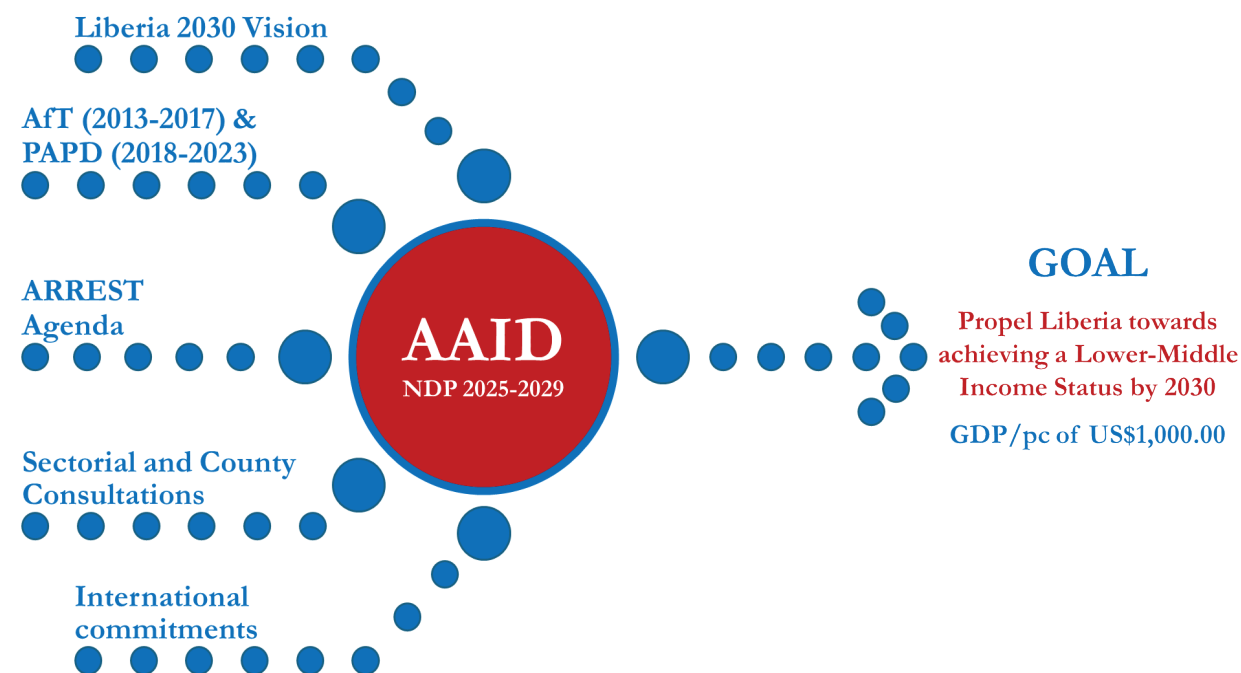


2.1. Context and Linkage

2.1.1. AAID Objectives, Structure and Contents

The primary objective of the AAID is to propel Liberia towards achieving a lower-middle-income country status by 2030. The structure of the 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, as shown in Figure 2 below.

Figure 2: Factors that Influence the AAID Contents

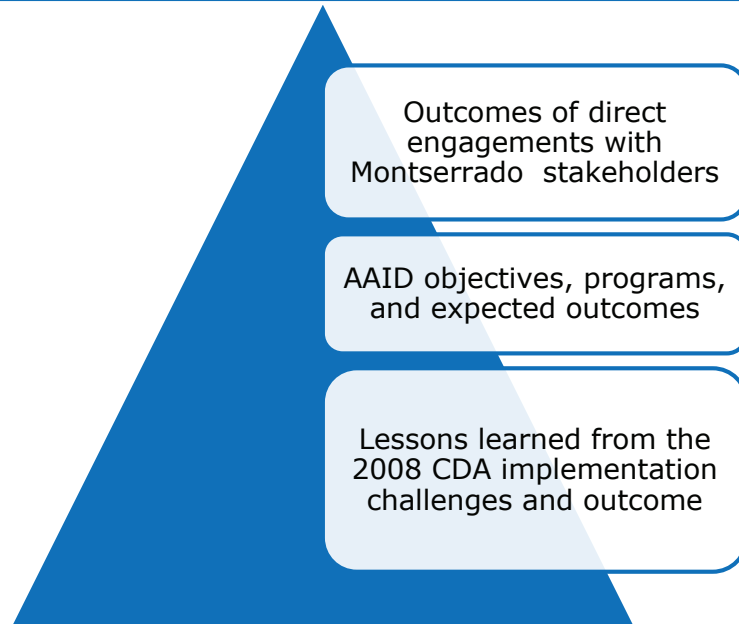
Source: AAID

The AAID contains six (6) pillars, twenty-three (23) strategic policies, fifty-two (52) programs, three hundred seventy-five (375) projects, 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 Montserrado, (ii) foster sustainable and inclusive economic growth within the county, and (iii) support Liberia's march towards achieving a lower-middle-income country status by the year 2030. Accordingly, this CDA intends to deliver the desired results by pursuing thirty-five (35) programs and undertaking one

hundred-twenty (120) interventions during the planned period. The nature and scope of these programs and projects are informed by the current development challenges in the county, aspirations and priorities expressed by the people of Montserrado during the consultations, and the need to synchronize them with the goals of the national development agenda. The structure mirrors the six pillars and expected deliverables of the AAID. The contents are informed mainly 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 Montserrado County Development Agenda and the National ARREST Agenda for Inclusive Development. This linkage manifests itself in two ways. First, it

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

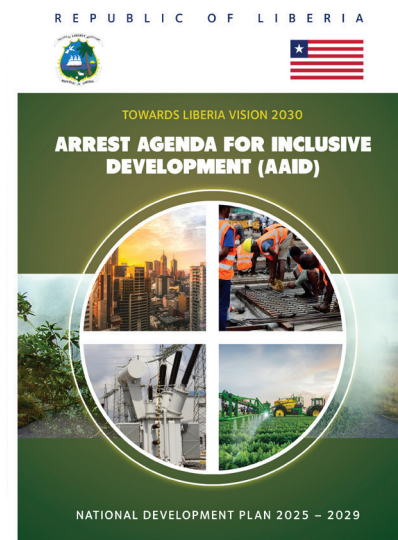
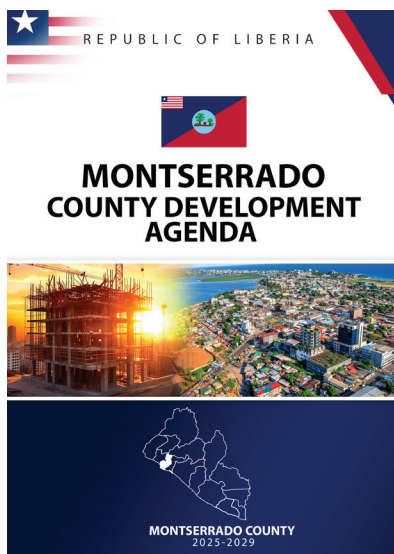
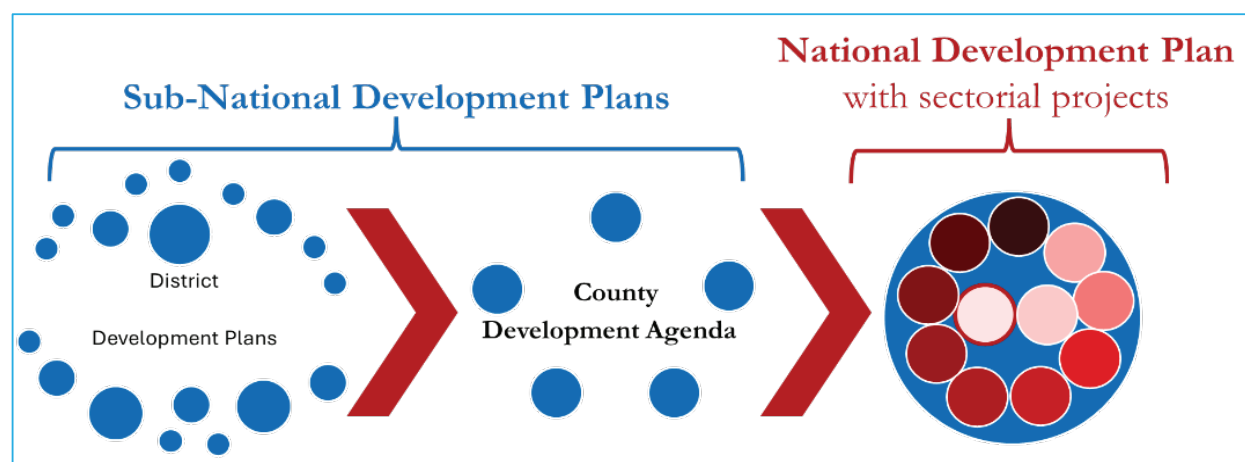


Figure 4: CDA & AAID Linkage and Relationship

Source: AAID

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

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

plans. Secondly, the Montserrado County 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 Table 1.

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

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

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

census, while the current CDA follows the 2022 population and housing census. There was no County Council representing the various county stakeholders to oversee the implementation of the 2008 CDA as has been provided in the current CDA.

2.3. Lessons Learned

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

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

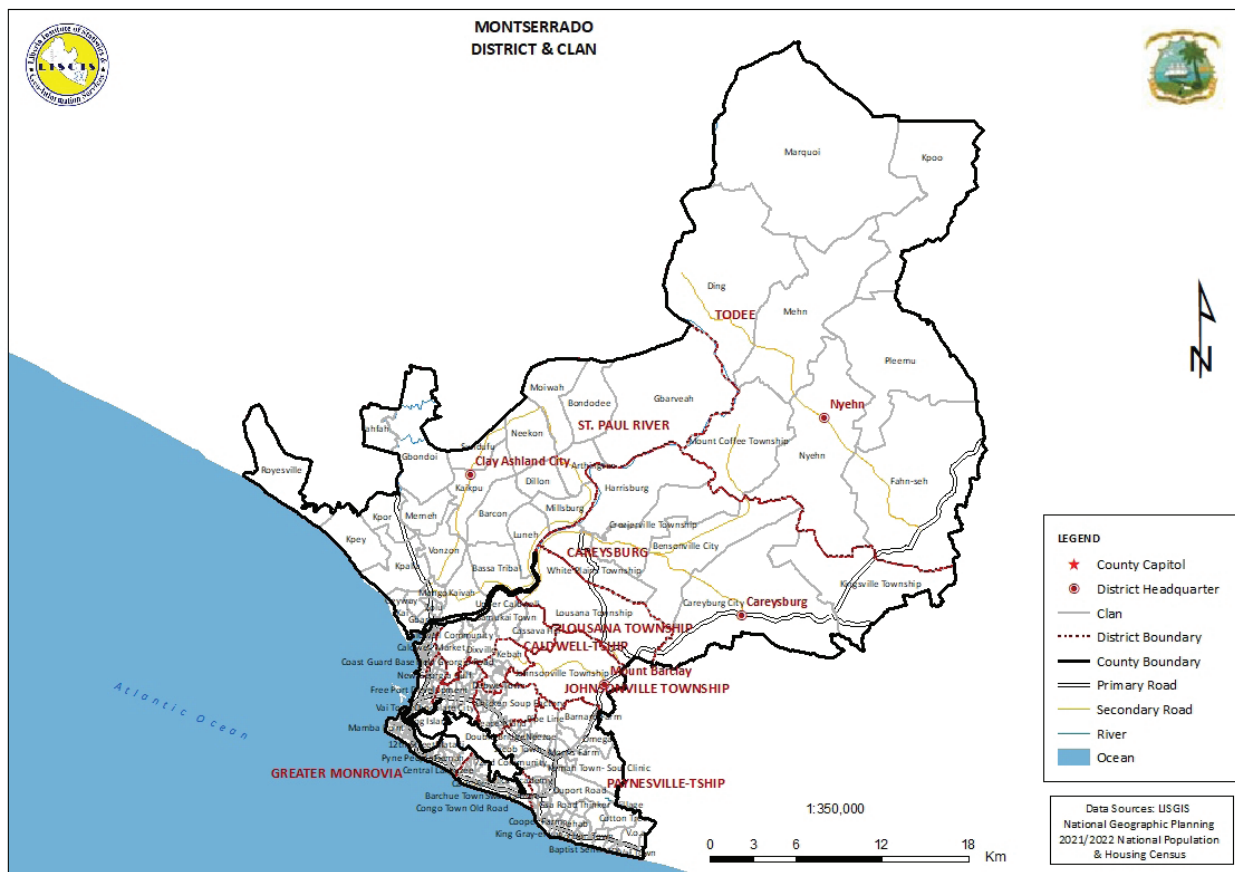
Second, the absence of a comprehensive legal framework to adequately support the operations of an effective local governance system resulted in the apparent neglect and poor performance of the 2008 CDA.

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

Third, the robust local governance system needed to adequately facilitate the bottom-up inclusive and participatory planning and execution of the sub-national plan for better results was absent. Unfortunately, political, financial, administrative, and all other important factors of the government have been concentrated in the country’s capital city, Monrovia, since the founding of Liberia in 1822. While a National Policy on Decentralization and Local Governance (NPD LG) was in place by 2011, it was not a law. Thus, the NPD LG 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

Montserrado County, the oldest county in Liberia, has a rich history dating back to the early days of the Republic of Liberia. In 1821, a group of formerly enslaved African Americans settled on Providence Island along the Mesurado

River, where Monrovia, the nation's capital, is now located. The county was the first to sign the Declaration of Independence on July 26, 1847. Many townships and cities in Montserrado County are named after the early settlers or the places they came from in the United States, such as Brewerville,

Royesville, Harrisburg, Virginia, Caldwell, and Gardnerville. Over time, the county's administrative territories changed, leading to the formation of other counties.

3.1.2. Geography

Montserrado County is located in the northwestern part of Liberia, bordering Bomi, Margibi, and Bong Counties and the Atlantic Ocean to the north, south, east, and west, respectively. The county's landscape comprises alluvial soil and primary clay, with rivers and seaward streams flowing into the interior valleys. The lowland coast is characterized by palms, bar groves, and savanna grasslands, while the interior of Montserrado County is covered by tropical forests that extend across the hills and valleys. Montserrado County in Liberia is renowned for its breathtaking natural landscapes, which include plains, fertile soil, lush vegetation, islands, rivers, and beautiful beaches.

3.1.3. Climate

The climate in Montserrado County is tropical, featuring a coastal belt and rolling hills. There are two main seasons, with annual precipitation totaling 3,136.38 millimeters. The rainy season runs from June to October, with the highest rainfall in September (568.98 millimeters) and the lowest in January (27.36 millimeters). From November to April, the dry season has an average highest temperature in March of 27.45°C, with temperatures ranging from 21.93°C to 33.03°C. In August, the lowest average temperature is 24.65°C, ranging from 21.27°C to 28.13°C. Additionally, the wind from the desert, known as Harmattan, causes significant temperature fluctuations from December to March. The climatic conditions within the county are highlighted in Annex II.

3.1.4. Topography

The county's landscape is characterized by rolling hills and picturesque valleys nestled inland, while low-lying areas stretch along the coastline. In addition to its direct coastal access, the county is adorned with numerous meandering rivers and winding creeks, enhancing its natural beauty and providing diverse ecosystems for exploration and enjoyment.

3.1.5. Geology

The county's soil is reddish-brown to black and can range from gray to black in some areas. These soil variations are suitable for cultivating tree crops like rubber, oil palm, coffee, corn, and rice. The soil type is predominantly sandy in the southern region of the county.

3.1.6. Vegetation

The county's coastal lowlands are characterized by vast expanses of savanna grass fields, dense mangrove woodlands, and towering palm tree clusters. Further inland, the county's landscape transitions into undulating hills and marshy valleys, which the residents utilize for highland and lowland agriculture. Montserrado has abundant tropical forests intersected by a network of meandering rivers, such as the St. Paul River, Po River, Du River, and the famous Mesurado River. Additionally, numerous creeks, including the Stockton, Mambay, and Bear add to the natural beauty and diversity of the area.

3.1.7. Religious composition

Montserrado County was initially inhabited by three main ethnic groups: the Deygbo on the coast and the Kpelle and Gola in the north. In 1821, these groups were joined by the formerly enslaved people from

America. Over time, all of Liberia's 16 major ethnic groups settled in the county, making Montserrado, especially Greater Monrovia, highly diverse and representative of Liberia's population. Most of the population speaks Bassa and Kpelle, constituting 21% and 52% of the county's population, respectively. However, speakers of every other Liberian language and dialect also live in Montserrado County. While the population of a few ethnic groups, such as the Sapo, Krahn, and Mandingo, does not reach the 1% mark, the 0% notation should not be interpreted as their having no presence in the county.

3.1.8. Demography

Montserrado, a county of great political significance and home to Liberia's capital city – Monrovia, is a thriving metropolis and home to nearly half of the country's

population. The Liberia Institute of Statistics and Geo-Information Services Report of 2022 estimates the county's population at 1,920,965. The average household size in Montserrado County stands at 4.3 persons, while the national average is 4.4, with 91.7 percent of the population in urban settings. The county has a dependency ratio of 1.39 which is higher than the national figure of 1.37, with males heading sixty-three percent (63%) of households. Montserrado, a dynamic and influential county, currently has 15 administrative districts. With a population of around 1,920,965 million, it is home to almost half (36.7%) of Liberia's total population, with about 91.7% residing in Monrovia and its environs. The county is highly diverse, with members of all 16 ethnic groups of Liberia living together. Table 2 gives a breakdown of the distribution of the population as recorded by the 2018 Census.

Table 2: Montserrado County Population Distribution by Administrative Districts

Administrative Clusters	Total	Male	Female
Montserrado	1,920,965	942,559	978,406
Careysburg	55,284	27,611	27,673
West Point Township	30,847	15,915	14,932
St. Paul River	172,384	85,174	87,210
Todee	49,361	25,754	23,607
Borough of New Kru Town	71,739	35,724	36,015
Gardnerville Township	127,566	62,270	65,296
Louisiana Township	26,057	13,033	13,024
Paynesville Township	617,492	298,858	318,634
Congo Town Township	91,632	44,161	47,471
New Georgia Township	99,845	49,017	50,828
Caldwell Township	112,166	54,055	58,111
Greater Monrovia	161,891	81,659	80,232
Garglohn Township	126,281	63,432	62,849
Johnsonville Township	112,927	54,624	58,285

LISGIS 2022, National Population and Housing Census

3.2. Socio-Economic Conditions: An Overview

Montserrado County has primarily a public service-led, non-land-based, and industry-driven economy. Although agriculture is a significant source of income and food security, particularly for rural residents, commercial activities are concentrated in Monrovia. Though several economic policies aimed at increasing growth and human development indicators have been attempted, they have not significantly reduced poverty. Businesses in the county face challenges such as limited access to credit and underdeveloped market environments. Most businesses are small and have a

limited impact on development. The county's primary industries include trade, service, agriculture, construction, etc., with efforts to diversify the economy and modernize agriculture.

Table 3 gives a synopsis of the socio-economic conditions that existed in recent years in Montserrado County, with more indicators included in Annex III. As revealed generally, the situation needs to be improved if Liberia is to achieve the envisioned lower-middle-income status by 2030.

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

Areas	Indicators	Descriptions / Definitions	County	National
Employment	Employment Rate	The proportion of working-age people employed in an economy	435,953 25.1%	1,307,872 27.8%
Poverty	Extreme Poverty Rate	The percentage of the population whose total food and non-food consumption falls below the minimum food requirements of 2400 kilocalories per day.	2.7%	16.5%
Education	Literacy Rate	The percentage of the population (5 years and above) who cannot read and write a simple sentence in any language	1,130,230 74.1%	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.	38%	39%
Sexual & Gender-Based Violence	Domestic Violence Rate	Percentage of the female population that experience physical or mental abuse.	57%	55%

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

3.3. Driving Forces and Uncertainties

A key factor that has profound implications for Liberia's socioeconomic trajectory in shaping the future of Liberia is its demography. 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 Montserrado 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 people of Montserrado 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 Montserrado.

Rising Climate Impacts: Liberia's environmental landscape is poised to play a crucial role in shaping the socioeconomic future of Montserrado. 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 Montserrado 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 Montserrado 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 Montserrado 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 county'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. Montserrado 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 Montserrado County aspire

to work with the national government to attract private sector investment in their County. To this end, the people of Montserrado identified their county's potential for private-sector investment, which are contained in the table below.

Table 4: Montserrado County Private Sector Investment Potential

Areas	Opportunities	Required Actions
Tourism	Montserrado is home to the Providence Island, a historical site that marks the founding of the Republic of Liberia and Liberia's traditional and historic linkage with Black America and the people of the Caribbean. The county boasts of attractive coastline beaches with many tributaries and waterways leading into the Atlantic Ocean. The ECOWAS Peace Monitoring Group (ECOMOG) entered Liberia via the Freeport of Monrovia and was based in Monrovia throughout its operations, which eventually brought peace and ended the long civil war in Liberia.	Develop and market an attractive program to encourage African Americans to adopt Liberia as their home in Africa. Collaborate with ECOWAS to build a museum or park as a tourist site in honor of those who lost their lives during the civil war and ECOWAS' success in bringing peace to Liberia.
Commerce & Industry	Montserrado County hosts Liberia's capital city, Monrovia, the Freeport of Monrovia, the James Spriggs Airport, an industrial zone, most of the current light manufacturing industries, and a growing population.	Provide incentives for more investments in manufacturing, Agri-processing, and other large-scale commercial ventures. Develop residential and commercial properties to meet the growing demand for housing and business spaces.
Economic Services	The growing population size increases demands for socio-economic promotion services, including telecommunication, financial instruments, and transportation.	Expand internet and mobile network services. Establish development-oriented banks, insurance companies, and other financial institutions. Design and organize a county-wide consolidated transportation system.

PART 4: COUNTY CHALLENGES, ASPIRATIONS AND PRIORITIES



4.1. Nature of the Challenge

During the consultations, the people of Montserrado 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 Montserrado 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 of climate change, and basic farming tools and equipment. They are also faced with low prices for their produce. The people of Montserrat are vulnerable to persistent food insecurity due to poor agricultural practices, difficult access to markets, and inadequate storage facilities.
Roads	Inadequate basic road network within the county and road connectivity with other counties; and poor or non-existent farm to markets roads.
Rule of Law	Limited security presence within the county, compounded by the lack of logistics for security personnel to perform their jobs; poor access to justice in many parts due to very few courts, limited prison and correction facilities, growing drug addiction, and illicit mining.
Education	Limited access to basic formal and vocational education in rural areas, and a shortage of resources, qualified teachers, and good facilities in most schools within the system.
Sanitation	Poor waste management system; lack of an organized structure for sanitation purposes; limited hand pumps and toilet facilities, and insufficient waste sites.
Tourism	Several historical sites have not been developed appropriately to attract tourists and investments.
Gender	Persistent gender-based violence against women is compounded by rising cases of murder of women, limited access to farming due to laws that prevent women from owning land, rising teenage pregnancy; and 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 the poor state of health facilities, a shortage of health workers, drugs, and affordable medical supplies, inadequate ambulance service in rural areas, and too many volunteers in the health system.

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 participate 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 Montserrado 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 lists the identified district and the county strategic priorities by sector. These priorities focus on addressing the fundamental challenges

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

Table 7: Districts and County Strategic Priorities

Rank	Districts						County
	Paynesville	Todee	Greater Monrovia	St. Paul River District	Bushrod Island	Dixville	
1st	Roads	Agriculture	Education	Roads	Roads	Education	Roads
2nd	Education	Roads	Health	Education	Education	Health	Education
3rd	Health	Rule of Law	Roads	Sanitation / Health	Health	Road / Infrastructure	Health / Sanitation
4th	Agriculture	Education	Commerce	Agriculture	Commerce	Rule of Law	Agriculture
5th	Commerce	Sanitation	Recreation	Tourism	Sanitation	Sanitation	Commerce

PART 5: PROGRAMS AND INTERVENTIONS FOR IMPLEMENTATION



5.1. PRIORITIZED PROGRAMS AND INTERVENTIONS

A total of five (5) sectors, fourteen (14) programs, and twenty-five (25) interventions are prioritized by the people of Montserrado County for implementation between 2025 and 2029. However, given their complementarity with programs and interventions in the AAID, a total of thirty-five (35)

programs and one hundred-twenty (120) interventions were selected for implementation from 2025-2029. The respective numbers of programs and interventions, as distributed amongst the relevant pillars of the AAID, are shown in Figure 6 below.

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

Pillar 1	Pillar 2	Pillar 3	Pillar 4	Pillar 5	Pillar 6
4 Strategic Policies	6 Strategic Policies	2 Strategic Policies	2 Strategic Policies	1 Strategic Policy	5 Strategic Policies
7 Programs	7 Programs	2 Programs	4 Programs	3 Programs	12 Programs
24 Interventions	22 Interventions	6 Interventions	13 Interventions	11 Interventions	44 Interventions

5.2. PILLAR 1: ECONOMIC TRANSFORMATION

The strategic goal of the Economic Transformation Pillar is to build a competitive, diversified, inclusive, and resilient economy that is private-sector driven for sustainable economic growth. To drive the economic transformation process towards meeting this goal, the citizens

of Montserrat prioritized four (4) strategic policies (strategic policies 3, 4, 5 and 6), seven (7) programs (programs 6, 7, 8, 9, 10, 11 and 12), and twenty-four (24) 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 expand domestic and regional trade through diversification, modernization, and competitiveness of the economy, as well as promoting entrepreneurship.

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 international markets using the economic zones model, thereby driving sustainable growth and generating productive jobs and wealth.

Key targets by 2029:

1. Increase business development services to entrepreneurs by 10%
2. Establish and operationalize two logistic centers with a focus on agribusiness
3. Establish and operationalize at least one additional industrial park, with a focus on agribusiness and manufacturing
4. Increase by 12% the formalization of commerce and industrial activities.

Key interventions:

- Establishing an industrial park with adequate warehousing facilities to serve as a central distribution hub to serve the county and neighboring countries
- Facilitating access to finance and loans for entrepreneurs, small and medium-sized businesses, and service providers.

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. Increase inclusive microfinance support to Liberia-owned businesses by 30%.

Key interventions:

- Strengthening of institutional capacity in business practices and digital compliance tools
- Support to inclusive MSME credit and insurance products to Liberian-owned businesses, especially for youth and women, focusing on agribusiness, tourism, and mining.

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 well-being of citizens.

Program 8: Food and Cash Crop Production

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

Key targets by 2029:

1. Formalize and capacitate farmers' cooperatives with climate-resilient and ecological practices in agriculture, energy, and alternative livelihood.
2. Increase food and cash crops by at least 10%.

Key interventions:

- Supporting the increase in food crop production (Rice, Cassava, Vegetables, and Maize)
- Supporting the increase in cash crop production (Oil Palm, Rubber, and Coffee)
- Promotion of climate-smart agriculture and irrigation
- Supporting inclusive agricultural food and nonfood value chain
- Formalization of farmers' cooperatives
- Supporting existing and new community-driven agricultural cooperative societies and outsourcing schemes.

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. Increase local production (blending) of animal feed by 30%
2. Produce at least 5,000 tons of poultry meat
3. Produce at least 1.6 million carts of eggs.

Key interventions:

- Supporting the increase of livestock production
- Supporting the increase of poultry meat production
- Supporting the increase of egg production
- Supporting animal feed production.

Program 10: Fish Production

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

Key targets by 2029:

1. Decrease imports of fish products by 30%.
2. Formalize additional cooperatives of fishing operators in proportion to the national target.

Key interventions:

- Supporting the increase of sustainable fish captures
- Supporting the development of aquaculture
- Formalization of the informal operators into cooperatives.

5.2.3. Strategic Policy 5: Mineral Resource Management

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

Program 11: Extractive Industry

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

Key targets by 2029:

1. Formalize 50% of artisanal and small-scale mining operators in Montserrat into cooperatives
2. Revise the Mineral Development Agreement mechanism.

Key interventions:

- Formalization of artisanal & small-scale mining production
- Support climate-responsive mineral production and value chains
- Improvement of the mining business environment.

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

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

Program 12: *Tourism Development, Branding and Marketing*

Objective: Establish Liberia as a premier travel destination by promoting its unique attractions and cultural heritage.

Key targets by 2029:

1. Brand and commercialize Montserrado County tourist destinations
2. Develop at least 5 eco-tourism sites across the county
3. Establish and capacitate the Tourism Authority
4. Increase domestic tourism trips by 10%
5. Increase International Tourists arriving by 10%.

Key interventions:

- Branding and marketing of Liberian tourism, with a focus on nature and culture tourism
- Development of touristic products and sites
- Tourism stakeholders' capacity building
- Supporting hotels in improving on-the-job training programs.

5.3. PILLAR 2: INFRASTRUCTURAL DEVELOPMENT

The strategic goal of the Infrastructural Development Pillar is to develop modern, reliable, and climate-resilient infrastructure to support sustainable socio-economic development. To expand and improve infrastructural services for the people of Montserrado

County, they prioritized six (6) strategic policies (strategic policies 7, 8, 9, 10, 11, and 12), seven (7) programs (14, 15, 16, 17, 18, 20 and 21), and twenty-two (22) 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 roads and bridges, and maintaining the existing stock to enhance accessibility and connectivity of rural and urban areas, while strengthening social inclusion.

Key targets by 2029:

1. Pave primary roads with asphalt
2. Rehabilitate and maintain primary road network
3. Expand, rehabilitate, and maintain at least 350 km of secondary road network
4. Develop, expand, rehabilitate, and maintain at least 200 km of the feeder roads network
5. Upgrade, pave, and maintain at least 50 km of urban and community roads.

Key interventions:

- Constructing asphalt-paved roads for at least 3 primary roads linking Fedell Junction to Louisiana and other designated communities in the county.
- Rehabilitating and maintaining existing secondary farm-to-market roads in St. Paul River District; Careysburg District, Morris Farm to Yeagba Town, and Zana Town Junction to Yarkpa Town.
- Rehabilitating Gwee Town Bridge and the bridges connecting Bromley and Clay Ashland, Conference Center and Hotel Africa Road, Lower and Upper Cheesmansburg, Fendell and Bentol, and Fendell to White Plains
- Expansion, rehabilitation, and maintenance of urban and community roads.

5.3.2. Strategic Policy 8: Transport and Logistics

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

Program 15: Transport Services and Safety

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

Key targets by 2029:

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

Key interventions:

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

5.3.3. 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 universal access to clean, safe, and reliable water supply and adequate sewage facilities.

Key targets by 2029:

1. Produce and distribute at least 50,000 cubic meters (13.25 million gallons) of water per day
2. Increase coverage of sewage services to 30%
3. Update the Liberia water resource map
4. Improve the fecal sludge management in Monrovia and other urban centers.

Key interventions:

- Expansion and modernization of sustainable urban water supply to businesses and communities
- Expansion and modernization of sustainable rural water supply to businesses and communities
- Improvement of fecal sludge management in Monrovia and other urban centers.

5.3.4. Strategic Policy 10: Energy

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

Program 17: *Energy Resource Development and Management*

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

Key target by 2029:

1. Expand and Modernize Electricity Services in Montserrado County.

Key interventions:

- Expansion of electricity distribution to households
- Supporting the provision of reliable, cost-effective and sustainable electricity in the county
- Improvement of the electricity distribution network to reduce electricity losses.

5.3.5. Strategic Policy 11: Communication Technologies and Digital Economy

Objective: Enhance communication and connectivity across the county by improving the efficiency and reliability of postal services.

Program 18: *Postal Services*

Objective: Enhance communication and connectivity across the county by improving the efficiency and reliability of postal services.

Key targets by 2029:

1. Digitize Postal System and Services by 70%
2. National Digital Postal Address System available for at least 45% of houses.

Key interventions:

- Implementation of National Digital Postal Address System
- Digitalization of the Postal Services.

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. Automate 100 MACs with automated GoL services
2. Increase ICT coverage nationwide by 30%
3. Increase broadband coverage nationwide by 30%
4. Increase internet access of the population by 40%.

Key interventions:

- Integrating ICT services in schools, health facilities and digital villages
- Increasing ICT start-up society
- Supporting women and youth ICT entrepreneurs.

5.3.6. Strategic Policy 12: Housing Development

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

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

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

Key targets by 2029:

1. Construct at least 300 inclusive housing units
2. Commercialize at least 2500 plots for public servants and diaspora
3. 600 acres of land purchased for the construction of housing
4. Requalify 10% of urban and suburban areas.

Key interventions:

- Development and upgrading of slums
- Requalification of urban and suburban areas
- Provision of housing for public servants, especially security, health, and education officers
- Commercialization of affordable housing and plots to empower citizens to build their own homes.

5.4. PILLAR 3: RULE OF LAW

The strategic goal of the Rule of Law Pillar is to establish a just, equitable, and accountable legal framework that protects the rights of all people within their communities, promotes good governance, and fosters a stable environment conducive to

development. To achieve this goal, the county prioritized two (2) strategic policies (strategic policies 13 and 14), two (2) programs (programs 23 and 23), and six (6) interventions under the Rule of Law pillar from the AAID for the next five years.

5.4.1. Strategic Policy 13: Justice and Human Rights

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

Program 23: Enforcement of Human Rights

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

Key targets by 2029:

1. Include human rights courses in educational curricula
2. Revise the National Human Rights Action Plan.

Key interventions:

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

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

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

Program 24: Public Safety Readiness

Objective: Establish a Objective: Enhance the effectiveness, accessibility, and fairness of the justice system across the county. comprehensive framework to prepare for and respond to emergencies effectively.

Key targets by 2029:

1. Renovate all existing facilities in Mount Coffee, Royesville, Cheesmanburg, Todee, Yarkpah's Town; Fendell; Caresburg
2. Construct, Renovate, and equip existing facilities for security and public safety agencies (Police, Immigration, AFL, LDEA, etc.).

Key interventions:

- Strengthening the administrative and operational capacity of public safety institutions
- Renovating and equipping existing facilities for all security and public safety agencies (LNP, LIS, LNFS, BCR, LDEA, NSA.
- Constructing police stations in Mount Coffee, Royesville, Cheesmanburg, Todee, Yarkpah Town, Fendell, and Caresburg.
- Increasing the number and capacity of joint security personnel (LNP, LNFS, LIS, LDEA, BCR, and NSA) in the county and providing logistical support to facilitate effective operations.

5.5. **PILLAR 4:
GOVERNANCE AND
ANTI-CORRUPTION**

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

County prioritized two (2) strategic policies (strategic policies 15 and 16), four (4) programs (programs 26, 28, 29, and 30), and nineteen (19) 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 supported by digital technologies where in public officials are held accountable for their actions and decisions.

Program 26: Expansion and Modernization of Governance and Audit Services

Objective: Enhance efficiency, transparency, and accessibility in public service delivery, by leveraging technology and innovative practices to streamline bureaucratic processes, reduce corruption, and foster citizen engagement.

Key targets by 2029:

- 1. Increase enrolment into the National Biometric and Identification System to 90%
- 2. Implement an internal audit system for local government and revenue-sharing law.

Key interventions:

- Mass enrolment into the National Biometric and Identification System
- Implementation of an internal audit management system.

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
3. Digitize 30% of new and existing land deeds.

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
- Strengthening rural and urban spatial planning.

Program 29: *Public Service Decentralization*

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

Key targets by 2029:

1. Provide capacity-building support to all local government administrative structures in the counties
2. Revitalize and digitize 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
- Rehabilitation and expansion of local government facilities in the county.

Program 30: *Peace and Reconciliation*

Objective: Foster social cohesion and healing in post-conflict society.

Key target by 2029:

1. Improve Liberia's Social Cohesion and Reconciliation Index (SCORE) rating.

Key interventions:

- Improvement of civic education and awareness
- Enhancement of social cohesion and peaceful co-existence
- Strengthening community engagement on non-violent approaches.

5.6.

**PILLAR 5:
ENVIRONMENTAL
SUSTAINABILITY**

The strategic goal of the Environmental Sustainability Pillar is to promote responsible management of natural resources, protect biodiversity, and enhance resilience to environmental changes, while fulfilling the Country's Nationally Determined Contributions, supporting economic growth and

improving the quality of life for citizens. To achieve this goal, the county prioritized one (1) strategic policy (strategic policy 18), three (3) programs (program 33, 34, and 36), and eleven (11) interventions under the Environmental Sustainability pillar from the AAID for the next five years.

5.6.1. Strategic Policy 18: Climate Change

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

Program 33: *Environmental Governance*

Objective: Ensure the effective management, regulation, and protection of the environment and climate change action through a robust legal and institutional framework.

Key targets by 2029:

1. Decentralize the Environment Protection Agency Services
2. Increase by 50% the number of recycling business operators.

Key interventions:

- Expansion, decentralization and modernization of environmental services
- Strengthen institutional and human capacity to implement, coordinate, and enforce environmental policies and plans.

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 Liberia's ecosystems prioritizing those most vulnerable to climate change impacts and recognizing their role in providing crucial ecosystem services for the economy, supporting livelihoods, promoting biodiversity, mitigating and adapting to climate change, and contributing to economic development.

Key targets by 2029:

1. Restore at least 10,000 ha of degraded forestlands including coastal wetlands and mangrove ecosystems
2. Increase urban canopy cover in Paynesville and Monrovia to 50%
3. Plant 750,000 trees along major roads in Montserrado County
4. Increase the sustainable production of value-added wood products by 20%.

Key interventions:

- Conservation of terrestrial inland water and coastal, and marine areas
- Restoration of degraded forestlands and increasing urban canopy and the planting of additional trees in green corridors
- Implementation of reforestation, including mangroves and afforestation activities in degraded areas
- Reduction of human-wildlife conflict and halting human-induced extinction of threatened species
- Sustainable management of coastal erosion.

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. Increase waste transfer stations by 10%
2. Develop two new landfill sites
3. Increase waste recycling rates by at least 15%
4. Increase by 50% the number of recycling business operators
5. Develop small-scale composting of market waste with a production of 500 t/year each.

Key interventions:

- Rehabilitation, expansion, and modernization of key waste management infrastructure and services, including transfer stations and final disposal facilities.
- Development of a landfill gas recovery system at Cheesemanburg Landfill.
- Improvement of healthcare waste management practices and reduction of waste incineration
- Promotion of private-public partnership (PPP) and other ventures that attract financing for infrastructure investments in the waste sector.

5.7.

PILLAR 6: HUMAN CAPITAL DEVELOPMENT

The strategic goal of the Human Capital Development Pillar is to develop a skilled, knowledgeable, healthy, and empowered citizens to drive sustainable and inclusive socio-economic development. To spur the effective development of the requisite human capital in Montserrado

County, the citizens prioritized five (5) strategic policies (strategic policies 19, 20, 21, 22 and 23), twelve (12) programs (program 38, 39, 40, 43, 44, 46, 47, 48, 49, 50, 51 and 52) and forty-four (44) 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.

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 1,053 teachers (continuous professional development –CPD)
2. Provide incentive payment to 93 teachers in rural hard-to-reach areas in Montserrado
3. Provide National Trade Test certificate to 100 TVET trainers in Montserrado
4. Professionalize at least 1000 teachers in Montserrado 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
- Provision of incentives to professional education volunteers across the sector
- 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. Improve at least 150 educational infrastructures at all levels in Montserrado
2. Support WASH interventions in 250 schools across Montserrado
3. Increase the rate of enrolment of learners with disabilities by 10%
4. Capacitate TVET centers to offer level (1-7) programs
5. At least 10 senior secondary schools offering TVET streams in Montserrado
6. Exempt 1,000 PWD learners from school fees and provide school uniforms and bags.

Key interventions:

- Building, renovating or expanding inclusive and climate-resilient school infrastructure
- Supporting WASH and menstrual hygiene interventions in Schools
- Expansion and acquisition of instructional materials for PWDs
- Supporting children with learning disabilities
- Expansion and modernization of TVET facilities
- Equipment of school facilities with STEM equipment.

Program 40: Student Learning Capacity

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

Key targets by 2029:

1. Provide at least 20 schools with home grown school feeding
2. Provide all ECE schools with validated age-appropriate/play-based ECE curriculum
3. Achieve student to textbook ratio of 1:1
4. Provide 30% of students in Junior and Senior Secondary education with digital skills and STEM education examination
5. Provide at least 20,000 female students with inclusive hygiene education and products.

Key interventions:

- Expansion of the school feeding and school health initiatives at foundational levels
- Expansion of training of comprehensive sexual education and menstrual hygiene
- Development of student's digital skills
- Expansion and strengthening of accelerated learning for high school dropouts.

5.7.2. Strategic Policy 20: Health System

Strategic Objective: Create a robust health system that addresses immediate health needs and promotes preventive 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. Provide health insurance coverage for all citizens
3. Increase the number and capacity of healthcare professionals, and place qualified volunteer health workers on GoL payroll.

Key interventions:

- Development and implementation of community pharmacy and cost-sharing schemes in public health facilities
- Establishment of Health Equity Fund for Universal Health Coverage Bill
- Increasing the number and capacity of health care professionals, placing qualified volunteer health workers on GoL payroll.

Program 44: Health Services

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

Key targets by 2029:

1. Increase age appropriate Reproductive, Maternal Newborn, Child and Adolescent, and Nutrition (RMNCAH+N) health care services by 40%
2. Decrease the incidence of communicable and non-communicable diseases by 20%
3. Provide at least 21 ambulances to enhance emergency medical care
4. Increase WASH services at health facilities by 20%
5. Increase diagnostic centers at health care facilities by 40 %
6. Improve staffing capacity for human resources for health by 10%
7. Supply hospitals, health centers, and clinics consistently with necessary medical supplies, equipment, and medications.

Key interventions:

- Constructing, upgrading, and modernizing public healthcare facilities.
- Improving and strengthening diagnostic capacities and providing essential drugs, medical equipment, and supplies to health facilities.
- 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. Increase safely managed water access to 65% and basic access to 90%.
2. End open defecation practices
3. Increase safely managed access to sanitation to 50% and basic access to sanitation to 85%
4. Increase coverage of basic water service in health facilities to 90%.

Key interventions:

- Eradication of Open Defecation practices in Montserrado County
- Implementation of the national WASH in health care facilities roadmap 2024 to 2029
- Strengthening private sector participation in all aspects of the water, sanitation, and hygiene delivery cycle.

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. Coverage of child protection services in all counties
2. Reduce the percentage of children aged 5-17 engaged in child labor from 28% to 10%
3. End child marriages
4. Secure 5% of new public sector jobs for PWDs
5. Increase women representation in Government leadership positions from 11% to 30%
6. Secure benefits for at least 5,000 individuals from corporate social responsibility commitments.
7. Provide 10% of inclusive social housing units for vulnerable groups

Key interventions:

- Enhancement of women political participation and undertaking inclusive governance reforms
- Strengthening and enforcement of child protection laws
- Strengthening community engagement to promote positive discrimination towards inclusion
- Supporting the enforcement of corporate responsibility commitments in every FDI.

Program 48: Sexual and Gender-Based Violence

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 incidence of SGBV by 50%
2. Increase access to SGBV services by 30%.

Key interventions:

- Strengthening and enforcement of SGBV legal frameworks, including eradication of FGM and other harmful traditional practices
- 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

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. Increase the participation of girls in empowerment and leadership projects by 30%
2. Increase school enrolment of vulnerable girls by at least 4,000.
3. Ensure that at least 30% of women and vulnerable groups complete digital literacy training.

Key interventions:

- Provision of scholarships to vulnerable groups
- Expansion of access to digital literacy for women and vulnerable groups
- Expansion of training in sign language for inclusive communication
- Supporting PWDs with assistive technology equipment.

Program 50: Economic Empowerment of Women and Vulnerable Groups

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

Key targets by 2029:

1. Provide support to 1,500 children with special needs
2. Support the increase of financial inclusion coverage by 75% of women, PWDs, and vulnerable groups.

Key interventions:

- Development of PWDs' productive capacity for agribusiness
- Strengthening support for children with special needs
- Development of financial inclusion services for women, PWDs, and young people.

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.

Key targets by 2029:

1. Capacitate at least 500 youth in agri-business and entrepreneurship
2. Secure at least 250 internships, apprenticeships, and volunteerism placements for youth and PWDs
3. Increase capacity and leadership of 100 youth in climate-resilient eco-tourism services
4. Ensure at least 700 youth benefit from TVET.

Key interventions:

- Provision of internships, apprenticeships, and volunteer work opportunities for social development of young people and PWDs
- Development of youth leadership and capacity in climate-resilient eco-tourism services
- Improvement of TVET for Youth
- Supporting the reintegration of rehabilitated youth and preventive awareness campaigns against substance use among adolescents and youth in Montserrado County.

Program 52: Inclusive Sports and Recreational Infrastructure

Objective: Expand opportunities for youth by providing an enabling environment and appropriate i Objective: Ensure the availability of appropriate facilities and spaces where the population, particularly the youth, can improve and maintain their physical and mental health while fostering social cohesion and developing their talents. ncentives that provide access to leadership, training, entrepreneurship, and employment.

Key targets by 2029:

1. Develop at least 5 youth-inclusive sports centers
2. Provide rehabilitation and recreation services to at least 3,000 youth at risk.

Key interventions:

- Development of inclusive sports centers for the youth
- Enhancement of youth rehabilitation and recreation services.

PART 6: CDA IMPLEMENTATION AND THEORY OF CHANGE



6.1. CDA Implementation Governance

6.1.1. Three Branches of Government County Authorities

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

executive, judiciary, and legislative branches are all cloth with portfolios of authority and governing powers that have direct responsibilities in the implementation of the CDA. The portfolios responsible are listed in Table 8. The quality and speed at which the Montserrado 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 Montserrado.

Table 8: County Statutory Portfolios to Manage the CDA

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

6.1.2. County Authorities Mandates

In accordance with the Local Government Act of 2018, the County Council and County Administrators are expected to carry out stipulated mandates in managing the county affairs to enhance the general

living conditions and welfare of citizens and non-citizens residing within the county. For effectiveness, both the council and the administrators are expected to work in unity in the collective interests of the county. Their respective mandates are listed in Table 9, and the county administrative structure is shown in Annex IV.

Table 9: Mandates of County Authorities

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

As designed, these mandates enhance the road towards the implementation of the Government's decentralization policy, giving local authorities more control over their administrative, fiscal, and political affairs. Given the autonomy devolved to the county and the resources allocated, the government and people of Montserrado are expected to take direct ownership of their own development process and outcomes. The CDA is thus a roadmap 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 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 the county's development planning structures and processes. The importance and relevant provisions of the Act are highlighted in Annex IV.

6.1.3. County Development Agenda Coordination Framework

Chapter 5 of The Local Government Act 2018 suggests a coordination framework / mechanism for implementing the County Development Agenda (CDA). Like the CDA of 2008, which had a County Development Office (CDO), the LGA proposes setting up 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.

6.1.4. Requirements and Benefits of a Coordinating Mechanism

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

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

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

Layers of Coordination

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

1. **County Development Steering Committee (CDSC):**
The CDSC shall be the highest decision-making body at the county level, particularly regarding development planning. The CDSC shall be chaired by the County Superintendent with the County Development Officer (CDO) serving as the Co-Chair. The head of the County Council shall serve as an ex-official on the CDSC. The CDSC shall meet quarterly to discuss issues regarding the implementation of the CDA and the AAID and take action to resolve

any development-related challenges. Reports from the CDSC meetings shall be forwarded to the national coordination unit at the national level to inform the implementation of the NDP at the sub-national levels. Members of the CDSC shall include the following:

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

2. Working Group Forum

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

of the CDA. There shall be four working Group forum Meeting comprised of

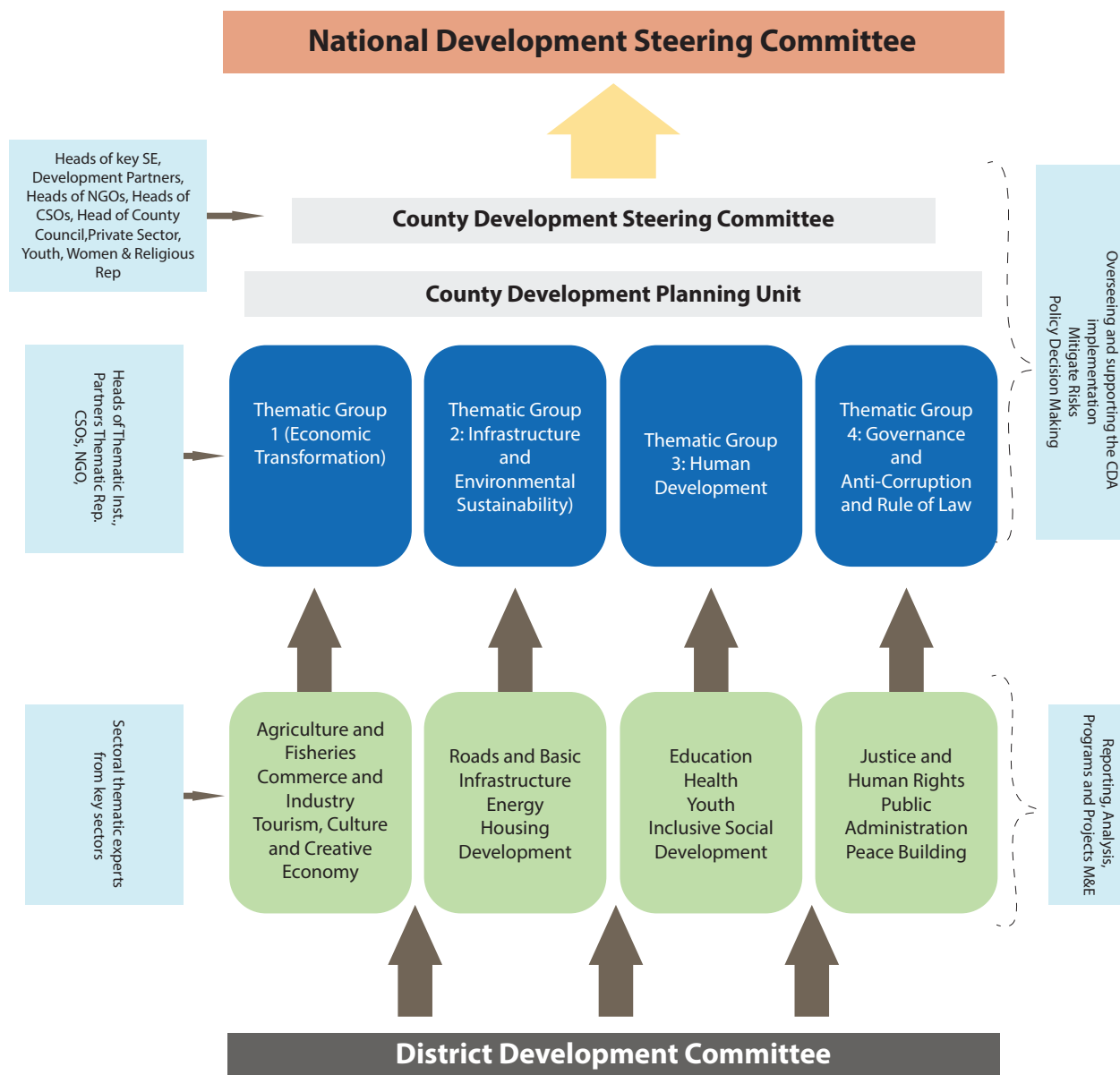
- A.** Human Development Working Group Forum
- B.** Economic Transformation Working Group forum
- C.** Infrastructure and Environmental Sustainability Working Group Forum
- D.** Governance and Anti-Corruption and Rule of Law Working Group Forum

District \Development Committees:

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

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

Figure 7: Coordination Structure for 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 Montserrado Development Agenda shall make the necessary contribution to Liberia becoming a lower middle-income country by 2030. Three (3) drivers and (2) enablers of change shall be prioritized and pursued to add value to the county's contribution

to the overall AAID. The first driver, Human Capital, is the preeminent determinant, and its development shall be high on the County Agenda to drive the needed positive and progressive change. A strong and successful human development program will drive the other two key

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

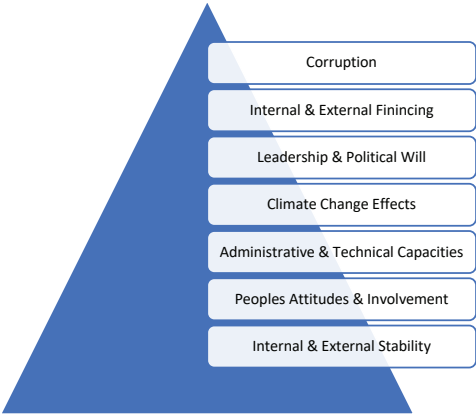
6.3. **Risks Mitigation and Management**

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

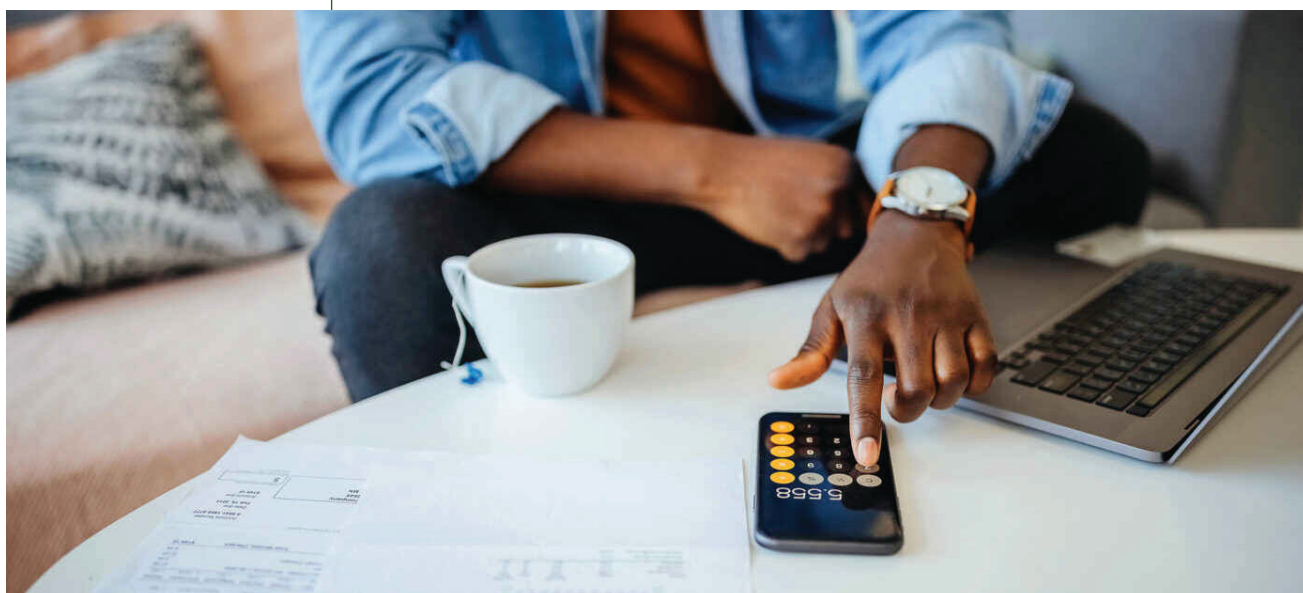
of the CDA. It is important to regularly revisit and refine the adopted strategy and approach as circumstances evolve. The consequences could be significant if risks are not responsibly managed during the CDA implementation stage. Poor risk management can lead to financial setbacks, cost overruns, budget deviations, or resource wastage

and eventual project failure. Failing to adequately address potential risks could harm Montserrado 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. • Channel all development activities (governmental and non-governmental) in the county through the CDA and apply their funding against the CDA budget. • Implement the CDA effectively and share positive monitoring and evaluation reports with development partners and donors. • Explore creative and sustainable revenue generation in the county.
Leadership or Political Will
• Nurture and sustain unwavering political will and strong leadership through the National Development Plan Implementation Unit, leveraging the coordination mechanisms for the development plan.
Climate Change
• Construct infrastructure that can withstand climate shocks (e.g., floods, rising sea levels) and develop an early warning system and community-based disaster preparedness mechanisms. • 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 a countywide capacity needs assessment of administrative and technical staff, plan and execute appropriate capacity-building interventions.
People's Involvement and Ownership
• Strengthen awareness for the CDA implementation. • Maintain cross-representation of stakeholders in the CDA Implementation Unit and open CDA periodic monitoring and evaluation meetings to the public.
Internal and External Stability
• Reduce the risk of internal instability in the county by having the Government of Liberia set examples of good and positive governance practices. • At the county level, the local government will strictly adhere to the public financial management laws to effectively utilize the available resources for the implementation of the CDA. • Increase security and the rule of law to protect investors, businesses, and the people of Montserrado.

PART 7: FINANCING THE CDA AND RESOURCE MOBILIZATION



7.1. Financial Requirements for Implementing the CDA

The minimum amount needed to finance the Montserrado Development Agenda is approximately US\$120,030,000 (One Hundred Twenty Million Thirty 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 constitute major challenges to both public and private sector actors in implementing the CDA.

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

Pillars	Total	2025	2026	2027	2028	2029
Economic Transformation	36,565	5,500	6,800	8,270	8,581	7,414
Infrastructure Development	45,695	9,050	10,700	10,175	8,970	6,800
Rule of Law	4,770	720	1,100	1,150	1,000	800
Governance and Anti-corruption	2,750	400	550	675	625	500
Environmental Sustainability	2,775	350	500	650	675	600
Human Capital Development	27,475	3,675	6,075	6,750	6,100	4,875
TOTAL	120,030	19,695	25,725	27,670	25,951	20,989

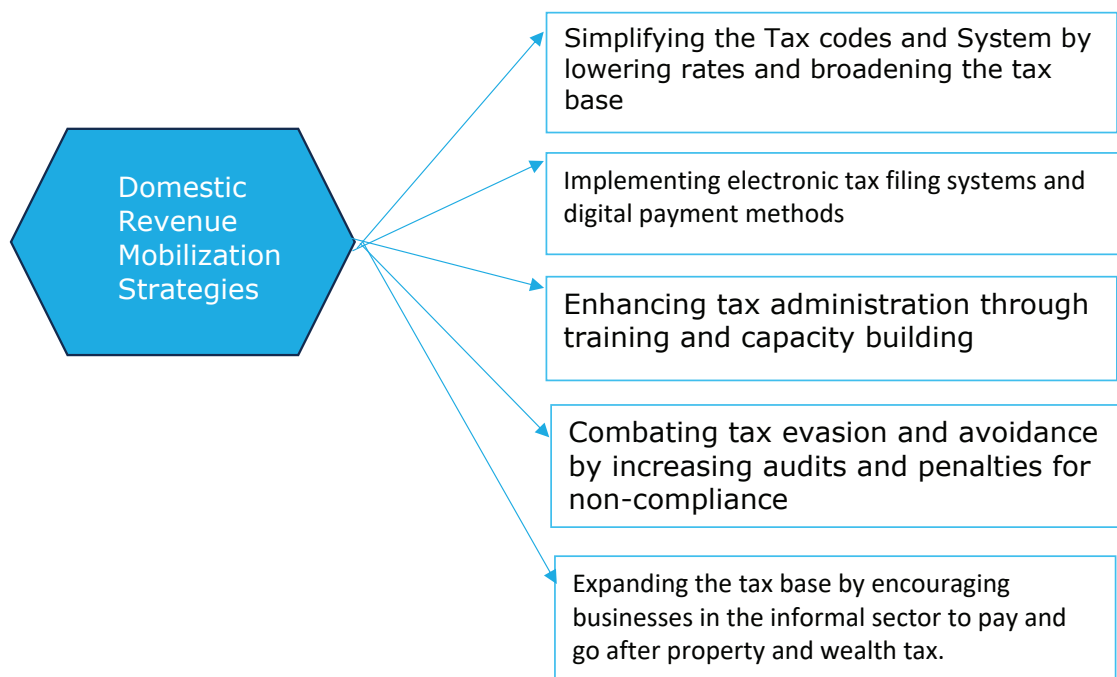
7.2. Sources of Funds to Support the CDA Implementation

7.2.1. The Liberian Government

Central Government shall allocate to counties each year, between 7-10 million United States Dollars, in the national budget during the planned period, based on population size and the comparative advantage in a particular strategic sector within the county. The Central Government's allocation includes but is not limited to the "County Development Fund" and the "Social Development Fund" which have been the sources of funding for county development

prior to the 2025 - 2029 CDAs. Both central and local governments should enhance their respective domestic public resource 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 Montserrado 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 Montserrado County Development Agenda, and to situate the process on a pathway to sustainable financing and enhanced impact. To get maximum results from the adopted resource mobilization efforts, a mixture of smart policies and strategies shall be used, including the revenue-sharing formula in the LGA. Various avenues such as grants, donations, corporate sponsorship, and government subsidies shall also be explored. GOL shall establish and maintain strong relations with donors, partners, and stakeholders, keeping regular communication and engagements to build trust and long-term support, as an integral part of the strategy.

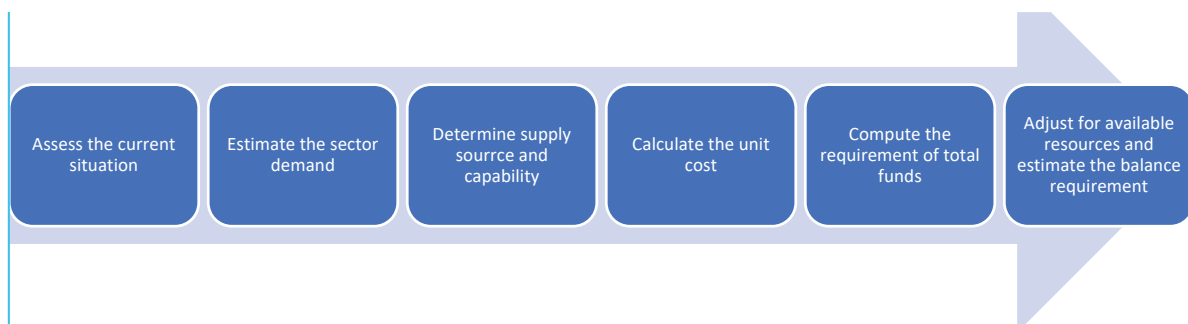
For greater impact, the framework shall contain several effective approaches including the following:

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

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

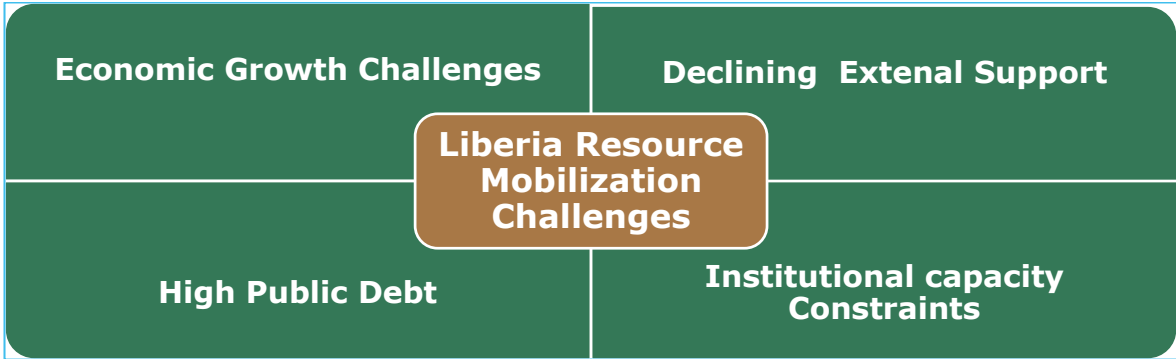
One of the critical required actions in formulating a resource mobilization strategy is estimating the resource needs for a particular sector. The main steps involved in resource mobilization are identification of resources and providers, mechanisms to receive resources, expanding relations with providers,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

Figure 10: Steps in Computing Needed Resources for the CDA



The Government of Liberia's resource mobilization efforts have been faced with different challenges at home and abroad, which if not minimized, could derail the successful implementation of the Montserrado 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 framework that includes clear and appropriate indicators, baseline data, and realistic targets should be used. A second major output is the evaluation report on CDA deliverables, outcomes, and impact.

8.2. Responsibility for Monitoring and Evaluation

As per the Local Government Act, Montserrado 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, Montserrado 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.

8.3. Monitoring and Evaluation Dynamics

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

about the CDA development programs and projects before, during, and after their implementation. The assessment will include a systematic and objective collection and analysis of data and information related to effectiveness, efficiency, relevance, sustainability, and impact on the target population in Montserrado. 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. 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. Provide program or project managers and other stakeholders with information on progress towards achieving the stated objectives. Provide regular feedback to enhance learning and improvements to the planning process and the effectiveness of interventions. Increase program or project accountability to funders, target population, and other stakeholders. Enable managers and staff to identify and reinforce initial positive results, strengths, and successes. 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. Evaluate conditions or situations affecting target groups among the citizens of Montserrado as well as changes brought about by program or project activities guaranteeing the continued relevance of the project.	Provide decision-makers with vital information on the performance of development programs and projects. Identify strengths and weaknesses of development interventions thus enabling managers to improve future planning, service delivery, and decision-making. Assist program and project managers, staff, and other stakeholders in objectively and systematically assessing the relevance, effectiveness, and efficiency of activities considering specified objectives. Validate the results of initial assessments obtained from project monitoring activities. Determine the success of program interventions in terms of impact and sustainability of results. Help managers to thoroughly review and consider their programs and projects in relation to their goals and objectives and the means to achieve them. 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. 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 Montserrado 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

MONTSERRADO COUNTY COUNCIL CDA 2024 -2028, RESOLUTION

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

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

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

Whereas, a participatory approach was used involving consultations with various stakeholders, including students, youth leaders, business communities, women's organizations, individuals with special needs, legislative caucus and local leaders across different districts in the county;

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

Whereas, the County Development Agenda of Montserrado County has been developed in accordance with guidelines in the local Government Act of 2018;

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

Given, that the County Council has been established by law, and given the legislative authority to act in the interest of the of the development, economic and social welfare of the county and its citizens;

Now, THEREFORE, BE IT RESOLVED by the County Council of Montserrado County, Republic of Liberia that the Council:

Article 1: Validate, endorses and approves the 2025-2028 CDA containing high priority programs and projects across six (6) developmental pillars to be implemented within the county over the next four (4) 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 sectors actors, NGOs and CBOs to be engaged with the implementation of the CDA.

Article 4: Encourages all residents of the County to involve them 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 local international partners and all pertinent parties to develop, maintain and encourage the successful implementation of these vital projects for attaining economic and social growth and stability.

ADOPTED ON THIS DAY 19 OF November 2024

Sign:

Name: Stephen S. Goba

Signature: S. Goba

Chair

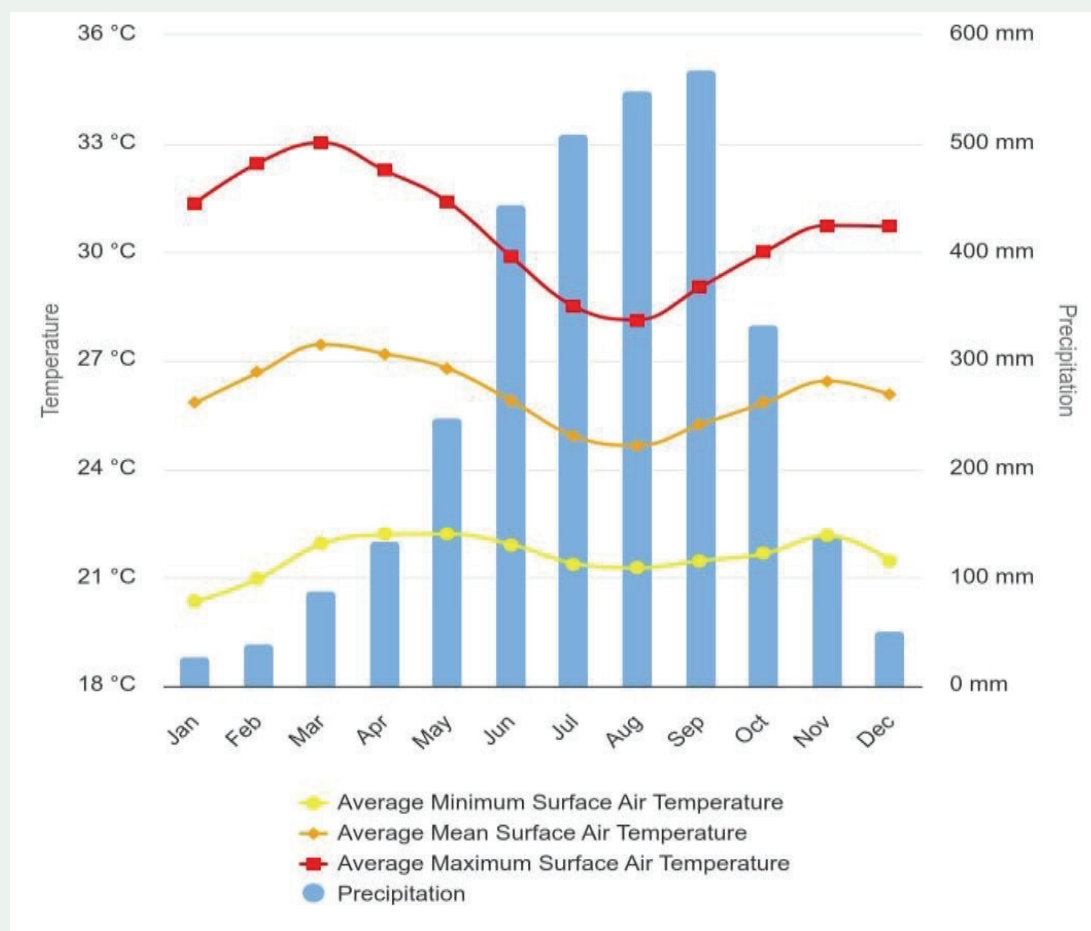
Montserrado Council

Membership of County Council

No.	Name	Position	Contact	Signature
1	Stephen S. Goba	Chair	08864241036	S. Goba
2	Alca U. Kessel	Co-chair	0776055915 0555577293	A. U. Kessel
3	Joe Y. Gomo	Elder	0880932852	J. Gomo
4	KorPe Howard	Member	0886941293	K.H.
5	Linda W. Dennis	Member	0888914763 0777228866	L.D.
6	Setha P. Hering	Member	0887820453	S.P.H.
7	Edward Y. Peters, II	Member	0880843855	E.Y.P.
8	John Y. Minor	member	0886422617	J. Minor
9	Oscar Yah	member	0775156451	O. Yah

ANNEX II : Climate Change Trends and Circumstances in Montserrado

Figure 12: Monthly Climatology Data for Montserrado County, 1991 – 2020



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

Climate Change Circumstances

Monthly Climatology Data for Montserrado County, 1991 – 2020

The monthly averages of various surface air temperature parameters and precipitation levels from 1991 to 2020. The average minimum surface air temperature, a relatively consistent pattern throughout the year, is observable. The lowest temperature is recorded in August at 24.65°C with the precipitation value of 549.18mm and gradually increasing to a peak in March at 27.45°C, with precipitation value of 89.25mm before experiencing a slight decline towards

the end of the year.

The average mean surface air temperature, a similar trend as observed in the minimum temperature, is noticeable. January starts with a mean temperature of 31.36°C with a precipitation value of 27.42mm, reaching its highest point in March at 33.03°C with a precipitation value of 27.42mm. The mean temperature then gradually decreases towards the end of the year, with December recording a value of 30.71°C with a precipitation value of 51.23mm. In terms of the average maximum surface air temperature, a similar trend as seen in the

minimum and mean temperatures, is observable. January starts with a maximum temperature of 20.33°C with a precipitation value of 27.42mm, reaching its peak in May at 22.21°C with a precipitation value of 248.57mm. The maximum temperature then gradually decreases towards the end of the year, with December recording a value of 21.42°C with a precipitation value of 51.23mm.

Regarding precipitation, a substantial variation is observed throughout the year. January starts with a relatively low precipitation level of 27.42 mm, which gradually increases as the year progresses. The wettest months are August and September, with precipitation levels of 549.18 mm and 569.23 mm, respectively.

Climate Change Hazards Identified at the Districts and County Levels Consultations

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

Recommended Climate Change Adaptation and Mitigation Actions

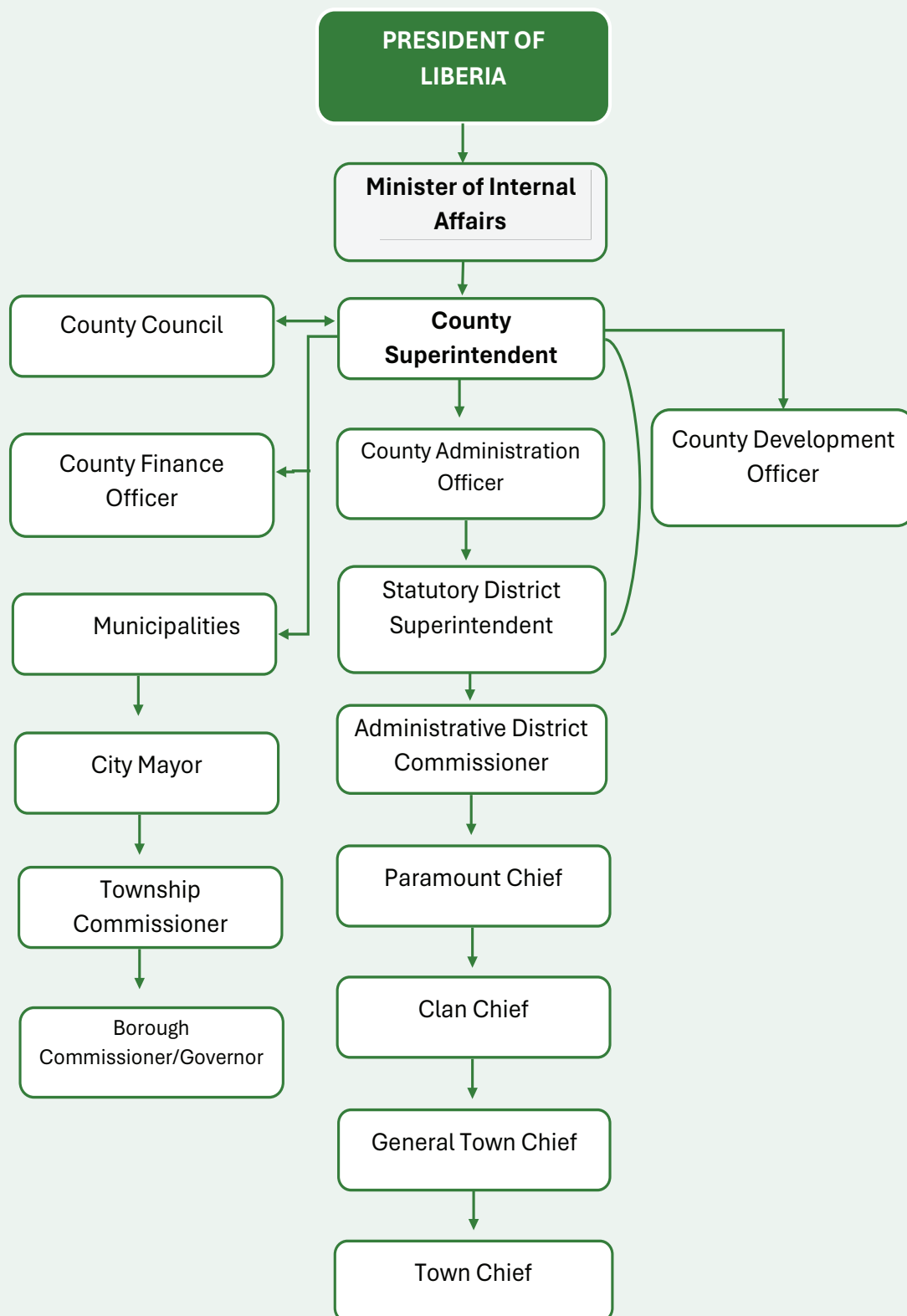
- Consider the development of a county physical zoning plan to ensure informed land use mapping, siting of landfills, cemeteries, industrial zones, recreation areas, etc.
- Establishment of a county level disaster emergency preparedness and response structure
- Develop and implement infrastructure projects that are resilient to climate change impacts, such as floods, storms, etc.
- Invest in coastal defenses, stabilizing beach communities through integrated coastal zone management
- Create green spaces, landscape public spaces, restore degraded and polluted lands and, embark on forest land restoration in rural Montserrado County
- Revisit the local sewage system and effect corrective measures to cater to expanded population
- Improving drainage systems to mitigate the risks of extreme weather-related flooding
- In the short term, design and distribute sanitation plans to all communities; provide public latrine and trash cans on the major streets and provide safe drinking water to rural areas of the county
- Regulate land sales and constructions along beaches and rivers banks; and ban all mining in residential areas except otherwise decided by a robust Environmental and Social Impact Assessment (ESIA) regime in all administrative districts of Montserrado including Careysburg, Todee, Commonwealth, Greater Monrovia and St. Paul River
- Conduct feasibility for tourism investment in selected stretches of the Mesurado wetland.

ANNEX III : Detailed Socio-Economic Situation in Montserrado County

	Descriptions / Definitions	County		National
		Female	Male	
1. Population				
Population	The total number of people.	978,406	942,559	5,250,187
		50.9%	49.1%	100%
2. Employment				
Employment Rate	The proportion of working-age people employed in an economy	435,953		1,307,872
		25.1%		27.8%
Agricultural Employment Rate	The percentage of households engaged in agriculture	8.3%		30.2%
Informal Employment Rate	The percentage of the workforce outside of the formal employment system	69%		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.	64.1%		79.5%
Absolute Poverty Rate	The percentage of the population who cannot meet their minimum food and non-food needs.	20.3%		50.9%
Extreme Poverty Rate	The percentage of the population whose total food and non-food consumption falls below the minimum food requirements of 2400 kilocalories per day	2.7%		16.5%
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.	20.2%		39.1%
3. Education				
Literacy Rate	The percentage of the population (5 years and above) who cannot read and write a simple sentence in any language	1,130,230		2,447,612
		74.1%		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.	394,681		1,638,019
		25.9%		40.1%
High School Completion Rate	Percentage of students who complete upper basic and secondary education / senior secondary education	602,088		1,147,629
		33.1%		23.2%
Primary School Completion Rate	Percentage of students who complete lower basic secondary education	455,416		1,189,418
		25.0%		24%
TVET	Number of students who complete a Technical / Vocational Education and Training (TVET) program	5,455		11,871

	Descriptions / Definitions	County		National
		Female	Male	
College / University	Number of enrolled students who complete a four-year college	151,965		215,766
		8.3%		4.3%
4. Health				
Fertility	The average number of children born to women during their reproductive years	3.0		4.2
% of Children who received all basic vaccinations	The percentage of children who took all the vaccines needed from 0 – 1 year old.	44%		51%
% of children who received all age-appropriate vaccinations	The percentage of children who received all the vaccines needed from 0 – 5-year-old.	38%		39%
Access to Insecticide Nets	The percentage of the population who has access to treated mosquito nets.	26%		40%
% of Hospital Births	The percentage of births in a medical facility.	74%		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	83%		84%
Maternal Mortality	The number of maternal deaths divided by the number of live births multiplied by 100,000	531		854 deaths per 100,000 births
Infant Mortality	The probability of an infant dying between birth and age one. This is expressed per 1,000 live births	66		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.	95		93 deaths per every 1000 births
5. Sex and Gender Based (SGB)				
Household Heads Distribution	Percentage of households headed by either gender	166,306	283,683	1,187,514
		37.0%	63.0%	100 %
Domestic Violence Rate	Percentage of the female population that experienced physical or mental abuse.	57%		55%
Sexual-Based Violence Rate	Percentage of the female population that experienced physical or mental abuse.	6%		9%
Female Genital Mutilation (FGM)	The percentage of women who practice FGM.	25%		38%

ANNEX IV : County Government Organogram



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

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

Powers of Local Governments in Liberia

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

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

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

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

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

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

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

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

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

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

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

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

Relevant Provisions

Liberia has made significant progress on local governance and putting in place a

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

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

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

County Councils, Sub-County Advisory Councils, County Administrations, District Administrations, Chiefdom Administrations, Clan Administrations, Town Administrations, and Municipal Councils and Administrations.

2. **Fiscal Decentralization:** Another area where the local governance must be strengthened is power to tax and manage resources. Amending the Public Financial Management Law to enable fiscal decentralization is key. There has been some progress in this area as local governments are now allowed to keep 40% of the revenue collected through the County Service Centers. However, there will be a need to go beyond this to ensure true fiscal decentralization empowering local governments with the authority to levy, collect and manage their own tax revenues. To ensure success, it will be important to establish a local government fiscal and financial management framework, constitute a local government fiscal board, organize county and municipal finance offices, as well as develop a framework for mobilizing and coordinating external resources. In short, there is a need for instruments to strengthen the capacity of local government with respect to financing.

3. **Development Planning and Management:** Local governments are critical elements of the development process. It is the level of governance that is closer to the people and the first level of service delivery. As such, it is important that they have the capacity for development planning and management, including ensuring that each has a development planning and management unit with the capacity for formulating

and implementing county economic development plans, including local government development agendas at the county and municipal levels. This will require robust programs to build and strengthen the capacity of local governments in the areas of strategy formulation, policy making and implementation, as well as planning. A key element in the process of upgrading the capabilities of local governments will include proper organization of local governments with the establishment of critical departments for Planning, Revenue and Budget; Administration and Personnel; and Health and Social Welfare at the county level.

4. **Inclusiveness and Accountability:** The effectiveness of the local governments in Liberia over the long term will depend on their ability to be inclusive and to be accountable. It will be necessary to ensure that local government structures and decision-making include women, youths, and people with disabilities. This will require a policy framework to ensure inclusivity, including developing gender policies at the county level. Also, transparency and accountability are key to ensuring successful prosecution of the development agenda at the local level. There must be transparency and accountability in decision-making and in local government management and operations.

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

Pillars/strategic policies and programs	Total	2025	2026	2027	2028	2029
Economic Transformation	36,565	5,500	6,800	8,270	8,581	7,414
Strategic policy 3: Commerce and Industry	15,010	3,000	2,400	3,250	3,310	3,050
Program 6: Economic diversification and value addition		2,000	1,200	1,625	1,655	1,525
PROGRAM 7: Business Enabling Environment		1,000	1,200	1,625	1,655	1,525
Strategic Policy 4: Agriculture and Fisheries	9,000	1,300	2,200	2,070	2,116	1,314
Program 8: Food and Cash Crop Production		300	600	670	683	366
Program 9: Livestock and Poultry Production		400	750	650	683	426
Program 10: Fish production		600	850	750	750	522
Strategic Policy 5: Mineral Resource Management	6,205	400	1,000	1,625	1,655	1,525
Program 11: Extractive Industry		400	1,000	1,625	1,655	1,525
Strategic Policy 6: Tourism, Culture and Creative Economy	6,350	800	1,200	1,325	1,500	1,525
PROGRAM 12: Tourism Development, Branding and Marketing		800	1,200	1,325	1,500	1,525
Infrastructure Development	45,695	9,050	10,700	10,175	8,970	6,800
Strategic Policy 7: Road and Basic Infrastructure	27,100	6,000	7,000	6,000	4,700	3,400
Program 14: Road Network and Safety		6,000	7,000	6,000	4,700	3,400
Strategic Policy: Transport and Logistics	2,600	350	500	600	650	500
Program 15: Transport service and safety		350	500	600	650	500
Strategic Policy 9: Water and Sewage	7,870	1,450	1,500	1,700	1,720	1,500
Program 16: Water Resources and Sewage Management		1,450	1,500	1,700	1,720	1,500
Strategic Policy 10: Energy	3,500	400	750	800	900	650
Program 17: Energy Resource Development and Management		400	750	800	900	650
Strategic policy 11: Communication Technology and Digital Economy	2,325	350	500	575	550	350
Program 18: Postal Services		150	200	250	275	150
Program 20: National ICT Eco-System and Digital Societies		200	300	325	275	200
Strategic Policy 12: Housing Development	2,300	500	450	500	450	400
Program 21: Modern and Affordable Housing Opportunities for all		500	450	500	450	400
Rule of Law	4,770	720	1100	1150	1000	800
Strategic Policy 13: Justic and Human Rights	1,970	320	500	450	400	300
Program 23: Enforcement of Human Rights		320	450	400	350	300
Strategic Policy 14: Public Safety and National Defene	2,800	400	600	700	600	500

Pillars/strategic policies and programs	Total	2025	2026	2027	2028	2029
Program 24: Public Safety Readiness		400	600	700	600	500
Governance and Anti-Corruptions	2,750	400	550	675	625	500
Strategic Policy 15: Transparency and Accountability	700	100	150	175	150	125
Program 26: Expansion and Modernization of Governance and Audit Services		100	150	175	150	125
Strategic Policy 16: Public Administration	2,050	300	400	500	475	375
Program 28: Land governance and management		75	150	175	150	100
Program 29: Public Service Decentralization		100	150	175	150	125
Program 30: Peace and Reconciliation		125	100	150	175	150
Environmental Sustainability	2,775	350	500	650	675	600
Strategic Policy 18: Climatic Change	2,775	350	500	650	675	600
Program 33: Environmental Governance		75	100	150	175	200
Program 34: Forestry, Ecosystem Conservation and Restoration		75	100	150	200	150
Program 36: Solid Waste Management		200	300	350	300	250
Human Capital Development	27,475	3,675	6,075	6,750	6,100	4,875
Strategic Policy 19: Education	9,950	1,350	2,100	2,300	2,450	1,750
Program 38: Improvement of Teachers' Capacity		500	700	750	800	650
Program 39 School Facilities		450	800	850	900	600
Program 40: Student Learning Capacity		400	600	700	750	500
Strategic Policy 20: Health System	10,850	1,600	2,750	2,850	1,900	1,750
Program 43: Health Sector Reform		600	750	850	900	750
Program 44: Health Services		1000	2000	2000	1000	1000
Strategic Policy 21: Water, Sanitation and Hygiene	2,300	200	400	600	600	500
Program 46: Sanitation and Hygiene		200	400	600	600	500
Strategic Policy 22: Inclusive Social Development	2,675	250	475	575	750	625
Program 47: Inclusive Policies and Systems		50	75	100	125	150
Program 48: Sexual and Gender Based Violence		75	150	175	200	150
Program 49: Inclusive Integrated Social Protection and Welfare Services		50	125	150	250	175
Program 50: Economic Empowerment of Women and Vulnerable Groups		75	125	150	175	150
Strategic Policy 23: Youth Development	1,700	275	350	425	400	250
Program 51: Inclusive Youth Empowerment		150	200	250	200	100
Program 52: Inclusive Sports and Recreational Infrastructure		125	150	175	200	150
Total	120,030	19,695	25,725	27,670	25,951	20,989



MONTSERRADO COUNTY

County Development Agenda (CDA)

2025-2029