



# *GOVERNMENT OF LIBERIA*

**150 DAY ACTION PLAN**

*A Working Document for a New  
Liberia*

# Executive Summary

## *OUR NATIONAL ACTION PLAN FOR RENEWING LIBERIA*

After more than two decades of government mismanagement, civil war, and economic collapse, the Liberian people are now taking the first steps on the long road to recovery and sustained economic development. The “First 150 Days Action Plan” describes the initial actions that the Ellen Johnson Sirleaf Administration is taking, together with its partners, to begin the recovery process. The 150 Day Plan includes both actions and activities that are being completed and longer-term activities that are being initiated between the inauguration of President Ellen Johnson Sirleaf and the end of the fiscal year 2005/2006 on June 30, 2006.

The Government of Liberia’s reconstruction and development strategy is based on four pillars, each of equal importance:

1. Expanding peace and security,
2. Revitalizing economic activity,
3. Rebuilding infrastructure and providing basic services, and
4. Strengthening governance and the rule of law.

Within each of these areas, the Government and its partners are taking many critical actions. The full list of actions is described in detail in the attached matrix. Some of the most important initiatives include the following:

### **1. Enhancing Peace and Security**

The Government of Liberia (GOL), working in close collaboration with its partners, is:

- Building a capable and democratically accountable military force by completing the demobilization of ex-combatants, recruiting the first 2,000 new Armed Forces of Liberia (AFL) troops, and initiating new military training programs.
- Strengthening national security institutions by initiating a reorganization of all security agencies, completing a national security review, beginning to develop a national security plan, and demobilizing a significant portion of the Special Security Service (SSS).



*The President shaking hands with a member of the AFL*

- Beginning to strengthen the Liberian National Police Force (LNPF) by completing severance payments to retire police personnel, recruiting new personnel, and opening “Women and Child Protection Units” in 4 LNPF stations.
- Facilitating the return of 70,000 refugees from neighboring countries between January and June (75% more returnees than in all of 2005), reintegrating 50,000 Internally Displaced Persons (IDPs) to their homes (from the original number of 314,000), and providing support to the returnees through health, water, training, and employment programs.

### **2. Revitalizing the Economy**

The Government, working in close collaboration with its partners, is:

- Establishing sound financial management by submitting a recast balanced budget for 2005/06 and a complete balanced budget for 2006/07, introducing legislation to limit the power of the executive branch to change budget allocations, and establishing the extent of domestic arrears.
- Increasing revenues by introducing a computerized “flag receipt” system, cracking down on customs fraud and other forms of tax evasion, and controlling expenditures through establishing a fully functioning cash management system.
- Canceling non-compliant forestry and ports concessions, and is initiating a process to review the legality of all other concessions and contracts entered into during the tenure of the National Transitional Government of Liberia (NTGL).
- Preparing to sign a Letter of Intent with the International Monetary Fund and obtain IMF Board approval for a Staff Monitored Program— the first IMF program in Liberia for more than 20 years, as a first step towards dealing with the country’s large external debt burden.
- Implementing the first steps of the Governance and Economic Management Assistance Program (GEMAP) to control financial abuse by placing internationally recruited financial controllers in the



*Market women selling their products*

Central Bank, National Port Authority, Forestry Development Authority, Roberts International Airport, and the Liberia Petroleum Refining Company.

Providing seeds and tools to at least 14,000 farmers, supplies for 1,800 fisherman, training assistance for agriculture for 2,000 ex-combatants, and food assistance for 16,000 families through food-for-work programs.

### **3. Rebuilding Infrastructure and Providing Basic Services**

The Government of Liberia, working in close collaboration with its partners, is:

- Beginning to rehabilitate several hundred kilometers of roads and bridges, including Fishtown to Harper, Ganta to Zwedru, Buchanan to River Cess, Phebe to Totota, and to repair certain roads in and around Monrovia.
- Rehabilitating Zwedru High School, Greenville High School, 35 other schools around the country, Zwedru and Phebe hospitals, 39 clinics, and four community health facilities.
- Using \$1 million from improved tax collection to fund community projects of approximately \$10,000 each in 100 villages and districts across Liberia.
- Beginning to rebuild the electricity grid, with an initial goal of restoring power to some parts of Monrovia by July 26<sup>th</sup>, and expanding beyond as rapidly as possible thereafter.
- Revitalizing the national strategy to fight HIV/AIDS, providing 5,000 bed nets to households in high malaria endemic communities, and providing tuberculosis drugs for 300 new cases in Montserado, Grand Bassa, Bong, and Nimba counties. Rehabilitating certain water pipelines in Monrovia, and constructing 100 new water points and 52 new boreholes around the country.



*One of many destroyed public buildings*

### **4. Strengthening Governance and the Rule of Law**

The Government, working in close collaboration with its partners, is:

- Developing a comprehensive anti-corruption

strategy.

- Developing a clear plan and timeline for constitutional and legal reform.
- Submitting legislation to establish a successor body to the Governance Reform Commission
- Establishing the Truth and Reconciliation Commission and Human Rights Commission. Beginning the process of removing “ghost” and absentee workers and building a smaller and more professional civil service.

The Government is committed to taking action in all of these areas. Some activities will be completed by the end of June; others will take longer but the Government is committed to taking the first critical steps by the end of June. The 150 Day Action Plan is the first phase of a long-term strategy for reconstruction and development. For the longer term, by the end of June the Government will draft an interim strategy for sustained poverty reduction and development based on internal analysis and initial consultations with representatives of the legislature, civil society, the private sector, and other groups. Later this year, the interim strategy will be debated and discussed nationwide, and ideas and priorities identified from those deliberations will be incorporated into a full long-term strategy for sustained poverty reduction and development in 2007.






The 150 Day Action Plan was completed by the Government of Liberia, under the leadership of the President, in collaboration with our partner countries. The government intends to periodically update the public and our partners in progress on the status of this plan. The people of Liberia deeply appreciate the strong and substantive contributions made by our partner countries.
































*The President with the 'Papa 'na Come' kids—the future of Liberia*

# GOVERNMENT OF LIBERIA 150 DAY ACTION PLAN MATRIX

OBJECTIVE	DELIVERABLE	RESPONSIBLE PARTIES	START DATE	END DATE	STATUS
<b>COLOR CODES:</b> <span style="color: green; font-size: 1.2em;">●</span> <b>ON TRACK</b> <span style="color: orange; font-size: 1.2em;">●</span> <b>TO COMMENCE SHORTLY</b> <span style="color: black; font-size: 1.2em;">●</span> <b>COMPLETED</b>					
<b>I. SECURITY</b>					
<b>1.1 Build a credible, capable, and democratically accountable military force</b>	Complete severance pay for approximately 100 former AFL soldiers with cases still under review.	Ministry of Defense, Ministry of Finance, US, EC, UNDP	ongoing	04/30/06	<span style="color: green; font-size: 1.2em;">●</span>
	Legally determine retirement benefits for 4,625 retired AFL soldiers	Ministry of Defense, Ministry of Finance, Ministry of Planning, US, UNMIL	ongoing	06/15/06	<span style="color: green; font-size: 1.2em;">●</span>
	Recruit initial 2,000 candidates for new AFL	Ministry of Defense, US	01/18/06	06/30/06	<span style="color: green; font-size: 1.2em;">●</span>
	Complete vetting of first class of 309 recruits for training to commence in July	Ministry of Defense, US	02/15/06	06/30/06	<span style="color: green; font-size: 1.2em;">●</span>
	Prepare brigade headquarters at Camp Shefflin	Ministry of Defense, US	03/01/06	10/01/06	<span style="color: green; font-size: 1.2em;">●</span>
	Establish advisory committee to draft statute to create office of Veteran Affairs	Ministry of Defense, Ministry of State/Ministry of Planning, UNMIL, ECOWAS, African Union	03/16/06	05/26/06	<span style="color: green; font-size: 1.2em;">●</span>
<b>1.2 Provide training and employment opportunities for ex-combatants to prevent further recruitment into conflict</b>	Place an additional 6,000 outstanding ex-combatants into ongoing vocational, agricultural skills, formal education, or small business skills training programs through UNDP Trust Fund (6,000) and parallel partner funding (additional). (Overall target for 2005-07: 99,000 ex-combatants, 63,000 by UNDP and 36,000 by	Ministry of Defense, UNDP, UNICEF, European Commission, US	01/01/06	06/30/06	<span style="color: green; font-size: 1.2em;">●</span>
	Initiate 8 projects along the Cote d'Ivoire border to create employment opportunities to counter illegal recruitment for participation in conflict.	UNMIL, UNDP, National Commission for Disarmament, Demobilization, Reintegration & Resettlement (NCDDRR)	ongoing	06/30/06	<span style="color: green; font-size: 1.2em;">●</span>
<b>1.3 Reduce proliferation of small arms</b>	Extend the coverage of the small arms collection and control program	UNDP	ongoing	06/30/06	<span style="color: green; font-size: 1.2em;">●</span>
<b>1.4 Strengthen national security institutions and enhance coordination</b>	Deactivate ineligible SSS	Government of Liberia, US, UNMIL, UNDP	04/10/06	04/30/06	<span style="color: green; font-size: 1.2em;">●</span>
	Commence training of VIP protective detail	Government of Liberia, US	03/10/06	06/15/06	<span style="color: green; font-size: 1.2em;">●</span>
	Complete national security review	Government of Liberia, UNMIL, US	03/01/06	06/30/06	<span style="color: green; font-size: 1.2em;">●</span>
	Initiate development of national security plan Initiate the reorganization of security agencies and establish security architecture from county to national level	Government of Liberia, UNMIL, US	06/01/06	09/30/06	<span style="color: orange; font-size: 1.2em;">●</span>
		Government of Liberia, UNMIL, US	03/01/06	06/30/06	<span style="color: green; font-size: 1.2em;">●</span>
<b>1.5 Strengthen National Police Force</b>	Complete severance payments to deactivated police personnel	Ministry of Finance, Liberia National Police, Ministry of Defense, United Kingdom, UNMIL, UNDP	05/01/06	06/30/06	<span style="color: orange; font-size: 1.2em;">●</span>
	Initiate restructuring of National Police (purchase of uniforms, supplies, etc)	Ministry of Justice, Liberia National Police, US, UK, UNMIL, UNDP	01/16/06	06/30/06	<span style="color: orange; font-size: 1.2em;">●</span>
	Recruit 300 additional police for training	Ministry of Justice, Liberia National Police, UNMIL	05/01/06	06/30/06	<span style="color: orange; font-size: 1.2em;">●</span>
	Rehabilitate seven police stations.	Liberia National Police, UNMIL (Quick Impact Projects)	04/03/06	06/30/06	<span style="color: orange; font-size: 1.2em;">●</span>
	Open "Women and Children Protection Units" in 4 LNP stations and train 46 police officers to staff them.	UNICEF, Liberia National Police		06/30/06	<span style="color: orange; font-size: 1.2em;">●</span>
<b>1.6 Facilitate the return and Reintegration of Refugees and IDPs</b>	Facilitate the return and reintegration of 70,000 Liberian refugees between Jan-June (out of approx. 150,000 outstanding at end-2005), including partner support at arrival for health, sanitation, training, and Return and reintegrate 50,000 IDPs residing in camps in Montserrado, Bong, Bomi, Lofa, and Margibi counties between Jan-June, including partner support at arrival for health, sanitation, training, and counselling services.	Ministry of Internal Affairs, Liberia Refugees Repatriation & Resettlement Commission (LRRRC), Ministry of Gender & Development, UNHCR, US, EC, World Food Program	ongoing	06/30/06	<span style="color: green; font-size: 1.2em;">●</span>
			ongoing	04/15/06	<span style="color: green; font-size: 1.2em;">●</span>
	Continue process of reintegrating residual IDPs and for closing IDP camps.		ongoing	06/30/06	<span style="color: green; font-size: 1.2em;">●</span>









OBJECTIVE	DELIVERABLE	RESPONSIBLE PARTIES	START DATE	END DATE	STATUS
<b>COLOR CODES:</b> ● <b>ON TRACK</b> ● <b>TO COMMENCE SHORTLY</b> ● <b>COMPLETED</b>					
<b>I. SECURITY</b>					
<b>II. ECONOMIC REVITALIZATION</b>					
<b>2.1 Establish sound financial management and budgeting</b>	Introduce legislation to integrate the Bureau of the Budget and the Bureau of Maritime Affairs into the Ministry of Finance	Ministry of State/Ministry of Planning, Ministry of Finance, Ministry of Justice	To commence shortly	06/15/06	●
	Introduce computerized "Flag Receipt" system at Ministry of Finance & the Central Bank of Liberia.	Ministry of Finance, Central Bank of Liberia & US	01/16/06	completed 2/3/06	●
	Establish a fully functioning Cash Management Committee	Ministry of Finance, World Bank	01/16/06	completed	●
	Place technical experts in the MOF to help establish the Resource Management Unit	Ministry of Finance, World Bank	05/01/06	06/30/06	●
	Submit recast balanced budget to the legislature for February-June 2006	Government of Liberia, Bureau of Budget, MOF, MOS/OP		completed	●
	Submit balanced GOL 2006/07 budget to the legislature	Government of Liberia, Ministry of Finance	ongoing	06/15/06	●
<b>2.1 Establish sound financial management and budgeting</b>	Introduce legislation to limit the power of the executive branch to effect major changes in budget allocations without approval	Ministry of State, Ministry of Planning, Ministry of Finance, Ministry of Justice	To commence shortly	06/15/06	●
	Establish the extent of outstanding domestic arrears	Ministry of Finance, US	To commence shortly	06/30/06	●
	Sign a Letter of Intent for and obtain IMF Executive Board approval for a Staff-Monitored Program with the IMF.	Ministry of Finance, Ministry of Planning, Central Bank of Liberia, International Monetary Fund (IMF)	01/16/06	04/28/06	●
	Dimish all NTGL political appointees from the MOF	Ministry of State, Ministry of Planning, Ministry of Finance		completed	●
	Complete vetting of MOF staff on payroll against census	Ministry of Finance	underway	04/30/06	●
<b>2.2 Ensure legality of concessions and contracts</b>	Cancel all forest sector concessions	Ministry of State, Ministry of Planning, Ministry of Finance, Ministry of Justice, Forestry Development Authority, National Port Authority		completed	●
	Cancel GSS container park contract with the NPA	Ministry of State/Ministry of Planning, National Port Authority		completed	●
	Initiate review of contracts and concessions entered into during the NTGL	European Commission, US, World Bank, PPPC	04/01/06	09/30/06	●
<b>2.3 Strengthen management of the LPRC</b>	Rightsize staffing levels	Liberia Petroleum Refining Corporation (LPRC)	underway	06/30/06	●
	Streamline the governance structure	Liberia Petroleum Refining Corporation (LPRC)	underway	06/30/06	●
	Complete review and make a decision on the future of the \$12m contract with Mechanical Engineering Group (MEG)	Liberia Petroleum Refining Corporation (LPRC)	underway	04/30/06	●
	Commence publication of LPRC financial statements on a quarterly basis	Liberia Petroleum Refining Corporation (LPRC)	underway	06/30/06	●
	Introduce a method for monthly reviews of domestic petroleum prices	Liberia Petroleum Refining Corporation (LPRC)	underway	06/30/06	●
<b>2.4 Strengthen management of the Central Bank</b>	Approve revised budget for Central Bank	Central Bank of Liberia	underway	05/30/06	●
	Reactivate money management committee	Central Bank of Liberia		completed	●
	Regularize foreign exchange auction	Central Bank of Liberia		completed	●
<b>2.5 Increase revenues and control expenditures</b>	Ensure BIVAC can complete pre-shipment inspections	Ministry of Finance	01/16/06	completed	●
	Clarify customs and excise duty/tariff rates and consistently charge legal rates.	Ministry of Finance, European Commission		completed	●
	Announce that all rice and petroleum imports will be subject to inspection	Ministry of Finance		completed 1/30/2006	●
	Increase revenues from taxes on international trade by at least 15%	Ministry of Finance	01/16/06	06/30/06	●
	Maintain balanced budget by controlling expenditure by ensuring that MOF provides appropriate on-going guidance to the BOB on allotments for individual ministries	Ministry of Finance, all ministries	01/16/06	06/30/06	●





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<b>I. SECURITY</b>					
<b>2.6 Implement GEMAP program</b>	Place internationally recruited financial controllers in FDA, NPA, LPRC, Roberts Field, and a senior adviser at Port of Monrovia	Ministry of Finance, Forestry Development Authority, National Port Authority, Liberia Petroleum Refining Company, Roberts International Airport, US, World Bank, European Commission	underway	04/30/06	
	Place Chief Administrator at Central Bank	Central Bank of Liberia, International Monetary Fund (IMF)		completed	
	Place technical experts in the Budget Bureau and Ministry of Lands, Mines, and Energy	Ministry of Finance, Ministry of Lands, Mines, & Energy, General Services Agency, US, World Bank	underway	04/30/06	
	Initiate management studies of GAO, GSA, CSA to determine support needs	General Accounting Office, General Services Agency, Civil Service Agency, European Commission, US	To commence shortly	06/30/06	
	Put in place management contract for Forestry Chain of Custody	Forestry Development Authority, US	To commence shortly	06/30/06	
	Tender contracts for management of container park and maritime services	Ministry of Finance, National Port Authority, World Bank	To commence shortly	06/30/06	
	Launch tender for the procurement of equipment for the Integrated Financial Management System	Ministry of Finance, World Bank	To commence shortly	06/30/06	
	Install Auditor General for GAO, and begin the process of recruiting international counterpart	General Accounting Office, European Commission	02/01/06	6/30/06	
	Test GAO personnel and develop options for staff retrenchment and rationalization	General Accounting Office, European Commission	02/01/06	06/30/06	
	Develop a program for capacity building under GEMAP	UNDP, EGSC	04/01/06	6/30/06	
	Implement new procurement code	Ministry of Finance, PPCC, World Bank, European Commission	underway	06/30/06	
<b>2.7 Begin to revitalize agricultural production</b>	Provide seeds and tools to at least 14,000 beneficiaries	Ministry of Agriculture, Food & Agriculture Organization (FAO), NGOs	To commence shortly	06/30/06	
	Initiate training activities in food crop, livestock, fish production; provide tools and inputs; and facilitate coffee, oil palm, lowland rice production, livestock.	Ministry of Agriculture, European Commission, with NGO partners	01/01/06	06/30/07	
	Facilitate trade for these farmers through rehabilitating	Ministry of Agriculture, European Commission, with NGO partners	01/01/06	12/31/08	
	Develop the agricultural policy statement and indicative action plan	Ministry of Agriculture	underway	06/30/06	
	Provide training and assistance to 2,000 ex-combatants in agricultural production (rice, vegetables, poultry, and aquaculture).	Ministry of Agriculture, Food & Agriculture Organization (FAO)	underway	06/30/06	
	Initiate project to provide financial and technical assistance to rehabilitate 200+ smallholder rubber and cocoa farms; restock more than 10 communities with short-cycle animals; rehabilitate more than 10 community fish ponds; and organize and strengthen more than 25 farmers' groups and community-based organizations to engage in micro-credit and micro-enterprise activities.	Ministry of Agriculture, Ministry of gender & development, US	To commence shortly	06/30/06	
	Provide fishing inputs to 1,800 war-affected artisanal fishermen, fisherwomen and fishmongers	Ministry of Agriculture, Food & Agriculture Organization (FAO)	underway	06/30/06	
	Conduct comprehensive food security and nutrition survey	Ministry of Agriculture, UN agencies	underway	06/30/06	
	Develop a National Contingency plan against Avian Flu	Ministry of Agriculture, Food & Agriculture Organization (FAO),	underway	06/30/06	
	Convene a Rubber Plantation Taskforce and issue report to resolve outstanding issues on the major rubber plantations in Liberia	Ministry of Agriculture, UNMIL	underway	04/30/06	
<b>2.8 Begin to revitalize forestry and mining activities</b>	Complete audit of FDA covering Oct 2003-Jan 2006	Forestry Development Authority (FDA), European Commission	04/01/06	06/30/06	
	Recruit Forest economist to support FDA	World Bank, Forestry Development Authority (FDA)	To commence shortly	06/30/06	
	Design training for community management and marketing of forest products	World Bank, Forestry Development Authority (FDA)	05/01/06	06/30/06	
	Initiate alternative livelihood activities around Sapo National Park.	US, Forestry Development Authority (FDA)	To commence shortly	06/30/06	
	Initiate long-term project to support conservation and community forest management	Forestry Development Authority (FDA), Environmental Protection Agency (EPA), LFI, EC	01/01/06	06/01/09	
	Initiate steps to comply with Kimberley Process certification.	Ministry of Lands, Mines & Energy, US	underway	06/30/06	












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<b>COLOR CODES:</b>  <b>ON TRACK</b>  <b>TO COMMENCE SHORTLY</b>  <b>COMPLETED</b>					
<b>I. SECURITY</b>					
<b>2.9 Develop Medium-Term Poverty Reduction Strategy</b>	Complete a Draft Interim Poverty Reduction Strategy Paper	Ministry of Finance and Ministry of Planning & Economic Affairs lead other depts, parliament, partners, civil society, private sector contribute	underway	06/30/06	
<b>2.10 Strengthen Trade and Investment Climate</b>	Secure Generalized System of Preferences (GSP) privileges from the U.S.	US, Ministry of Commerce		completed	
	Secure Overseas Private Investment Corporation (OPIC) coverage from the U.S.	US, Ministry of Commerce		completed	
	Initiate procedures towards securing Africa Growth and Opportunity Act (AGOA) privileges	US, Ministry of Commerce	To commence shortly	06/30/06	
	Restructure and reactivate Inspectorate Division, set initial goals and specify objectives and code of conduct governing inspection	Ministry of Commerce	To commence shortly	06/30/06	
	Restructre and develop new TORs for Division of Standards and finalize plans to make standards	Ministry of Commerce	To commence shortly	06/30/06	
	Reestablish collaboration between MOF and MOC on customs inspections	Ministry of Commerce	To commence shortly	06/30/06	
	Complete investment climate study	Ministry of Commerce		completed	
	Secure funding to develop capacities of several small to medium businesses	National Investment Commission		completed	
	Audit NIC over last six months operations before current mgmt took over; reactivate micro loan program for small and medium enterprises	National Investment Commission	To commence shortly	06/30/06	
	Develop NIC's investment promotional materials, construct NIC's website	National Investment Commission	To commence shortly	04/30/06	
<b>2.11 Restructure the Ministry &amp; the Foreign Service to enhance new Foreign Policy posture</b>	Close & merge some foreign missions & open others of geo-politico & economic importance	Ministry of Foreign Affairs	To commence shortly	06/30/06	
	Streamline and assign professional staff & graduates of Foreign Service Institute; review Liberia's Honorary Consular Representatives around the world	Ministry of Foreign Affairs	To commence shortly	06/30/06	
	Regularize funding and timely remission of payments to missions	Ministry of Foreign Affairs	To commence shortly	06/30/06	
	Set up Foreign Ministry website & install internet service at Ministry & all foreign missions	Ministry of Foreign Affairs	To commence shortly	06/30/06	
	Right-size Ministry staffing level & delineate clear functions	Ministry of Foreign Affairs	To commence shortly	06/30/06	
	Introduce new passport with machine-readable & biometric features	Ministry of Foreign Affairs	To commence shortly	06/30/06	
	Introduce ECOWAS passports	Ministry of Foreign Affairs	To commence shortly	06/30/06	
<b>III. INFRASTRUCTURE AND BASIC SERVICES</b>					
<b>TRANSPORTATION</b>					
<b>3.1 Rebuild and rehabilitate road networks around the country</b>	Provide initial quick repairs for Zwedru-Fishtown (135km), Zwedru-Greenville (180km) and Fishtown to	Ministry of Public Works, UNMIL, European Commission, UNOPS,	05/01/06	06/30/06	
	Provide initial quick repairs to Vonjama-Foya road (2 kms) , with more complete rehabilitation (67 kms) after the rainy season.	Ministry of Public Works, European Commission, UNOPS, World Food Program	05/01/06	06/30/06	
	Patch and repair approximately 109 miles of streets and rehabilitate neighborhood roads in Monrovia	Ministry of Public Works	underway	05/30/06	
	Initiate cleaning, repair and in some cases construction of drainage system in Monrovia	Ministry of Public Works	underway	05/30/06	
	Initiate the National Side brushing Imitative to employ local labor to cut and trim brush along road sides that cause serious accidents	Ministry of Public Works	underway	06/30/06	
	Provide initial quick repairs on Ganta-Zwedru Road	Ministry of Public Works, UNMIL	04/01/06	06/30/06	
	Begin preparation for critical emergency repairs on the Monrovia-Buchanan and Monrovia-Ganta roads	Ministry of Public Works, WB	03/01/06	06/30/06	
	Grading of Ganta-Sanniquellie, Buchanan-River Cess, and River Cess-Greenville roads (x kms)	Ministry of Public Works, US	underway	06/30/06	
	Grading of Zorzor-Voinjama-Foya-Mendocama	Ministry of Public Works, UNMIL, World Bank, UNDP	underway	06/30/06	
	Complete Phebe via Sanoyea to Totota road (79 kms)	Ministry of Public Works, US		completed	

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<b>I. SECURITY</b>					
<b>3.1 Rebuild and rehabilitate road networks around the country</b>	Repair Saclepea-Bahn-Loguatu (79 kms)	Ministry of Public Works, UNHCR	To commence shortly	06/30/06	
	Begin construction and repair of Fiamah-Matadi Road triple box culverts	Ministry of Public Works	underway	06/30/06	
	Restore road shoulders on Monrovia Freeway and Elwa Junction red light	Ministry of Public Works	underway	06/30/06	
	Complete road building plan for more extensive repairs and rehabilitation to be commenced after the raining season, including specific roads, in time for July partner workshop	Ministry of Public Works, Ministry of Finance, Ministry of Planning, Partners	underway	06/30/06	
<b>3.2 Rebuild and rehabilitate bridges and dams</b>	Inaugurate Barclayville Bridge (already funded)	Ministry of Public Works, US	underway	04/30/06	
	Rebuild and rehabilitate bridges and dams	Ministry of Public Works, UNOPS	To commence shortly	06/30/06	
	Commence assessment of three bridges in Monrovia and determine appropriate follow action	Ministry of Public Works	underway	06/30/06	
<b>3.3 Rehabilitate Monrovia port</b>	Build Zleh Town (Grand Gedeh) dam	Ministry of Public Works, US	underway	06/30/06	
	Initiate tender process for rehabilitation of oil jetty	National Port Authority, World Bank	03/01/06	06/30/06	
	Initiate tender process to dredge port	National Port Authority, World Bank	03/01/06	06/30/06	
	Initiate tender process to provide firefighting capacity at NPA yard	National Port Authority, World Bank	03/01/06	06/30/06	
<b>3.4 Rehabilitate Roberts Int'l Airport</b>	Launch tenders for Marine Services Contract and Containers Park concession	National Port Authority, World Bank	03/01/06	06/30/06	
	Initiate tender process for navigation, rescue/firefighting equipment and other safety improvements at RIA	Roberts International Airport, World Bank	03/01/06	06/30/06	
<b>3.5 Increase employment throughout the country</b>	Begin to develop a plan for 12-18 months major public works program, the Liberian Emergency Employment Program (LEEP), to rebuild rural roads, bridges, and irrigation infrastructure.	Ministry of Public Works, Ministry of Finance, Ministry of Labor	underway	06/30/06	
	Initiate food for work programs for 16,000 families to support community reconstruction and development	World Food Programme	underway	06/30/06	
	Implement 75 rural infrastructure micro projects targeting 665,000 people covering health, education,	United Nations Development Program (UNDP)	ongoing	ongoing	
<b>TELECOMMUNICATIONS</b>					
<b>3.6 Improve and expand fixed-line and cellular network services</b>	Award contract for the construction of 5,000 fixed telephone lines in greater Monrovia	Government of Liberia, World Bank	10/01/05	06/30/06	
	Establish the LTA (Liberia Telecom Authority) as the Interim Regulator for the sector	Government of Liberia, World Bank	01/01/05	completed	
	Submit legislation for Telecommunications Act	Ministry of State, Ministry of Planning, Ministry of Justice, World	underway	06/30/06	
<b>ELECTRICITY</b>					
<b>3.7 Provide electricity to Monrovia</b>	Provide emergency power supply (generators, network, and streetlights) to certain parts of Monrovia: Capitol substation (JFK & Catholic hospitals) and Krutown, including WestPoint	Ministry of Finance, Ministry of Lands, Mines, & Energy, Ghana, EC	underway	07/26/06	
	Conclude contract for metering/billing/collections and theft prevention.		underway	09/01/06	
	Establish monitoring arrangements and provide funds for two months of start-up fuel and O&M costs to support Phase 2 of the EPP.	Ministry of Finance, Ministry of Lands, Mines, & Energy, LEC, US	underway	09/01/06	
	Complete technical assessment and bidding documents for transmission	Ministry of Lands, Mines, & Energy, European Commission, LEC	underway	06/30/06	
	Rehabilitate 20km of street lights in Monrovia	LEC, European Commission	1/1/2006	completed	
	Rehabilitate Krutown and Paynesville substations	LEC, European Commission	1/1/2006	completed	



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<b>I. SECURITY</b>					
<b>BUILDINGS</b>					
<b>3.8 Repair and rehabilitation of government buildings</b>	Undertake emergency repairs of the Executive Mansion	Ministry of Public Works, US	03/06/06	06/30/06	
	Rehabilitate the Capitol building	Ministry of Public Works, US	03/06/06	06/30/06	
	Refurbish Environmental Protection Agency building	UNEP	underway	06/30/06	
	Construction of two Central Bank Branches and furnishings	Central Bank of Liberia (CBL), UNMIL Quick Impact Projects (QIPs)	02/06/06	04/01/06	
	Construction or renovation of five Magisterial Courts and five Judicial Circuit Courts	Save The Children Liberia, UNMIL Quick Impact Projects	01/01/06	03/01/06	
	Construction and renovation of rehabilitation centre, community centre, and hand pumps	UNMIL Quick Impact Projects (QIPS)	04/01/06	06/01/06	
	Complete assessment of looted, incomplete, or damaged public buildings, and initiate solicitation of interest for repair work	Ministry of Public Works	To commence shortly	06/30/06	
	Reconstruction of four police stations	UNOPS	To commence shortly	06/30/06	
<b>COMMUNITY DRIVEN DEVELOPMENT (CDD) PROGRAMS</b>					
<b>3.9 Reconstruction, revitalization, and employment generation at community level</b>	Complete 10 CDD projects and initiate 3 others (87 more completed by June '07)	World Bank, LACE	underway	06/30/06	
	Complete 60 additional small-scale projects (212 projects already completed)	European Commission	underway	06/30/06	
	Launch 6 Community Based Cooperative Unions (micro finance); UNDP/UNCDF microfinance program with LEAP and Liberty Finance	UNDP	underway	06/30/06	
	Create short-term employment opportunities through small scale projects	UNMIL Quick Impact Projects (QIPS)	underway	05/30/06	
	Expand existing programs to strengthen civil society organizations and peace-building programs in 300 communities, and enhance the capacity of peace councils and Community Development Committees (CDCs).	US	underway	06/30/06	
<b>3.10 (100) VILLAGES INITIATIVE</b>	Initiate program to provide government grants of \$10,000 to districts throughout Liberia	Ministry of Information, Ministry of Finance	underway	06/30/06	
<b>EDUCATION</b>					
<b>3.11 Rebuild and repair schools around the country</b>	Rehabilitate Zwedru High School	Ministry of Public Works, Ministry of Education, US	03/06/06	06/30/06	
	Inaugurate AMEU building	Ministry of Education, US	underway	02/23/06	
	Rehabilitate 13 schools	UNOPS			
	Build or rehabilitate 13 schools	UNMIL Quick Impact Projects	underway	06/30/06	
	Start to renovate or build 7 schools	Ministry of Public Works, Ministry of Education, EC	05/01/06	06/01/07	
	Repair 2 schools (in Tubmanburg and Bopolu county) and provide funding for supplies to Monrovia schools	Private donor (through President's Office)	to commence shortly	06/30/06	
<b>3.12 Improve educational quality</b>	Initiate comprehensive basic education program including teacher training, curriculum development, school rehabilitation, vocational training, accelerated learning program, and capacity building at county and national level.	US	underway	09/30/08	
	Scrutinize payroll nationwide to eliminate "ghost" and absentee workers and regularize payroll	Ministry of Education	underway	06/30/06	
	Initiate school survey and data collection process	Ministry of Education, UNESCO	underway	06/30/06	
	Begin preparations for introduction of computer literacy programs for senior high schools at 20 sites	Ministry of Education, United Nations Children Fund (UNICEF), United Nations Educational, Scientific, & Cultural Organization (UNESCO)	underway	06/30/06	
	Begin production of 6,000 school benches and 2,000 arm chairs	Ministry of Education, United Nations Children Fund (UNICEF)	underway	06/30/06	
	Establish Learning Resource Centers in two Rural Teaching Training Institutes.	United Nations Educational, Scientific, & Cultural Organization	underway	06/30/06	
	Provide daily school lunches to 510,000 school children and monthly take home family ration to 20,000 girls as incentives for parents to send their girls to school	World Food Programme (WFP)	underway	06/30/06	

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<b>I. SECURITY</b>					
<b>HEALTH</b>					
<b>3.13 Rehabilitate hospitals and clinics</b>	Rehabilitate Phebe Hospital	European Commission		completed	
	Initiate rehabilitation of 6 health posts	Ministry of Public Works, Ministry of Health, European Commission	05/01/06	06/30/06	
	Reactivate 27 health clinics; support 10 health centres	UNICEF, UNOPS	To commence shortly	06/30/06	
	Rehabilitate four Community Health facilities	UNMIL Quick Impact Projects (QIPs)	01/16/06	06/06/06	
	Construction of hand pumps and water rehabilitation projects	UNMIL Quick Impact Projects (QIPs)	02/01/06	04/01/06	
	Reactivate Emergency Obstetric Care services in at least 3 underserved communities	World Health Organization (WHO)	To commence shortly	06/30/06	
<b>3.14 Increase supply of essential drugs and medical equipment</b>	Procure 6 months supply of essential drugs for the National Drugs Service	Ministry of Health, European Commission (EC)	01/01/06	04/30/06	
	Reorganize and build capacity in NDS; improve commercial drug importation & distribution; improve	Ministry of Health, European Commission (EC)	01/01/06	completed	
	Provide therapeutic milk and other nutrition supplies to 2 Therapeutic Feeding Centres	United Nations Children Fund (UNICEF)	underway	06/30/06	
<b>3.15 Improve health policy and access to health workers</b>	Assess health sector human resource needs and develop comprehensive human resource plan to deploy health workers	Ministry of Health, United Nations Children Fund (UNICEF), UNFPA	underway	06/30/06	
	Place 50 health workers in the field throughout the coun	Ministry of Health	underway	06/30/06	
	Scrutinize payroll nationwide to eliminate "ghost" and absentee workers and regularize payroll	Ministry of Health	underway	06/30/06	
	Start the strategic planning process for the development of the national health plan; rehabilitate TNIMA dormitory & classrooms; improve & strengthen financial & administrative management at MOH	Ministry of Health, USAID	underway	06/30/06	
	Initiate development of a national nutrition surveillance system	World Food Program (WFP), United Nations Children Fund (UNICEF), World Health Organization (WHO)	03/01/06	07/31/06	
	Initiate the process to recruit policy advisor to the Ministry of Health to assist with sector strategy	Ministry of Health, European Commission	05/01/06	11/01/06	
	Begin to strengthen the national health service (formulation of Nat'l Health Strategic Plan, Nat'l Health	World Health Organization (WHO), Ministry of Health	underway	06/30/06	
<b>3.16 Increase access to clean water and sanitation</b>	Initiate rehabilitation of 16 inch main pipeline from White Plains to Claratown and Somalia drive pipe	Ministry of Public Works, Liberia Water & Sewer Corporation, European Commission (EC)	underway	12/31/06	
	Initiate rehabilitation of Tubman boulevard pipe from Paynesville to town	Ministry of Public Works, Liberia Water & Sewer Corporation, European Commission (EC)	05/01/06	05/01/07	
	Initiate rehabilitation of related secondary pipes, water purification unit, and reservoirs	Ministry of Public Works, Liberia Water & Sewer Corporation, European Commission (EC)	05/01/06	05/02/07	
	Complete seismic study for a new well field East of Monrovia	Ministry of Public Works, European Commission (EC)	01/01/06	completed	
	Begin preparation to drill 6 boreholes in East Monrovia (Paynesville) and connect two to main pipes	Ministry of Public Works, World Bank	underway	02/28/07	
	Increase water production in Monrovia from 1.4 to 4.4 million gallons by sustaining the 400mm pipe that traverses Caldwell and repairing the 900mm Johnsonville-Central Monrovia pipe	Liberia Water & Sewer Corporation	To commence shortly	06/30/06	
	Clean 2,000 m of sewer pipe, re-lay 500 m of new sewer pipe, and replace 20 manhole tops	Liberia Water & Sewer Corporation	To commence shortly	06/30/06	
	Construct 100 new water points and 100 institutional and 500 family latrines	United Nations Children Fund (UNICEF)	To commence shortly	06/30/06	
	Construct water wells and public latrines	UNMIL Quick Impact Projects (QIPs)	underway	05/30/06	
	Dig bore holes at 52 school communities	Ministry of Public Works, US	underway	06/30/06	
	Initiate the process to reduce LWSC uncollectibles from 50% to 30%, and reduce unaccounted-for water from 60% to 40%	Liberia Water & Sewer Corporation	underway	06/30/06	
	Assess ten water outstations	Liberia Water & Sewer Corporation	underway	06/30/06	

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<b>I. SECURITY</b>					
<b>3.17 Strengthen programs to fight malaria, HIV/AIDS, and other diseases</b>	Provide 5,000 bed nets to households in high malaria endemic communities.	Ministry of Health, World Health Organization (WHO)	underway	06/30/06	
	Reconstitute Liberian Coordinating Committee for HIV/AIDS, and revitalize national strategy to fight HIV/AIDS	Ministry of Health, UNDP, US, others	underway	06/30/06	
	Establish Voluntary Counseling and Testing Centers in 15 counties and provide TA for provision of ARVs	UNDP, Ministry of Health, Global Fund	underway	06/30/06	
	Provide Antiretroviral drugs for 500 HIV/AIDS Patients	World Health Organization (WHO), Ministry of Health	underway	06/30/06	
	Improve access to care and support for TB/HIV co-infection patients at TB annex	UNDP, Ministry of Health	underway	06/30/06	
	Provide TB drugs for 300 new cases	World Health Organization (WHO), Ministry of Health	underway	06/30/06	
	Conduct immunizations in 250 health facilities	United Nations Children Fund (UNICEF), World Health Organization, (WHO), Ministry of Health	underway	06/30/06	
	Provide monthly food rations to 25,000 beneficiaries in MCH and institutional feeding programs	World Food Programme (WFP)	underway	06/30/06	
	Provide monthly food rations to 11,000 TB & HIV/AIDS patients	World Food Programme (WFP)	underway	06/30/06	
	Improve access to malaria drugs and train health workers in case management	UNDP, Ministry of Health	underway	06/30/06	
<b>INFORMATION, CULTURE &amp; TOURISM</b>					
<b>3.18 Restructure the Ministry to streamline functions &amp; promote democracy.</b>	Refocus the objectives and integrate the new vision of promoting democracy, good governance and distance education, both formal and informal.	Ministry of Information, Governance Reform Commission, US	underway	05/31/06	
	Revive New Liberia newspaper	Ministry of Information	underway	06/30/06	
	establish MICAT website to promote government policies etc.	Ministry of Information	underway	06/30/06	
	Renovate the Cultural Center's Arts & Craft Center	Ministry of Information, US	underway	06/30/06	
	complete renovation and stocking of cultural artifacts & public donations of museum pieces and archival materials	Ministry of Information, UNESCO	underway	06/30/06	
	Reconstruct National Tourist Board	Ministry of Information	underway	06/30/06	
	Create a tourism data base about tourist sites, tourism investment potentials and other attractions	Ministry of Information	underway	09/30/06	
	Commence annual registration of tourist entities incl. (hotels, restaurants, beaches, entertainment centers, casinos travel agencies, airlines, sport facilities, tour operators, etc.)	Ministry of Information	underway	08/31/06	
	Re-establish tourist information centers at RIA, Freeport of Monrovia and other ports of entry into Liberia	Ministry of Information	underway	07/31/06	
<b>IV. GOVERNANCE AND RULE OF LAW</b>					
<b>4.1 Implement steps to address corruption</b>	Obtain from all ministers and cabinet level appointees a financial disclosure statement and signature on an oath to abide by the new public officials code of conduct.	Ministry of State, Ministry of Planning	To commence shortly	03/31/06	
	Prepare a public officials code of conduct and rules and procedures for civil servants	Ministry of State, Ministry of Planning	To commence shortly	06/30/06	
	Develop and complete an anti-corruption strategy	Ministry of State, Ministry of Planning, Governance Reform	To commence shortly	06/30/06	
	Prepare a draft framework to coordinate and implement the anti-corruption strategy	Commission (GRC), UNDP, European Commission (EC), UNMIL, DFID,	To commence shortly	06/30/06	

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<b>I. SECURITY</b>					
<b>4.2 Initiate the process of civil service reform</b>	Determine appropriate number of ministries and confirm structures and mandates of ministries	Ministry of State, Ministry of Planning	To commence shortly	06/30/06	
	Complete civil service census	United Nations Development Program (UNDP)		completed	
	Complete personnel audit of MOS to ascertain the number of people for the Ministry to operate effectively and efficiently	Civil Service Agency, Ministry of State	underway	06/30/06	
	Review public service pay scale and benefits package as a step towards introducing a merit system	Ministry of Justice, UNMIL	underway	06/30/06	
	Determine appropriate number of staff required for each ministry	European Commission, UNDP, UNMIL	underway	06/30/06	
	Remove ghost/absent civil servants from payroll	Ministry of Justice, US, Norway, UNDP	underway	06/30/06	
<b>4.3 Initiate the process of Constitutional reform</b>	Develop a clear plan and timeline for constitutional and legal reform	Governance Reform Commission, European Commission, UNDP, UNMIL	To commence shortly	06/30/06	
<b>4.4 Strengthen the monitoring of the governance reform process</b>	Complete management study for new Governance Reform body	Ministry of State, Ministry of Planning, Governance Reform Commission (GRC), European Commission (EC)	02/28/06	completed	
	Submit legislation for successor body to GRC	Ministry of State, Ministry of Planning, Governance Reform Commission (GRC), UNDP, European Commission (EC)	To commence shortly	06/30/06	
	Begin to refurbish a training facility for Liberian staff to have access to int'l training opportunities from Monrovia (including interactive videoconferencing facilities for training (GDLN)	World Bank	To commence shortly	06/30/06	
<b>4.5 Begin to reestablish institutions to strengthen the judiciary and protect the rule of law.</b>	Ensure that all county judges and magistrates are in place and functioning	Ministry of State, Ministry of Planning, UNMIL, Ministry of Justice, Judiciary	underway	06/30/06	
	Retain regional Legal Advisor and team to begin work on court procedures, access to law texts, and recommend reforms.	Ministry of Planning, Ministry of Justice, Supreme Court, World Bank	To commence shortly	06/30/06	
	Inaugurate and operationalize the Truth and Reconciliation Commission	Legislature, US, UNDP, World Bank	02/15/06	completed	
	Draft Plan of Action to establish Law Reform Commission	Ministry of Gender, UNIFEM	underway	06/30/06	
	Establish Human Rights Commission and confirm Commissioners	European Commission, UNDP, UNMIL	underway	06/30/06	
	Initiate prison rehabilitation	Ministry of Justice, US, Norway, UNDP	underway	06/30/06	
	Rehabilitate detention centers	UNMIL Quick Impact Projects (QIPs)	underway	06/30/06	
	Initiate process to establish legal aid center and legal internship program at the Arthur Grimes Law School	Ministry of Justice, Ministry of Gender & Development, US	To commence shortly	12/30/06	
	Initiate process to establish victim abuse center				
	Begin to conduct Training of Trainers for community mediation in Monrovia and Lofa Counties				
	Initiate public education on human rights and legal reform				
	Define and program training to support the legal aid clinic at the Arthur Grimes Law School, and begin training judges, lawyers, court officers, and members of the Liberian Bar Association.	Ministry of Planning, Ministry of Justice, Supreme Court, World Bank	1/06/06	06/30/08	
<b>4.6 Strengthen Legislature</b>	Design an initial legislative training program for budget oversight, managing constituent relations, and undertaking legal reform.	Legislature, US, UNDP, World Bank	To commence shortly	06/30/06	
	Establish a caucus for women legislators	Ministry of Gender & Development, UNIFEM	To commence shortly	06/30/06	