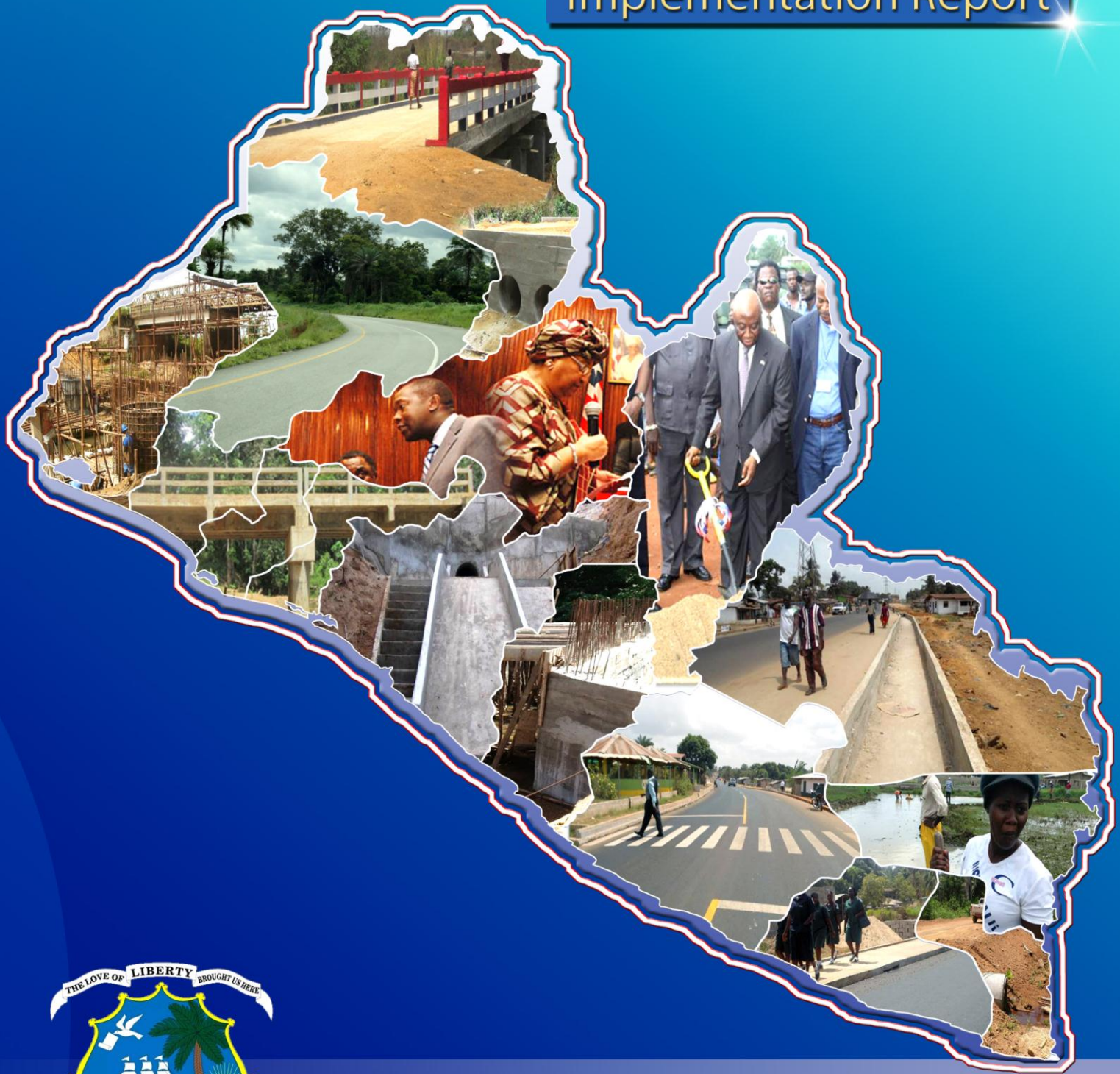


# 150-DAY Action Plan Implementation Report



Republic of Liberia

February 1 - June 30, 2012

*...Lifting Liberians*

*“Now that we have laid the foundation for rapid, sustainable and inclusive growth, it is time for us to radically transform our economy so that every Liberian has the opportunity to participate in the governing process, as well as benefit from the wealth of our nation. In other words, in our 2030 Vision we say that in our Poverty Reduction Strategy, we “lifted Liberia”. As we go forward, we now are going to “lift Liberians...”*

President Ellen Johnson Sirleaf at the official launch of Government’s  
150-Day Action Plan on February 28, 2012

A Ministry of Information, Cultural Affairs & Tourism (MICAT) Publication in  
Collaboration with the 150-Day Action Plan Steering Committee

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***“Again, as we launch this Action Plan, let me solicit the support and cooperation of the private sector, civil society, ordinary citizens in its monitoring and evaluation. Please don’t wait until things get out of hand before raising the red flag. I urge you to contact the relevant implementing agency or the coordinating LRDC to address or mitigate any shortcomings before they adversely affect delivery and outcome”...***

## FOREWORD

On February 28, 2012, my administration launched a set of deliberate actions within the framework of the First 150-Day Action Plan, an interim development agenda intended to respond to the needs for jobs, better infrastructure and economic opportunity by spreading the benefits of growth to all of our citizens.

The Plan sought also to pursue a healed and unified nation and an open, accountable and transparent democracy where empowered citizens can patriotically exercise their voice, their rights and their responsibilities.

As we worked to develop a long term national vision- the Liberia RISING 2030 - and an accompanying medium term development strategy framework "An Agenda for Transformation through Action"-, we took strong interest in the message the young people of this country communicated during our historic elections in 2011. This plan was crafted to respond to that message and we are genuinely pleased that we managed to deliver substantially on the promises made in the 150-Day Action Plan.

Through a systematic jobs creation program, we placed over 6,000 of our young people to work from road side brushing, beach clean-up to labor intensive projects. In addition, the Ministry of Public Works, in meeting its deliverables created several hundred jobs from projects ranging from bridge construction to road development, etc.

By June 30, 2012, we had made over 250 kilometers feeder roads accessible, linking close to 30 communities in two counties, almost two times our initial target in the Action Plan. Fish Town in River Gee is now fully accessible to Harper, Maryland, while works are still ongoing to connect Vahun with our border to Sierra Leone. We continue to make progress on the Bopolu to Belleh Yallah Road in Gbarpolu County, building on our efforts two years ago to open up Belleh Yallah and to turn that place of death and shame into a viable community with a museum.

Through our infrastructure support program, we completed over 150 new sanitation facilities in several counties. That aside, we completed a total of 11 reinforced concrete (RC) bridges and three box culverts connecting 24 communities in two counties. Our government has also completed the construction of at least 75 wells in five counties to increase access to clean water, three times our initial target.

Working with relevant agencies, we have delivered on making appropriate budgetary allocations to facilitate our youth programs and our efforts around institutionalizing reconciliation and healing. We have drafted relevant legislations to improve our governance system and strengthen the security and law enforcement arms of our administration.

The progress notwithstanding, my administration must acknowledge there were challenges and these challenges provided useful lessons we can bring on board as we work to develop a strategic framework for advancing our development agenda. Some of the projects could not be completed in time but they are ongoing and expectations are high that they will be done.

As we move into the next cycle of our development planning, we encourage active civil society engagement of the process as was seen during and after the 150-Day Action Plan. Analytical and unsentimental reaction to our government's failings can engender a constructive partnership that sees progress for the good of our people. We encourage a stronger civil society and media oversight, as we move to begin implementing our five-year agenda.

Finally, I applaud the Steering Committee for ensuring we have a timely and organized reporting of our progress, which in our opinion, facilitates the dialogue process amongst various actors in our country.



HE Ellen Johnson Sirleaf

President of the Republic of Liberia



## ACKNOWLEDGEMENTS



When the President of Liberia, Her Excellency Madam Ellen Johnson Sirleaf, announced on February 28, 2012 the unveiling of our first 150-Day Action Plan, this government fully understood and appreciated the ambitious challenge we had set for ourselves. Though the strategy was broadly constructed around 85 deliverables, there were several hundred interventions from bridges and roads to policy frameworks, training and job creation programs that were completed during the period. These essentially underlined our ambitious goal of ensuring that Liberia is on the right path to becoming a middle income country, by 2030.

In this report, we highlight some of the gains we have made, and present a realistic picture of the challenges we faced in the implementation stages. We are pleased to report that, while some of the projects might still be continuing, due to funding and other unforeseen disruptions, we surpassed our targets in some cases and hope to complete the outstanding interventions as soon as possible.

In this direction, the Steering Committee of the 150-Day Action Plan would like to thank all those who contributed to this process, beginning with our government colleagues in the various entities responsible for outcomes under the Action Plan; our international development partners; the host communities in which the various projects were implemented; and our colleagues from civil society who helped to monitor and guide implementation. The success of the 150-Day Action Plan is due to the high level of commitment from each stakeholder to producing quality results.

We would like to extend particular appreciation to the 150-Day Action Plan Secretariat for doing the difficult work of producing such a thorough report, in such a short time. We acknowledge, in particular, two members of the Secretariat, without whose commitment this report would not have been possible: Hon. Norris Tweah, Deputy Minister for Administration, Ministry of Information, Culture Affairs and Tourism; and Mr. Sidiki A. Quisia, Coordinator and Head of Secretariat, 150-Day Action Plan. Both were constant sources of support and guidance during the process. We are proud of your diligence and commitment to ensuring that we move this country in the right direction. We also thank Mr. Lawrence Randall, head of the Liberia Media Center, for keeping us honest and focused.

Finally, we wish to appreciate our President, Her Excellency Mrs. Ellen Johnson Sirleaf, whose strong leadership and unwavering commitment to improving the lives of all Liberians continues to create a conducive environment for the positive and permanent transformation that Liberia deserves.

A handwritten signature in black ink, appearing to read 'Amara M. Konneh'.

Amara M. Konneh  
**Minister of Finance**  
**Chairman, 150-Day Action Plan Steering Committee**  
**Republic of Liberia**

# **“LIFTING LIBERIANS”...150-Day Action Plan Implementation Report**

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## ABBREVIATIONS

|          |  |
|----------|--|
| ACET     | African Center for Economic Transformation           |
| AfDB     | African Development Bank                             |
| BWI      | Booker Washington Institute                          |
| CLTS     | Community Led Total Sanitation                       |
| CT       | Communications Team                                  |
| FLY      | Federation of Liberian Youth                         |
| ICT      | Information Communication Technology                 |
| INCHR    | Independent National Commission on Human Rights      |
| iPRS     | Interim Poverty Reduction Strategy                   |
| LACE     | Liberia Agency for Community Empowerment             |
| LEC      | Liberia Electricity Cooperation                      |
| LIBTELCO | Liberia Telecommunication Cooperation                |
| LINSU    | Liberia National Student Union                       |
| LOIC     | Liberia Opportunity and Industrialization Center     |
| LRDC     | Liberia Research and Development Committee           |
| M&E      | Monitoring and Evaluation                            |
| MIA      | Ministry of Internal Affairs                         |
| MICAT    | Ministry of Information Cultural Affairs and Tourism |
| MLME     | Ministry of Lands Mines and Energy                   |
| MoF      | Ministry of Finance                                  |
| MoJ      | Ministry of Justice                                  |
| MoS      | Ministry of State                                    |
| MOU      | Memorandum of Understanding                          |
| MPEA     | Ministry of Planning and Economic Affairs            |
| MPW      | Ministry of Public Works                             |
| MRU      | Mano River Union                                     |
| MVTC     | Monrovia Vocational Training Centre                  |
| NTA      | National Transit Authority                           |
| OCOP     | One County One Product                               |
| PDU      | Program Delivery Unit                                |
| PMC      | Pump Management Committee                            |
| PPP      | Project Planning Proposal                            |
| PRS      | Poverty Reduction Strategy                           |
| RC       | Reinforced Concrete                                  |
| T&D      | Transmission and Distribution                        |
| TRC      | Truth and Reconciliation Commission                  |
| UNICEF   | United Nation Children Education Fund                |
| YMCA     | Young Men Christian Association                      |
| YWCA     | Young Women's Christian Association                  |





***By the end date of the implementation exercise, overall progress level revealed that 74 percent of the 85 deliverables were successfully completed, while 21 percent of the deliverables were ongoing and five percent were still pending. During the implementation period, more than 6,000 jobs were created for young people through labor intensive projects. At the same time, more than 250 Kilometers of feeder road were constructed and rehabilitated, linking towns with villages, while creating access to markets...***



## INTRODUCTION

The Liberian people reaffirmed a resounding vote of confidence in this Government when they went to the polls in November 2011 and re-elected Her Excellency President Ellen Johnson Sirleaf to lead Liberia for the second time. The re-election of our Government is a clear manifestation that our people are satisfied with the progress made in the last six years, despite the numerous challenges we inherited<sup>1</sup>. In April 2008, the government launched the Poverty Reduction Strategy (PRS 1) to address the economic and social challenges of Liberia. The PRS 1 ended in December 2011 with performance success over eighty percent (80%). As a prelude to a long term development agenda (An Agenda for Transformation through Actions-2012/2017), the President launched on February 28, 2012 an ambitious interim development agenda called “The First 150-Day Action Plan.”

The 150-Day Action Plan contained 85 deliverables or actions which took effect from February 1-June 30, 2012. Some of the interventions were as a result of promises that the President made during the electoral campaign, while others were follow-up actions from the PRS 1. At the launch of the Action Plan, President Ellen Johnson Sirleaf said the following:

*“To all who have yet to feel the hand of progress touch your life, your time has come. We have laid the foundations for peace and prosperity, and we must now hasten our true mission: putting people, especially young people, first and lifting the lives of all Liberians. This mission, and our national challenge, will test our love of country. Some of these challenges may be confronted and resolved during the next six years. Some will require more years than will be left to me, or to my administration. But we commit to you that we begin today<sup>2</sup>”.*

The Government’s 150-Day Action Plan is supported by five pillars: Reconciliation, Youth Empowerment, and National Visioning; Jobs, Education and Better Services; Infrastructure and Economic Development; Governance, Rights, and Transparency; and Security, Justice, and the Rule of Law. The Plan was implemented by relevant Government ministries and agencies tasked with delivering on eighty-five promises within the period February 1 to June 30, 2012. A Steering Committee was subsequently established to supervise and monitor implementation of projects and policy interventions.

This Report further highlights the various interventions of the 150-Day Action Plan and their implementation processes. The Report showcases how Government Ministries and Agencies went about implementing the Plan and the attending challenges encountered.

It is hoped that by this publication, our development partners, Liberians and foreign residents alike will appreciate the enormous sacrifice and effort expended in seeing a successful outcome of the implementation of the Action Plan.

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<sup>1</sup>According to Steven Radelet, in a 2007 Center for Global Development Report titled: “Reviving Economic Growth in Liberia”, Liberia was decimated by 25 years of gross economic mismanagement and 14 years of brutal civil war. More than 270,000 Liberians were killed, and over 500,000 more were forced to flee their homes as either internally displaced persons or refugees in neighboring countries. Families were shattered; entire communities were uprooted; and social, political, economic, and governance systems were destroyed. Commercial and productive activities collapsed as warlords looted and vandalized the country. GDP fell by over 90% in less than two decades, one of the largest economic collapses in the world since World War II.

<sup>2</sup>Speech delivered by President Ellen Johnson Sirleaf at official launch of the 150-Day Action Plan, February 28, 2012, Monrovia, Liberia.

## EXECUTIVE SUMMARY

On June 30<sup>th</sup> 2012, the 150-Day Action Plan officially came to a close. The Plan was developed in tandem with the administration long term development focus and deliberately sought to draw a connect with ongoing national development policy formulation processes including the Vision 2030 and the Agenda for Transformation through Actions - The Five Year Medium Term Program.

While events of the 2011 elections might have influenced some of the interventions, the Plan was largely developed to narrow the gap between the implementation of the Poverty Reduction Strategy and an entry point into the development of the more expansive five year plan.

To ensure performance was delivered on time and with acceptable quality, an implementation Steering Committee was established with the mandate to supervise and monitor program delivery. In fact, the President's office, through the Program Delivery Unit, was a cardinal stakeholder in this oversight scheme, ensuring that various ministries and agencies of government met the timeline for execution of their respective tasks.

The eighty-five interventions were designed to trigger quick impact in specific sectors such as job creation, roads and bridges, health care delivery and access to low interest loans. The 150-Day Plan is structured around five pillars: 1. Reconciliation, Youth Empowerment and National Visioning; 2. Education, Jobs and Better Services; 3. Infrastructure and Economic Development; 4. Governance, Rights, and Transparency; and 5. Security, Justice, and the Rule of Law.

Of the eighty-five deliverables, 29 were tangible, measurable projects. Water and Sanitation and the majority of the public works projects constituted this category. The remaining 56 deliverables were intangibles and constituted outcomes geared towards strengthening institutions and streamlining policies and programs to increase service delivery. For example, actions such as "Complete the formation of the National Reconciliation Task Force and Terms of Reference" or "Set up a National Youth Empowerment Fund to finance community projects and provide jobs" were some of the policy-driven intangible deliverables, whose impact have long term dividends for national reconciliation, peace and security.

By the end date of the implementation exercise, overall progress level revealed that 74 percent of the 85 deliverables were successfully completed, while 21 percent of the deliverables were ongoing and five percent were still pending. During the implementation period, more than 6,000 jobs were created for young people through labor intensive projects. At the same time, more than 250 Kilometers of feeder road were constructed and rehabilitated, linking towns with villages, while creating access to markets. Moreover, on the policy level, significant steps were taken towards achieving medium to long term goals such as enhancing fiscal probity by initiating relevant policy actions to strengthen the budget process, and fostering legislations to safeguard our national security, among others.

In this report, we highlight some of those gains and present a realistic picture of the inevitability of challenges confronted during the implementation. While some of the projects might still be continuing due to funding and other unforeseen circumstances, the Plan surpassed targets in some cases and prospects are favorable to achieving the outstanding interventions.

## POLICY THINKING BEHIND THE 150-DAY ACTION PLAN



The National Budget is the single most important public policy instrument available to any nation, without which governments face difficulties in making strategic plans for national development. This Government utilizes the *Budget Framework Paper*<sup>3</sup> as a major policy tool to set the macroeconomic and fiscal perspective for the National Budget. The Draft Fiscal Year 2012/13 Annual Budget is also an ideal cushion that allows Government to implement quick-impact, time-bound programs such as the 150-Day Action Plan, while preparing for long-term recovery programs such as the Five-Year Development Plan and Vision 2030<sup>4</sup>.

As the President rightly indicated when she launched the Action Plan on February 28, 2012, “the challenges that Liberians face today are not the same as those encountered during the first term”. In 2006 when this administration first took office, it had to focus on consolidating peace and security, revitalizing the economy, strengthening governance and the rule of law, and rebuilding infrastructure and providing basic services<sup>5</sup>. Despite the gravity of challenges inherited in 2006, the Government managed to meet its strategic foreign and domestic investment priorities by immediately launching series of quick-impact and medium term programs, harnessing domestic and international support that jumpstarted national recovery.

Even though these actions were concrete steps in advancing the country forward, the immediate impact had not been felt by all segments of the population due to the severity and enormity of damage caused to the country during the war. Nonetheless, the re-election of Madam Ellen Johnson Sirleaf has thus provided another opportunity to continue implementing large scale development interventions leading to jobs and better services for our people, while fostering reconciliation, healing and the empowerment of youths. It is expected that the implementation of these interventions will radically transform this

<sup>3</sup> The *Budget Framework Paper* 2011/12, the second such document in Liberia’s history, was introduced in accordance with Section 11 of the Public Financial Management Act, and provides the economic overview of 2010/11 fiscal year thus far. It further sets out the economic context for the National Budget for the fiscal year 2011/12.

<sup>4</sup> The Five Year Development Plan and Vision 2030 are the medium and long term development plan being carved to address the country’s myriad of socio-economic and political issues.

<sup>5</sup> President Ellen Johnson Sirleaf realized the difficulties of assuming leadership of a post-war nation. Even as she delivered her first inaugural address on January 16, 2006, the Liberian leader observed the challenges: “...we are humbled and awed by the enormity of the challenges that lie ahead – to heal our nation’s wounds, redefine and strengthen its purpose, make democracy a living and effective experiment, promote economic growth, create jobs, revitalize our health and educational facilities and services, and quicken the pace of social progress and individual prosperity in this country”.



country into a middle income nation by 2030, characterized by sustainable and inclusive economic growth and development with improved quality of life for each citizen.

How to address the huge development expectations of the citizenry usually becomes the priority concern of every Government immediately after assuming office. This second term 150-Day Action Plan is Government's way of meeting the many urgent development needs of our people while we plan to implement long term programs and projects for the country. As a major public policy implementation tool, the Draft Fiscal Year 2012/13 Annual Budget<sup>6</sup> provides the resources required to support implementation of a significant number of the deliverables outlined in the 150-Day Action Plan<sup>7</sup>.

| Investment Type/ Revenue Source                       | Contingent         | Core              | Borrowing         | Total              |
|---|--------------------|-------------------|-------------------|--------------------|
| Recurrent   | 400,091,757        | -                 | -                 | 400,091,757        |
| Sector Projects                                       | 91,358,323         | -                 | -                 | 91,358,323         |
| P1 (Energy, Ports, Transport)                         | 30,378,920         | 17,860,000        | 75,034,474        | 123,273,394        |
| P2 - P4 (Youth, Capacity Building and Reconciliation) | 23,500,000         | 6,500,000         | 5,000,000         | 35,000,000         |
| <b>Total Spending</b>                                 | <b>545,329,000</b> | <b>24,360,000</b> | <b>80,034,474</b> | <b>649,723,474</b> |

Source: Ministry of Finance Draft FY2012/13 Budget Fact Sheet

Toward this end, Government has made a significant appropriation of US\$109 million within the "Investment in Infrastructure for Economic Growth" framework of the Draft Fiscal Year 2012/13 Annual Budget to address the nation's pressing energy needs and boost economic activities. Government's expenditure under Energy amounts to US\$15 million on building an Heavy Fuel Oil (HFO) Plant that will bring an additional 10 MW of power on line within 18 months; US\$10 million in the rehabilitation of the Mount Coffee Hydro Power Plant; and US\$20 million in Transmission and Distribution (T&D) infrastructure in preparation for hydro power.

The 150-Day Action Plan has already jumpstarted Government's energy development agenda. Not only has the Mount Coffee Rehabilitation Trust Fund been established; study and designs for redevelopment work on the Mount Coffee Hydro have been completed under the implementation framework. Additionally, the procurement process for three turbine units is being finalized, while expansion of transmission and distribution facilities has begun in West Point, Clara Town and New Kru Town in Monrovia. Also, a tender document is being processed for issuance to procure a 20MW Heavy Fuel Oil (HFO) power plant. All of these interventions are intended to jumpstart Government's medium term energy development and expansion programs.

The Draft Fiscal Year 2012/13 Annual Budget also supports Government's "Investments in Infrastructure for Economic Growth" program by making appropriations for the rehabilitation of the Roberts International Airport in the tune of US\$10 million, and another US\$11 million to rehabilitate the sea

<sup>6</sup> Draft FY2012/13 Annual Budget

<sup>7</sup> Government targeted eight-five promises to implement during the first 150 Days in office. Though 74 percent of the promises were implemented, some of them remain stalled due to exogenous factors. For instance, little progress has been made in ensuring legislation of National Drug Enforcement Agency due to the intricacies of conforming the law to international standard and the internal process of getting legislation passed by the Parliament.

ports of Monrovia, Harper and Buchanan, etc. Under the Action Plan, Government has already jumpstarted revitalization of the nation's key transport systems by completing and launching the Transport Master Plan to develop Liberia's potential as a regional trade hub, while the Airport Master Plan is being standardized. In like manner, Government has completed rehabilitation of major sea ports across the country under the Plan.

For Roads and Bridges, the draft 2012/13 Annual Budget supports Government's roads and bridges construction/rehabilitation programs by investing US\$13 million to build new roads and bridges across the nation, while injecting an additional US\$20 million towards the pavement of ongoing roads and bridges, and US\$8 million to maintain existing roads and bridges. Under the 150-Day Action Plan, Government completed the construction and rehabilitation of more than 250 kilometers of feeder roads in Bong and Lofa Counties<sup>8</sup> and the construction of eleven reinforced concrete bridges. Residents of various communities in Montserrado, Maryland, River Gee, Grand Bassa Counties and other communities in outlying parts of Liberia are now enjoying better transport facilities.

To promote infrastructure development, integrate information and communications technologies throughout the society and enhance the process of national reform, Government has made appropriation of US\$2 million to support the ICT and Telecommunication Sector. Under the Action Plan, Government through LIBTELCO has completed the terminal station for the ACE Cable, and commenced deployment of a Fiber Optic Cable to support nationwide ICT infrastructure. These interventions, meant to enhance socio-economic activities in the country, will allow Liberia overcome the problem of slow Internet connectivity, while permitting broadband mobile expansion. To ensure better policy coordination, detailed plans are well advanced to prepare the Liberia Telecommunications Corporation (LIBTELCO) for public/private partnership, consistent within the framework of the 150-Day Action Plan.

The Draft Fiscal Year 2012/13 Annual Budget also provides US\$20 million to create gainful employment for about 20,000 young people across the country through the implementation of series of economic empowerment programs. Through the implementation framework of the Action Plan, Government has created temporary labor-intensive jobs for more than 5,000 youths across the country. Additionally, a national youth empowerment fund was also established to finance community projects and provide jobs for young people. To clearly understand the challenges and issues affecting young people, a national youth conference was held in Bong County to discuss the inclusion of young people's participation in the development agenda of the country.

The implementation of the eighty-five deliverables under the Action Plan was consistent with the short term public policy goals of this administration. It was also geared toward meeting the urgent development needs of our people while we plan for the long term.

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<sup>8</sup> Under the 150-Day Action Plan government promised to complete the rehabilitation of 150 km of feeder roads to connect local communities to the transport system. It is interesting to note, however, that Government's 150-Day roads and bridges intervention completed a total of 269.5 km feeder roads, connecting the transport system mainly in Lofa and Bong Counties, and positively impacting 30 local communities.

## IMPLEMENTATION OF THE 150-DAY ACTION PLAN

The 150-Day Action Plan was announced on February 28, 2012 but activities actually began on 1 February 2012. An implementation Steering Committee was created by President Ellen Johnson Sirleaf, pursuant to the commitment of the Government to ensure scrupulous implementation of Plan. The Steering Committee was tasked with ensuring that programs and projects proposed were implemented in a timely fashion.

### 150 Days Action Plan Steering Committee

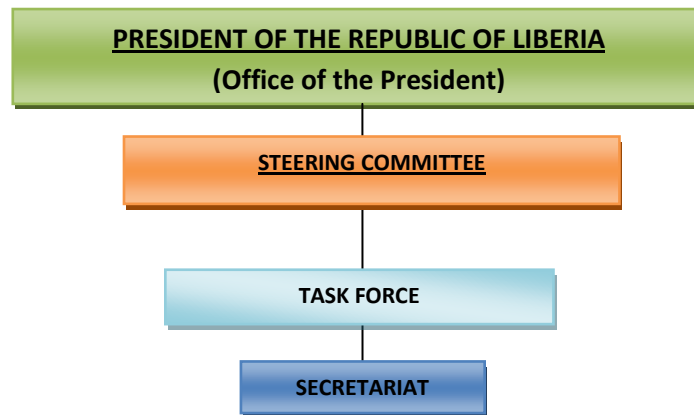
The Committee, chaired by the Minister of Finance, Hon. Amara M. Konneh, was supported by a Special Task Force comprising implementing agencies and a Secretariat headed by the Ministry of Planning and Economic Affairs (MPEA) to coordinate the implementation process. The following eight-point Terms of Reference constituted the committee's mandate:

1. Provide strategic and policy direction to the government as a whole in the implementation of the framework;
2. Provide coordination and oversight on all implementation issues;
3. Ensure activities, programs and projects are effectively aligned with government's development strategy and its medium-to-long term development agenda;
4. Ensure alignment of programs and projects with the Action Plan;
5. Address and mitigate issues and challenges arising from the implementation of the Action Plan;
6. Provide advice and guidance in achieving the Action Plan's main outcomes;
7. Oversee the development of a comprehensive implementation report highlighting the gains and challenges encountered throughout the implementation of the program;
8. Provide a forum and mechanism for sharing information and feedback with diverse stakeholders in the public as well as civil society.

*"I believe that the achievements of the last six years, and the challenges of the next six, come down to hope. Hope is being restored to people from whom it was brutally ripped by war and chaos. Hope is making it possible for our people to imagine a future of security, of progress, and of improvement for themselves, their families, and their society. Hope is fuelling the fires of ambition, and an ambitious people, secure in their homeland, capable of great things. But now we must follow through on the commitments we have made to our people, so that their hope is not in vain, so that their hope is real and they can actually taste the fruits of their hard work and dedication"*  
...HE President Ellen Johnson



### Structure of Implementation 150 Days Action Plan



#### Membership of the Steering Committee

Membership of the Steering Committee included the Ministry of Finance, Ministry of Planning, Ministry of Information, Ministry of State for Presidential Affairs, Ministry of Youth and Sports, Ministry of Transport, Ministry of Lands, Mines and Energy, Liberia Water and Sewer Corporation, Ministry of Justice, Independent National Human Rights Commission, Ministry of Agriculture, National Transit Authority, the Ministry of Internal Affairs and the Ministry of Labor.

The Committee convened six Steering Committee meetings at the Ministry of Public Works, four Special Task Force meetings at the Ministry of Planning and Economic Affairs, one harmonization meeting at the Ministry of Information, several special briefings with the President and three Cabinet meetings focusing on the 150-Day Action Plan. All of these meetings were essentially convened to provide better coordination of the various interventions of ministries and agencies at meeting deliverables. The meetings also provided a forum for information sharing.

#### The Task Force

Membership of the Task Force comprised focal persons of implementing Ministries and agencies.

### **Communicating the 150-Day Action Plan**

Upon the adoption of the Action Plan, the Ministry of Information, Culture Affairs and Tourism developed a comprehensive communications strategy to create maximum public awareness and understanding of the Plan. The Strategy was developed in response to the need to properly communicate key messages about the various deliverables, manage public expectations, as well as solicit ownership of and support for the Plan.

Government of Liberia's Communications Team (CT), in close collaboration with MPEA, MoS' Program Delivery Unit (PDU) and Public Relations Officers from the various implementing entities supported the joint communication platform around the Action Plan.

This exercise led to the hosting of several media and communication related events, from road shows to radio appearances and media outreach.

Beyond the standard media appearances, MICAT organized a 150-Day Special Press Briefing each Tuesday during the implementation period, where agencies were invited to engage the media and provide information relating to progress and challenges in their respective areas. The briefings, exclusive of the regular MICAT Thursday briefings, generated huge media interest and became an excellent conduit through which information about the Plan was succinctly disseminated.

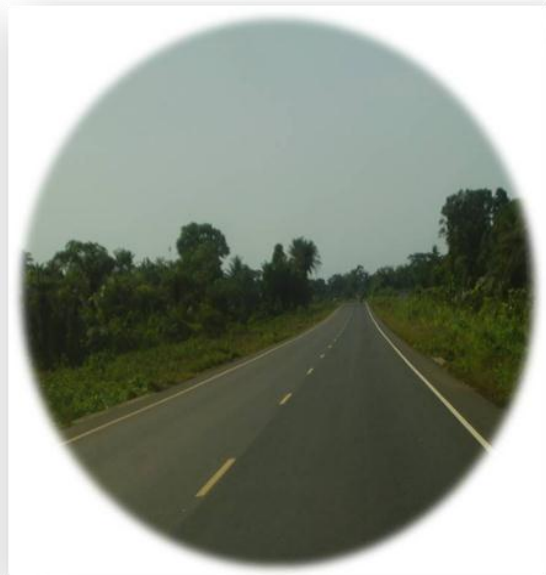
***“My friends, dear compatriots, let us recognize here today that securing a future of prosperity and democracy will require commitment and hard work from all of us. Liberia will not reach its potential unless each and every Liberian resolves to reach his own. We will rise or fall on the spirit of purpose and patriotism that we summon between us today...” President Ellen Johnson Sirleaf, Inaugural Address, January 16, 2012, Monrovia.***

## Monitoring and Evaluation

In addition to the communications support, the Ministry of Planning and Economic Affairs' monitoring mechanism, headed by the County Development Officers (CDOs) at the county level, was used to monitor the implementation of the Action Plan. The CDOs, who spearheaded M&E efforts in each county during PRS I implementation, used the 150-Day Action Plan matrix to monitor specific deliverables relating to their respective counties of assignment and provide feedback to the Secretariat.

The Secretariat conducted a midterm evaluation of the 150-Day Action Plan, covering the first 100 Days of its implementation. This exercise revealed that a number of the deliverables were at risk of not being completed. The evaluation also disaggregated the deliverables in "tangible" and "intangible" categories; reported on Government's financial contribution to the Plan; and discovered the lack of clarity in terms of ownership of certain deliverables, among other issues.

The final evaluation for the Action Plan is expected to begin in September, and will focus on ongoing deliverables, the socio-political impact of completed projects, as well as focus on those deliverables that were considered unachievable during the 150-day period.



***"In order to ensure that the Administration is committed to the scrupulous implementation of this Plan, each Cabinet Minister has been asked to include these actions in their performance contract that covers the period February 1 to June 30, 2012. We are going to also include the State-Owned Enterprises (SOEs), so they too are made accountable. Failure to ensure that these actions are implemented will constitute a performance issue and will not be taken lightly"...President Ellen Johnson Sirleaf***



PERFORMANCE AT PILLAR LEVELS

The 150-Day Action Plan contained eighty-five deliverables supported by five pillars. This section of the Report summarizes pillar-by pillar performance, providing insight into the gains and challenges marking the overall execution of interventions within these Pillars. Pillar level performance aggregation of the 85 promises shows that Government completed seventy-four percent (74%) of the 150-Day Action Plan interventions, as shown in Table 1. The aggregated performance indicator also shows that ongoing deliverables reached 21 percent at the end date of the Action Plan, while deliverables that were never started due to exogenous reasons amounted to 5 percent.

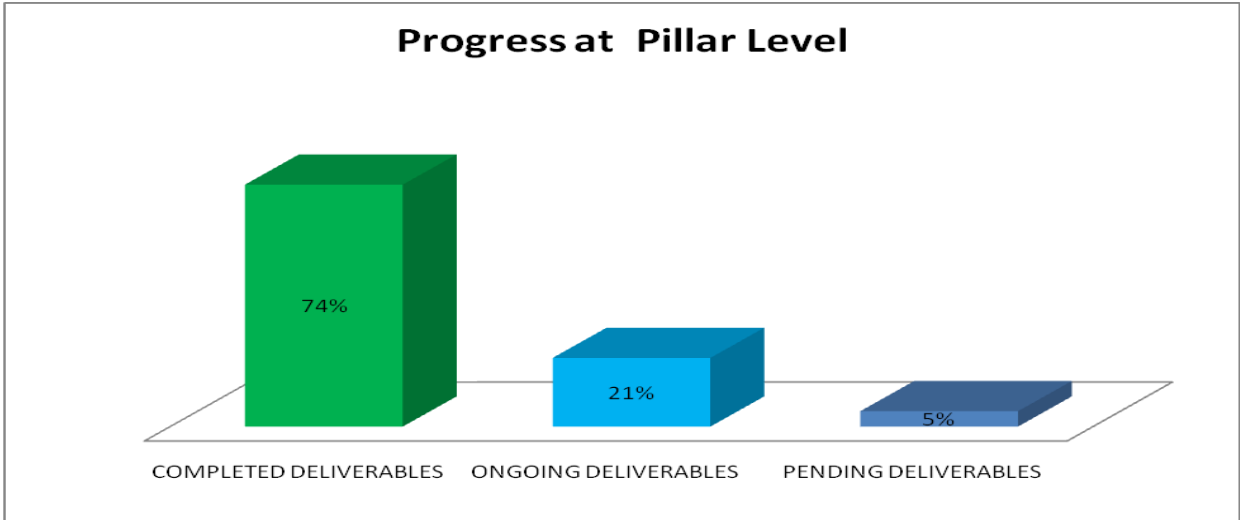


Table 1: Pillar Level Progression Illustration

Pillar One (Reconciliation, Youth Empowerment and National Visioning)

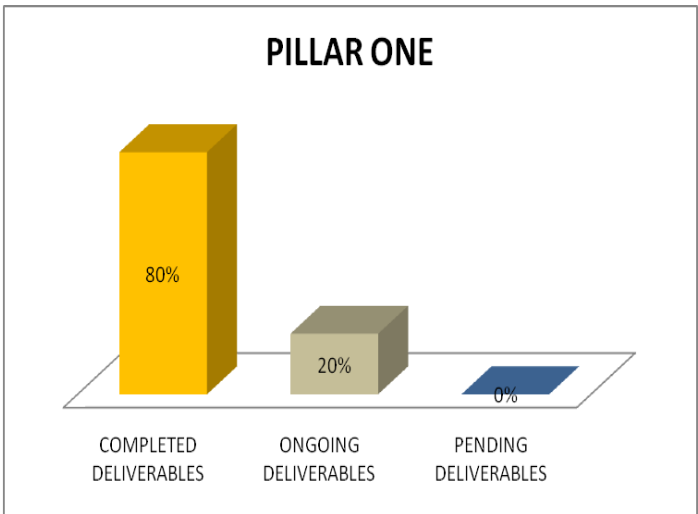
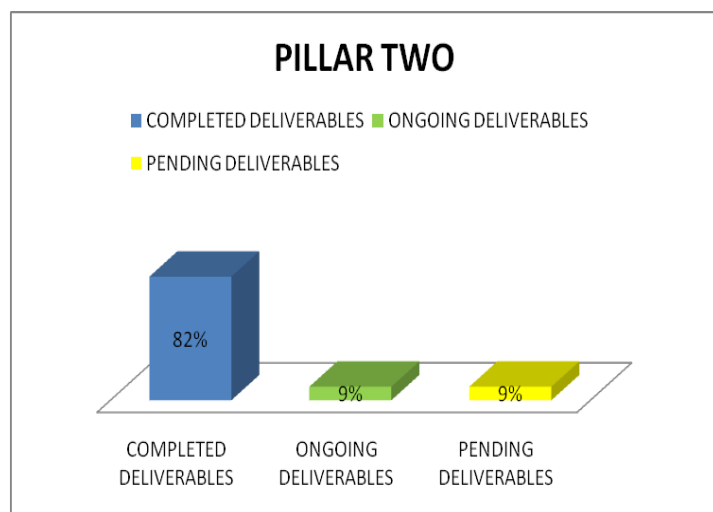


Table 2: Pillar One performance level illustration

Government’s central goal under this Pillar was to jumpstart the process of national reconciliation to resolve some of the deepest tensions and divisions in our society, empower young people through skills training and job provision, and initiate a nationwide dialogue on the future development of the country.

Under Pillar One, Government earmarked ten actions and achieved eight (80%) of those actions, with two actions (20%) on course to be completed, as indicated in the illustration.

## Pillar Two (Jobs, Education and Better Services)

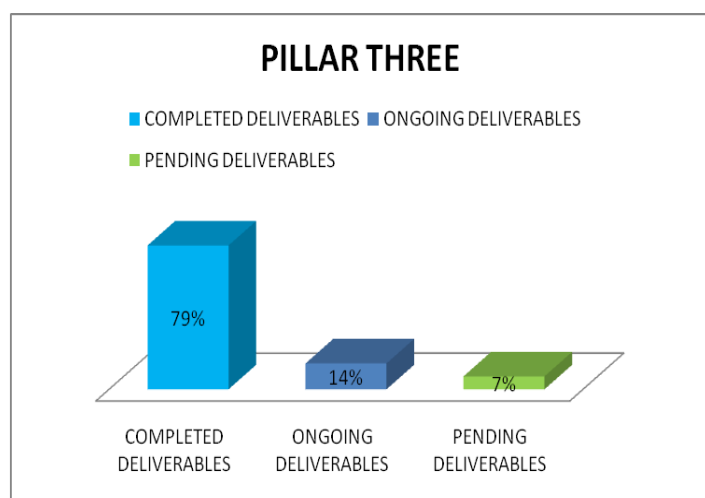


**Table 3: Pillar Two performance level graph**

The central objective of Pillar Two was to create the conditions for Liberians to benefit from growth and opportunity through the creation and provision of jobs, education and better services, especially for the youths of Liberia who constitute 65 percent of our population.

The Pillar contained 22 actions, out of which 18 (82%) of those actions were completed. Two (9%) of the actions were on course for completion, while another two (9%) were considered unachievable during the 150-Days Action Plan implementation period.

## Pillar Three (Infrastructure and Economic Development)

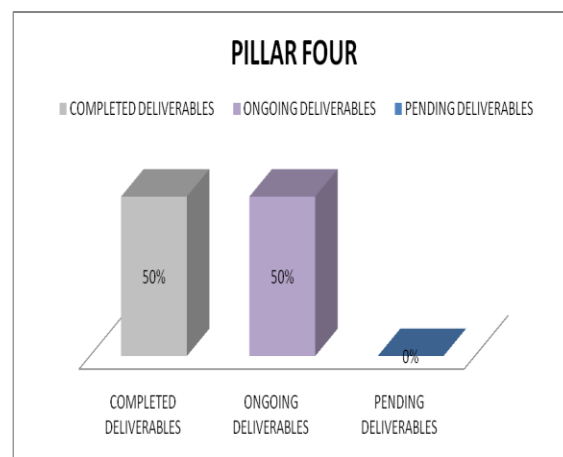


**Table 4: Pillar Three performance level illustration**

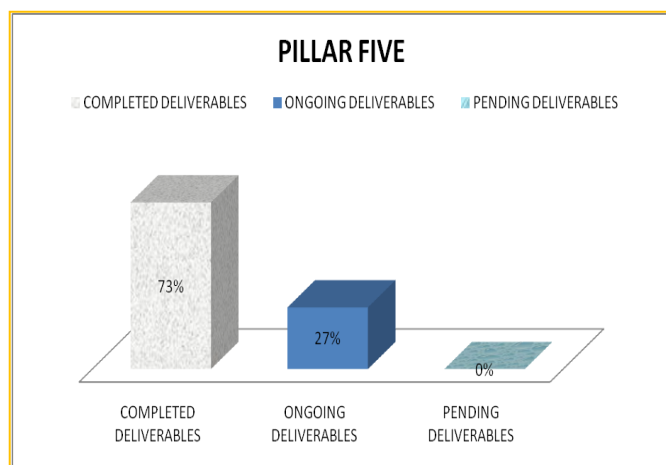
The primary objective of Pillar Three was to set the basis for connecting and revitalizing the economy through the implementation of projects under Roads, Energy, Ports and Information Communication Technology. The Pillar contained 28 deliverables Interventions, out of which 22 (79%) were achieved, four (14%) were on course for completion and two (7%) were considered unachievable during the 150-Day Action Plan implementation.

## Pillar Four (Governance, Rights and Transparency)

This Pillar was aimed at strengthening the democratic gains of Government's first term, by providing Liberians a greater say in national development, as well as improve accountability and transparency across Government. Pillar Four contained 14 deliverables, out of which seven actions (50%) were achieved, while another seven (50%) remained on course for completion.



**Table 5: Pillar Four performance level illustration**



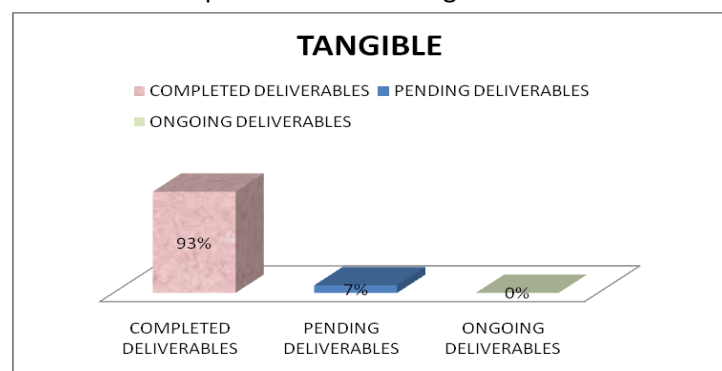
**Table 6: Pillar Five performance level illustration**

## Pillar Five (Security, Justice and the Rule of Law)

The deliverables under this Pillar were principally to strengthen security, improve the justice system and uphold the rule of law. The pillar contained 11 actions, out of which eight (73%) were achieved and three (27%) were on course for completion.

## DISAGGREGATED PERFORMANCE ANALYSIS

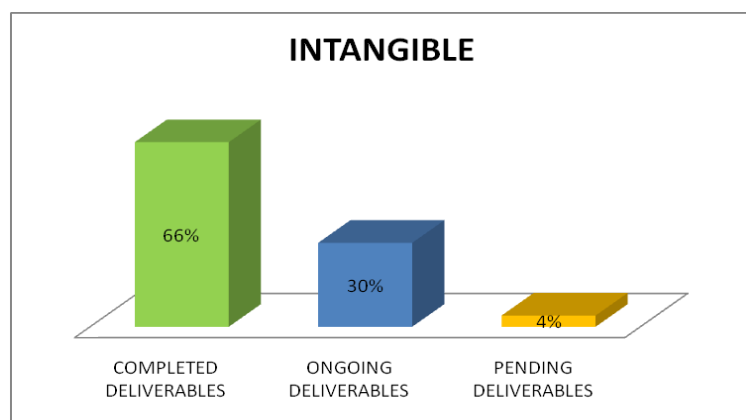
All of the interventions under the Action Plan are summarized in two categories – tangible and intangible projects. The tangible projects are those deliverables whose implementations are highly capital intensive and yield maximum visibility. Intangible deliverables mostly involve policy interventions and are less capital intensive. Tangible actions amounted to 29 while intangibles actions were 56.



**Table 7: Performance level illustration of tangible projects**

Disaggregation of Government's performance for 29 tangible projects shows that 27 (93%) of the 29 tangible projects were completed while two (7%) were considered not achievable during the 150-Day Action Plan.

*In fact, some of the deliverables exceeded the targeted numbers. For instance, under the deliverable "create 5,000 temporary jobs for young people nationwide through labor-intensive public work projects", a total of 6,900 jobs were actually created by LACE, MPW and the Liberia Maritime Authority.*



**Table 8: Performance level illustration of intangible projects**

Additionally, disaggregation of the 56 intangible actions shows that 37 (66%) were completed, 17 (30%) were on course for completion and two (4%) were considered not achievable within

the timeframe.

### ***Tangible Projects***

A total of 29 tangible deliverables are captured mostly under Pillars Two and Three in the Action Plan.

#### **Pillar Two: Jobs, Education and Better Services**

**Jobs and Business Sub-pillar:** Under **Jobs and Business** Sub-pillar, a national youth empowerment fund was established with allocated fund reflecting in the Draft Fiscal Year 2012/2013 National Budget. Under this same sub-pillar, funds were established at the Central Bank of Liberia in the tune of US\$2.7 million to be used as loan increasing micro credit to petty traders and small businesses. A US\$ 1 Million fund originally earmarked was in fact increased to US\$3 Million in the draft FY 2012/13 National Budget. This allocation was intended to purchase “designated food crops” from small farmers to create jobs and revitalize agriculture and extend soft loans to farmers.

**Education Sub-pillar:** Also under Pillar Two, within the Education sub-pillar, a lot of progress was made. The rehabilitation of facilities and expansion of the vocational and technical training program at Booker Washington Institute (BWI) was accomplished, while rehabilitation and expansion of training programs at the Monrovia Vocational Training Centre (MVTC) were on course with support from the Chinese Government. Under this same Sub-pillar, Government has provided scholarships for vocational and technical skills training for 3,000 youths, while vocational training program at the Klay Vocational Training Centre in Klay District, Bomi County, has commenced. Additionally, Government commenced rehabilitation of the girls mission school at Gbalatua, while the PPP MOU with LOIC for national revitalization is on course to be completed.



*Students of the Klay Vocational Training Center in Klay District, Bomi County are making maximum use of one of the 150-Day Action Plan interventions.*



*The newly renovated Klay Vocational Training Centre in Klay District, Bomi County provides expanded skills training programs for youths of Western Liberia, especially the war-affected populace – thanks to the 150-Day Action Plan*



**Social Assistance and Services Sub-pillar:** Under this Sub-pillar, the social cash transfer program was extended to Maryland County, targeting 2,000 families. Under this same Sub-pillar, a Comprehensive Construction and Mortgage Program of 5,000 affordable housing units was developed for low-income families by the National Housing Authority (NHA).

Under the same sub-pillar, the National Transit Authority (NTA) procured 12 buses instead of the 10 that were originally stipulated in the Plan. These buses are expected to arrive in the country by September 2012.

The Government, in collaboration with UNICEF, equipped 150 health clinics with Solar Refrigerators. These health clinics are located in rural Montserrado, Nimba, Grand Bassa and Grand Gedeh Counties.

**Water and Sanitation Sub-pillar:** Under this Sub-pillar, 1,037 sanitation facilities were constructed or rehabilitated in collaboration with UNICEF in six counties (Montserrado, Grand Bassa, Maryland, Grand Gedeh, Nimba and River Gee). In addition, arrangement for rehabilitation of the White Plains and three counties capitals' (Zwedru, Kakata and Buchanan) water facilities were concluded between the Liberia Water and Sewer Cooperation (LWSC) and the African Development Bank (AfDB).



*The Liberian leader dedicates one of the newly installed hand pumps in rural Montserrado*

Under the same Sub-pillar, the Ministry of Public Works, in collaboration with the Program Delivery Unit (PDU) of the Office of the President, completed construction of 25 boreholes in five counties (Montserrado, Margibi, Gbarpolu, Bomi and Grand Cape Mount) to increase access to clean water. Moreover, the Ministry of Public Works initiated the formation of the Pilot hand pump repair and the Pump Management Committee (PMC) in two districts in Grand Gedeh and Maryland Counties, and triggered massive Community-Led Total Sanitation (CLTS) actions in 36 communities in three counties, more than the targeted 20 communities in two counties. Putu District in Grand Gedeh, Karluway District in Maryland, Garwula District in Grand Cape Mount and Bain Garr District in Nimba were the four counties that CLTS actions were triggered.

### **Pillar Three: Infrastructure and Economic Development**

**Energy Sub-pillar:** Under this sub-pillar, a Trust Fund was established for rehabilitation of the Mount Coffee Hydro, while bidding document is being finalized for the launch of the procurement for three turbine units for the Hydro. Another bidding document to hire a construction firm to procure 20 MW Heavy Fuel Oil (HFO) power plant is ongoing by Nor Consult. This power plant will support the Hydro in generating more power.



***Rehabilitation of the Fish Town – Harper Road was completed under the Action Plan, linking communities in River Gee and Maryland Counties***

**Roads Sub-pillar:** Under this Sub-pillar, the Ministry of Public Works has achieved the task of groundbreaking for commencement of construction of the Red Light to Ganta road that links the Capital city Monrovia to Central, Eastern and Southern Liberia, in line with the Action Plan. To date, the Harper to Fish Town Road was completed, while strategic program for rehabilitation and maintenance of the 2nd Phase of the Caldwell to Louisiana Road was also completed, as well as the GSA-Rehab road and the Logan Town to Mombo Town Road in Monrovia.

Also under Government's **Roads** intervention, another strategic program has been advanced for rehabilitation and maintenance of the Vahun link to Sierra Leone border; Compound #1- Buchanan Road in Grand Bassa County; as well as the Bopolu-Belleh Yallah Road and the Foya-Mendicorma Road in Lofa County.

Of equal significance was the completion of rehabilitation and maintenance of more than 250KM of feeder roads connecting local communities to the transport system in Bong and Lofa Counties, far ahead of the targeted 150KM under the 150-Day Action Plan. Moreover, a total of 11 reinforced concrete (RC) bridges and three box culverts were installed in Bong and Lofa Counties, connecting 24 communities.

Rehabilitation of other infrastructure that were completed include the Ministry of Public Works facilities in Voinjama to ensure quality control through effective monitoring and evaluation of ongoing and pending projects, while assessment was completed on the EJ Roye Building on Ashmun Street, and the Ministry of Defense in Congo Town.



***Piata Bridge in Bong County before construction***



***Piata Bridge in Bong County after construction***

***Construction of the Piata bridge in Bong County is a key 150-Day Action Plan tangible deliverable that has brought immense socio-economic relief to the people of the district and residents of Bong County. Inset: Piata Bridge before and after construction.***



**Ports Sub-pillar:** To ensure that Liberia regains its pre-war global maritime ranking, dredging of the ports of Monrovia and Greenville were completed. Additionally, the Airport Master Plan is also being developed with the view of standardizing Liberia’s aviation systems.

**Pillar Three – Information Communication Technology Sub-pillar:** Under this Sub-pillar, the terminal station for the ACE cable has been completed, and deployment of Fibre to support Nationwide ICT infrastructure commenced, marking a completion point of the deliverable in the Action Plan.



*The ACE Cable Building on Lynch Street, LIBTELCO, Monrovia, serves as the hub for Government’s Internet connectivity deliverable, a major boost to Liberia’s socio-economic recovery*

## ***Intangible Projects***

A total of 56 intangible projects were earmarked by Government, mainly under Pillars One, Four and Five.

### **Pillar One: Reconciliation, Youth Empowerment, and National Visioning**

**Reconciliation Sub-pillar:** Under Reconciliation Sub-pillar, Government promised to officially launch the nationwide Palava Hut program and make budgetary allocations to begin implementing practical recommendations from the TRC. In fulfillment of this obligation, Government has made budgetary allocations of US\$5 million in the draft Fiscal Year 2012/2013 national budget as GOL priority item No. 4 on Reconciliation.

**Youth Empowerment Sub-pillar:** Three of the deliverables under this sub-pillar were completed, to include: “Hold a National Youth Policy Conference to discuss the issues related to young people and their vision for the future of the country”; “Increase budgetary allocations for youth and student organizations”; “Strengthen and re-launch the boys and girls scout”; and “Appoint a National Youth Advisor to the President”. In the same regard, a national youth policy conference to discuss the issues related to young people and their vision for the future of the country has been completed.

Budgetary allocations have been proposed in the draft Fiscal Year 2012/13 Annual Budget to increase support to seven youth and student organizations. The Federation of Youth (FLY), Liberian National Students’ Union (LINSU), the Mano River Union (MRU) Youth Parliament, the Young Men’s Christian Association (YMCA), the Young Women’s Christian Association (YWCA) and the Boys and Girls Scout are several of the youth organizations that will benefit from increased support in the budget based on the community services projects these organizations will be undertaking.

**National Visioning Sub-pillar:** Under this Sub-pillar, Government also made significant gains with the formation of the National Reconciliation Task Force and completion of the Task Force Terms of Reference. Also, the national consultation process on reconciliation to decide how to unify Liberians and deepen our sense of *Liberianness* and foster patriotism has started, as well as the National Visioning process. In this regard, district and Diaspora consultations of the National Vision 2030 were completed.

### **Pillar Four: Governance, Rights, and Transparency**

**Accountability and Transparency Sub-pillar:** Under this Sub-pillar Government has commenced the merger of Finance and Planning Ministries. In this regard, a bill has been drafted by Governance Commissions proposing the merger, while the Africa Center for Economic Transformation (ACET) has completed staff audit of both ministries, and work audit is ongoing.

To strengthen Government economic management capacity, the Secretariat of the Economic Management Team (EMT) is now headed by a Senior Economist. In the same direction, the National Bureau of Concession has been established, while Government has moved its fiscal budgeting from one year to a medium term three year system. While the revision of the Energy Policy is ongoing, which hopes to address the issue of transparent management of natural resource revenues, the appointment of the Auditor General is being reviewed by the President.



Moreover, the Civil Service Agency has carried out sensitization on the new code of conduct for civil servants in the Executive Branch to improve standard. On the issue of assets declaration, the President of Liberia kicked off the process by becoming the first member of Government to declare her assets. The President has demanded all presidential appointees to do likewise. In the same direction, the Office of the President is encouraging the enactment of the Code of Conduct Bill. In this regard, the Executive has engaged the Legislature, and fruitful discussions are ongoing.

**Citizen Empowerment, Rights and Responsibilities Sub-pillar:** In line with the Action Plan implementation, Government has begun the process of identifying Liberia's first independent think tank to improve the policy debate and foster public understanding of development issues. Also under this Sub-pillar, the Ministry of Internal Affairs (MIA) has begun the process of Implementation of the Decentralization and Local Governance Policy with the aim to increase citizens' say in development. Additionally, the Information Commissioner has been appointed, while the Broadcast Regulatory Act is being finalized for submission to the National Legislature. In this regard, series of consultative meetings between major media stakeholders have already taken place towards reviewing the current draft Broadcast Legislation.

***“True reconciliation means a process of national healing. It means learning the lessons of the past to perfect our democracy. But above all it means economic justice for our citizens and the spread of progress to all our people. It means creating jobs, opportunities and giving our young people the skills they need to prosper and create the life they choose...”***

**President Ellen Johnson Sirleaf**

## Pillar Five: Security, Justice, and the Rule of Law

Government, through the Ministry of Justice, has made tremendous progress with this Pillar. The Ministry of Justice has launched a pilot program to attract better quality officers to the police and increase public confidence in the force. The Gbarnga Regional Hub has been operationalized, while the Ministry of Justice has increased by five the number of County Attorneys in the 1st Regional Hub. Also, the Ministry of Justice opened the Police Barracks on Horton Avenue, and extended the probation program to two additional counties (Lofa and Nimba) to reduce prison overcrowding. The Justice Ministry has also constituted a National Parole Board, commenced construction of a new central prison in Montserrado County and resubmitted the Jury Bill.

At the same time, the Ministry of National Defense conducted a review and introduced measures to reduce the high turnover rate in the Armed Forces of Liberia. The revision has led to the rehabilitation of additional units to decongest occupancy in Camp Edward Beyan Kessely Barracks.



*“... We know all too well what can happen when the tenets of democracy and freedom are not jealously and vigorously defended, when the true love of country is abandoned for narrow interest. We have suffered the years of deprivation and terror, during which democratic principles were exiled from our shores. We have looked into the vacant eyes of a generation of young Liberians whose hope for the future was stolen. We all, together, will never allow those mistakes to be repeated. We will never again shed the mantle of democracy, of freedom, of national unity, of patriotism...”*

HE President Ellen Johnson Sirleaf

## **CHALLENGES& LESSONS LEARNED**

As outlined in this report, the Action Plan was ambitious in scope and magnitude-- as it sought on one level to address recurrent economic and social challenges which became visible during the campaign and post-electioneering periods of 2011. As a result, the Plan focused much effort on issues affecting youth and reconciliation. On the other level, some of the deliverables were a continuation of some of the projects and programs captured under the Lift Liberia Poverty Reduction Strategy, which ended in December 2011. These challenges have thus been captured in two broad categories: Internal and External—and sandwiched between these two categories are valuable lessons learned from implementing the Plan.

### ***Internal Factors***

#### **-Structuring the Administration**

The 150-Day Action Plan began within few weeks following the inauguration of the new administration on 16 January 2012. Consistent with the campaign promise by the President to constitute a broad base and inclusive Government which would attract the best quality talent and leadership to move the country forward, the formation of the government took longer than anticipated. Though not hugely significant as compared to other factors, the turnover presented a set of distinct challenges to the Plan—as some ministries’ and agencies’ heads were in the process of confirmation at the Senate, while a few were not appointed as the Plan was being implemented, thereby contributing in a small way to the slow pace at which the Plan began.

#### **-Dynamics of Change and Project Financing**

As the new administration took over, functionaries of various ministries and agencies of Government were saddled with the dynamics of change as well, and this contributed to the slow pace of acceleration at which ministries and agencies began acting on assigned deliverables. For example, some of the implementing agencies/ministries delayed in submitting requests for allotments to implement their assigned deliverables, causing the Ministry of Finance to be inundated with requests for funding that needed more time for approval. Therefore, by the time financing was approved, a considerable time had already elapsed—this was an acute problem to the implementation.

Additionally, where appropriations were made, the Ministry of Finance and the Steering Committee were keen on demonstrating due diligence which could not be compromised because of the delays from implementing ministries and agencies. This meant, most of the projects that received funding got funded late April or early May 2012.

#### **-Inter-Agency Coordination**

Coordination among implementing agencies and ministries posed a major challenge within the first 100 days of the Plan. Either as a result of the ambiguity of some of the deliverables, coupled with the relatively short time that went in putting the plan together, line ministries and agencies had a difficult time taking ownership and assigning the right focal people to these tasks. On the other hand, a number of the deliverables captured under the Plan were not realistically feasible, time-bound and measurable.

These have provided useful lessons that would be considered in the implementation of future development plan implementation.

### **Capacity Constraints**

The national capacity development situation in Liberia is gradually improving but there are still challenges and especially during the implementation of the Action Plan, the effects were manifested and affected the timely implementation of deliverables at some agencies. Capacity gaps were identified at sector agency level, reflecting the broader capacity limitation in the country. Nonetheless, appropriate mitigating actions were put into place to reduce the overall effects of this challenge.

### **External Factors**

#### **-Weather Condition and Project Timing**

The principal external challenge facing most of the infrastructure projects was the weather. Though the Action Plan was slated to commence in February, most projects did not get funded till late April, when the rains were already pouring. Increased level of rain fall remains the single most threat to ongoing progress. Nonetheless, impact can be visibly seen on side drains, road surface and improvements on earth works from grading, shaping and mechanical clearing.



*Despite constraints, construction of the Michelin bailey bridge in Buchanan was a key deliverable that added value to the Action Plan*

### **Key Lessons**

There were lots of lessons learned from this process but due to the need for brevity, a few have been captured here.

#### **1. Better Coordination Mitigates Failings**

During the implementation of the Plan, and especially after the mid-term Report, the Steering Committee coordination meetings revealed that many of the deliverables were encountering difficulties. As a result, implementing line agencies and ministries through senior and technical personnel took ownership of their deliverables, thereby adding value to the implementation process. As a matter of fact, the Steering Committee model at the implementation level and the attending peer review method of monitoring progress can be largely attributed with the record success the program recorded especially in the last few weeks. A structured mechanism for keeping together this core group as a ministerial implementation forum would deliver better results and improve service delivery.



## **2. Setting Realistic Achievable Targets**

The 150-Day Action Plan was indeed ambitious—as it contained 85 actions and beneath each action were a number of activities that needed to be achieved before that action was achieved. This was a reality that was not perhaps considered at the formulation of the Action Plan. As such, some of the deliverables embedded in the plan were technically unfeasible to be carried out in the timeframe, especially roads and other infrastructure related projects that were weather-dependent. In future planning, these exogenous conditions should be considered when planning time-bound interventions. Proper vetting and quality control measures are required to ensure proposed interventions from sector agencies are cleared before they are factored into any future development plan. This would ensure the inclusion of activities that are realistic, measurable and achievable.

## **3. Managing Public Expectation**

As with nearly all of the development programs that have been promulgated by this Administration, managing public expectation in terms of what would be the outcomes of the particular policy has been a major challenge. However, during the implementation of the Plan, early admission on the part of Government that certain deliverables would not be achieved within the time specified, vindicated the notion in the mind of the public that Government was being truthful and sincere, and this proved effective toward managing the public expectation.

Also, with the Government’s own admission and information sharing initiative, coupled with robust monitoring and evaluation conducted by civil society and the media at large, the general public, it can be said, had a fair understanding of the Action Plan, albeit some had harbored expectations that the 150-Day Action Plan would have produced a cure for all of the nation’s development challenges.

## **4. Cooperation with civil society is key to M&E**

The Steering Committee acknowledges that civil society involvement and scrutiny in various national processes is key to achieving maximum impact. Experience from the 150-Day Action Plan implementation shows a strong correlation between the constructive involvement of CSO monitoring and the success of the Action Plan in some ways. The monitoring barometer of Liberia Media Center provided a space for useful peer review and informed the agenda of the Steering Committee on a number of occasions. The government would wish this level of constructive partnership continues and would work to exploit the excellent relations that have been established as a result of this exchange.

Overall, the media in Liberia played a major role in reporting the Government side of the story as well as those who were independently monitoring and tracking the Plan. Through radio talkshows, live phone-in programs, newspaper articles, public fora, Internet publications, among others, the Plan was discussed, analyzed, criticized, appraised and debated by Liberians and non-Liberians both home and abroad.

## CONCLUSION

Performance indicators of the Action Plan implementation were often gauged by the public perception, basically in terms of how well or poorly executed were the projects within the specified timeline. This trend is obviously expected, given the high expectation level of majority of the citizenry, in the face of the huge socio-economic needs gaps. Realistically though, implementation of the Action Plan ought to be viewed as a concrete manifestation of Government's commitment to setting standards and meeting benchmarks, while striving to prioritize the needs of the people.

This is evidenced in the fact that, perhaps for the very first time in the history of this nation, a President has mustered the political will to compel her lieutenants to sign performance bonds. This singular event, which was directly linked with the Action Plan, had a positive effect on implementation of the 85 deliverables; as functionaries of various government ministries and agencies showed real dedication to meeting expectations of the Action Plan.

While we admit that the administration could have done better, it is important to note that all of the deliverables were time-bound, and given that the administration was experiencing its own transition, this posed serious constraints to meeting the deadline. Weather conditions as well were some of the hurdles that had to be surmounted.



***Jimmy Nyan of Ganta, Nimba County is one of several supervisors who spearheaded roadside brushing and other quick-impact Public Works projects under the Action Plan***

Despite all of these constraints, Government has completed 74% of the deliverables outlined in the Action Plan. The success of the Action Plan is however not in the numbers, rather what is evident is the countless stories of appreciation expressed by vast majority of Liberians who were directly or indirectly impacted by implementation of the Action Plan.

In the words of Jimmy Nyan (inset) of Ganta, Nimba County, "the projects have benefited the youths of Nimba County. We got paid on time for the duration of the project, and the tasks we performed improved our communities".

The 150-Day Action Plan implementation process is indeed a unique enterprise that has given

Government a more realistic perspective on the scope of programs that ought to be included in subsequent short term development projects, as well as how to better manage widening public expectations in the face of the myriad of daunting challenges of a post-conflict regime.

## ANNEXES

Remarks by Her Excellency President Ellen Johnson Sirleaf

At Launching of the 150-Day Action Plan

Tuesday, February 28, 2012

*My Fellow Liberians and Friends of Liberia:*

*We are today to fulfill one of the many pledges that we made to the Liberian people during the campaign: to launch a set of deliberate actions that our Administration will undertake in the first 150 days after the formation of the government. It is this 150-Day Action Plan which is being launched today.*

*The challenges we face today are different than the ones we faced six years ago. This difference is because of the enormous progress we have made in terms of consolidating peace and security, revitalizing the economy, strengthening governance and the rule of law, and rebuilding infrastructure and providing basic services.*

*Now that we have laid the foundation for rapid, sustainable and inclusive growth, it is time for us to radically transform our economy so that every Liberian has the opportunity to participate in the governing process, as well as benefit from the wealth of our nation. In other words, in our 2030 Vision we say that in our Poverty Reduction Strategy, we “lifted Liberia”. As we go forward, we now are going to “lift Liberians.”*

*While we are in the process of developing a long-term national vision – the Liberia RISING 2030 – and an accompanying five-year economic growth and development strategy – An Agenda for Transformation through Action – we also want to acknowledge that our young people did send us a message a strong message during the election. The 150-Day Action Plan has one simple message in reply: We hear you!*

*This Action Plan, and the Agenda of this Government in the second term, will respond to the needs for jobs, better infrastructure and economic opportunity by spreading the benefits of growth to all of our citizens. It will pursue a healed and unified nation and an open, accountable and transparent democracy where empowered citizens can patriotically exercise their voice, their rights and their responsibilities.*

*Throughout all these efforts, the needs and voices of our young people will be foremost on our minds. Ultimately, we believe that these are the factors on which Liberia’s reconciliation and success depends.*

***The five major planks of this 150-Day Action Plan are:***

- 1. Reconciliation, Youth Empowerment, and National Visioning***
- 2. Jobs, Education, and Better Services***
- 3. Infrastructure and Economic Development***
- 4. Governance, Rights, and Transparency***
- 5. Security, Justice, and the Rule of Law***

***In order to ensure that the Administration is committed to the scrupulous implementation of this Plan, each Cabinet Minister has been asked to include these actions in their performance contract that covers the period February 1 to June 30, 2012. We are going to also include the State-Owned Enterprises (SOEs), so they too are made accountable. Failure to ensure that these actions are implemented will constitute a performance issue and will not be taken lightly.***

***The Minister of Finance has been asked to chair a Steering Committee that will oversee the implementation of the 150-Day Action Plan. He will put in place a Task Force that includes the LRDC and the Program Delivery Unit in my Office to coordinate the implementation.***

***Again, as we launch this Action Plan, let me solicit the support and cooperation of the private sector, civil society, ordinary citizens in its monitoring and evaluation. Please don't wait until things get out of hand before raising the red flag. I urge you to contact the relevant implementing agency or the coordinating LRDC to address or mitigate any shortcomings before they adversely affect delivery and outcome.***

***I urge you, the media, to become an effective and constructive partner with the Government in this regard.***

***Thank you, and we call upon all the Liberian people to be a part of this effort to join hands, each one doing his part, to ensure that we indeed affect the lives of all Liberians.***



# **THE AGENDA FOR TRANSFORMATION THROUGH ACTIONS**

## **AN ACTION PLAN FOR THE FIRST 150 DAYS**

### **FEBRUARY 1 – JUNE 30, 2012**

#### **ON RECONCILIATION, YOUTH EMPOWERMENT, AND NATIONAL VISIONING....**

A sincere and committed process of national reconciliation is needed to resolve some of the deepest tensions and divisions in our society. In the next 6 years, the government will pursue national unity through genuine and practical reconciliation, empowering our youth and developing a clear sense of national vision and identity.

In the next 150 days we will:

#### **RECONCILIATION**

- Officially launch the nationwide Palava Hut Program
- Make budgetary allocations to begin implementing practical recommendations from the TRC

#### **YOUTH EMPOWERMENT**

- Hold a National Youth Policy Conference to discuss the issues related to young people and their vision for the future of the country
- Increase budgetary allocations for youth and student organizations
- Strengthen and re-launch the boys and girls scout
- Appoint a National Youth Advisor to the President
- Submit for enactment the National Youth Act.

#### **NATIONAL VISIONING**

- Complete the formation of the National Reconciliation Task Force & ToR
- Begin a national consultation process on reconciliation to decide how to unify Liberians and deepen our sense of Liberianess and foster patriotism
- Launch the Liberia 2030 Vision consultation across all districts and counties as well as the Diaspora to discuss the future of Liberia and our people's aspirations

#### **ON JOBS, EDUCATION AND BETTER SERVICES....**

Over the last six years, the government has laid the foundation for a safer, freer and more prosperous Liberia. But our task is not complete. We must now create the conditions for all Liberians to benefit from growth and opportunity. In the next 6 years, the Government will prioritize creating jobs, developing skills and improving the quality of life for ordinary Liberians, especially young people.

In the next 150 days we will:

## **JOBS AND BUSINESS**

- Seek Cabinet Approval and Launch a national jobs creation action plan.
- Create 5,000 temporary jobs for young people nationwide through labor-intensive public work projects
- Set up a National Youth Empowerment Fund to finance community projects and provide jobs
- Launch a pilot One County One Product (OCOP) program in Cape Mount
- Provide USD\$2.7 million loan guarantee to be used for increasing micro credit to petty traders and small businesses
- Establish a US\$1 million fund to purchase “designated food crops” from small farmers to create jobs and revitalize agriculture and extend soft loans to farmers

## **EDUCATION AND SKILLS**

- Begin rehabilitation of facilities and expand the vocational and technical training program at Booker Washington Institute (BWI)
- Launch a program to rehabilitate facilities and expand the vocational and technical training program at Monrovia Vocational Training Centre (MVTC).
- Provision of scholarships for Voc/Tech Skills training for 3000 youths
- Commence vocational training at Clay’s Vocational Training Centre
- Commence the rehabilitation of the girl’s mission school at Gbalatua.
- Complete and sign an PPP MOU with LOIC for national revitalization

## **SOCIAL ASSISTANCE AND SERVICES**

- Expand the pilot cash transfer program to two additional counties (target 2000 families)
- Develop a program for construction of 5,000 affordable housing units and a mortgage program for low-income families
- Expand the public transport provided by the National Transit Authority by procuring 10 new buses
- Construct a modern new terminal in Monrovia as a hub for the national bus transport network
- Equip 150 health clinics with solar refrigerators, assuring the stability of life saving vaccines.

## **WATER AND SANITATION**

- Complete construction of 25 borehole wells in five counties to increase access to clean water.
- Construct or rehabilitate 150 sanitation facilities in 10 counties
- Conclude arrangement for the rehabilitation of White Plains facilities and 3 counties capitals (Zwedru, Kakata, Buchanan)
- Pilot hand pump repair and formation of pump management committees in two districts in two counties
- Trigger community-led total sanitation actions 20 communities in three counties

## **ON INFRASTRUCTURE AND ECONOMIC DEVELOPMENT....**

We have made significant progress to restore and rehabilitate our national infrastructure, laying the basis for a connected and revitalized economy. In the next 6 years we will continue to restore and modernize our nation’s infrastructure with an emphasis on economic impact, and ensure its benefits

extend to all our citizens throughout the country.  
In the next 150 days we will:

## **ENERGY**

### *Fast-track rehabilitation of the Mount Coffee Hydropower Plant:*

- Set up Mt Coffee Rehabilitation Trust Fund
- Complete designs for redevelopment works
- Launch procurement for three turbine units
- Issue a tender for an up-to-20MW heavy fuel oil power plant
- Prepare and begin to implement a program for major expansion of transmission and distribution facilities
- Conclude arrangements for the installation of solar lights in over 10,630 villages

## **ROADS**

- Ground breaking & Commencement of the construction of the Red light to Ganta road
- Advance strategic program of road building, rehabilitation and maintenance, including:
  - Fish Town to Harper
  - Commence the construction of the Clara town road
  - 2nd Phase of Caldwell to Louisiana
  - Vahun link to Sierra Leone border
  - GSA – Rehab road
  - Compound# 1 – Buchanan
  - Logan Town – Mombo Town
  - Bopolu – BellehYellah road
- Complete 150km of feeder roads to connect local communities to the transport system
- Complete feasibility study of Foya – Mendicorma
- Complete and launch Transport Master Plan (funded by GTZ)
- Complete Assessment on the Ministry of Defense
- Complete MPW's Voinjama Facilities
- Complete Assessment of E J Roye
- Install at least 10 reinforced concrete bridges

## **PORTS**

Complete airport Master plan (RIA) to develop Liberia's Potential as a regional trade hub.  
Award contracts and begin dredging of the Greenville and Monrovia Ports  
Complete first 160 meters of the marginal wharf at the Freeport of Monrovia

## **INFORMATION TECHNOLOGY**

- Complete the terminal station for the ACE cable
- Prepare Liberia Telecommunications Corporation for public/private partnership
- Commence deployment of Fiber to support Nationwide ICT infrastructure

## **ON GOVERNANCE, RIGHTS, AND TRANSPARENCY....**

Liberia's democracy has witnessed an inspiring restoration and become a champion of human rights and freedoms. Its strength is in its openness, but it has the potential to be stronger and deeper. In the next 6 years, we will work with all stakeholders to reform our Constitution, give our citizens and our young people a greater say in the direction of development and improve accountability and transparency across government.

*In the next 150 days we will:*

- Undertake major changes to government structure to improve effectiveness
- Complete merger of Finance and Planning
- Strengthen Economic Management Team
- Set up National Bureau of Concessions
- Move government to longer-term, three year budgeting
- Revise Energy Policy to address the issue of transparent management of natural resource revenues

## **ACCOUNTABILITY AND TRANSPARENCY**

- Appoint a new Auditor General
- Propose legislation to improve effectiveness of LACC
- Conduct sensitization on and implement new Code of Conduct for public servants in the Executive Branch, to raise standards in government
- Ensure that all presidential appointees comply with the asset declaration
- Encourage the enactment of a Code of Conduct Act

## **CITIZEN EMPOWERMENT, RIGHTS AND RESPONSIBILITIES**

- Support the establishment of Liberia's first independent think tank to improve the policy debate and foster public understanding of development issues
- Begin implementation of Decentralization and Local Governance policy for public services to increase citizens' say in development
- Appoint Information Commissioner to ensure freedom of information to the public
- Submit the Broadcast Regulatory Act to Strengthen regulation and ensure media freedom

## **ON SECURITY, JUSTICE AND THE RULE OF LAW....**

Security and rule of law is the cornerstone of Liberia's growth and development. The people of Liberia must continue to feel safe and have faith in the legal system. In the next 6 years we will continue to strengthen justice in our country so that no one is below the law and no one is above the law.

*In the next 150 days we will:*

- Launch a pilot program to attract better quality officers to the police force and increase public confidence in the police
- Operationalize the Gbarnga Regional Hub
- Increase by 5 the number of County Attorneys in the 1st Regional Hub
- Open the Police Barrack
- Extend the probation program to two additional counties to reduce prison over-crowding.
- Begin a national parole program in the legal system



- Commence the construction of a new central prison in Montserrado.
- Conduct a review and introduce measures to reduce the high turnover rate in the Armed Forces of Liberia.
- Conduct a review of the justice system and make proposals to strengthen the jury duty system (Resubmit the Jury Law)
- Submit comprehensive package of security related legislation to address key reforms including :
  - Small arms and light weapon control acts.
  - National Drug Enforcement Agency Legislation
  - National Drug Enforcement Agency legislation

## FREQUENTLY ASKED QUESTIONS (FAQ)

### ***What is the 150-Day Action Plan?***

Upon inauguration of her second term in office, President Ellen Johnson Sirleaf outlined several interventions her administration would take to advance the country as she worked to prepare medium to long term development agenda. These small measures were more a statement of what the President intended and were not designed to deliver any radical change. The Plan, built around 85 promises, is a set of deliberate actions that the administration said it would undertake in 150 days after the formation of the government.

### ***What does this plan cover?***

The plan covers five broad areas with several sub sections: (1) Reconciliation, Youth Empowerment, and National Visioning; (2) Jobs, Education, and Better Services; (3) Infrastructure and Economic Development; (4) Governance, Rights, and Transparency, (5) Security, Justice, and the Rule of Law.

### ***Why did the government choose to implement this plan?***

This Government decided to implement the 150 Days Action Plan as an interim measure to address youth empowerment and provide a temporary platform for advancing other key reform agenda as it work to lay out a more comprehensive plan for advancing the country.

### ***What is the period during which this plan will be implemented?***

Implementation of the 150-Day Action Plan covered the period February 1, 2012 to June 30, 2012.

### ***Where can I get information about the plan?***

Information concerning the Action Plan can be accessed from government ministries and agencies that are concerned with the specific deliverable of interest. Full information on the deliverables can be accessed from the Ministry of Information, Culture and Tourism (MICAT) and the Action Plan Steering Committee. You can also visit MICAT's official website ([www.micat.gov.lr](http://www.micat.gov.lr)) for more information on the 150-Day Action Plan or contact Mr. Sidiki A. Quisia, Coordinator and Head of Secretariat, 150-Day Action Plan, Ministry of Planning and Economic Affairs ([squisia@mopea.gov.lr](mailto:squisia@mopea.gov.lr)).

### ***Who is implementing the 150-Day Action Plan?***

The Action Plan is being implemented by the Government of Liberia through various ministries and agencies responsible for delivering on specific areas of the plan. The implementation of the plan is being overseen by an inter-ministerial deliverables Steering Committee headed by the Minister of Finance and Planning.

### ***What changes will the plan bring to the country?***

The plan is an interim measure designed to show government's wider intent for advancing, reconciliation, youth empowerment, job creation, national security and infrastructure development. The Plan is not meant to deliver a radical change in any of the sectors mentioned above.

### ***How will this plan affect my life?***

The plan is not designed to affect the lives of each individual Liberian though through some labour intensive programs, jobs would be created and medium term loans and credit facilities would be extended to Liberian owned business throughout the country. It is hoped this investment would increase the disposable income of the beneficiaries and contribute to stimulating economic activities in the target areas.

### ***How can we get involved in the implementation of this plan?***

We as Liberians can get involved with the implementation of this plan by helping Government monitor the implementation and report to the various agencies on observation relating to implementation process.

### ***Is the 150-Day Action Plan the same as the Poverty Reduction Strategy?***

No. The 150-Day Action Plan is a distinct framework put in place to deliver quick impact projects and address the short-term socio-economic development agenda of Government. Though there are similarities, the PRS is more extensive in terms of delivery objectives and covers a longer timeframe, typically three years. Both Plans are however geared towards creating opportunities that will make Liberia a middle income country by 2030.

**PERFORMANCE OUTCOME RESULTS MATRIX - COMPLETED TANGIBLE DELIVERABLES**

| No. | ACTIONS  | RESPONSIBLE PARTY              | IMPLEMENTATION STATUS | COMMENT  |
|-----|--|--------------------------------|-----------------------|--|
| 1   | Create 5,000 temporary jobs for young people nationwide through labor-intensive public work projects                             | MOL, MoYS, MoF, MPW, LACE, LMA | Done                  | 6900 jobs in total was created. MPW=2,500, LACE=2,500 and LMA 1,900  |
| 2   | Provide USD\$2.7 MILLION loan to be used for increasing micro credit to petty traders and small businesses                       | CBL                            | Done                  | Significant amount had being disbursed to beneficiary through an intermediary micro-finance institutions   |
| 3   | Begin rehabilitation of facilities and expand the vocational and technical training program at Booker Washington Institute (BWI) | BWI                            | Done                  | The rehabilitation of three dormitories, two duplexes and the business education department is ongoing. For the training program, 36 sets of Computers are now functional, the Biology and Chemistry lab will be established in the new science & technology building as soon as the construction works are completed  |
| 4   | Commence the rehabilitation of the girls mission school at Gbalatua.   | MoE                            | Done                  | Substantial amount of work has being done on this (65%)  |
| 5   | Expand the public transport provided by the National Transit Authority by procuring 10 new buses                                 | NTA                            | Done                  | NTA informed the steering committee that 12 buses with training opportunities for staff was achieved due to good negotiation skills of the management  |
| 6   | Prepare and begin to implement a program for major expansion of transmission and distribution facilities of LEC                  | LEC                            | Done                  | Network expansion has been completed in these seven communities and continued connection of customers are on-going. (Phase One (1) of the Project: West Point Community(100%), Point Four Community (100%), New Kru Town Community(95%), Clara Town Community(95%), Buzzy Quarter Community(85%), Slipway Community (100%)and the Newport Street Community(85%). 5,200 customers have been connected in these seven (7) communities to date. |
| 7   | Ground breaking & Commencement of the construction of the Redlight to Ganta road.  | MPW, MoS, MoPEA                | Done                  | GOL has broken ground and Mobilization of equipments and personell, construction of camp, work program submitted and being reviewed by MPW. Traffic count for design has started. Actual work is envisaged to begin in October 2012  |
| 8   | 2nd Phase of Caldwell to Louisiana   | MPW, MoS, MoPEA                | Done                  | Done   |
| 9   | Fish Town to Harper  | MPW, MoS, MoPEA                | Done                  | Completed and Dedicated  |
| 10  | GSA-Rehab Road   | MPW, MoS, MoPEA                | Done                  | Completed and Dedicated  |
| 11  | Logan Town - Mombo Town Road   | MPW, MoS, MoPEA                | Done                  | Completed and awaiting dedication  |
| 12  | Complete 150 km of feeder roads to connect local communities to the  | MPW, MoS, MoPEA                | Done                  | More than 250 Km were completed and most of the construction took place in Bong  |

|    |  |                    |      |   |
|----|--|--------------------|------|---|
|    | transport system.  |                    |      | County and Lofa.  |
| 13 | Complete MPW's Voinjama Facilities   | MPW, MoS, MoPEA    | Done | The work done on the facility is 80-85%. Finishing are ongoing for the dedication   |
| 14 | Install at least 10 reinforced concrete bridges  | MPW, MoS, MoPEA    | Done | The Reinforced Concrete Brges were installed in the same corridors were the the more than 250 km of roads were completed in Bong and Lofa Counties  |
| 15 | Complete the terminal station for the ACE cable.   | Libtelco           | Done | Completed and Dedicated   |
| 16 | Commence deployment of Fibre to support Nationwide ICT infrastructure  | Libtelco           | Done | The deployment has reached Freeport of Liberia and the Sinkor belt  |
| 17 | Open the Police Barrack on Camp Johnson Road   | MoJ                | Done | The barrack was dedicated in late June of 2012  |
| 18 | Equip 150 health clinics with solar refrigerators, assuring the stability of life saving vaccines.               | MOH, UNICEF        | Done | Installations done in Bomi, Bong, Grand Kru, Maryland, Nimba, River Cess, River Gee, Sinoe, Lofa, Grand Gedeh, Grand Bassa, Margibi, Grand Cape Mount and Montserrado counties                  |
| 19 | Construct or rehabilitate 150 sanitation facilities in 10 counties   | MOH, UNICEF        | Done | Done and above the planned number. For the matter of facts, 1,037 sanitation (latrines) have been constructed in Montserrado, Grand Bassa, Maryland, Grand Gedeh, Nimba and River Gee Counties. |
| 20 | Complete construction of 25 borehole in five counties to increase access to clean water.                         | MPW/PDU            | Done | The borehole construction took place in five counties: Montserrado, Margibi, Gbarpolu, Bomi and Grand Cape Mount  |
| 21 | Advance strategic program of road building, rehabilitation and maintenance of Bopolu - Belleh Yallah             | MPW, MoS           | Done | Done. Concentration is on the critical bridges on the road  |
| 22 | Advance strategic program of road building, rehabilitation and maintenance of Vahun link to Sierra Leone border. | MPW, MoS, MoPEA    | Done | Done. Significant work is ongoing on the road   |
| 23 | Advance strategic program of road building, rehabilitation and maintenance of Compound #1 - BUCHANAN             | MPW, MoS, MoPEA    | Done | Done. Significant work is ongoing on the road   |
| 24 | Award contracts and complete dredging of Greenville and Monrovia ports   | NPA, MOS MPEA, MoF | Done | The dredging of the two Ports is completed  |
| 25 | Complete first 160 metres of the marginal wharf at the Freeport of Monrovia                                      | NPA, MOS MPEA, MoF | Done | As of June 30, 97% of the first 160m of the marginal wharf completed.   |
| 26 | Operationize Gbarnga Regional Hub  | MoJ                | Done | Done with this note: Some structures in the Hub are completed. About 70 PSU officers are being accommodated in the hub. The Public Outreach has been launched                                   |



## PERFORMANCE OUTCOME RESULTS MATRIX - COMPLETED INTANGIBLE DELIVERABLES

| NO | ACTIONS   | RESPONSIBLE PARTY        | STATUS | IMPLEMENTATION STATUS  |
|----|---|--------------------------|--------|--|
| 1  | Make budgetary allocations to begin implementing practical recommendations from the TRC   | MoF                      | DONE   | Done (Budgetary allocations of 5M have been made in 2012/2013 national budget as GOL priority item No. 4 on Reconciliation)  |
| 2  | Hold a national youth conference to discuss the issues related to young people and their visions for the future of the country                                      | MoYS & FLY               | DONE   | A National Youth Conference was held in Gbarnga in Mid-June  |
| 3  | Appoint a Youth Advisor to the President  | Office of the President  | DONE   | Dr. Dolo was appointed to this position by the President   |
| 4  | Increase budgetary allocations for youth and student organizations  | MoYS & MoF               | DONE   | Done (Seven Youth and student organizations (FLY, LINSU, MRU Youth Parliament, YMCA, YWCA, Boys and Girls Scout) are been targeted for the increase. The increase will be based on the community services projects theses organizations will undertake)  |
| 5  | Complete the formation of the National Reconciliation Task Force & ToR  | President's Office       | DONE   | Formation done and headed by MIA   |
| 6  | Launch the Liberia 2030 vision consultation across all districts and counties as well as the diaspora to discuss the future of Liberia and our people's aspirations | MPEA & GC                | DONE   | The district consultation began on April 2 and ended on May 1, 2012. The Diaspora consultation was completed at the end of June. Draft Report will be ready by mid-July 2012   |
| 7  | Set up a National youth empowerment fund to finance community projects and provide jobs   | MoYS & MoF               | DONE   | 20M USD have been allocated in 2012/2013 national budget for youth related activities  |
| 8  | Expand the pilot cash transfer programme to two additional counties (target 2000 families).   | MOGD, UNICEF             | DONE   | The Social Cash Transfer is now extended to Maryland County. The office is setup, recruitment done and the payment will begin in June 2012. It is only one county which is Maryland will benefit from the cash transfer not two as mentioned in the Action Plan.   |
| 9  | Conclude arrangement for the rehabilitation of Water facilities at White Plains and in 3 counties capitals(Zwedru, Kakata, Buchanan)                                | LWSC                     | DONE   | AfDB has agreed to fund the rehabilitation water facilities of White Plains and the three county Capital (Kakata, Zwedru and Buchana)  |
| 10 | Pilot hand pump repair and formation of pump management committee in two districts in the two counties  | MPW/PDU                  | DONE   | Done (These pilots have been done in Grand Gedeh and Maryland Counties)  |
| 11 | Trigger community-led total sanitation actions in 20 communities in three counties  | MPW/PDU                  | DONE   | Done (The Community-led Total Sanitation is being triggered in about thirty six communities and four counties instead of 20 communities and three counties mentioned in the President's message. Putu District in Grand Gedeh, Karluway District in Mary Land, Garwula District in Grand Cape Mount and Bain Garr District in Nimba are the four counties that CLTS is being triggered). |
| 12 | Set up Mt.Coffee rehabilitation Trust Fund.   | LEC,MLME, MPW, MoS, MPEA | DONE   | 3M USD is already set at Central Bank  |

|    |  |                                      |      |  |
|----|--|--------------------------------------|------|--|
| 13 | Complete designs for redevelopment works of the Hydro.   | LEC, MLME, MPW, MoS, MPEA            | DONE | Redevelopment design completed by Stanley Consultants  |
| 14 | Complete and launch Transport Master Plan( funded by GIZ and GOL)  | MOT, MPW, MoS, MoPEA                 | DONE | The Transport Master Plan was launched by President Sirleaf in Mid-June, 2012  |
| 15 | Strengthen Economic Management Team.   | MoF & MoS                            | DONE | The EMT has secretariat headed by a Senior Economist   |
| 16 | Set up National Bureau of concessions.   | MoS                                  | DONE | The bureau is now headed by Hon. M. Tarnue Mawolo  |
| 17 | Move government to longer-term three year budgeting.   | MoF & MPEA                           | DONE | A draft budget of MTEF is now before the National Legislature  |
| 18 | Appoint information Commissioner to ensure freedom of information to the public.   | President's Office                   | DONE | Hon. Mark Freeman has since been appointed by the President to the post  |
| 19 | Extend the probation program to two additional counties to reduce prison over-crowding.  | MoJ                                  | DONE | The training of the officers had being completed and the probation services are extended to Lofa and Nimba   |
| 20 | Conduct a review and introduce measures to reduce the high turnover rate in the Armed Forces of Liberia.   | MoD                                  | DONE | A review was conducted and couples of recommendations were advanced. One of them was to do infrastructural rehabilitation and this has started at E.B. Kessely Barracks which will be followed by Camp Todee |
| 21 | Small arms and light weapon control acts.  | MOJ                                  | DONE | The acts drafted and submitted   |
| 22 | Establish a US\$ 1 Million fund to purchase "designated food crops" from small farmers to create jobs and revitalized agriculture and extend soft loans to farmers | MOA & MoF                            | DONE | Done (US 3M is allocated in the 2012/2013 budget to purchase designated crops)   |
| 23 | Strengthen and relaunch the Boys and Girls Scout   | Liberia Association of Scouts & MoYS | DONE | New Uniforms were purchased and distributed  |
| 24 | Begin a national consultation process on reconciliation to decide how to unify Liberians and deepen our sense of Liberianness and foster patriotism.               | National Recon. Task Force           | DONE | The Reconciliation Task Force has developed roadmap for the reconciliation process   |
| 25 | Begin implementation of Decentralization and Local Governance policy for public service to increase citizen's say in development                                   | MIA, GC                              | DONE | MIA has established unit and reactivated Inter-Ministerial Committee, established technical working group for decentralization. Implementation plan nearing completion                                       |
| 26 | Commence vocational training at Clay's Vocational Training Centre.   | MoYS                                 | DONE | The center has being dedicated   |
| 27 | Develop a program for construction of 5,000 affordable housing units and a mortgage programmes for low income families.  | NHA, MOPEA, MPW, CBL                 | DONE | The Daft program has been submitted to the board   |
| 28 | Complete Assessment on the Ministry of Defense   | MPW, MoS                             | DONE | Done but further forensic engineering need to be conducted   |
| 29 | Propose legislation to improve effectiveness of LACC   | President's Office                   | DONE | Legislation was submitted to the Legislature and the opinion was that LACC has got all powers to be effective with revised law passed by the 52nd Legislature  |

|    |  |                    |      |   |
|----|--|--------------------|------|---|
| 30 | Conduct sensitization on and implement new code of conduct for public servants in the executive Branch to raise standards in Government.           | MOI/CSA            | DONE | CSA printed thousands of copies and distributed to public servants in various agencies of executive branch of government  |
| 31 | Increase by 5 the number of County Attorneys in the 1st Regional Hub   | MoJ                | DONE | The number is increased by the same amount  |
| 32 | Conduct a review of the justice system and make proposals to strengthen the jury duty system. (Resubmit the Jury Law)                              | President's Office | DONE | The Jury Law was submitted  |
| 33 | Provision of scholarships for Voc/Tech Skills training for 3000 youths (1350 from YES 1650 from MPEA envelope)                                     | MoYS               | DONE | Scholarships have been provided at Clay Vocational School, salvation Army Technical School just to name a few   |
| 34 | Complete feasibility study of Foya - Mendicorma.   | MPW                | DONE | Lot 1 was completed and Lot 2 is being tendered for   |
| 35 | Launch a program to rehabilitate facilities and expand the vocational and technical training program at Monrovia Vocational Training Center (MVTC) | MYS/MVTC           | DONE | The Chinese government will provide materials and GOL will pay for labor cost. Materials are already cleared from the port and stock at MYS Facilities for work to commence |
| 36 | Complete Assessment of EJRoye  | MPW, MoS, GSA      | DONE | Assessment completed and recommendations were made for the complete renovation of the facility  |
| 37 | Begin a National Parole Program in the Legal System  | MOJ                | DONE | The President has constituted the Parole Board headed by Madam Fatu Daramay-Mensah  |

## ONGOING TANGIBLE DELIVERABLES

| NO | ACTIONS   | RESPONSIBLE PARTY | STATUS  | COMMENT   |
|----|---|-------------------|---------|---|
| 1  | Commence the construction of a new central prison in Montserrado. | MoJ               | ONGOING | MOJ has secured 27 acres of land in Cheesemanburg, Montserrado County. The ground breaking done and excavation has since started. Ongoing |

## ONGOING INTANGIBLE DELIVERABLES

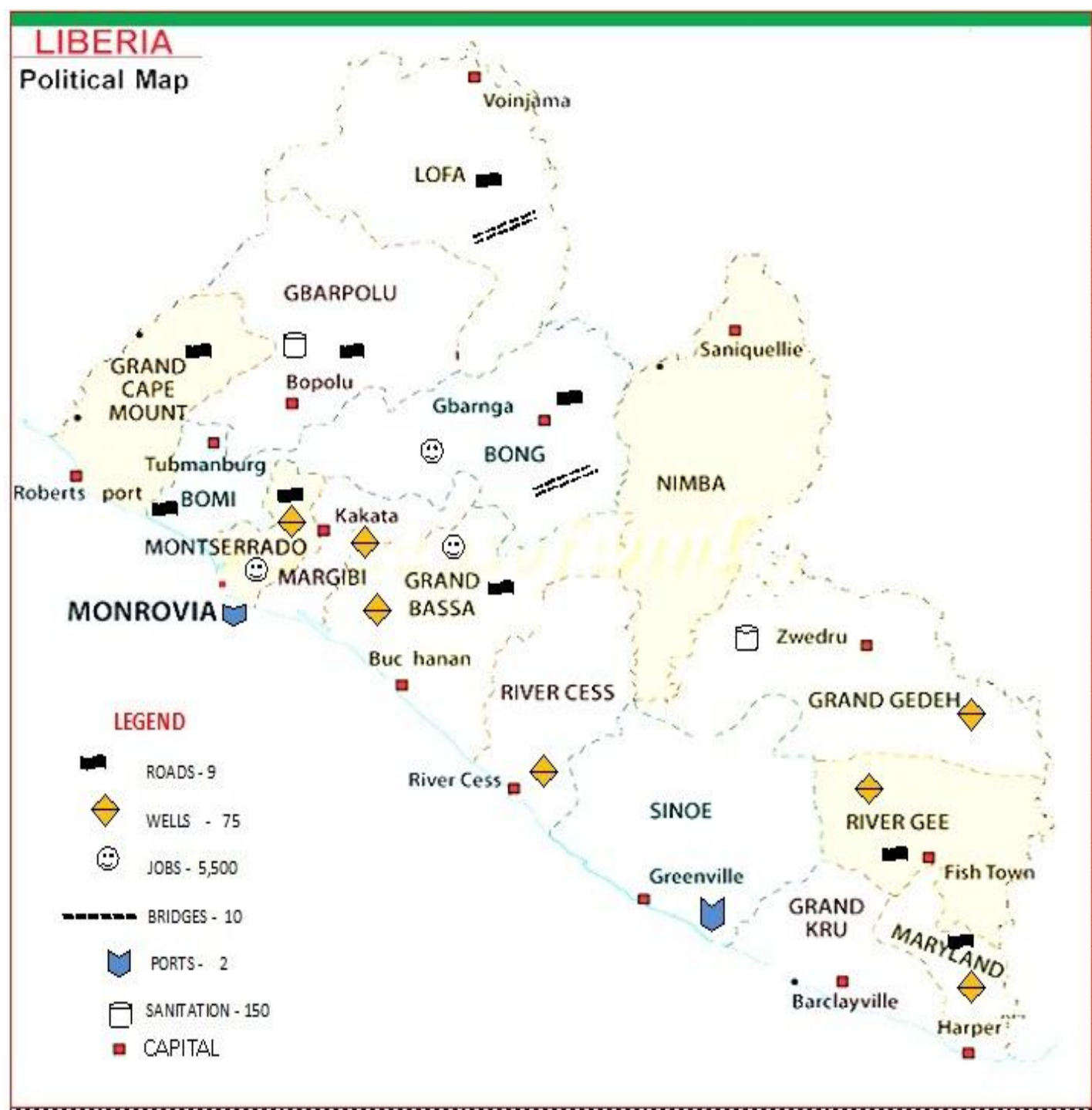
| NO | ACTIONS   | RESPONSIBLE PARTY                          | STATUS  | COMMENT   |
|----|---|--|---------|---|
| 1  | Officially launch the nationwide Palava Hut programe  | INCHR, GC, MIA and Lemah Gbowee Foundation | ONGOING | INCHR has received the funding from MOF. The Launch will be done along with the National Reconciliation Policy and Strategy in July 2012  |
| 2  | Submit for enactment the National Youth Policy. Enact a proposed national youth bill  | Office of the President                    | ONGOING | There is National Youth Policy in Place but enactment has got some legal implication that need to be reviewed. The recently held Youh Conference will inform the the enactment of Youth Bill emanating therefrom. |
| 3  | Complete and sign an PPP MOU with LOIC for national revitalization  | LOIC, MYS                                  | ONGOING | ongoing   |
| 4  | Complete airports Master plan to develop Liberia's potential as a regional trade hub  | RIA, MOS MPEA, MoF, MOT                    | ONGOING | Air Port Master Plan may not be completed by the deadline due to its compexity. However, MOT and RIA is contemplating doing the master plan in phases.  |
| 5  | Prepare Liberia Telecommunications Corporation for Public/Private Partnership   | LIBTELCO, MOS                              | ONGOING | World Bank has hired a consultants to prepare LIBTELCO for this   |
| 6  | Complete merger of Finance and Planning Ministries.   | GC & MoS, MOF,                             | ONGOING | Bill already drafted, staff audit of both ministries done and job audit is ongoing at the two ministries  |
| 7  | Issue a tender for an up- to 20MW heavy fuel oil power plant.   | LEC/MOF/ technical assistance              | ONGOING | Preparation of the bidding document to hire a construction firm is ongoing by Nor Consult, and on course for completion of procurement by August, 2012  |
| 8  | Launch procurement for three turbine units.   | LEC,MLME, MPW, MoS, MPEA                   | ONGOING | Bidding doument is being finalized by Standley Consultant for launch of the procurement process by July 2012  |
| 9  | Appoint a new Auditor General   | President's Office                         | ONGOING | The presdient is reviewing the recommendation made and subsequently the appointment will be done before the   |
| 10 | Encourage the enactment of the Code of Conduct Act  | Office of the President                    | ONGOING | ongoing   |
| 11 | Ensure that all presidential appointees comply with the asset declaration   | President's Office                         | ONGOING | ongoing   |
| 12 | Support the establishment of Liberia's independent think tank to improve the policy debate and foster public understanding of development issues. | MPEA                                       | ONGOING | ongoing   |
| 13 | Seek Cabinet Approval & Launch a national jobs creation action plan   | MPEA, MOF, MOL, MYS                        | ONGOING | Plan prepared and circulated to other stakeholders for input  |
| 14 | Launch a pilot program to attract better quality officers to the police force and increase public confidence in the police.                       | MoJ  | ONGOING | Recruitment of Better Quality Officers and screening have been completed and the training has commenced   |



|    |   |      |         |  |
|----|---|------|---------|--|
| 15 | Revise Energy policy to address the issue of transparent management of natural resource revenues. | MLME | ONGOING | ongoing  |
| 16 | Submit the Broadcast Regulatory Act to strengthen regulation and ensure media freedom.            | MOI  | ONGOING | Ongoing  |
| 17 | National Drug Enforcement Agency Legislation.   | MOJ  | ONGOING | The intricacies involve with legislation and its conformity with with international best practices delayed this action |

#### PENDING OR UNACHIEVABLE DELIVERABLES

| NO | ACTIONS   | RESPONSIBLE PARTY | STATUS   | COMMENT  |
|----|---|-------------------|----------|--|
| 1  | Construct a modern new terminal in Monrovia as a hub for the National Bus Transport network | NTA, MOT, MPW     | NOT DONE | None of the agencies mentioned in responsible party column has taken responsibility for this action, Since the action is capital intensive and time, its delivery is possible in the near future |
| 2  | Commence Construction of Clara Town Road  | MPW, MoS, MoPEA   | NOT DONE | Not on course. MPW has said that the Clara road was targeted for the 150-Day Action Plan, but is a medium term intervention program.   |
| 3  | Launch a pilot One County One Product (OCOP) program in Cape Mount                          | MOA               | NOT DONE | This action was not possible within the 150 days...'   |
| 4  | Conclude arrangements for the installation of solar lights in over 10,000 villages          | MLME, PDU, RREA   | NOT DONE | This action was not possible within the 150 days...'   |
|    |   |                   |          |  |



## 150-DAY ACTION PLAN POSTCARD



*A 48" triple RC Culvert on the Voinjama – Kubermay road, Lofa County, represents one of the many interventions of the 150-Day Action Plan that provides ripple effect benefits for various communities around the country.*



*Newly renovated Police Barracks downtown Monrovia will boost the morale of our law enforcement personnel, with the view of professionalizing the Force - a major hallmark of the Action Plan*



*Left and center: Youths engaged in quick impact clean-up projects in communities around the country; Student using the crosswalk of the newly constructed Neezo Community Road, all hallmarks of the Action Plan*



*Left-right: A newly constructed and equipped computer lab, and a fully equipped science laboratory at the Booker Washington Institute in Kakata City, Margibi County, allow students to join the global information highway, while exploring practical science knowledge beyond textbooks, thanks to the 150-Day Action Plan*

