



2009

90 Day Action Plans Results &  
Progress Report on PRS  
Implementation

LIBERIA RECONSTRUCTION  
AND DEVELOPMENT  
COMMITTEE

**LRDC**

12/15/2009

## INTRODUCTION

The Government of Liberia began the implementation of its Poverty Reduction Strategy (PRS) or Lift Liberia Development agenda in April 2008 after receiving tremendous support and commitment from its development partners. The hopes of Liberians were high and expectations were raised as the successful implementation of the PRS promised to improve their living standards after nearly 15 years of civil war and destruction.

But after the first year of implementation, the Government reported that progress on the implementation of the Lift Liberia agenda was “slow relative to potential”. This report received a lot of negative press in spite of the boldness of government to tell it like it was. It was the first time, in recorded Liberian history, that the government had mustered the courage to tell the Liberian people that things were going as planned but that commitment to reverse course and accelerate implementation of the agenda was still very high on the priority list of the government.

To demonstrate this commitment, the President, **H.E. Ellen Johnson Sirleaf**, requested that the Cabinet meet in a technical retreat session to review the entire PRS and identify ways to mitigate challenges and devise strategies to accelerate implementation by utilizing available opportunities and resources. It was clear from the President that there was no room for compromise on the implementation of the Lift Liberia agenda.

Based on the request from the President, the Liberia Reconstruction & Development Committee (LRDC), the government-partner forum charged with the responsibility of coordinating the implementation of the PRS, organized a series of review activities that ended in a Cabinet retreat on August 14 & 15, 2009 at the Baptist Theological Seminary in Paynesville. The retreat was held under the theme: “**prioritizing the priorities**” and chaired by the President. In attendance were the Vice President, the Chief Justice, and a representative of the Speaker of the House of Representatives.

During the technical review sessions, before and during the retreat, technicians from the donor community and government worked out revised plans and strategies to accelerate implementation. In some cases, deliverables were disaggregated, re-sequenced, and clearly assigned to implementing ministries and agencies. As a result of the disaggregation, PRS deliverables increased from 360 to nearly 490. Mechanisms to fast-track certain policy and legislative deliverables were also put in place.

The entire process of review led to the development of 90-day action plans to which each cabinet minister and heads of agencies committed to implementing as a demonstration of their commitment to accelerate PRS implementation. A new Pillar structure to support this 90-day action planning was also advanced: technical sub-working groups were to meet twice a month to work the details of implementation; Pillar meetings would be held once a month to address high level policy issues; and LRDC Steering Committee will meet once a quarter.

As a result of the vigorous PUSH from the 90-day planning, we are pleased to report that current implementation stands at nearly 90% with unscheduled deliverables being completed as a result of the

urgency and attention given the PRS from the highest political authority in Liberia as well as support from our development partners.

### **STRATEGIC ISSUES AND CONCERNS**

Even though the implementation of the PRS has received attention and support from the President, Cabinet ministers and heads and agencies, and development partners, there are certain strategic issues that need to be considered, if not addressed, in order to continue the momentum that has produced the results being reported here:

- Continued support and attention is needed from the President in order to keep Cabinet Ministers and heads of agencies active and engaged in PRS implementation;
- Cut in expenditure as a result of revenue shortfall needs to be strategic: paying attention to and sparing cuts for PRS priorities;
- Cabinet ministers need to pay close attention to the PRS deliverables and attending process of implementation;
- Strategic partnership with other branches of government, especially the national legislature, needs to be strengthened;
- Local community participation in the implementation process should take a higher place on the agenda especially as it relates to policy and legislation development;
- Impact of global financial crisis on poverty reduction needs to be acknowledged, communicated, and strategically factored into implementation framework;
- Development assistance or aid need to be more targeted and aligned; and
- Release of donor funds need to be expedited.

The issues or concerns mentioned above need to be considered seriously or we risk reversing course to slow implementation.

### **UNDERSTANDING THE REPORT**

The report comes in two (2) parts. The first part of the report deals with progress report on 90-day action plans. The 90-day action plans were sets of actions or activities that ministries and agencies committed to implementing during the period September – November 2009. As a result of these actions and activities, 47 PRS deliverables were identified to be completed within this timeframe.

The second part of the report deals with overall PRS implementation as a result of 90-day action planning. Coming out of the Cabinet Review Retreat, the entire PRS was reviewed and those deliverables that were past due were given new due dates; some deliverables that were clustered together and assigned to multiple agencies were disaggregated ; and those deliverables that were multi-year or ongoing were broken down in yearly deliverables.

As a result of this thorough review and re-sequencing as well as the fast-track mechanism put in place for policy related deliverables on which Cabinet had to take action, a number of stalled deliverables

have been completed and so this report takes stock of all PRS deliverables from March 2008 – November 2009 to see the effect that fast-tracking and 90-day action planning have had on the overall PRS implementation.

### 90-Day Action Plan Scorecard

The 90-Day Action Plans have helped to accelerate implementation of the PRS but all ministries and agencies have not been performing at the same level. Below is the scorecard for each ministry and agency on the execution of their 90-day action plans. The details of the individual plans and progress reported by each ministry and agency are an appendix to this document.

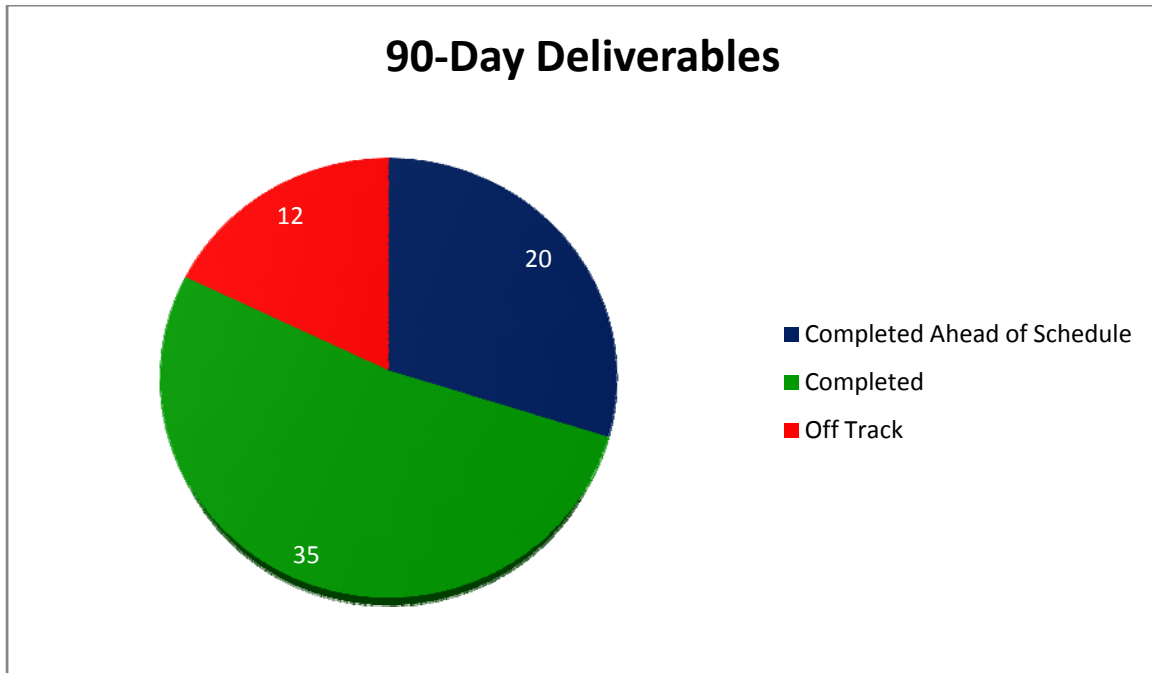
Ministry/Agency	Rate of Execution
Liberia Telecommunication Authority	80%
Ministry of Post and Telecom (MoPT)	85%
Liberia Telecommunication Corporation	75%
National Housing Authority	63%
Ministry of Transportation	85%
National Port Authority	94%
Ministry of Education	51%
Commission on Higher Education	72%
General Service Agency	70%
Liberia Petroleum Refining Corporation	5%
National Oil Company of Liberia	0%
Central Bank of Liberia	85%
Ministry of Internal Affairs	98%
Liberia Institute of Public Administration	95%
Civil Service Agency	72%
Ministry of Commerce and Industry	25%
Ministry of Information, Culture and Tourism	93%
Ministry of State	34%
Ministry of Finance	99%
Liberia Electricity Corporation	53%
Ministry of Labor	86%

Liberia Water and Sewer Corporation	23%
Ministry of Lands, Mines, and Energy	79%
Forestry Development Authority	61%
Ministry of Agriculture	55%
Ministry of Gender and Development	84%
Ministry of Youth and Sports	76%
Ministry of Planning and Economic Affairs	75%
Monrovia City Corporation	57%
National Investment Commission	52%
Public Works	81%
Special Security Service	95%
Liberia National Police	100%
Ministry of Justice	72%
Bureau of Correction	93%
Bureau of Immigration and Naturalization	93%
Liberia National Fire Service	100%
Bureau of Customs	100%
National Security Agency	80%
Environmental Protection Agency	80%
Disabilities Commission	100%
Ministry of Health & Social Welfare	75%
Governance Commission	93%

### 90-Day Implementation Results

At the end of the Cabinet Review Retreat, the Government was able to identify and isolate 47 PRS Deliverables to be completed between August and November 2009. The rigorous implementation

mechanism and follow-up processes led to the completion of 34 of the 46 deliverables. In addition, the government was also able to complete 20 other deliverables scheduled for December 2009, a period well outside the implementation timeframe.



#### **Deliverables and Status as per the Tracking Tool**

Below is the status update on each of the Deliverables that were earmarked for completion within the timeframe. An explanatory on the 12 deliverables that weren't completed as planned follows:

#### **Sequencing (5 deliverables)**

In the Security Pillar, five (5) deliverables were not completed because four (4) deliverables were placed in the same time frame as the ones on which they depended. Bureau of Immigration and Naturalization (BIN), Special Security Services (SSS), National Security Agency (NSA), Bureau of Corrections (CORR) all scheduled to complete the inclusion of gender, disabilities and environmental sensitive modules into their training curricula by the November 2009 even though the Ministry of Gender, Disabilities Commissions, and Environmental Protection Agency all scheduled the development of these modules within the same time period. Unfortunately, EPA was not able to complete the environmental sensitive module on time to be included in the training curricula of these agencies thereby making a total of five (5) deliverables to be marked as off track.

### **Improper Planning (2 deliverables)**

The Ministry of Education scheduled the printing and piloting of primary and secondary school curricula for September 2009 even though the necessary preparatory work had not been completed for the piloting to take place. Because the curricula cannot be piloted in the middle of the school year, these deliverables (2) were marked as off track and will not be completed until the next school year which begins in September 2010.

### **Technical & Logistical Constraints (5 deliverables)**

The Ministry of Labor was not able to present a draft Labor Code because even though all consultations have been held and comments from all stakeholders incorporated in the final draft, few technical issues remained unresolved: (1) should the draft labor code cover all employees, public and private? And (2) should all matters relating to social security benefits for employees be left exclusively with the National Social Security and Welfare Corporation? Once these technicalities are resolved, the draft Labor Code should be ready for presentation to the Cabinet.

The Monrovia City Corporation (MCC) was not able to deliver on two (2) deliverables because of some technical and financial issues. The Environmental Impact Assessment (EIA) could not be conducted on the Mount Barclay landfill because the land has not been purchased yet. Also, technical assistance is needed in drafting the National Solid Waste Policy. A consultant has been hired and work has begun but it was not timely enough to complete the deliverable as planned.

The Ministry of Lands, Mines, and Energy has begun the training on the Mining Cadastre software but was not able to logistically complete the training by the end of November 2009. The training is ongoing and expected to end by December 18, 2009 so this deliverable, though delayed, will be completed shortly.

The same is true for the Ministry of Post and Telecommunication. The development, formulation and release of the Telecommunication and ICT Policy are well underway even though it missed the due date of November 2009. All but one consultation scheduled to take place in Zwedru in early December 2009 is left to complete the finalization of the policy. Once this consultation is done, the policy should be released.

### **Capacity and Commitment**

Capacity still remains a critical challenge in PRS implementation. In most cases, those charged with the direct responsibilities of designing plans to complete PRS deliverables do not have a firm understanding of the processes involved or the skills to manage implementation. Functional capability as well as project management and coordination skills are lacking in most government ministries and agencies.

Another area of concern that is hindering PRS implementation is the level of commitment and support. In some cases where support and lower level staffs are making efforts to implement PRS deliverables, the required attention, commitment, and support from higher level managers are found wanting. The lack of commitment and support is demoralizing these lower staff and slowing down progress.

## 90 Day PRS Deliverables – August – November 2009

<u>Pillar</u>	<u>Description</u>	<u>Ministry</u>	<u>End Date</u>	<u>Status</u>	<u>Rating</u>	<u>%</u>
ERC	Conduct six (6) months training in statistical software	MoL	Sep-2009	Employees of the Statistical Bureau have been trained in Strata and Excel completed and 9 computers have been installed in the Statistical Unit.	Completed	100
ERC	Organize a national labor conference to review and reform existing labor laws	MoL	Oct-2009	National Tripartite Committee established. Prepared budget and identified funding source. National Labor Conference was held October 2009 and revised labor code is being finalized.	Completed	100
ERC	Train staff to Implement Mining Cadastre Information Management System	MLME	Aug-2009	Sensitization workshop is taking place; training has started and is expected to end on December 18, 2009.	Off Track	80
ERC	Develop a national microfinance policy	CBL	Nov-2009	The Microfinance Unit of the CBL has drafted a microfinance policy framework for Liberia, which is now being reviewed by staff of the bank and other stakeholders for their comments and inputs. The policy has been printed and will be launch shortly.	Completed	90
ERC	Formulate a draft labor code and submit for enactment	MoL	Nov-2009	Reprinted the existing Labor Code and distributed copies to stakeholders. Compiled complementary on the labor code. Produced an issues paper identifying inconsistencies. Presented issues to stakeholders. Conducted separate consultative workshops for employers, workers and trade unions to solicit input for consideration into the new labor code. Hired a national consultant and an international consultant to prepare a draft labor code for presentation to stakeholders. Drafts 1, 2, & 3 have been completed; a labor conference was held; and validation of the revised Labor Code is ongoing. After validation, the Cabinet will be presented with the code for approval and drafting of appropriate legislation.	Off Track	80
ERC	Formulate a National Workplace Policy on HIV and AIDS	MoL	Nov-2009	Formulated and printed policy documents on HIV/AIDS in the work place. Policy has been presented to Cabinet for approval. All stakeholders have fully endorsed the policy and training of trainers is taking place regarding the use of the policy.	Completed	95
GMF	Submit to the legislature new comprehensive PFM laws that address weaknesses in budget preparation, budget execution and cash planning, GoL banking arrangement, GFSM 2001-compatible accounting and reporting, debt and guarantee management.	MoF	Nov-2009	Completed. PFM law was passed by the National Legislature and signed into law by the President. This intervention is completed.	Completed	100

GRL	Appoint and orient Commissioners and the Commission's Technical Secretariat	GC	Nov-2009	Members of the Land Commission was appointed by President and confirmed by the Legislature. A technical team recruited and retreat held. Orientation for Commissioners took place in Gbarnga in the month of November 2009. Land Commission to move out of GC campus after renovation is completed on their officers at the old NRDDC's office in Sinkor.	Completed	100
GRL	Develop and endorse a national decentralization policy for Executive review	GC	Nov-2009	Decentralization Policy has been table before the Cabinet and endorsed with recommendation to move to the next step but to not implement until Cabinet's comments are included.	Completed	90
IBS	Conduct seminar for Universal Access Program for LTA & MPT staff	MPT	Nov-2009	A 4-day Universal Access training seminar was conducted in October 2009. In attendance were employees from the Ministry of Post & Telecom, Commissioners of the LTA, and various cell phone operators including LTC, LoneStar Communications, Cellcom, etc	Completed	100
IBS	Close Fiamah dump site and make operational the Wehn Town facility	MCC	Aug-2009	Fiamah dump site has been closed and the When Town facility is now being used.	Completed	100
IBS	Build or Reconstruct 107 miles of all-weather secondary roads	MPW	Jun-2009	Sawmill-Lofa Bridge road contract awarded, mobilization ongoing, Barseegieh-Zoweinta-Glayee road contract is being prepared, Bopolu-Bele Yalla (phase 1, 15 miles) 30 miles of survey completed. Construction of 12 miles for 2009 have started and completed 2 miles to date.	Completed	100
IBS	Assess biomass potential to harness these resources	MLME	Sep-2009	Biomass studies completed and BRE is investing in this resource	Completed	100
IBS	Print and pilot new primary school curriculum in selected schools	MoE	Sep-2009	Curriculum prepared and printed but piloting has not started	Off Track	75
IBS	Obtain infrastructure, equipment and technical support to ensure the sustainable operational efficiency of the LTC in greater Monrovia (b) Deploy fiber backbone for Greater Monrovia	LTC	Nov-2009	Progress on operational efficiency – LTC is now operational in Monrovia providing land line phone and internet services.	Completed	100
IBS	Print and pilot new secondary school curriculum in selected schools	MoE	Sep-2009	Curriculum prepared and printed but piloting has not started	Off Track	75
IBS	Expand distribution network to select communities (Bushrod Island, Monrovia City, Congo Town, etc.)	MLME	Sep-2009	Electricity distribution network has been extended to Bushrod Island, Monrovia, and Congo Town	Completed	100
IBS	Expand street lights to selected communities (Bushrod Island, City Hall community, Sinkor, Duport Road, etc.)	MLME	Oct-2009	Street lights have been extended to Bushrod Island, City Hall Community, Sinkor, Duport Road, etc.	Completed	100
IBS	Assess solar potential to harness this resource	MLME	Sep-2009	Completed assessment of solar potential.	Completed	100
IBS	Develop plans and undertake an EIA for the	MCC	Nov-	The land for Mt. Barclay (permanent landfill site) has not been	Off Track	80

	Mount Barclay landfill facility in Monrovia.		2009	acquired. MCC and MPW are to meet with Mr. Bright soon. Fiamah dump site has been closed. The contract for the capping has been awarded to a contractor (ZBJ) and work started on January 3, 2009.		
IBS	Complete and publish the National Energy Policy	MLME	Nov-2009	Document is complete after the holding of 3 validation workshops in July and August 2008 in Zwedru, Gbarnga and Monrovia. Final draft has been circulated to the cabinet. Will be presented to the cabinet for approval shortly	Completed	100
IBS	Conduct a sector assessment and publish a strategic sector plan	MLME	Nov-2009	A Strategic plan for WATSAN sector was developed after a sector assessment and the plan has been presented to IBS Pillar.	Completed	100
IBS	Develop a strict accreditation process for welfare institutions and standards for licensing social workers.	MoH	Nov-2009	Joint work plan between line ministries and partners developed and costed. Accreditation and licensing have been completed.	Completed	100
IBS	Develop National Welfare Policy	MoH	Nov-2009	National Welfare Policy has been developed and approved by Cabinet in November 2009. Cabinet has instructed the Ministry of Health to proceed with full implementation of the policy.	Completed	100
IBS	Formulate and implement a Master Plan for RIA	MoT	Nov-2009	Cabinet has approved the Master Plan and instructed MoT to proceed with implementation.	Completed	100
IBS	Develop and implement national Solid Waste policy, strategy and regulations	MCC	Nov-2009	Workshop held for Solid Waste Policy and Law Review. Validation process completed.	Off Track	95
IBS	Formulate, develop and release comprehensive Telecom & ICT Policy	MPT	Nov-2009	Telecom and ICT Policy document is 90% complete. Final work is being put into place for presentation to the Pillar.	Off Track	80
M&E	Conduct workshops to clarify county based and national reporting responsibilities of line ministries, LRDC and LISGIS, in a written and signed output document agreed to by all line Ministries, LRDC and LISGIS	LRDC	Oct-2009	Workshop conducted with line ministries and LISGIS. Signed document pending.	Completed	90
M&E	Begin producing quarterly and annual national PRS progress reports on deliverables, selected indicators and statistic (including updating of Liberia info)	LRDC	Nov-2009	Preliminary review of PRS presented to Cabinet and the public. Final annual review will be completed on October 31, 2009. Reports on 90 day action plan.	Completed	100
SEC	Conduct an operational needs assessment for Custom	CUS	Nov-2009	Need assessment has been completed.	Completed	100
SEC	Develop gender sensitive modules for inclusion in curricula of security institutions	MoGD	Nov-2009	Gender sensitive module has been developed for inclusion into the curricula of security institutions.	Completed	100
SEC	Execution and monitoring of the Concept of Operation (Con-Ops) of SSS	SSS	Nov-2009	Concept of Operation (Con-Ops) of SSS is being executed and monitored.	Completed	100
SEC	Include gender sensitive, disabilities sensitive and environmental sensitive modules in	SSS	Nov-2009	Gender sensitive, disabilities sensitive and environmental sensitive modules have been included in SSS curricula	Off Track	80

	curricula of SSS					
SEC	Include gender sensitive, disabilities sensitive and environmental sensitive modules in curricula of NSA	NSA	Nov-2009	Gender sensitive, disabilities sensitive and environmental sensitive modules has been included in the curricula of NSA.	Off Track	80
SEC	Develop environmental sensitive modules for inclusion in curricula of security institutions	EPA	Nov-2009	Environmental sensitive modules developed for curricula of security institutions	Off Track	80
SEC	Include gender sensitive, disabilities sensitive and environmental sensitive modules in curricula of BIN	BIN	Nov-2009	Gender and disabilities sensitive modules have been included in the training curriculum of BIN; awaiting the inclusion of environmental sensitive module once completed by the EPA	Off Track	80
SEC	Include gender sensitive, disabilities sensitive and environmental sensitive modules in curricula of Corrections	CORR	Nov-2009	Gender and disability sensitive modules were included in the training curricula of the Bureau of Corrections but the environmental sensitive module was not ready in time to be included. Once the EPA completes the module, it will be included.	Off Track	80
SEC	Develop disabilities sensitive modules for inclusion in curricula of security institutions	DC	Nov-2009	Disabilities sensitive modules developed for curricula of security institutions.	Completed	100
SEC	Prepare deployment plans for SSS	SSS	Sep-2009	Deployment plans have been prepared.	Completed	100
SEC	Prepare deployment plans for NFS	NFS	Nov-2009	NFS deployment plans developed.	Completed	100
SEC	Prepare deployment plans for BIN	BIN	Nov-2009	Deployment plan is 65% completed at the end of October 2009.	Completed	100
SEC	Prepare deployment plans for BOC	CORR	Sep-2009	Deployment plans have been prepared.	Completed	100
SEC	Formulate Standard Operating Procedures for the existing architecture for BIN	BIN	Nov-2009	Draft of SOP is being developed; 30% completed at the end of October 2009.	Completed	100
SEC	Formulate Standard Operating Procedures for the existing architecture for LNP	LNP	Nov-2009	Change management committee met and passed on the draft SOP. Final draft has been produced and approved.	Completed	100
SEC	Formulate Standard Operating Procedures for the existing architecture for LNFS	NFS	Nov-2009	Final draft of LNFS's SOP is complete; hard copy has been submitted to the Pillar Technical Advisor. SOP is now ready for implementation.	Completed	100
SEC	formulate Standard Operating Procedures for the existing architecture for SSS	SSS	Nov-2009	Final draft of the SOP for the SSS is complete; administration has endorsed the draft SOP; personnel have access to the SOP via the computer lab; and hard copies have been printed.	Completed	100
SEC	Formulate Standard Operating Procedures for the existing architecture for Correction	CORR	Nov-2009	Draft of the SOP is complete; internal validation is complete; and SOP has been compiled and approved.	Completed	100

## PRS Deliverables Completed Ahead of Schedule

Pillar	Description	Ministry	End Date	Status	Rating	%
ERC	Review and approve the draft design of a Mining Cadastre Information Management System (MCIMS)	MLME	Dec-2009	Design has been approved and training on the Mining Cadastre is currently ongoing on the approved MCIMS.	Completed	100
ERC	Formulate a National Employment Policy (NEP) and submit for enactment	MoL	Dec-2009	Conducted Labor market information assesment. Formulate draft National Employment Policy. Convened consultative meeting of social partners (government, employers and employees) to discuss draft NEP. Selection of two local consultants through the assistance of the UNDP/ILO to develop action plans and organize workshops to review formulated plan. Two consultants have begun work on the formulation of action plans and the completion of project document for the policy Implementation Unit. The action plan is process. The National Employment Policy (NEP) has been completed and submitted to Cabinet for final approval. NEP was approved by Cabinet in November 2009.	Completed	95
ERC	Establish NEP implementation, monitoring, and evaluation responsibilities at MOL	MoL	Dec-2009	Establishment of a Policy Implementation Unit within the National Bureau of Employment (NEP) has been completed.	Completed	100
ERC	Publish a list of banks licensed to operate in Liberia	CBL	Dec-2009	List of licensed banks have been published for 2009. Publication was done in the local dailies.	Completed	100
GMF	Develop national debt management strategy that is consistent with the PFM legal framework	MoF	Dec-2009	Debt management strategy has been updated and submitted to Cabinet.	Completed	100
GRL	Establish a Judicial Training Institute to address ongoing training needs identified through judicially-led assessment of existing magistrates and judges, and other judicial personnel, as well as initial training for newly appointed judges and strengthen the institutional capacity of the University of Liberia Louis Grimes school of law	TOJ	Dec-2009	Judicial Training Institution established and operational. Ophelia Matthis was appointed as executive director.	Completed	100
GRL	Establish and begin implementation of a framework to significantly reduce the length of pre-trial detention	TOJ	Dec-2009	County Attorneys have been assigned in all 15 counties. Magistrate sittings has now being held at the Monrovia Central Prison (MCP) to reduce pre-trial detention.	Completed	95
GRL	Installation of assets management system	GSA	Dec-2009	Assets Management System has been installed.	Completed	100
GRL	Establish and begin implementation of a framework to significantly reduce the length of pre-trial	MoJ	Dec-2009	Pilot program to track and profile criminal has been started at MCP and national palace of corrections. Photos	Completed	90

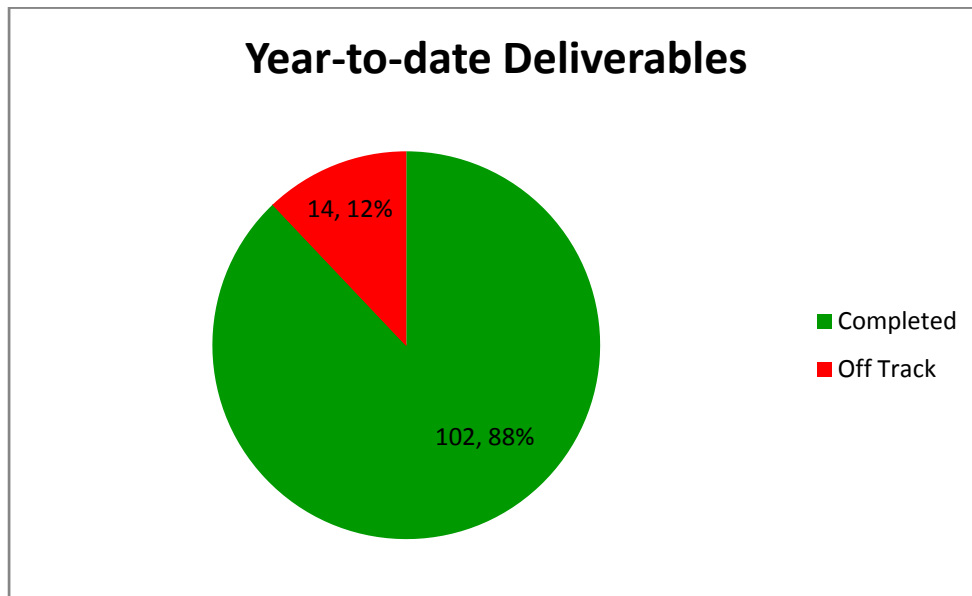
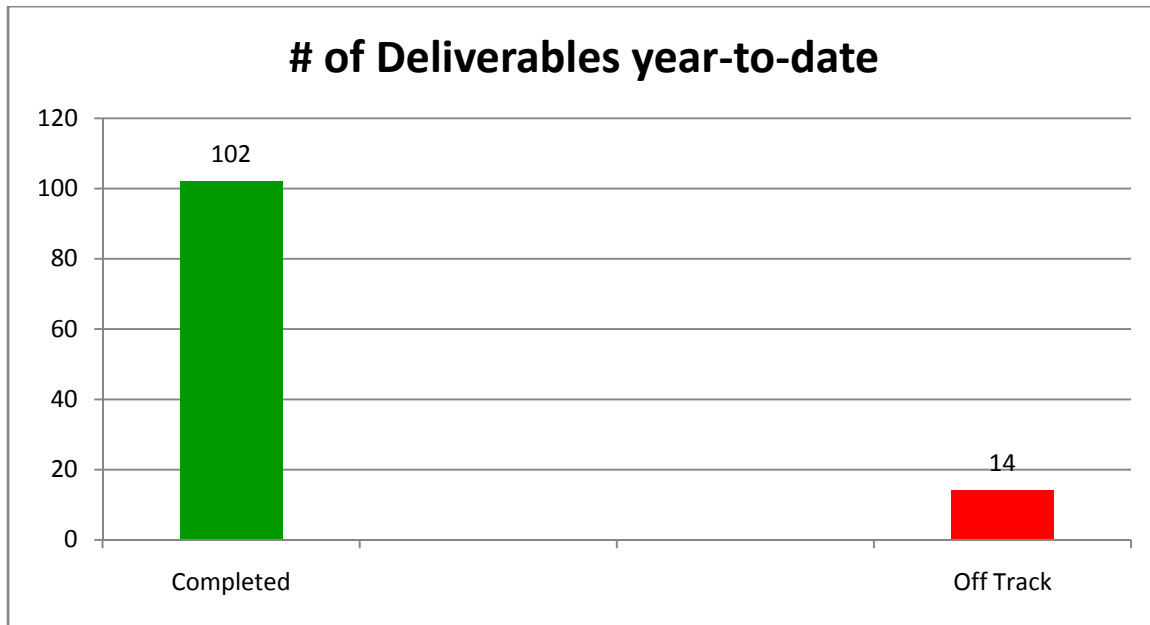
	detention			and bio-data are being compiled on all detainees. Have a full dossiers on Monrovia Central Prison and is trying to replicate in other prisons. Magistrate sitting program was launched at the Monrovia Central Prison to conduct pretrail hearings. Ministry of Justice is collaborating with Judiciary and civil society to define approach and have initiate design of public education campaign on release of pretrial detainees.		
GRL	Develop a National Gender policy	MoGD	Dec-2009	National Gender Policy finalized; Cabinet paper prepared; PowerPoint presentation to Cabinet prepared.	Completed	100
IBS	Scale up hygiene promotion efforts in all fifteen counties	MoH	Dec-2009	Monthly Hygiene Promotion is being carried out in every county.	Completed	100
IBS	Conduct a feasibility study on reconstruction of airport infrastructure	RIA	Dec-2009	The World Bank sponsored feasibility was completed. LOCKEE MOUNTAIN conducted a revised feasibility study on which its current management contract is based.	Completed	100
IBS	Using existing infrastructure, expand and improve petroleum delivery services to all parts of Liberia	MLME	Dec-2009	Petroleum delivery to all parts of Liberia is taking place with the use of tanker trucks. Other means like ocean shipment will begin once there is traffic between Monrovia Freeport and other ports in Liberia. Improving is an ongoing process will continue.	Completed	100
IBS	Establish pre-service nursing and midwifery program in Zwedru, Grand Gedeh County	MoH	Dec-2009	Pre-service nursing program has been established in Zwedru and training is ongoing in nursing and midwifery.	Completed	100
IBS	Procure Spectrum Analyze.	LTA	Dec-2009	Spectrum Analyzer ordered and paid for, awaiting delivery	Completed	95
IBS	Complete a feasibility study on a nationwide block/house numbering system	MPT	Dec-2009	LISGIS has completed study on house numbering system. Instead of a feasibility study, concentration is being placed on project implementation. A Concept paper has been drafted following several stakeholders' consultative and technical meetings. Stakeholders' workshop to finalize document for donors' conference is slated for July 2009.	Completed	100
IBS	Complete the standardization of licensing and fee regimes and the setting of procedures for the implementation of Universal Access based on the telecommunication and ICT policies	LTA	Dec-2009	Licensing and fee regimes have been standardized. Telecommunication and ICT policies are being finalized; these will serve as the basis for implementation of the Universal Access program.	Completed	100
IBS	Establish the Rural and Renewal Energy Agency (RREA)	MLME	Dec-2009	Rural and Renewal Energy Agency established and housed at LEC. Recruitment of staff ongoing.	Completed	90
IBS	Develop National Numbering Plan	LTA	Dec-2009	National numbering plan has been developed; Cellcom is now using this plan.	Completed	100
SEC	Prepare curriculum and training modules, train	NFS	Dec-	Curriculum and training modules were prepared and	Completed	100

	officers and fire fighters of the National Fire Service (NFS)		2009	officers were trained.		
SEC	Recruit and train officers of the National Security Agency (NSA)	NSA	Dec-2009	Officers were recruited and trained for NSA; however training is an ongoing process and the NSA will continue to recruit and train.	Completed	100

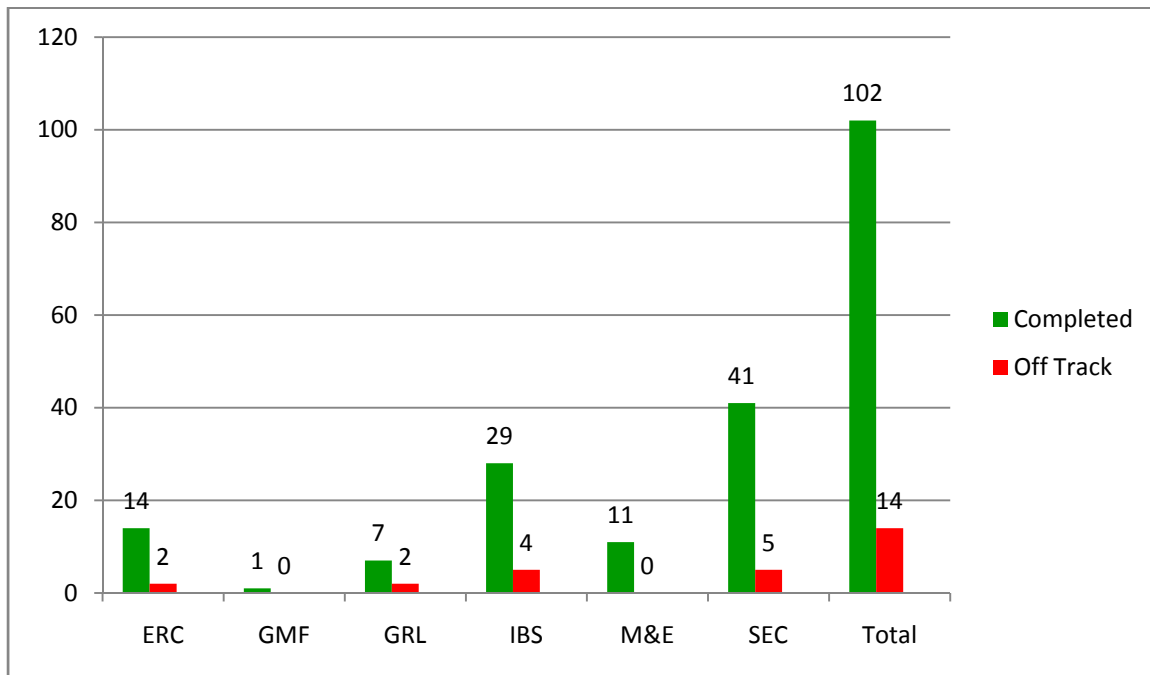
### PRS Progress to Date

Overall, the big PUSH given the Lift Liberia implementation has started paying fruits not only to 90-day action plans but also to the entire PRS implementation. We are just 4 months away from the end of the second year and it is important to take an overview to see where we are in terms of overall implementation.

The chart below shows the overall completion rate since the beginning of PRS implementation (April 2008) to present (November 2009).



## Performance by Pillar



Name	Total	No	%	No	%	No	%	No	%
ERC, Economic Revitalization	16	2	13	0	0	0	0	14	88
GMF, Growth & Macroeconomic Framework	1	0	0	0	0	0	0	1	100
GRL, Governance and Rule of Law	9	2	22	0	0	0	0	7	78
IBS, Infrastructure and Basic Services	33	5	15	0	0	0	0	28	85
M&E, Monitoring & Evaluation	11	0	0	0	0	0	0	11	100
SEC, Security	46	5	11	0	0	0	0	41	89
Total, Sum	116	14	12	0	0	0	0	102	88

## PRS Deliverable – April 2008 – November 2009

<u>Pillar</u>	<u>Description</u>	<u>Ministry</u>	<u>End Date</u>	<u>Status</u>	<u>Rating</u>	<u>%</u>
ERC	Conduct six (6) months training in statistical software	MoL	Sep-2009	Employees of the Statistical Bureau have been trained in Strata and Excel completed and 9 computers have been installed in the Statistical Unit.	Completed	100
ERC	Conduct public awareness campaign to disseminate information on the new National Mineral Policy	MLME	Jun-2009	Completed last workshop in Zwedru. Three workshop was held; suggestion, comment is incorporated.	Completed	100
ERC	Conduct training of staff to perform banking examinations to strengthen the CBL's supervision capacity	CBL	Dec-2008	The training of 26 (twenty-six) staff members has been completed.	Completed	100
ERC	Organize a national labor conference to review and reform existing labor laws	MoL	Oct-2009	National Tripartite Committee established. Prepared budget and identified funding source. National Labor Conference was held October 2009 and revised labor code is being finalized.	Completed	100
ERC	Train staff to Implement Mining Cadastre Information Management System	MLME	Aug-2009	Sensitization workshop is taking place; training is has started and is expected to end on December 18, 2009.	Off Track	80
ERC	Publish a list of banks licensed to operate in Liberia	CBL	Dec-2008	The CBL published in its Gazette of Wednesday, March 19, 2008, the list of banks licensed to operate in Liberia. Completed for June 2008.	Completed	100
ERC	Establish an institutional framework for the Liberia Employment Action Program (LEAP)	MoL	Jul-2008	Established a National Bureau of Employment (merger of BES and LEAP). Developed terms of reference of staff and programmatic areas for the bureau. Developed a six-month work plan for the Bureau. Reconstructed the Inter-Ministerial Employment Committee and technical sub-committee. Formally launched the National Bureau of Employment.	Completed	100
ERC	Provide computers and accessories for Statistical Bureau	MoL	Dec-2008	Purchased 6 desktop computers (4 from GoL and 2 from ICO).	Completed	100
ERC	Implement agreed administrative reforms as identified by Business Reform Committee, with starting business, registering property, and trading across borders.	MoCI	Apr-2009	Business registration process reduced from twenty-one (21) steps to six (6) steps.	Completed	90
ERC	Consolidate stakeholders' comments on a model Mineral Development Agreement (MDA), including those of Government ministries and agencies	MLME	May-2008	Stakeholders' comment as well as governmental institutions have been incorporated into the model MDA; international lawyers are fine tuning the document for presentation to the executive for approval. Completed.	Completed	100
ERC	Enter into MDAs based on the Model MDA for the	MLME	Jun-	Western cluster completed. Bong Mines completed China	Completed	100

	Western Cluster, Bong Mines, Kitomo, Goe Fantro, and Amlib projects		2009	Union. Amlib - 3 MDA approved and signed by IMCC		
ERC	Develop a "one-stop shop" for customs and port clearance	MoF	Jun-2008	With funding from the USAID, the one-stop-shop for customs clearing has been completed. Users have already started making use of the facility at the Freeport of Monrovia.	Completed	100
ERC	Increase minimum capital requirement for entities to operate banking institutions from the present \$2,000,000	CBL	Dec-2008	Minimum capital went to USD \$6million by the end of December, 2008, expected to go USD\$8million end of December, 2009 and USD\$10million end of December, 2010. Completed.	Completed	100
ERC	Develop a national microfinance policy	CBL	Nov-2009	The Microfinance Unit of the CBL has drafted a microfinance policy framework for Liberia, which is now being reviewed by staff of the bank and other stakeholders for their comments and inputs. The policy has been printed and will be launch shortly.	Completed	90
ERC	Formulate a draft labor code and submit for enactment	MoL	Nov-2009	Reprinted the existing Labor Code and distributed copies to stakeholders. Compiled complementary on the labor code. Produced an issues paper identifying inconsistencies. Presented issues to stakeholders. Conducted separate consultative workshops for employers, workers and trade unions to solicit input for consideration into the new labor code. Hired a national consultant and an international consultant to prepare a draft labor code for presentation to stakeholders. Drafts 1, 2, & 3 have been completed; a labor conference was held; and validation of the revised Labor Code is ongoing. After validation, the Cabinet will be presented with the code for approval and drafting of appropriate legislation.	Off Track	80
ERC	Formulate a National Workplace Policy on HIV and AIDS	MoL	Nov-2009	Formulated and printed policy documents on HIV/AIDS in the work place. Policy has been presented to Cabinet for approval. All stakeholders have fully endorsed the policy and training of trainers is taking place regarding the use of the policy.	Completed	95
GMF	Submit to the legislature new comprehensive PFM laws that address weaknesses in budget preparation, budget execution and cash planning, GoL banking arrangement, GFSM 2001-compatible accounting and reporting, debt and guarantee management.	MoF	Nov-2009	Completed. PFM law was passed by the National Legislature and signed into law by the President. This intervention is completed.	Completed	100
GRL	Appoint and orient Commissioners and the Commission's Technical Secretariat	GC	Nov-2009	Members of the Land Commission was appointed by President and confirmed by the Legislature. A technical team recruited and retreat held. Orientation for Commissioners took place in Gbarnga in the month of	Completed	100

				November 2009. Land Commission to move out of GC campus after renovation is completed on their officers at the old NRDDC's office in Sinkor.		
GRL	Devise and implement effective national and county-level case management systems to ensure effective transfer of cases and evidence between the different criminal justice institutions, improve the basis for prosecutorial decisions, increase the speed at which cases are brought to a conclusion	MoJ	Jul-2009	Quarterly paper reports of statistic by the county attorneys to the solicitor general. Coordination between the Solicitor-General's office, the department for Rehabilitation and UNMIL. Proposed Magisterial court sitting at Monrovia Central prison to deal with backlog of cases. Initial case review by the MoJ led to the release of 16 prisoners; 5 women and 11 juveniles. Sittings of magisterial court at MCP commenced. Yes, MoJ strategic plan meeting highlighted the need to devise mechanism for coordination and management amongst its functionaries.	Off Track	70
GRL	Establish a Land Commission by legislative enactment and secure funding to address land issues	GC	Jul-2008	Members of the Land Commission was appointed by President and confirmed by the Legislature. Office space has been secure and is being renovated. A technical team is being recruited and a retreat is planned to be held by mid November 2009. Almost at fill operations.	Completed	100
GRL	Develop a national and county-level case management system	TOJ	Jun-2009	Some work have being done on developing the national and county-level management system but the Judiciary has lost track of work done by Partners especially UNMIL.	Off Track	0
GRL	Finalize the structure and mandate of, and establish by legislation, the Anti-Corruption Commission adequately resourced with capacities to monitor and ensure greater transparency and accountability in the prudent use of national assets and resources and address corruption effectively	GC	Jun-2008	Liberia Anti-Corruption Commission (LACC) act was passed and signed into law; the LACC has been fully staffed and funded in the 2009/2010 budget. All commissioners have been confirmed by the Liberian Senate and the commission is fully functional and operating.	Completed	100
GRL	Establish a Law Reform Commission that will review and make recommendations to revise civil, criminal and commercial laws	MoJ	Dec-2008	Draft legislation formulated, Awaiting legislative approval. A draft legislation emanating from MoJ is being developed for presentation to legislature.	Completed	100
GRL	Establish a policy and operational framework to ensure gender justice and equality are core values with the legal and judicial system	MoJ	Dec-2008	Development of SOPs for police and prosecutors in GBV cases. Ongoing. Drafting of SOPs for legal and security sectors under GBV taskforce completed. SGBV crime unit established at MoJ and special court to hear SGBV cases was also established at the ToJ to expedite these cases.	Completed	100
GRL	Develop and endorse a national decentralization policy for Executive review	GC	Nov-2009	Decentralization Policy has been table before the Cabinet and endorsed with recommendation to move to the next step but to not implement until Cabinet's comments are included.	Completed	90
GRL	Complete a comprehensive civil service reform strategy	CSA	Jun-2008	COMPLETED The comprehensive Civil Service Reform Strategy was approved by Cabinet on June 19, 2008. The	Completed	100

				CSRS has been well received by all key stakeholders (the world Bank ranked it as one of the best reform strategies they have seen for along time). Implementation of the Strategy has started on many fronts, some priority components are Pay reform, Right-sizing/restructuring and the Biometric identification of workers.		
IBS	Provide feeding for at least 200,000 students and take home rations for 10,000 adolescent girls.	MoE	Jun-2009	565,361 students are currently being fed nation-wide and 22,010 adolescent girls are currently receiving take home ration. Though primary students are targets for school feeding, however, a minute population, above primary, do benefit in schools either multi-grade levels.	Completed	100
IBS	Establish a Health Management Information System (HMIS) Unit	MoH	Dec-2008	Health Management Information System established and functioning. Completed	Completed	100
IBS	Conduct seminar for Universal Access Program for LTA & MPT staff	MPT	Nov-2009	A 4-day Universal Access training seminar was conducted in October 2009. In attendance were employees from the Ministry of Post & Telecom, Commissioners of the LTA, and various cell phone operators including LTC, LoneStar Communications, Cellcom, etc	Completed	100
IBS	Close Fiamah dump site and make operational the Wehn Town facility	MCC	Aug-2009	Fiamah dump site has been closed and the When Town facility is now being used.	Completed	100
IBS	Build or Reconstruct 107 miles of all-weather secondary roads	MPW	Jun-2009	Sawmill-Lofa Bridge road contract awarded, mobilization ongoing, Barseegieh-Zoweinta-Glayee road contract is being prepared, Bopolu-Bele Yalla (phase 1, 15 miles) 30 miles of survey completed. Construction of 12 miles for 2009 have started and completed 2 miles to date.	Completed	100
IBS	Install a total of 6 bridges around the country	MPW	Jun-2009	2 concrete bridges constructed, 1 in Gbarpolu and 1 in Grand Cape Mount County. UNDP/CBRD \$25,514.75.	Completed	90
IBS	Ensure that environmental impact studies are conducted and that sound environmental practices are followed in all of these projects	MPW	Jun-2009	Environmental impact studies are conducted on all public works projects.	Completed	100
IBS	Assess biomass potential to harness these resources	MLME	Sep-2009	Biomass studies completed and BRE is investing in this resource	Completed	100
IBS	Establish a funding mechanism with donors and set up an external aid coordination unit	MoH	Dec-2008	External Aid Coordination Unit established and functioning. Completed	Completed	100
IBS	Print and pilot new primary school curriculum in selected schools	MoE	Sep-2009	Curriculum prepared and printed but piloting has not started	Off Track	75
IBS	Obtain vehicles to deliver mail to and from regional centers and land borders	MPT	Dec-2008	3 mail vans purchased using PPCC bidding procurement method. One double cabinet pick up is expected to be delivered by end of October, while five 150 cc motor cycles will be available by the end of this quarter.	Completed	90

IBS	Obtain infrastructure, equipment and technical support to ensure the sustainable operational efficiency of the LTC in greater Monrovia (b) Deploy fiber backbone for Greater Monrovia	LTC	Nov-2009	Progress on operational efficiency – LTC is now operational in Monrovia providing land line phones and internet services.	Completed	100
IBS	Build or reconstruct 450 miles of primary roads	MPW	Jun-2009	More than 650 miles of primary roads were build or reconstructed. Ministry of Public Works have the detail listing of all roads rehabilitated.	Completed	100
IBS	Pave 28 miles of primary roads	MPW	Jun-2009	The ELWA Junction to RIA road (28 miles) was paved.	Completed	100
IBS	Rehabilitate or construct 69 miles of neighborhood literate roads in Monrovia and the county seats	MPW	Jun-2009	Various neighborhood roads including Zubah Town/Rehad Road were rehabilitated - 69 miles in total.	Completed	100
IBS	Print and pilot new secondary school curriculum in selected schools	MoE	Sep-2009	Curriculum prepared and printed but piloting has not started	Off Track	75
IBS	Assess and rehabilitate 12 public buildings.	MPW	Jun-2009	12 public buildings were assessed and rehabilitated including the Ministry of Planning, Temple of Justice, etc	Completed	100
IBS	Expand distribution network to select communities (Bushrod Island, Monrovia City, Congo Town, etc.)	MLME	Sep-2009	Electricity distribution network has been extended to Bushrod Island, Monrovia, and Congo Town	Completed	100
IBS	Expand street lights to selected communities (Bushrod Island, City Hall community, Sinkor, Duport Road, etc.)	MLME	Oct-2009	Street lights have been extented to Bushrod Island, City Hall Community, Sinkor, Duport Road, etc.	Completed	100
IBS	Assess solar potential to harness this resource	MLME	Sep-2009	Completed assessment of solar potential.	Completed	100
IBS	Pave 37 miles of neighborhood roads	MPW	Jun-2009	37 miles of neighborhood roads, including SD Cooper road & SKD Blvd, were paved.	Completed	100
IBS	Develop plans and undertake an EIA for the Mount Barclay landfill facility in Monrovia.	MCC	Nov-2009	The land for Mt. Barclay (permanent landfill site) has not been acquired. MCC and MPW are to meet with Mr. Bright soon. Fiamah dump site has been closed. The contract for the capping has been awarded to a contractor (ZBJ) and work started on January 3, 2009.	Off Track	80
IBS	Complete and publish the National Energy Policy	MLME	Nov-2009	Document is complete after the holding of 3 validation workshops in July and August 2008 in Zwedru, Gbarnga and Monrovia. Final draft has been circulated to the cabinet. Will be presented to the cabinet for approval shortly	Completed	100
IBS	Conduct a sector assessment and publish a strategic sector plan	MLME	Nov-2009	A Strategic plan for WATSAN sector was developed after a sector assessment and the plan has been presented to IBS Pillar.	Completed	100
IBS	Develop a strict accreditation process for welfare institutions and standards for licensing social workers.	MoH	Nov-2009	Joint work plan between line ministries and partners developed and costed. Accreditation and licensing have	Completed	100

				been completed.		
IBS	Develop National Welfare Policy	MoH	Nov-2009	National Welfare Policy has been developed and approved by Cabinet in November 2009. Cabinet has instructed the Ministry of Health to proceed with full implementation of the policy.	Completed	100
IBS	Design and implement a road safety initiative including side brushing, and fabricate and install road safety signs on city streets	MPW	Jun-2009	Redlight-Gbarnga critical potholes and side brushing completed end of December, 2008. Dozer to clear 5 acres site and side brush to commence in December. Toto-Sannoyea road literate rehabilitation work completed. Cleaning routine ongoing - Central Monrovia, Bushrod Island 30% to be completed in June, 2009.	Completed	100
IBS	Provide scholarships for study in subjects relevant to Roads and Bridges infrastructure at local universities and abroad, on a gender equity basis	MPW	Jun-2009	On an annual basis, the Ministry has been providing scholarships to students at various universities in Liberia.	Completed	100
IBS	Formulate and implement a Master Plan for RIA	MoT	Nov-2009	Cabinet has approved the Master Plan and instructed MoT to proceed with implementation.	Completed	100
IBS	Develop and implement national Solid Waste policy, strategy and regulations	MCC	Nov-2009	International and National Consultants are dialoguing.	Off Track	20
IBS	Conduct and disseminate three policy research studies on issues related to health financing	MoH	Jun-2009	Community financing is completed. National Health analysis is ongoing. Contracting study is completed. UNICEF: funded these studies prior to June 2008 (Community Health financing study, Health services contracting). WHO: in progress. WHO \$90,000. Completed.	Completed	100
IBS	Review and revise of the salaries of teachers and introduce salary scales based on qualification, experience, performance, position/responsibility, teaching subject, and place of teaching	MoE	Jul-2008	New salary is being matched with qualification and experience is 90% complete	Completed	100
IBS	Formulate, develop and release comprehensive Telecom & ICT Policy	MPT	Nov-2009	Telecom and ICT Policy document is 90% complete. Final work is being put into place for presentation to the Pillar.	Off Track	80
M&E	Conduct workshops to clarify county based and national reporting responsibilities of line ministries, LRDC and LISGIS, in a written and signed output document agreed to by all line Ministries, LRDC and LISGIS	LRDC	Oct-2009	Workshop conducted with line ministries and LISGIS. Signed document pending.	Completed	90
M&E	Equip and strengthen the staffing levels within the M & E secretariat in LRDC	LRDC	Sep-2008	M & E secretariat strengthened through regular workshop, trainings and retreats. Completed	Completed	100
M&E	Establish and equip County Stats units (CSUs) with a LISGIS County Statistics Officers in place in 7 Counties initially and in the rest of the counties within the first half of the PRS period	MIA	Jul-2008	County Statistics Units have been established in all 15 counties and County Statistics Officers have been assigned in all counties by LISGIS. These CSOs have been given a pick up each to enhance their work.	Completed	100

M&E	Conduct Training in all 15 counties to roll out the County-Based Reporting system among all relevant county authorities.	LRDC	Jun-2008	Training conducted for county based reporting in all 15 counties with relevant county authorities. Completed	Completed	100
M&E	Institute pillar structure at county level and establish regular county-level pillar meetings	LRDC	May-2008	Pillar structure at the county level institutionalized and functional. Completed	Completed	100
M&E	Ensure PRS monitoring is periodically addressed during LRDC pillar meetings, and reflection of the discussion in the minutes	LRDC	Jul-2008	M & E unit periodically report to LRDC pillar meeting. Completed	Completed	100
M&E	Begin producing quarterly and annual national PRS progress reports on deliverables, selected indicators and statistic (including updating of Liberiainfo)	LRDC	Nov-2009	Preliminary review of PRS presented to Cabinet and the public. Final annual review will be completed on October 31, 2009. Reports on 90 day action plan.	Completed	100
M&E	Finalize County-Based Reporting template for tracking of deliverables at the county level.	LRDC	Apr-2008	County based reporting template for tracking of deliverables at the county level completed.	Completed	100
M&E	Work closely with line ministries to ensure coordination of data collection for selected PRS outcome indicators.	LISGIS	May-2009	PRS outcome indicators have been built into M&E tracking tool on which ministries and agencies are reporting as they implement their deliverables.	Completed	100
M&E	Ensure that the recommendations of the National Statistical Development Strategy for Liberia are mainstreamed into the PRS implementation.	LISGIS	Jun-2008	All recommendations have been fully incorporated and main-streamed into PRS implementation.	Completed	100
M&E	Ensure county deliverables are discussed at LRDC Steering Committee and Cabinet meetings	LRDC	Jul-2008	Reporting of county deliverables are reported to MPEA and discussed at the CDSC meeting at county level.	Completed	100
SEC	Conduct an operational needs assessment for ALF/MOD	MoD	Jun-2008	Complete initial force development of the AFL, including monitoring programs is complete note. There will always be monitoring and force development as we are raising a brand new army. Technical Team completed operational needs assessment of security institutions. Outcomes of assessment was used to formulate the NSSRL-IM.	Completed	100
SEC	Conduct an operational needs assessment for BOC	CORR	Jun-2008	Technical Team conducted and completed operational needs assessment for BOC. The operational needs of security institutions was determined, and outcomes of the assessment informed or was used to formulate NSSRL-IM for the BOC.	Completed	100
SEC	Conduct an operational needs assessment for SSS	SSS	Jun-2008	Technical Team conducted and completed operational needs assessment for SSS. The operational needs of security institutions was determined, and outcomes of the assessment informed or was used to formulate NSSRL-IM for the SSS.	Completed	100
SEC	Conduct an operational needs assessment for BIN	BIN	Jun-2008	Technical Team conducted and completed operational needs assessment for BIN. The operational needs of security institutions was determined , and outcomes of the	Completed	100

				assessment informed or was used to formulate the NSSRL-IM for the BIN.		
SEC	Conduct an operational needs assessment for LNP	LNP	Jun-2008	Technical Team conducted and completed operational needs for LNP. The operational needs of the security institutions was determined, and outcomes of the assessment informed or was use to formulate the NSSRL-IM for the LNP.	Completed	100
SEC	Conduct an operational needs assessment for Custom	CUS	Nov-2009	Need assessment has been completed.	Completed	100
SEC	Conduct an operational needs assessment for NFS	NFS	Jun-2008	Technical Team conducted and completed operational needs assessment for NFS. The operational needs of security institutions was determined, and outcomes of the assessment informed or was used to formulate NSSRL-IM for the NFS.	Completed	100
SEC	Develop gender sensitive modules for inclusion in curricula of security institutions	MoGD	Nov-2009	Gender sensitive module has been developed for inclusion into the curricula of security institutions.	Completed	100
SEC	Execution and monitoring of the Concept of Operation (Con-Ops) of SSS	SSS	Nov-2009	Concept of Operation (Con-Ops) of SSS is being executed and monitored.	Completed	100
SEC	Reassess the ongoing vetting process and other practices relating to the recruitment, training, and deployment of LNP personnel, including consideration of establishing merit-based standards, entry requirements, accountable procedures for promotion and assignment	MoJ	Dec-2008	LNP verification process is completed; all its personnel listing updated, merit based standard, entry requirements, and accountability procedure have been established. Discussion are ongoing regarding the composition of the civilian oversight Board . Promotion policy developed and being implemented. Administrative and operational assessment has been completed by a team of British nationals and report made.	Completed	90
SEC	Conduct an operational needs assessment for NSA	NSA	Jun-2008	Technical Team conducted and completed operational needs assessment for NSA. The operational needs of security institutions was determined, and outcomes of the assessment informed or was used to formulate NSSRL-IM for the NSA.	Completed	100
SEC	Execution and monitoring of the Concept of Operation (Con-Ops) of NSA	NSA	Dec-2008	Concept of Operation (Con-Ops.) for NSA has been developed and it's being executed. Operational networking with other security agencies to provide security services to the general population is firmly established and working.	Completed	100
SEC	Include gender sensitive, disabilities sensitive and environmental sensitive modules in curricula of SSS	SSS	Nov-2009	Gender sensitive, disabilities sensitive and environmental sensitive modules have been included in SSS curricula	Off Track	80
SEC	Include gender sensitive, disabilities sensitive and environmental sensitive modules in curricula of NSA	NSA	Nov-2009	Gender sensitive, disabilities sensitive and environmental sensitive modules has been included in the curricula of NSA.	Off Track	80

SEC	Formulate NSSRL-IM consistent with the PRS Cycle exercises and associated costing for AFL/MOD	MoD	Jun-2008	Strategic-like implementation plan of the National Security Strategy of Liberia (NSSRL) for the AFL/MOD has been developed; costing exercise completed; and implementation of the plan designed to be consistent with the PRS circle.	Completed	100
SEC	Formulate NSSRL-IM consistent with the PRS Cycle exercises and associated costing for LNP	LNP	Jun-2008	Strategic-like implementation plan of the National Security Strategy of Liberia (NSSRL) for the LNP has been developed; costing exercise completed; and implementation of the plan designed to be consistent with the PRS circle.	Completed	100
SEC	Formulate NSSRL-IM consistent with the PRS Cycle exercises and associated costing for NSA	NSA	Jun-2008	Strategic-like implementation plan of the National Security Strategy of Liberia (NSSRL) for the NSA has been developed; costing exercise completed; and implementation of the plan designed to be consistent with the PRS circle.	Completed	100
SEC	Formulate NSSRL-IM consistent with the PRS Cycle exercises and associated costing for BIN	BIN	Jun-2008	Strategic-like implementation plan of the National Security Strategy of Liberia (NSSRL) for the BIN has been developed; costing exercise completed; and implementation of the plan designed to be consistent with the PRS circle.	Completed	100
SEC	Formulate NSSRL-IM consistent with the PRS Cycle exercises and associated costing for SSS	SSS	Jun-2008	Strategic-like implementation plan of the National Security Strategy of Liberia (NSSRL) for the SSS has been developed; costing exercise completed; and implementation of the plan designed to be consistent with the PRS circle.	Completed	100
SEC	Develop environmental sensitive modules for inclusion in curricula of security institutions	EPA	Nov-2009	Environmental sensitive modules developed for curricula of security institutions	Off Track	80
SEC	Include gender sensitive, disabilities sensitive and environmental sensitive modules in curricula of BIN	BIN	Nov-2009	Gender and disabilities sensitive modules have been included in the training curriculum of BIN; awaiting the inclusion of environmental sensitive module once completed by the EPA	Off Track	80
SEC	Include gender sensitive, disabilities sensitive and environmental sensitive modules in curricula of Corrections	CORR	Nov-2009	Gender and disability sensitive modules were included in the training curricula of the Bureau of Corrections but the environmental sensitive module was not ready in time to be included. Once the EPA completes the module, it will be included.	Off Track	80
SEC	Enhance Community-Oriented Policing to improve relations between civilians and security institutions	MoJ	Dec-2008	The LNP has put into place structures and mechanisms to improve security-civilian relations. Minister of Justice and Deputy SRSG visited Ghana to view community policing system. More than 70 phones (community telephone hotline) has been provided to the LNP for Community	Completed	90

				Policing purpose. Community Watch Teams have been established in communities. More than 500 basic Community Forums aimed at bridging the gap of collective problem solving and confidence-building have been initiated and held in communities around Monrovia every Saturday on a routine basis; community forums established in all the counties with a county chairperson in each county; rotational meetings are being held by LNP authority and the forum itself. Police forum national headquarter established at LNP Headquarter. Framework to resolve minor family offenses, misdemeanor crimes, etc., in the community after arrest has been established and operational; community leaders, parties to the offense, witnesses, and LNP officers are usually key actors.		
SEC	Develop disabilities sensitive modules for inclusion in curricula of security institutions	DC	Nov-2009	Disabilities sensitive modules developed for curricula of security institutions.	Completed	100
SEC	Formulate NSSRL-IM consistent with the PRS Cycle exercises and associated costings for Bureau of Corrections	CORR	Jun-2008	Strategic-like implementation plan of the National Security Strategy of Liberia (NSSRL) for the CORR has been developed; costing exercise completed; and implementation of the plan designed to be consistent with the PRS circle.	Completed	100
SEC	Prepare deployment plans for SSS	SSS	Sep-2009	Deployment plans have been prepared.	Completed	100
SEC	Prepare deployment plans for LNP	LNP	Dec-2008	Plans depicting the deployment or distribution of LNP officers across the country (Liberia) to provide law enforcement services has been developed and is being implemented	Completed	100
SEC	Prepare deployment plans for NFS	NFS	Nov-2009	NFS deployment plans developed.	Completed	100
SEC	Prepare deployment plans for BIN	BIN	Nov-2009	Deployment plan is 65% completed at the end of October 2009.	Completed	100
SEC	Prepare deployment plans for BOC	CORR	Sep-2009	Deployment plans have been prepared.	Completed	100
SEC	Prepare deployment plans for NSA	NSA	Dec-2008	Plans depicting the deployment or distribution of NSA officers across the country (Liberia) to provide law enforcement services has been developed.	Completed	100
SEC	Formulate Standard Operating Procedures for the existing architecture for BIN	BIN	Nov-2009	Draft of SOP is being developed; 30% completed at the end of October 2009.	Completed	100
SEC	Establish the National Coast Guard pending enactment of the Defense Act	MoD	Jul-2008	The National Act establishing the National Coast Guard has been legislated. The UGS has completed assessment for the establishment of the Liberia National Coast Guard. Internal	Completed	90

				plan of action for the Coast Guard establishment developed. The Coast Guard selection board established and 44 Coast Guard personnel selected. Coast Guard Commandant selection completed. OSC secured two seats for the August International Maritime Officer Course (IMOC) in Yorktown, Virginia for the commandant and Deputy commandant. AFRICOM and USCG HG are working issue of on-site Coast Guard programmer.		
SEC	Formulate Standard Operating Procedures for the existing architecture for NSA	NSA	Dec-2008	Standard Operating Procedure (SOP) to guide the operation and activities of NSA officers has been developed and being implemented.	Completed	100
SEC	Prepare a medium term budget for BIN to provide resources to meet operational needs	BIN	Dec-2008	Mechanism to budget for BIN's PRS & NSSRL-IM programs, projects, and activities has been established. Medium Term Budgetary Framework is not yet being observed by GOL. Security Sector PRS programs/projects costing to be budgeted for under GOL's Fiscal Year Budgetary Framework. FY 09/10 budget reflects the realities.	Completed	100
SEC	Formulate Standard Operating Procedures for the existing architecture for LNP	LNP	Nov-2009	Change management committee met and passed on the draft SOP. Final draft has been produced and approved.	Completed	100
SEC	Formulate Standard Operating Procedures for the existing architecture for LNFS	NFS	Nov-2009	Final draft of LNFS's SOP is complete; hard copy has been submitted to the Pillar Technical Advisor. SOP is now ready for implementation.	Completed	100
SEC	formulate Standard Operating Procedures for the existing architecture for SSS	SSS	Nov-2009	Final draft of the SOP for the SSS is complete; administration has endorsed the draft SOP; personnel have access to the SOP via the computer lab; and hard copies have been printed.	Completed	100
SEC	Formulate Standard Operating Procedures for the existing architecture for Correction	CORR	Nov-2009	Draft of the SOP is complete; internal validation is complete; and SOP has been compiled and approved.	Completed	100
SEC	Prepare a medium term budget for AFL/MOD to provide resources to meet operational needs	MoD	Dec-2008	Mechanism to budget for AFL/MOD's PRS & NSSRL-IM programs, projects, and activities has been established. Medium Term Budgetary Framework is not yet being observed by GOL. Security Sector PRS programs/projects costing to be budgeted for under GOL's Fiscal Year Budgetary Framework. FY 09/10 budget reflects the realities.	Completed	100
SEC	Prepare a medium term budget for BOC to provide resources to meet operational needs	CORR	Dec-2008	Mechanism to budget for CORR's PRS & NSSRL-IM programs, projects, and activities has been established. Medium Term Budgetary Framework is not yet being observed by GOL. Security Sector PRS programs/projects costing to be budgeted for under GOL's Fiscal Year Budgetary Framework. FY 09/10 budget reflects the	Completed	100

				realities.		
SEC	Prepare a medium term budget for Bureau of Custom & Excise to provide resources to meet operational needs	CUS	Dec-2008	Mechanism to budget for Custom's PRS & NSSRL-IM programs, projects, and activities has been established. Medium Term Budgetary Framework is not yet being observed by GOL. Security Sector PRS programs/projects costing to be budgeted for under GOL's Fiscal Year Budgetary Framework. FY 09/10 budget reflects the realities.	Completed	100
SEC	Prepare a medium term budget for NFS to provide resources to meet operational needs	NFS	Dec-2008	Mechanism to budget for NFS's PRS & NSSRL-IM programs, projects, and activities has been established. Medium Term Budgetary Framework is not yet being observed by GOL. Security Sector PRS programs/projects costing to be budgeted for under GOL's Fiscal Year Budgetary Framework. FY 09/10 budget reflects the realities.	Completed	100
SEC	Prepare a medium term budget for NSA to provide resources to meet operational needs	NSA	Dec-2008	Mechanism to budget for NSA's PRS & NSSRL-IM programs, projects, and activities has been established. Medium Term Budgetary Framework is not yet being observed by GOL. Security Sector PRS programs/projects costing to be budgeted for under GOL's Fiscal Year Budgetary Framework. FY 09/10 budget reflects the realities.	Completed	100
SEC	Prepare a medium term budget for LNP to provide resources to meet operational needs	LNP	Dec-2008	Mechanism to budget for LNP's PRS & NSSRL-IM programs, projects, and activities has been established. Medium Term Budgetary Framework is not yet being observed by GOL. Security Sector PRS programs/projects costing to be budgeted for under GOL's Fiscal Year Budgetary Framework. FY 09/10 budget reflects the realities.	Completed	100
SEC	Prepare a medium term budget for SSS to provide resources to meet operational needs	SSS	Dec-2008	Mechanism to budget for SSS's PRS & NSSRL-IM programs, projects, and activities has been established. Medium Term Budgetary Framework is not yet being observed by GOL. Security Sector PRS programs/projects costing to be budgeted for under GOL's Fiscal Year Budgetary Framework. FY 09/10 budget reflects the realities.	Completed	100

## CONCLUSION

The Cabinet Retreat and the 90 day action planning regime that ensued thereafter have demonstrably produced results worthy of recognition. The danger in the recognition is that it could unintentionally solicit “complacency” from implementing ministries and agencies and give birth to a kind of inertia that is inimical to progress. On the other hand, not identifying and celebrating the small wins could discourage implementing ministries and agencies producing feelings that it really doesn’t matter how they try, their efforts are not recognized and appreciated.

Our job in the LRDC is to ensure that none of the two situations obtain as it could undermine the successful implementation of the “Lift Liberia” agenda which is so critical to sustaining economic growth and development in post-war Liberia.

In the report, we presented two (2) important results: (1) results on the 90 day action plans that ministries and agencies committed themselves to at the end of the Cabinet Retreat and (2) year-to-date (April 2008 – November 2009) progress report on PRS implementation. It is important to present these reports since the 90 day action planning was intended to accelerate PRS implementation. Taking stock to see what overall effect 90 day action planning has had on PRS implementation was necessary to demonstrate the relationship and the benefits.

The release of this report actually sets the tone of what is expected to be reported at the end of year 2 of PRS implementation which is March 2010. The government remains cautiously optimistic that overall results for year two will be by far better even though there are looming challenges in terms of budget cuts to key line ministries and agencies.