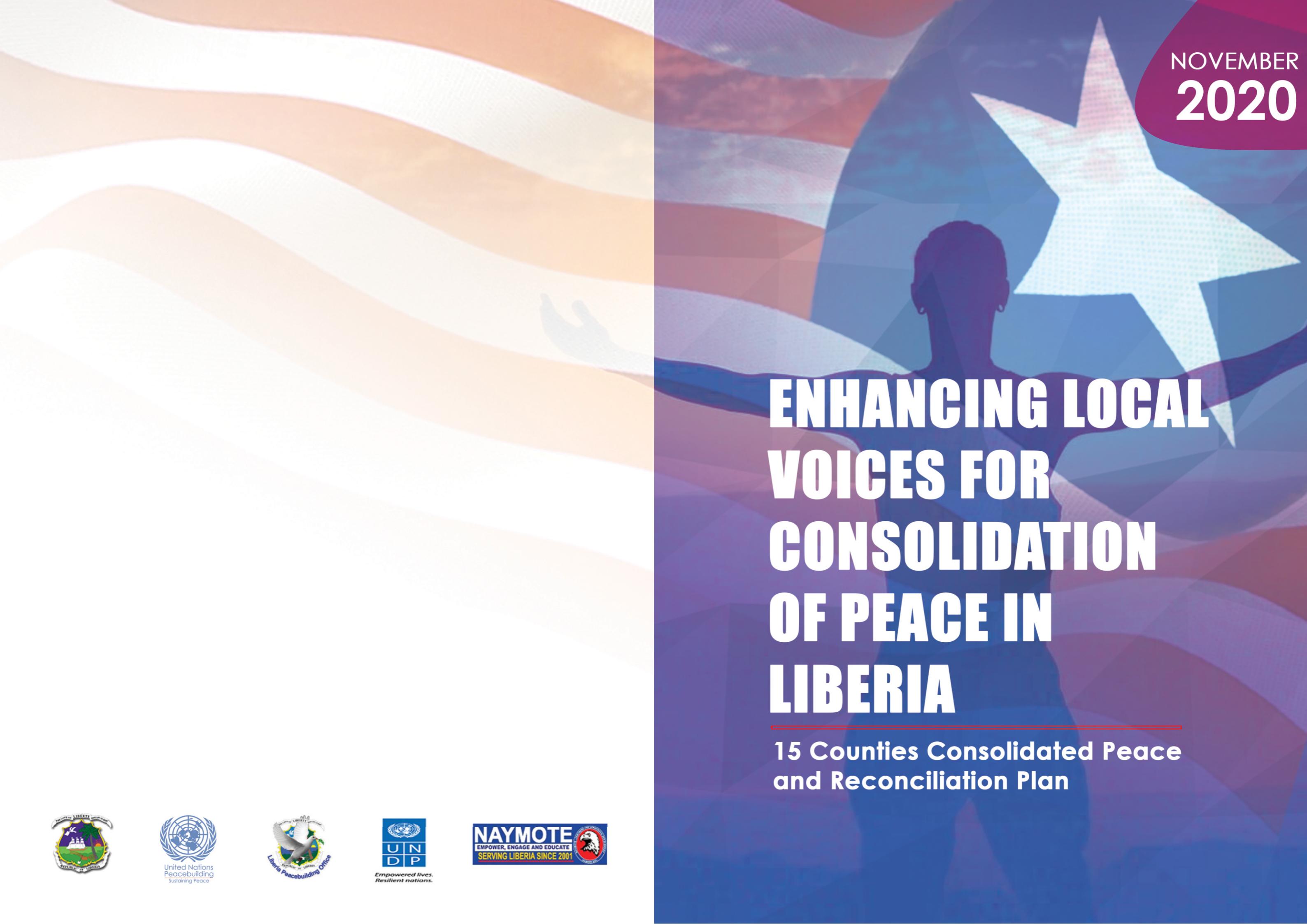


NOVEMBER
2020



ENHANCING LOCAL VOICES FOR CONSOLIDATION OF PEACE IN LIBERIA

15 Counties Consolidated Peace
and Reconciliation Plan



FORWARD BY MINISTER OF INTERNAL AFFAIRS

Peacebuilding and national reconciliation is one of the priorities of the Government of Liberia (GoL) as contained in the Government's five-year National Development Plan: Pro-Poor Agenda for Prosperity and Development (PADP). The Liberia Peacebuilding Office (PBO), located at the Ministry of Internal Affairs (MIA) is coordinating the implementation of an 18-year strategic Roadmap on national peacebuilding, healing and reconciliation. This framework highlights the need for the consolidation of peace through healing the wounds of the past; dealing with the current issues that foment conflicts and set the pace for the future by sustaining the peace.

Liberia's history of divisions and inequalities has contributed immensely to the under-development of the country that culminated in the civil war of 1989 to 2003. Despite the end of the war and the conduct of three successive elections (2005, 2011, and 2017), peace remains fragile. As a result of this, it is incumbent upon all Liberians to collectively work together, irrespective of their differences, to maintain the peace that will promote development.

Peace is more than the absence of war. It is a multifaceted concept that requires addressing the structural conditions that give rise to conflict and in order to do this the process must be participatory, reflecting the voices of diverse stakeholders, especially at local level. This five years 15 counties' consolidated Peace and Reconciliation Plan (2020-2025) reflects exactly this.

The Consolidated Plan (2020-2025) document is a product of district and county levels consultative processes in all fifteen counties that reflect the views and aspirations of the people of Liberia. The participatory decision-making and consensus building methodology used to generate information engenders a national ownership in the development and implementation of the actions contained in the plan.

It is my ardent hope that the implementation of this five-year peace and reconciliation action plan is closely linked to the Strategic Roadmap for national peacebuilding, healing and reconciliation and other national instruments and frameworks like the Liberia Peacebuilding Plan, PAPD, and County Development Agenda.

It is upon this backdrop that I pledge the Government's commitment to ensure the implementation of these plans which are aligned with the Strategic Roadmap for national peacebuilding, healing and reconciliation as a strategy to sustain peace in Liberia. Under my supervision, the Liberia Peacebuilding Office will coordinate with civil society organizations, government's agencies and development partners for implementation. Meanwhile, it is important to stress that this document does not replace previous national reconciliation efforts rather it reinforces current interventions harnessing the voices of diverse actors.

I therefore call upon all local, regional and national stakeholders, as well as international partners, to embrace this document and reference it in the development and implementation of future reconciliation interventions.

Hon. Varney Sirleaf

Minister

ACKNOWLEDGEMENTS

Naymote Partners for Democratic Development acknowledges with profound gratitude, the overwhelming partnership and support received from the Ministry of Internal Affairs, Liberia Peacebuilding Office, County Superintendents, community leaders and their members.

The institution is also thankful to the United Nations System, particularly the United Nations Development Program (UNDP), for the financial resources to carry out this important project that is necessary for the consolidation of peace in Liberia. We highly acknowledge the support from UNDP and other Civil Society Organizations (CSOs) in the validation and completion of this document.

The pivotal role played by the Superintendents of their respective counties cannot go unnoticed. They provided leadership and technical support in organizing district and county levels reconciliation dialogues which led to this successful outcome of the national peacebuilding and reconciliation plan.

We recognize the role of our experienced and dynamic facilitator, Atty. Oscar Bloh, who expeditiously facilitated most of the meetings and dialogues and stimulated the participants to speak to their issues as was required to be able to develop this document. We are grateful to him for his level of professionalism.

Naymote expresses gratitude to all the members of the County Steering Committee (CSC), who were instrumental and benevolent in planning and organizing all the meetings and dialogues of this intervention; without them our journey would have been long and uneventful.

Last but not the least, we are internally grateful to our hard-working staff at Naymote, especially the County Coordinators, and all those who contributed one way or another, to make this project a success. To you we say, a “Big Thank You”.

basic social services, agricultural productivity and the construction of Farm to market roads	development needs of the local communities	Empower and support local farmers to engage in more agricultural productivity in the county	Prioritize construction in all districts farm-to-market road	Increased on local produce on the markets Reduction in high transportation fares Improved infrastructural development	Ministries CSC DSC CWF	Local Authority & Ministries CSC DSC CWF	County & Line Ministries CSC DSC CWF	Local Authority & Ministries CSC DSC CWF
To strengthen the level of coordination and collaboration between the Youths and Elders to enhance community development and other sustainable development strategies	Develop and strengthen platforms at district and community levels where youths and elders can adequately discuss and prioritize social developmental needs of the both age groups	Proper collaboration and coordination between youths and elders and sustainable development prioritized at district and community levels	Communities have knowledge on past development challenges and how to address these challenges	Best candidates who understand community and districts' issues selected	Citizens are active participants of their own development planning agenda Consensus always reached on key priorities to target	Local Government fully capacitated to provide services to the county	Local Authority & Ministries CSC DSC CWF	Local Authority & Ministries CSC DSC CWF
To see the full implementation of the Local Government Act as it relates to Grand Gedeh to enable the county to generate her revenue	Engage with central government to ensure that the county service center is functional	Train personnel to professionally manage center	Citizens adequately accessing government services at county level Increased revenue generation at county level					



Table 1.15 Grand Gedeh County Reconciliation and Action Plan
COUNTY ACTION PLAN FOR INCLUSIVE AND PARTICIPATORY RECONCILIATION IN GRAND GEDEH

Vision	Strategy/Activities	Expected Outcome	Lead Agency	Time frame
To enhance peaceful coexistence amongst Grand Gedeans by resolving all conflicts relating to land, boundary and access to natural resources at the county and community levels	Establish district land dispute committees in various districts Institute special committees to ensure that communities have accrued benefits to their natural resources	All disputes over land amicably resolved at districts Communities have proper knowledge on how natural resources are being used and utilizing the benefits	Local Authority & Line Ministries CSC DSC CWF	County & Line Ministries
To establish an inclusive and participatory government in which women will occupy key governmental positions such as superintendent, commissioners, paramount chief and other high administrative positions in the Grand Gedeh County	Provide leadership and other capacity-building trainings for all women and create an enabling environment for women to develop their full potential Advertise all vacancies and allocate specific number to females only	Increased capacity of women to vie for elected position Increased number of women in local government structure	Local Authority & Line Ministries CSC DSC CWF	County & Line Ministries
To change the lives of Grand Gedeans through the provision of improved	Conduct participatory needs assessment in all districts and communities and analyze findings to identify gaps and	Development actors' knowledge strengthened on key developmental needs and best intervention strategies to employ	Local Authority & Line	County & Line

LIST OF ACRONYMS & ABBREVIATIONS

AfT	Agenda for Transformation
CA	County Authority
CBA	County Business Association
CDA	County Development Agenda
CDSC	County Development Steering Committee
CPA	Comprehensive Peace Agreement
CSC	County Service Center
CSO	Civil Society Organizations
DDC	District Development Council
GAC	General Auditing Commission
GOL	Government of Liberia
LACC	Liberia Anti-Corruption Commission
LNP	Liberian National Police
MIA	Ministry of Internal Affairs
MoE	Ministry of Education
MoH	Ministry of Health
MoJ	Ministry of Justice
NAYMOTE	Naymote Partners for Democratic Development
NPP	National Peace-Building Plan
PAPD	Pro-Poor Agenda for Prosperity and Development
PBO	Liberia Peace-Building Office
PPCC	Public Procurement and Concession Commission
SAIL	Survivor Aid International of Liberia
SCORE	Social Cohesion and Reconciliation Index
SGBV	Sexual and Gender-based Violence
TRC	Truth and Reconciliation Commission
UNDP	United Nations Development Programme
UNMIL	United Nations Missions in Liberia
UNPBC	UN Peace-Building Commission

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Youth leadership and peace building training programmes in all districts designed and implemented	Liberia Peacebuilding Office
Occasional sporting events in schools and districts in multiple games for young people organized	Ministry of Youth and Sports
Women entrepreneurship program established and implemented in all districts	Ministry of Gender, Children and Social Protection
The Sinoe County detail of the Liberian National Police Women and Children Protection Section strengthened	Liberia National Police/Ministry of Justice
Social and economic rehabilitation programmes for women and girls victim of SGBV launched	Ministry of Gender, Children and Social Protection
Palaver Hut A Player Hut Program in each district of Sinoe County established	County Council District commissioner Independent National Commission on Human Rights
Palaver Hut heads trained in Alternative Dispute Resolution methods with a focus on local traditional processes	National Council of Chiefs and Elders Independent National Commission on Human Rights Liberia Peacebuilding Office

Land Resolution	Dispute	Inter-community dialogues and education campaign on land and property rights launched	Office of Superintendent/Ministry of Internal Affairs
		Liberia Peacebuilding Office	Liberia Land Authority
Promoting Political Inclusion	Boundaries between tribal communities harmonized	Ministry of Internal Affairs	Liberia Land Authority
	Issue title deeds and record all legitimate deeds in the county	Liberia Land Authority	Liberia Land Authority
Youth Empowerment	Strategies to include local communities in land concession negotiation developed and enforced	Office of Superintendent/Ministry of Internal Affairs	National Bureau of Concessions
	Campaign to support the passage of the draft Local Government Bill launched	Sinoe County Legislative Caucus	National Civil Society Advisory Council
	County Council delegates selected based on law and principles of equal representation	Office of Superintendent/Ministry of Internal Affairs	Office of Superintendent/Ministry of Internal Affairs
	Civic education and democracy campaign on political inclusion and rights launched in all districts of Sinoe County	County Legislative Caucus	National Civil Society Advisory Council
	Vocational skills institutions in Sinoe strengthened to provide training for children and youth particularly young girls	Ministry of Youth and Sports	Ministry of Youth and Sports
	Youth entrepreneurship programs initiated and implemented in all districts established	Office of Superintendent/Ministry of Internal Affairs	Office of Superintendent/Ministry of Internal Affairs

1. INTRODUCTION

This national reconciliation plan is a consolidated plan from all the fifteen counties developed from 2018-2019. The plan is aligned with the government's reconciliation priorities and was formulated jointly with the Ministry of Internal Affairs (MIA) and Liberia Peace-Building Office (PBO) with resources from the United Nations Development Programme (UNDP). Success in consolidating peace depends on national ownership and shared responsibility of all Liberians backed by efforts from the Government of Liberia (GoL). Success in the implementation of this plan will also require financial support from international development partners to ensure that reconciliation efforts deliver the desired outcomes.

This reconciliation plan takes inspiration from the PBO strategic roadmap for national peacebuilding, healing and reconciliation and adopts an integrated and coherent approach, taking into account the security, livelihood, and rule of law, all inter-linked and mutually reinforcing. Reconciliation, as used in this document refers to a multi-dimensional approach in systematically addressing the structural conditions that gave rise to the conflict in Liberia but also responding to emerging issues.

Liberia's history of division and forms of inequalities are deeply associated with the factors that fuelled the civil conflict. According to the former Truth and Reconciliation Commission (TRC), the major causes of the Liberian conflict were attributed to poverty, greed, corruption, limited access to education, as well as economic, social, civil and political inequalities; identity politics, land tenure and distribution; the lack of reliable and appropriate mechanisms for the settlement of disputes.¹

Liberia, hailed for conducting three successive democratic elections (2005, 2011, 2017), highly praised by its regional and international partners for a smooth political transition in 2017, peace remains fragile. The fragility of the country lies in the fact that the structural conditions mentioned above are still pervasive even though there have been some efforts in responding to the issue of land tenure and reforms in the justice system.

Elections, while they are important for instituting the legitimacy required for democratic governance, they do not guarantee the dividends that citizens expect as a result of their participation in electoral processes. Democracy, particularly in a post-conflict context like Liberia, has a meaning when the inequalities that divide society are seen to be addressed. Failure to meet these expectations leads to dissatisfaction in democracy and the emerging democracies are more vulnerable. According to the Centre for the Future of Democracy, half of citizens in sub-Saharan Africa are dissatisfied with the state of democracy in their countries for failure of their governments to address pressing social issues, such as crime, urban poverty, and the persistence of corruption.²

Reconciliation takes place within the context of the quality of democracy and that means to a larger extent, a government that is responsive to societal issues that have the tendency to contribute to the lack of citizens' trust in state institutions. Increasing distrust in state institutions is an indicator of fragility that should capture the attention of the government so that gains made in the consolidation of peace cannot be reversed.

¹ www.usip.org

² www.bennetteinstitute.cam.ac.uk

This Reconciliation Plan is divided into three sections. The first section provides a brief background to Liberia's reconciliation process. The second section sheds light on current conflict triggers that emerged from the reconciliation dialogues held in the fifteen counties and the outcomes used to develop the county action plans. The last section deals with the strategic approach in the implementation of the Plan.



COUNTY ACTION PLAN FOR INCLUSIVE AND PARTICIPATORY RECONCILIATION IN SINOE

Thematic Issue	Output	Responsible Party	Timeline
Tribal Conflict Resolution	Sensitization campaign on the need for cultural integration and unification in every district in Sinoe County conducted	Office Superintendent/Ministry of Internal Affairs	the
	Initiative to facilitate inter-tribal dialogues between the Krus and Sarpes and sub-tribes on reconciliation in each district launched	Office Superintendent/Ministry of Internal Affairs	the
	Local committees for alternative dispute resolution through traditional systems established	Ministry of Justice	
	The Sinoe Peace Initiative strengthened with resources and authority	Office of the President Ministry of Internal Affairs	

			Social Protection
		County Council	
	District commissioner		
	Independent National Commission on Human Rights		
	National Council of Chiefs and Elders		
	Independent National Commission on Human Rights		
	Liberia Peacebuilding Office		
Palaver Mechanism	Hut	Palaver Hut heads trained in Alternative Dispute Resolution methods with a focus on local traditional processes	A Plaver Hut Program in each district of Rivercess County established
			Women and girls victim of SGBV launched

2. METHODOLOGY

This document is a product of compiled reconciliation action plans from Liberia's fifteen counties developed through a participatory, bottom-up approach. This method included an assessment held with communities in the administrative districts of each county to identify issues that were undermining social cohesion in the counties. The findings from the assessment were consolidated and validated at the county level where representatives from the districts who participated in the assessment were involved in the validation of the issues. At the county level, dialogues were hosted with an outcome of a three-year action plan for each county developed to implement reconciliation programs.

In order to engender community participation and ownership, a County Steering Committee (CSC) was established in each county. Members of the CSC included an inclusive five person's team headed by the County Superintendent or a representative from his/her office, two Religious Leaders (one from the Christian and Muslim Communities), youth and women representatives. The primary responsibility of the CSC was to plan and recruit participants who attended the dialogues at the community, district and county level in consultation with NAYMOTE's County Coordinators.

During these consultations, key stakeholders from the Local Government Authorities (LGA), representatives of line ministries and agencies, including Ministry of Internal Affairs (MIA), Ministry of Health (MoH), Ministry of Justice (MoJ), and Ministry of Education (MoE) participated. Other stakeholders included traditional leaders, including Paramount Chiefs, Town Chiefs, Clan Chiefs and religious leaders. The heads of county-based Civil Society Organizations (CSOs) and the leadership of youth and women groups, as well as the media and local business association also participated in the consultative processes.

The approach described above was intended to respond to the following strategic objectives:

1. To increase social cohesion and peaceful co-existence in the counties, irrespective of religious, social, economic and political differences.
2. To increase public discourse on how county resources can be managed in an accountable and transparent manner.
3. To increase gender mainstreaming in the planning and implementation of county level development agenda.
4. To increase citizens' access to inclusive public service delivery, including education, healthcare, water, electricity, and justice.

3. RECONCILIATION HISTORY

There can be no public discourse or actions taken to respond to national reconciliation without referencing the country's past. Since its foundation, the Republic of Liberia has been troubled by divisions, political instability, forms of inequalities, elitism, exclusion, limited access to inclusive service delivery and extreme levels of human insecurity. Dating back to the origin of the state in 1847, the country's political elite, predominantly African-American settlers – the majority of whom were freed slaves – marginalized the country's vast and diverse indigenous population, setting the tone for the polarization of the state. This phenomenon sowed the seeds for popular discontent, grievances and animosity, which were manifested along ethnic lines and culminated in the fourteen years of carnage and self-destruction.

The signing of the Comprehensive Peace Agreement (CPA) in August 2003 ended the fighting and ushered in a period of relative stability. The CPA provided for the establishment of a Truth and Reconciliation Commission (TRC) in 2005. The TRC was given a broad mandate that essentially sought to establish the truth, through public hearing and statement taking, on the nature and causes of Liberia's turbulent civil wars from 1979 to 2003. The TRC was launched in 2006 and its mandate came to an end in 2009 with the release of a report. Unfortunately, the process was fraught with operational challenges, and the report widely ignored by those in power. These challenges combined and inherent weaknesses contributed to its slow implementation of recommendations.

Reconciliation has both a theoretical and practical aspect. From the theoretical perspective, Paul Lederach argues that reconciliation's 'primary goal and key contribution is to seek innovative ways to create a time and place, within various levels of the affected population, to address, integrate, and embrace a shared future as a means of dealing with the past'.³ Dealing with the past often involves elements of truth-telling, giving victims a voice and letting them to speak for themselves, while allowing space for their pain to be acknowledged. Post-conflict countries should create a space where there can be acknowledgement of the past and an envisioning of a collective future. This was one of the primary objectives of the TRC.

At the practical level, Liberia, in 2010, asked to be placed on the agenda of the UN Peace Building Commission (UNPBC) to increase the country's peacebuilding and post-conflict recovery efforts. By being on this Commission, Liberia benefitted from advisory and technical support offered by the PBC, with particular regard to integrated strategy design, coordination and resource mobilization. To formalize this arrangement, the commission and the government consummated a Mutual Commitment protocol, which outlined three agreed-on peacebuilding priorities. These priorities consequently influenced and informed the conceptualization of future peace-building interventions in the central nature of all peacebuilding efforts in the country.

- i. strengthening the rule of law
- ii. supporting security sector reform

³ Lederach, J.P. 1997: Building peace: Sustainable reconciliation in divided societies. Washington, D.C., United States Institute of Peace Press. p. 26.

Establishing law enforcement agencies in the county	Major population centers accessed for security needs	Office of Superintendent/Ministry of Internal Affairs	the Ministry of Internal Affairs
	Police station established in major population centers	Ministry of Justice	
	Awareness created on the citizens-police relations	Liberia National Police National Civil Society Council	
Youth Empowerment	Community Policing Forums established in major towns or population centers	Liberia National Police	
	Additional Magisterial Courts established in major population settlements	Judiciary Legislature (through the County Legislative Caucus)	
	Vocational skills institutions in Rivercess strengthened to provide training for children and youth particularly young girls	Ministry of Youth and Sports Ministry of Education	
Women Empowerment	Youth entrepreneurship programs initiated and implemented in all districts	Ministry of Youth and Sports Office of Superintendent/Ministry of Internal Affairs	the Ministry of Internal Affairs
	Youth leadership and peace building training programmes in all districts designed and implemented	Liberia Peacebuilding Office	
	Occasional sporting events in schools and districts in multiple games for young people organized	Ministry of Youth and Sports	
Social and economic rehabilitation programmes for	Women entrepreneurship program established and implemented in all districts	Ministry of Gender, Children and Social Protection	
	The Rivercess County detail of the Liberian National Police Women and Children Protection Section strengthened	Liberia National Police/Ministry of Justice	
	Social and economic rehabilitation programmes for	Ministry of Gender, Children and	



Table 1.13 Rivercess County Reconciliation and Action Plan

COUNTY ACTION PLAN FOR INCLUSIVE AND PARTICIPATORY RECONCILIATION IN RIVERCESS

Thematic Issue	Land Dispute Resolution	Output	Responsible Party	Timeframe
		Boundaries between towns and communities harmonized	Ministry of Internal Affairs	
		Title deeds issued to all legitimate landowners and recorded	Liberia Land Authority	
		Strategies to include local communities in land concession negotiation developed and enforced	Office Superintendent/Ministry of Internal Affairs	
		National Bureau of Concessions	the National Bureau of Concessions	
		Inter-community dialogues and education campaign on land and property rights launched	Office Superintendent/Ministry of Internal Affairs	
		Liberia Peacebuilding Office	Liberia Land Authority	
		Inter-County Boundary Dispute Resolution with Since and Nimba Counties launched	Ministry of Internal Affairs	
		Liberia Land Authority	Liberia Land Authority	
		Liberia Peacebuilding Office	Liberia Peacebuilding Office	

iii. promoting national reconciliation

These priorities were captured within the Liberia Peacebuilding Program (LPP) managed by the Liberia's PBO which plays a central coordinating role in implementing the program.

Not much was done to implement reconciliation programs as evidenced by acknowledgements by key government stakeholders under the Ellen Sirleaf Government; a truly reflective and coherent strategy and coordination framework was needed by then to have actualized the plan. Thus, in July 2013, the PBO, in concert with a range of relevant stakeholders, developed the Strategic Roadmap for National Healing, Peacebuilding and Reconciliation.

The strategic roadmap provides the basis for all planned future interventions by the state in support of reconciliation. The document was framed within the context of 12 identified thematic components and mainstreamed into programs and strategies under the following categories:

- Accounting for the past
- Managing the present
- Planning for the future⁴

The roadmap defines reconciliation as a multidimensional process of overcoming social, political and religious cleavages; mending and transforming relationships; healing the physical and psychological wounds from the civil war, as well as confronting and addressing historical wrongs, including the root structural causes of the conflict in Liberia. The roadmap did not speak much, in terms of prosecution as a way of bringing about healing to victims. Despite this drawback, the document became the government's reconciliation policy but fell short of implementing major components.

The lack of investment in reconciliation was acknowledged by former President Ellen Johnson Sirleaf during her last annual address to the Sixth Session of the 53rd National Legislature of the Republic of Liberia on January 23, 2017, when she remarked: "*Let me say, straight out, two areas have continued to pose major challenges for our administration: corruption and reconciliation.*"

She continued: "*Our country's long struggle for national reconciliation has its genesis in history. A coup d'état and years of civil conflict exacerbated longstanding divides that have left deep wounds. The methods and motivations of the Truth and Reconciliation Commission have not helped us to find a way forward to achieve the desired results for reconciliation. Nevertheless, we must continue the implementation of the 207 recommendations in the Report, the majority of which have already been implemented. We are a small country, with relationships that cross the divide, and this has enabled us to remain united as a nation. Never must we forget that in union we are strong, and our success is assured. Therefore, we must all do more – I must do more – to heal these wounds, and do so this year, by implementing the Strategic Roadmap which has been formulated for this purpose. I believe that it will*

⁴ Towards a reconciled, peaceful and prosperous Liberia, strategic roadmap for national healing, peacebuilding and reconciliation. Available from: lern.usahadi.com/media/uploads/page/3/Reconciliation%20Roadmap%20Draft%203-W.pdf [Accessed 17 June 2014].

serve our Nation well to take lessons from the experience of other countries by emphasizing restorative rather than retributive justice⁵."

This statement of admittance was a demonstration of the challenge the country was facing in pursuing and achieving national reconciliation. In a similar vein, President George Manneh Weah, in his inaugural speech, emphasized the need for national reconciliation. He Asserted, "*The Samuel Kanyan Doe Sports Complex, built by the Chinese, where this Inaugural Ceremony is being held, is where I gained my exposure to the football world. It does not only stand as a monument of Chinese friendship toward Liberians, but it also stands as a symbol of peace and reconciliation for the Liberian people*". "During our civil conflict, this was a venue that brought opposing factions together during national matches, effectively reconciling them to a single national purpose, Liberia. And once again today, we stand at this same venue, united for one purpose: Liberia. This is time that we put away our political differences to work together in forging a New Liberia, where the affordability of all goods and services will no longer be a luxury to the privileged, but rather a right for all Liberians", he also stated.

3.1 Guiding Principles

The implementation of this plan is guided by the following principles:

(a) Inclusive national ownership: This reconciliation plan and its implementation modalities are the products of varying levels of consultation with national and county leaderships as well as community leaders and members.

(b) Strategic reconciliation priorities: The reconciliation plan establishes priorities in a number of critical governance areas, in particular the rule of law, security sector, economy, accountability and access to social services, which address some structural conditions.

(c) Consensus-building: The implementation of this plan will be informed through reaching consensus among key government institutions and international development partners on which priorities to consider in the short, medium and long terms.

(d) Harnessing existing commitments: The plan does not replace existing reconciliation strategies and plans, but rather consolidates and reaffirms commitments identified by the Government of Liberia over the past years.

(e) Demonstrate Commitment: The plan rests on the commitment of the Government of Liberia and donors to provide resources that are required for the timely delivery of identified priorities.

(f) Increasing citizens' access to the plan: The Government of Liberia will employ strategic communications as the vehicle for increasing public awareness and managing expectations with respect to what can and cannot be achieved. This is intended to ensure that Liberians understand the priorities, roles and responsibilities of the Government, local leaders, and international development partners in

		Ministry of Gender, Children and Social Protection Ministry of Gender, Children and Social Protection Ministry of Justice Ministry of Health	Year 1 through year 5
Social and economic rehabilitation programmes for women and girls' victim of SGBV launched		County Council District commissioner Liberia Peace building Office Independent National Commission on Human Rights National Council of Chiefs and Elders	Year 1 through year 5
A Palava Hut and Children playground Program in each district of Nimba County established	Hut Mechanism and Children Playground	Independent National Commission on Human Rights National Council of Chiefs and Elders Liberia Peacebuilding Office	Year 1 through year 5

⁵ ANNUAL MESSAGE To the Sixth Session of the 53rd National Legislature of the Republic of Liberia :<http://www.emansion.gov.lr/doc/ANNUAL.pdf>

Promoting Peaceful Politics	Campaign to support the passage of the Government Bill launched	Local	Nimba County Legislative Caucus National Civil Society Advisory Council	First year
	Governance Commission Council	National Civil Society Advisory	Year 1 through year 5	
	Ministry of Youth and Sports Ministry of Education Governance Commissioner			
	National Elections Commission Political Party		Year 1 through year 5	
Youth Empowerment	Initiative for inter-party dialogues among political party local branches in Nimba launched	National Civil Society Advisory Council	Year 1 through year 5	
	Ministry of Youth and Sports Ministry of Education Ministry of Gender Local Youth Institutions		Year 1 through year 5	
	Ministry of Youth and Sports Ministry of Education Ministry of Commerce Local Youth Institutions Office of Superintendent/Ministry of Internal Affairs		Year 1 through year 5	
	Ministry of Youth and Sports Liberia Football Association (LFA)		Year 1 through year 5	
Women Empowerment	Vocational skills institutions in Nimba strengthened to provide training for children and youth particularly young girls	Liberia Peacebuilding Office	Year 1 through year 5	
	Youth entrepreneurship programs initiated and implemented in all districts established	Ministry of Youth and Sports Ministry of Education Ministry of Commerce Local Youth Institutions Office of Superintendent/Ministry of Internal Affairs	Year 1 through year 5	
	Occasional sporting events in schools and districts in multiple games for young people organized	Ministry of Youth and Sports Liberia Football Association (LFA)	Year 1 through year 5	
	Women entrepreneurship program established and implemented in all districts	Ministry of Gender, Children and Social Protection Ministry of Commerce	Year 1 through year 5	
	The Nimba County detail of the Liberia National Police Women and Children Protection Section strengthened	Liberia National Police/Ministry of Justice	Year 1 through year 5	

implementing this plan. The communication mode should be multi-channel and where necessary, utilize Liberian English or local languages.

(g) Feedback: The implementation of this plan will be based on a cyclical mode where actions are carried out and reflected upon to identify challenges and lessons learnt for improvement.

4. POLICY FRAMEWORK FOR RECONCILIATION

The Government of Liberia (GoL) recognizes the need for social cohesion and national reconciliation as reflected in Pillar Three of the Pro-Poor Agenda for Prosperity and Development which focuses on Sustaining the Peace—Promoting a cohesive society for sustainable development. The PAPD highlights that sustainable peace is a foundation upon which all other objectives of the PAPD must be built. This is a clear recognition of the role of reconciliation in fostering the types of relationships that are necessary for the development of Liberia and her citizens.

The PAPD stresses three strategic interventions that the government will pursue. The first is ending fragility and addressing the root causes of conflicts which will lead to a cohesive society that enables sustainable development. The second is equal access to justice and human rights. Underpinning this relationship is that the justice system will work to benefit the poor and most marginalized. The third is strengthening national security and defence and this includes professionalizing the security forces to become responsive to the needs of the Liberian people.

Pillar Three outlines the key drivers of instability in Liberia. They include severe economic inequality, poverty, elite capture of the state and natural resources, disharmony between and among communities, exacerbated by the perception that the government does not operate to the benefit of most of its people.⁶ At the same time, the PAPD highlights some level of achievements, including security sector reform and rehabilitation of the rule of law institutions, such as the courts, and increasing the strength of the Liberian National Police (LNP). As of now, we have 75% of the total number of police officers deployed in Montserrado.⁷ It further asserted that Liberia scored a 7.0 on Social Cohesion and Reconciliation (SCORE) Index for Intergroup Harmony. This means that seven out of every ten people surveyed felt that they had a harmonious relationship with their respective communities.

These gains, however, are characterized by several drivers of conflict as highlighted in the PAPD. The first is the inability of the government to provide security services nationwide, to ensure equitable access to justice, and to mitigate potential drivers of conflict. This is contributing to fragility.⁸ The second is pervasive poverty which continues to aggravate social tensions. The third is that tensions are exacerbated further by a failure of aspirations among youths. Lastly, gender-based inequalities and attitudes towards Sexual Gender-based Violence which contribute to insecurity among women. Other factors that were considered potential drivers of instability are land and property disputes, corruption, and mismanagement of public funds and natural resources.

The Pillar emphasizes that social cohesion stimulates inclusive development and its strategic priorities for ending fragility include reconciliation, decentralization, securing access to land, access to justice, judicial reform, improving human rights, and national security and defense. In achieving these, the government outlines that the strategy needs to be holistic, with better linkages between key stakeholders, including the government, private sector, civil society groups and communities.

⁶ Section 4.1.1 of the PAPD

⁷ Section 4.1.3 of the PAPD

⁸ Section 4.1.3 of the PAPD

	Initiative to facilitate inter-tribal dialogues on reconciliation in each district launched	Office Superintendent/Ministry of Internal Affairs	In the first three months
	Liberia Peace building Office	District Commissioner Ministry of Justice Liberia Peacebuilding Office	In the first three months
	Local committees for alternative dispute resolution through traditional systems established	Office of the Superintendent/Ministry of Internal Affairs Nimba County Branch of the National Traditional Council of Liberia Inter-religious Council of Liberia	Year One
Addressing conflict between local and traditional religious leaders	Initiative for dialogues and tolerance on religious and traditional value and belief systems launched	Ministry of Internal Affairs/Office of the Superintendent	Every six months
Addressing problems with environmental pollution	Periodic environmental impact assessment conducted and appropriate recommendations implemented	Environmental Protection Agency Office of the Superintendent/Ministry of Internal Affairs	Office of the Superintendent/Ministry of Internal Affairs
	Alternative water sources for project affected communities provided	All operating Companies in Nimba Office Superintendent/Ministry of Internal Affairs	When the Need arises
		All operating Companies in Nimba	



Table 1.12 Nimba County Reconciliation and Action Plan
COUNTY ACTION PLAN FOR INCLUSIVE AND PARTICIPATORY RECONCILIATION IN NIMBA

Thematic Issue Land Resolution	Output	Responsible Party	Timeframe
County Security Council Committee on Mitigating Land Disputes Establish and strengthened (Committee of 7 members)	Office Superintendent/Ministry of Internal Affairs District Commissioner	First months	Within the first three months
Inter-community dialogues and education campaign on land and property rights launched	Liberia Peacebuilding Office Office of Superintendent/Ministry of Internal Affairs District Commissioner	Within the first year	Within the first year
Boundaries between communities harmonized	Liberia Land Authority Ministry of Internal Affairs	Within two years	Within two years
Trained Surveyor assigned Issue title deeds and record all legitimate deeds in the county	Liberia Land Authority Through its Land Coordinator	Year two to year three	Year two to year three
Sensitization campaign on the need for cultural integration and unification in Nimba conducted	Office Superintendent/Ministry of Internal Affairs Liberia Peace building Office Nimba CSOs	After the first 90 days	After the first 90 days
Tribal Resolution Conflict			

5. RECONCILIATION AND PEACE CONSOLIDATION PRIORITIES

The priorities described below reflect the common themes and patterns that emerged from the community, district and county level dialogues.

5.1 Security and Rule of Law

While significant progress has been made in strengthening the rule of law in Liberia since the civil conflict ended in 2003, real challenges remain in terms of access to justice, the effective and efficient administration of justice, and ensuring equality before the law.⁹ The police are the first line of contact with the criminal justice system. During the presence of the United Nations Mission in Liberia (UNMIL), significant progress was made in professionalizing Liberia's security sector with an emphasis on the police.

Despite this investment, the Liberia National Police (LNP) is faced with limited human and institutional capacity to be responsive to the needs of the population. There is limited and, in many instances, no presence of police officers in communities outside the capital cities of counties. This creates the context for crimes and other illicit activities to take place. In areas where police officers are present, they lack logistics and basic office materials to operate effectively. Community members complained that they are constrained to provide money to police officers to perform their statutory functions and to respond to the security needs of community members.

As the 2020 Special Senatorial Election draws near, the issue of electoral security will remain a major challenge. There are already incidences of pre-election violence that have taken place in certain communities in Monrovia and other counties. The LNP is under obligation to ensure effective security for the conduct of violence free elections which is the bedrock to free, fair and transparent elections, in keeping with international human rights standards. The LNP will need to be strategic in its engagement with the electoral process, demonstrating impartiality and seen to be protecting the interest of all political parties and their respective supporters.

Key components of elections security will be efforts to build trust with communities through an increased emphasis on community policing, efforts to increase operational effectiveness and countrywide deployments. The efforts of the LNP, given its limited presence across the country are geared toward ensuring that County Security Councils (CSCs) are operating effectively. Additionally, one of the ways to build citizens' trust in the LNP, as an institution, is to have a civilian oversight that will be responsible for ensuring accountability in the sector.

In addition to the police, the courts have a significant responsibility to create a functional and effective criminal justice system, the actual bridge between diversity. Like the police, the judiciary is challenged by poor oversight, weak administrative procedures, and limited human and institutional capacity. The consequences of these drawbacks are due process is undermined, excessive delays in trials, prolonged pre-trial detention, overcrowding of the dockets, and miscarriage of justice. These results are further compounded by limited progress in harmonizing the statutory and customary justice systems.

⁹ Article 11c of the Liberian Constitution.

The consequences often include eroding public confidence in the rule of law, which severely poses a risk to fragility, peace and stability which affects reconciliation. The Government needs to address these systemic weaknesses and challenges in order to consolidate peace and allow the country's democracy to flourish. The government should also demonstrate more commitment and efforts to ensure that the process of harmonizing the statutory and customary justice systems is finalized.

5.1.1 Actions to Be Taken

- Develop a national strategy and planning process involving major stakeholders, including political parties, National Elections Commission (NEC), Civil Society Organizations (CSOs), for a nationwide engagement to respond to electoral security issues for the immediate elections (2020) and long term (2023).
- Advance the implementation of community-based policing to build trust between Liberian citizens and law enforcement agencies, particularly the LNP.
- Increase the operationalization of County Security Councils as an effective early warning and coordination mechanisms to respond to emerging conflicts.

5.2 Economic Transformation

There is broad consensus that poverty, social and economic inequalities were among the root causes of conflict in Liberia.¹⁰ The Agenda for Transformation (Aft) under the Unity Party government and PAPD also recognized these factors as some of the root causes of conflict and contributes to fragility. The economy is highly depended on the extractive sector and has little or no control over international prices. When prices on the world market drop, the government loses revenue and, in many instances, it places stress on the economy.

Since the end of the civil conflict in 2003 progress in human development efforts have not been sufficient to reverse poverty. GDP per capita continues to decline by an average of 2 percent per annum. This is largely a result of the continued slump in global commodity prices and the overall effect of COVID-19 pandemic on the operations of mining and agriculture concessions which have been key drivers of growth in recent years. One of the largest agricultural concessions in the oil palm sector closed down its operation in 2019 and sold out to another company. This will result to a decline in exports, job losses and a decline in government revenue. Continuing weak revenues and declining donor resources to provide direct budgetary support to the government could force reduced spending. These factors have significant implications for domestic revenue mobilization, inflation and exchange rate stability.

Across the fifteen counties, citizens complained about the lack of livelihood opportunities due to limited investment by the government in the agriculture sector. Citizens are of the view that substantial investment in this sector would expand employment opportunities, particularly for young people in counties outside of Monrovia.¹¹ Communities further stated that unemployment is also exacerbated due

	Independent National Commission on Human Rights	National Council of Chiefs and Elders	Independent National Commission on Human Rights	Liberia Peacebuilding Office
			Palaver Hut heads trained in Alternative Dispute Resolution methods with a focus on local traditional processes	

¹⁰ See Truth and Reconciliation Report of 2009

¹¹ This assertion emerged in all the counties outside of Monrovia.

		Civic education campaign on democracy and political participation launched	National Council	Civil Society Advisory
		Initiative for inter-party dialogues among political party local branches in Lofa launched	National Council	Civil Society Advisory
Land Resolution	Conflict	Harmonize boundaries between communities	Ministry of Internal Affairs	
	YOUTH Empowerment	Issue title deeds and record all legitimate deeds in the county	Liberia Land Authority	
		Vocational skills institutions in Lofa strengthened to provide training for children and youth particularly young girls	Ministry of Youth and Sports	
		Youth entrepreneurship programs initiated and implemented in all districts established	Ministry of Youth and Sports	
		Youth leadership and peace building training programmes in all districts designed and implemented	Office of Superintendent/Ministry of Internal Affairs	the Office of the Superintendent/Ministry of Internal Affairs
		Occasional sporting events in schools and districts in multiple games for young people organized	Liberia Peacebuilding Office	
	WOMEN Empowerment	Women entrepreneurship program established and implemented in all districts	Ministry of Youth and Sports	
		The Lofa County detail of the Liberian National Police/Ministry of Policewomen and Children Protection strengthened	Ministry of Gender, Children and Social Protection	
		Social and economic rehabilitation programmes for women and girls' victims of SGBV launched	Liberia National Police/Ministry of Justice	
	Palaver Mechanism	A Palaver Hut Program in each district of Lofa County established	County Council	District commissioner

to the lack of investment in the productive sector. Raw materials are exported, and none is used to manufacture products that would attract employment for community members. Unemployment according to the target communities is contributing to crimes, accelerating poverty, reinforcing inequalities, and excluding them from benefiting from the wealth that is generated from endowed natural resources.

5.2.1 Actions to Be Taken:

- The government should diversify the economy so that there is a broad-based for revenue generation.
- Sustained investment in agriculture by the government should be considered a high priority as it increases food production and expands livelihood opportunities.
- The government should modify the mineral, agricultural and forestry concession agreements so that companies can reinvest some of the natural resources into the production of other products which will be a way of increasing job opportunities.

5.3 Social Cohesion

Social cohesion is generally conceived as a process and state of harmonious coexistence in a given society between individuals, groups and the institutions. Cohesive societies are characterized by high levels of trust, mutual dependence and a shared vision for a common future. It also includes responsive and legitimate governance institutions that protect the rights of all citizens and which actively support inclusive economic growth and development. Social cohesion helps society prevent socio-political polarization by requiring diverse representations in governance processes which reflects the country's diversity. It further taps into the local peacebuilding structures and processes which can manage and interrupt conflict forming dynamics and provide space for new forms of political consensus.

For a nation to be cohesive, there must be demonstrable evidence that society and communities are inclusive because exclusion from access to power, opportunity, services, and security creates fertile ground for mobilizing group grievances. If society does not have legitimate state institutions and processes for resolving grievances, they can be a source of violent conflicts which are a recipe for fragility.

Strengthening social cohesion supports societal resilience through investment in inclusive and sustainable development. This includes addressing inequalities through inclusive service delivery and equal access to education, health and other public services. This requires that all development interventions and strategies are responsive to the needs of marginalized communities and gender sensitive in planning and implementation.

There are several issues that communities at the clan, district and county levels identified which are undermining social cohesion. The first is intra and inter communal land and boundary disputes which take on ethnic and religious dimensions. The second is limited access to inclusive service delivery particularly health and education which are reinforcing inequalities and poverty. The third is low political

representation of women in national and local government decision-making processes which exclude the voices of half of the population.

5.3.1 Actions to Be Taken:

- The government should invest in the implementation of the Local Government Act and ensure that service delivery structures are in place to make decisions on inclusive service delivery at the county level.
- The Land Rights Act is being implemented and the government and its international partners need to invest in the confirmatory surveys which will establish land boundaries from an empirical perspective.
- The passage of an affirmative bill to increase women's political representation will contribute meaningfully to broadening the space to mainstream the voices of women in national development decision-making processes.
- The government should work with civil society partners to identify the most effective community resources for strengthening resilience against conflict forming dynamics and proposing measures, based on evidence that can interrupt processes which have the potential to trigger violent conflict.
- The Government and International partners should strengthen the institutional capacity of the PBO to coordinate, monitor and report on the implementation of this Plan.
- That the government and partners should strengthen capacities of the infrastructure for peace including county and district peace committees, early warning and early response mechanisms and youth agents of peace and mainstream gender and human rights as essential operational strategy.

5.4 Accountability

Corruption, transparency and accountability are pervasive challenges that several governments have encountered over the years. The lack of accountability in public institutions has undermined governance and affected the implementation of development programs because state resources are directed to personal use at the expense of promoting the greater good. When public resources are misused, mismanaged or misappropriated, access to social services such as health and education are hindered, and this contributes to inequalities. Inequalities breed divisions and divisions produce grievances and when they are not handled in a timely and proper manner, violent conflicts can emerge.

COUNTY ACTION PLAN FOR INCLUSIVE AND PARTICIPATORY RECONCILIATION IN LOFA			
Thematic Issue	Output	Responsible Party	Timeframe
Tribal and Clan Conflict Resolution	Specific conflicts between clans and tribal communities identified	Office Superintendent/Ministry of Internal Affairs	the Liberia Peacebuilding Office
	Dialogue initiatives for reconciliation and cohesion among tribal and clan leaders launched	Liberia Peacebuilding Office	Civil Society Council
	Local committees for alternative dispute resolution through traditional systems established	Ministry of Justice	Liberia Peacebuilding Office
		Office Superintendent/Ministry of Internal Affairs	National Council of Chiefs and Elders
	Civic education on use of state security and justice systems launched	National Civil Society Advisory Council	Ministry of Justice
Equal political participation	Campaign to support the passage of the draft Local Government Bill launched	Lofa County Legislative Caucus	National Civil Society Advisory Council

		Youth leadership and peace building training programmes in all districts designed and implemented	Liberia Peacebuilding Office
		Occasional sporting events in schools and districts in multiple games for young people organized	Ministry of Youth and Sports
	Women Empowerment	Women entrepreneurship program established and implemented in all districts	Ministry of Gender, Children and Social Protection
		The Grand Cape Mount County detail of the Liberian National Police Women and Children Protection Section strengthened	Liberia National Police/Ministry of Justice
		Social and economic rehabilitation programmes for women and girls victim of SGBV launched	Ministry of Gender, Children and Social Protection
	Palaver Mechanism	A Palaver Hut Program in each district of Grand Cape Mount County established	County Council
			District commissioner
			Independent National Commission on Human Rights
	Hut		National Council of Chiefs and Elders
			Independent National Commission on Human Rights
		Palaver Hut heads trained in Alternative Dispute Resolution methods with a focus on local traditional processes	Liberia Peacebuilding Office

Since the establishment of the Liberia Anti-Corruption Commission (LACC) under the Ellen Johnson Sirleaf administration, the institution has struggled to successfully prosecute public officials charged with corruption. Factors contributing to this problem include the lack of political will by the government to pursue legal actions, limited resources and inadequate technical skills to investigate and document evidence that can be used in a court to prosecute alleged corrupt officials. These have led to impunity that has made the lack of accountability in public institutions and entrenched phenomenon in Liberia's governance system.

One of the areas in which public resources have not been accounted for is the management of the County Development and Social Development Funds (CDSDFs).¹² These funds were intended to decentralize decision-making processes and to support counties to plan, identify development priorities, and implement development projects. On the contrary, the process of identifying development priorities has been politicized and Members of the National Legislature from the various counties have used their influence to manipulate and politicize development projects in their respective counties.¹³ Overall, these funds have not been effectively and efficiently managed by the counties and because of the politics associated with the implementation of projects, communities are deeply divided because there is no equitable distribution of the resources.

5.4.1 Actions to Be Taken

- The government needs to amend the current LACC law to give it more and direct power to prosecute alleged corruption cases without having to go through the Ministry of Justice (MoJ).
- Amend the budget law so that CDSDFs can be transferred directly to the counties' account and Members of the Legislature excluded from interfering in the selection of delegates to the county sittings.
- The government should speed the passage of the Whistle Blower Act so that more citizens can be protected when they report incidence of corruption in public institutions.
- District development meetings are held to identify district development priorities before the county sittings are held. The outcomes of the district meetings are then used to inform the outcome of the county sittings. In this way, the identification and prioritization of development projects will be decentralized and responsive to the needs of communities.

¹² This program was initiated under President Ellen Sirleaf and the CDFs were allocated evenly to all fifteen counties, while CDSDFs are received by counties through concession agreements.

¹³ County sittings where delegates are selected to attend development planning meetings are manipulated by Members of the Legislature and they, to a large extent, determine the participants that attend these sittings.

5.5 Sexual and Gender-Based Violence

Sexual and Gender-based Violence (SGBV) is pervasive and a phenomenon that undermines the promotion and protection of the rights of women and girls. Liberia has a harsh rape law¹⁴ and is a signatory to numerous international and regional human rights instruments including the Convention on the Rights of the Child (CRC), Convention on the Elimination of all forms of Discrimination against Women (CEDAW). In 2018, the Domestic Violence Act was passed into law in support of domesticating some of the regional instruments that the country has signed.

SGBV includes rape, domestic violence, and harmful traditional practices, such as early and forced marriage and Female Genital Mutilation (FGM). The Domestic Violence Act falls short of responding to issues around FGM. Despite the interventions of national and international NGOs in creating awareness on SGBV, report on the occurrence of rape remains high. In 2020, the MoJ recorded 600 cases.¹⁵ In response to the high level of rape cases, youth activists organized a mass protest from August 25-27, 2020, demanding action from the government. On September 11, 2020, the Government declared rape a "national emergency".

The Government's response includes the following: designating a special prosecutor to handle rape cases; establish a sex offender registry and create a national security taskforce to handle SGBV cases and to allocate US\$2million to implement these activities. While the criminal justice system is challenged in prosecuting rape cases, the scale of the problem is a reflection of entrenched gender inequality and deeply rooted social norms and practices. While these top-down political pronouncements are laudable, criminal accountability can help to reduce impunity. This is to be supported by sustained and holistic interventions to address social norms, values, attitudes and behaviors that normalize sexual violence against women.

5.5.1 Actions to Be Taken

- Political commitment on the part of the government must be demonstrated through the disbursement of resources to respond to SGBV emergency.
- National and international NGOs should coordinate their efforts so as to build synergy and avoid duplicating efforts in terms of areas and scope of interventions.
- The government should strengthen the capacity of the police to gather empirical evidence through the provision of DNA equipment so that prosecutors are better prepared to legal actions against alleged perpetrators.
- Civil Society Organizations should continue awareness as it is a form of response and this should be done in collaboration with community structures and influential members of society.

¹⁴ Under the 2005 Rape Law, rape is non-billable and statutory rape is punishable by life imprisonment.

¹⁵ <https://www.globalcitizen.org/en/content/liberia-declares-rape-national-emergency/>



Table 1.10 Grand Cape Mount County Reconciliation and Action Plan
COUNTY ACTION PLAN FOR INCLUSIVE AND PARTICIPATORY RECONCILIATION IN GRAND CAPE MOUNT

Thematic Issue	Land Dispute Resolution	Output	Responsible Party	Timeline
Land Resolution	Boundaries between towns and communities harmonized	Title deeds issued to all legitimate landowners and recorded	Ministry of Internal Affairs Liberia Land Authority	
Strategies to include local communities in land concession negotiation developed and enforced	Strategies to include local communities in land concession negotiation developed and enforced recorded	Title deeds issued to all legitimate landowners and recorded	Office of Superintendent/Ministry of Internal Affairs Liberia Land Authority	
Youth Empowerment	Inter-community dialogues and education campaign on land and property rights launched	Strategies to include local communities in land concession negotiation developed and enforced recorded	National Bureau of Concessions Office of Superintendent/Ministry of Internal Affairs Liberia Peacebuilding Office Liberia Land Authority	
	Vocational skills institutions in Grand Cape Mount strengthened to provide training for children and youth particularly young girls	Strategies to include local communities in land concession negotiation developed and enforced recorded	Ministry of Youth and Sports Office of Superintendent/Ministry of Internal Affairs	
	Youth entrepreneurship programs implemented in all districts established	Strategies to include local communities in land concession negotiation developed and enforced recorded	Ministry of Youth and Sports Office of Superintendent/Ministry of Internal Affairs	

Limited access by young people to livelihood opportunities	Disenchantment and psychological effect on the growth and development of young people.	County development projects should also include agriculture to attract young people.	County Authority Line Ministries TWG CSO Council Traditional Leaders Religious Leaders Youth & Women Group Leaders	Number of young people involved in agriculture activities for livelihood.	Survey conducted.	Beginning during first quarter of 2019-2023
Harmful traditional practices against women	Violation of the rights of women and young people	Create awareness on the new Domestic Violence Act in communities	County Authority Line Ministries TWG CSO Council Traditional Leaders Religious Leaders Youth & Women Group Leaders	Number of awareness actions including radio show and meetings	Media log and reports from meetings	Start during first quarter of 2019-2023

6.0 STRATEGIC APPROACH TO IMPLEMENTATION

The plan will adopt the following strategic approach in implementing the various reconciliation priorities:

- *Ensure a critical mass of public support and political commitment for the reconciliation process:*

In order to engender public ownership, the plan should, from the outset, seek to ensure a critical mass of public awareness and political buying for all of the priority areas. This strategic approach will leverage the efforts of community structures and policy makers to achieve tangible results on the ground. Further, ongoing analysis will be needed to ensure that once the plan is rolled out, it is not hindered by challenges similar to those faced by the PBO in the implementation of the National Roadmap for Healing and Reconciliation.

- *Engender legitimacy and validity of structures and initiatives*

The plan should also consider ensuring that structures are legitimized and validated so that initiatives that they undertake which contribute to national reconciliation are likely to be achieved. Legitimacy of structures can be assured through diverse representation and broad-based participation. The rolling out of the plan should be informed by the development of a workplan that is concise, clear and realistic activities with a corresponding budget. Activities that will be included in the workplan should be coherently aligned with the thematic priorities outlined above.

- *Demonstrate coherence and coordination throughout the implementation:*

The implementation of this plan will not be effective if it does not include coherence and coordination among the country's reconciliation actors, institutions, mechanisms and structures. Coordination of the plan will be situated within the PBO, with relevant state institutions linked to the thematic areas and CSOs working on broad reconciliation efforts. However, the plan differs significantly from the current work of the PBO, in terms of the basic structure and duration of the plan. Lessons and best practices may be drawn from the challenges PBO faced in the implementation of its strategic roadmap and how it responded to those identified challenges.

7.0 CONSOLIDATED NATIONAL ACTION PLAN AND RESULTS FRAMEWORK

		REFERENCED POLICIES: The PAPD, TRC Report, Roadmap on National Healing and Reconciliation and Land Rights Act			
PRIORITIES	PAPD Pillar	STRATEGIES	KEY ACTIVITIES	RESULTS	INDICATORS
Security and the Rule of Law	Pillar 3: Sustaining the Peace	Decentralized communication systems among security actors	Develop a logistics plan for the effective and efficient management of vehicles.	Justice, rule of law and human rights are protected.	# of persons who are satisfied with the quality of justice received.
		Improved security data management through a central database system	Decentralize the spending of operational funds of the Police and Judiciary as allocated in the national budget.	Inclusive security service delivery	# of citizens benefitting from equal access to justice
		Coordination between courts and police	Reduce the number of pre-trial detainees by using ADR to resolve minor cases	Accountable justice system	
		Strengthen institutional and human resource capacity of the courts and police	Reactivate the police community forum in counties.	Reduction in violent crimes	
		Develop a strategy for community engagement	Judges who are accused of corruption should be investigated and prosecuted.		
Economic Transformation	Pillar 2: Economy and Jobs	Develop regulation for private sector development.	Provide legal literacy to communities on the criminal procedure processes.		
		Develop fiscal and monetary programs and ensure adherence in implementation.	Review mining, forest and agricultural concessions and explore areas for productive investment.	Economic growth and job creation	# of citizens accessing jobs disaggregated by counties
		Enhance gender responsive budgeting	Provide agricultural loans to women and youth farmers.	Increase livelihood for communities	# of farmers disaggregated by gender and allocation of accessing loans
			Introduce new farming methods and appropriate technology that will increase productivity.	Exchange rate is stabilized	
				Reduced urban migration of youth	

Division among citizens and community members due to the election results.	Social cohesion is low and this could undermine the county's development programs	County authorities, traditional leaders, women groups and opinion leaders organizing reconciliation dialogues among the winners and losers of those who participated in the 2017 legislative elections.	County Authority Line Ministries TWG CSO Council Traditional Leaders Religious Leaders Youth & Women Group Leaders	Number of reconciliation dialogues held.	Reports of dialogues held.	Start during first quarter of 2019-2023
Intergenerational tension	Disrespect for positive cultural values by young people	Organize community meetings between youth and elders	County Authority Line Ministries TWG CSO Council Traditional Leaders Religious Leaders Youth & Women Group Leaders	Number of meetings held	Reports of meetings	Start during first quarter of 2019-2023
Limited access to information on governance and development processes	This limits citizens' participation and create the environment for rumors	County authorities should organize quarterly meetings to provide information to citizens on progress made in the county development process	County Authority Line Ministries TWG CSO Council Traditional Leaders Religious Leaders Youth & Women Group Leaders	Number of meetings held with participants disaggregated by location and gender.	Media reports	Last quarter of 2019-2024

Lack of accountability and limited citizens' participation in the decision making process in the management of the County Social/ Development Funds	Development interventions are not sustainable	CSOs and citizens advocate for a change in the current budget law that gives undue authority and influence to the lawmakers in the management of the CSDF.	County Authority Line Ministries TWG CSO Council Traditional Leaders Religious Leaders Youth & Women Group Leaders	Budget law is changed that gives more authority to the local county authorities.	Copy of the revised budget law.	Beginning 2019-2024
	Lack of trust in government institutions.	Change the manner and form by which delegates to the County Sitting are recruited	Delegates to the County Sitting are selected in a more participatory and inclusive	Feedback from citizens.		
Land Conflicts (double land sales, poor documentation of land deeds), limited understanding of land policies and weak enforcement of the Criminal Conveyance Act.	Undermining social cohesion and peaceful coexistence.	Citizens advocate their lawmakers for the passage of the draft land rights bill.	County Authority Line Ministries TWG CSO Council Traditional Leaders Religious Leaders Youth & Women Group Leaders	Passage of the Land Rights Bill into law.	Copy of the Land Rights Act.	Beginning 2019-2024
		Create awareness of the existence of the Criminal Conveyance Act on double land scale.	Full implementation of the LRA. Number of actions taken by the Liberia Land Authority in the enforcement of the Criminal Conveyance Act.	Media reports from the LLA		
Social Cohesion	Pillar 3: Sustaining the Peace	Diversify the economy Invest in productive sector Develop short, medium- and long-term agriculture programs	Promote value-add to agricultural production Harmonize national agricultural policies with regional instruments	seeking livelihood opportunities Agriculture production increased	# of farmers disaggregated by gender whose income has increased	Beginning 2019-2024
		Community interventions Gender responsive programs Engagement with relevant government institutions	Prioritize investment in health and education services at the county level Conduct palaver forums in support of TRC recommendations	Inclusive access to social services Communities living harmoniously	# of communities who are pleased with the quality of services received # of land and other conflicts resolved by communities using ADR.	
Accountability	Pillars 2, 3 and 4	Organize political reconciliation dialogues at county level on a quarterly basis to address issues that are dividing communities	Provide resources for the timely implementation of the Land Rights Act so that boundary disputes can be resolved.	Inclusive, participatory representative decision-making at all levels		
		Building partnerships with CSOs and CBOs Strengthen capacities of infrastructure for peace including county and district peace committees, conflict early warning and early response mechanisms	Provide logistics to the CPCs and EWER in the counties and districts	Improved accountability and transparency in the public use of resources.	# of corruption cases prosecuted	
		Conduct Performance Expenditure Surveys (PETS).	Strengthen the legal framework of the LACC	Strengthen the institutional capacity of the LACC to respond to corruption cases	# of decisions taken by communities in identifying their development	
		Design programs for decentralized access to the national budget.	Increase information sharing between the LACC and MoJ.	Resources that are diverted to personal		

		Improve coordination anti-graft institutions (LACC, GAC and PPCC). Reduce the influence of the lawmakers in the management of the CSDFs.	Invest resources to ensure that alleged corrupt public officials are prosecuted. Monitor the use of the CSDFs and the implementation of projects.	use are providing social services.	spent on projects
Sexual and Gender Based Violence	Pillar 1 and 3	<p>Develop a strategy for the implementation of the Domestic Violence Act.</p> <p>Information and coordination among the actors and government responding to SGBV</p> <p>Increase the capacity of the police to document empirical evidence for prosecution.</p> <p>Address negative social norms and practices</p>	<p>Create awareness in communities on aspects of the SGBV.</p> <p>Provide logistical support to the police to be able to respond to SGBV cases.</p> <p>Educate communities on the referral pathway of responding to SGBV cases.</p> <p>Increase the capacity of the SGBV crimes unit responsible for prosecuting SGBV cases.</p> <p>Increase the number of judges at Criminal E so that rape cases can be speedily tried.</p> <p>Work with local and traditional leaders to use their influence in shaping negative social norms and behaviors.</p>	<p>Reduction in the number of SGBV cases</p> <p>Increased criminal accountability of rape cases</p> <p>Collaborative approach in responding to SGBV cases</p> <p>Quality of evidence is improved.</p>	<p># of rape cases that are prosecuted.</p>

Table 1.9 Margibi County Reconciliation and Action Plan 2022

COUNTY ACTION PLAN FOR INCLUSIVE AND PARTICIPATORY RECONCILIATION IN MARGIBI

Margibi County Reconciliation Vision

- The county is reconciled, peaceful and united in all its undertakings and citizens are the front drivers of the social, economic and political spheres of the county.
- County resources, proceeds generated, and social benefits are fairly distributed across the county; and adequately managed in a way that local leadership are accountable to the people and development projects/initiatives are decided by the people of the county.
- Equal opportunities and basic services are provided for all citizens of Margibi County irrespective of age, gender, religion, social, economic status and/or political affiliation.
- All citizens of Margibi County demonstrate an appreciation of the county's culture, tradition and history thereby promoting a sense of patriotism.



Drivers of conflict	Effects	Actions/Strategies to mitigate drivers of conflict	Responsible Party	Indicators of success	Means of Verification	Timeline
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Intergenerational tension	Disrespect for positive cultural values by young people	Organize community meetings between youth and elders	County Authority Line Ministries TWG CSO Council Traditional Leaders Religious Leaders Youth & Women Group Leaders	Number meetings held	of Reports of meetings	Start during first quarter of 2019-2022.
Limited access to information on governance and development processes	This limits citizens' participation and create the environment for rumors	County authorities should organize quarterly meetings to provide information to citizens on progress made in the county development process	County Authority Line Ministries TWG CSO Council Traditional Leaders Religious Leaders Youth & Women Group Leaders	Number of meetings held with participants disaggregated by location and gender.	Reports from meetings held. Media reports	Start during first quarter of 2020-2022.
Limited access by young people to livelihood opportunities	Disenchantment and psychological effect on the growth and development of young people.	County development projects should also include agriculture to attract young people.	County Authority Line Ministries TWG CSO Council Traditional Leaders Religious Leaders Youth & Women Group Leaders	Number of young people involved in agriculture activities for livelihood.	Survey conducted.	Beginning first quarter of 2020 up to 2024

8.0 CONCLUSION:

Liberia is struggling to integrate the theory and practice of reconciliation. Several documents intended to support reconciliation are conceptually framed but there is a gap between the ideas and practical actions that would lead to implementation. Since the signing of the CPA, the country has struggled with different mechanisms to deal with the past, and the failure of the TRC report to harness any support has resulted in a stalled reconciliation process. This is the similar experience with the implementation of the Roadmap for Healing and Reconciliation.

It is within this context that this reconciliation plan must aim to clearly articulate a message of renewed hope in the reconciliation process and the value of reconciliation for the country's governance and development processes. Reconciliation has never been a national priority for reconciliation and probably policy-makers have not come to the realization that without social cohesion, development runs the risk of being unsustainable.

The reconciliation roadmap needs to seek critical support and buy-in for its processes, first and foremost, from the Government at the highest level, the international community, and local communities. It needs to establish coordinating mechanisms between peacebuilding actors in the country and organize constant reflective processes to ensure that implementation is on course and that the goal of the plan is being achieved.

This document is mindful that achieving reconciliation in a post-conflict country is an arduous task that requires long-term commitment and multifaceted interventions to societal issues at multiple levels. Based on the revision of documents of previous efforts that sought to promote reconciliation in Liberia, this plan will replicate best practices and integrate lessons learnt, taking into consideration the current context.

First and foremost, all reconciliation efforts MUST be led by those seeking to be reconciled. The actors affected by a conflict MUST be a part of the strategy and approach to achieving reconciliation as well as having them to be involved and updated on every planning, organization and conduct of any event designed to achieve reconciliation.

Secondly, all efforts seeking to achieve reconciliation MUST endeavor to solicit local solutions to local problems--always giving preference to what the actors say that needs to happen to be reconciled. The implementers of this plan need to empower communities as they have local knowledge that can be leveraged as reconciliation at local level cannot be imposed from above.

There is a general consensus that national reconciliation conferences and national peace dialogues that have been held have not achieved much. Consequently, the need to adopt a grassroots (bottom to top) approach as integrated throughout the process in the development of this national reconciliation plan cannot be overstated. Local ownership of reconciliation efforts promote sustainability and long-term gains.



Table 1.1 Grand Bassa County Reconciliation and Action Plan 2024

COUNTY ACTION PLAN FOR INCLUSIVE AND PARTICIPATORY RECONCILIATION IN GRAND BASSA

	Vision of the Roadmap: The vision of the roadmap is: A county where all forms of grievances are addressed in an inclusive, participatory and non-violent manner.						
	Overall Goal: Improved decision-making process in the county that is transparent and non-discriminatory.						
Strategic Objective	Strategy	Activities	Responsible Party (ies)	Resources	Indicators of success	Means of Verification	Timeframe
Increased number of police presence in the county.	Stakeholders' advocacy engagement targeting the LNP and the National Legislature.	Conduct a mapping exercise to identify the exact number of police officers assigned in the county and the identified gaps and logistical	Police Commander and County Superintendent	Stationery Communication	The presence of the number of police officers in the county is increased by 5%.	Quarterly and annual reports from the LNP.	Start during first quarter of 2020-2022.

the County Social Development Funds.	Change the manner and form by which delegates to the County Sitting are recruited.	are selected in a more participatory and inclusive manner	Feedback from citizens.	
Land Conflicts (double land sales, poor documentation of land deeds)	Citizens advocate with their lawmakers for the passage of the draft land rights bill.	County Authority Line Ministries TWG CSO Council Traditional Leaders Religious Leaders Youth & Women Group Leaders	Passage of the Land Rights Bill into law. Number of actions taken by the Liberia Land Authority in the enforcement of the Criminal Conveyance Act.	Copy of the Land Rights Act. Media reports, Report from the LLA
understanding of land policies and weak enforcement of the Criminal Conveyance Act.	Create awareness of the existence of the Criminal Conveyance Act on double land scale.	County Authority Line Ministries TWG CSO Council Traditional Leaders Religious Leaders Youth & Women Group Leaders	Passage of the Land Rights Bill into law. Number of reconciliation dialogues held.	Beginning 2019-2024 Beginning last quarter of 2019 to 2024



Table 1.8 Bong County Reconciliation and Action Plan 2022

COUNTY ACTION PLAN FOR INCLUSIVE AND PARTICIPATORY RECONCILIATION IN BONG

Bong County Reconciliation Vision

- Equal opportunities and basic social services are provided for all citizens of Bong County irrespective of age, gender, religion, social, economic status and/or political affiliation.
- All citizens of Bong County demonstrate an appreciation of the county's culture, tradition and history thereby promoting a sense of patriotism.
- The county is reconciled, peaceful and united in all its undertakings and citizens are the front drivers of the social, economic and political spheres of the county.
- County resources, proceeds generated, and social benefits are fairly distributed across the county; and adequately managed in a way that local leadership are accountable to the people and development projects/initiatives are decided by the people of the county.

Drivers of conflict	Effects	Actions/Strategies to mitigate drivers of conflict	Responsible Party	Indicators of success	Means of Verification	Timeframe
Lack of accountability and limited citizens' participation in the decision making process in the management of	Development interventions are not sustainable. Lack of trust in government institutions.	CSOs and citizens advocate for a change in the current budget law that gives undue authority and influence to the lawmakers in the management of the CSDF.	County Authority Line Ministries TWG CSO Council Traditional Leaders Religious Leaders Youth & Women Group Leaders	Budget law is changed and gives more authority to the local county authorities. Delegates to the County Sitting	Copy of the revised budget law.	Start during first quarter of 2019-2023

		constraints. Monitoring the performance of the police and give feedback to the leadership.	CSOs	Funding	disaggregated by location and gender who feel security has improved in the county. The number of mob violence cases reported is decreased by 5%	citizens during county development meetings and reports from CSOs.	First quarter of 2020-2023
Increased citizens' access to inclusive service delivery	Policy advocacy with County Health Team and Education Sector. Oversight of health and education sectors	Monitor the services provided by health and education institutions to evaluate access, quality and inclusion. Relevant oversight committees of the National Legislature	CSOs	Simplified version of budgets allocated for health and education sectors Funding to monitor operations of health and education sectors	Access to affordable and quality health and education services is expanded to poorer and marginalized members of the county	Monitoring reports from CSOs	First quarter of 2020-2023
Reduced mismanagement of CDF/CSDF	Advocacy and stakeholders' engagement targeting the legislative caucus, county leadership and MFDP Advocate for a inclusive	Review national budget to assess allocations made CDF/CSDF Formulate county development plan in an inclusive	County Legislators Superintendent for CSOs Development Superintendent	Copies of simplified version of the approved national budget. Funding for advocacy and monitoring the implementation of projects.	Change of laws to make county sitting inclusive and less controlled by lawmakers. County projects are responsive to the needs of	Copies of the amended law Minutes of county sittings Monitoring reports from CSOs.	Last quarter of 2019-2024

				citizens
change to the budget law that will limit the influence the role of the lawmakers in the county sitting and a stand-alone policy for the management of funds.	manner Track payment from county to MFDP	County Budget Officer Identify projects that reflect the needs of communities. Monitor implementation of prioritized projects.	Project Management Committee (PMC) CSOs	Reports from the courts Beginning first quarter in 2020 up to 2024
Reduced violence against women	Collective approach through community mobilization Advocacy for criminal accountability of perpetrators.	Organize community meetings with diverse stakeholders Monitor and document rape cases and violence against women Create awareness among parents and relatives on the importance of not compromising rape cases.	Ministry of Gender Task force on SGBV CSOs LNP and the Judiciary UN and other development partners Community members	Funding to conduct awareness, mobilize communities, document rape cases and advocate for redress. Reduction in the number of family members compromising rape cases. Feedback from community members and prosecutors

management of funds.				
Reduced rape cases and violence against women	Social and community mobilization Advocacy for criminal accountability of perpetrators.	Organize community meetings with diverse stakeholders Monitor and document rape and violence against women Advocate for redress.	Ministry of Gender Task force on SGBV CSOs Agencies of the Criminal Justice System UN partners and other development partners	Funding conduct awareness, mobilize communities, document cases and advocate redress. Number of persons prosecuted for rape and violence against women Number of family members compromising cases is reduced Number of persons found guilty
				Reports from the courts Reports from CSOs Feedback from community members
				Beginning first quarter in 2020 up to 2024

Increased employment for citizens within the private sector	Engagement with the private sector particularly mining, the legislature and Ministry of Mines and Energy	Take of stock of the scale of their operations and put them into low, medium and large scale investors. Identify youths in the mining communities with skills that	County authorities The legislative caucus of the county Ministry of Mines and Energy	Stationery Logistics for monitoring	County Records Number of residents hired by companies extracting mines	County Records Number of residents hired by companies	Beginning first quarter of 2020 up to 2024
Increased employment of citizens within communities operating in the county	Review contracts to identify number of local persons companies agreed to hire as employees and contractors	Conduct mapping of skilled persons in the county responsive to the employment needs of companies.	County authorities and CSOs	Stationery and fees for public service announcements	County Records Number of residents hired by companies as employees and contractors	County Records Number of residents hired by companies	Beginning first quarter of 2020 up to 2024



COUNTY ACTION PLAN FOR INCLUSIVE AND PARTICIAPTORY RECONCILIATION IN MONTSERRADO

Table 1.2 Montserrat County Reconciliation and Action Plan 2024

Strategic Objective		Activities	Responsible Party (ies)	Resources	Indicators of success	Means of Verification	Timeframe
Vision of the Roadmap: The vision of the roadmap is: A county wherein citizens have a voice in how decisions are reached.		Overall Goal: To increase citizens' participation in the county's decision-making processes.					
Increased citizens' access to justice	Institutional capacity development of the judiciary	Monitor the performance of the courts and provide feedback to the judiciary.	CSOs	Funds and logistics	Number of persons disaggregated by location and gender who feel that they are accessing justice.	Monitoring reports from CSOs.	Start during first quarter of 2020-2022.
Reduced land related conflicts	Strategic engagement among diverse stakeholders, including LLA, MoJ, CSOs and communities	Educate citizens on the Land Rights and Criminal Conveyance Acts	Liberia Land Authority Ministry of Justice CSO	Make the simplified version of Land Rights Act available to communities	Number of land disputes disaggregated by locations that are resolved through ADR.	Reports from LLA, CSOs and the media	First quarter of 2020-2023

Increased citizens' access to national and local mechanisms for resolving land conflicts.	Engage the Liberia Land Authority on its operations in the county	Make information of the contents of the Land Rights Act available to community members.	CSOS Liberia Land Authorities	Simplified version of the Land Rights Act Funding to conduct awareness by CSOs.	Number of boundary disputes resolved by the LLA and local structures	Reports of land cases resolved.	Mid 2020-2023
Accountability Promoted	Advocacy and engagement targeting the legislative caucus, MFDP as well as leadership at the county level.	Review national budget to have an idea on allocations made for CSDF	County Legislators Superintendent	Copies of simplified version of the approved national budget.	Change of laws to make county sitting inclusive and less controlled by lawmakers.	Copies of the amended law	Beginning last quarter of 2019 to 2024

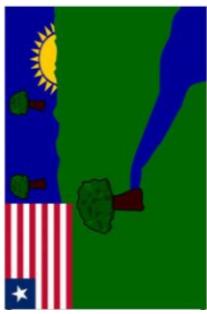


Table 1.7 Refugee County Reconciliation and Action Plan 2024

	Vision of the Roadmap: In pursuit of this roadmap, the vision of Rivergee County is: A reconciled county where all citizens have equal opportunities to participate in the decision-making process of the county.						
	Overall Goal 1: Improved relationships among stakeholders in the county that cuts across different divides.						
Strategic Objective	Strategy	Activities	Responsible Party (ies)	Resources	Indicators of success	Means of Verification	Timeline
Increased citizens' trust in the criminal justice system	Stakeholders' engagement led by the Superintendent of the leadership of the organs of the criminal justice system.	Information sharing and meetings between and among the respective arms of the criminal justice system.	County Superintendent County Attorney Police Commander Director of Prison	Stationery Communications	Number of joint actions taken by the arms of criminal justice system	Reports of inter-agency meetings held. Reports of joint actions taken.	Start during first quarter of 2020-2024
	Lack of trust in government institutions.	Monitoring the performance of the arms of the criminal justice system and	CSOs	Funding	Number of persons disaggregated by location and gender	Monitoring and documentation as well as advocacy reports.	

Increased accountability in the management of CDF/CSDF	Advocate for a change to the budget law that will limit the influence of the lawmakers in managing the CDF/CSDF	Develop strategy	advocacy	CSOs	create awareness on radio and holding town hall meetings
Reduced Violence Against Women	Increase the role of community members in creating awareness	Review budget to assess allocations CDF/CSDF	national	County Legislators, MIA, Superintendent	<p>Copies of simplified version of the approved national budget.</p> <p>Change of current budget law to make county sitting inclusive and less controlled by lawmakers.</p> <p>Funding for advocacy and monitoring the implementation of projects.</p>

	among parents and relatives on the importance of not compromising rape cases.	partners Community members	process.	prosecutors
Increased employment opportunities for young people.	<p>Develop short, medium and long terms employment strategies for young people.</p> <p>Invest in vegetable farming targeting young people</p> <p>Map communities that have access to swamp and other lands suitable to grow vegetables</p> <p>Provide seeds, tools and new farming methods.</p> <p>Conduct market survey.</p> <p>Link youth to the market.</p>	<p>Ministry of Agriculture</p> <p>World Bank</p>	<p>Funding for seeds, tools, training and supervision</p> <p>Number of youth disaggregated by gender and locations making vegetable farms.</p>	<p>Household survey reports</p> <p>Reports from Focus Group Discussions held with young people</p> <p>Number of young people disaggregated by gender whose income has increased and lives improved.</p>

		and advocate for redress.		
Land and boundary conflicts are reduced.	Engage the Liberia Land Authority on its operations in the county	Make information of the contents of the Land Rights Act available to community members.	CSOS Liberia Land Authority	Simplified version of the Land Rights Act Number of boundary disputes resolved by the LLA and local structures
Increased accountability in the use of public funds	Advocacy and stakeholders' engagement targeting the legislative caucus, MFDP as well as leadership at the county level. Advocate for a change to the budget law that will limit the control of lawmakers in the county so that it is sitting and a stand-alone policy for the	Review national budget to have an idea on allocations made for CSDF Formulate county development plan. Track payment from MFDP to county. Improve quality of county sitting so that it is inclusive.	County Legislators Superintendent Development Superintendent Project Management Committee County Budget Officer CSOS	Copies of simplified version of the approved National Budget. Funding for advocacy and monitoring the implementation of the projects. County projects are responsive to the needs of citizens Copies of laws to make county sitting inclusive and less controlled by lawmakers. Minutes of county sittings Monitoring reports from CSOs.



COUNTY ACTION PLAN FOR INCLUSIVE AND PARTICIPATORY RECONCILIATION IN BOMI

Overall Goal: To increase decision-making processes in the county to reflect the voices of communities equitably among communities.							
Strategic Objective	Strategy	Activities	Responsible Party (ies)	Resources	Indicators of success	Means of Verification	Timeline
Increased citizens' access to justice.	Engagement of actors of institutions of the criminal justice system.	Monitor the performance of the courts and provide feedback to the judiciary.	CSOS	Funds and logistics	Number of persons disaggregated by location and gender who feel the courts are improving.	Quarterly and annual reports from the CSOs.	Start during first quarter of 2020-2022.
Increased citizens' access to inclusive service delivery	Policy advocacy with County Health Team and Education Sector.	Monitor the services provided by health and education institutions to evaluate access, quality and inclusion.	CSOS	Simplified version of budgets allocated for health and education sectors	Access to affordable and quality health and education services is expanded to poorer communities.	Monitoring reports from CSOs	First quarter of 2020-2023

Oversight of health and education sectors	committees of the National Legislature	Funding to monitor operations of health and education sectors	Copies of the amended law	Last quarter of 2019-2024
Increased accountability in the management of CDF/CSDF	Advocacy and stakeholders' engagement targeting the legislative caucus, county leadership and MFDP	Review national budget to assess allocations made for CDF/CSDF Formulate county development plan in an inclusive manner Advocate for a change to the budget law that will limit the influence the role of the lawmakers in the county sitting.	County Legislators Superintendent CSOs Development Superintendent County Budget Officer Identify projects that reflect the needs of communities. Monitor implementation of prioritized projects.	Copies of laws to make county sitting inclusive and less controlled by lawmakers. Country projects are responsive to the needs of citizens Funding for advocacy and monitoring the implementation of projects. Project Management Committee (PMC) CSOs
Reduced violence against women	Collective approach through community mobilization Advocacy for rape	Organize community meetings with diverse stakeholders Monitor and document rape	Ministry of Gender Task-force on SGBV CSOs LNP and the	10% in the number of persons prosecuted for rape and violence against women. Reduction in the rape cases
			Reports from the courts Reports from CSOs	Beginning first quarter in 2020 up to 2024



Table 1.6 Maryland County Reconciliation and Action Plan 2024

COUNTY ACTION PLAN FOR INCLUSIVE AND PARTICIPATORY RECONCILIATION IN MARYLAND

<p>Vision of the Roadmap: In pursuit of this roadmap, the vision of the county is: A reconciled county where all citizens have a voice in decision-making processes affecting the county.</p>	<p>Overall Goal: Reduced forms of social inequalities that create divisions in the county.</p>	<table border="1"> <thead> <tr> <th data-bbox="2350 426 2397 1747">Strategic Objective</th><th data-bbox="2397 426 2445 1747">Strategy</th><th data-bbox="2445 426 2493 1747">Activities</th><th data-bbox="2493 426 2540 1747">Responsible Party (ies)</th><th data-bbox="2540 426 2588 1747">Resources</th><th data-bbox="2588 426 2636 1747">Indicators of success</th><th data-bbox="2636 426 2683 1747">Means of Verification</th><th data-bbox="2683 426 2728 1747">Timeframe</th></tr> </thead> <tbody> <tr> <td data-bbox="2350 1747 2397 1754">Increased access to justice</td><td data-bbox="2397 1747 2445 1754"></td><td data-bbox="2445 1747 2493 1754">Information sharing and meetings between and among the actors of the criminal justice system.</td><td data-bbox="2493 1747 2540 1754">County Superintendent County Attorney Police Commander Director of Prison</td><td data-bbox="2540 1747 2588 1754">Stationery Communications</td><td data-bbox="2588 1747 2636 1754">Number of cases prosecuted</td><td data-bbox="2636 1747 2683 1754">Reports of inter-agency meetings held.</td><td data-bbox="2683 1747 2728 1754">Start during first quarter of 2020-2024</td></tr> <tr> <td data-bbox="2350 1754 2397 1760"></td><td data-bbox="2397 1754 2445 1760"></td><td data-bbox="2445 1754 2493 1760">Monitor the performance of the criminal justice system.</td><td data-bbox="2493 1754 2540 1760">CSOs</td><td data-bbox="2540 1754 2588 1760">Funding</td><td data-bbox="2588 1754 2636 1760">Number of persons disaggregated by location and gender accessing the courts.</td><td data-bbox="2636 1754 2683 1760">Reports of regular court opening</td><td data-bbox="2683 1754 2728 1760">Monitoring reports.</td></tr> </tbody> </table>	Strategic Objective	Strategy	Activities	Responsible Party (ies)	Resources	Indicators of success	Means of Verification	Timeframe	Increased access to justice		Information sharing and meetings between and among the actors of the criminal justice system.	County Superintendent County Attorney Police Commander Director of Prison	Stationery Communications	Number of cases prosecuted	Reports of inter-agency meetings held.	Start during first quarter of 2020-2024			Monitor the performance of the criminal justice system.	CSOs	Funding	Number of persons disaggregated by location and gender accessing the courts.	Reports of regular court opening	Monitoring reports.
Strategic Objective	Strategy	Activities	Responsible Party (ies)	Resources	Indicators of success	Means of Verification	Timeframe																			
Increased access to justice		Information sharing and meetings between and among the actors of the criminal justice system.	County Superintendent County Attorney Police Commander Director of Prison	Stationery Communications	Number of cases prosecuted	Reports of inter-agency meetings held.	Start during first quarter of 2020-2024																			
		Monitor the performance of the criminal justice system.	CSOs	Funding	Number of persons disaggregated by location and gender accessing the courts.	Reports of regular court opening	Monitoring reports.																			

Reduced rape cases and violence against women	Social and community mobilization Advocacy for criminal accountability of perpetrators.	Organize community meetings with diverse stakeholders Monitor and document rape and violence against women Advocate for redress.	Ministry of Gender Task - force on SGBV CSOs Agencies of the Criminal Justice System UN partners and other development partners	Funding conduct awareness, mobilize communities, document cases advocate redress. Number of persons prosecuted for rape and violence against women Number of family members compromising cases is reduced Number of persons found guilty	Reports from the courts Reports from CSOs Feedback from community members	Beginning first quarter of 2020 up to 2024
Increased employment for citizens	Engagement with the private sector to explore employment opportunities	Conduct mapping of potential employment opportunities Identify youths in the mining communities with skills that can be utilized by the private sector. Monitoring of operations of companies.	County authorities The Legislative Caucus of the County Ministry of Mines and Energy	Stationery Logistics for monitoring Number of citizens hired by the private sector.	County Records	Beginning first quarter of 2020 up to 2024

Increased employment opportunities for young people.	criminal accountability of perpetrators.	cases and violence against women Create awareness among parents and relatives on the importance of not compromising rape cases.	Judiciary UN and other development partners Community members	and advocate for redress. Number of family members compromising rape cases.	Feedback from community members and prosecutors	Beginning first quarter of 2020 up to 2024
Increased employment opportunities for young people.	Review contracts to identify the number of local persons companies agreed to hire as employees and contractors Engage the legislative caucus and National Bureau of Concessions to enforce employment provisions contained in the concession agreement	conduct a mapping of skilled persons in the county responsive to employment needs of companies. Monitor compliance by companies to hiring citizens in keeping with contractor agreements.	County authorities and CSOs The Legislative Caucus of the county and NBC	Number of residents hired by companies as employees and contractors Logistics for monitoring	County Records Records from companies	Beginning first quarter of 2020 up to 2024 Number of young people employed through agriculture programs.

Design agriculture interventions						
Increased equity in the distribution of CDF.	Authority on its operations in the county	Act. Monitor the implementation of the LRA. Document land boundary conflicts	Liberia Land Authority CSOs CSOs and LLA	Funding to conduct awareness and monitoring by CSOs.	by the LLA and local structures resolved.	Beginning last quarter of 2019 to 2024
	Advocacy and stakeholders' engagement targeting the legislative caucus, MFDP as well as leadership at the county level.	Review National Budget to have an idea on allocations made for CDF. Formulate county development plan.	County Legislators Superintendent Development Superintendent Project Management Committee County Budget Officer	Copies of simplified version of the approved national budget. Funding for advocacy and monitoring the implementation of the projects.	Copies of the amended law controlled by lawmakers. County projects are responsive to the needs of citizens	Minutes of county sittings Monitoring reports from CSOs.



Table 1.5 Grand Kru County Reconciliation and Action Plan 2024

COUNTY ACTION PLAN FOR INCLUSIVE AND PARTICIPATORY RECONCILIATION IN GRAND KRU

	Vision of the Roadmap: In pursuit of this roadmap, the vision of the county is: A reconciled county where the views and perspectives of all citizens are reflected in decision-making processes.				
	Overall Goal: Improved livelihood of communities.				
Strategic Objective	Strategy	Activities	Responsible Party (ies)	Resources	Indicators of success
Increased access to justice	Stakeholders' engagement among the actors of the criminal justice system.	Information sharing and meetings between and among the respective arms of the criminal justice system.	Local county authorities	Stationery Communications	Number of persons disaggregated by location and gender accessing the courts.
					Reports of inter-agency meetings held. Reports of regular court opening
					Start during first quarter of 2020-2024.
Reduced land and boundary conflicts.	Engage the Liberia Land	Create awareness on the Land Rights	CSOs	Funding	Monitoring reports.
					Mid 2020-2023
					Reports of land cases
					Number of boundary disputes resolved

Table 1.4 Gbarpolu County Reconciliation and Action Plan 2024

	Vision of the Roadmap: The vision of the roadmap is: A county where political differences are resolved through inclusive dialogues.				
	Overall Goal: To increase the representation and participation of diverse citizens in the decision-making processes in the county.				
Strategic Objective	Strategy	Activities	Responsible Party (ies)	Resources	Indicators of success
Increased border security with Sierra Leone	Strategic deployment of security personnel at border posts.	Monitor the performance of security actors.	Moj	Funds and logistics	Number of security personnel deployed.
					Quarterly and annual reports from MoJ.
					Start during second quarter of 2020-2022.
Increase citizens' access to affordable health and education	Policy advocacy and legislative oversight	Monitor the allocation in the national budget for health and education.	CSOs Relevant oversight committees of the National	Funding to monitor operations of health and education sectors	Number of citizens accessing affordable health and education
					Monitoring reports from CSOs
					First quarter of 2020-2023



services		Legislature		
Increased accountability in the management of CDF/CSDF	Advocacy and stakeholders' engagement targeting the legislative caucus, county leadership and MFDP	Review budget to allocations made for CDF/CSDF	national Legislators Superintendant CSOs	Copies of simplified version of the approved national budget.
	Advocate for a change to the budget law that will limit the influence the role of the lawmakers in the county sitting.	Formulate county development plan in an inclusive manner	Development Superintendent	Change of laws to make county sitting inclusive and less controlled by lawmakers.
	Advocate for a change to the budget law that will limit the influence the role of the lawmakers in the county sitting.	Track payment from MFDP to county	Development Superintendent	Funding for advocacy and monitoring the implementation of projects.
Reduced Violence Against Women	Collective approach through community	Identify projects that reflect the needs of communities.	County Budget Officer	County projects are responsive to the needs of citizens
		Monitor implementation of prioritized projects.	Project Management Committee (PMC)	Monitoring reports from CSOs.
			CSOs	
		Organize community meetings with diverse stakeholders	Ministry of Gender Task-force on SGBV	
			Funding conduct awareness, mobilize	10% in the number of persons prosecuted for rape and violence
				Reports from the courts
				Beginning first quarter in 2020 up to 2024

	communities, document rape cases and advocate for redress.	against women.	CSOs
mobilization	Advocacy for criminal accountability of perpetrators.	LNP and the judiciary	
	Advocacy for criminal accountability of perpetrators.	UN and other development partners	Feedback from community members and prosecutors
	Engage social structures at community level to support the enforcement of the mineral law of Liberia	Community members	
	Scrutinize illicit mining	Ministry of Mines and Energy and National Bureau of Concession	Records from MMIE and NBC
Reduced illicit extraction of resources within the mining sector.	Engage social structures at community level to support the enforcement of the mineral law of Liberia	Local authorities	Beginning first quarter of 2020 up to 2024
	Conduct mapping of illicit mining place in communities.	Logistics for monitoring	
	Monitor compliance by small scale miners of the mineral law.	Number of Liberians given license to operate in the mining sector.	Number of young people employed through mining sector.