

The Maryland Development Agenda

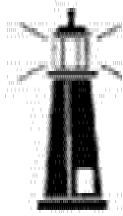
“Helping Marylanders Help Themselves”



Marylanders For Progress (Liberia), Inc.

Partnership for Progress





Marylanders For Progress (Liberia), Inc.

P.O. Box 65 • Monrovia, Liberia
Phone • 06-513-111 | 06-578-794
Email • Marylanders4Progress@yahoo.com

P.O. Box 44402, Fort Washington, MD 20749-0402
Phone • (301) 248-6496 | (301)-390-1640
Website • www.MFP-Liberia.org



Table of Contents

Appeal to Donors & Partners	iii
Letters from Senior Senator Ballout and Senator Scott	v, vi
Executive Summary	vii
Map of Liberia	viii
Historical Context	ix
The Maryland Development Agenda (MDA)	
Introduction	1
Priority Needs Per Sector	2
Health	2
Education	4
Agriculture	6
Economic Empowerment	8
Program Implementation and Coordination Mechanism	9
Other Areas of Intervention	10
Financial Requirements	11
MFP Certificate of Accreditation	13
MDA Matrix	14
Appendix I - Health & Education Sectors Statistics	20
Appendix II - Clinics & Schools in Maryland County	22
Appendix III - Maryland County Needs Assessment Report	23
Contacts	39
Abbreviations and Acronyms	40

Appeal to Donors and Partners

Dear Friends,

Nine years ago, a group of conscientious Marylanders made a personal commitment to establish Marylanders for Progress (Liberia) Inc. (MFP). This organization is registered in the State of Maryland, USA as a non-profit organization with a 501(c) 3 status. Additionally, MFP is now a registered NGO in Liberia with the primary goal of assisting war-affected Marylanders within and outside of Liberia. As a result of sacrificial contributions from members and non members alike, MFP, was able to provide supplies, equipment, and services to the people of Maryland County. These supplies included: a diesel generator, medicine and medical equipment for the JJ Dossen Memorial Hospital, twenty thousand textbooks for schools at all grade levels, and the establishment of a micro-loan program for market women in Maryland County.

The election of Liberia's visionary, President Ellen Johnson Sirleaf, has created an environment of opportunities for growth and development. Indeed this new enthusiasm encourages donors to support community-based development initiatives in Liberia. We salute the extraordinary sacrifices and efforts of international aid organizations; such as the UN agencies, NGOs as well as the private sector, which have brought tremendous relief to the citizens of Maryland County in particular and the people of Liberia in general.

As Liberia transitions from disaster- relief to the development stage, Marylanders for Progress seeks to foster a more constructive partnership with the donor community through the framework of the Maryland Development Agenda (MDA) - a two-year development program based on the prioritized needs of Marylanders; Health, Education, Agriculture and Economic Empowerment.

The MDA Health Sector Program focuses on the provision of essential equipment, drugs, and medical supplies to the JJ Dossen Memorial Hospital, clinics and health centers, sensitization campaigns about HIV/AIDS and tuberculosis. In addition, the program seeks to train health care providers in gender-based counseling to be able to cater to the needs of those affected by violence resulting from the civil war.

The Education Sector Program emphasizes the provision of critically needed equipment, materials and supplies to schools, teacher training, "head start" programs, and preparatory training for college bound students.

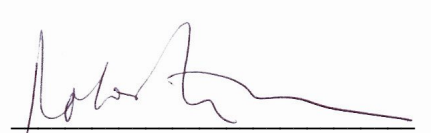
The Agriculture Sector Program prioritizes intensive farmer training in diverse agric-trades and assistance to farmers throughout the farming stages.

Finally, the Economic Empowerment Program seeks to empower low-income families to become self-reliant, and provide micro-loans to emerging entrepreneurs.

The MDA programs reflect the genuine requirements of Marylanders throughout the county and are aligned with the national Government's thrust towards the Millennium Development Goals. MFP is resolute in its commitment to ensure the full implementation of this agenda and work with the donor community on the basis of the principles of respect, integrity, and transparency.

To realize these programs and improve the lives of the citizenry, we are appealing to all our partners in progress, donors and you our friends, to support and contribute generously to these efforts. We cannot afford to let Marylanders down; so, we call on all of you to join us in this worthy undertaking.

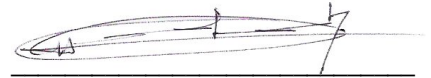
God Bless!



Roberta N. Brown
President
Marylanders for Progress (Liberia), Inc.



James N. Elliott, M.D.
Chairman, Board of Directors
Marylanders for Progress (Liberia), Inc.



Mr. Christian G. Herbert
Marylanders for Progress (Liberia), Inc.
Program Director, Liberia



THE LIBERIAN SENATE

Capitol Building, Capitol Hill, P. O. Box 9005
Monrovia, Liberia



of the Senior Senator of Maryland County,

Tel : (+231) 4- 722397

Cell: (+231)6-461000

E-mail: balloutjohn2@yahoo.com

June 27, 2007

Dear Friends,

The Marylanders for Progress (MFP) over the years has proven to be a true representation of the people of Maryland County as demonstrated by its advocacy role on behalf of the county in the diasporas, its humanitarian role as evidenced by the numerous donations of most needed items to the county and finally by its advisory role that has proven most helpful especially to me as a first-time politician.

The challenge of post war- reconstruction in Maryland County is daunting and requires the collective efforts of Marylanders and their partners. Since my election as Senior Senator of the County, I have endeavored to mobilize development assistance from the government, international aid agencies and NGOs to improve the wellbeing of all Marylanders. Significant progress has been made but there are still remaining humanitarian and development gaps which need to be filled through concerted action.

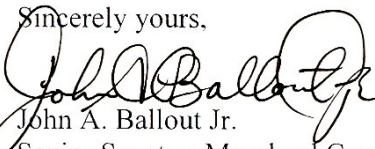
That is why I consider the development program of Marylanders for Progress (MFP) -- The Maryland Development Agenda (MDA) -- as a highly commendable initiative designed to fill some of the gaps. I am particularly encouraged by the priority areas of intervention -- Education, Health, Agriculture, and Micro-Finance which address the dire needs of our people and their communities in the County. This program is a genuine attempt by well-meaning Marylanders to help their fellow compatriots.

In light of the foregoing, I wish to express my full support and endorsement for the program and projects in the MDA and appeal to our friends and partners in the UN, aid agencies, humanitarian organizations, NGOs, etc., to do likewise and lend the needed financial and material support to its implementation. It is my view that the anticipated contributions of MFP will compliment the hugely successful efforts of the government, existing aid agencies and NGOs operating in the County.

Working together, I strongly believe Maryland County will rise again.

I count on your cooperation and support.

Sincerely yours,


John A. Ballout Jr.
Senior Senator, Maryland County



Chairman on Executive



The Liberian Senate
CAPITOL BUILDING, MONROVIA, LIBERIA
WEST AFRICA

July 18, 2007

Mr. Christian Herbert
Representative,
Marylanders For Progress (MFP)
Monrovia, Liberia

Dear Mr. Herbert,

The Maryland County Legislative Caucus extends its compliments and best wishes. We acknowledge receipt of the Maryland Needs Assessment Report and the Maryland Development Agenda.

Please accept our thanks and appreciation for the objective of Marylanders For Progress to work for the development of the people of Maryland County. We have reviewed these documents and found that they include the basic needs of the people. We are especially pleased that you interacted with the people to ascertain their needs. This is commendable.

We however request that you co-ordinate your programs with the Government Of Liberia (GOL) Community Development Programs which is under the supervision of the Office of the Superintendent of Maryland County.

Once again, please accept our thanks for your commitment to contribute to the reconstruction of Maryland County.

Regards
Sincerely, Yours

Cllr. Gloria M. Scott
Sen. / Chairperson,
Maryland County Legislative Caucus

Executive Summary

Marylanders for Progress (Liberia) Inc. (MFP) is a not-for-profit, non-political organization founded in 1999 by Marylanders within and outside the United States of America who were concerned about the appalling plight of their fellow Marylanders back home during and after the civil crises in Liberia. The vision of the founders is to assist Marylanders to help themselves rise up from the ruins of the war and improve their living conditions. Over the years, the organization has provided humanitarian, financial and other forms of assistance to various institutions and groups of Marylanders.

In early 2007, the Board of Directors of MFP commissioned the conduct of a Needs Assessment Exercise (NAE) in Maryland County with the objective of identifying the most critical needs of Marylanders that would lay the basis for the formulation of a comprehensive development agenda for resources mobilization purposes. The NAE covered the four (4) districts of the county and was conducted through community meetings, formal and informal interviews, focus group meetings and discussions.

As expected of any post-conflict environment, the needs of both the young and older population are enormous and comprehensive, ranging from clinics to roads. Traditionally, MFP has focused its assistance programs in four (4) priority sectors, i.e., health, education, agriculture and economic empowerment. The needs of these sectors have been prioritized and included in this development agenda. In the area of health, the need for the construction and rehabilitation of clinics, provision of drugs and medical supplies as well as clean drinking water is dire. The challenge to stem the spread of HIV/AIDS, to contain such diseases as malaria, TB and river blindness (onchocerciasis) must be overcome with emergency and long-term resolve matched by adequate financing. The education sector also requires the construction and rehabilitation of schools, supply of textbooks, all types of general school stationery supplies, desks, tables, and a well-funded school-feeding program to keep children healthy and in school.

Agriculture is a vital source of livelihood and income in the long-term; therefore, the need for training farmers, providing tools and seeds in communities for self-sustenance is critical. In a county where government and small companies absorb less than 30% of the workforce, the multitude must fend for itself. MFP seeks to put in place a comprehensive micro-finance program targeting marketers, small traders and manufacturers as well as fishermen, with the dual goals of self-reliance and economic empowerment. The MDA compliments the national Government's efforts to achieve the Millennium Development Goals (MDGs).

The MDA highlights the most pressing priority needs of the war-weary and determined people of Maryland County in seeking the assistance of all friends, partners, investors and well-wishers.

Historical Context

Maryland County is located in the southeastern region of Liberia. It shares a common border with Côte d'Ivoire, separated only by the Cavalla River on the east and the Atlantic Ocean on the south. In 1460, Portuguese sailors arrived in the lower Cavalla region and called the area Cape Palmas. The river on which they sailed was named the Cavalla River by the Portuguese explorers because of the abundance of mackerels.

Maryland County is one of the Republic of Liberia's 15 counties. It was first established as a colony on February 12, 1834 by members of the Maryland State Colonization Society under the instrumentality of Dr. James Hall who sailed in 1833 on the ship, Orion to Africa. On May 29, 1854, Maryland in Africa became an independent state and remained so until March 18, 1857 when a treaty of incorporation was signed with the Republic of Liberia. Harper, the capital city was named after Robert Goodloe Harper, a US General, born in 1789 in the Commonwealth of Virginia, USA who was also a member of the American Colonization Society.

Liberia was founded in 1822 by emancipated slaves from the United States under the American Colonization Society, a private organization whose sole purpose was to search for a peaceful and suitable place to live in Africa. On July 26, 1847 Liberia became an independent State in Africa.

Like other counties in Liberia, civil wars between 1989 and 2003 caused tremendous economic, political, financial and social problems for Maryland County. Great violence attended these devastating wars, leaving in their wake the untold destruction of human lives, broken families, damaged infrastructure, collapsed educational, health and security support structures. After several failed peace agreements, the warring parties met in Accra, Ghana in 2003 and signed the Comprehensive Peace Agreement (CPA). The international community including the UN, the World Bank, the IMF, the USA, and the European Union, all gave full support to the Agreement especially the conduct of free, fair and democratic elections in 2005. These elections ushered in the first democratically elected female President in Africa.

Not only has the international community supported political institutions and processes, it has equally shored up economic, media and social institutions. The election of President Ellen Johnson Sirleaf presents the first genuine opportunity to reverse the misfortunes suffered by the people of Liberia. As remarked by the former Secretary General of the United Nations, Mr. Kofi Annan: "No amount of international aid will develop Liberia unless its own people become agents of change and instruments of development." In a sense, Mr. Annan heralded a clarion call for Liberians to take up the challenge of nation-building.

The MDA is Marylanders for Progress' response to this challenge for development, i.e., to mobilize the requisite resources and provide the needed humanitarian aid and other forms of assistance to the people of Maryland County.

THE MARYLAND DEVELOPMENT AGENDA

INTRODUCTION

The Maryland Development Agenda is a response to the development challenges in Maryland County, Liberia. MDA is an action plan that prioritizes the most critical needs of the people of the County and seeks international assistance to address as many of these needs as possible. The goal is to assist Marylanders to help themselves to rise from the ruins of war and improve their living conditions.

By formulating this development agenda, MFP is committed to achieving the following broad objectives.

1. To foster and support the construction, rehabilitation and maintenance of community clinics, health centers, hospitals as well as provide essential drugs and medical supplies, and to actively campaign against the spread of HIV AIDS, malaria, tuberculosis and other deadly communicable and infectious diseases;
2. To encourage and support the construction, rehabilitation and maintenance of educational institutions and programs for Marylanders with basic educational materials and establish institute a “Head-Start” program, which will include healthy and nutritional services to all children;
3. To encourage self-reliance and food security by supporting farmers, fishermen and others with tools, seeds, essential materials and equipment as well as providing training that would enable them to increase and sustain food production;
4. To provide micro-financing to marketers, fishermen, peddlers, and essential materials such as seeds, tools and equipment to traders, entrepreneurs and other citizens through credit unions and micro-finance schemes; and
5. To work and collaborate with the national Government, UN, World Bank, international aid agencies, local and international NGOs, PVOs, CBOs as well as the citizenry of Maryland County to facilitate the successful implementation of the MDA.

These four (4) priority sectors - health, education, agriculture and economic empowerment - constitute the pillars of the MDA for 2008 and 2009.

PRIORITY NEEDS PER SECTOR



HEALTH

Overview

In 2004, the UN/World Bank Needs Assessment Report¹ estimated that less than 10% of Liberians had access to any kind of health care. The Report identified communicable diseases such as malaria, diarrhea, acute respiratory infections and measles as the major causes of morbidity and mortality. It also recognized cholera, schistosomiasis and Lassa fever as diseases endemic or prevalent in rural or agricultural areas. The threat of the spread of the deadly HIV/AIDS virus was highlighted as a major challenge.

Since 2004, marked progress has been achieved in rolling back the prevalence of these diseases and improving Liberians' access to health care services. This improvement has been through the intervention of the Ministry of Health and a few health-related INGOs in the county that continue to work for progress. However, the primary health care system is still in need of further rehabilitation as the need for humanitarian health needs still persists, especially in the rural parts of Maryland County. According to the 2007 MFP's Needs Assessment Report (NAR), many clans and chiefdoms in Barrobo, Pleebo-Sodoken, Karluway and Harper Districts lack clinics or health posts, and in a few instances where there are clinics, essential drugs and medical supplies are either in short supply or non-existent.

All health centers in the County are in dire need of qualified nurses, midwives and other health care technicians. Many health personnel attribute their reluctance to work in the Maryland County health care system due to the difficulty in traveling to and from the County because of terrible road conditions. They also cite low salaries and lack of incentives as other factors. This is a common problem in the entire southeastern region. For example, J.J. Dossen Memorial



¹ RFTF(2004)

Hospital, the only medical institution in the region, is manned by only one medical doctor. There is no dentist at the hospital.

Despite the remarkable efforts of Merlin, other INGOs and NGOs in reviving and sustaining the J.J. Dossen Memorial Hospital, there still exists critical needs such as x-ray, dialysis and blood pressure machines, essential drugs, medical supplies and stethoscopes. Additionally, the plumbing system needs urgent rehabilitation as the water is currently unsuitable for human consumption. The WATSAN needs, such as wells, hand pumps, latrines and chlorination, were also highlighted by rural dwellers in the MFP NAR.

Priority Needs: 2008-2009

- Construction of new clinics and health centers.
- Re-construction/re-habilitation of damaged clinics and health centers.
- Provision of essential drugs and medical supplies.
- Psycho-social rehabilitation programs in all districts.
- Hospital administration procedural training.
- Nutritional and preventive health care education.
- Initiation of a program to encourage Marylanders in the medical field to return home and assist with the health care delivery system.
- Supply of essential equipment and materials to the pharmacy, pediatric department, emergency room, laboratories, and the operating theaters.
- Provision of major diagnostic machines and ambulances.
- Construction of wells, hand pumps, latrines, as well as water treatment facilities (chlorination and disinfection).
- Hospital gowns, beddings, bandages and towels.
- Clothing for the elderly, returnees and the destitute.

Program / Project Costs: 2008-2009

The total cost of the Health Sector Program is estimated at US\$2,135,000. The breakdown of costs is as follows.

Reconstruction of clinics/health centers	US\$ 400,000
Rehabilitation of clinics/health centers	240,000
Equipment, drugs and medical supplies for J.J. Dossen Memorial Hospital, clinics and health centers in 4 districts	400,000
Rehabilitation of the J.J. Dossen water system	100,000
Well digging, hand pumps, latrines, etc.	100,000
Solar panels for hospital and clinics	120,000
Training programs	250,000
Teachers, physician assistants, nurses and midwives, visiting doctors and nurses program	225,000
Special advocacy campaigns (HIV/AIDS, etc.)	120,000
Rehabilitation programs	80,000
Provision of used clothing	40,000
Shipping cost of humanitarian items	60,000



EDUCATION

Overview

As a result of the war, the education system in Maryland County, like the rest of Liberia, underwent a major infrastructure breakdown. Most school buildings were destroyed or looted.

However, since the advent of the CPA in 2003 and the election of a new President in 2005, some progress has been registered in the education sector. Much of the progress is led by NGOs with the guidance of the Ministry of Education in rehabilitating and in some cases, entirely reconstructing school buildings. The NGO, IBIS, has been substantially involved in the provision of textbooks, notebooks, desks, writing boards, to students in some of the refurbished schools. A WFP school feeding program is in place in certain schools and this has attributed to retaining children in the schools. But other schools, especially in the remote parts of the County, do not enjoy these benefits.

Despite some achievements, there remains significant room for improvement. Many communities in the Barrobo and Karluway districts have no schools. In Harper and Pleebo-Sodoken where there are existing schools, there is a great need for rehabilitation and reconstruction of these schools. There is a dire need for building nursery schools in all the districts to initiate Head Start programs for children between the ages of 3-5 years. Like the health sector, most trained teachers are reluctant to take up jobs in the County due to the lack of infrastructure (mainly dwelling homes), conveniences, attractive salaries, incentives, and transport. The cost of travel from Monrovia, Liberia's capital, to Harper City is the highest in the country.

There is no library/resource center in the entire County. The establishment of such a facility in Harper with an internet café, a computer training unit and a well-resourced reading room, would be a giant boost to education in the County. Similar facilities are needed in each district to spread the benefits to students and the community at large.

MFP is also concerned about the plight of the William V.S. Tubman College of Technology, the nation's only tertiary technical and vocational institution. It currently lies in ruins having been substantially damaged and looted during the war in Liberia. Since the end of the war, little has been done to salvage the institution although it was reported that UNDP conducted an assessment of the facility in 2006. Restoration of the College to its pre-war state requires enormous financial and technical resources.

MFP is determined to bridge the existing gap in the educational sector in the County. It seeks assistance in the financing, delivery and management of education materials and services to the people of the County in collaboration with existing NGOs and the GOL.

Priority Needs: 2008-2009

- Construction of new schools;
- Re-construction/re-habilitation of damaged schools;
- Provision of basic school materials - desks, textbooks, notebooks, pencils, pens, chairs, writing boards, chalk, as well as remuneration for teachers and staff;
- Support to the development, operation and sustenance of night schools and offering scholarships to teachers; and
- Encouraging Marylanders who are educators/teachers in Monrovia and other parts of the country to contribute a certain number of teaching hours per month to the revival of the education sector of the county.

Program / Project Costs: 2008-2009

The total cost of the Education Sector Program is estimated at US\$ 1,474,000. The breakdown of costs is as follows.

Construction of S/P/N Schools	US\$ 400,000
Rehabilitation of S/P/N Schools	240,000
Equipment, materials and supplies	200,000
Solar panels for schools	220,000
Scholarships, teacher training	80,000
Establishment of night schools	64,000
Visiting professors/teachers program	220,000
Library/resource centers (with internet connection, computer training facilities and reading rooms	50,000



AGRICULTURE

Overview

The long and bloody civil war had a conspicuous and devastating impact on farming, food production and food security in Liberia, especially Maryland County. Between 1990 and 2003, crops were destroyed by fire, farming tools were looted, farmers and their families were routed, thus rendering the rural, mostly agricultural areas, virtually unlivable. Food production came to a halt and access to food from other parts of the country by road was impossible. Most farming families fled to neighboring country of Côte d'Ivoire for safety and food security. For those who remained in the rural and urban areas of the county, finding food was difficult to say the least.



Following the cessation of hostilities in 2003, the international community through WFP, initiated a massive food assistance program which saved the lives of thousands of Liberians. In Maryland County, WFP's food assistance program continues to benefit hundreds of families especially those returning to their towns and villages. However, food aid is only a stopgap measure, while restoration of the food production capacity of farmers (residents and returnees) is the key to sustainable food production and security. Although the GOL, WFP and other agriculture-related NGOs have supplied some replacement tools and seeds to farmers, in many cases these are inadequate. Some farmers complain that the items do not reach them in time to start the farming season.

To address the central issues of food production and food security, programs should be initiated to restore the production capacity of farmers through the provision of rice and vegetable seeds, cassava, edoes, tools and livestock. Effort should be exerted also to address the plight of cocoa, coffee, plantain, banana and rubber farmers, who are the source of income and employment for thousands in the county. Training programs targeted at young farmers in new and improved methods of farming, such as cash crop farming and fisheries, would assist in increasing yield and diversifying farming output in the medium and long term. One significant issue raised by farmers in the County is the need for micro- financing to jump-start their farms.

Priority Needs: 2008-2009

- Provision of fertilizers, rice and vegetable seeds and assorted agriculture tools (hoes, cutlasses, knives, diggers, shovels, wheelbarrows, etc.);
- Provision of breeding livestock (chickens, goats, sheep, pigs etc) to farmers;
- Establishment of a micro-finance scheme to provide micro-loans for farmers in various agricultural pursuits;
- Development and implementation of training programs throughout the county in livestock breeding, low and upland farming techniques, fisheries, etc.;
- Encouraging Marylanders who are agriculturists to contribute to the County's agricultural development by providing advice and support for programs geared towards increasing yields and output; and
- Provision of sugar cane, cassava, and grain mills and other machinery as well as small power generators and fuel in pilot projects in the four districts of the County so as to add value to agricultural outputs.



Program / Project Costs: 2008-2009

The total cost of the Agriculture Sector program is estimated at US\$296,000. The breakdown of costs is as follows.

Food Production	US\$ 250,000
Micro-finance for agriculture	- 0 -
Training programs	30,000
Visiting agriculturists program	16,000



ECONOMIC EMPOWERMENT

Overview

In 2004, the unemployment rate was estimated at 85%. Workers in the agricultural sector constituted the bulk of the unemployed due to the closure of rubber, coffee and cocoa farms as well as the suspension of major farming activities. The urban workforce was affected due to the closure of industries and the recession caused by continued civil unrest.

Economic activities increased after the 2003 peace conference and the 2005 elections. Cavalla Rubber Plantation and other rubber plantations commenced operations, some cocoa and coffee farms began production, and some industries in the urban areas resumed commercial activities. These positive developments



generated employment opportunities and apparently reduced the unemployment rate by 10-15%. However, with the influx of returnees by the thousands from 2004-2006, the unemployment situation worsened. The international community and the former National Transitional Government (NTGL) sought to use public works and quick impact projects to create short-term employment opportunities. But the inadequacy of funding rendered these projects ineffective in meeting their desired goals.

Unemployment still is a major national malaise and Marylanders are not exempt from it. Although the Cavalla Rubber Corporation and other small holdings in the county have commenced operations, their capacity utilization is below pre-war levels. Many returnees and resident farmers face the challenge of starting all over again, some without tools, seeds or capital to do so. Many marketers who lost their goods and capital during the war have expressed the need for small loans to jump start their businesses.

MFP believes many Marylanders seeking to become entrepreneurs could benefit from the micro-financing programs which are vital to building a strong, independent and self-reliant business class.

Priority Needs: 2008-2009

- Provision of small to medium size loans to farmers in the areas of rice and vegetable production, livestock breeding, cash crop production, etc.;
- Provision of small to medium size loans to farmers to procure mills (sugarcane, cassava and grain) as well as seeds, tools and generators.
- Support projects geared towards training farmers to improve agricultural yield and diversify into producing non-traditional but commercially viable crops;
- Provision of small loans to fishermen and their families to increase yield and foster efficiency; and
- Provision of small loans to marketers to increase the range and quantity of commodities marketed.

Program / Project Costs: 2008-2009

The total cost of the Economic Empowerment Program is estimated at US\$155,000. The breakdown of costs is as follows.

Micro-finance for farmers	US\$ 50,000
Micro-finance for non-farmers	75,000
Training programs	30,000

PROGRAM COORDINATION AND IMPLEMENTATION MECHANISM

Overview

Amidst the civil crises in 1999, MFP was organized as a vehicle for channeling humanitarian assistance to Marylanders within and outside the County. Due to the absence of an organized structure and lack of personnel on the ground in Liberia, MFP encountered several problems ranging from short-landing of relief items to fraud at the distribution end.

In an attempt to eliminate these problems, MFP was incorporated, registered and accredited in Liberia in 2004 as a not-for-profit, NGO, for the purposes of delivering humanitarian and development assistance in a coordinated manner that will guarantee transparency and accountability.

Implementation Mechanism

The new organizational arrangement empowered the Board of Directors of MFP to craft the strategic vision of the organization and set policies. The operational activities of MFP are steered by a Program Management Team (PMT) headed by a Program Director in Liberia. The PMT directs and supervises four thematic Project Implementation Units (PIU) - Health, Education, Agriculture and Micro-Finance - as well as the Monitoring and Evaluation and Construction Units. In addition, the PMT coordinates the activities of MFP District Coordinating Committees (DCCs). The DCCs are responsible for the day-to-day operations in the four (4) districts of Maryland County and oversee district sector teams.

To ensure that the Program Team performs to standard and meets the benchmarks set out in this MDA, adequate resources and logistics are required.

Monitoring & Evaluation

MFP considers accountability to donors as indispensable to its development initiatives. Accordingly, MFP has established a Monitoring and Evaluation (ME) unit with the mandate to put in place strong and effective monitoring and evaluation systems. These systems will ensure, inter alia, that regular (monthly) reports are prepared and made available to donors on a timely basis. When required, and with available resources, specific

ME systems preferred by donors may be employed to guarantee that the required information is captured and documented to aid program/project evaluation and decision-making. Joint MFP-donors scheduled and unscheduled monitoring may be utilized to assess ongoing projects. Existing links with the Superintendent's Council, the Humanitarian Coordination Section (HCS), NGOs, sectoral government ministries, civil society groups, religious groups, traditional chiefs and elders will be strengthened with a view to facilitate data collection, information sharing and program/project assessment.

To review progress, identify setbacks, assess impact and determine remedial or new approaches to program/project implementation, it may be necessary to hold a meeting of the MFP PMT and donors every six (6) months.

To be effective, the ME unit must be adequately resourced and properly staffed. As part of the overall development program, MFP seeks donor assistance in capacity building and training to assure the reliability and robustness of the ME unit.

P r i o r i t y N e e d s : 2 0 0 8 - 2 0 0 9

- Basic office equipment and materials
- Vehicles (4-wheel-drive vehicles/pick-ups)
- Fuel & lubricants
- Repairs and parts
- Communication equipment
- Training needs (workshops and seminars)

P r o g r a m / P r o j e c t c o s t s : 2 0 0 8 - 2 0 0 9

The total cost of the Program Coordination and Implementation Mechanism is estimated at US\$145,000. The breakdown of costs is as follows.

Program Implementation and Capacity Building	US125, 000
Monitoring & Evaluation	20,000

O T H E R A R E A S O F I N T E R V E N T I O N

Based upon need and resource availability, MFP may undertake programs and projects in the areas of conflict resolution and peace building, small arms prevention, environmental protection and tourism.

FINANCIAL REQUIREMENTS

All costs in US\$

MARYLAND DEVELOPMENT AGENDA FINANCIAL REQUIREMENTS ² 2008/2009				
No.	Priority Sector & Program Requirements	Costs 2008	Costs 2009	Sub-Totals & Grand Total
1.	Health			
1.1	Construction of clinics/health centers	200,000	200,000	400,000 ³
1.2	Rehabilitation of clinics/health centers	120,000	120,000	240,000 ⁴
1.3	Equipment, drugs and medical supplies for J.J. Dossen Memorial Hospital, clinics and health centers in 4 districts	200,000	200,000	400,000
1.4	Rehabilitation of the water supply system (J.J. Dossen Hospital)	50,000	50,000	100,000
1.5	Construction of wells, hand pumps, latrines, etc	50,000	50,000	100,000
1.6	Energy provision for hospital and clinics (solar panels)	60,000	60,000	120,000
1.7	Training programs	125,000	125,000	250,000
1.8	Visiting doctors and nurses program	100,000	125,000	225,000
1.9	Special advocacy campaigns	60,000	60,000	120,000
1.10	Rehabilitation programs	40,000	40,000	80,000
1.11	Used clothing for the elderly and children	20,000	20,000	40,000
1.12	Shipment of donated item in the USA to MFP in Liberia	30,000	30,000	60,000
	Sub-total	1,055,000	1,080,000	2,135,000
2.	Education			
2.1	Construction of secondary/primary/nursery schools	200,000	200,000	400,000 ⁵
2.2	Rehabilitation of secondary/primary/nursery schools	120,000	120,000	240,000 ⁶
2.3	Equipment, materials and supplies	100,000	100,000	200,000
2.4	Energy provision for schools & Nurseries(solar panels)	110,000	110,000	220,000
2.5	Scholarship and training programs	40,000	40,000	80,000
2.6	Establishment and operation of night schools	32,000	32,000	64,000

² Costs are based on realistic estimates and assumptions. However, actual programs/projects costs may fall well below or above some of these figures.

³ The construction of each clinic/health center is estimated at US\$25,000.

⁴ The rehabilitation of each clinic/health center is estimated at US\$15,000.

⁵ The construction of each school is estimated at US\$25,000.

⁶ The rehabilitation of each school is estimated at US\$15,000.

**MARYLAND DEVELOPMENT AGENDA
FINANCIAL REQUIREMENTS ²
2008/2009**

No.	Priority Sector & Program Requirements	Costs 2008	Costs 2009	Sub-Totals & Grand Total
2.7	Visiting professors/teachers program	110,000	110,000	220,000
2.8	Library/resource centers	25,000	25,000	50,000
	Sub-total	737,000	737,000	1,474,000
3.	Agriculture			
3.1	Food production	125,000	125,000	250,000
3.2	Training programs	50,000	50,000	100,000
3.3	Visiting agriculturists program	40,000	40,000	80,000
3.4	Seed fund for agriculture	- 0 -	- 0 -	- 0 -
	Sub-total	215,000	215,000	430,000
4.	Economic Empowerment			
4.1	Micro-finance for farmers	25,000	25,000	50,000
4.2	Micro-finance for non-farmers	37,500	37,500	75,000
4.3	Training program	15,000	150	30,000
	Sub-total	77,500	77,500	155,000
5.	Program Coordination & Implementation Mechanism			
5.1	Program implementation and capacity building	75,000	50,000	125,000
5.2	Monitoring and evaluation	10,000	10,000	20,000
	Sub-total	85,000	60,000	145,000
	GRAND TOTAL	2,169,500	2,169,500	4,339,000



REPUBLIC OF LIBERIA

CERTIFICATE OF ACCREDITATION

This is to certify that

MARYLANDERS FOR PROGRESS, (LIBERIA) INC.

Has been only accredited to operate in Liberia and is to enjoy all benefits/
privileges stipulated in the **Guidelines** for **National** private voluntary
organization/Non Government Organization registered under the laws of the
Republic of Liberia.

Given under my hands this 14 day of
JUNE in the year of our Lord, Two
Thousand & Four.



Minister

Ministry of Planning & Economic Affairs

MARYLAND DEVELOPMENT AGENDA 2008-2009

GOAL: Assisting Marylanders to help themselves.

No.	Priority Sector	Programs/projects earmarked 2008 - results anticipated in 2008	Projects/programs earmarked 2009 - results anticipated in 2009	Remarks
1	Health			
1.1	Construction of clinics and/or health centers ⁷	Construction of 2 clinic/health centers per district in 4 districts of Maryland County. <i>See Appendix II.</i>	Construction of 2 additional clinics/health centers per district in 4 districts of Maryland County. <i>See Appendix II.</i>	
1.2	Rehabilitation of clinics and/or health centers ⁸	Rehabilitation of 2 clinic/health centers per district in 4 districts of Maryland County. <i>See Appendix II.</i>	Rehabilitation of 2 additional clinics/health centers per district in 4 districts of Maryland County. <i>See Appendix II.</i>	
1.3	Equipment, drugs and medical supplies	Provision of equipment, drugs and medical supplies ⁹ for J.J. Dossen Memorial Hospital, clinics and health centers in 4 districts (1 ambulance, 1 x-ray machine, stethoscopes, otoscope, respiratory apparatuses, etc.).	Provision of equipment, drugs and medical supplies for J.J. Dossen Memorial Hospital, clinics and health centers in 4 districts (1 add. ambulance, 1 add. x-ray machine, stethoscopes, otoscope, respiratory apparatuses, etc.).	
1.4	Rehabilitation of water supply system (J.J. Dossen Hospital)	Commencement of rehabilitation works on the water supply system at the J.J. Dossen Hospital.	Completion of rehabilitation works on the water supply system at the J.J. Dossen Hospital.	

⁷ The MFP Health Sector Team will consult with the Maryland County Health Services Office and each DDC to determine the exact location for constructing new clinics/health centers. Appendix II contains possible sites for the construction of new clinics/health centers to replace deteriorated mud brick structures.

⁸ The MFP Health Sector Team will consult with the Maryland County Health Services Office and each DDC to determine the exact location of damaged and dilapidated clinics/health centers that need to be rehabilitated or rebuilt. Appendix II contains possible sites for the rehabilitation of damaged clinics/health centers or clinics/health centers requiring extensions.

⁹ As per NDS listing of drugs and medical supplies.

MARYLAND DEVELOPMENT AGENDA 2008-2009

GOAL: Assisting Marylanders to help themselves.

No.	Priority Sector	Programs/projects earmarked 2008 - results anticipated in 2008	Projects/programs earmarked 2009 - results anticipated in 2009	Remarks
1.5	Construction/rehabilitation of wells, latrines, etc.	Construction and rehabilitation of wells, latrines; installation of hand pumps, chlorination, disinfestations, etc. Education on proper sanitation methods and practices.	Construction and rehabilitation of wells, latrines; installation of hand pumps, chlorination, disinfestations, etc. education on proper sanitation methods and practices.	
1.6	Solar panels	Provision of solar panels for the hospital in Harper and clinics/health centers in the 4 districts of the County.	Provision of solar panels for clinics/health centers in the 4 districts of the County.	
1.7.	Training Programs	In-service nurses, mid-wives, PA training, workshops, seminars, in the 4 districts of the County.	In-service nurses, mid-wives, PA training, workshops, seminars, in the 4 districts of the County.	
1.8	Visiting Doctors and Nurses program	Provision of air/land travel, dwellings, communications, transportation, feeding, etc., for visiting doctors and nurses.	Provision of air/land travel, dwellings, communications, transportation, feeding, etc., for visiting doctors and nurses.	
1.9	Special Advocacy Campaigns	Sensitization and awareness programs about HIV/AIDS, Malaria, Tuberculosis, STD, gender-based violence, etc. amongst students, plantation workers, traders, returnees, etc. Provision of educational materials to teach abstinence; distribution of condoms and other preventive items.	Sensitization and awareness programs about HIV/AIDS, Malaria, Tuberculosis, STDs, gender-based violence, etc. amongst students, plantation workers, traders, returnees, etc. Provision of educational materials to teach abstinence; distribution of condoms and other preventive items.	
1.10	Rehabilitation Programs	At least 1 Psycho-social rehabilitation & training center opened and operated in each district for x-combatants, rape victims and the wayward.	Psycho-social rehabilitation & training centers operating and sustained in the 4 districts for x-combatants, rape victims and the wayward.	

MARYLAND DEVELOPMENT AGENDA 2008-2009

GOAL: Assisting Marylanders to help themselves.

No.	Priority Sector	Programs/projects earmarked 2008 - results anticipated in 2008	Projects/programs earmarked 2009 - results anticipated in 2009	Remarks
1.11	Clothing for the elderly & children	Provision of used clothing for the elderly, children, returnees and the destitute.	Provision of used clothing for the elderly, children, returnees and the destitute.	
1.12	Shipment of donated items	Provision of resources to facilitate the shipment of donated items from the United States to MFP in Liberia.	Provision of resources to facilitate the shipment of donated items from the United States to MFP in Liberia.	
2	Education			
2.1	Construction of Secondary/ Primary/Nurseries¹⁰	Construction of 2 Secondary/Primary school/Nursery per district in 4 districts of Maryland County. <i>See Appendix II.</i>	Construction of 2 additional Secondary/ Primary schools/ Nurseries per district in 4 districts of Maryland County. <i>See Appendix II.</i>	
2.2	Rehabilitation of Secondary/ Primary schools¹¹	Rehabilitation of 2 Secondary/Primary school per district in 4 districts of Maryland County. <i>See Appendix II.</i>	Rehabilitation of 2 additional Secondary/ Primary schools per district in 4 districts of Maryland County. <i>See Appendix II.</i>	

¹⁰ The MFP Education Sector team will consult with the Maryland County Education Office and each District Development Committee(DDC) to determine the exact location to construct new schools/nurseries. Appendix II contains possible sites for the construction of new schools to replace deteriorated mud bricks structures.

¹¹The MFP Education Sector team will consult with the Maryland County Education Office and each District Development Committee(DDC) to determine the exact location to rehabilitate damaged schools/nurseries. Appendix II contains possible sites for the rehabilitation of damaged schools/nurseries or schools/nurseries requiring extensions.

MARYLAND DEVELOPMENT AGENDA 2008-2009

GOAL: Assisting Marylanders to help themselves.

No.	Priority Sector	Programs/projects earmarked 2008 - results anticipated in 2008	Projects/programs earmarked 2009 - results anticipated in 2009	Remarks
2.3	Equipment, Materials and Supplies	Provision of desks, chairs, textbooks, copybooks, pencils, pens, blackboards, chalks, audio-visual aids, etc for schools in 4 districts of the county.	Provision of additional desks, chairs, textbooks, copybooks, pencils, pens, blackboards, chalks, audio-visual aids, etc for schools in 4 districts of the county.	
2.4	Solar Panels	Provision of Solar Panels for schools and Nurseries in the 4 districts of the county.	Provision of Solar Panels for schools & Nurseries in the 4 districts of the county.	
2.5	Scholarship & Training Programs	In-service training of teachers, support staff, etc in the 4 districts of the county; Provision of 25 scholarships per district per annum for students at the secondary and college levels.	In-service training of teachers, support staff, etc in the 4 districts of the county; Provision of 25 scholarships per district per annum for students at the secondary and college levels.	
2.6	Establishment & Operation of night schools (Adult Education Programs)	Support the development, operation and sustenance of night schools (Adult Education Programs) in 4 schools in 4 districts. <i>See Appendix II.</i>	Support the development, operation and sustenance of night schools (Adult Education Programs) in 4 schools in 4 districts continues. <i>See Appendix II.</i>	
2.7	Visiting Professors/teachers program	Provision of dwellings, communications, transportation, feeding, etc, for visiting professors and/or teachers.	Provision of dwellings, communications, transportation, feeding, etc, for visiting professors and/or teachers continues.	
2.8.	Library/Resource Centers	Establishment of a large Library/Resource Center in Harper with internet connection, computer training facility, reading room, etc.	Establishment of medium-size Library/Resource Centers in Pleebo, Karluway and Glofoken with computer training facility, reading room, etc.	

MARYLAND DEVELOPMENT AGENDA 2008-2009

GOAL: Assisting Marylanders to help themselves.

No.	Priority Sector	Programs/projects earmarked 2008 - results anticipated in 2008	Projects/programs earmarked 2009 - results anticipated in 2009	Remarks
3	Agriculture			
3.1	Food Production	Provision of rice & vegetable seeds, agricultural tools, breeding stock, fishing gear, small power generators, power saws, grains, sugarcane, rice and cassava mills, etc. to farmers in the 4 districts of the county	Provision of rice & vegetable seeds, agricultural tools, breeding stock, fishing gear, small power generators, power saws, grains, sugarcane, rice and cassava mills, etc. to farmers in the 4 districts of the county	
3.2	Training Programs	Conducting of workshops, seminars and lectures in livestock breeding, upland and lowland farming, cash crop farming, etc for farmers in the 4 districts of the county.	Conducting of workshops, seminars and lectures in livestock breeding, upland and lowland farming, cash crop farming, etc for farmers in the 4 districts of the county.	
3.3	Visiting Agriculturists program	Provision of dwellings, communications, transportation, feeding, etc., for visiting agriculturists.	Provision of dwellings, communications, transportation, feeding, etc., for visiting agriculturists.	
3.4	Seed Fund for Agriculture	See Economic Empowerment-Micro-Finance.	See Economic Empowerment-Micro-Finance.	
4	Economic Empowerment - Micro-Finance			
4.1	Micro-Finance for Farmers	Provision of Seed Fund to provide small loans to farmers in the 4 districts of the county.	Continued provision of Seed Fund to provide small loans to farmers in the 4 districts of the county.	
4.2	Micro-Finance for non-farmers	Provision of Seed Fund to provide small loans for marketers, traders, small businesses, etc, for non farmers or organizations in the 4 districts of the county.	Continued provision of Seed Fund to provide small loans for marketers, traders, small businesses, etc, for non farmers or organizations in the 4 districts of the county.	

MARYLAND DEVELOPMENT AGENDA 2008-2009

GOAL: Assisting Marylanders to help themselves.

No.	Priority Sector	Programs/projects earmarked 2008 - results anticipated in 2008	Projects/programs earmarked 2009 - results anticipated in 2009	Remarks
4.3	Training Programs	Training workshops & seminars in the management and implementation of micro-finance programs/projects for project officers, farmers and non-farmers).	Additional training workshops & seminars in the management and implementation of micro-finance programs/projects for project officers, farmers and non-farmers).	
5 Program Coordination and Implementation Mechanism				
5.1	Program Implementation & Capacity Building	<ul style="list-style-type: none"> Provision of basic office equipment, materials and supplies; vehicles, fuel, spare parts, repairs; Employees training and upgrading for efficient service delivery. 	<ul style="list-style-type: none"> Provision of basic office equipment, materials and supplies; vehicles, fuel, spare parts, repairs; Employees training and upgrading for efficient service delivery. 	
5.2	M&E	Establishment of an effective Monitoring & Evaluation system ensuring monthly reporting to donors and partners; bi-annual meeting of donors and partners; year-end meetings to review progress, setbacks, impact and next steps.	Effective Monitoring & Evaluation system operational ensuring monthly reporting to donors and partners; bi-annual meeting of donors and partners; year-end meetings to review progress, setbacks, impact and next steps.	

Appendix I

VITAL STATISTICS HEALTH & EDUCATION SECTORS

I.	GENERAL INFORMATION¹²	
	Population of Maryland County	137,124
	Female	63,859
	Male	73,265
	Unemployment Rate	80%
	Total workforce gainfully employed	5,000
	Government sector	2,150
	Private sector	1,750
	Others	1,100
II.	EDUCATION SECTOR¹³	
	Total Enrolment(Private & Public Schools)	32,635
	Female	14,242
	Male	18,393
	Total Number of Schools	188
	Private Schools	64
	Public Schools	124
	Total Number of Teachers/Instructors	1,226
	Female	321
	Male	905
	Trained	265
	Untrained	905
	In-Servicing training & upgrading	56
	Salaried	750
	Unsalaries	476
III.	HEALTH SECTOR¹⁴	
	County Health Personnel	
	Medical Doctors	1
	Nurses	10
	Midwives	7
	Laboratory Technicians	1
	LPN ¹⁵	6
	PAs ¹⁶	6
	Total number of Health Facilities(HF)¹⁷	25

¹² Source: *Situation Analysis of post-war Maryland County* by Superintendent D. I. Sie-Teba Neufville, 2006

¹³ Source: County Education Office, Harper, Maryland County

¹⁴ Source: County Health Services, JJ Dossen Hospital, Harper, Maryland County

¹⁵ Licensed Practical Nurses

¹⁶ Physician Assistants

Appendix I

	Harper District	6	Karluway District	7	
	J.J. Dossen Memorial Hospital		Karloken HF		
	Sacred Heart HF		Pougbaken HF		
	Cavalla HF		Manolu HF		
	Fish Town HF		Yediaken HF		
	Rock Town HF		Boniken HF		
	Pullah HF		Leprosy Colony HF		
	Pleebo-Sodoken District	7	Doloken Boy's Institute HF		
	CRC Health Center		Barrobo District	5	
	St. Francis HF		Glofaken HF		
	Pleebo HF		Newaken HF		
	Cavalla Kunokudi HF		Juluken HF		
	Rock Town Kunokudi HF		Gba Williken HF		
	Sodoken HF		Feloken HF		
	Barraken HF				

¹⁷ The term "health facility" may refer to a clinic, health center or health post

Appendix II

MARYLAND DEVELOPMENT AGENDA CLINICS & SCHOOLS 2008-2009					
1	Health ¹⁸	List towns, cities or communities where project could be located			
		Harper District	Pleebo-Sodoken District	Karluway District	Barrobo District
1.1	Construction of Clinics and/or Health Centers	1. Yookudi Clinic 2. Fordoken Clinic	1.Sodokan Clinic 2.Cavalla Kunodudi Clinic 3.Rocktown Clinic	1. Yediaken Clinic 2.Pougaken Clinic 3.Dorobo Freetown Clinic 4.Worteken Clinic	1. Glofaken Clinic 2. Gbawiliken Clinic 3. Gortoken Clinic
1.2	Rehabilitation of Clinics and/or Health Centers		1. Rocktown Clinic 2. Fishtown Clinic	1.Boniken extension	1. Newaken Clinic 2. Feloken Clinic
2	Education ¹⁹				
2.1	Construction of Secondary/ Primary/Nurseries	1. Worteke/Karblike - Karblike/Worteken 2. Demonstration KG - Harper 3. Rocktown Jr. High School.	1. Willie A. Rogers - Pleebo City 2. Gbloken Elementary - Gbloken 3.Sodoken Jr. High School	1. Yebloken Elementary - Yobloken 2.Gbaken Elementary - Gbaken 3.Karluway High School, Karloken	1. Sampson Goe Elementary - Newaken 2.Jasper W. Yeah Elementary - Gbarkliken 3.Barrobo High School. Glofaken.
2.2	Rehabilitation of Secondary/ Primary schools	1. Cape Palmas High School - Harper 2.J. Hodo Manston School - Fishtown 3. Rocktown Public School	1. Pleebo High School - Pleebo City	1. Dorrobo Elementary - Saykleken 2. Henogbe Elementary School - Henogbe	1. James T. Hinneh Elementary School - Martuken 2. Jasper W. Yeah Jr. High School - Gbarkliken.
2.5	Establishment & Operation of night schools	1.East Harper Elementary School - Jacksonville 2. Big Town Elementary School - Hoffman Station	1. Pleebo Extension - Pleebo 2.Barrake Elem/Jr High school -Barrake	1. Karloken School - Karloken city 2. Boniken Elementary school - Boniken	1. Glofaken school - Glofaken 2. Dougboken School - Dougboken
2.7.	Library/Resource Centers	Harper City	Pleebo City	Karluken City	Glofoken City

¹⁸ Source: County Health Services, JJ Dossen Memorial Hospital, Harper, Maryland County

¹⁹ Source: County Education Office, Harper, Maryland County

Appendix III

REPORT OF THE NEEDS ASSESSMENT MISSION IN MARYLAND COUNTY, LIBERIA 09 February 2007

BACKGROUND

The Board of Directors of Marylanders for Progress (MFP) approved a proposal for the conduct of a Needs Assessment (NA) exercise in Maryland County in January 2007. The objectives of the Mission are to (a) conduct an assessment of the most pressing needs of Marylanders in the 4 districts of the Maryland County; (b) identify the building proposed as headquarters for MFP and assess the requirements for and cost of renovating it; (c) travel to each of the four (4) district headquarters, including Harper City, with the aim of identifying/recruiting potential members of MFP to serve as Focal Points/representatives of the organization; and, (d) meet with as many local government officials (superintendents, city mayors, district commissioners, etc.) as possible as well as heads of local and international NGOs operating in Maryland County.

In fulfillment of this mandate, a small team of MFP personnel²⁰ departed Monrovia for Maryland County on Friday, January 26, 2007 and arrived in Harper, Maryland County on Monday, 29 January 2007. After successfully completing the mission, the team returned to Monrovia on Monday, 5 February 2007.

This Report is an account of the team's activities, achievements and setbacks. It includes a number of important recommendations.

OVERVIEW OF THE NEEDS ASSESSMENT MISSION

Commencing Monday, 29 January, the team held discussions, meetings and consultations with local government officials, representatives of local and international NGOs, civil society groups and ordinary citizens in Harper and the 4 districts of the county. During these engagements, the team listened and recorded, *first hand*, what was considered the most critical priority needs of the people in their communities.

In two unique cases, the MFP team was availed existing lists of needs formulated in the recent past in collaboration with UNDP²¹ and through a District Development Committee (DDC)²².

A distinct program format was developed and used during each of the 4 district consultative meetings. It entailed firstly an introductory statement by the MFP team members followed by an Open Forum (Town Hall-like) presided over by the MFP team leader and the district superintendent or commissioner. The Open Forum allowed an unprecedented free flow of expressions, opinions and recommendations from the participants regarding critical needs identified in various parts of a district. We patiently listened and recorded their suggestions. We were amazed by the active participation of a large number of women in these forums. At the end of each consultative meeting, we asked the participants to select/elect three (3) persons,

²⁰ The team is comprised of Mr. Christian G. Herbert, Project Director, Mr. Joseph Yancy, Acting Program Officer and Mr. Blamasee Dorley, Chauffeur.

²¹ Harper District (30 January 2007)

²² Pleebo-Sodoken District (30 January 2007)

Appendix III

one of whom *must* be a woman, as Focal Points or representatives of MFP in the district. Many applauded this approach because they said it gave ownership of MFP activities in the district to its people.

Unlike the district consultative meetings, the format for meetings with local government officials (superintendents, city mayors, etc.) as well as heads of local and international NGOs operating in Maryland County was simple. As customary, we introduced the MFP, informed them of our intention to commence operation, solicited their cooperation and inquired about what they considered the most pressing needs of Marylanders in various communities. We keenly listened and recorded their responses.

In all of the meetings and consultations held with Marylanders in Harper and the 4 districts, the MFP team was enthusiastically welcomed. Most Marylanders we talked with were aware of the contributions of MFP made in the past to the county and expressed profound appreciation. One of the ramifications of our visit is the increased expectation of Marylanders about the MFP work. Many openly stated that they expected MFP to succeed where many other indigenous organizations have failed.

Riding triumphantly on the tide of popular sentiments, we commenced our mission with heightened spirits and a strong determination to make a difference. The sequencing of meetings was carried out in accordance with the Schedule of Meetings below.

MARYLANDERS FOR PROGRESS ASSESSMENT MISSION SCHEDULE OF MEETINGS				
No.	Personalities/Organizations	Time	Location	Remarks
Monday, 29 January 2007				
1.	Hon. I. Sie-Teba Neufville, Superintendent	11:00AM	Office of the Superintendent	
2.	LUNCH	12:00noon	Harper	
3.	Hon. Ophelia Draper, Development Supt.	1:00PM	Office of the Development Supt.	
4.	Hon. Regina Sampson, Harper City Mayor,	2:30PM	Office of the Mayor	
5.	The Grebo Governor, Maryland County	4:00PM	Office of the Governor	
Tuesday, 30 January 2007				
6.	District Commissioner et al, Harper District	11:00AM	Harper City Hall	
7.	LUNCH	12:00noon	Harper	
8.	Pleebo City Mayor	2:00PM	Pleebo	
9.	District Commissioner et al, Pleebo-Solokeh	3:00PM	Pleebo	
Wednesday, 31 January 2007				
10.	District Commissioner et al, Karluway	11:00AM	Karluway	
11.	LUNCH	12:00noon	Karluway	
12.	District Commissioner et al, Borrobo	3:00PM	Borrobo	
Thursday, 1 February 2007				
13.	Danish Refugee Council(DRC)	9:00AM	Harper	
14.	IBIS	10:00AM	Harper	
15.	UNMIL/HCS	11:00AM	Harper	

Appendix III

MARYLANDERS FOR PROGRESS ASSESSMENT MISSION SCHEDULE OF MEETINGS				
No.	Personalities/Organizations	Time	Location	Remarks
16.	LUNCH	12:00noon	Harper	
17.	UNHCR	2:00PM	Harper	
18.	World Food Programme (WFP)	3:00PM	Harper	
19.	JJ Dossen Hospital Sr. Staff	4:00PM	Harper	
Friday, 2 February 2007				
20.	Mr. Joseph Wade Dennis, Maryland County Marketing Association	9:00AM	Harper	
21.	Tour of JJ Dossen Hospital	10:00AM	Harper	
22.	LUNCH	12:00noon	Harper	
23.	Report Drafting	1:00PM	Harper	

Summaries of the outcomes of each of these meetings/consultative forums are presented below. You will note that repetition of certain priorities needs, such as clinic, school, drugs, etc., occur throughout these independently conducted meetings. These are themes, which reflect the common needs of Marylanders from one district to another.

MEETING WITH THE ACTING SUPERINTENDENT, DANIEL BROWNE

Monday, 29 January 2007, 11:00AM - Harper City Hall

Acting Superintendent Daniel Browne welcomed the MFP team but expressed regrets that the Superintendent proper, Hon. I. Sie-Teba Neufville, was absent from the County. He had traveled to Monrovia on official business a few days earlier. However, he hoped that Hon. Neufville would return before the end of the MFP mission in Maryland County.

Hon. Browne then highlighted a number of critical needs as perceived by the Office of the Superintendent: -

- Roads
 - The Harper-Pleebo road
 - The Pleebo-Karloken road
 - The Karloken – to the border road
 - The Karloken-Barrobo road
- The William V. S. Tubman College of Technology
 - The College has not been opened since it was closed during the civil crises. It requires substantial rehabilitation. In 2006, UNDP conducted an assessment of the College with the view of rehabilitating it but no action has been taken.
- Harper City Hall
 - A segment of the building was renovated to create office spaces for some local government officials including the Superintendent but the theater, the auditorium and other parts are still in disuse.

Appendix III

- Agriculture
 - There exist an inadequate supply of agricultural tools and seeds to enable farmers throughout the county to plant and harvest large quantities of produce. On many occasions, seeds are supplied by INGOs well after the planting season.
- J. J. Dossen Hospital
 - The JJ Dossen Memorial Hospital had enormous needs although some progress has been made over the past few months. An ambulance is needed to convey critically ill patients from far flung villages and towns to the referral center.

MEETING WITH HARPER CITY MAYOR, MS. REGINA SAMPSON Monday, 29 January 2007, 2:30 PM - Harper City Hall

Ms. Regina Sampson, Mayor of the City of Harper, heartily received the MFP team. She indicated what she thought to be the most critical of needs in the City of Harper: -

- J J Dossen Hospital
 - Ambulance
- Nursery School for children 4-5 yrs
- Agriculture
 - Tools
 - Seeds
- Small loans for war-affected Marylanders for business start-ups

MEETING WITH THE GREBO GOVERNOR, MR. WADE DOE WALLACE, Monday, 29 January 2007, 4:00PM - Grebo Governor's Residence, Harper City

The MFP team was welcomed traditionally into the home of the Grebo Governor, Mr. Wade Doe Wallace. Mr. Wallace identified the following priority needs: -

- Health
 - Shortage of drugs and medical supplies in clinics, health posts and centers in the county. Especial need existed in Fishtown where the clinic was out of drugs occasionally. In some areas, no clinic existed; in other areas, clinics or health posts existed, but drugs and medical supplies were lacking. In areas where clinics and drugs are available, certified nurses are in short supply or unavailable at all.
 - No X-Ray machine at JJ Dossen Memorial Hospital
 - No dentist at JJ Dossen Memorial Hospital or the entire county
- Clothing
 - In certain parts of the county, some citizens do not have clothes to wear. This situation is especially pronounced in the Barrobo District.

Appendix III

- Economic Empowerment
 - A micro-finance scheme is needed for Marylanders but there should be a proper regulatory regime to avoid the mistakes of the past. Prior to the commencement of any future micro-credit scheme, a comprehensive education and public awareness campaign should be undertaken to educate participants through workshops and community meetings.
- Education
 - Harper and the entire county lack a Library. The need for a Library and a Resource Center (combined or separated) is dire.

CONSULTATIVE MEETING WITH HARPER DISTRICT LEADERS AND CITIZENS Tuesday, 30 January 2007, 11:00AM - Harper City Hall Auditorium

The MFP team was welcomed in the Auditorium of the Harper City Hall where about 45 Harper District citizens, comprised of chiefs, elders, market women, local government officials, prelates, etc., assembled. The citizens expressed their appreciation to MFP and hoped that this new approach of community participation would produce good results. Citizens who spoke at the meeting identified the following needs:

- Health
 - The JJ Dossen Hospital lacks sufficient qualified personnel. Most health personnel left the hospital for greener pastures. Thus, the need for a medical training center(Nursing School) in Maryland County to train those Marylanders *who are willing to stay at home*.
 - There is a need for the construction of additional clinics and Health posts in the Yokudi and Forlorken areas and the strengthening of existing clinics of the district in terms of minor rehabilitation, drugs and nurses
 - JJ Dossen Hospital also needs an X-Ray machine, an ambulance, ample supply of basic drugs and medical supplies to cope with the growing population
 - There is a need to construct latrines and hand pumps in Putuken, Hoffman Station and other parts of the district.
- Agriculture
 - Seeds and tools are needed to facilitate farming. Tools needed include hoes, cutlasses, diggers, shovels, wheelbarrows and the like.
 - Fertilizer is also needed to ensure high yield on land repeatedly farmed
 - Need for training in cattle-raising in the savanna grassland in the district
 - Need small loans to start up and expand agricultural production especially in the area of fisheries.
 - Need for fishing nets and other fishing apparatus.
- Education
 - Low salaries or incentives have driven qualified teachers from the classroom in the district. Need for improvement in salaries and incentives to retain skill teachers
 - There is a need to construct new schools and rehabilitate existing ones.
 - Almost all schools in the district lack textbooks, furniture, desks, copybooks and other essential school materials

Appendix III

- There is a need for a teachers' training program to train new teachers and upgrade current teachers *who are willing to stay in the county*.
- Scholarship scheme is greatly needed to educate high school graduates from the district in colleges and universities in the country so as to be of service to the district and county after their studies.
- Roads
 - Upgrading or rehabilitation of farm-to-market roads
 - Need to rehabilitate the bridge linking Hoffman Station to Harper city.
- Tourism
 - There is a need to create attractive conditions for tourism especially on the Holdgraway and Fishtown beaches and improve the appearance of historic sites in the district.
- Economic Empowerment
 - Many Marylanders want to engage in commercial activities but the start-up funds are either inadequate or non-existent. A micro-finance scheme that would assist Marylanders with small loans is gravely desired.
 - The need for proper loaning mechanism to be put in place to avoid the recurrence of fraud and delinquency is high.
 - US\$200 is a reasonable amount as start-up capital for each marketer participating in the micro-credit scheme.

MEETING WITH PLEEBO CITY MAYOR, MR. RALPH WESSEH

Tuesday, 30 January 2007, 2:00PM - Pleebo City

Mr. Ralph Wesseh, the Pleebo City Mayor joyously received the MFP team. He presented to us the following priority needs of the city: -

- The layout of Pleebo City was chaotic and posed several problems as the population of the city increased. Assistance in laying out Pleebo City like Harper is a top priority of the citizenry of Pleebo.
- Pleebo needs a market building. The City Council seeks help for the construction of a modern market building.
- No hospital exists in Pleebo despite its high, growing population. The only health center is overwhelmed by patients and it may eventually be incapable of catering to their increasing number.

CONSULTATIVE MEETING WITH THE LEADERS AND CITIZENS OF PLEEBO-SODOKEN DISTRICT

Tuesday, 30 January 2007, 3:00PM - Pleebo City

Owing to communication problems, the District Commissioner of Pleebo-Sodoken did not receive the MFP letter that requested him to organize a community meeting. Fortunately, unlike other districts in the county, Pleebo-Sodoken has a District Development Committee (DCC) which has already documented the needs of

Appendix III

the district. Mr. Francis Klah chairs the Pleebo-Sodoken DDC. He gave the MFP team the following listing of priority needs: -

- Health
 - Clinics are needed in Kwidoken, Nameken and Sedeken.
- Education
 - Schools are needed in Wartiken, Dierberville and Saydoken
- Agriculture
 - Seed rice needed in Gbaken, Pleebo, Gedatabo, Old Sodoken, Gbloken, New Sodoken, Golobo and Gbololu
 - Vegetable seeds needed in Pleebo and Barraken
 - There is a need for: -
 - Large cassava grinder to facilitate the production of fufu and farina
 - Generator to power the grinder
- Economic Empowerment
 - Loan/Micro-finance needed by the District Development Committee(DDC) and the Pleebo-Sodoken District Rubber farmers
- Roads
 - Bridge needed in Gbolobo

CONSULTATIVE MEETING WITH THE LEADERS AND CITIZENS OF KARLUWAY DISTRICT

Wednesday, 31 January 2007, 11:00AM - Karluken City

The Acting District Superintendent, Mr. Andrew Chea, received the MFP team at the entrance of the city of Karluken. The Consultative meeting was conducted in a run-down church in the city – the only venue that could accommodate a large group of people. At the meeting, Karluway citizens highlighted their priority needs as follows: -

- Health
 - Only one clinic in Karluken; the other chiefdoms do not have clinics
 - There is a need for additional drugs and medical supplies
- Education
 - Need for more elementary and jr high schools
 - No high school in the district
 - Need for trained teachers
 - Karluken teachers have a generator intended to run a night school but need wires and light bulbs
 - School books and copybooks needed
 - Scholarship scheme needed to educate and support Karluway citizens who are high school graduates in colleges and universities

Appendix III

- Need SSB Radio in Karluway to enable it communicate with Harper and other districts in the county
- Agriculture
 - Farming tools needed such as cutlasses, axes, hoes, shovels, wheelbarrow, etc.
 - Seed rice needed
 - Power Saw needed(to cut large trees to make bridges)
 - Sugar cane mill needed
 - Cassava grinder
 - Generator
 - Bird nets for farmers

CONSULTATIVE MEETING WITH THE LEADERS AND CITIZENS OF BARROBO DISTRICT Wednesday, 31 January 2007, 7:00PM - Glofoken

The agile District Commissioner, Mr. William Nagbe, welcomed us with an expression of surprise. He had not received the MFP letter because no single motor vehicle had reached Glofoken for nearly a month. Ours was the first in weeks. Despite this drawback, Mr. Nagbe assembled the few elders, chiefs and senior citizens who were present in the district headquarters (note this is the farming season). We briefed them on the purposes of our mission and sought a response. They indicated that Barrobo was the most backward district in Maryland County and faced multiplicity of problems. They promised to carefully list their needs and send them to MFP through the Office of the Superintendent. Nevertheless, they urgently needed the following: -

- Roads
 - Barrobo was virtually isolated from the rest of the county because the terrible road condition. They consider the reconditioning of the access road as a key priority in order to break the isolation of the district.
- Clinics
 - Although a few clinics are operated by NGOs in accessible areas of the district, the inaccessible areas do not have clinic or if they did, drugs or medical supplies were scarce.
- Schools
 - Most schools were in a state of disrepair or non-existent at all. Some existing schools had no teachers because of the isolation of the district.
- Agriculture
 - Tools needed
 - Seeds needed

MEETING WITH IBIS MANAGEMENT Thursday, 1 February 2007, 10:00AM - Harper City

The MFP team met with Ms. Nancy Johnny, Administrator of IBIS. Following the exchange of pleasantries, Ms. Johnny pledged her institution's willingness to cooperate with MFP in achieving its objectives in the County. She highlighted some of the problems/issues in the educational sector in the county: -

Appendix III

- a. Some schools need rehabilitation to close leakages in the roofs, strengthen the superstructure and provide furnishing,
- b. Seating capacity – chairs, desks and blackboards – needs to be improved,
- c. School feeding is necessary to keep children in school,
- d. The farming season has caused a significant drop in the enrollment of students in schools throughout the county,
- e. Copybooks and textbooks are sufficient quantities,
- f. Instructional staff is in short supply. There is a need for more, continuous in-service training at the junior and senior high levels.

Ms. Johnny promised to avail MFP education-related information as the need arises. IBIS is an INGO intervening in the educational sector.

MEETING WITH UNMIL/HCS

Thursday, 1 February 2007, 11:00AM - Harper City

MFP's meeting with UNMIL/HCS staff was informative and timely. The Deputy Area Coordinator of HCS (Humanitarian Coordination Service), Ms. Jurga Didziokaite, told us the HCS now has the mandate to coordinate the humanitarian activities of all NGOs in Maryland County. She provided us registration forms and other documents for filling which would enable us to attend the regular working group meetings (humanitarian coordination meetings) in Harper City.

MEETING WITH UNHCR REPRESENTATIVE

Thursday, 1 February 2007, 2:00PM - Harper City

The most senior personnel of UNHCR stationed in Harper were out of town at the time of our scheduled visit.

MEETING WITH WORLD FOOD PROGRAMME MANAGEMENT

Thursday, 1 February 2007, 3:00PM - Harper City

At the World Food Programme office in Harper, we met with Mrs. Theresa Flomo Nyekan, OIC. She informed the team that WFP had funding for agriculture skills training program as well as other activities in the agro sector. She welcomed MFP's interest in agriculture programs in the county and promised to support proposals that would assist Maryland farmers increase yield and improve farming methods.

MEETING WITH THE CHAIRMAN OF THE MARYLAND COUNTY MARKETING ASSOCIATION, MR. JOSEPH WADE DENNIS

Friday, 2 February 2007, 9:00AM - Harper City

Mr. Wade Dennis, flanked by members of the Board of Directors of the Maryland County Marketing Association gladly received the MFP team in their mist. Following the exchange of pleasantries, the MFP team leader introduced the Marylanders for Progress (MFP) organization including its mission and objectives and pointed out contributions it had made to marketers in the form of micro-finance. While the

Appendix III

MFP is committed to continuing the micro-finance scheme, it has placed a moratorium on funding until and unless Mr. Dennis restituted the US\$700 entrusted to him in 2004 for the marketers of Barrobo District.

In response, Mr. Dennis told the team that indeed US\$700 was entrusted to him by MFP for the marketers of Barrobo District. However, the amount was not delivered to the local government officials of the county for the marketers due to the outbreak of another phase of the civil war. He said he had to flee with his family to Cote d'Ivoire where he saved the money with an Ivorian business woman engaged in the sale of rice. Following the cessation of hostilities, he returned home with the money. Few weeks later, the then Maryland County Superintendent, the four(4) NTGL Representatives of the County, and the management of Firestone Rubber Plantation in the County requested him to supply a consignment of 1,500 bags of rice, on credit, to the plantation for use by rubber tapers in order to resume rubber production in the interest of the county. They promised to repay him in two (2) installments within 6 months. He told that MFP team that he consented to used the US\$700 as part payment for the rice because of the high caliber of county officials who made the request to him.

Mr. Dennis said further that while awaiting payment for the rice supplied, the Supreme County of Liberia placed a prohibition on all operations at the plantation, thereby terminating the production and sale of rubber. He was unpaid during the period during which the plantation was closed.

In 2006, the newly elected government appointed a new management team. To his surprise, the new management team refused to pay this liability on grounds that it did not incur it. He sought the intervention of the Superintendent and local officials, but the management team refused to pay. He said he then opted to sue the Firestone management in the court in Harper. The court eventually ruled in his favor, ordering the management to settle its obligation to him. The management obliged and paid him in November 2006. He had retrieved the US\$700 after a long and bitter struggle.

Asked whether he then proceeded to Glofoken, Barrobo to deliver the money to those for whom it was intended, his reply was negative. He explained that while arranging transportation to get to Barrobo, the current Superintendent and other county officials again requested him to assist them with some money to support the Maryland Football Team in the County League in early January 2007, promising to repay him a few weeks later. Again, he consented, on the strength of the Superintendents promise.

Fortunately, the US700 was repaid in the last week of January 2007. He told the meeting that he now has the Barrobo marketers' money and is arranging transportation to deliver it to the proper authorities in Glofoken.

The MFP team responded resolutely by bluntly telling Mr. Dennis that he erred by misapplying the US\$700 to projects or activities for which it was not originally intended by the donor, i.e., MFP. The MFP team stressed that he (Mr. Dennis) had ample time before the outbreak of that phase of the crises to deliver Barrobo's money but he reneged. He had no right to use funds intended for marketers in that part of the county for buying rice for rubber tapers or for sponsoring the county football team. His misguided actions, the MFP team told the meeting, undermined his reliability and credibility with the MFP and eroded the confidence it once reposed in him.

Finally, the MFP team mandated Mr. Wade Dennis to deliver to the marketers of Barrobo District in Glofoken, within two (2) week, not later than 16 February 2007, the US\$700. Failure on his part to adhere to this mandate, MFP may seek legal redress.

Appendix III

It should be noted that the members of the Board of the Marketing Association present expressed support for the position of the MFP team and pledged to follow-up with Mr. Dennis to ensure that the money was, at long last, given to the Barrobo people.

RECRUITMENT AND ESTABLISHMENT OF MFP LEADERSHIP IN HARPER CITY AND THE FOUR DISTRICTS OF MARYLAND COUNTY

One of the key results expected from the Needs Assessment Mission is the recruitment and establishment of an organization structure and presence in Harper city and the 4 districts of the county. During the consultative meetings held in the districts, the MFP team asked the participants to select/elect three (3) citizens, one being a woman, to serve as Focal Points or Representatives of the MFP in the district.

This exercise was successfully carried out in Harper and Karluway Districts. Pleebo-Sodoken District meeting did not take place but Mr. Thomas Brewer who hails and resides in the District volunteered to serve as a MFP's Representative. He has been asked to recruit in the course of the next two (2) weeks, another two persons from the District, one being a woman, to join him. Due to communication problems, the Barrobo consultative meeting at which recruitment of MFP volunteers would have occurred did not materialized.

Regarding the central coordination body, the MFP team selected Mr. G. Wahmle Elliott as Acting Coordinator of MFP affairs in Maryland County until otherwise advised. MFP structure and personnel (volunteers) in the county appear as such:

COUNTY COORDINATION TEAM

- | | | | |
|----|-----------------------|---|--------------------|
| 1. | Mr. G. Wamleh Elliott | - | County Coordinator |
| 2. | Ms. Beatrice Pearson | - | Member |
| 3. | Thomas Morias | - | " |
| 4. | Alphonso T. Sieh | - | " |
| 5. | Robert H. Moore | - | " |

HARPER DISTRICT LEADERSHIP COMMITTEE

- | | | | |
|----|----------------|---|-------------------|
| 1. | I. Hne Wilson | - | District Chairman |
| 2. | Daniel D. Howe | - | Member |
| 3. | Annie Bekoe | - | " |

PLEEBO-SODOKEN LEADERSHIP COMMITTEE

- | | | | |
|----|---------------|---|-------------------|
| 1. | Thomas Brewer | - | District Chairman |
|----|---------------|---|-------------------|

KARLUWAY LEADERSHIP COMMITTEE

- | | | | |
|----|-------------------|---|-------------------|
| 1. | Robertson Jasper | - | District Chairman |
| 2. | Anita Jones | - | Member |
| 3. | Harrington Kwarbo | - | " |

MFP HEADQUARTERS BUILDING IN HARPER CITY

In accordance with our work plan and schedule of meetings, we visited Mrs. Malita Gardiner at her residence on Maryland Avenue on Monday, 29 January 2007. Regrettably, she was in Monrovia on a private

Appendix III

visit. We called her up by telephone and told her of a letter from the MFP/USA regarding an office building. She promised to return early to Harper so as to act upon its contents. True to her words, she arrived in Harper on Wednesday, 1 February 2007. Because the letter was sealed, the MFP team was not privy to its contents. However, Mrs. Gardiner informed the team that the writer had requested her to give up the ground floor to MFP while she retains the upper floor of the building.

We are not convinced that this was the request in the letter or the intent of the MFP Board. Firstly, it will be incredibly difficult to operate from offices downstairs while a family with children, using a common entrance and amenities, live upstairs. Secondly, the ground floor may have limited space for the nature of work we intend to undertake and thirdly, why should MFP renovate the entire building when it will be confined to using the ground floor only?

The team advises that MFP/USA be specific as to its desire with respect to the building. It would be wise to use the entire building with one or two rooms temporarily allocated to caretakers while renovation is in progress.

Attached is the Bill of Costs and Quantities prepared by local carpenters, electricians and masons. The total cost of full renovation is estimated at \$14,694.90. However, this amount could be less if we exclude certain items. As soon as the aforementioned misunderstanding is clarified and funds provided, renovation works will begin.

The second building shown to the team contains stores, shops and partitioned living quarters at the rare. The team could not enter on the day it scheduled for inspection because all the stores/shops were closed and no one was present in the residential area at the back of the building to take us on a tour. The building however is ideal for stores, warehouses, partitioned offices, library and resource center, and for general business purposes.

MEETING WITH THE SENIOR STAFF OF THE J. J. DOSSEN MEMORIAL HOSPITAL Thursday, 1 February 2007, 4:00PM - Harper City

The MFP team met with the senior staff of the JJ Dossen Hospital on Thursday, 1 February 2007. Those present were: Dr. Fred Amagarshie, Medical Director; Mr. Lancelot Clarke, Hospital Administrator and Ms. Sophia Thomas, County Health Services Administrator.

At the meeting, Dr. Amagarshie recalled the numerous contributions of MFP to the JJ Dossen Hospital in terms of drugs, hospital beds, a generator and other need items. He extolled the MFP in its drive to lend continuous support the hospital to ensure that it delivers better medical services to its patients. Dr. Amagarshie then drew out attention to some pressing needs of the hospital: -

- Ambulance
- Basic Drugs and Medical supplies
 - A detailed list of *Basic Drugs and Medical Supplies* available at the National Drugs Service in Monrovia was given the team.
- Nurses Training Institute

Appendix III

- Communication Facilities/Equipment
 - SSB Radios to link the JJ Dossen Hospital with health facilities in the four (4) district headquarters – Harper, Pleebo, Karloken and Glofoken.
 - Inter-Com system to link and facilitate communication between and among the various departments and units in the hospital
- Typewriters
 - For use of some units of the hospital
- Computers
 - There is no computer at the hospital; the doctors office used an old typewriter
- X-Ray Machine
 - There is no X-Ray machine at JJ Dossen Hospital. The only existing X-Ray machine is owned by UNMIL and is restricted by their internal rules.
- Blood Pressure Machines
- Renovation of the Medical Department
 - Burnt down during the civil crises
- Completion of the renovation of the TB Annex
 - Partial renovation undertaken by UNMIL but terminated after funds dried out.
- Solar panels for districts
 - Solar panels are preferred source of electric power in very remote areas like Karluken or Glofoken.

TOUR OF THE J. J. DOSSEN MEMORIAL HOSPITAL

Friday, 2 February 2007, 11:30AM - Harper City

On Friday, 2 February 2007, Dr. Fred Amagarshie and senior staff of the hospital took the MFP team on a guided tour of the various departments of the JJ Dossen Hospital. In each department, the medical personnel present - nurses, nurse aids, laboratory technicians, and other specialists - highlighted their most pressing needs: -

Pharmacy

- The atmosphere in the hospital pharmacy is very humid. There is urgent need for air-conditioning or fans.

Pediatric Dept.

- Blood Pressure Machine for children
- Stethoscope
- Otoscope
- Coolers for safe drinking water

Appendix III

Emergency Room

- Stethoscope
- Otoscope
- Blood Pressure Machine
- Respiratory apparatus (oxygen tank)
- Fans
- Air-conditioners
- Wheel chair
- Stretcher

Laboratory

- Blood analyses (lovebond) machines
- Centrifuge machines
- Hemeglobinometer
- Blood Sugar Machine
- Fans
- Air-Conditioners

Surgical Ward

- Beds(adjustable)
- Bed sheets
- Drip stands
- Urinal pans
- Medical trays

Nurses Station (Medical Ward)

- Fans(ceiling types preferable)
- Bedside tables
- Mattresses

Labor Room

- Fans
- Air-Conditioners
- Incubator
- Ultrasound
- Vacuum Extractor
- Doppler

Operating Theater

- Operating Table
- Operating lights
- Operation bed(adjustable)
- Anastasia Machine
- Shelf/cupboard
- Sterilization machine

Appendix III

Laundry

- Tubs
- Buckets
- Electric Water heater
- Hand gloves

Kitchen

- Kitchen Utensils (Dishes, Spoons, etc.)
- Pots
- Tubs
- Pans
- Electric Stove
- Trays

Others

- Electric Grass Cutter (for the hospital yard)

SETBACKS

The MFP team encountered a number of difficulties during its mission. First, the consultative meetings planned for Pleebo/Pleebo-Sodoken District and Glofoken/Barrobo District were not conducted due to communication problems. Consequently, we could not select/elect representatives in those two districts and therefore complete the organization of MFP's leadership in all 4 districts. Second, we did not leave Harper with a clear commitment or assurance of a headquarters building. The suggestion by Mrs. Malita Gardiner that MFP and her family jointly use the building in question is likely to create future problems. Third, the 4-wheel drive twin cabin pick-up used on the mission developed severe engine problems and is undergoing repairs at the Catholic Church garage in Harper with parts being ferried in by helicopter. Fourth, we could not tour the campus of the W. V. S. Tubman College of Technology because it was difficult to find the caretakers to conduct a tour. Nevertheless, we were informed by the Harper District Commissioner that UNDP-Liberia carried out a needs assessment in 2005 with a view of mobilizing resources to re-start the institution. No word from UNDP since then. Lastly, all efforts to meet with Superintendent Neufville failed even when he returned to Harper from Monrovia. At each juncture, we were told he had traveled out of the city.

RECOMMENDATIONS

The MFP team recommends the following: -

1. That a workshop be held in Harper as soon as possible involving those MFP representatives selected/elected from Karluway and Harper Districts as well as those constituting the central coordinating body in Harper. The objective would be to familiarize the representatives with the programs of MFP and get them acquainted with one another, and
2. That the issue of the MFP headquarters be clarified or harmonized so as pave the way for renovation works and occupancy.

Appendix III

CONCLUSION

The MFP team is grateful to its Board of Directors for making this Needs Assessment exercise possible. It also is most appreciative of the efforts and contributions of Marylanders who put aside their daily chores to meet and speak with us in the 4 districts of the county. Without their contributions, we would not have the information contained in this Report.

This Report contains information which is vital and of great value to the MFP. Very few NGOs have conducted independent Needs Assessments. It is therefore a document to be closely guarded and not easily released without proper authorization. Other organizations, unable or failing to undertake this exercise, would find the information herein most useful for preparing their own programs at no expense.

This Report is not the document, which MFP is expected to use to solicit donor assistance. Such a document will be derived from the information in this Report. The document targeted at donors will list and quantify, for example, how many clinics or schools MFP is willing to construct or rehabilitate per a period of time and at what cost. It will set out a program of action and seek donor assistance to implement the program. This document will take a few more weeks to prepare.

The MFP team seeks the input and comments of the Board of Directors with respect to the contents of the Report.

CONTACTS

LIBERIA

Mr. Christian G. Herbert
Program Director: Marylanders for Progress (Liberia) Inc.
P. O. Box 65
Monrovia, Liberia
E-Mail: marylanders4progress@yahoo.com
Telephone: +231-6513-111

UNITED STATES

James Elliott, M.D.
Chairman, Board of Directors
Marylanders for Progress (Liberia) Inc.
P. O. Box 44402
Fort Washington, MD 20749-0402
United States of America
Email: nmlewah@aol.com
Telephone: 301-379-6093

Miss Roberta Brown
President: Marylanders for Progress (Liberia) Inc.
P. O. Box 44402
Fort Washington, MD 20749-0402
United States of America
E-Mail: msrobertabrown@hotmail.com
Telephone: 202-498-0743

OFFICIAL WEBSITE

Marylanders for Progress (Liberia) Inc.
www.mfp-liberia.org

Abbreviations & Acronyms

AIDS	Acquired Immune Deficiency Syndrome
CPA	Comprehensive Peace Accord
CRC	Cavalla Rubber Corporation
DCC	District Coordinating Committee
GOL	Government of Liberia
HCS	Humanitarian Coordination Section
HIV	Human Immunodeficiency Virus
EU	European Union
LPC	Liberia Peace Council
MDA	Maryland Development Agenda
MFP	Marylanders for Progress
M & E	Monitoring and Evaluation
NA	Needs Assessment
NGO	Non-Governmental Organization
NTGL	National Transitional Government of Liberia
PIU	Program Implementation Unit
PMT	Program Management Team
RFTF	Results-Focused Transitional Framework
TB	Tuberculosis
UN	United Nations
UNDP	United Nations Development Program
UNMIL	United Nations Mission in Liberia
US	United States
WATSAN	Water & Sanitation
WFP	World Food Program



Lake Shepherd and the Atlantic Ocean