



FINAL Narrative Report
Completion of three community projects in Liberia



Prepared by:

Inclusive Development Consultancy (IDEC) Inc
Monrovia, Liberia

October 31, 2017

Content

1. Introduction	2
2. The Zaye Town Community	3
3. Salloyou Section	6
4. Henry Town in Korninga Chiefdom	8
5. Main challenges to project implementation	9
6. Conclusion	10
List of Annexes	11

1. Introduction

Three community projects including two schools and one Maternal Waiting Home (MWH) have been completed in Liberia. These projects together constitute a compensation package described in the DLH Revised Action Plan approved by FSC International based on consultations with the beneficiary communities including Zaye Town community and Salloyou Section¹ in Grand Bassa County and, Korninga Chiefdom in Bopolu District, Gbarpolu County. The total approved budget for the three projects was USD142,464.

Project implementation activities commenced in October 2017 and were completed in July 2017. The two schools in Grand Bassa County were handed over to the beneficiary communities and local authorities on 13th May 2017. The local authorities including the District Superintendent, District Commissioner and Clan Chief participated in the handover ceremonies in Zaye Town and Gowein Town. The construction of the MWH commenced in April 2017 and was completed at the end of July 2017. The MWH was handed over to the community on 23rd August 2017. The handover of the MWH concluded the delivery of the compensation package for the communities in the three locations.

The beneficiary communities are all in rural Liberia. A significant percentage of the population in Zaye Town community and the Salloyou Section live in poverty and lack basic social services such as public schools, health facilities, safe drinking water and the access roads are deplorable. Most of the residents rely on subsistence farming and petty trading in agriculture and forest products. Henry Town, which hosts the MWH constructed in Korninga Chiefdom is relatively better off as it hosts a public school, clinic and police station. Diamond mining is widespread in the chiefdom and Henry Town is the hub for informal diamond trading activities in the region. A significant percentage of the population comprises of Liberians from other parts of the country attracted to the mining sector and those that are not involved in mining engage in subsistence farming and petty trading. Like the communities in Grand Bassa, the road to Henry Town is extremely challenging during most of the rainy season.

¹ The Salloyou Section comprises Salloyou, Gowein and several small towns and villages in Doe Clan.

Inclusive Development Consultancy has been contracted by NEPCo to implement the Action Plan. This summary report describes the main activities of the project in each location including additional support services that the IDEC is providing, mainly to the communities in Grand Bassa County. These additional support services are critical if the schools are to meaningfully benefit the communities in a sustainable manner. No additional management related support service is required in Koringa Chiefdom as the MWH is annexed to the local public health facility (clinic) in Henry Town. The report also includes some observations and reflections at the end.

2. The Zaye Town Community

Community context

Zaye Town Community lacks public school, safe drinking water and health facilities. A local church operated an elementary school out of the single room they use for worshipping on Sundays, and all the students shared the same room for classes at the same time. The school lacked water and latrine facilities and children used the nearby bushes to defecate during school. The church's school hosted its final closing program in the newly constructed Zaye Town Community School; the church's school will now cease to exist and all the students will enroll into the community school.



The Way of the Cross Community School, Zaye Town

Summary update on project

The main categories of project activities are summarized below. This section is intended to summarize the main activities carried out and to provide a concise update on the status of the agreed actions. The Action Plan with detailed description of activities and status update is annexed to this report.²

² See Annex 1: *Action Plan for the implementation of projects in 3 communities in Liberia*

The four main activities of the project included:

1. Formation and legalization of the Zaye Town Community Development Association;
2. Construction of the Zaye Town Community School;
3. Registration of the Zaye Town Community School and formal opening; and
4. Training and management of the project.

1. Formation and legalization of the Zaye Town Community Development Association

To ensure community ownership of the project and to lay the foundation for future sustainability of the project in the community, the residents were facilitated and supported to establish the Zaye Town Community Development Association. The legalization documents including the Articles of Incorporation³ and Constitution⁴ were drafted, reviewed and finalized, and the Articles of Incorporation were registered with the Government of Liberia. The organization is a membership-based non-profit organization and qualifies for funding to non-profit organizations or NGOs; all adult members of the community are members of the association. The association is the designated entity responsible for managing the school on behalf of the community including mobilizing resources, administering and maintaining the school.

2. Construction of the Zaye Town Community School

The community designated land for the construction of the school. Community leaders signed a Memorandum of Understanding setting aside the land for the exclusive use of the school and committing to formally documenting and deeding the land to school when the existing moratorium on land sale is lifted.⁵

The President of Liberia issued a moratorium on public land sales and all transactions including the issuance of Tribal Certificates and Town Lot Certificates with immediate effect. The Executive Order issued on December 20, 2013 further directs that the moratorium applies to individuals, government functionaries, local officials, traditional authorities, communities, groups, business and associations involved in public land transactions.

The moratorium also applies to all activities involved in the issuance of Tribal Certificates by traditional or other government authorities or the issuance of Town Lot Certificates by municipal authorities. The Executive Order warns that all Tribal Certificates or Town Lot Certificates issued by any local authority during the period of the moratorium shall be considered illegal and void.

The community earmarked the area sometime in 2013 when it first started discussing plans to construct a community school. Construction of the school commenced in October 2016 and was completed in April 2017. The facility includes the school building, toilets fitted with commodes and a hand-dug well fitted with an Afridev hand-pump. The campus is located ten-minutes walk outside Zaye Town in a serene location.

The building has the capacity to host more than 500 students conveniently. Zaye Town is a large community with a growing population, hence the student population is expected to

³ See Annex 2: *Articles of Incorporation of the Zaye Town Community Development Association*

⁴ See Annex 3: *Constitution of the Zaye Town Community Development Association*

⁵ See Annex 4: *Memorandum of Understanding for Land in Zaye Town*

increase overtime. The consultant that designed the building conducted periodic visits to ensure that the construction remained in line with the design.⁶

The community leadership in collaboration with the IDEC organized a formal handover ceremony for the school. The local authorities attended the ceremony, which was characterized by celebrations. The handover of the school building and associated facilities took place in Zaye Town on Saturday, 13th May 2017. A Representative of the Deputy Speaker of the Republic of Liberia (he is the member of Parliament for that District), Hon. Samuel Moore, District Superintendent of Diahn-Blae Statutory District (District No. 1), Grand Bassa County, Hon. John Lewis, District Commissioner and Chief Matthew Glaygbo, Clan Chief of Doe Clan were all present.⁷

The keys to the school were handed over to the District Superintendent who then passed them onto the District Commissioner, and from the Commissioner the keys were passed on to the Clan Chief. From the Clan Chief, the keys were passed on to the General Town Chief and finally onto the Town Chief and elders of the community. The school administration is now in charge of the school and works closely with the Parents Teachers Association (PTA).

3. Registration of the Zaye Town Community School and formal opening

The school administration along with the Parents Teachers Association is working with the IDEC to formally register the school with the local education authorities and the World Food Program school feeding program in rural Liberia. Registration of students for academic year 2017/18 was completed and the school opened in September 2017. Five volunteer were recruited and they are currently teaching at the school. As the school year progresses and the school becomes a beneficiary of the school-feeding program it is expected that the number of volunteers may grow. The main registration requirements with financial implications include Business Plan and a bank account with a minimum balance of \$100,000 Liberian Dollar (approximately \$850 United States Dollars).

4. Training and management of the school

To further support the communities and to ensure the sustainability and viability of the project, the IDEC organized a practical training session for community volunteers to enable them carryout minor repairs of the hand-pump (Annex 10). IDEC also facilitated a participatory learning and action planning session to prepare for the opening of the school. The training covered leadership and the principles of governance and aimed to provide orientation for the interim management team. Follow up actions that evolved out of the training session included registering the school with the local education authorities and opening a bank account for the Zaye Town Community Development Association to enable them qualify for external funding as other non-profit organizations would. The school administration and community leaders, working with IDEC, have approached the education authorities and are now compiling the application requirements before submitting the complete application package for approval. Meanwhile, the school has started operation and is currently in session.

⁶ See Annex 5: *Building design of the Zaye Town Community School*

⁷ Photos from the handover ceremony are available via drop box.

3. Salloyou Section

Community context

Salloyou Section includes Salloyou town, Gowein and surrounding villages. The community lacks public school, safe drinking water and health facilities. Access to the community is very difficult, especially during the rainy season and motorcycle-taxis provide relatively regular access to the community. The current farm-to-market road stops in Gowein Town and Salloyou is only accessible on foot. Residents are mostly farmers and the main livelihood activities are farming and trading in locally produced agriculture (food) produce.

Summary update on project

The main categories of project activities are summarized below. This section summarizes the main activities carried out and provides a concise update on the status of the agreed actions. The Action Plan and status update is found in Annex 1. The four main activities of the project included:

1. Formation and legalization of the Salloyou-Gowein Community Development Association;
2. Construction of the Salloyou-Gowein Community School;
3. Training and management of the school; and
4. Registration of the Salloyou-Gowein Community School and formal opening.

1. Formation and legalization of the Salloyou-Gowein Community Development Association

The IDEC facilitated the residents of the Salloyou Section to establish the Salloyou-Gowein Community Development Association to ensure community ownership of the project and lay the foundation for future sustainability of the project in the community. The legalization documents including the Articles of Incorporation⁸ and Constitution⁹ were drafted, reviewed and finalized, and the Articles of Incorporation were registered with the Government of Liberia. Like its Zaye town counterpart, the organization is a membership-based non-profit organization and qualifies for funding to non-profit organizations or NGOs. All adult members of the community are members of the association. The association is the designated entity responsible for managing the school on behalf of the community including mobilizing resources, administering and maintaining the school.

2. Construction of the Salloyou-Gowein Community School

The community designated land for the construction of the school. As in Zaye Town, community leaders signed a Memorandum of Understanding setting aside the land for the exclusive use of the school and committing to formally documenting and deeding the land to the school when the existing moratorium on land sale is lifted.¹⁰ The community earmarked the area on the immediate outskirts of Gowein for the construction of the school.

Construction of the school commenced in December 2016 and was completed at the end of April 2017. The facility includes the school building, toilets fitted with commodes and a hand-dug well fitted with an Afridev hand-pump. The building has the capacity to host more than 500 students conveniently. This capacity exceeds the number of pre-registered children in the area. The consultant that designed the building conducted periodic visits to ensure that the construction remained in line with the design.¹¹

⁸ See Annex 6: *Articles of Incorporation the Salloyou-Gowein Community Development Association*

⁹ See Annex 7: *Constitution of the Salloyou-Gowein Community Development Association*

¹⁰ See Annex 8: *Memorandum of Understanding for Land in Gowein*

¹¹ See Annex 9: *Building design of Salloyou-Gowein Community School*

The hand pump at the Salloyou-Gowein Community School is the only source of safe drinking water. The situation is the same in Zaye Town.



The community leadership in collaboration with the IDEC organized a formal handover ceremony for the school. The local authorities attended the ceremony, which was characterized by celebrations. The handover of the school building and associated facilities took place in Gowein on Saturday, 13th May 2017. A Representative of the Deputy Speaker of the Republic of Liberia (he is the member of Parliament for that District), Hon. Samuel Moore, District Superintendent of Diahn-Blae Statutory District (District No. 1), Grand Bassa County, Hon. John Lewis, District Commissioner and Chief Matthew Glaygbo, Clan Chief of Doe Clan were all present.

The keys to the school were handed over to the District Superintendent who then passed them onto the District Commissioner, and from the Commissioner the keys were passed on to the Clan Chief. From the Clan Chief, the keys were passed on to the General Town Chief and finally onto the Town Chief and elders of the community. The school administration is now working with the Parents Teachers Association to operate the school.

4. Training and management of the school

To further support the communities and to ensure the sustainability and viability of the project, the IDEC organized a practical training session for community volunteers to enable them carryout minor repairs when the hand-pump breaks down (Annex 10). IDEC also facilitated a participatory learning and action planning session to prepare for the opening of the school. The session covered leadership and the principles of governance and aimed to provide orientation for the interim management team. Follow up actions that evolved out of the training session included registering the school with the local education authorities and opening a bank account for the Salloyou-Gowein Community Development Association to enable them qualify for external funding as other non-profit organizations would.

The school administration and community leaders, working with IDEC, have approached the education authorities and are now compiling the application requirements, including opening the bank account and developing a business plan for the school, before submitting the complete application package for approval. Meanwhile, the school has started operation and is currently in session.

5. Registration of the Salloyou-Gowein Community School and formal opening

The school administration and the Parents Teachers Association are working with the IDEC to formally register the school with the local education authorities and the World Food Program school feeding program in rural Liberia. Registration of students for academic year 2017/18 has been completed and the school opened for the academic year in September 2017. The majority of the students are first timers, i.e. Kindergarten or Pre-school.

4. Henry Town in Korninga Chiefdom

Community context

Henry Town is better off compared to the other two beneficiary communities. The town has a public school and clinic. A significant percentage of the population is involved in diamond mining and related service delivery as well as hunting and farming. Petty trading is a major livelihood activity for a sizeable percentage of the residents. There is a significant migrant population comprising of Liberians from other parts of the country and, a sizeable population of Guineans, Sierra Leoneans and other nationalities from the sub-region. Henry town has a police station and is host to the District Commissioner of Bopolu District.

Main project activities

The construction of the Maternal Waiting Home (MWH) in Henry Town, Korninga Chiefdom, Bopolu District in Gbarpolu County. The draft building design was presented to local health authorities and community leaders who then recommended adjustments in the design. The building plan was then revised and finalized.¹²

Construction works commenced in April 2017 and work was completed at the end of July 2017. The MWH was handed over to community leaders at the end of August 2017. The MWH has six bedrooms including a self-contained room for the resident mid-wife, a private living room for residents only, a living and dining room, a kitchen and storeroom, two porches, inside bathrooms and toilets.

The MWH is located on the grounds of the clinic and is conveniently located next to the clinic, and next door to the nurses' apartment. The nurses' apartment had been under construction since 2016 but work is currently at a standstill.

¹² Annex 10: *Final building plan for the MWH in Henry Town*



Maternal Waiting Home constructed in Henry Town, Korninga Chiefdom, Gbarpolu County

5. Main challenges to project implementation

As is common with development projects, local ownership is critical. In the case of these projects, the communities themselves requested the projects and were very supportive of the implementation efforts. A major challenge to project implementation, however, was the extremely deplorable road condition in the area. The rainy season extended into October 2016 and floods during this time made transportation of materials and personnel very challenging.

Specifically, the project in Henry Town was the furthest from Monrovia and the most challenging because of the distance, bad road conditions and the early intensification of the rainy season. In addition to the distance and bad road condition, a major bridge on the road collapsed in February 2017 making timely start of the project impossible. For almost a month, heavy vehicles could not travel beyond the area, thereby delaying the delivery of cement and steel for construction to commence. Given this delay, IDEC was compelled to contract a team to repair the bridge; paving the way for project implementation to commence. As project implementation gained momentum in late May 2017, the rains intensified and the road became almost impassable. In spite of these challenges, the construction of the MWH and the hand pump were completed.



The rented project vehicle is struck in a flooded area on the road to Gowein, October 2016

6. Conclusion

The three projects agreed with beneficiary communities have been fully implemented. The two schools have been formally handed over to the beneficiaries. The Maternal Waiting Home was handed over to the community at the end of August 2017.

Used properly, the three facilities will bring significant benefits to the three communities. The schools in Zaye Town and Salloyou Section are the only ones in Doe Clan, District No.1, Grand Bassa. These schools will provide early learning opportunities for children below the age of ten years, teenagers and young adults in the area. For children in Salloyou Section, this will be the first opportunity to sit in a classroom and for children in Zaye Town community the migration from a single classroom to multiple classrooms will significantly improve the delivery of instructions and the overall quality of the education provided. Both schools are now opened for the 2017/ 2018 academic year.

The Maternal Waiting Home will contribute to reducing infant mortality and maternal deaths in the region as pregnant women will be able to relocate to the facility and be closer to the clinic in the latter days of their pregnancy. The MWH is annexed to the local clinic hence, the management will fall to the clinic administrator.

List of Annexes

Annex 1: Action Plan for the Implementation of 3 projects in Liberia

Annex 2: Articles of Incorporation of the Zaye Town Community Development Association

Annex 3: Constitution of the Zaye Town Community Development Association

Annex 4: Memorandum of Understanding for Land in Zaye Town

Annex 5: Building design of the Zaye Town Community School

Annex 6: Articles of Incorporation for Salloyou-Gowein Community Development Association

Annex 7: Constitution of the Salloyou-Gowein Community Development Association

Annex 8: Memorandum of Understanding for Land in Gowein

Annex 9: Building design of the Salloyou-Gowein Community School

Annex 10: Final building design for the MWH in Henry Town

Annex 11: Training material for handpump