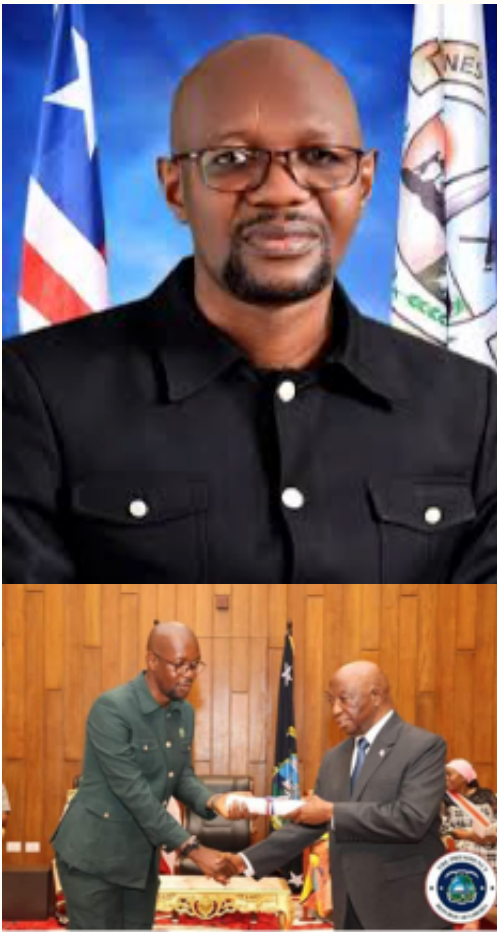


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## MESSAGE FROM THE MAYOR



On my appointment by the President of the Republic of Liberia (H. E. Joseph Nyumah Boakai) as Mayor of the City of Paynesville, I made this my first order of business to develop a strategic direction for the city while at the same time understanding issues and challenges that engulfed the city governance of the nation's most populous municipality.

The Paynesville City Corporation (PCC) five (5) years strategic plan endeavors to make the PCC provide excellent city services, trusted stewardship and inclusive community partnership, for all people who live, work and visit the great City of Paynesville. This plan will for the first time vision the city management's long-term goals for the management and governance of the Paynesville City Corporation (PCC).

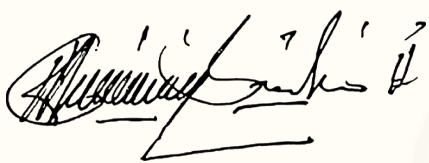
There has been no strategic plan or any long-term plan developed by the PCC since coming

into existence in 1865. The corporation has been managed on an operational budget or plans for a particular event and other short-term management plan. It is worth noting, that institutions or organizations and governments all over the world are setting long-term goals to meet human capacity and infrastructure development targets and prepare to adapt to various institutional challenges, shocks and stresses and the PCC is no exception. It's a matter of fact, that there will be no effective and efficient use of resources to achieve long-term goals without an institutional strategic plan, thus the need to develop one for PCC could not be overly emphasized, It is against this backdrop we instituted the development of the city first-ever strategic plan by appointing the PCC Strategic Plan Committee (SPC) and hiring the services of Certified Global Consultants (CGC), a Liberian own consultant firm. During the program marking the official taking of office as Mayor of Paynesville, we outlined our vision to uplift the city's standards, with a focus on infrastructure development, capacity building, sanitation, recreation and women and youth empowerment at the core of our agenda.

Our administration at the PCC will focus on sustainable urban planning, zoning and many more. None of this can be possibly successful and implemented without a clear layout long-term plan for the city. I am excited to present to the City Council and the citizens of Paynesville, the PCC Strategic Plan 2025 – 2029. Together, we've worked hard to develop a plan that is both thoughtful and detailed, and that sets us on a clear path forward. Over the next five years, we will be focused on Strengthening our Community, Building a Sustainable City, Growing our Economy, Creating a Safe Paynesville for all, and leadership in Public Service. Of note, we are proud to be the first City Mayor to make a clear and focused determination on the city's vision, mission and core values in creating a better city for our residents and visitors.

On behalf of all members of the Council, I extend my deepest thanks to all of you who participated in this process. We have a great deal of work ahead of us. With this plan defined, we now have a road map that will provide a focus for our work and that will drive our resourcing decisions as we develop the five-year budget. We look forward to serving the great city of Paynesville, and to the work we will do together to deliver on the goals and aspirations for the city. With a door open to all who seek to contribute to the city's progress, we embarked on his joinery with optimism and determination, poised to lead Paynesville into a brighter future.

*Many thanks again to Certified Global Consultants (CGC) for facilitating the development of this plan and my profound appreciation to H. E. Joseph Nyumah Boikai for the opportunity to serve the people of Paynesville.*



**Hon. Robert S. Bestman, II**  
**12<sup>th</sup> Mayor of the City of Paynesville**

# ACRONYMS/ABBREVIATIONS

PCC	Paynesville City Corporation
SP	Strategic Plan
SPC	Strategic Plan Committee
CGC	Certified Global Consultants
CEO	Chief Executive Officer
CSO	Civil Society Organizations
CBO	Community-based Organizations
FBO	Faith Based Organizations
SWOT	Strengths, Weaknesses, Opportunities, and Threats
LISGIS	Liberia Institute for Statistics and Geo-Information Services
IMS	Information Management System
CDRC	City Disaster Response Committee
HeCCO	Healthy City Community Outreach
HRIS	Human Resources Information Systems
HRD	Human Resource Development
SUMP	Sustainable Urban Mobility Plan
FMP	Financial management policy
PEF	Paynesville Endowment Fund
M & E	Monitoring and Evaluation
LRA	Liberia Revenue Authority
LDEA	Liberia Drug Enforcement Agency
GoL	Government of Liberia



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# ACKNOWLEDGEMENT

The Mayor and Management of the city of Paynesville expressed their profound appreciation to the President of the Republic of Liberia (H.E. Joseph Nyuma Boakai) and the Government of Liberia (GoL), for the opportunity to serve their people. Special appreciation goes to the City's Council for their support throughout the development of this Strategic Plan.

The City Mayor also extends his gratitude to the strategic planning committee comprising of senior management staff, as well as all junior and technical staff members for their tireless efforts in contributing to the development of this plan. The PCC appreciates international and national partners that have expressed commitment to support/fund components of the PCC strategic plan.

Finally, the Mayor and management team remain grateful to the Certified Global Consultants (CGC), a Liberian-owned consultant firm that facilitated the development of PCC's first-ever strategic plan.

# EXECUTIVE SUMMARY

The City of Paynesville is a municipal corporation existing, functioning and operating under the laws of the Republic of Liberia as an autonomous political entity to administer the local affairs of the state under the guidance of the nine (9) men City Council and the administrative and political supervision of the City Mayor in consultation with the Ministry of Internal Affairs. The coming in of a new government under the leadership of His Excellency Joseph N. Boikai witnessed the appointment of a new City Mayor in person of Hon, Robert S. Bestman II. Mayor Bestman made his first order of business to develop a strategic direction for the city while at the same time understanding issues and challenges that engulfed the city governance.

This plan, for the first time vision the city management's long-term goals for the management and governance of the Paynesville City Corporation (PCC). As a matter of record, there has been no strategic plan or any long-term plan developed by the PCC since coming into existence. It is against this backdrop that Hon, Robert S. Bestman II, Mayor of the City of Paynesville instituted the establishment of the city first ever strategic plan comprising of members of senior management. The PCC strategic plan clearly articulated its vision, mission, and core values, which not only direct and drive our strategy, interactions, and relationships with stakeholders but also significantly impact their lives. PCC vision: 'We Pride Ourselves To Provide Exceptional City Services and Governance, Where Citizen Matters and Visitors are valued'.

For the next five years, the strategic direction of the PCC will be built around five pillars with the following goals to include:

1. **Building a Resilient City;**

GOALS 1: Integrated City Planning and Policy

GOALS 2: Collection of Revenues / Taxes

GOALS 3: Collaboration and Partnerships

GOALS 4: Disaster Management and Emergency Response

GOALS 5: Law Enforcement and Security Service

GOALS 6: Information Management System (IMS)

GOALS 7: Financing, Monitoring and Evaluation

1. **Building a Healthy City;**

GOALS 1: Garbage Collection Policy framework and Clean City

GOALS 2: Sanitation Services and Green City

GOALS 3: Emergency Health Care Response

2. **Human Resource Development;**

GOALS 1: Robust Human Resource Development (HRD) Policy

GOALS 2: Provision of Specialize Training Needs

GOALS 3: Structural and Operational Reforms

GOALS 4: Establishing a Gender and Youth Empowerment Desks

3. **Urban Mobility;**

GOALS 1: Build a Sustainable Urban Mobility System

GOALS 2: Zoning and Road Connectivity

GOALS 3: City Planning and Free Flow of Traffic and

4. **Financing and Investment;**

GOALS 1: PCC Financial Management Policy

GOALS 2: Investing in Social Services

GOALS 3: Creating Marketing and Advertisements Space

GOALS 4: Enforcing Social Corporate Responsibility

GOALS 5: Investment and The Management of Public/Govt. land

Each goal has a number of supporting actions plans or implementing strategies to facilitate its achievement. The level at which each goal is being implemented is measured by its objectives and outcomes.

The Mayor and the PCC executive management team facilitated by CGC will conduct an annual progressive review, monitoring and evaluation of the SP.

To get financing support and operationalize this strategic plan, PCC with the appropriate resources allocated, will develop a detailed Financial Plan with a budgeted work plan that is time-bound. Strategic Planning meeting below.





# 1. INTRODUCTION

## 1.1 BACKGROUND

The Paynesville City also called Paynesward was founded in 1865 and later established as a City on April 4, 1972, by President William R. Tolbert, SR. through an Act of the legislature entitled An Act to Create the City of Paynesward, Montserado County, And To Grant It a Charter, or its successor. Since the establishment of the Paynesville City Corporation, the city administration has not developed a strategic plan or any long-term plan that defines the strategic direction (vision, mission and core values) of the municipality. This means that the city governance and operations have from time to time based their operations and city governance on short-term operational plans which limits the management from seeing into the future as to how the city should look like.

The City Mayor is the Chief Executive Officer (CEO) of the city, the Ex-officio of the city council and the chief spokesperson of the city. The coming in of a new government under the leadership of His Excellency Joseph N. Boikai witnessed the appointment of a new City Mayor in person of Hon, Robert S. Bestman II. Mayor Bestman has made his first order of business to develop a strategic direction for the city while at the same time understanding issues and challenges that engulfed the city governance. This plan, for the first time vision the city management's long-term goals for the management and governance of the Paynesville City Corporation (PCC).

Mayor Bestman established the PCC Strategic Plan Committee (SPC) and hired the services of Certified Global Consultants (CGC), a Liberian-owned consultant firm. Those named on the SPC were senior managers and directors of PCC assigned to work with consultants from the CGC to provide relevant information and historical knowledge of the city operations.

The consultants from the CGC working in collaborative discussions with the SPC developed the first-ever strategic plan for the Paynesville City Corporation.

## 1.2 OVERVIEW OF EXISTING LONG-TERM PLAN

As a matter of record, there has been no strategic plan or any long-term plan developed by the PCC since coming into existence. The corporation has been managed on an operational budget or plans for a particular event, quarterly or annual budget and other short-term management plan. Institutions, organizations and governments all over the world are setting long-term goals to meet infrastructure devel-

opment targets and prepare to adapt to various institutional challenges, shocks and stresses of which the PCC is no exception. There will be no effective and strategic use of resources for achieving long-term goals without an institutional strategic plan, thus the need to develop one for PCC could not be overly emphasized.

It is against this backdrop that Hon, Robert S. Bestman II, Mayor of the City of Paynesville instituted the establishment of the city's first-ever strategic plan comprising of members of senior management

The PCC strategic plan clearly articulated its vision, mission, and core values. This section presents the Paynesville City Corporation's vision, mission, and core values, which not only direct and drive our strategy, interactions, and relationships with stakeholders but also significantly impact their lives. This strategic plan is designed to draw attention to, focus on, and provide a solutions-driven roadmap that improves and enhances the quality of life of our citizens, demonstrating our unwavering commitment to their interests and well-being. We understand that our citizens are at the heart of our city, and their well-being is our top priority.

## 2. THE PAYNESVILLE CITY CORPORATION

### 2.1 MANDATE AND LEGAL FRAMEWORK

President William R. Tolbert, SR. appointed J. C. N. Howard, the first commissioner for the City of Paynesville, Montserrado County. The township of Paynesville also called Paynesward was founded in 1865 and later established as a City on April 4, 1972, through an Act signed by President William R. Tolbert, SR. The City of Paynesville is a municipal corporation existing, functioning and operating under the laws of the Republic of Liberia as an autonomous political entity to administer the local affairs of the state under the guidance of the nine (9) men City Council and the administrative and political supervision of the City Mayor in consultation with the Ministry of Internal Affairs.

The nine (9) men city council are elected citizens or appointed by the president to serve for four-years terms and must live within the statutory and political boundary/limits of Paynesville as provided by the Act creating the city of Paynesville. The city council shall elect a chairman from among its members who shall chair all meetings of the council. The City Manager shall serve as secretary to the council but should not vote on any matter before the council. Only members of the council are eligible to vote on matters before it.

The Mayor is the Chief Executive Officer (CEO) of the city, the Ex-officio of the city council and the chief spokesperson of the city. The Mayor ensures that all necessary and relevant officials and staff needed to perform administrative, professional, technical and operational duties are recruited and/or appointed through the proper and appropriate established procedures. All city heads of departments submit their annual reports to the office of the mayor on or before October 31 of each year covering activities of their various departments. The mayor delivers his/her annual message on the state of the affairs of the city to the citizens and residents not later than December 15 of each year.

## 2.2 ORGANIZATIONAL STRUCTURE OF PCC

Roles and responsibilities at the PCC are spelled out through its organizational structure, providing direction and clarity to employees, and helping them better understand their roles and responsibilities within the organization. Because organizational structures can significantly impact how organizations and their employees behave, the strategic planning committee sees the PCC organization structure as very vital component of management leading to efficient city governance. Most likely, employees are more likely to be motivated and engaged with the proper organizational structure, as they feel their work contributes to the organization's overall goals. The current organizational structure at the PCC has been revised by the strategic planning committee to help reduce uncertainty by providing clear expectations for how tasks are completed and decisions are made.



## 2.3 PCC CURRENT ORGANIZATION CHART

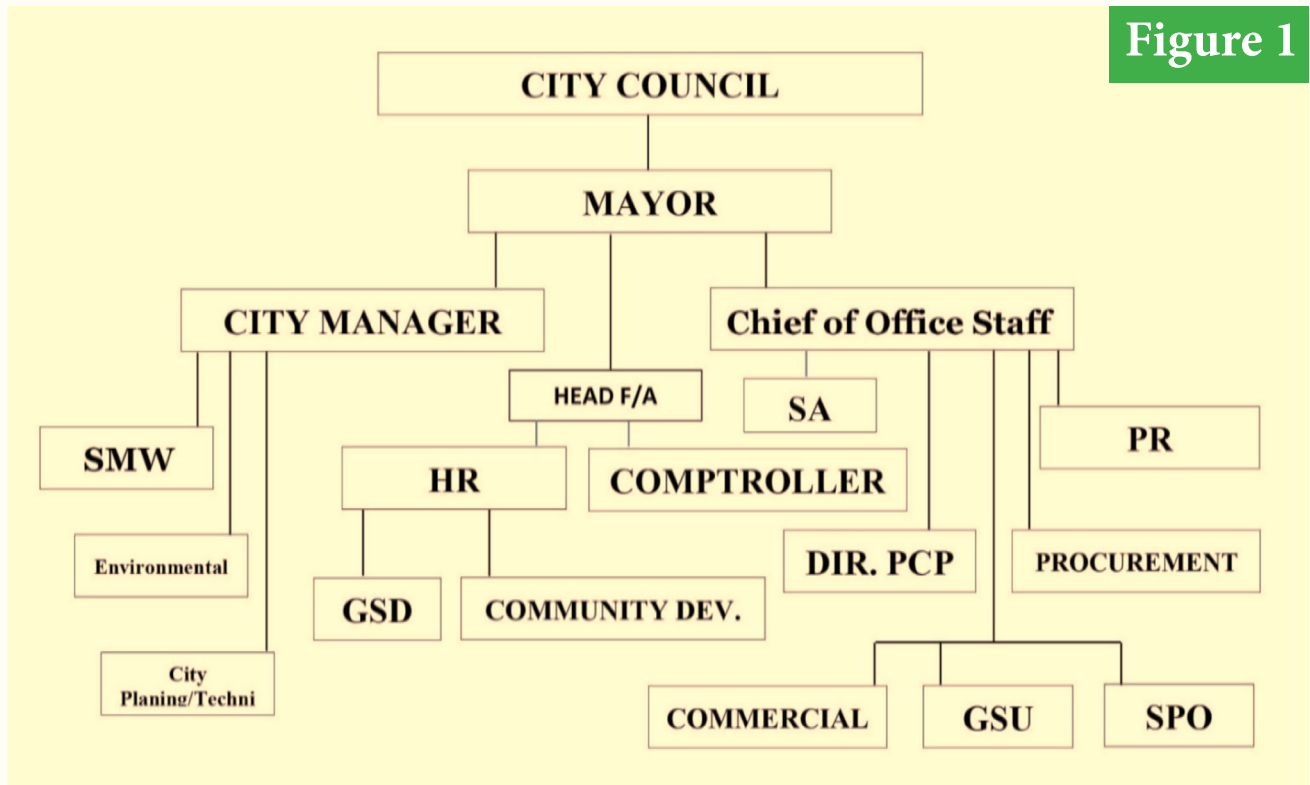


Figure 1

## 2.3 PCC REVISED ORGANIZATION CHART

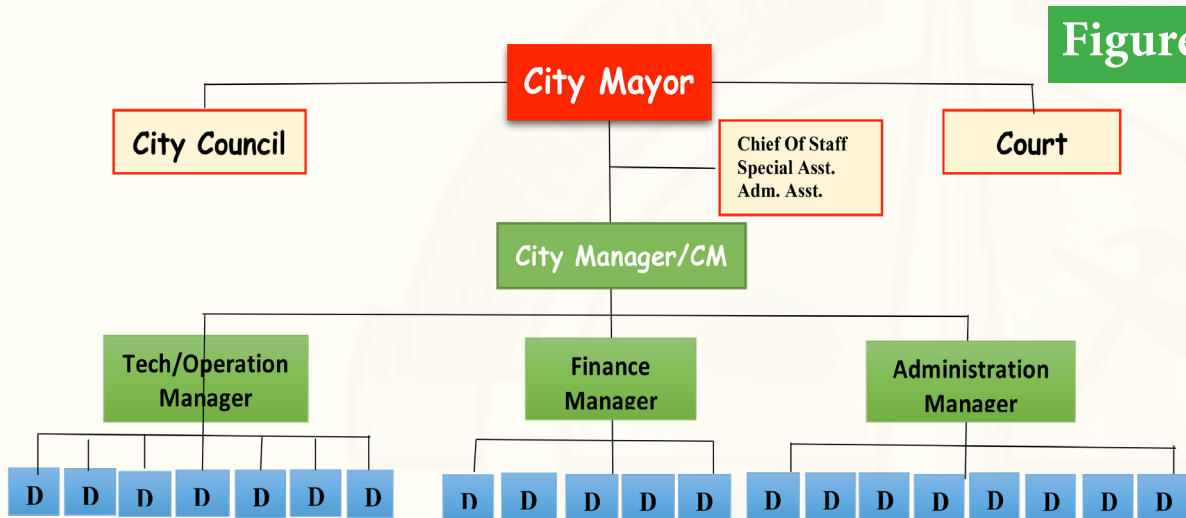


Figure 2

<b>Red</b> – Top Management	<b>Blue (D)- Departments</b>	
<b>Green</b> – Senior Management.	<b>Yellow Column below - Management units</b>	
<b>Administration Mngement Unit</b>	<b>Tech. &amp; Operation Mgt. Unit</b>	<b>Finance Mgt. Unit</b>
<b>DEPARTMENTS</b>	<b>DEPARTMENTS</b>	<b>DEPARTMENT</b>
1. Human Resource	1. Public Works, Zoning & Property (Technical)	1. Comptroller
2. Communication and Public Relations	2. Police	2. Taxes/Revenue
3. Education, Gender and Youth	3. Fire Service	3. Commercial/Service Center
4. Health, Sanitation and Environmental	4. General Services	4. Marketing & Advertisement
5. Special Project	5. Community Services and Outreach	5. City Investment
6. IT or Information System Management	6. Disaster, Risk and Emergency/Relief Management	6. Social Corporate Responsibility
7. Procurement	7. City Inspectorate and M&E	
8. Legal		



## 2.5 KEY STAKEHOLDERS ANALYSIS

The primary stakeholders of the PCC are the citizens/residents who live and decide the state of affairs of our city by participating directly or indirectly. As shown in the table below, the stakeholders of the PCC are divided into different categories, with varying roles and expectations.

**Table 1**

STAKEHOLDERS	ROLE/CONTRIBUTION TO CITY MANAGEMENT PROCESS	EXPECTATION
<b>Citizens (Residents)</b>	<ul style="list-style-type: none"> <li>Abide by the city ordinance and partner with PCC in initiatives affecting the development and transformation of the city</li> </ul>	<ul style="list-style-type: none"> <li>Citizens understand the importance of the city ordinance and partnership for development</li> </ul>
<b>International Partners and donors</b>	<ul style="list-style-type: none"> <li>Lend technical, logistical and financial support</li> </ul>	<ul style="list-style-type: none"> <li>Attend to logistical needs of the PCC and Fund key projects tied to Strategic plan</li> <li>Strengthened capacity of the PCC to provide appropriate city management and Increase professionalism of staff</li> </ul>
<b>Liberia Marketing Association</b>	<ul style="list-style-type: none"> <li>Provision of goods and services for citizens of the city and</li> <li>Payment of revenue/taxes</li> </ul>	<ul style="list-style-type: none"> <li>Adequate supplies of good and services and</li> <li>Increase in revenue</li> </ul>
<b>Businesses and Trade Unions (stores, shops, hotels, companies, corporations, transport unions, CBE etc.)</b>	<ul style="list-style-type: none"> <li>Payment of taxes,</li> <li>Contribute from CSR and</li> <li>Provision goods and services</li> </ul>	<ul style="list-style-type: none"> <li>Complying with city ordinance, increase city revenue/taxes,</li> <li>Supply of goods and services and</li> <li>Contribution to support CSR</li> </ul>
<b>Civil Society Organizations (CSO) and Community-based Organizations (CBO)</b>	<ul style="list-style-type: none"> <li>Advocate for citizens and the PCC on issues affecting the citizen/PCC</li> <li>Creates awareness amongst citizens on issues that protect and transform their lives</li> <li>Partner with PCC to implement community's initiatives and Provide vital information on happenings in the communities</li> </ul>	<ul style="list-style-type: none"> <li>The plight of the citizens/PCC are heard through Advocacy</li> <li>CSOs and CBOs offer a platform to raise awareness and provide vital information</li> </ul>
<b>Faith Based Organizations (FBO) and Schools</b>	<ul style="list-style-type: none"> <li>Compliment the city efforts in instituting morals in the citizens and</li> <li>Providing basic services such as education, health, charitable relief, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Increase in moralities amongst citizens and promotion of core values</li> <li>FBOs are seen building service institutions</li> </ul>
<b>The Media</b>	<ul style="list-style-type: none"> <li>Information dissemination to citizens and other stakeholders of the city</li> </ul>	<ul style="list-style-type: none"> <li>Citizens are inform about the PCC operations</li> </ul>
<b>Government of Liberia (GOL)</b>	<ul style="list-style-type: none"> <li>Provide budgetary support to city governance and</li> <li>Coordinate city management through the Ministry of Internal Affairs</li> </ul>	<ul style="list-style-type: none"> <li>City gets budgetary and other support from GOL and</li> <li>City Management is coordinated</li> </ul>



# 3. STAKEHOLDERS ENGAGEMENTS

The primary stakeholders of the PCC are the citizens/residents who live and decide the state of affairs of our city. International partners/donors, national partners/organizations, collaborating government institutions and others are also key stakeholders. Below are pictorials of Different Stakeholder’s Engagements.

## 3.1 CITIZENS ENGAGEMENTS

Figure 3





### 3.2 GOL AND PARTNERS ENGAGEMENT

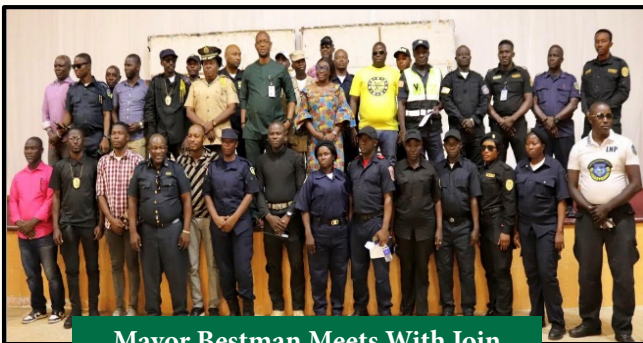
Figure 4



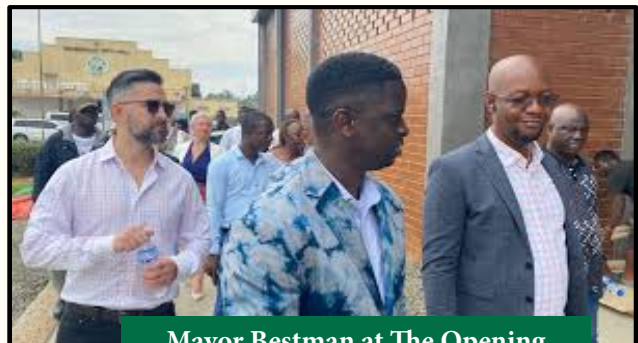
Mayor Bestman Engages Deputy Mayor of Seoul, South Korea



Mayor Bestman With The Minister of Public Works, Mayor of Monrovia & Police Director



Mayor Bestman Meets With Join Security Team Operation in Paynesville City



Mayor Bestman at The Opening of Largest Public Library in Paynesville City



Mayor Bestman in Meeting With The Paynesville City Council



Mayor Bestman Taking Over As Mayor



Mayor Bestman With German Ambassador to Liberia



Mayor Bestman With Former President Ellen J. Sirleaf



## 4. CONTEXT AND SITUATION ANALYSIS

The Paynesville city context and situation analysis reflect the city demographic, socio-economic, political and SWOT analysis. These types of analysis is used to gauge external and internal factors that could impact the serviceability and growth of an organization. Generally, it is more effective with larger institutions/organizations such as the PCC that are more likely to experience the effects of macro events

### 4.1 DEMOGRAPHIC CONTEXT/ANALYSIS

Paynesville (sometimes called Paynesward) is located southeast of Monrovia, Liberia. The City has a total landscape of 90,000 Square feet. According to the Liberia Institute for Statistics and Geo-Information Services (LISGIS) 2022 Liberia Population and Housing Census final result, Paynesville has a population of over 617,492 residents, with 298,858 males and 318,634 females, while Monrovia, the Capital, has 161,891 inhabitants. It makes Paynesville the most populated City and is fast becoming the most commercial City in Liberia. Paynesville City being the



**Figure 5**

**Paynesville City, Area View**

not only indicate potential economic growth and development in the City but also inspire hope for a brighter future, fostering a sense of optimism among the audience.

In comparison, Liberia's capital, Monrovia, is approximately 11.8 km / 7.3 mi away. It is geographically more significant than the City of Monrovia. It is expanding eastward along the Roberts-field Highway and northeastward beyond Red Light Market. Some very noticeable features in this city are; the

largest city in Liberia is experiencing uncontrolled growth.

The population of Paynesville City is predominantly young, with 45% under 25, and boasts a high school graduation rate of 70%. Most residents are employed in the service sector, followed by small businesses and manufacturing. These demographic characteristics



**Figure 6**

**Paynesville City Expansion,  
Robert-field Highway**

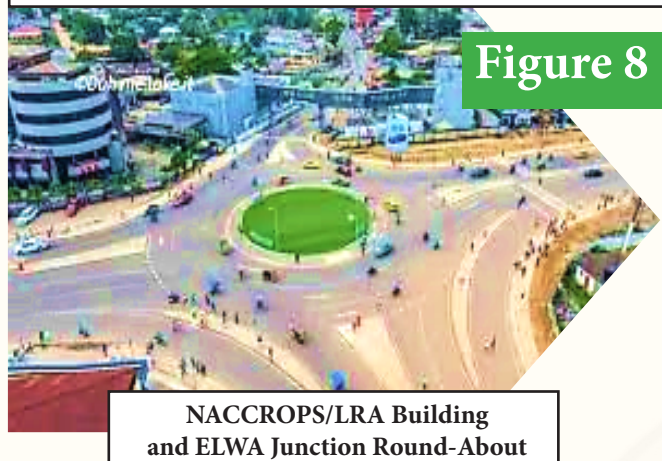


Paynesville Omega 14 International market, the Liberia Broadcasting System (LBS), the SKD Sports Complex, the largest sport complex in Liberia and the Red



**Figure 7**

Light market, the largest market areas in Liberia and the country biggest vocational training institute / MVTC. Others are the ELWA Hospital one of the biggest hospitals in Liberia, NACCROPS/LRA Building, Liberia’s most popular ELWA junction Round-about, Coco Cola factory, Jemale Diagnosis Center, RLJ Hotel, etc.



**Figure 8**

**NACCROPS/LRA Building and ELWA Junction Round-About**

These institutions, along with the City’s strategic location and growing population, contribute to the City’s economic growth and potential for further development, particularly in the media and communication sectors. The city was nominated in 2014 and accepted in 2016 as one of the 100 Resilient Sister Cities (100RC) worldwide. Amidst the daily municipal duties, functions,

and challenges, Paynesville is a striving City. It is facing numerous complex problems, including congestion, garbage disposal, and street vending, amongst others. The coming in of a new City Mayor and the developed Strategic Plan (long-term plan) provide opportunities to address the city’s complex issues.



**MVTC, Liberia Biggest Vocation & Technical School**



**Paynesville Red Light Market**

**LISGIS 2022 Census Statistics Matrix**

Montserrado County - Population Distribution by County, Administrative District, and Sex

#	Administrative Districts	Total	Male	Female
1	Montserrado County	1,920,965	942,559	978,406
2	Careysburg	55,284	27,611	27,673
3	West Point Township	30,847	15,915	14,932
4	St. Paul River	172,384	85,174	87,210
5	Todee	49,361	25,754	23,607
6	Borough of New Kru Town	71,739	35,724	36,015
7	Gardnersville Township	127,566	62,270	65,296
8	Barnersville Township	65,493	31,254	34,239
9	Lousana Township	26,057	13,033	13,024
10	<b>Paynesville Township</b>	<b>617,492</b>	<b>298,858</b>	<b>318,634</b>
11	Congo Town Township	91,632	44,161	47,471
12	New Georgia Township	99,845	49,017	50,828
13	Caldwell Township	112,166	54,055	58,111
14	Greater Monrovia	161,891	81,659	80,232
15	Garglohn Township	126,281	63,432	62,849

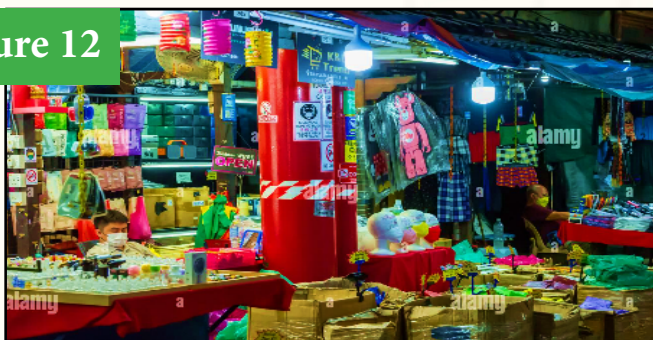
**4.2 SOCIO-ECONOMIC CONTEXT/ANALYSIS**



**Figure 11**

**China Mall in Paynesville**

Monrovia, the nation’s capital, has experienced rapid population growth for its size, which has led to the City’s massive deterioration of infrastructure and reduction in its capacity for service delivery. Paynesville’s rapid growth is due in part to the uncontrolled growth of the City of Monrovia.



**Figure 12**

**Small Businesses in Paynesville**

The cost of living and doing business in Monrovia has increased by 100%, which could be more unsustainable. As a result, many businesses and residents of Monrovia are relocating to the neighboring City of Paynesville. Today, the City of Paynesville, with over 600,000 residents and growing, is experiencing the signature challenges of major met-

ro-cities due to the overwhelming demand for programs and services by its residents: Less economic opportunities and low employment, Poor city infrastructure





and Minimum access to very important services.

The socio-economic challenges in Paynesville are further exacerbated by governance issues. Corruption, mismanagement, and inequality have significantly increased poverty in the city. These issues like in other parts of the country, have not only hindered the effective delivery of public services but also the implementation of poverty alleviation programs, thereby worsening the socio-economic situation.

Thanks to the successful partnerships established by previous administrations of the City corporation, such as those with the Liberian Marketing Association, busi-

nesses (stores, hotels, etc.), petty trader organizations, transport unions, and other organizations, significant progress has been made in improving the trade environment and increasing benefits through economic returns.

These partnerships have led to the implementation of various initiatives, such as business training programs, infrastructure development projects, and market access support, all of which have directly contributed to the growth of local businesses and reduced unemployment rates.

Developing and implementing city plans to repair infrastructure and improve service delivery would address these challenges and pave the way for a thriving local

**Figure 13**



**Fruits & Vegetables Traders in Paynesville**

economy in Paynesville.

The City and the private sector's engagement in industrialization, tourism, education, and other business activities, which can thrive in a densely populated, well-connected population, will contribute to Paynesville

City's urban growth.

Some sectors offer promising economic growth and development opportunities in Paynesville. The city's Industrialization plan/strategy can create jobs, stimulate economic growth, and increase government revenue through taxes. A well-in-placed

tourism program can generate much-needed foreign exchange earnings and boost local businesses with employment opportunities in hospitality, transportation, and other services in different sectors.

Education can improve human capital and productivity and encourage critical thinking and problem-solving skills. Other businesses and activities can increase access to goods and services. These sectors offer promising economic growth and development opportunities in Paynesville City, benefiting all stakeholders.



Figure 14

Lifestyle Luxury Hotel, Thinkers-village, Paynesville



Figure 15

Golden Key Hotel, King Gray, Paynesville



Figure 16

Guarantee Trust (GT) Bank, Paynesville



Figure 17

United Bank of Africa (UBA) Bank, Paynesville

### 4.3 POLITICAL CONTEXT/ANALYSIS

The municipality is managed by a local government authority called the Paynesville City Corporation (PCC), and the administrative and political head is the City Mayor of Paynesville.

Paynesville, the largest city in Liberia, has a robust local governing structure, a testament to the democratic governance that Liberians enjoy. The city is divided into neighborhoods or communities, zones, and districts, each with its leadership team. These leaders, whether community volunteers or elected district representatives, play a crucial role in managing the affairs of their respective divisions, which should ensure every voice is heard and represented. This strong local leadership



should instill a sense of confidence in the City’s ability to address its challenges and foster development.

Paynesville City has several neighborhoods, called “communities”, which are notable for their unique names. Some communities are named after housing estates, older settlements, landmarks, significant boulevards/roads, or local leaders, while others predate the street names altogether. Some noticeable communities in Paynesville are A.B. Tolbert Community, Duport Road, ELWA, Kendeja, Kenny Town; King Gray Town, Parker-Paint, Police Academy, Rehab Road, Peace Island, SD Cooper Road, SKD Boulevard, GSA Road, Soul Clinic, Wien Town, etc.

Paynesville has five electoral districts, the highest of any city in the country. They include District #2, District #3, District #4, District #5, and District #6). These districts face significant responsibilities and challenges requiring adequate resources.

Political activities, including rallies and demonstrations, are regular fixtures within the political space in the city due to the City’s huge population and availability of space for national political parties’ activities. Influential leaders in both civic and other organizations active in advocacies, human rights, community development, traditional and opinion leaders play significant roles in local governance and community affairs.



**Figure 18**

**Map of Paynesville and Communities**

## 4.4 SWOT ANALYSIS

SWOT refers to strengths, weaknesses, opportunities, and threats. The SWOT analysis recognizes that Paynesville City must leverage its strengths, address its weaknesses, capitalize on opportunities, and mitigate threats to achieve sustainable economic growth and development. The PCC SWOT analysis suggests that internal and external influences will impact the PCC's operations. Strength and weakness are internal, while opportunity and threat are external. Therefore, performing a SWOT reveals positive forces that work together and actual problems to address at the Paynesville City Corporation. Below are the actual outlines of the strengths, weaknesses, opportunities, and threats the new management team is recognizing and confronting.

**Table 3**



## 5. STRATEGIC DIRECTION (2025-2029)

The PCC strategic plan clearly articulated its vision, mission, and core values. This section presents the Paynesville City Corporation's vision, mission, and core values, which not only direct and drive our strategy, interactions, and relationships with stakeholders but also significantly impact their lives. This strategic plan is designed to draw attention to, focus on, and provide a solutions-driven roadmap that improves and enhances the quality of life of our citizens, demonstrating our unwavering commitment to their interests and well-being. We understand that our citizens are at the heart of our city, and their well-being is our top priority.

### 5.1 VISION STATEMENTS

Our vision is not a mere statement but a profound belief that every citizen holds significance and that every visitor is esteemed. This belief is deeply ingrained in our vision and propels us to provide exceptional city services and governance.

*"We Pride Ourselves To Provide Exceptional City Services and Governance, Where Citizen Matters and Visitors are valued".*

### 5.2 MISSION STATEMENTS

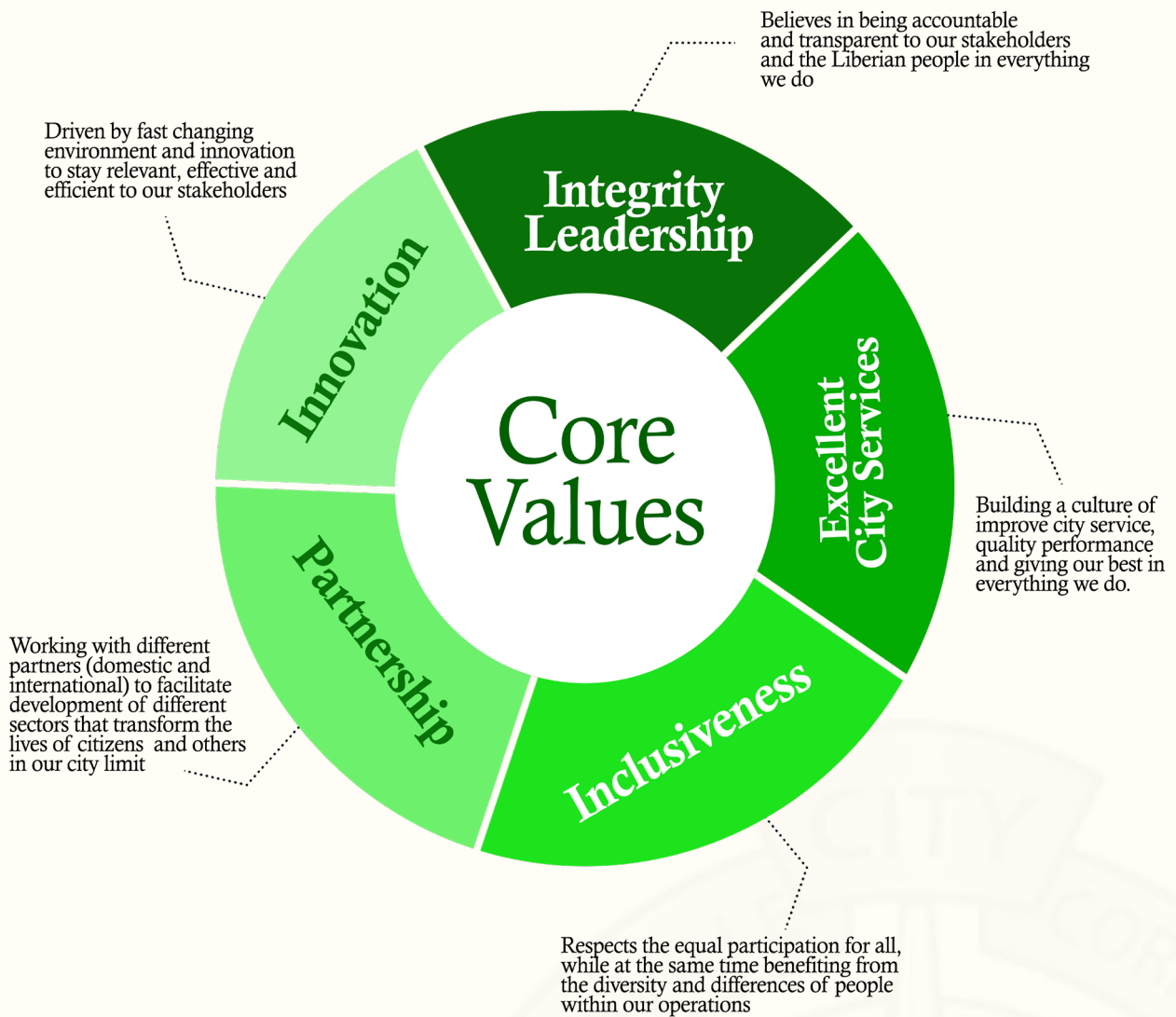
Our plan provides an unwavering commitment to our mission, instilling confidence and trust in our capabilities and ensuring that everyone feels acknowledged and respected. We are dedicated to this mission, and we will not waver in our efforts to achieve it.

*"Providing Excellent City Services, Trusted Stewardship and Inclusive Community Partnership, for all people Who Live, Work and Visit the Great City of Paynesville".*

### 5.3 CORE VALUES

PCC is not just committed but unwaveringly dedicated at all times to the following core values:





## 6. STRATEGIC PILLARS

For the next five years, the strategic direction of the PCC will be built around five pillars to include;

1. Building a Resilient City,
2. Building a Healthy City,
3. Human Resource Development,
4. Urban Mobility and
5. Financing and Investment.

Each pillar has various strategic goals that are targeted to be achieved in these five-years. Each goal has supporting actions and implementing strategies to facilitate its achievement. The level at which each goal is being implemented is measured by its objectives and outcomes in the Strategic Framework.

## 6.1 STRATEGIC PILLAR I: BUILDING A RESILIENT CITY

As Paynesville grows more urban, there's a need for the city to develop capacities to bounce back from and adapt to various shocks and stresses on its systems of deliverables, such as natural disasters, economic downturns, and social challenges that are defined as the city's resilience. It involves the ability of a city to absorb, recover, and transform in the face of these challenges while maintaining essential functions and supporting the well-being of its residents. These strategic goals, identified during the PCC strategic planning committee meeting, are not just aspirations but a roadmap to a brighter future, instilling hope and optimism in our stakeholders amid any future unforeseen circumstances.

According to LISGIS, Liberia's population growth rate between the 2008 and 2022 censuses is 50%, hitting 5.2 million. By 2050 as indicated by the WHO, more than two-thirds of the world population is projected to live in urban areas like Paynesville, and most of this urban growth will occur in cities of lower and lower-middle-income countries. Given the growth rate stated by the latest LISGIS censuses at 50% with Paynesville's current population according to LISGIS is 617,492 and holding everything constant, Paynesville's population is expected to triple by 2050 at about 2million persons. However, densely built-up urban spaces come with their challenges. Therefore, there is a need to start ensuring today that these WOULD-BE metropolitan areas will be inclusive, safe, sustainable, and most of all, resilient.

STRATEGIC GOAL	STRATEGIC ACTION	STRATEGIC IMPLEMENTATIONS
1	<b>Integrated City Planning and Policy</b>	a. Develop an Integrated City Planning Policy that ensure resilience is a core principle across all sectors and activities of the city

STRATEGIC GOAL	STRATEGIC ACTION	STRATEGIC IMPLEMENTATIONS
2	<b>Collection of Revenues / Taxes</b>	a. Annual mapping or identification and categorizing of businesses into small, medium and large b. Train revenue officers or agents c. Conduct appropriate awareness on revenue collection and benefits d. Capacitating revenue officers/inspectors for enforcement of revenue/tax collection

STRATEGIC GOAL	STRATEGIC ACTION	STRATEGIC IMPLEMENTATIONS
3	<b>Collaboration and Partnerships</b>	a. Building partnership with international organizations, sister cities and donors b. Partnering and building collaboration among various national stakeholders, including government agencies, community organizations, businesses, faith-based organizations and academia through outreach, share agenda and programs

	STRATEGIC ACTION	STRATEGIC IMPLEMENTATIONS
STRATEGIC GOAL 4	<b>Disaster Management and Emergency Response</b>	<ul style="list-style-type: none"> <li>a. Incorporating citizens community leaders, stakeholders and others in monitoring and early warning that mitigate the impact of disasters</li> <li>b. Educating the population to risks mitigation and developed a disaster information sharing mechanism</li> <li>c. Establish a City Disaster Response Committee (CDRC) to; response to natural disaster and raise funds</li> <li>d. Construct a PCC Fire Station and train fire fighters</li> <li>e. Operates a PCC Ambulance Response Service</li> </ul>

	STRATEGIC ACTION	STRATEGIC IMPLEMENTATIONS
STRATEGIC GOAL 5	<b>Law Enforcement and Security Service</b>	<ul style="list-style-type: none"> <li>a. Work with the Liberia National Police to restructure and revamp the PCC City Police Service</li> <li>b. Construct a PCC Fire Service Station and train fire fighters with requisite training to prevent and combat the wave of wire outbreaks</li> <li>c. Ensure that city police and fire service are specifically trained and funded to protect all aspect of the city’s operations including citizens</li> <li>d. Work with GoL Law enforcement agencies like Liberia Revenue Authority (LRA), Liberia Drug Enforcement Agency (LDEA) and others to provide appropriate training for inspectors and law enforcement officers of the city</li> </ul>

	STRATEGIC ACTION	STRATEGIC IMPLEMENTATIONS
STRATEGIC GOAL 6	<b>Information Management System (IMS)</b>	<ul style="list-style-type: none"> <li>a. Build an Information Management System (IMS) to digitize PCC internal and external information for operations and service to citizen</li> <li>b. Establish an IMS unit to coordinate and manage digitized information</li> </ul>

	STRATEGIC ACTION	STRATEGIC IMPLEMENTATIONS
STRATEGIC GOAL 7	<b>Financing, Monitoring and Evaluation</b>	<ul style="list-style-type: none"> <li>a. Identify potential funding sources, both public, private, domestic and international</li> <li>b. Seek innovative financing mechanisms</li> <li>c. Establish a robust monitoring and evaluation framework to track the progress of the resilience Integrated City Planning and Policy.</li> <li>d. Regularly, assess the effectiveness of Integrated Plan, identify gaps or challenges, and adapt to new plans/strategy accordingly.</li> </ul>

## 6.2 STRATEGIC PILLAR II: BUILDING A HEALTHY CITY

According to the WHO, 80% of the world’s population will live in urban areas by the year 2025 as Paynesville city presents one of Liberia’s most urban environments. While city life offers a lot of advantages, accelerated urbanization also poses many health threats. Typical problems/threats include pollution, overcrowded premises, improper disposal of wastes, etc. Enjoyment of the highest attainable standard of health by everyone is recognized as one of the fundamental rights of human beings



and citizens of Paynesville are no exception. Health is defined by the World Health Organization (WHO) as a state of complete physical, mental and social well-being.

	STRATEGIC ACTION	STRATEGIC IMPLEMENTATIONS
STRATEGIC GOAL 1	<b>Garbage Collection Policy Framework and Clean City</b>	<ul style="list-style-type: none"> <li>a. Develop a Garbage/Waste Management Policy</li> <li>b. Contracting Garbage collection and disposal to private companies with preference to Liberian own companies</li> <li>c. Identify and establish an appropriate garbage disposal site and establish Partnership and contact with Recycling companies to manage garbage disposal site</li> <li>d. Establish the Healthy City Community Outreach (HeCCO) Team aim at promoting, healthy Living and Clean City</li> </ul>

	STRATEGIC ACTION	STRATEGIC IMPLEMENTATIONS
STRATEGIC GOAL 2	<b>Sanitation Services and Green City</b>	<ul style="list-style-type: none"> <li>a. Constructing at least one hundred (100) water stations throughout the city</li> <li>b. Construction of 50 washrooms/modern public toilets (10 in each districts) at strategic location throughout the city</li> <li>c. Work with Water and Sewer to run water lines to homes and business facilities</li> <li>d. Work with Water and Sewer to establish sewer lines throughout the city</li> <li>e. Establish green city garden parks throughout the city</li> <li>f. Establish an annual City Tree Planting event and encourage the planting of tree throughout the city.</li> </ul>

	STRATEGIC ACTION	STRATEGIC IMPLEMENTATIONS
STRATEGIC GOAL 3	<b>Emergency Health Care Response</b>	<ul style="list-style-type: none"> <li>a. Build a health care emergency response relationship with various health facilities throughout the city</li> <li>b. Establish an emergency response hotline for citizens</li> <li>c. Operates a PCC Ambulance response service</li> </ul>

### 6.3 STRATEGIC PILLAR III: HUMAN RESOURCE DEVELOPMENT (HRD)

The rapid transformation of Paynesville city has placed renewed emphasis on the employees in the municipality to be capacitated with the required competencies to meet the ever-increasing demands of citizens. This by implication means that the city's human resources should be capacitated and managed well, but on the contrary, the municipality needs to do more on the human resource development record. Human Resource Development is dependent on the Municipality having in place human resource development policies that support the strategic objectives of the Municipality, and on the implementation of the policies through considering formal and informal development options.

The issues and challenges identified during the strategic planning committee discussions that need attention are the need to:

1. Establish a Human Resources Information System (HRIS),
2. Revised HR and Recruitment Policies,
3. Ensure Regular Employee Orientations and Professional Development,
4. HR Training and Development and
5. Institute reforms in the City Human Resources Operations.

	STRATEGIC ACTION	STRATEGIC IMPLEMENTATIONS
STRATEGIC GOAL 1	<b>Robust Human Resource Development (HRD) Policy</b>	<ol style="list-style-type: none"> <li>a. Conduct a HR capacity and gap assessment of PCC human resource capacities</li> <li>b. Revised HRD policy base on the capacity assessment that deal with recruitment, orientation/mentorship, training, reporting system, etc.</li> <li>c. Develop a one-stop shop Human Resources Information Systems (HRIS)</li> </ol>
STRATEGIC GOAL 2	<b>Provision of Specialize Training Needs</b>	<ol style="list-style-type: none"> <li>a. Identified special training needs of employee base on the capacity assessment in different functions of PCC</li> <li>b. Sponsor and seek sponsorship for internal and external specialize training for employees</li> </ol>
STRATEGIC GOAL 3	<b>Structural and Operational Reforms</b>	<ol style="list-style-type: none"> <li>a. Institute structural and operational management reforms considering organization chart, coordination amongst departments to increase productivity and a review of various categories of personnel and their placement</li> <li>b. Develop a reporting format for monitoring and evaluation of staffs</li> </ol>
STRATEGIC GOAL 4	<b>Establishing a Gender and a Youth Empowerment Desks</b>	<ol style="list-style-type: none"> <li>a. Establish a gender and a youth empowerment desks/units at the PCC:</li> <li>b. Coordinate gender or youth related issues in the city serving as focus persons</li> <li>c. Develop policy and program in line with gender and youth development in the city</li> </ol>

## 6.4 STRATEGIC PILLAR IV: URBAN MOBILITY

Paynesville being the largest and most populated city in Liberia needs a Sustainable Urban Mobility Plan (SUMP) that will satisfy the growing mobility needs of people and businesses in the city for a better quality of life. SUMP should be built on existing planning practices and take due consideration of integration, participation, and evaluation principles.

A sustainable urban mobility plan improves the overall quality of life for residents



by addressing major challenges related to for example public transport system, congestion, air/noise pollution, climate change, road safety, and parking. SUMP also provide a framework for innovation and the integration of new mobility services. It should be prepared in partnership with residents and stakeholders. It ensures a variety of sustainable transport options for the safe, healthy and fluid passage of people and goods, with all due consideration for fellow residents and the urban environment.

	STRATEGIC ACTION	STRATEGIC IMPLEMENTATIONS
STRATEGIC GOAL 1	<b>Build a Sustainable Urban Mobility System</b>	<ul style="list-style-type: none"> <li>a. Using the relevant authorities and institutions, develop a Sustainable Urban Mobility Plan (SUMP) for Paynesville, designed to satisfy the mobility needs of people, public transport system and businesses in the City for a better quality of life.</li> <li>b. The SUMP should be develop in partnership with local residents, relevant institution and stakeholders</li> </ul>
STRATEGIC GOAL 2	<b>Zoning and Road Connectivity</b>	<ul style="list-style-type: none"> <li>a. Establishment or review the City’s zoning act to regulate land use and road connectivity</li> <li>b. Work with the Ministry of Public Works and other relevant authorities to open allies and drainages</li> </ul>
STRATEGIC GOAL 3	<b>City Planning and Free Flow of Traffic</b>	<ul style="list-style-type: none"> <li>a. Establish Special taskforce to prevent people from constructing in unauthorized areas such as wet lands, drainages, allies ways, right away, undeveloped land, etc.</li> <li>b. Establish market zones and selling limits at every major intersections/junction</li> <li>c. Establish selling limits along roadways and every major markets in the city</li> <li>d. Establish Green Space for Future Urban Mobility Development</li> </ul>

## 6.5 STRATEGIC PILLAR V: FINANCING AND INVESTMENT

Financing and investment were major components of the strategic planning committee discussion as no plan as good and effective as it may appear can be implemented without the appropriate funding. The financing and investment pillar sets out short and long-term vision and identifies a wide variety of opportunities, including different investment areas.

As stated earlier, by 2050, more than two-thirds of the world population is projected to live in urban areas like Paynesville, and most of this urban growth will take place in cities of lower-income and lower-middle-income countries. Investment in services and infrastructure projects will be needed to accommodate the city’s

growth and services delivery to residents.

Financial Management Policy (FMP) will ensure the effective and efficient allocation of city resources for the delivery of quality services to residents. The FMP will create trust and confidence that the city's resources are used appropriately. It is also very important that donors and Investors are aware that systems and processes are in place to prevent fraud, waste and abuse of public funds.

	STRATEGIC ACTION	STRATEGIC IMPLEMENTATIONS
STRATEGIC GOAL 1	<b>PCC Financial Management Policy</b>	<ul style="list-style-type: none"> <li>a. Develop and adapt a financial management policy consistent with national financial management policy, regulations and laws to govern revenue collection, expenditure, financing and investment</li> <li>b. Re-organize and Institute a more accountable Local Government Financing system: address issues of poor accountability and value for Money in managing public resources.</li> </ul>
STRATEGIC GOAL 2	<b>Investing in Social Services</b>	<ul style="list-style-type: none"> <li>a. Construction of Water Stations throughout the various districts of Paynesville through a PCC project initiatives or public-private partnership</li> <li>b. Creating or establishing streets parking</li> <li>c. Constructing city parking lots in each district</li> <li>d. Building event halls for rent in each Paynesville's district</li> <li>e. Constructing green garden and recreational Parks at strategic locations in the city</li> <li>f. Contracting waste/garbage collection to private institutions in a public-private partnership</li> </ul>
STRATEGIC GOAL 3	<b>Creating Marketing and Advertisements Space</b>	<ul style="list-style-type: none"> <li>a. Erecting Billboards or advertisement boards at strategic locations for rent</li> <li>b. Erecting street dividers on major roads that can be used for advertisement</li> <li>c. Establishing a purposeful regulatory office for developing new marketing and advertisements activities and oversight</li> </ul>
STRATEGIC GOAL 4	<b>Enforcing Social Corporate Responsibility</b>	<ul style="list-style-type: none"> <li>a. Develop Corporate Social Responsibility Strategy (SCR) to encourage businesses to fund major undertaking of the city such as the Paynesville Endowment Fund (PEF) for Education, Health and Emergency Response</li> <li>b. Establish donors list to PEF by identifying large and major businesses operating in Paynesville</li> <li>c. Establish the PCC Corporate Social Responsibility Office to manage the CSR program</li> </ul>

	STRATEGIC ACTION	STRATEGIC IMPLEMENTATIONS
STRATEGIC GOAL 5	<b>Investment and The Management of Public/Govt. land</b>	<ul style="list-style-type: none"> <li>a. Mapping up all undeveloped govt./public land in the city for commercial purposes and possible investment deals</li> <li>b. Mapping the exact amount of occupants on public land/squatter rights</li> <li>c. Use some Identified undeveloped govt./public land in the city and establish housing units/estates through PCC project initiatives or public-private partnership</li> </ul>

## 7. MONITORING AND EVALUATION MECHANISM

As indicated in the strategic framework matrix in the previous section, outcomes indicators have been incorporated along with measureable objectives to facilitate the Monitoring and Evaluation (M&E) of this SP. Main activities, performance targets and timelines have been included in the operational plan, which complements this Strategic Plan.

The CGC working with the PCC-M&E section will coordinate the monitoring and implementation of the strategic plan. Specific measures will be considered by the CGC and the PCC-M&E section to assess the performance of PCC operations covering the strategic plan period.

To facilitate the effective implementation of the M&E strategy, a result-based M&E plan will be developed to capture relevant data of indicators including reporting procedures, timing, source of data, data collection methods, etc.

Regular monitoring of projects and program outputs remains key to this strategic plan. Regular periodic reporting by implementers will facilitate tracking and evaluation of the strategic plan. The Mayor and the PCC executive management team facilitated by CGC will conduct an annual progressive review and evaluation of the SP with the City Council and other key stakeholders until at such time it implementation period ends.



## 8. FINANCING PLAN, BUDGET & FUNDING

To get financing support and operationalize this strategic plan, PCC with the appropriate resources allocated, must develop a detailed Financial Plan for a specific goal and the various actions/implementation strategy.

While we await the development of a detailed financial plan as indicated, the strategic planning committee has projected to fund the SP an amount of **USD \$30.5M** to impact PCC direct operations and **USD\$55M** for investment opportunities in the city . This will account for the successful implementation of the strategic plan over the period of five years .

The PCC Financial Plan once developed must have a time-bound and budgeted work plan, to ensure appropriate steps are taken to put in place a strategic approach, including key partner roles and responsibilities, into action. These steps will include regular, meaningful engagement with donors and other partners to include all stakeholders.

Financing for this SP will also depend on the successful implementation of Pillar V (Financing and Investment) and strategic goals in other pillars that involve resource mobilization.

## 9. STRATEGIC FRAMEWORK 2025-2029 (Goals/Actions, Implementation Strategies, Objective and Outcomes)

### PILLAR I: Building a Resilient City

Strategic Goals/ Actions	Implementation Strategy	Measurable Objective	Expected Outcomes
1. Integrated City Planning and Policy	a. Develop an Integrated City Planning Policy that ensure resilience is a core principle across all sectors and activities of the city.	<ul style="list-style-type: none"> <li>To develop an Integrated City Planning Policy in one to two years of the SP implantation</li> </ul>	<ul style="list-style-type: none"> <li>City Management developed and approved an Integrated City Planning Policy</li> </ul>
2. Collection of Revenues / Taxes	a. Annual mapping or identification and categorizing of businesses into small, medium and large b. Train revenue officers or agents c. Conduct appropriate awareness on revenue collection and benefits d. Capacitating revenue officers/inspectors for enforcement of revenue/tax collection	<ul style="list-style-type: none"> <li>To identify and categorizing of businesses in One year of the SP implantation</li> <li>To train revenue officers or agents in three months to one year of the SP implantation</li> <li>To conduct appropriate annual awareness on revenue collection and benefits</li> </ul>	<ul style="list-style-type: none"> <li>Businesses in the city are mapped up and categorized into small, medium and large</li> <li>Revenue officers or agents are trained</li> <li>appropriate awareness on revenue collection and benefits conducted to enhance revenue collection</li> </ul>
3. Collaboration and Partnerships	a. Building partnership with international organizations, sister cities and donors b. Partnering and building collaboration among various national stakeholders, including government agencies, community organizations, businesses, faith-based organizations and academia	<ul style="list-style-type: none"> <li>To build partnership with international organizations, sister cities, private institutions and donors for assistance and public-private partnership throughout the SP implantation period</li> </ul>	<ul style="list-style-type: none"> <li>City established various partnership with international organizations, sister cities, private institutions, donors and national stakeholders</li> </ul>
4. Disaster Management and Emergency Response	a. Incorporating citizens community leaders, stakeholders and others in monitoring and early warning that mitigate the impact of disasters b. Educating the population to risks mitigation and developed a disaster information sharing mechanism c. Establish a City Disaster Response Committee (CDRC) to; response to natural disaster and raise funds d. Construct a PCC Fire Station and train fire fighters e. Operates a PCC Ambulance Response Service	<ul style="list-style-type: none"> <li>To regularly sharing information citizens and stakeholders on disaster management</li> <li>To establish a CDRC in six months of the SP implantation</li> <li>To construct a PCC Fire Station and train city fire fighters in one to two years of the SP implantation</li> <li>To operates a PCC Ambulance response service in one year of the SP implantation</li> </ul>	<ul style="list-style-type: none"> <li>citizens and stakeholders are participating in regular risks mitigation and disaster management mechanism</li> <li>A CDRC is established to response to natural disaster</li> <li>PCC Fire Station and Ambulance services are established and</li> <li>There is a bi-annually fund raising activities to response to disaster</li> </ul>





<p><b>5. Law Enforcement and Security Service</b></p>  	<p>a. Work with the Liberia National Police to restructure and revamp the PCC City Police Service</p> <p>b. Construct a PCC Fire Service Station and train fire fighters with requisite training to prevent and combat the wave of wire outbreaks</p> <p>c. Ensure that city police and fire service are specifically trained and funded to protect all aspect of the city's operations including citizens</p> <p>d. Work with GoL Law enforcement agencies like Liberia Revenue Authority (LRA), Liberia Drug Enforcement Agency (LDEA) and others to provide appropriate training for inspectors and law enforcement officers of the city</p>	<ul style="list-style-type: none"> <li>To work with the Liberia National Police and National Fire Service to restructuring, revamping the PCC City Police Service while the same time constructing a PCC Fire Service Station in 18 months to two years of the SP implementation</li> <li>To ensure that city police, PCC Fire Service, revenue collection officers and other law enforcement organs of the city gets appropriate training in 18 months to two years of the SP implementation</li> </ul>	<ul style="list-style-type: none"> <li>PCC working with the Liberia National Police and National Fire Service restructured and revamped the PCC City Police</li> <li>PCC working with the National Fire Service and Partners construct the PCC Fire Service Station and trained fire fighters</li> <li>PCC police, fire fighters, revenue collection officers and other law enforcement personnel are appropriately trained</li> <li>PCC police, fire service, revenue collection and other law enforcement departments are appropriately funded</li> </ul>
<p><b>6. Information Management System</b></p> 	<p>a. Build an Information Management System (IMS) to digitize PCC internal and external information for operations and service to citizen</p> <p>b. Establish an IMS unit to coordinate and manage digitized information</p>	<ul style="list-style-type: none"> <li>To build an Information Management System (IMS) to digitize PCC records and establish an IMS unit in six months to one year of the SP implementation</li> </ul>	<ul style="list-style-type: none"> <li>An Information Management System (IMS) is established to digitize and manage PCC internal and external records</li> </ul>
<p><b>7. Financing, Monitoring &amp; Evaluation</b></p> 	<p>a. Identify potential funding sources, both public, private, domestic and international</p> <p>b. Seek innovative financing mechanisms</p> <p>c. Establish a robust monitoring and evaluation framework to track the progress of the resilience Integrated City Planning and Policy.</p> <p>d. Regularly, assess the effectiveness of Integrated Plan, identify gaps or challenges, and adapt to new plans/strategy accordingly.</p>	<ul style="list-style-type: none"> <li>To regularly Identify potential funding sources, seeking innovative financing mechanisms throughout the SP implantation</li> <li>To establish a robust monitoring and evaluation framework that regularly, assess the effectiveness, gaps or challenges of the plan.</li> </ul>	<ul style="list-style-type: none"> <li>Potential funding sources identified and innovative financing mechanisms are established.</li> <li>A robust monitoring and evaluation framework is established</li> </ul>



## PILLAR II: Building a Healthy City

Strategic Goals/Actions	Implementation Strategy	Measurable Objective	Expected Outcomes
<p><b>1. Garbage Collection Policy and Clean City</b></p> 	<ol style="list-style-type: none"> <li>Develop a Garbage/Waste Management Policy</li> <li>Contracting Garbage collection and disposal to private companies with preference to Liberian own companies</li> <li>Identify and establish an appropriate garbage disposal site and establish Partnership and contact with Recycling companies to manage garbage disposal site</li> <li>Establish the Healthy City Community Outreach (HeCCO) Team aim at promoting, healthy Living and Clean City</li> </ol>	<ul style="list-style-type: none"> <li>To develop a Garbage or Waste Management Policy and contract garbage collection in six months to one year of the SP implementation</li> <li>To Identify and establish garbage disposal site and establish Partnership with Recycling companies to manage garbage disposal site</li> <li>To annually establish HeCCO Team</li> </ul>	<ul style="list-style-type: none"> <li>A Garbage or waste Management Policy is developed</li> <li>Garbage collection and disposal are contracted to private companies</li> <li>Garbage disposal sites are established and the city established partnership with recycling companies</li> <li>The City Mayor established an annual HeCCO Team</li> </ul>
<p><b>2. Sanitation Services and Green City</b></p> 	<ol style="list-style-type: none"> <li>Constructing at least one hundred (100) water stations throughout the city</li> <li>Construction of 50 washrooms/modern public toilets (10 in each districts) at strategic location throughout the city</li> <li>Work with Water and Sewer to run water lines to homes and business facilities</li> <li>Work with Water and Sewer to establish sewer lines throughout the city</li> <li>Establish green city garden parks throughout the city</li> <li>Establish an annual City Tree Planting event and encourage the planting of tree throughout the city.</li> </ol>	<ul style="list-style-type: none"> <li>To provide sanitation services by constructing water stations and washrooms/modern public toilets at strategic location in the city throughout of the SP implantation</li> <li>To work with Water and Sewer to run water and sewer lines throughout the city during the implementation of the SP</li> <li>To establish green city garden parks and establish an annual City Tree Planting event.</li> </ul>	<ul style="list-style-type: none"> <li>Water stations and washrooms/modern public toilets constructed at strategic location throughout the city</li> <li>Water and sewer lines are being connected to homes and business facilities throughout the city</li> <li>Green city garden parks are constructed throughout the city and an annual City Tree Planting event established</li> </ul>
<p><b>3. Emergency Health Care Response</b></p> 	<ol style="list-style-type: none"> <li>Build a health care emergency response relationship with various health facilities throughout the city</li> <li>Establish an emergency response hotline for citizens</li> <li>Operates a PCC Ambulance response service</li> </ol>	<ul style="list-style-type: none"> <li>To build a health care emergency response relationship with health facilities and establish an emergency response hotline for citizens in six months to one year of the SP implementation</li> <li>To operates a PCC ambulance response service in six months to one year of the SP implementation</li> </ul>	<ul style="list-style-type: none"> <li>Health care emergency response relationship are established with health facilities and an emergency response hotline for citizens put into operation</li> <li>PCC ambulance response services in full operation</li> </ul>

## PILLAR III: Human Resource Development (HRD)

Strategic Goals/Actions	Implementation Strategy	Measurable Objective	Expected Outcomes
<p><b>1. Robust Human Resource Development (HRD) Policy</b></p> 	<ol style="list-style-type: none"> <li>Conduct a HR capacity and gap assessment of PCC human resource capacities</li> <li>Revised HRD policy base on the capacity assessment that deal with recruitment, orientation/mentorship, training, reporting system, etc.</li> <li>Develop a one-stop shop Human Resources Information Systems (HRIS)</li> </ol>	<ul style="list-style-type: none"> <li>To conduct an in-depth HR capacity and gap assessment within six months</li> <li>To revised and or develop robust policies that deals with HR and related issues in one year</li> <li>To design and develop HR automated platform for processes Human Resources Information within one to two years of the SP implementation</li> </ul>	<ul style="list-style-type: none"> <li>An assessment report is produced that highlight areas and needs for capacities building lead to mitigating gaps.</li> <li>A revised and robust HR policy is produced</li> <li>A fully functional HRIS platform with user manual and training materials developed</li> </ul>
<p><b>2. Provision of Specialize Training Needs</b></p> 	<ol style="list-style-type: none"> <li>Identified special training needs of employee base on the capacity assessment in different functions of PCC</li> <li>Sponsor and seek sponsorship for internal and external specialize training for employees</li> </ol>	<ul style="list-style-type: none"> <li>To Identify gaps and weaknesses unique to different city functionalities within six months</li> <li>To Sponsor and seek sponsorship from partners in order to address internal and external specialize training needs throughout the SP implementation</li> </ul>	<ul style="list-style-type: none"> <li>Gaps and weaknesses unique to different city functionalities are identified within six months</li> <li>Key stakeholders and international partners commit to support internal and external specialize training</li> </ul>
<p><b>3. Structural and Operational Reforms</b></p> 	<ol style="list-style-type: none"> <li>Institute structural and operational management reforms considering organization chart, coordination amongst departments to increase productivity and a review of various categories of personnel and their placement</li> <li>Develop a reporting format for monitoring and evaluation of staffs</li> </ol>	<ul style="list-style-type: none"> <li>To Conduct a comprehensive structural and operational management reforms within six months of SP implementation</li> <li>To develop a detailed reporting format for monitoring and evaluation of each employee during management reform process in six months of the SP Implementation</li> </ul>	<ul style="list-style-type: none"> <li>A comprehensive structural and operational management reforms is conducted within three months of SP implementation</li> <li>A detailed reporting format for monitoring and evaluation of each employee is developed during management reform process.</li> </ul>
<p><b>4. Establishing a Gender and a Youth Empowerment Desks</b></p> 	<ol style="list-style-type: none"> <li>Establish a gender and a youth empowerment desks/units at the PCC:</li> <li>Coordinate gender or youth related issues in the city serving as focus persons</li> <li>Develop policy and program in line with gender and youth development in the city</li> </ol>	<ul style="list-style-type: none"> <li>To Establish a gender and a youth empowerment desks/units within three months of SP implementation and</li> <li>To serve as gender and youth focus and contact persons for the city</li> </ul>	<ul style="list-style-type: none"> <li>A gender and a youth empowerment desks/units is established at the PCC</li> </ul>



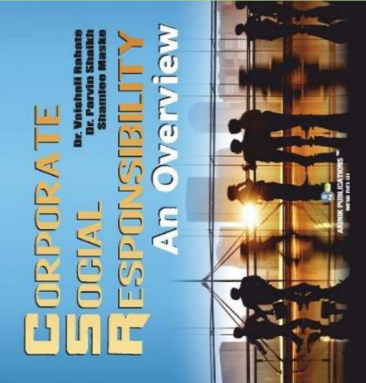

## PILLAR IV: Urban Mobility

Strategic Goals/Actions	Implementation Strategy	Measurable Objective	Expected Outcomes
<p><b>1. Build a Sustainable Urban Mobility</b></p> 	<p>a. Using the relevant authorities and institutions, develop a Sustainable Urban Mobility Plan (SUMP) for Paynesville, designed to satisfy the mobility needs of people, public transport system and businesses in the City for a better quality of life.</p> <p>b. The SUMP should be develop in partnership with local residents, relevant institution and stakeholders</p>	<ul style="list-style-type: none"> <li>To conduct a detailed sustainable Urban Mobility Plan (SUMP) within one to two years of the implementation period</li> <li>To ensure the SUMP is develop through partnership with key stakeholders, relevant institution and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>A detailed sustainable Urban Mobility Plan (SUMP) is developed</li> <li>The SUMP is developed through partnership with key stakeholders, relevant institution and stakeholders</li> </ul>
<p><b>2. Zoning and Road Connectivity</b></p> 	<p>a. Establishment or review the City's zoning act to regulate land use and road connectivity</p> <p>b. Work with the Ministry of Public Works and other relevant authorities to open allies and drainages</p>	<ul style="list-style-type: none"> <li>To develop a comprehensive zoning policy within one year of the SP implementation period</li> <li>To work with the Ministry of Public Works and other relevant authorities to open allies and drainages through-out the SP implementation</li> </ul>	<ul style="list-style-type: none"> <li>A comprehensive zoning policy is developed</li> <li>the Ministry of Public Works and other relevant authorities facilitate open allies and drainages</li> </ul>
<p><b>3. City Planning and Free Flow of Traffic</b></p> 	<p>a. Establish Special taskforce to prevent people from constructing in unauthorized areas such as wet lands, drainages, allies ways, right away, undeveloped land, etc.</p> <p>b. Establish market zones and selling limits at every major intersections/junction</p> <p>c. Establish selling limits along roadways and every major markets in the city</p> <p>d. Establish Green Space for Future Urban Mobility Development</p>	<ul style="list-style-type: none"> <li>To establish a special taskforce that prevent people from constructing in unauthorized areas, in 6 months of the SP implementation</li> <li>To establish market zones and selling limits at major intersections or junction and every major markets in the city in 6 months of the SP implementation</li> <li>To identify Green Space for Future Urban Mobility Development</li> </ul>	<ul style="list-style-type: none"> <li>A special taskforce that prevent unauthorized constructing is established</li> <li>Market zones and selling limits are established at major intersections or junction and every major markets in the city</li> <li>Green Space for Future Urban Mobility Development are identified in different location in the city</li> </ul>



## PILLAR V: Financing and Investment

Strategic Goals/Actions	Implementation Strategy	Measurable Objective	Expected Outcomes
<p><b>1. PCC Financial Management Policy</b></p> 	<p>a. Develop and adapt a financial management policy consistent with national financial management policy, regulations and laws to govern revenue collection, expenditure, financing and investment</p> <p>b. Re-organize and Institute a more accountable Local Government Financing system: address issues of poor accountability and value for Money in managing public resources.</p>	<ul style="list-style-type: none"> <li>To formulate a financial management policy in 6 months of the SP implementation</li> <li>To re-organize and Institute a more accountable Local Government Financial system</li> </ul>	<ul style="list-style-type: none"> <li>A financial management policy is formulated to govern revenue collection, expenditure, financing and investment</li> <li>A more accountable Local Government Financial system re-organize and Institute</li> </ul>
<p><b>2. Investing in Social Services</b></p> 	<p>a. Construction of Water Stations throughout the various districts of Paynesville through a PCC project initiatives or public-private partnership</p> <p>b. Creating or establishing streets parking</p> <p>c. Constructing city parking lots in each district</p> <p>d. Building event halls for rent in each Paynesville's district</p> <p>e. Constructing green garden and recreational Parks at strategic locations in the city</p> <p>f. Contracting waste/garbage collection to private institutions in a public-private partnership</p>	<ul style="list-style-type: none"> <li>To invest in the provision of social services (water stations, streets parting, parking lots, events hall, recreation parks, etc.) beginning at the end of year one and throughout the five years of the SP implementation in various district of Paynesville</li> </ul>	<ul style="list-style-type: none"> <li>PCC management invest in the provision of social services (water stations, streets parking, city parking lots, event halls, etc.) throughout the five years of the SP implementation</li> </ul>
<p><b>3. Creating Marketing and Advertisements Space</b></p> 	<p>a. Erecting Billboards or advertisement boards at strategic locations for rent</p> <p>b. Erecting street dividers on major roads that can be used for advertisement</p> <p>c. Establishing a purposeful regulatory office for developing new marketing and advertisements activities and oversight</p>	<ul style="list-style-type: none"> <li>To Erect Billboards at strategic locations for rent and street dividers on major roads that can be used for advertisement in one year of the SP implementation</li> <li>To establish a purposeful regulatory office for oversight and the developing of new marketing and advertisements activities</li> </ul>	<ul style="list-style-type: none"> <li>Billboards are erected at strategic locations for rent and street dividers on major roads are erected for advertisement</li> <li>A purposeful regulatory office for oversight on marketing and advertisements is established</li> </ul>

<p><b>4. Enforcing Corporate Social Responsibility</b></p> 	<p>a. Develop Corporate Social Responsibility Strategy (SCR) to encourage businesses to fund major undertaking of the city such as the Paynesville Endowment Fund (PEF) for Education, Health and Emergency Response</p> <p>b. Establish donors list to PEF by identifying large and major businesses operating in Paynesville</p> <p>c. Establish the PCC Corporate Social Responsibility Office to manage the CSR program</p>	<ul style="list-style-type: none"> <li>To develop a Corporate Social Responsibility Strategy (SCR) in six months of the SP implementation</li> <li>To establish the PCC Corporate Social Responsibility Office in six months of the SP implementation</li> </ul>	<ul style="list-style-type: none"> <li>A Social Corporate Responsibility Strategy (SCR) is developed in six month of the SP implementation</li> <li>The PCC donors list is established to raise fund</li> <li>A PCC Social Corporate responsibility Office is established</li> </ul>
<p><b>5. Investment and management of Public/govt. land</b></p> 	<p>a. Mapping up all undeveloped govt./public land in the city for commercial purposes and possible investment deals</p> <p>b. Mapping the exact amount of occupants on public land/squatter rights</p> <p>c. Use some Identified undeveloped govt./public land in the city and establish housing units/estates through PCC project initiatives or public-private partnership</p>	<ul style="list-style-type: none"> <li>To Map up all undeveloped govt./public land in the city and occupants on public land/squatter rights in one to two years of the SP implementation</li> <li>To use some Identified undeveloped govt./public land and establish housing units/estates in year three of the SP implementation</li> </ul>	<ul style="list-style-type: none"> <li>Data undeveloped govt./public land in the city and occupants on public land/squatter are collected</li> <li>Identified undeveloped govt./public land are identified</li> </ul>

## 10. REFERENCES

- Paynesville City Ordinance
- Resilient Cities - OECD or <https://www.oecd.org/cfe/resilient-cities.htm>
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- Building Healthy Cities - Guidelines for implementing a Healthy Cities Project
- European Union; <https://transport.ec.europa.eu>
- Kilkenny City Sustainable Urban Mobility Plan
- Liberia Institute for Statistics and Geo-Information Services (LISGIS) Report 2022
- Human Resources Strategic Plan; City of Dover, <https://www.dover.nh.gov>
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