REPUBLIC OF LIBERIA

TOWARDS LIBERIA VISION 2030

ARREST AGENDA FOR INCLUSIVE DEVELOPMENT

NATIONAL DEVELOPMENT PLAN 2025 – 2029

National Development Plan
2025 - 2029

MESSAGE FROM THE PRESIDENT

My fellow Liberians,

It is with profound optimism and unwavering commitment that I present the ARREST Agenda for Inclusive Development (AAID), Liberia's fourth post-conflict National Development Plan (2025–2029) to you the People of Liberia. This ambitious Plan represents our collective resolve to transform Liberia from a low-income country characterized by many human deprivations into a nation of inclusive growth, sustainable development, and shared prosperity.

The AAID builds on lessons learned and aspirations of previous development plans, while aligning with our long-term vision encapsulated in Liberia Vision 2030. It harmonizes national priorities with global frameworks such as the Sustainable Development Goals, Doha Program of Action, Africa's Agenda 2063. ECOWAS Agenda 2050, and the African Continental Free Trade Area.

Liberia is a nation of untapped potential. Endowed with abundant natural resources, a strategic geographical location, and a youthful population-74.6 percent of the population is below 35 years old, Liberia possesses the building blocks for transformative growth. Yet, significant challenges persist. Governance challenges, the legacy of protracted conflict, global crises, and persistent poverty have hindered progress. With many Liberians living in poverty and unemployment disproportionately affecting women and youth, we must take bold and innovative steps to achieve inclusive and sustainable development.

The AAID endeavors to confront these challenges by prioritizing human capital development, economic transformation, and good governance as cornerstones of our development. We are committed to empowering Liberians by improving health and nutrition outcomes, providing quality education, and empowering our youth with technical and vocational training and skilling, thus creating employment opportunities for them, as they play a catalytic role in transforming Liberia. Additionally, we are shifting from a resource-export economy to one that emphasizes sustainable value addition, processing, and innovations.

The AAID is a clarion call to action for all Liberians—government, private sector, Diaspora, international partners, civil society, and communities—to unite in pursuit of our shared goals. Collaboration will be vital in revitalizing critical sectors such as agribusiness, tourism, digital technology, infrastructure, education, and healthcare.

As we aim to accelerate our economic growth pace, we need to ensure that it translates into a demonstrable development impact that is beneficial to all. In this regard, resource leakages through corruption tendencies shall be decisively stamped out. By addressing systemic governance challenges and leveraging technology to enhance public service delivery, we aim to rebuild trust in institutions, fortify the rule of law, ensure a peaceful and reconciled nation, stamp out corruption, and create an enabling environment for private sector-driven development. Through targeted investments in infrastructure, education, health, and environmental sustainability, Liberia is poised to achieve the economic transformation necessary to contribute to the transition path from a low-income to a lower-middle-income country.

As we embark on this ambitious journey, let us remain focused and united in purpose, driven by a shared vision of a resilient, inclusive, and prosperous Liberia. Together, we can turn aspirations into achievements, leaving a legacy of progress for future generations. I call on all Liberians at home and abroad to THINK LIBERIA, LOVE LIBERIA AND BUILD LIBERIA!

His Excellency Joseph Nyuma Boakai Sr.
President of the Republic of Liberia

FOREWORD

This ARREST Agenda for Inclusive Development (AAID) reflects Liberia's commitment to achieving sustainable and inclusive growth from 2025-2029. As we chart a new course toward socio-economic transformation, we must acknowledge the challenges that have historically impeded our progress and focus on the opportunities available to us. Liberia remains a low-income country with significant governance, economic, and social constraints. Ranked 178th out of 191 countries in the 2024 Human Development Report, nearly 45 percent of the population lives in multidimensional poverty, a reality exacerbated by high unemployment, limited infrastructure, and insufficient access to basic services. Despite these challenges, Liberia is endowed with vast resources, (including natural and human),a young and dynamic population—over 41.5 percent of whom are under the age of 18. Leveraging these assets requires robust leadership and a transformative approach, which are at the core of the AAID.

The AAID is underpinned by principles of inclusiveness, sustainability, justice and equality, accountability, peace and reconciliation, and local ownership. It reflects the aspirations of all Liberians, shaped by nationwide consultations with stakeholders including government, civil society, private sector actors, traditional leaders, the youth, People with Disabilities, and international partners. These consultations reinforced the importance of a people-centered development, addressing systemic barriers and structural inequalities while prioritizing the empowerment of marginalized communities.

For the first time, we are adopting a development drivers and filters approach to foster sustainable socio-economic development impact. We utilize the cause-consequence approach to ensure that interventions are strategic and impactful, focusing on measurable cross-sectoral outcomes of development drivers and filters. Additionally, the AAID is built on a program-based approach to allow implementation of program-based budgeting, hence strengthening the linkage between the development outcomes and the national budget.

To attain the overarching goal of Liberia's transition from a low-income country to a lower middle-income country, the AAID was developed with macro assumptions to unlock its potential while remaining realistic. This National Development Plan's framework revolves around six strategic pillars: **Economic Transformation Pillar** emphasizes investment, job creation, export growth, and import substitution through industrialization. Key targets include increasing GDP per capita to US$1,050.3, achieving an average annual GDP growth rate of 5.9 percent, diversifying economic output, and enhancing food and nutrition security and resilience. **Infrastructural Development Pillar** prioritizes the construction and rehabilitation of transport and logistics infrastructure to reduce travel time, lower transportation costs, and foster connectivity. It also aims at the modernization and expansion of energy, housing, and ICT to improve effectiveness and effectiveness in the conduct of business, lower the cost of doing business, and enhance the attractiveness of the economic environment. Targets include paving a minimum of 485 km of primary roads and increasing access to affordable electricity both in rural and urban communities.

Rule of Law Pillar centers on strengthening the legal frameworks to ensure a more transparent and effective justice system, that protects human rights, addresses greed and grievance and builds public trust, while

Governance and Anti-Corruption Pillar focuses on creating a functional state by enhancing governance systems and accountability at national and sub-national levels, fostering political stability and social cohesion. **Environmental Sustainability Pillar** promotes responsible natural resource management, biodiversity protection and enhancement of resilience to climate change. Finally, **Human Capital Development Pillar** focuses on investing in education, healthcare, sanitation, empowerment of women, youth, children, People with Disabilities (PWDs), and skills training to drive socio-economic progress. By enhancing youth and gender empowerment, we aim to capitalize on our demographic dividend and improve life expectancy, literacy, and workforce capabilities.

Achieving the objectives of the AAID requires a total investment of US$8.38 billion, with contributions from the Government of Liberia, the private sector, development partners, civil society, and the Liberian Diaspora communities Recognizing the need for fiscal sustainability, the government is committed to enhancing domestic resource mobilization, pursuing innovative financing mechanisms, and leveraging international partnerships.

We aim to develop an Integrated National Financing Framework and targeted investor maps to attract private sector investments that align with Liberia's development priorities. These efforts will ensure that resources are allocated efficiently, enabling transformative interventions in priority sectors.

The AAID establishes a robust multi-tiered coordination framework to ensure effective implementation. Led by the National Steering Committee, chaired by the President, and supported by technical and sectoral groups, this framework promotes collaboration and accountability across all stakeholders. At the local level, it dovetails the aspirations and priorities of the people of Liberia from the various districts and counties with the national agenda.

As we embark on this journey, I call upon all Liberians, development partners, and stakeholders, to unite and jointly implement the Plan. Let us reaffirm our collective commitment to building a Liberia that thrives on innovation, inclusivity, and resilience—a Liberia where no one is left behind.

To address probable risks, we have incorporated comprehensive risk assessments, capacity-building initiatives, and adaptive planning mechanisms. These measures will safeguard the AAID's resilience and ensure flexibility against external shocks and domestic challenges, guaranteeing consistent progress toward our development goals.

I would like to express immense gratitude to His Excellency, President Joseph Nyuma Boakai, Sr., for his visionary leadership and guidance from the conceptualization of the Plan through to its formulation and launch.

I would also like to express my heartfelt thanks to all our development partners, particularly the United Nations Country Team, the Government of Sweden, the United Nations Economic Commission for Africa, and the USAID, for their invaluable technical and financial support throughout the Plan development process. Your commitment to the formulation of this comprehensive plan has been instrumental and is deeply appreciated.

Let me recognize and thank all stakeholders who participated in the formulation of the National Development Plan (NDP), particularly Ministries, Agencies, and Commissions (MACs), civil society organizations (CSOs) and community-based organizations (CBOs), Liberia International NGOs (LINGO), Liberia Chamber of Commerce (LCC) and the Liberia Business Association (LIBA) for their support and leadership. Your institutions' insights and perspectives have enriched this plan. To the team of consultants and the hardworking teams from the Ministry of Finance and Development Planning, your dedication has not gone unnoticed. Together, we have laid a strong foundation for a brighter future for Liberia.

Thank you.

Honorable Augustine Kpehe Ngafuan
Minister of Finance and Development Planning

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LIST OF ABBREVIATIONS AND ACRONYMS

AAID	ARREST Agenda for Inclusive Development
ACE	Africa Coast to Europe
ADR	Alternative Dispute Resolution Law
AfCTA	African Continental Free Trade Area
AfDB	African Development Bank
AFL	Armed Forces of Liberia
AfT	Agenda for Transformation
ARREST	Agriculture, Roads, Rule of Law, Education, Sanitation and Tourism
ASMs	Artisanal/Small-scale Miners
ATMs	Automated Teller Machines
BTI	Bertelsmann Stiftung's Transformation Index
CBL	Central Bank of Liberia
CBOs	Community Based Organizations
CDAs	County Development Agendas
CDSC	County Development Steering Committee
CET	Common External Tariff
CO2	Carbon dioxide
CO2e	Carbon Dioxide Equivalent
COVID-19	Corona Virus Disease
CPD	Continuous Professional Development
CPI	Corruption Perception Index
CU	Customs Union
DCF	Development Cooperation Framework
DDSC	District Development Steering Committee
DHIS2	District Health Information System 2
DoD	Drivers of Sustainable and Inclusive Development study
DPoA	Doha Program of Action
DRC	Democratic Republic of Congo
DRMS	Domestic Revenue Mobilization Strategy
ECOWAS	Economic Community of West African States
ETLS	ECOWAS Trade Liberalization Scheme
EVD	Ebola Virus Disease
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GGGI	Global Gender Gap Index
GHG	Greenhouse Gas
GHI	Global Hunger Index
GoL	Government of Liberia
GST	Goods and Services Tax
HCI	Human Capital Index
HDI	Human Development Index
HEIs	Higher Education Institutions
HFO	High Fuel Oil
HRW	Human Rights Watch
ICS	Improved Cookstoves
ICT	Information and Communication Technology

IIAG	Ibrahim Index of African Governance
ILO	International Labor Organization
IMF	International Monetary Fund
INFF	Integrated National Financing Framework
IUU	Illegal, Unreported and Unregulated Fishing
LBS	Liberia Broadcasting System
LCLR	Liberia Code of Law Revised
LDCs	Least Developed Countries
LDHS	Liberia Demographic and Health Survey
LEC	Liberia Electricity Corporation
LEEAP	Liberia Energy Efficiency and Access Project
LESSAP	Liberia Electricity Secor Strengthening and Access Project
LGA	Local Government Act
LIC	Low-Income Country
LISGIS	Liberia Institute of Statistics and Geo-Information Services
LITCOM	Liberia technical and vocational education training commission
LMIC	Lower Middle-Income Country
LNP	Liberia National Police
LPHC	Liberia Population and Housing Census
LWSC	Liberia Water and Sewer Corporation
M&E	Monitoring and Evaluation
MACs	Ministries, Agencies and Commissions
MCHPP	Mount Coffee Hydro Power Plant (MCHPP)
MDAs	Mineral Development Agreements
MDGs	Millennium Development Goals
MEA	Multilateral Environmental Agreements
MGD	Million Gallons per Day
MIC	Middle-Income Country
MOD	Ministry of Defense
MoE	Ministry of Education
MoPT	Ministry of Posts and Telecommunications
MRU	Mano-River Union
MSMEs	Micro, Small & Medium Sized Enterprises
MTEF	Medium Term Expenditure Framework
NaFAA	National Fisheries and Aquaculture Authority
NAP	National Adaptation Plan
NASSCORP	National Social Security and Welfare Corporation
NBFI	Non-Bank Financial Institution
NBSAP	National Biodiversity Strategy and Action Plan
NCC	National Coordination Committee
NDC	Nationally Determined Contributions
NDP	National Development Plans
NDSC	National Development Steering Committee
NEP	National Energy Policy
NGOs	Non-Governmental Organizations
NICOL	National Insurance Company of Liberia
NIR	National Identification Registry
NMEL	National Monitoring, Evaluation and Learning

NSC	National Steering Committee
ODA	Official Development Assistance
OGS	Off-Grid Solar
OIBCs	Opportunity and Issues-Based Coalition
PAPD	Pro-poor Agenda for Prosperity and Development
PAs	Protected Areas
PBB	Program-Based Budgeting
PFM	Public Financial Management
PHC	Primary Health Care
POS	Point of Sales
PPAs	Proposed Protected Areas
PPP	Public Private Partnership
PRS	Poverty Reduction Strategy
PSIPs	Public Sector Investment Programs
PWDs	Persons with Disabilities
RCCE	Risk Communication and Community Engagement
RESMAP	Rural Energy Strategy and Master Plan
RESPITE	Regional Emergency Solar Power Intervention
SCORE	Social Cohesion and Reconciliation Index
SDGs	Sustainable Development Goals
SHS	Solar Home Systems
SMEs	Small and Medium-sized Enterprises
SNCGs	Sub-National Coordination Groups
SOE	State Owned Enterprises
SRGBV	School-Related Gender-Based Violence
SSA	Sub-Saharan Africa
STP	Sewage Treatment Plant
SUD	Substance use disorder
TC	Technical Committee
TLMs	Teaching and Learning Materials
ToC	Theory of Change
TVET	Technical and Vocational Education and Training
UN	United Nations
UNCTA	United Nations Chief Technical Advisor
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
US	United States
US$	United States Dollar
USAID	United States Agency for International Development
VAT	Value-added tax
VNR	Voluntary National Review
WAEMU	West African Economic and Monetary Union
WB	World Bank
WEO	World Economic Outlook
WJP	World Justice Project
WTO	World Trade Organization
WTP	Water Treatment Plant
YDI	Youth Development Index

EXECUTIVE SUMMARY

The ARREST Agenda for Inclusive Development (AAID) is Liberia's fourth post-conflict medium-term National Development Plan (NDP) (2025- 2029), aimed at contributing to Liberia's transition to a lower middle-income country. The AAID formulation, initiated in May 2024, involved extensive consultations across the 136 administrative districts, 15 counties, and 11 budget sectors, government institutions, development partners, civil society organizations, private sector, Diaspora, the youth, and people with disabilities. Stakeholders' inputs, together with findings from relevant reports were analyzed, consolidated, harmonized, and validated to finalize the current AAID, while It building on lessons learned and achievements from previous medium-term development plans notably, the Agenda for Transformation (AfT) and the Pro-poor Agenda for Prosperity and Development (PAPD). The AAID is strategically aligned with Liberia's National Vision 2030 and several international, continental and regional development frameworks, such as the Sustainable Development Goals (SDGs), Africa Agenda 2063, ECOWAS Vision 2050 and the Doha Program of Action (DPoA). The AAID is built on a foundation of inclusiveness, sustainability, justice and equality, transparency and accountability. Such would assure peace and reconciliation buttressed by a people-centered development, encompassing local ownership, cause-consequence approaches and digital transformation.

The AAID seeks to address interconnected challenges, including low literacy rates (59.9%) and high unemployment, which fuel societal instability. It encourages a mindset shift among Liberians to recognize their potential for national development, considering national contingencies as well as regional socio-economic dynamics. The AAID also calls for collaboration among all stakeholders, such as government, private sector, diaspora, and development partners, to revitalize the agribusiness sector, enhance infrastructure, and improve education and healthcare services as well as enhance inclusion and social cohesion of all citizens and residents. Moreover, the Plan seeks to diversify economic activities, reduce reliance on exports of unprocessed commodities through investments in sectors that support domestic manufacturing, and promote tourism and technology. The precondition for effectiveness in addressing these challenges is the development and effective utilization of skilled and productive human capital as well as institutional capacities. Getting the pre-requisite in place is an intended outcome of the AAID.

MACRO ASSUMPTIONS

Global and Regional Contexts

Several basic assumptions underlie the AAID's intent, direction, goal setting, policy formulation, resource allocation, and implementation outcomes. Macro assumptions are vital for Liberia's development planning and are influenced by the global economic landscape, which focuses on such factors as trade dynamics, technological advancement, and financial stability, all of which affect growth prospects. They are further influenced by established historical legacy, political dispensation, and current socio-economic challenges pertaining to the national level. The behavior and impact of these assumptions have shaped the current political economy of the country.

Macroeconomic Framework (2025-2029)

The medium-term macroeconomic framework for Liberia (2025-2029) endeavors to foster sustainable economic growth and improve citizens' well-being amid current global and national challenges. Key priorities include economic diversification, infrastructure development, fiscal consolidation, and social protection, with strong emphasis on strengthening governance and enhancing human capital. The projected GDP growth is promising, starting at 5.1 percent in 2024, reaching 5.8. percent by 2025, and averaging 5.9 percent through 2029. This trend is expected to be driven primarily by mining, agriculture, and manufacturing. The mining sector is

expected to peak at 9.2 percent growth due to new investments, while agriculture is projected to average 7.0 percent, significantly contributing to food security and employment. The manufacturing and tourism sectors are currently underperforming; however, with the synergies associated with the two, any stimulation would substantially increase the projected GDP over the planned period.

The strategic framework provides a structured approach for addressing the country's developmental challenges, guiding resource allocation, and promoting sustainable economic growth. The macroeconomic framework supports coherent economic policy to enhance inclusive growth and stability, ultimately contributing to poverty reduction, job creation, and improved living standards through a structured approach to development. The framework provides a clear roadmap for achieving long-term economic transformation, guiding policy formulation, resource mobilization and allocation, and promoting accountability. Operational effectiveness will be driven by appropriate policies and programs that position the nation to leverage its natural resources, improve governance, and strengthen its infrastructure and social systems. Additionally, it will ensure that climate change issues are mainstreamed, and that economic growth is inclusive and sustainable.

Challenges

Despite these encouraging trends, Liberia faces structural challenges due mainly to past conflicts, corruption, and mismanagement. Liberia continues to be listed among the poorest countries in the world. The country faces high income inequality with 35.3 percent Gini Coefficient, high multidimensional poverty standing at 45 percent and limited structure transformation, all of which reflected in a stagnant Human Development Index (HDI) of 177th out of 191 countries. Similarly, the overall progress towards attainment of the desired outcomes for the Sustainable Development Goals (SDGs) is less than satisfactory. Only 20.3 percent of SDGs indicators are on track. Liberia has a significant youthful population, with nearly 75 percent under 35 and 41.5 percent under age 18, but most of whom are engaged in low productive informal jobs. Additionally, Liberia's development agendas are challenged by the country's ineffectiveness in programming, planning, developing, and utilizing human capital with the requisite tools to diversify and expand development outcomes. Introducing digital technologies to shift governance behavior, enabling the private sector to drive local production to achieve socio-economic progress goes a long way in addressing the human capital deficit challenge.

The impact of these challenges has undermined public trust and stymied investment, resulting in a narrow revenue base and persistent budget deficits. In 2023, economic growth moderated to 4.6 percent, with projections for 2024 at 5.1 percent due to improvements in agriculture and fisheries. The services sector accounted for 37.5 percent of GDP, highlighting the need for diversification. Fiscal deficits have contributed to rising public debt, with a debt-to-GDP ratio of 55.7 percent in 2023. The monetary sector struggles with inflation, which rose in 2023 to 10.1 percent, in addition to effective management of a dual currency system. Externally, Liberia faces a growing trade deficit, reliant on imports that strain foreign reserves. To foster sustainable growth, the country must improve governance, diversify its economy, enhance infrastructure, and attract both domestic and foreign investments, while addressing structural vulnerabilities. As the AAID targets interventions that would improve the livelihood of citizens especially for youth, women and the vulnerable population effective management of these areas will be crucial for achieving inclusive and sustainable economic development.

Growth and Development Potential

Liberia has significant growth potential for socioeconomic transformation and sustainable development. Its young population offers an opportunity to harness the demographic dividend through education and training of the youth, especially in agriculture, technology and manufacturing. The Government's commitment to peace, stability and predictability creates a pre-cursor to a favorable investment climate. Furthermore, the country possesses abundant natural resources such as iron ore, gold and timber, as well as fertile soils for food and cash crops including cassava, rice, palm oil, rubber and cocoa, among others. Liberia's strategic location

enhances trade through its seaports which facilitates regional cooperation. Furthermore, the nation's cultural diversity presents excellent opportunities for cultural and eco-tourism, generating jobs and income. With strong international support and partnerships Liberia can set up the desired infrastructure, especially in transport, energy, and ICT to boost connectivity and spur sustainable economic growth and development. Liberia's advantaged points include the following: (i) commitment to peace and stability; (ii) rich natural resources; (iii) strategic geographical location; (iv) demographic dividends from a rising young population; (v) cultural heritage and diversity; (vi) strong international support and partnerships; (vii) potential for infrastructure development; (viii) agricultural and resource-based value chains; and (ix) environmental resilience and sustainability. In short, Liberia is endowed with immense growth and developmental potential. Understanding and benefiting from these advantageous positions is crucial for ensuring the successful implementation of the AAID strategies to promote sustainable and inclusive economic growth. To unlock these potentials, it is critical to take the necessary actions to ensure appropriate and expeditious responses to the fundamentals that drive the theory of change

THEORY OF CHANGE

The Theory of Change (ToC) provides a structured approach on how specific interventions lead to desired outcomes through a situational analysis and identification of critical change points. The ToC sets strategic goals and objectives aligned with Vision 2030, including necessary assumptions for change.

The primary challenge for Liberia's development is equipping human capital with the requisite tools and introducing digital technologies to shift governance behavior, enabling the private sector to drive local production to achieve socio-economic progress. Development impact, focusing on long-term effects of initiatives on communities and economies, is crucial in planning, promoting accountability, stakeholder engagement, and sustainable outcomes.

The 2025-2029 AAID incorporates organizational and development planning layers to enhance management and strategic thinking. Key development drivers include agribusiness, infrastructure, rule of law, education, sanitation, and tourism, alongside filters (set of criteria that interventions must address) such as child and youth focus and engagement, gender balance, employment, informal economy formalization, climate change, business environment, digitization, and peace and reconciliation. These elements foster inclusive growth and resilience, emphasizing interlinkages among sectors to achieve common goals. Ultimately, the AAID seeks to create a sustainable framework for improving living standards and advancing socio-economic development in Liberia thereby contributing to the nation's transition to a lower-middle income status.

Utilizing development drivers and filters ensures effective resource allocation and alignment of interventions with strategic goals. A scoring system is established to assign weights to these drivers and filters based on their importance. These weights serve as criteria to facilitate evaluation of future project potential impacts ex-ante, making budgeting sensitive to development outcomes. During and after implementation, outcomes will be monitored against initial commitments, refining prioritization for future planning cycles, and ultimately guiding efficient resource allocation.

AAID STRATEGIC FRAMEWORK

The AAID strategic framework is vital for guiding resource allocation for Liberia's national development, addressing key development challenges, and emphasizing peace, stability, and inclusive and sustainable growth. It aligns with Liberia Vision 2030 and builds on achievements and incorporates lessons learned from previous medium-term plans. The framework emphasizes inclusivity and accountability, ensuring development efforts focus on national priorities while leveraging global opportunities. Further, framework is informed and guided by outcomes from consultations with diverse stakeholders that prioritize agribusiness, infrastructure, health, education, rule of law and sanitation, hence reflecting a strategic, evidence-based approach to development planning.

The AAID endeavors to contribute to Liberia's transition from low-income to a lower middle-income

country, aligning with Liberia Vision 2030, which seeks a vibrant economy with over half the workforce in the formal sector and per capita income exceeding US$1,000. It addresses key development challenges and emphasizes peace, stability, and inclusive growth. It also endeavors to strengthen collaboration with key stakeholders, including the public sector for governance and infrastructure, the private sector for economic growth and innovation, civil society for accountability and inclusiveness, traditional leaders for community engagement, development partners for resources and technical support, Diaspora communities for investment and advocacy, and academia for research and policy innovation. This collaboration is fundamental to achieve sustainable development and economic transformation.

The Plan is aligned with international commitments such as the Sustainable Development Goals (SDGs), Africa's Agenda 2063, ECOWAS Vision 2050, and the Doha Program of Action (DPoA) for Least Developed Countries (LDCs) 2022-2031. It aligns 83 percent with the SDGs, features 52 programs and 375 interventions. Primarily, 45 interventions of the AAID are aligned with SDG 8 (decent jobs and social protection), 43 interventions are aligned with SDG 4 (quality education) and 39 interventions are aligned with SDG 16 (peace, justice and strong institutions). Of the six SDG transitions, education, digital connectivity, jobs and social protection provide the greatest opportunity for accelerating the attainment of the SDGs. The plan amalgamates economic, environmental, and social strategies to address current challenges and ensure resilient development.

Development Pillars, Policies and Programs

The AAID is built upon a foundation of six development pillars: Economic Transformation, Infrastructure Development, Rule of Law, Governance and Anti-corruption, Environmental Sustainability, and Human Capital Development. Each pillar has its development goal, policy objectives, operational focus, identified targets, and interventions. Economic Transformation Pillar: This focuses on providing the appropriate policy incentives for a conducive investment environment that supports economic diversification, employment and wealth creation, innovations, export growth, and import substitution industrialization. Five Strategic Policies have been identified and corresponding programs and interventions are set to contribute to reaching the expected outcomes of GDP per capita of US$1,050.3, average real GDP growth rate of 5.9 percent, manufacturing GDP growth rate of 5.9 percent, improvement by 4 positions in the Global Competitiveness Index, production of 630,000 metric tons of food and cash crops, and a mining GDP growth rate of 8.1 percent.

Infrastructural Development Pillar: This centers on initiatives and programs in transport (sea, air, rail, and land), energy, electricity, and ICT infrastructure as well as housing. Six Strategic Policies have been identified, and corresponding programs and interventions are set to contribute to reaching the expected outcomes of reduction in travel time by 60 percent, asphalt pavement of at least 485 km of primary roads as well as reduction in transportation costs by 30 percent.

Rule of Law Pillar: This concentrates on establishing and strengthening transparent, accountable, and effective legal frameworks that promote justice, protect human rights, and enhance public trust in legal institutions. Two strategic policies have been identified, and corresponding programs and interventions are set to contribute to reaching the expected outcomes of the World Justice Project (WJP) Rule of Law Index ranking of 99/142, World Bank Rule of Law estimate of 0.1 and Freedom House total ranking of 90/210.

Governance and Anti-Corruption Pillar: This prioritizes building a functional state by strengthening the governance system at the national and sub-national levels where public trust in institutions, political stability and social cohesion can be enhanced. Three Strategic Policies have been identified, and corresponding programs and interventions established to contribute to attainment of the expected outcomes of Ibrahim Index of African Governance (IIAG) ranking of 22/54, Corruption Perception Index ranking of 135/180 and Political Corruption Index of 0.79.

Environmental Sustainability Pillar: This focuses

on promoting responsible management of natural resources, protecting biodiversity, and enhancing resilience to climate environmental changes, while supporting economic growth and improving the quality of life for citizens. One strategic policy has been identified, and corresponding programs and interventions are set to contribute to reaching the expected outcomes of Environmental Performance Index ranking of 155/180, Notre Dame Vulnerability Index ranking of 150/187 and Notre Dame Readiness Index ranking of 160/187.

Human Capital Development Pillar: This centers on enhancing skills, education, and overall well-being of the population to drive sustainable economic growth and social development. This involves improving access to quality education and vocational training, promoting health and nutrition, and fostering women and youth empowerment and employment opportunities. Four Strategic Policies have been identified and corresponding programs and interventions are set to contribute to reaching the expected outcomes of adult literacy of 62.8 percent (≥15 years), human capital index of 0.4 and life expectancy of 63 years.

FINANCING THE PLAN

The total estimated cost of the AAID is US$8.38 billion. The projected cost across the pillars is as follow: Economic Transformation (US$1.59 billion), Infrastructural Development (US$2.57 billion), Rule of Law (US$0.62 billion), Governance and Anti-Corruption (US$0.81 billion), Environmental Sustainability (US$0.42 billion), and Human Capital Development (US$2.37 billion). The Government of Liberia will fund (US$2.5 billion, or 30%) while the remaining 70% will potentially be funded by various development stakeholders including the private sector (US$2.7 billion, representing 35%), grants as Official Development Assistance (ODA) and Non-Governmental Organizations (NGOs) activities (US$1.9 billion, or 25%), and Diaspora remittances (US$0.7 billion constituting 10%).

The government aims to enhance financial resources for infrastructural and human capital development. Private sector investments are crucial for economic transformation, while ODA will support education, health, governance and environmental sustainability spending. Diaspora remittances are vital for both private sector investment and social development. Mobilizing funds effectively from the possible sources, and efficiently managing the required funding envelope is critical for the implementation of the AAID.

To expand the fiscal space and ensure predictable and sustainable financing of the plan, Liberia in collaboration with development partners will develop an Integrated National Financing Framework (INFF), review the Domestic Resource Mobilization Strategy (DRMS), and pursue climate-related financing and other emerging options. The Government will also rationalize expenditure to free up space for priority investment, improve public financial management, and stem corruption.

IMPLEMENTATION ARRANGEMENTS

Liberia's AAID will be supported by a multi-tiered coordination framework to ensure effective implementation. At the apex is Government Reporting Structure feeding the National Steering Committee (NSC), led by the President and deputized by the UN Resident Coordinator, which will provide policy guidance and oversight, and it will meet biannually. At the second level is the National Coordination Committee (NCC), fed by the Government Pillar Working Group and chaired by the Minister of Finance and Development Planning, which will convene quarterly to monitor progress. And finally at the third level is the Technical Committee (TC), fed by the Government Sector Working Group and led by the Deputy Minister for Budget and Development Planning and the Assistant Minister for Development Planning as the Alternate Lead, which will focus on technical monitoring, supported by Technical and Sub-National Coordination Groups at the national and sub-national levels. Development partners, private sector forums, and a robust communication strategy will further reinforce collaboration, accountability, and stakeholder engagement. The TC shall work along with the Sub-National Coordination Group (SNCGs) and the County Development Steering Committees to monitor the implementation of the respective County Development Agendas.

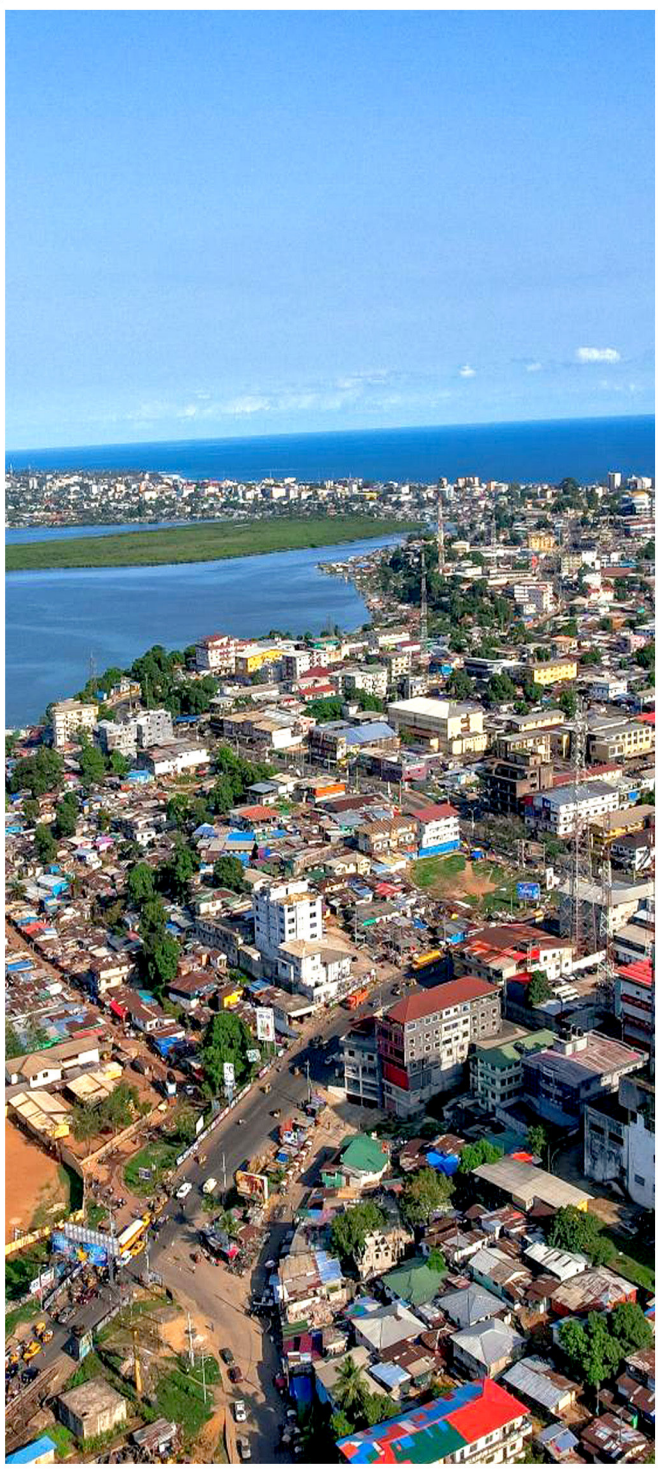
MONITORING AND EVALUATION FRAMEWORK

Monitoring and Evaluation (M&E) is essential for effective policy formulation and implementation, guiding national development planning and informing budget allocations. Monitoring shall be pursued to assess whether implementation is going on as planned. Evaluation exercise shall be undertaken to assess the extent to which implementation achieve desired results. Both exercises shall enhance transparency, accountability, and continuous improvement in the delivery of the AAID outcomes. Liberia aims to establish a comprehensive National Monitoring, Evaluation and Learning (NMEL) system to institutionalize results-based planning and improve the performance of the AAID to minimize implementation challenges. The NMEL framework reports on the higher-level results and the targeted Key Performance Indicators and targets arising from implementation of the interventions (refer to Annex 1).

RISKS AND MITIGATION MEASURES

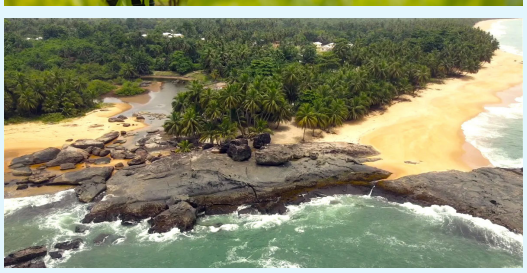
The AAID faces risks such as corruption, weak political will, macroeconomic instability, an unfavorable business environment, climate change, limited private sector participation, financing gaps, social conflicts, and legislative delays. Mitigation measures include anti-corruption mechanisms, performance management systems, fiscal and monetary discipline, land tenure reforms, climate-resilient infrastructure, a robust PPP framework, financial tracking, grievance redress platforms, and strengthened legislative engagement. These strategies aim to ensure accountability, stability, inclusivity, and collaboration among stakeholders, fostering sustainable development and addressing challenges that could hinder Liberia's growth and the effective implementation of the AAID.

1. INTRODUCTION



The ARREST Agenda for Inclusive Development (AAID) 2025-2029 is the fourth post-war National Development Plan (NDP) for Liberia. It is the last of three medium-term plans whose end coincides with the end of National Vision 2030. The preceding NDPs were expected to actualize the Vision 2030 goal of attaining a lower middle-income country status by 2030. The AAID builds on the achievements and incorporates lessons learned from two of the three preceding plans, the Agenda for Transformation (AfT, 2012-2017) and the Pro-poor Agenda for Prosperity and Development (PAPD, 2018-2023). The AAID is appropriately aligned with Liberia's Vision 2030 and several international, continental, and regional development frameworks such as the Sustainable Development Goals (SDGs) and its six transitions, Africa Agenda 2063, ECOWAS Vision 2050, and the Doha Program of Action (DPoA). The goal of the AAID is to contribute to Liberia's transition from a low-income to a lower middle-income country (LMIC).

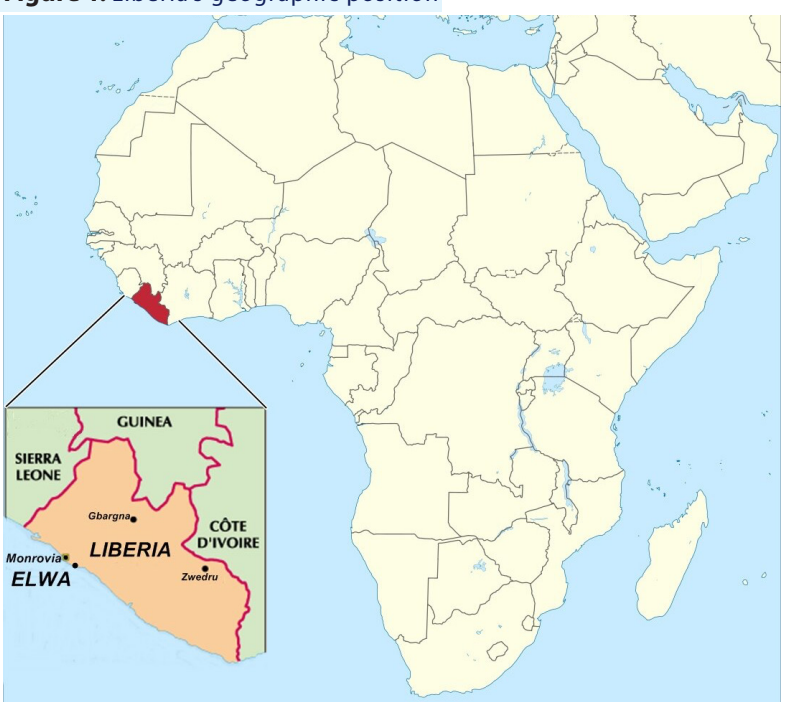
Liberia is a country with immense potential, but it continues to face significant challenges in its post-war recovery and development drive. To address these challenges, the nation needs to leverage its natural resources, improve governance, and strengthen its infrastructure and social systems, as well as mainstream climate change issues, while ensuring that economic growth is inclusive and sustainable.



1.1. DEVELOPMENT CHALLENGES AT A GLANCE

Liberia is endowed with immense growth and development potential. It has a relatively youthful population, with 41.5 percent of its population below 18 years of age, 47 percent between ages 18-60, and 5 percent of the population is age 60 and above. Despite the abundance of natural resources and a potential demographic dividend, given its population dynamics, Liberia continues to be listed among the poorest countries in the world. As a result, Liberia is classified under international development indicators as a low-income and underdeveloped nation. It is ranked 178 out of 191 countries in human development (UNDP, Human Development Report, 2024) and is currently among the 10 poorest countries in Africa (IMF, 2024). Bad governance and the aftermath of 14 years of a bloody civil war (1989-2003), the Ebola Virus Disease (EVD), and the 2019 Corona Virus Disease (COVID-19) severely hindered human development and economic growth during the last three decades.

Figure 1: Liberia's geographic position



These development challenges are deeply entrenched thus making progress particularly difficult for all. At the core of Liberia's development challenges are the interconnected issues of low level of literacy (48.3%, UNESCO, 58.6%, LHPC), high level of vulnerable employment (77.19%, World Bank), and multidimensional poverty (45.0%, LPHC), which are indications of severe deprivation of access to basic services. All these disproportionately affect citizens particularly the vulnerable, including women, girls, youth, and persons with disabilities (PWDs).

Low levels of literacy continue to limit productive capacities, further exacerbating income and gender inequalities. Poverty is a direct result of limited economic opportunities, low levels of education, and bad governance. These challenges, including inequalities, create a vicious cycle of vulnerability that not only perpetuates underdevelopment but also serves as a breeding ground for conflict, thereby undermining peace and inclusive development. These challenges must therefore be addressed comprehensively. This requires appropriate policies and programs that position the nation to leverage its natural and human resources, improve governance, and strengthen its infrastructure and social systems while ensuring that climate change issues are mainstreamed, and that economic growth is inclusive and sustainable. The prerequisite for effectively addressing Liberia's challenges is the availability and full utilization of adequate human capital and institutional capacities. Getting the pre-requisite in place is an intended outcome of the AAID.

1.2. STRATEGIC REORIENTATION

1.2.1. Transformative Thinking and Bold Actions

Liberia's transformation commences with thinking strategically, and realistically in chatting a sustainable growth and development path. Transformative thinking is crucial because it enables government and private sector actors to develop innovative ideas to leapfrog development. To be rewarding, such a mode of thinking should involve the application of unique national insights and assessment trade-offs, making the right decisions, and capitalizing on opportunities to achieve social, economic, and political transformation on a sustained basis. Following the transformative thinking process, Liberians must take bold actions to develop the country. Business as usual is not compatible with transformative thinking. What has consistently not worked in the past should be discontinued.

Collective efforts in bringing the needed transformation are required from all stakeholders including the private sector, development partners, and the Diaspora. There is a dire need to effectively utilize available resources to revolutionize the agribusiness value chain, build modern infrastructures, uphold the rule of law, improve education, health and sanitation outcomes, as well as incentivize investment in diverse economic activities such as tourism and information and communication technology (ICT) startups. The opportunities provided by disruptive digital technologies will be leveraged to accelerate and leapfrog socio-economic progress in all sectors.

1.2.2. Re-Inventing Liberia's Development Philosophy

Liberia's economic growth has been largely concessions-driven, particularly in the solid minerals, agriculture and forestry sectors with no value addition. There is a need to diversify the sources of economic growth and employ development approaches that promote the interest of the citizens. It has become increasingly apparent to transition from a royalty-based concession regime to a production-sharing arrangement for the country to adequately benefit from its resources. This is meant to promote domestic value addition and investment that will lead to revenue generation, jobs and sustainable wealth creation thereby improving the livelihood of the citizens. This requires reviewing existing concession agreements and ensuring that new arrangements are consistent with the production-sharing arrangement.

Development policies must be implemented to promote economic diversification to minimize the overdependence on non-renewable natural resources and focus on new areas such as food and nonfood agribusiness value chains, tourism, and digital technologies. With abundant modern technologies, it is possible to harness opportunities in agribusiness and the extractive industry to transform and diversify the economy. These will provide great potential for skilled and better-paying jobs in the economy in the medium to long term.

1.2.3. Re-Inventing the Governance Framework

An ineffective governance structure has largely been responsible for the slow progress in enhancing development in Liberia. Deficiencies are pronounced in three critical areas. First, Liberia's underdevelopment has been associated with the scarcity of skilled and diversified human capital required to drive inclusive and sustainable economic growth and development. Second, the uneven distribution of state resources has resulted in high poverty and unbalanced growth and development between counties and regions. Third, the failure to uphold the rule of law, misuse, abuse, misappropriation of public resources, over-centralization of power and decision-making, and poor service delivery at national and subnational levels have negatively impacted Liberia's development.

Though yet to be implemented, the 2018 Local Government Act (LGA) delineates how power and functions should be decentralized to address these deficiencies. The Act provides the requisite legal framework and outlines achievable provisions to enhance effective local governance. Consistent with the Act, authorities at the sub-national levels can collect revenue, undertake public works, allocate

resources, and implement programs within their respective jurisdictions County Councils and County Administrators are expected to collaborate in managing county affairs effectively. The country's public administration must be committed to improving the administration of justice, upholding judicial independence, strengthening anti-corruption behavior to curb corruption, and improving public sector accountability. In addition, the country must embark on a comprehensive rationalization of the public sector mandate and function and fast-track implementation of the LGA.

1.2.4. Private Sector Driven Development

The private sector is vital in transforming the economy. This factor demands an enabling environment where private-sector enterprises can thrive and create economic opportunities. In the medium term, maintaining macroeconomic stability, improving the regulatory environment, and investing in infrastructures will be crucial to strengthening the business climate.

Within the context of the envisioned dominant role of the private sector, a local productive sector is needed. Policy measures must be undertaken to build a domestic private sector, over time. This would involve the creation of a strong creative economy, bringing significant opportunities for private sector growth, especially for women and youths while promoting innovation and cultural heritage.

Additionally, the country needs to promote the blue economy for coastal and marine resource development to unlock the immense opportunities in sustainable fisheries and aquaculture, responsible salt production, marine sports, and tourism, as well as the development of marine transport infrastructure to complement investments in road transport.

1.2.5. Sustainable Transformative Environment

Liberia's vast natural resources, biodiversity, and coastal landscape have significant revenue potential, and are sources of livelihood for majority of its citizens. This heavy dependence on natural ecosystems makes environmental sustainability central for long-term growth, resilience, and social well-being.

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The country must build collaborations and partnerships to strengthen environmental governance and policy framework to address illegal logging, illicit mining, illegal, unreported and unregulated fishing (IUU) and land degradation. Besides, repositioning green financing and the green economy transition as a diversification driver for public finance management and market creation is crucial. The right policies must be implemented to unlock carbon credits and all segments of green financing (including blue) that would ignite new green job opportunities in eco and agrotourism to showcase Liberia's rich biodiversity, promoting conservation and revenue generation. It is important to promote the growth of green enterprises focusing on climate-smart agriculture, renewable energy, and eco-friendly production. Hence, there is a need to address sustainable environmental concerns with increased awareness by incorporating environmental education into the school curriculum and promoting public awareness campaigns on sustainability with youth, women, and vulnerable groups in decision-making and action. Liberia can foster a transformative approach to sustainable environmental management by focusing on these key strategic areas. This will not only protect Liberia's rich natural heritage but also ensure economic growth, social well-being, and resilience against future challenges.

2. COUNTRY PROFILE AND GROWTH POTENTIAL

Liberia possesses several growth potentials and comparative advantages that can be leveraged to facilitate its socio-economic transformation. Understanding these advantages is crucial for formulating and implementing the AAID's strategies that promote sustainable and inclusive economic growth to improve the living standards of its citizens. Liberia's advantage points that must be harnessed, include the following: (i) commitment to peace and stability; (ii) abundant natural resources; (iii) strategic geographical location; (iv) demographic dividends from a rising young population; (v) cultural heritage and diversity; (vi) strong international support and partnerships; (vii) potential for infrastructure development; (viii) agricultural and resource-based value chains; and (ix) environmental resilience and sustainability. The nature and scope of these are briefly outlined below.

Commitment to peace and stability: Liberia's commitment to peacebuilding and democratic governance is an integral element for creating a stable environment conducive to investment and development. A stable and peaceful political climate motivates investment and supports sustainable development initiatives.

Rich natural resources: Liberia's ecosystems provide abundant resources and services that drive much of its economy in many ways. Agriculturally, Liberia has fertile land and favorable climatic conditions for sustained production of a wide variety of crops and non-crops products including rubber, palm oil, rice, cocoa, and cassava. The potential for agricultural diversification and export can accelerate economic growth and reduce poverty. The country is also rich in natural resources such as iron ore, gold, diamonds, and other minerals. Effective management and sustainable exploitation of these resources can significantly contribute to revenue generation and development. Additionally, Liberia is home to vast tropical rainforests, which not only act as carbon sinks, contribute to mitigating global warming and climate change, but also offer timber resources that can significantly provide revenue for the country.

Strategic geographical location: As a coastal nation, Liberia has access to the Atlantic Ocean, facilitating trade and export opportunities. The ports of Monrovia and Buchanan can serve as hubs for regional trade within the West Africa Region. Liberia's location enables access to neighboring countries (Sierra Leone, Guinea, and Côte d'Ivoire), providing opportunities for cross-border trade and economic cooperation within the Economic Community of West African States (ECOWAS). Liberia has a predominantly tropical monsoon climate, with four distinct topo-geographical regions. These are the: 1) coastal belt,

Figure 2: Topographic and political of Liberia

Source: https://maps-liberia.com/physical-map-of-liberia

Source: https://www.netmaps.net/digital-maps/liberia-political-map/

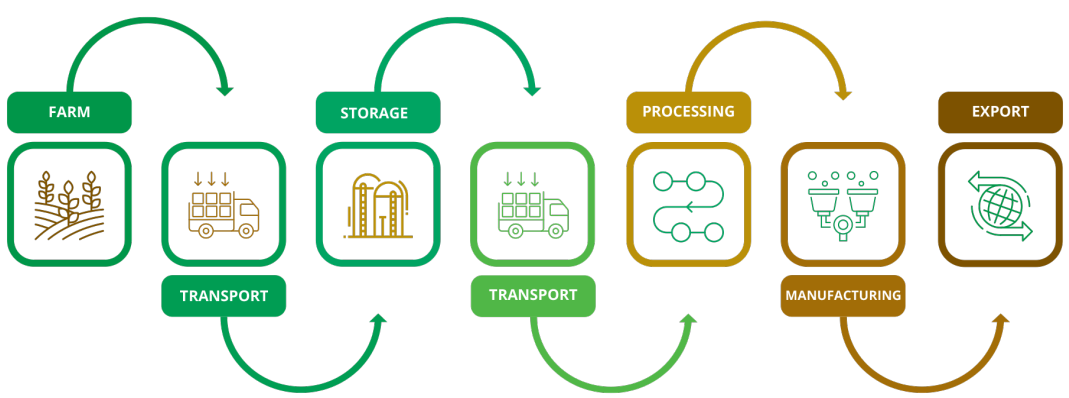
a low-lying plain on the Atlantic Ocean comprised of mangroves, tidal creeks, and shallow lagoons up to 40 km wide and 0–30 meters (m) above sea level; 2) rolling hills, a transitional zone between 60–150 m comprised of hills, valleys, and fast-moving waterways; 3) plateau, the largest zone in area comprising most of Liberia's interior between 200–300 m above sea level, characterized by dense forest cover and a sharp change in elevation from the rolling hills; and 4) northern highlands, mountain ridges located near the Guinean border above 300 m altitude, which include the Wologisi Range in Lofa, Gbarpolu, and Bong Counties (up to 1,440 m high), and the Nimba Range in northern Nimba County (up to 1,385 m high on Liberia's side of the border). These features provide potential for investment and sustainable growth.

Demographic dividend: With a significant proportion of its population under the age of 25, Liberia has the potential for a significant demographic dividend. If adequately educated and kept healthy, the youthful population can propel economic growth through innovation, and entrepreneurship. In addition, Liberia has a relatively inexpensive labor force compared to many other countries, making it attractive for investment in labor-intensive sectors such as agriculture, manufacturing, and services.

Cultural heritage and diversity: Liberia's rich cultural heritage, diverse ethnic groups, and historical significance provide opportunities for cultural tourism. Promoting tourism can create jobs, generate income, and raise awareness of Liberia's unique history and culture. The diverse cultures contribute to a range of traditional crafts, music, and art, which can be developed into a vibrant sector for local and international markets.

International support and partnerships: The country has received substantial international support for post-conflict reconstruction and development from organizations such as multilateral and bilateral parteners Leveraging these partnerships can attract funding and technical assistance for implementing the AAID. Furthermore, as a member of ECOWAS, the Mano River Union, the African Union, and the AfCFTA, Liberia can benefit from regional initiatives aimed at economic integration, trade facilitation, and collaborative development projects.

Figure 3: Agricultural Value Chain



Source: https://www.randagri.co.za/

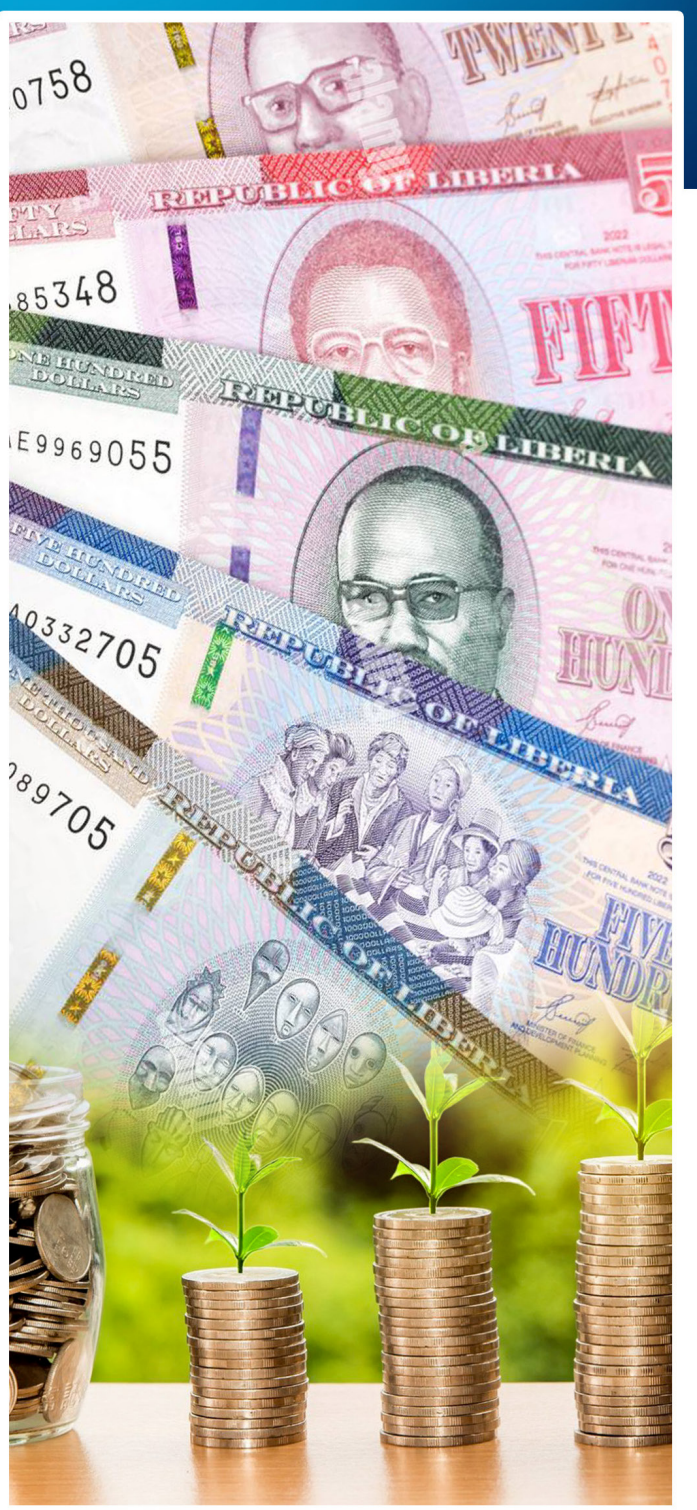
Potential for infrastructure development: While Liberia faces significant infrastructure challenges, there is substantial potential for development in areas such as transportation (roads, rail, ports and airports), renewable energy (hydropower, solar), and telecommunications. Investments in infrastructure can enhance connectivity, stimulate economic activity, and improve service delivery.

Agricultural and resource-based value chains: By focusing on value addition in agriculture and natural resources (such as agro and timber processing), Liberia can enhance its export base, create jobs, and increase local income generation. With investments in agriculture and sustainable practices, Liberia can work towards achieving food and nutrition security and reducing dependence on food imports.

Environmental resilience and sustainability: Liberia's natural landscapes and biodiversity provide opportunities for eco-tourism and sustainable development initiatives focused on conservation. Protecting the environment leads to sustainable livelihoods and resilience against climate change. Utilizing these growth potentials are critical for achieving sustainable and inclusive economic growth, human development, and employment creation. By focusing on resource management, youth engagement, regional integration, and international partnerships, Liberia will position itself as an attractive and competitive economy in the West African region.

Figure 4: Liberian agriculture trade fairs

3. MACRO ASSUMPTIONS



Macro assumptions are important for national development planning because they serve as the foundation for realistic goal setting, policy formulation, resource allocation, risk management and the achievement of economic transformation goals. In the context of Liberia, where the economy is still recovering from past conflicts, the Ebola epidemic, and other shocks, these assumptions help in setting achievable targets for growth and development while guiding policy interventions in key areas.

3.1. MACRO GOALS

Table 1 sets the overarching socio-economic macro goals of the AAID, considering the vision of transforming potential wealth into real wealth, as well as the macro assumptions and the set of programs and interventions contained in AAID.

Table 1: AAID Macro Goals

Goals	Metrics	Change	Δ	2024 proj.	2029
Demographics	Population	Growth of	10.7%	5.6m	6.2m
Economy	GDP (billion)	Growth of	37%	$4.75b	$6.51b
	GDP per capita	Growth of	23.6%	$849.3	$1,050.3
	Debt (% of GDP)	Increase of	0.3pp	56.1%	56.4%
	Unemployment	Decrease of	0.9pp	5.9%	5.0%
	Trade balance	Decrease of	66.9%	$-725.1m	$-485.6m
	FDI flows (net)	Growth of	18%	$477m	$563m
	Economic formalization (jobs)	Increase of	17.6pp	12.4%	30%
Governance and Rule of Law	TI Corruption Perceptions Index	Improvement of	10 places	145/180	135/180
	WJP Rule of Law Index	Improvement of	10 places	109/142	99/142
	Ibrahim Index of Afr. Governance	Improvement of	4 places	26/54	22/54
Human Capital	Average life expectancy	Increase of	3 yrs	60 yrs	63 yrs
	Mortality of children < 5yrs	Decrease of	46‰p	93‰	47‰
	Maternal mortality (per 100,000)	Decrease of	302p	742	440
	School years adjusted to learning	Increase of	0.7 yrs	2.4 yrs	3.1 yrs
	School completion rate	Increase of	4pp	11%	15%
	Literacy rate (≥ 15 years)	Increase of	4.2pp	59.9%	62.8%
	HCI	Improvement of	0.05p	0.32	0.37
	Multidimensional Poverty Index	Improvement of	9pp	45.0%	36.0%
SDG	SDG Index	Improvement of	7 places	152/166	145/166

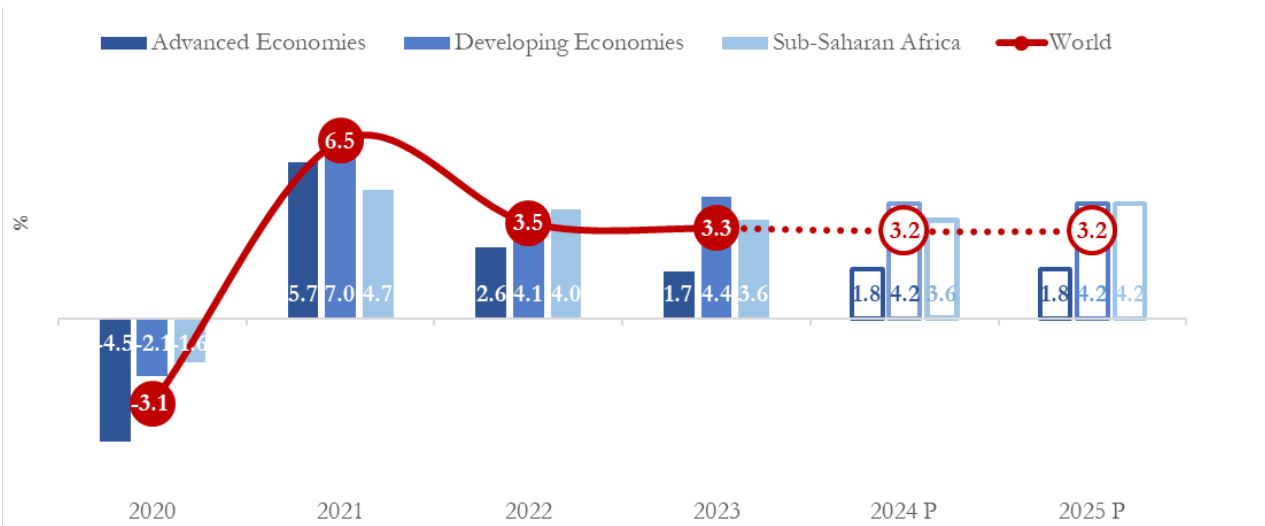
Source: GoL and various international organizations.

3.2. GLOBAL ECONOMIC CONTEXT

The global economic context is driven by an interconnected and evolving landscape of economic activity, trade, investment, and financial flows across nations. It is influenced by a range of factors that shape the performance of the world economy and the policies that governments and international organizations adopt. Some key aspects of the global economic context include globalization and trade, macroeconomic conditions, financial markets and capital flows, technological change and innovation, global supply chain performance, energy markets and climate change, debt and financial stability, international cooperation and multilateralism and demographic changes.

Macroeconomic conditions: According to October 2024 International Monetary Fund (IMF) World Economic Outlook (WEO), global growth stood at 3.3 percent in 2023 and is expected to stabilize at around 3.2 percent in 2024 and 3.2 percent in 2025 (Figure 5). Economic growth varies across regions, with advanced economies experiencing slower growth at 1.8 percent (2024 projection), compared to emerging markets and Sub-Saharan Africa growing at 4.2 percent and 3.6 percent respectively (2024 projection). Periods of economic boom and recession are affecting global output, employment, and income levels. Global growth prospects are also sensitive to political events, pandemics, and natural disasters.

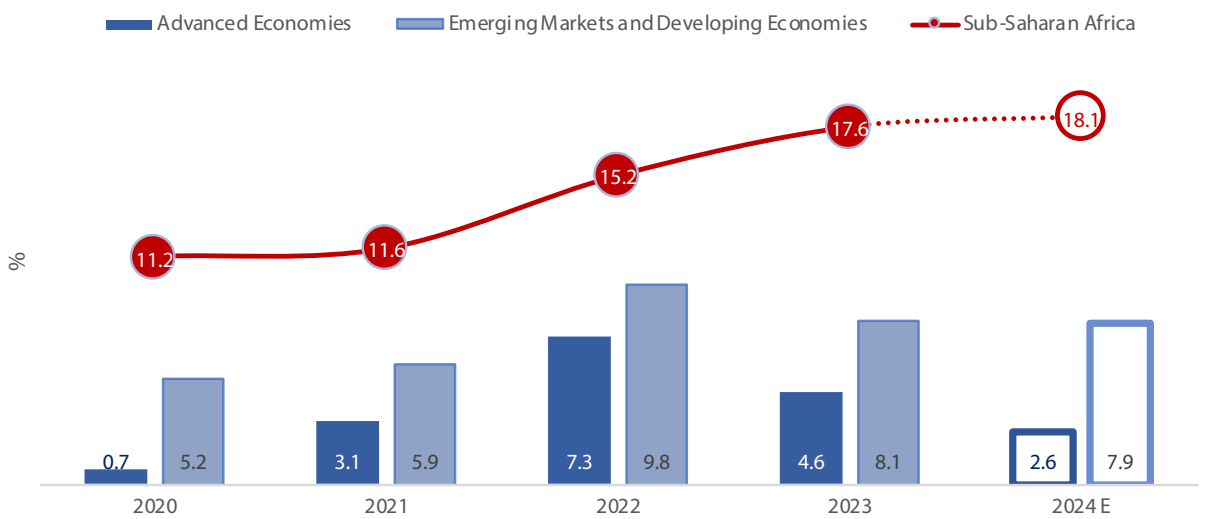
Figure 5: World Economic Growth



Source: IMF WEO, October 2024.

In addition, high inflation rates, exacerbated by supply chain disruptions and rising energy prices, have affected many economies after thepandemic. However, by the end of 2023, inflation neared its pre-pandemic level in most economies (Figure 6), falling from double to single digits, except for Sub-Saharan Africa (SSA). Inflationary pressures lead to higher costs for businesses and consumers, requiring tighter monetary policies to contain price increases. Consequently, central banks in major economies (such as the U.S. Federal Reserve or the European Central Bank) influence global interest rates and liquidity. Quantitative easing and adjustments in interest rates have ripple effects on currency exchange rates, capital flows, and investment across borders.

Figure 6: World inflation



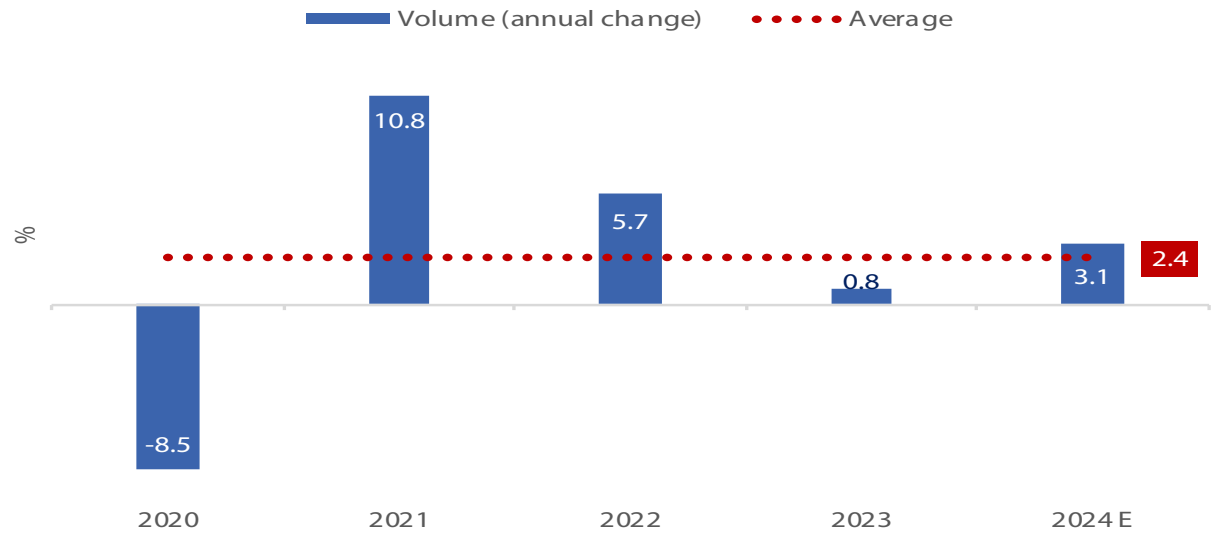
Source: IMF WEO, October 2024

Debt and financial stability: Many countries face rising public debt levels, exacerbated by pandemic-related spending and economic stimulus packages. High debt burdens, especially in developing countries, limit their fiscal capacity to make the requisite investment to facilitate growth and development. Some developing countries are at risk of defaulting on their debt obligations, creating global financial risks. International institutions, including the IMF, are often involved in restructuring debts and providing financial assistance.

Financial markets and capital flows: The global financial market allows for the flow of capital between countries, with stock and bond markets, and foreign exchange playing crucial roles. Financial market volatility, triggered by crises, geopolitical tensions, or monetary policy changes, is affecting investment decisions and economic stability. Foreign direct investment (FDI) is a key driver of development in emerging economies, while portfolio investments impact global financial markets. Capital flight or rapid changes in investment trends can destabilize economies.

Globalization and trade: Over the past few decades, the world economy has become increasingly integrated through trade. Countries are interdependent, exporting goods and services across borders, and participating in global supply chains. However, shifts in trade policies, such as tariffs, protectionism, and trade agreements, impact global economic dynamics. Furthermore, tensions between major economies, like the U.S. and China, over tariffs and trade policies have led to disruptions in trade volumes particularly affecting small vulnerable economies. This was notable especially during COVID-19 pandemic, when world trade reached –8.5 percent annual change in 2020, affecting the global supply chain and market stability. World trade recovered in 2021 with an annual growth rate of 10.8 percent and is expected to stabilize at 3.1 percent in 2024 as shown in Figure 7.

Figure 7: World Trade Performance



Source: IMF WEO, October 2024

Global supply chain disruptions: The COVID-19 pandemic significantly disrupted global supply chains, leading to shortages, delays, and increased costs in sectors like manufacturing, shipping, and healthcare. Recovery from these disruptions remains slow, with some industries still facing recovery challenges. The IMF, in its October 2024 WEO refers to the global recovery as a steady but slow and differing by region. Conflicts and tensions in regions critical to supply chains have caused further disruptions, particularly in energy and commodity markets, raising concerns about food security and energy shortages.

Technological change and innovation: The global economy is experiencing a rapid technological revolution. Technological advancements, particularly in Artificial Intelligence (AI), automation, and digital economies, have redefined production processes, labor markets, and international competitiveness. Countries leading in technological innovation are influencing global productivity and growth patterns. While advanced economies benefit from innovation, many developing countries lag in access to technology and digital infrastructure and capacity, widening the global economic divide.

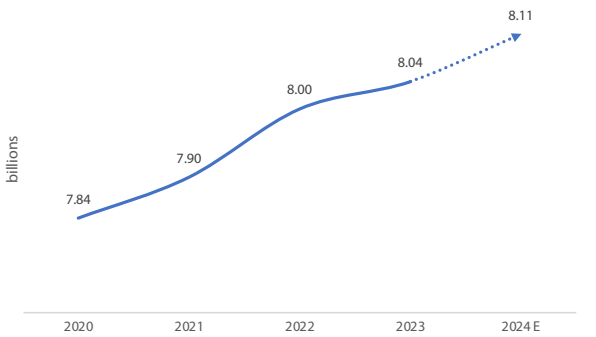
Energy markets and climate change: Fluctuations in energy prices, especially oil and gas, affect global inflation and production costs. Energy transition policies toward renewable energy and low emission transport systems are reshaping global markets, particularly in developed countries aiming to reduce greenhouse gas (GHG) emissions. Climate risks, including climate induced disasters influence economic decisions. Countries vulnerable to climate change face greater economic instability and costs for recovery, while the global push for sustainability is influencing investments in green technologies.

International cooperation and multilateralism: Organizations such as the IMF, World Bank, World Trade Organization (WTO), and United Nations are playing critical roles in managing economic challenges, providing financial support, and fostering cooperation among nations. Since 2015, sustainable development has been the core principle of global cooperation and national development. This has involved rallying all nations and all people to actualize the universal aspirations encapsulated in the Sustainable Development Goals (SDGs) and the Paris Climate Agreement in order to achieve low emission economic prosperity, social inclusion, environmental sustainability and good governance. To accelerate their realization for the remaining period, six SDG transitions, such as (i) food systems; (ii) energy access and affordability; (iii) digital connectivity; (iv) education; (v) jobs and social protection; and (vi) climate change, biodiversity loss, land degradation and pollution, will be critical investment pathways globally.

Demographic changes: Advanced economies are experiencing aging populations, leading to labor shortages and increased social welfare costs. In contrast, many developing countries have younger populations but face challenges in providing sufficient employment and education opportunities. Migration patterns are affecting global economic contexts, with labor mobility and remittances playing significant roles in both developed and developing countries. The global population in 2024 is estimated at 8.1 billion (Figure 8) and is expected to continue growing, but at a slower pace with just eight countries contributing to half of that increase. These countries include five from Africa (Nigeria, the Democratic Republic of Congo (DRC), Egypt, Ethiopia, and the United Republic of Tanzania) and three from Asia (India, Pakistan, and the Philippines).

The global economic context is marked by complexity and interdependence, with nations facing shared and unique challenges. Factors such as global economic growth, trade policy dynamics, financial market volatility, technology, and geopolitical risks all contribute to shaping the global economy. Understanding these dynamics is essential, as they impact policy decisions, investment strategies, and global cooperation aimed at guaranteeing a sustainable development plan for Liberia.

Figure 8: World population

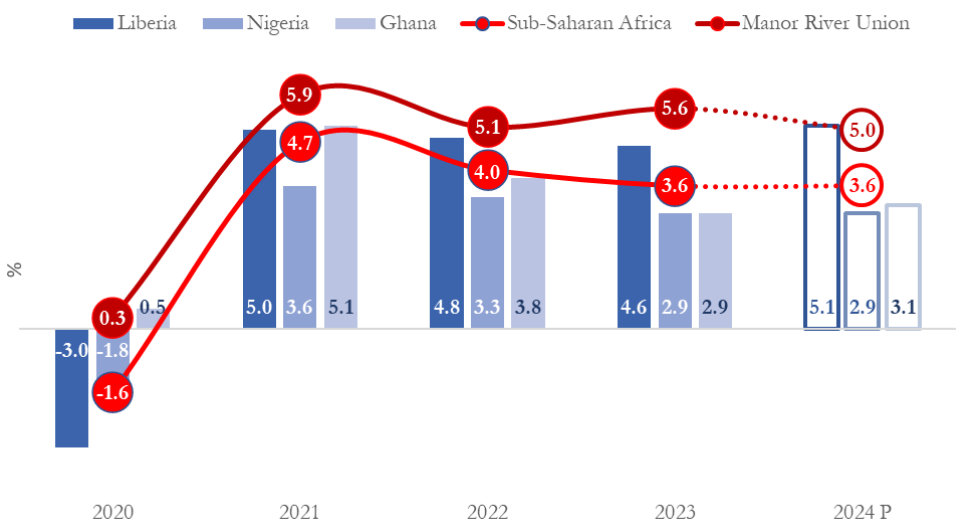


Source: UN Population

3.3. REGIONAL DEVELOPMENT CONTEXT

According to October 2024 IMF WEO, Sub-Saharan Africa's real GDP growth is expected to remain at 3.6 percent in 2024, as in 2023 (Figure 10). This growth is driven by improvements in global economic conditions and effective policy measures. Despite multiple shocks, including geopolitical tensions, climate issues, COVID pandemic and political instability, African economies have shown remarkable resilience.

Figure 9: Regional Economic Growth



Source: IMF WEO, October 2024

The African Continental Free Trade Area (AfCTA) agreement, operationalized in 2021, is expected to increase Africa's trade by over 50 percent by 2030. It has the potential to lift 30 million people out of poverty and increase the income of 68 million others who live on less than US$5.50 a day. While the AfCTA presents significant opportunities, it also faces challenges such as infrastructure deficits, non-tariff barriers, and the need for harmonized standards and regulations. Effective implementation will require strong political will, robust institutions, and active participation from the private sector and civil society.

The West African Economic and Monetary Union (WAEMU) is expected to see a combined economic growth rate of 7 percent in 2024, up from 6.5 percent in 2023. This growth is driven by the start of new hydrocarbon production and other economic activities. Inflation has fallen rapidly from its 2022 peaks and is now back within the target range of 1-3 percent. This stability is crucial for maintaining purchasing power and economic confidence. Efforts are underway to reduce fiscal deficits. The goal is to bring the deficit back to 3 percent of GDP by 2025. This fiscal discipline is essential for ensuring long-term economic stability. Although external reserves fell significantly in 2023, they rebounded by US$1.8 billion in January 2024. Maintaining and rebuilding these reserves is vital for economic resilience (IMF, 2024).

3.4. NATIONAL DEVELOPMENT CONTEXT

Liberia's development context is characterized by its historical legacy, economic potential, social challenges, and ongoing efforts to rebuild and stabilize the nation. Addressing these issues requires a multi-faceted approach involving governance reforms, investment in infrastructure, and social development initiatives.

3.4.1. Social Context

Liberia's social context is shaped by its history, cultural diversity, and the ongoing challenges it faces in post-conflict reconstruction, economic development, and social cohesion. The social landscape reflects a complex interplay of factors that influence the well-being and quality of life of its citizens. The country's economic progress has not led to inclusive growth due to high-income inequality and a slow structural transformation process. The country is ranked 152 out of 166 globally in the 2023 Sustainable Development Goal Index, with an SDG Index score of 52.4. Liberia's development indicators show limited progress, with a high maternal mortality rate of 742/100,000 live births, prompting the government to prioritize comprehensive reproductive services through health infrastructure and skill development.

Population and demographic dividend: Liberia's population has been increasing steadily over the years, from 1,016,443 in 1962 when the first census was conducted. According to Liberia 2022 Population and Housing Census (LPHC), the population as of 2022 stands at 5,250,187, with an annual growth rate of 3 percent. The population is almost evenly divided between males (50.4%) and females (49.6%). A little over half (54.5%) of the population resides in urban communities, while the remaining (45.5%) resides in rural areas. Overall, as shown in Table 2, Montserrado County alone accounts for over a third (36.6%) of the population, with close to 92 percent of its population residing in urban areas.

Table 2: Population of Liberia by county, sex and residency

Liberia			Sex				Place of Residence			
County	Total	%	Male	%	Female	%	Urban	%	Rural	%
Montserrado	1,920,965	36.6	943,194	49.1	977,771	50.9	1,761,525	91.7	159,440	8.3
Nimba	621,841	11.8	312,164	50.2	309,677	49.8	209,560	33.7	412,281	66.3
Bong	467,561	8.9	235,183	50.3	232,378	49.7	149,620	32.0	317,941	68.0
Lofa	367,376	7.0	182,953	49.8	184,423	50.2	86,701	23.6	280,675	76.4
Margibi	304,946	5.8	152,778	50.1	152,168	49.9	170,465	55.9	134,481	44.1
Grand Bassa	293,689	5.6	150,369	51.2	143,320	48.8	89,575	30.5	204,114	69.5
Grand Gedeh	216,692	4.1	115,280	53.2	101,412	46.8	91,661	42.3	125,031	57.7
Cape Mount	178,867	3.4	96,767	54.1	82,100	45.9	47,221	26.4	131,646	73.6
Maryland	172,587	3.3	86,811	50.3	85,776	49.7	106,141	61.5	66,446	38.5
Sinoe	151,149	2.9	79,353	52.5	71,796	47.5	26,753	17.7	124,396	82.3
Bomi	133,705	2.5	68,591	51.3	65,114	48.7	34,228	25.6	99,477	74.4
River Gee	124,653	2.4	65,443	52.5	59,210	47.5	62,077	49.8	62,576	50.2
Grand Kru	109,342	2.1	56,967	52.1	52,375	47.9	7,217	6.6	102,125	93.4
Gbarpolu	95,995	1.8	51,165	53.3	44,830	46.7	8,832	9.2	87,163	90.8
Rivercess	90,819	1.7	47,680	52.5	43,139	47.5	10,898	12.0	79,921	88.0
Total	5,250,187	100.0	2,646,094	50.4	2,604,093	49.6	2,862,474	54.5	2,387,713	45.5

Source: LPHS, 2022,

A. Migration and Urbanization

Migrants (mainly internal) constitute 30.5 percent of the population in 2022, from 21.7 percent in 2008. For the first time in Liberia's history, more people are living in urban areas than in rural communities. In 2008, 47.0 percent of the population lived in urban areas, which has since risen to 54.5 percent in 2022, and is estimated to reach approximately 60.0 percent by 2040.

Montserrado and Margibi counties are the destinations of the majority of these migrants (1,108,727). A large number of the population residing in Montserrado (58%) and Margibi (54%) are migrants. In Montserrado, Monrovia alone is projected to absorb around 60,000 new residents every year over the next 15 years. Kakata, which also has a dormitory city status, hosts several educational institutions including the historical Booker Washington Institute and the Kakata Rural Teacher Training Institute as well as the Firestone Rubber Plantation serve as attractive conditions for internal migrants who come looking for jobs and education opportunities.

B. Heads of Households

Male heads of households in both urban and rural communities have reduced, while women heads of households have increased. In 2022, 68.2 percent of households were headed by men, compared to 75.7 percent in 2008, while women heading households was 31.8 percent in 2022, compared to 24.3 percent in 2008 (LPHC, 2022).

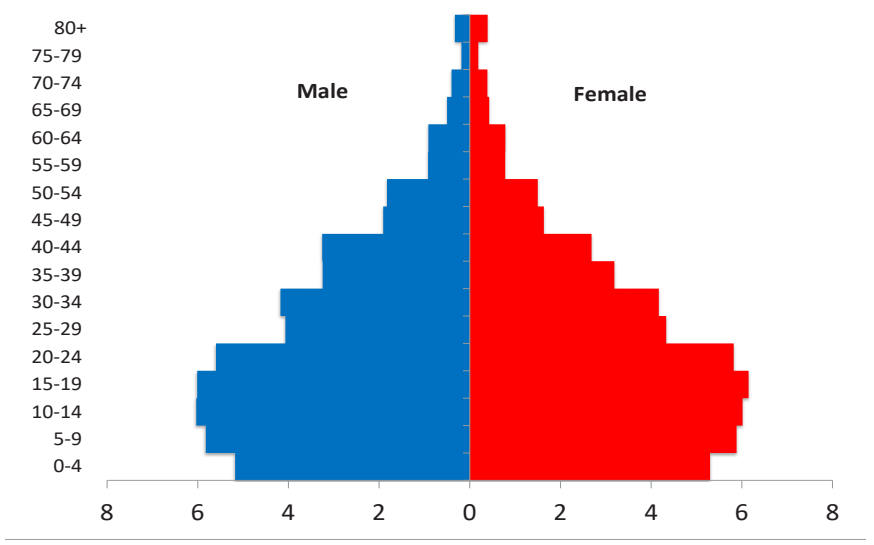
C. Age Structure

Liberia has a youthful population. Close to three quarters (74.6%) of the population is below the age of 35 (0-34). Those under the age of 18 (0-17) account for a substantial segment (41.5%) of the population, while 18 to 34-year-olds make up about a third (33.1%) of the population. The remaining quarter of the population are split between those aged 35-64 years (22.6%) and those aged 65 years and above (2.8%). (LPHC, 2022).

By account of the Liberia Demographic and Health Survey (LDHS), Liberia is a high-fertility country. Women in the reproductive ages, 15 -49 years have on average 4.2 children (LDHS, 2019). Total fertility rate, which continues to be high at the current levels, has been gradually declining over the years, moving from a high of 7.1 in 1984 to 5.8 in 2008, then declining further to 3.9 in 2022. This represents a reduction of (1.9) births in 14 years. At the current fertility rate, children under 15 years of age in the population will remain high in the next twenty years.

According to figure 10, the youth population (15-24) is projected to increase by 34 percent between 2022 and 2032. This increasing youth population will continue to create demands for economic opportunities (jobs) and social services (education, health, sanitation), both of which challenge revenue generation, allocation, and utilization. This is seen in terms of the demographic dividend. The actual age-sex structure and the accompanying changes overtime that are brought about by the components of population changes (births, deaths & migration) calls for the need for government to invest in the population and to derive the benefits of the demographic transition (smaller under 15 population to a more pronounced change in the productive working population. Such investments will lead Liberia to benefit from the demographic dividend through the skills acquisition and other development actions and initiatives directed at young people, which then further impacts the desired population change that leads to a more productive population.

Figure 10: Liberia's population pyramid in 2022



Source: LISGIS: LPHS 2022

D. Dependency in the population

Dependency in the population is the percentage of the non-working age population (aged 0-14 and 65 years or over) that would be supported economically by the working age population (15-64 years). The percentage is 59 percent (56% urban and 63% rural). This means that about 59 persons of the non-working age population are being supported by every 100 persons of the working-age population. (LPHC, 2022).

This dependency ratio indicates a gradual transformation of Liberia's population age structure with a growing working-age population (55% in 2008 to 63% in 2022). This is an indication that Liberia has an opportunity to leverage its demographic

dividend, (smaller under 15 population to a more pronounced change in the productive working population. Therefore, integrating population dynamics into development planning will position Liberia to harness its demographic dividend.

E. People with disability

There is an increasing number (11.4%) of the population 5 years and above having varying degrees of disability in 2022 compared to 3.2 percent in 2008. Visual and physical impairments are the most common forms of disability in Liberia in 2022 (LPHC, 2022).

F. Economic Activities

The economically active population aged 15 years and above is 26.4 percent with persons between the ages of 35 -64 years accounting for the highest proportion (13.2%), followed by persons 15 – 34 years (12.3%) (LPHC, 2022).

Across all counties, participation in economic activity is heavily concentrated in four counties—Montserrado, Nimba, Lofa, and Bong—which account for two-thirds (66.1%) of all economically active persons in the population. Montserrado alone accounts for slightly more than a third (33.1%), followed by Nimba (11.7%), Lofa (10.7%), and Bong (10.6%) (LPHC, 2022).

Economic activities within households are diverse. Common activities include agriculture, which remains a predominant sector, especially in rural areas, and small-scale trading, which is more prevalent in urban regions. Other significant activities involve various forms of employment in services, manufacturing, and construction (LPHC, 2022).

Nationwide, approximately half (49.7%) of those engaged in economic work are salary and wage workers. This number includes more males (24.8%) than females (14.2%). However, for those self-employed, women dominate with over half (54.6%) of those engaged in owned businesses, compared to men (46%) (LPHC, 2022).

On average, slightly more than 30 percent of all households are engaged in agriculture or have at least one member engaged in agriculture, with 70 percent of these headed by males. Nimba accounts for one-fifth (19.5%) of the total number of agricultural households in Liberia, followed by Lofa (15%), Bong (14.5%), and Montserrado (10.4%) (LPHC, 2022).

Unemployment: The state of employment in Liberia is a serious concern and reflects broader economic challenges. According to Liberia Institute of Statistics and Geo-Information Services (LISGIS), in 2024, unemployment rate in Liberia stood at 5.9 percent. Formal employment comprised only 12.4 percent of the employed population, meaning that informal employment represented approximately 87.6 percent. This shows a notably high informal sector, particularly among the youth. Also, the youths (aged 15–24 years) not in education, employment or training was 44.2 percent (see Table 3 in section 6.1.2). According to Liberia Growth Diagnostics developed by the African Development Bank in 2023, the agriculture sector that employs about 42 percent of employment in Liberia. This implies that a growth in agricultural value-addition would significantly affect the national growth and welfare of most of the Liberian population.

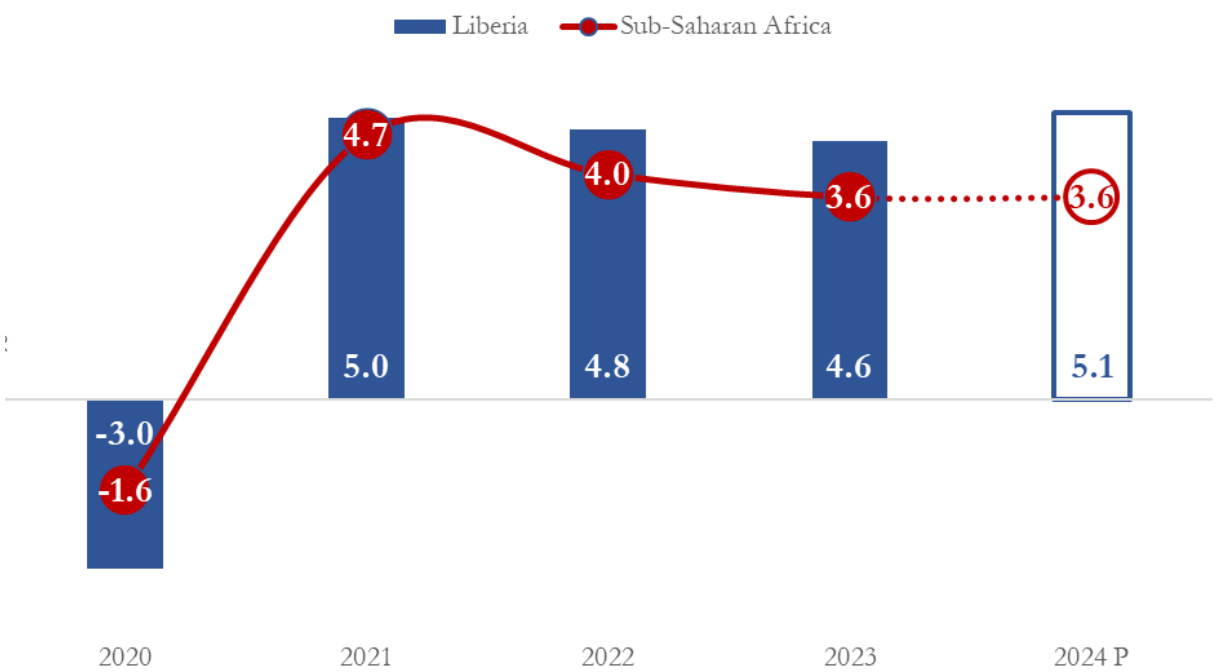
3.4.2. Economic Context

Liberia's economic context is characterized by its reliance on agriculture and natural resources, the impacts of past conflicts, and ongoing challenges in infrastructure, employment, inequality and changing climate and environmental conditions. Over the last decade, governance has negatively impacted economic development in Liberia through various channels. Significant levels of corruption and mismanagement of public resources have historically undermined economic development in Liberia. Funds that could have been invested in infrastructure, education, and healthcare have often been often diverted, and thereby stalling progress. This has led to a lack of trust in government institutions and discouraged foreign and domestic investments.

To foster sustainable growth, the country needs to streamline economic policies, diversify its economy, improve governance and infrastructure, and create an inclusive environment that provides opportunities for all segments of society, given the following sectoral macroeconomic fundamentals.

Real Sector: The real sector in Liberia is largely driven by the services, agriculture and mining sectors. However, the sector faces challenges related to infrastructure, low productivity, and limited diversification, which need to be addressed to unlock its full potential. According to figure 11, economic performance moderated slightly to 4.6 percent growth in 2023, from the 4.8 percent recorded in 2022, mainly on account of moderation in the primary sector (mining & panning, and forestry as well as agriculture & fisheries). Growth for 2024 is projected at 5.1 percent, reflecting improvement in the primary sector, particularly the agriculture and fishery subsector.

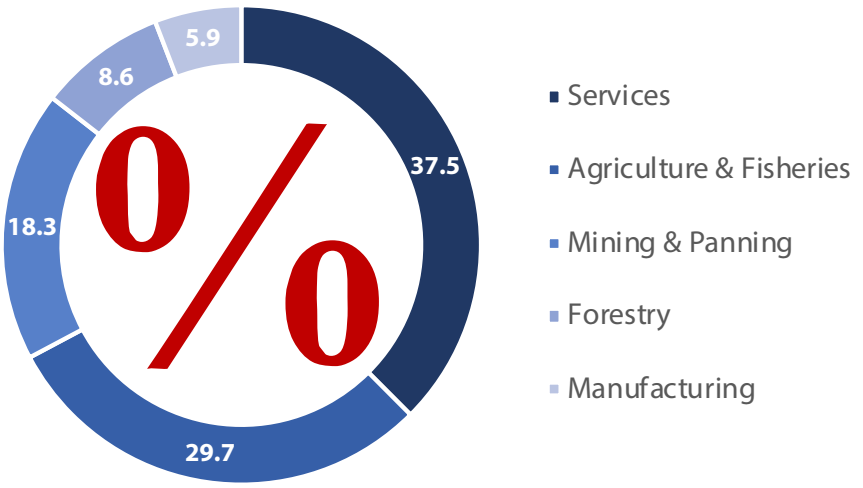
Figure 11: Liberia's economic growth



Source: IMF WEO, October 2024

In terms of sectoral share to GDP in 2022, the services subsector accounted for the highest share with 37.5 percent, followed by agriculture and fisheries with 29.7 percent, as shown in Figure 12.

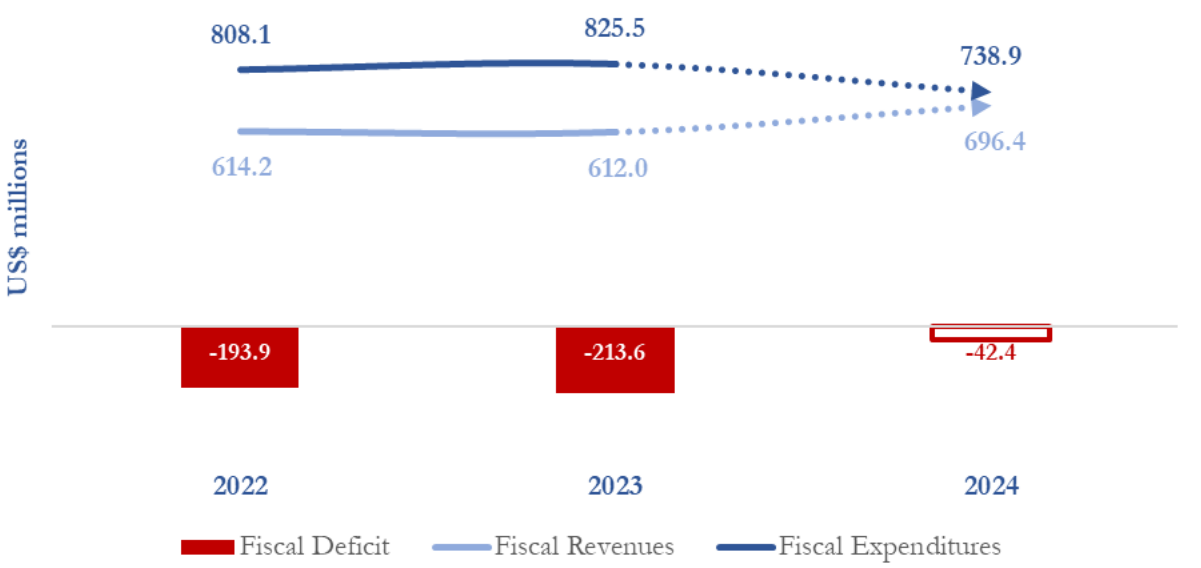
Figure 12: Sectorial share of GDP in Liberia 2022



Source: LISGIS.

Fiscal Sector: Liberia's fiscal sector is characterized by an underperforming revenue base, budget deficits, and challenges related to institutional capacity. Effective fiscal management, enhanced revenue collection, and strategic public spending are critical for achieving sustainable economic growth and improving the overall well-being of the population. Investing in institutional capacity is essential for the development of a more resilient fiscal sector. From 2022 to 2023, Liberia's fiscal stance recorded significant deficit of US$193.9m and US$213.6m respectively. However, it is projected to improve in 2024 to US$42.4m, signaling potential progress towards fiscal consolidation (Figure 13). The government's ability to sustainably manage expenditure and improve revenue collection will be crucial in maintaining this positive trajectory.

Figure 13: Liberia's fiscal balance

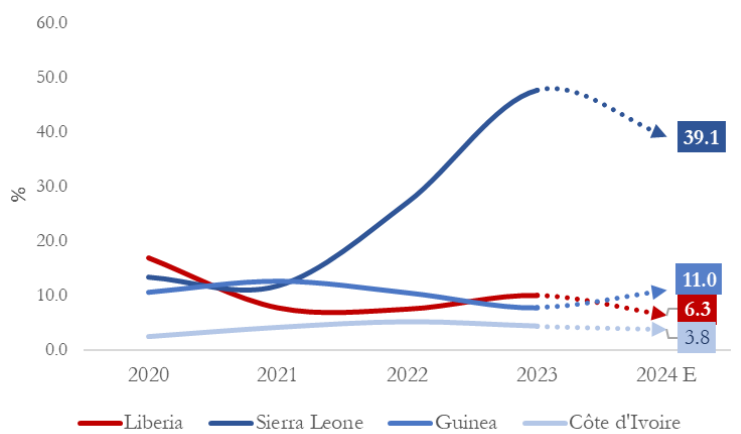


Source: MFDP

Liberia's fiscal deficits from 2022 to 2023 have been substantial, contributing to an increase in the country's debt stock. This trend underscores the need for effective fiscal management and debt sustainability strategies to avoid the risks associated with high levels of public debt. In 2023, total debt to GDP ratio was 55.4 percent and is estimated to increase slightly to 56.1 percent at the end of 2024.

Monetary and Financial Sector: The Liberian monetary and financial sector is characterized by a dual currency regime, a small and underdeveloped banking system, inadequate financial inclusion, and limited capital markets. While the sector has shown some progress, particularly in digital financial services, it faces significant challenges related to inflation management, exchange rate stability, financial deepening, and regulatory enforcement. Addressing these challenges through reforms and improved financial sector policies will be key to promoting stability and inclusive economic growth in Liberia. In 2023, the Liberian monetary aggregate expanded due to increased domestic spending. Average headline inflation rose to 10.1 percent in 2023, from 7.6 percent in 2022. The rise in average inflation was largely caused by the depreciation of the domestic currency and developments in the international prices of the country's major consumables. Figure 14 shows Liberia's inflation rate over the medium term when compared with other Mano-River Union (MRU) Countries.

Figure 14: Liberia's inflation rate trajectory



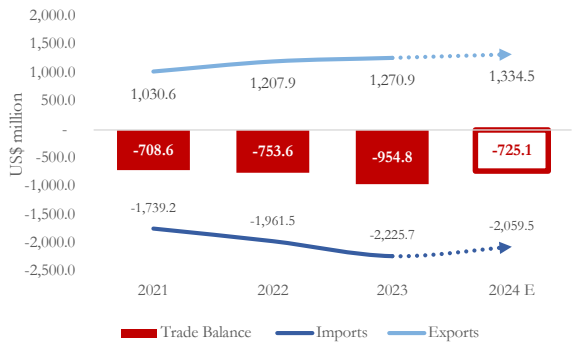
Source: MFDP and IMF

External Sector: Liberia's external sector shows potential for growth through exports and foreign investment. Structural challenges persist related to trade balance, economic vulnerability, and the need for improved regional integration and infrastructure. The country's economy remains heavily reliant on exports, particularly of raw natural resources such as iron ore, gold, and timber. The agricultural sector also contributes significantly through exports of cocoa, rubber and palm oil.

Liberia has a negative trade (goods and services) balance. Imports rose from US$1.73 billion in 2021 to US$2.22 billion in 2023, reflecting a substantial increase. This indicates higher demand for foreign products, not only due to rising consumption but also industrial needs (e.g., for machinery, raw materials, fuel, etc.). This shows a growing dependence on imports, which is straining foreign reserves and contributing to trade imbalances. The growth in exports (from US$1.03 billion in 2021 to US$1.27 billion in 2023), while positive, is modest compared to the surge in imports. Liberia is facing challenges to increase the value or volume of its export products (especially those dominated by commodities like rubber, iron ore, and palm oil). Diversification into higher-value goods and new markets is necessary to accelerate export growth. Consequently, as shown in Figure 15, a growing trade deficit (from US$693.2 million in 2022 to US$961.1 million in 2023) places pressure on the country's current account and currency stability, requiring interventions like increasing export competitiveness, boosting local production, or reducing dependence on imported goods.

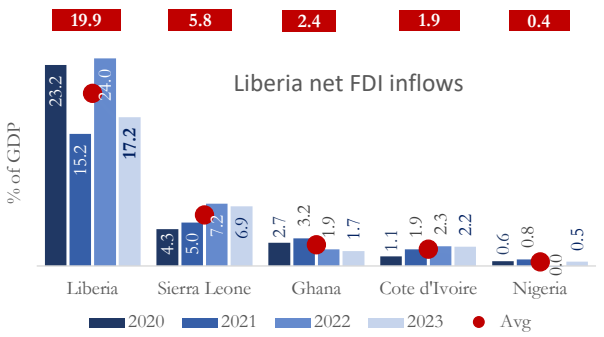
In relation to FDI, Liberia is positioned as an attractive destination for FDI in the region, but the recent volatility highlights the need for sustained efforts to stabilize and grow investment. Meanwhile, as shown in Figure 16, regional competitors like Sierra Leone and Côte d'Ivoire are catching up.

Figure 15: Trade balance



Source: CBL

Figure 16: Liberia net FDI inflows



Source: IMF

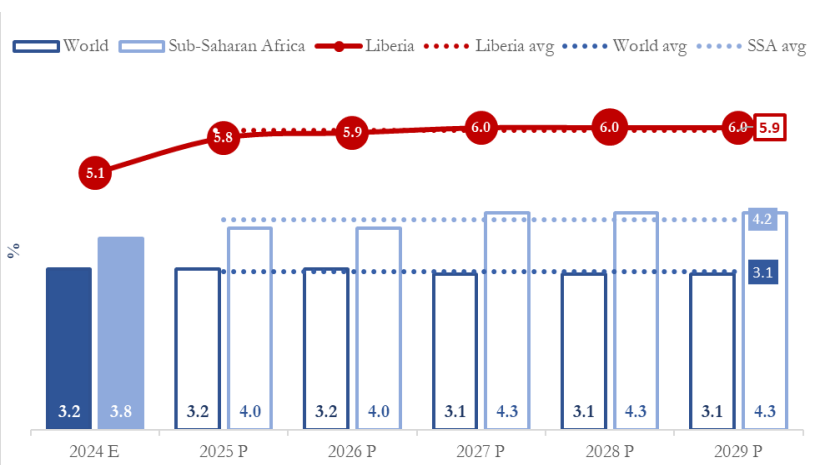
3.5. MACROECONOMIC FRAMEWORK 2025-2029

Projecting the macroeconomic framework for Liberia for the period of 2025 to 2029 involves considering current global, regional and national economic conditions, recent trends, and potential developments. The framework focuses on achieving sustainable economic growth, maintaining macroeconomic stability, and addressing the social and economic challenges that the country faces.

The overall goal is to increase purchasing power and improve the well-being of Liberian citizens. In this regard, key priorities to pursue include economic diversification, infrastructure development, fiscal consolidation, financial sector reforms, jobs creation, and social protection. These efforts will be underpinned by a commitment to improving governance, enhancing human capital, and promoting agribusiness revolution. The successful implementation of this framework will depend on effective policy coordination, political will, strong institutions, and continued support from the international community.

Economic Growth: The GDP growth prospects for Liberia from 2024 to 2029 show a positive outlook, driven by some sectors, such as mining and agriculture. In 2024, the growth rate is expected to reach 5.1 percent, accelerating to 5.8 and 5.9 percent in 2025 and 2026, respectively. From 2027 to 2029, growth is projected at 6.0 percent. This consistency highlights steady expansion with manageable fluctuations. On average, real GDP growth is projected at 5.9 percent from 2025 to 2029, showing a robust performance. This sustained growth suggests a positive economic trajectory driven by multiple sectors, especially agriculture, mining, and manufacturing. (Figure 17).

Figure 17: Liberia's economic growth forecast



Source: MFDP and IMF

Mining, agriculture, and manufacturing are the key growth drivers. The high growth in mining will contribute to export revenues and foreign direct investment while growth in agriculture and manufacturing, it will trigger value chains, essential for ensuring food security and addressing rural poverty. According to Figures 18 and 19, the mining sector is expected to experience high growth rates averaging 8.1 percent between 2005 and 2009, and increasing its share of GDP from 18.3 percent in 2022 to 20.4 percent in 2029. This is attributed to several maturing projects and new commitments from international investors, coupled with implementation of the production sharing regime instead of the current royalty based concession regime. The high growth in the early years indicates favorable market conditions, increased resource extraction activities, or potential new investments.

Figure 18: GDP structure

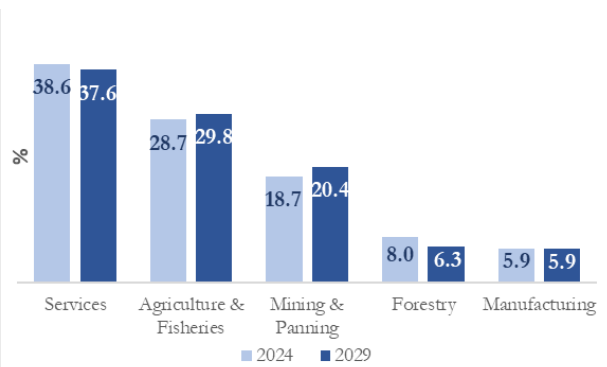
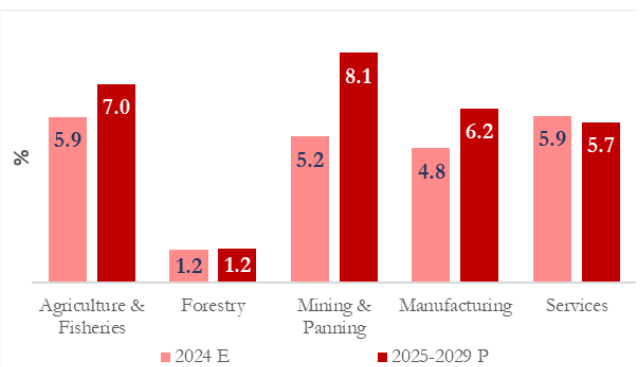


Figure 19: GDP sectorial growth



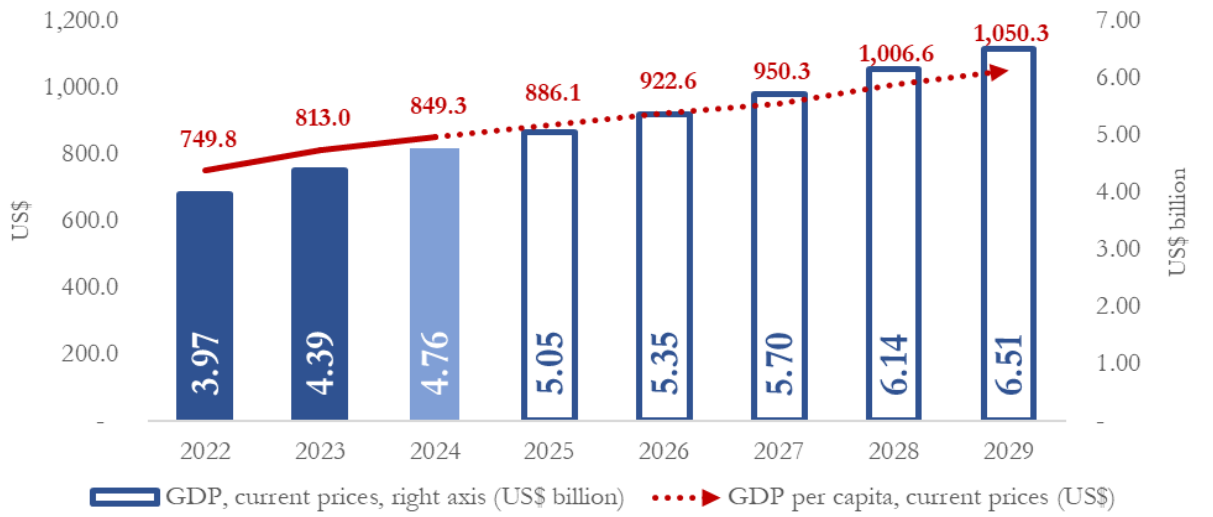
Source: MFDP

Growth in the agriculture sector is expected to average 7.0 percent between 2025 and 2029. As one of the dominant sectors in Liberia, its increasing growth rates signify ongoing investment and productivity improvements. This trend will likely have substantial social and economic benefits due to its critical role in employment and food security. Growth in manufacturing is projected to average 6.2 percent from 2025 to 2029. This suggests that the manufacturing sector is becoming increasingly important for Liberia's industrialization, diversification, and job creation. The slower growth in sectors such as forestry and services reveals the need to address structural issues including underutilization of forest resources or inefficiencies in the service industry.

Sectoral growth as a function of productive factors is a response to national, regional or international demand. Liberia will take advantage of regional (ECOWAS), African (AfCFTA), and international economic frameworks to increase market access by adjusting its tariff structure to the ECOWAS Common External Tariff (CET) of the Customs Union (CU) and ECOWAS Trade Liberalization Scheme (ETLS).

The AAID demonstrates a clear trajectory towards transitioning the country from low-income country (LIC) to a lower middle-income country (LMCI) by 2029. Government policies and development efforts should drive the increase in GDP from US$4.7 billion in 2024 to US$6.5 billion by 2029. This steady growth suggests a gradual recovery and expansion of the economy, which is promising for long-term economic stability.

Figure 20: Liberia's GDP and GDP per capita



Source: MFDP and IMF.

According to Figure 20, the rise in GDP per capita from approximately US$849.3 in 2024 to US$1,050.3 by 2029 reflects an improvement in the average income level of Liberians. This growth indicates better living standards and economic opportunities, assuming that the benefits of growth are equitably distributed.

Despite this positive outlook, Liberia still faces significant challenges. Issues such as infrastructure deficits, governance, climate change effects, and reliance on a narrow range of exports could impede sustainable growth. Sustained investment in human capital and infrastructure will be crucial to support the AAID growth trajectory. Economic growth can be influenced by external factors, such as global commodity prices, international demand for Liberia's exports, and geopolitical conditions. The resilience of Liberia's economy will depend on its ability to adapt to these external shocks.

To sustain the projected growth, the government will implement policies that attract further foreign investment in infrastructure, roads, energy and ICT to support human development, especially education, agribusiness (agricultural production and food processing), governance, and rule of law to enhance the business environment and tourism to diversify the economy and enhance productivity in key sectors. Improving the business environment through robust policy reforms with private sector dialogue and addressing challenges in the informal sector will also be vital. While the projected growth figures are encouraging, they highlight the importance of addressing underlying structural issues to ensure that Liberia's economic development is sustainable and inclusive over the long term.

Fiscal sector: the country is projecting to pursue prudent fiscal policies to guarantee macroeconomic stability and support inclusive growth, while ensuring debt sustainability. The overarching goal is to invest in productive public infrastructure to accelerate inclusive growth while enhancing efficiency in public investment through the implementation of sound Public Sector Investment Policies in support of human capital development, governance, and agribusiness. Besides fiscal consolidation to enhance quality expenditure, efforts will be directed toward formalizing the informal economy alongside other policy measures to expand the domestic revenue base. As shown in Figures 21 and 22, this approach will enable a continuous implementation of budget commitments without expanding the debt-to-GDP ratio.

Figure 21: Medium-term fiscal balance

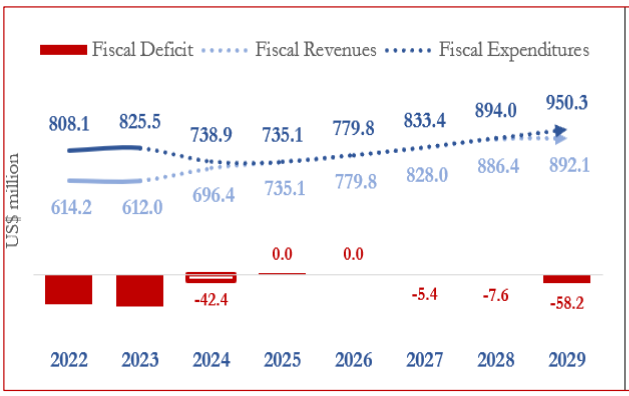


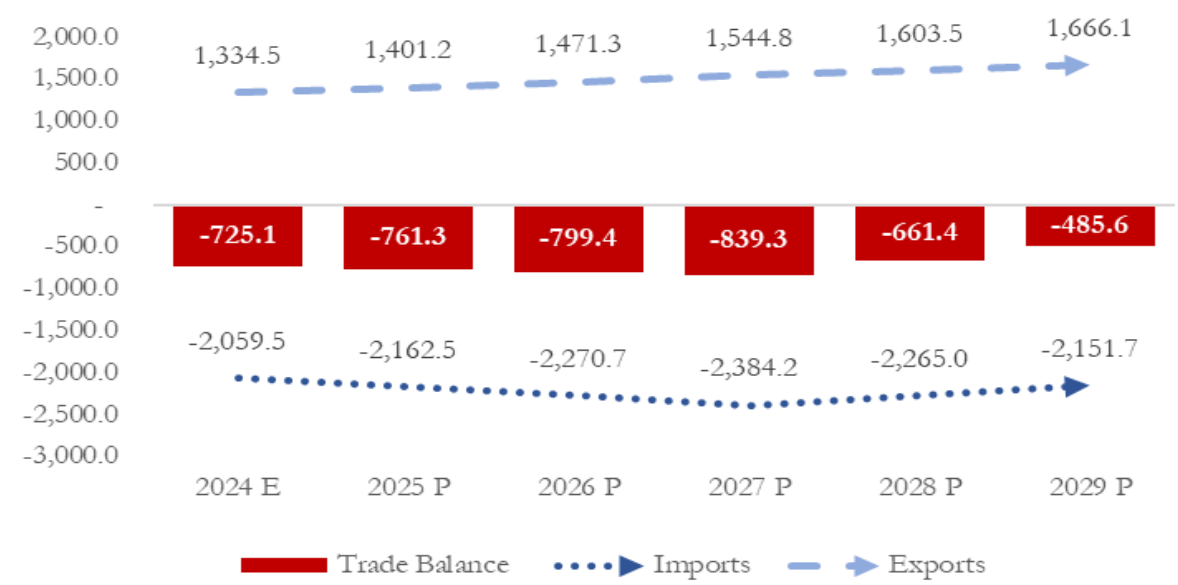
Figure 22: Debt-to-GDP ratio

Source: MFDP and IMF.

Monetary sector: For the period of 2025 to 2029, the country's monetary policy stance shall primarily be focused on achieving and maintaining domestic price stability in the Liberian economy, while contributing to a stable financial system. To this end, Liberia plans to achieve price stability through prudent liquidity management and coordination with the fiscal authorities. In terms of inflation, the country is targeting, in the short run, a single digit, while its medium-term goal is for inflation to be at most 5.0 percent, consistent with the ECOWAS macroeconomic convergence criterion on inflation. Finally, the country will create a conducive environment to increase private sector credit in the economy, especially for human capital development, agribusiness and tourism.

External sector: Liberia is projected to experience a widening trade deficit, driven by rising imports outpacing export growth. This growth will be driven by expanded imports for capital and intermediate goods for agribusiness (agriculture and industry) production, mining. The trade deficit is expected to widen until 2027, translating the heavy imports of production capital, peaking at US$839.3 million before gradually narrowing to US$485.6 million by 2029, close to pre-Covid-19 performance.

Figure 23: Liberia's trade balance



Source: MFDP

Given the global, regional and national context, as well as the growth potential mentioned above, the primary drivers of development for the next development period are human capital, rule of law, governance, agribusiness and tourism, thereby fostering economic growth and societal progress. Human capital development is crucial for sustainable growth, especially investing in improving health, education and vocational training to equip the workforce with necessary skills, stimulating innovation and productivity in agribusiness, tourism, and other sectors.

On the other hand, rule of law and governance is fundamental to establishing a stable environment for doing business. Ensuring legal protection for businesses and individuals will enhance investor confidence and promote fair competition. Similarly, strengthening the judiciary and law enforcement will also help combat corruption, which has historically hindered economic progress in Liberia.

From the economic transformation perspective, agribusiness is foundational to Liberia's economy, given its rich agricultural resources. Investing in sustainable farming practices, value addition, and enhancing food security and promoting exports of processed cash crops like cocoa and palm oil, agribusiness can effectively and sustainably stimulate job creation and income generation. Supporting local farmers with better access to markets and technology will also help to improve agriculture productivity and economic diversification. Tourism holds significant potential for Liberia, given its natural beauty and cultural heritage. By promoting eco-tourism and cultural tourism, the country can attract international visitors, generate revenue and create jobs in the hospitality and service industries. Developing infrastructure , and branding and marketing Liberia's touristic products can yield faster gains in tourism revenue. Campaigns will be essential to realize this touristic potential.

Finally, infrastructure, especially roads, need to be seen as development enablers that facilitate development drivers to act as the engine for development.

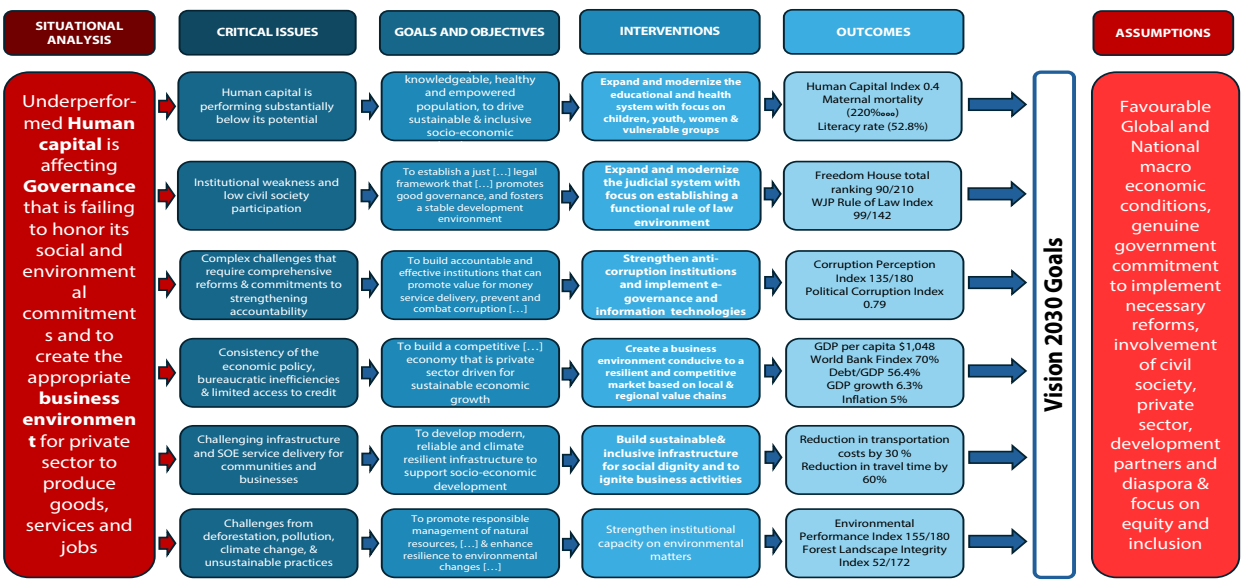
4. THEORY OF CHANGE

The Theory of Change (ToC) is vital for the AAID's conceptualization as it enhances clarity, strategic focus, stakeholder engagement, and adaptability, ultimately contributing to more effective and sustainable development outcomes.

4.1. DRIVING THE CHANGE

The Theory of Change (ToC) is based on a structured approach to clarify how specific interventions will lead to desired outcomes and impact. The process involves conducting a situational analysis of critical issues that must be addressed for change to occur. Based on the analysis, strategic goals and objectives are established to guide change with its respective interventions and outcomes leading to materializing the long-term Vision 2030. Overall, the ToC requires that the associated assumptions are satisfied for the desired change to materialize.

Figure 24: Theory of Change scheme



Source: MFDP

This theory of change outlines a comprehensive framework to tackle underperforming human capital, governance challenges, and environmental sustainability while enhancing business environment and fostering economic growth. It identifies critical barriers such as weak institutions, inconsistent economic policies, inadequate infrastructure, and unsustainable practices, linking these issues to strategic goals and interventions aligned with Vision 2030. Key objectives include developing a skilled and healthy population, building accountable governance structures, creating a private sector-driven economy, and promoting responsible resource management.

The proposed interventions—modernizing education and healthcare, strengthening anti-corruption measures, creating an enabling business environment, and enhancing institutional capacity—are well-suited to address these challenges. The integration of measurable outcomes, such as improvements in human capital indices, corruption perception rankings, GDP growth, and environmental sustainability indicators, ensures accountability and progress tracking.

While the theory is ambitious and well-structured, its success hinges on several assumptions, including favorable global and national macroeconomic

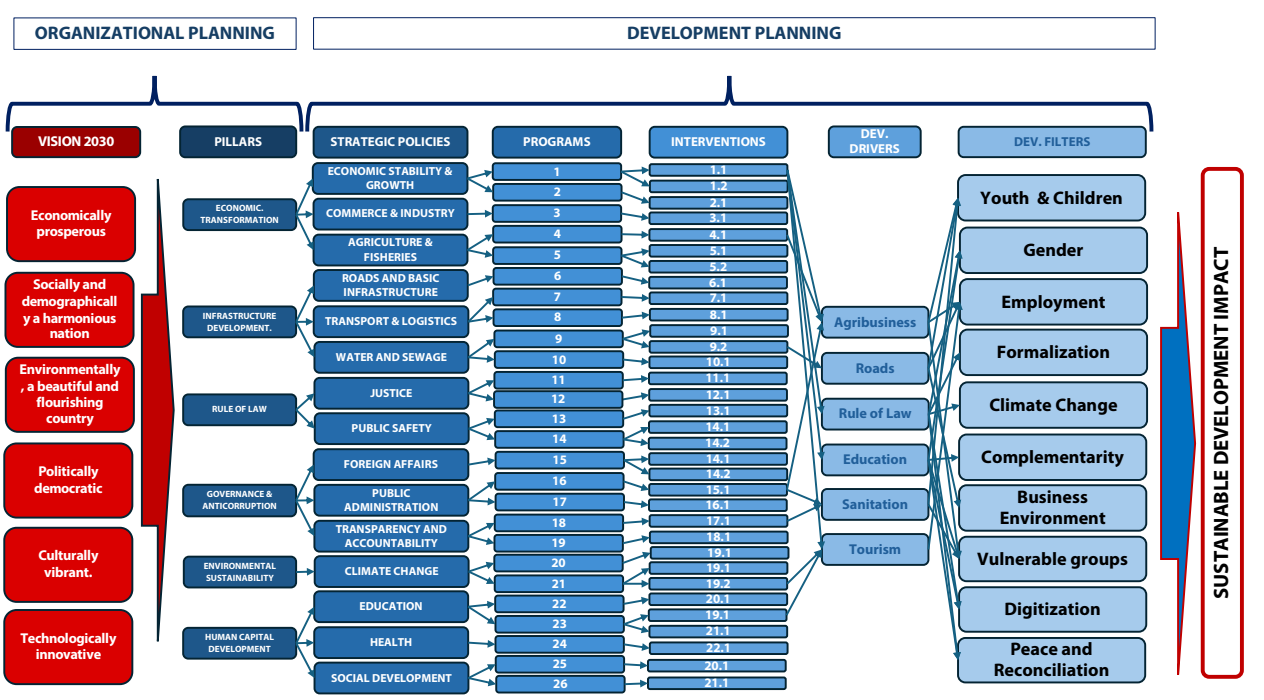
conditions, genuine government commitment to reforms, and active participation of civil society and private sector stakeholders. To strengthen its resilience, it would benefit from adaptive strategies to address unforeseen challenges, particularly in governance and climate risks. A clearer plan for risk mitigation and coordination among stakeholders could further enhance its long-term impact and sustainability.

4.2. ORGANIZATIONAL AND DEVELOPMENT PLANNING

Development impact has been more present in development planning exercises and refers to the significant, medium to long-term effects of development initiatives on individuals, communities, and economies. In development planning, understanding and evaluating development impact is crucial for several reasons. By focusing on the long-term effects of policies, programs and interventions embedded in development plans, it is possible to make informed decisions, promote accountability, engage stakeholders, and foster sustainable development. Ultimately, a strong emphasis on development impact enhances the likelihood of achieving meaningful outcomes that improve the quality of life for individuals and communities, thus contributing to overall societal progress.

To implement the ToC, the AAID applies two important planning layers, namely: (i) organizational planning; and (ii) development planning. Both are essential in driving effective management and strategy design within institutions and communities. However, they serve different purposes, focus on distinct aspects, and operate at different levels. Organizational planning, which precedes development planning, aims to define and equip planning structures (vision, pillars, sectors, and institutions) with the necessary resources to achieve goals and establish a framework for coordinating efforts. Development planning on the other hand, involves the formulation of policies, programs and interventions aimed at achieving socio-economic development within a specific area (such as community, region, or country). This process encompasses identifying development goals, outcomes and outputs, analyzing resources and needs, and outlining actions to improve living standards and economic conditions (see Figure 25).

Figure 25: AAID organizational and development planning scheme



Source: MFDP

This AAID aims at deriving development impact by recognizing different development actors, namely development drivers and filters. Five areas have been identified as sustainable development drivers, namely agribusiness value chain, roads a proxy for infrastructure, rule of law as a proxy for good governance, education and sanitation as a proxy for human capital and tourism to benefit from the other development drivers' dynamics. Development drivers are the key factors or forces that promote or hinder socio-economic development. They are the underlying mechanisms that will accelerate growth, improve living standards, and enhance overall well-being. Their importance as drivers feeding into the macro assumptions is as follows:

- Transformative **agribusiness** should drive economic growth and create jobs, while ensuring food and nutrition security, and promoting sustainable practices, ultimately contributing to the resilience and prosperity of Liberia.
- Sustainable and inclusive **infrastructure** with a focus on roads spurs economic growth, social development, and resilience, ultimately driving the country towards sustainable development and improved living standards for the people in Liberia.
- Enforceable **rule of law** will foster stability, accountability, protection of rights, promote trust in institutions and enhancement of the business environment, which is vital for economic growth and social equity.
- Quality **education** drives development by enhancing skills, promoting good governance and economic opportunities, fostering civic engagement, and reducing poverty, ultimately empowering individuals and communities to contribute to sustainable growth and social progress.
- Preventive **health** measures, with a focus on sanitation, drive development by improving workforce productivity, reducing healthcare costs, enhancing quality of life, fostering economic stability, and enabling communities to thrive.
- Specialized **tourism** can drive development by creating jobs, boosting local economies, promoting cultural heritage, and attracting investment, ultimately enhancing infrastructure and fostering community engagement for sustainable growth.

Furthermore, development filters are defined as contextual factors that determine how effectively development drivers influence socio-economic development impact, namely:

- **Children and Youth:** Children and youth represent more than 50 percent of the Liberian population. They play a crucial role in development due to their potential as future leaders, innovators, and change-makers. Their involvement is essential for creating sustainable and inclusive societies.
- **Gender:** Ensuring gender equality in Liberia's development is particularly critical given the country's historical context, socio-economic challenges, and aspirations for inclusive sustainable development.
- **Employment:** Generating sufficient employment opportunities is vital for economic growth, poverty alleviation, social stability, and human capital development. By prioritizing employment generation in development strategies, Liberia can enhance the well-being of its citizens, promote sustainable development, and build a more prosperous and resilient future. Effective employment policies not only create jobs but also foster an environment where individuals can thrive, and thus contribute to the overall progress of the nation.
- **Formalization of the informal economy:** Formalizing the economy is essential to allow informal businesses to transition to the formal sector. Consequently, Liberia can enhance economic growth, improve job security and working conditions, empower marginalized groups, and foster a more inclusive and resilient economy. This process is critical for improving domestic resource mobilization.
- **Climate change:** Addressing climate change is crucial to build a resilient, sustainable, and inclusive future. By integrating climate considerations into development strategies, Liberia can protect and sustainably utilize its

abundant natural resources, enhance the well-being of its citizens, and foster economic growth while minimizing the impacts of climate change. This approach not only addresses immediate challenges but also contributes to long-term development goals and enhances the overall resilience of the nation against climate-related threats.

- **Complementarity:** By fostering integrated approaches, enhancing resource utilization, and promoting stakeholder collaboration, complementary strategies lead to more consistent, impactful, sustainable, and resilient development outcomes. This alignment is crucial for addressing the multifaceted challenges Liberia faces, ultimately contributing to a more prosperous and equitable society.
- **Business environment:** Improving the business environment is crucial for fostering development and requires robust policy dialogues with the private sector and reforms. It fosters economic growth, job creation, innovation, and competitiveness while enhancing governance and institutional frameworks. By prioritizing a conducive business climate, Liberia can derive incremental investments, empower local entrepreneurs, and create sustainable development pathways that benefit all citizens. This strategic focus not only addresses immediate economic challenges but also lays the foundation for long-term prosperity and resilience.
- **Vulnerable groups:** Supporting vulnerable groups is crucial for fostering inclusive and equitable growth where no one is left behind. By prioritizing the needs of these groups, Liberia can reduce inequalities, enhance economic development, improve health and well-being, and build resilience. This inclusive approach not only contributes to social justice and stability but also aligns with national and global development goals, ultimately paving the way for a more prosperous and sustainable future for all citizens.
- **Digitalization:** Introducing information technologies is vital for development impact as it enhances governance efficiency, improves service delivery, and fosters economic growth. It enables access to information and financial services, promotes entrepreneurship, and predictability and supports data-driven decision-making. Additionally, digitalization empowers marginalized communities, enhances global competitiveness, and facilitates sustainable practices, ultimately driving social progress and improving quality of life across various sectors.
- **Peace and reconciliation:** Peace and reconciliation strengthen stability, promote economic resilience, empower vulnerable groups, and enhance governance. By fostering social cohesion, reducing conflict, and ensuring equitable resource use, peace and reconciliation support sustainable growth, unite communities, and establish Liberia as a secure, attractive environment for development and investment.

These themes act as the essence of development thinking, fostering inclusive and sustainable development impact of every single intervention. To achieve the functionality of the development drivers and filters, the AAID is constructed to secure interlinkages among sectors in their actions. Sectoral interlinkages allow connections and relationships between different sectors (such as health, education, agriculture, infrastructure, and environment) for common goals and how they impact one another. Recognizing and leveraging these interlinkages is crucial for effective planning and development.

4.3. PRIORITIZATION OF INTERVENTIONS

The utilization of development drivers and filters ensures that resources are allocated effectively and that interventions align with strategic goals. Having identified the development drivers and filters, a scoring system is developed to assign weights to both development drivers and filters based on their importance.

Furthermore, the weights identified are used to score future projects against drivers and filters and provide development impact certificates, postponing or adjusting projects with lower development scoring. This process allows one to assess ex-ante the potential development impact of each project and make it budget-sensitive. During and after implementation, outcomes of prioritized interventions will be monitored against ex-ante commitments. By following these steps, the development impact process decisions can guide the efficient allocation of resources. There are 6 development drivers and 8 development filters. Each development driver is worth 10 points and the development filter 5 points. The maximum points a project can get from targeting development drivers is 60 points (60 percent), and for development filters is 40 points (40 percent), totaling 100 points (100 percent).

Figure 26: Project prioritization scheme (examples)

PROJECT EXAMPLES	DEV. DRIVERS: 10pts		DEVELOPMENT FILTERS: 5 pts		TOTAL
# Improvement of Liberian Economic Diplomacy	(i) Agribusiness, (ii) Tourism	20 pts	(i) Employment, (ii) Complementarity, (iii) Business environment	15 pts	35 pts
# Formalization of Artisanal & Small-scale Mining Sector	(i) Rule of Law	10 pts	(i) Youth & Children, (ii) Gender, (iii) Employment, (iv) Formalization, (v) Climate, (vi) Bus. Environ.	30 pts	40 pts
# Improve School Feeding	(i) Education, (ii) Sanitation, (iii) Agribusiness	30 pts	(i) Youth & Children, (ii) Gender, (iii) Complementarity, (iv) Vulner. Groups	20 pts	50 pts
# Improvement the regulatory and monitoring framework for gaming	(i) Rule of Law, (ii) Education	20 pts	(i) Formalization, (ii) Business Environment	10 pts	20 pts
# Enhancement of Sewage Services	(i) Sanitation	10 pts	(i) Complementarity, (ii) Climate	10 pts	20 pts
# Enhance Support to County Peace Service Centers	None	0 pts	(i) Complementarity, (ii) Gender, (iii) Youth & Children, (iv) Digitization, (v) vulnerable groups, (vi) Peacebuilding	30 pts	30 pts
# Support to Inclusive MSME Credit to Liberian-Owned Businesses	(i) Agribusiness, (ii) Tourism, (iii) Education	30 pts	(i) Youth & Children, (ii) Gender, (iii) Complementarity, (iv) Vulner. Groups, (v) Digitization, (vi) Formalization, (vi) Business Environ.	30 pts	60 pts
# Support to the Increase of Food Crops Production	(i) Agribusiness, (ii) Education	20 pts	(i) Youth & Children, (ii) Gender, (iii) Complementarity, (iv) Vulner. Groups, (v) Formalization, (vi) Business Environment, (vii) Climate	35 pts	55 pts
# Strengthening Institutional Public Financial Management Capacity	(i) Education, (ii) Rule of Law	20 pts	(i) Youth & Children, (ii) Gender, (iii) Complementarity, (iv) Vulner. Groups, (v) Formalization, (vi) Business Environment, (vii) Climate	35 pts	55 pts

Source: MFDP.

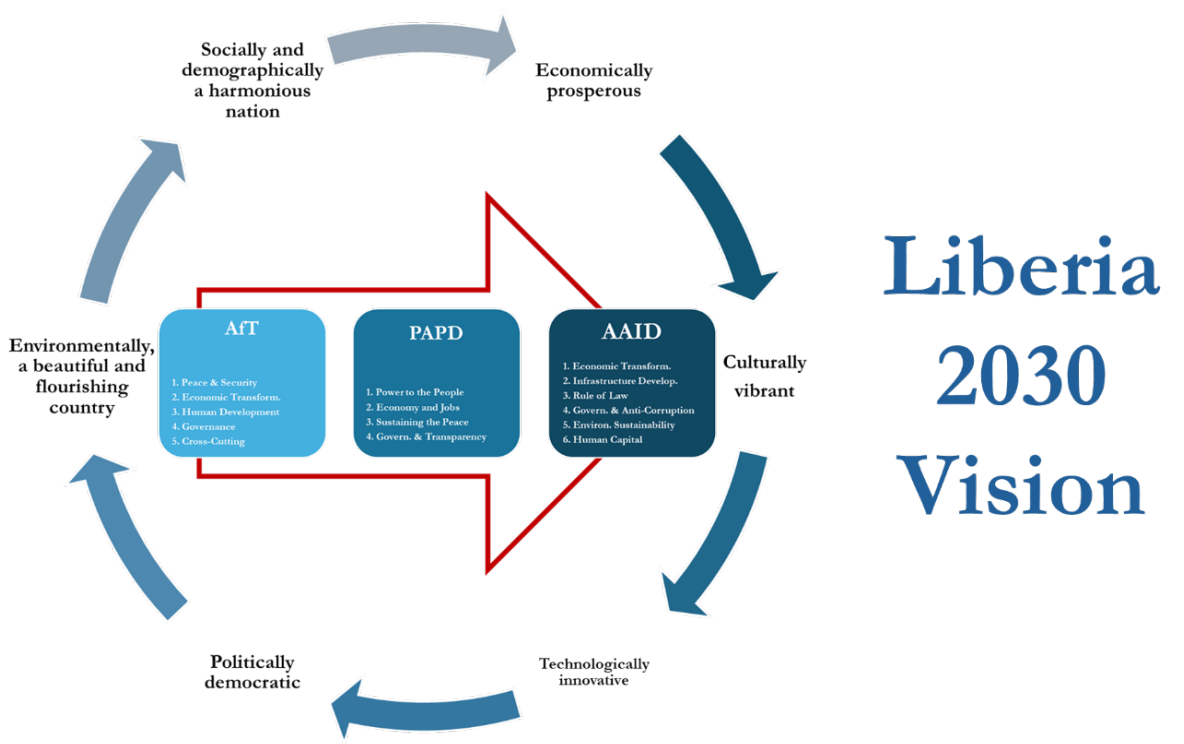
5. AAID STRATEGIC FRAMEWORK

The AAID strategic framework is a critical component contributing to the successful implementation and achievement of national development goals. The strategic framework provides a structured approach for addressing the country's developmental challenges, guiding resource allocation, and promoting sustainable economic growth. It ensures that Liberia's development agenda is coherent, inclusive, and sustainable. It provides a clear roadmap for achieving long-term economic transformation, guiding policy formulation, resource mobilization and allocation, and promoting accountability. Ultimately, it ensures that Liberia's development efforts are aligned with its national priorities, and responsive to both domestic and global challenges and opportunities.

5.1. CONCEPTUAL FRAMEWORK

The field of development planning has evolved significantly over the past two decades, reflecting changes in global economic dynamics, social needs, environmental concerns, and technological advancements. This trend in development planning reflects a shift towards more inclusive, realistic, sustainable, and evidence-based approaches. These changes are driven by recognizing the interconnectedness of social, economic, governance and environmental challenges plus the need for coordinated and interlinked actions to achieve sustainable development goals (Figure 27). The evolving landscape of global challenges and technological advancements will likely continue to shape development planning in the years to come.

Figure 27: Pathway to achieving Vison 2030



Source: MFDP.

In 2012, Liberia Vision 2030 was developed. It was designed as a long-term strategy for the country's development, aligned with the UN Millennium Development Goals (MDGs). Over the past twelve years, Liberia has developed two (2) NDPs to guide its development efforts. The first was the Agenda for Transformation (AfT), developed for the period 2012-2017. The second was the Pro-Poor Agenda for Development and Prosperity (PAPD), developed for the period 2018-2023. Building on these two previous medium-term development plans, the AAID is aligned with Liberia's National Vision 2030 and international development frameworks, including the United Nation's Sustainable Development Goals.

5.1.1. Lessons Learned from Previous Development Plans

Despite contributing to the realization of the Liberia Vision 2030 aspirations, each of the above development plans encountered challenges during implementation. These challenges provide useful lessons upon which the AAID is partly developed. The challenges were more pronounced in several development management areas including the following:

A. Monitoring & Evaluation Framework

There was a lack of a robust M&E framework or system that would effectively disaggregate and periodically measure progress at both national and subnational levels to augment decision-making. While the AfT and the PAPD M&E frameworks were premised on an institutionalized arrangement wherein the MFDP assumed the role of the national M&E office, the AAID intends to improve this mechanism. Within this arrangement, the national M&E Unit at MFDP will execute the robust M&E framework developed in collaboration with USAID/DELTA. Provisions within the framework cover the roles and responsibilities of both national and subnational actors to address core challenges related to data collection, management, and decision-making.

B. Enhanced Decentralization through County Development Framework

Both AfT and PAPD lacked accompanying County Development Agendas, thus making it difficult to engender ownership among citizens at the county level. The AAID is developed in concert with the County Development Agendas through a participatory process involving the people at the district and county levels. Ownership is further strengthened by the Local Government Act of 2018, which enhances the LGA's decentralization efforts and local government performance.

C. Medium-Term Expenditure Frameworks

Failure to fully migrate to program-based budgeting under the Medium-Term Expenditure Framework (MTEF) affected the implementation of the MTEF rollout. Between the AfT and the PAPD periods, there were attempts to effectuate the rollout process as several reviews and capacity-building initiatives were undertaken. However, these initiatives did not materialize as expected, primarily due to limited political will. The current AAID has adopted a programmatic approach to development which makes it compelling for implementation to allow the development of program-based budgeting. This approach will improve the development impact and complementarity of projects at the national and sub-national level. It will also compel decision-makers to ensure proper alignment between the budget and the Plan by upholding the requirements of program-based budgeting. However, implementation of program-based budgeting and its corresponding MTEF will require a strong political will.

D. Coordination Linkage between National and Sub-National Levels

The coordination linkage between the national and subnational levels through the County Development Steering Committee (CDSC) arrangement that was initiated during the Poverty Reduction Strategy and the AfT implementation was gradually weakened during the PAPD implementation. The 2025-2029 County Development Agendas for the 15 counties have revived, expanded and reinstituted the necessary coordinating mechanisms between the AAID and the CDAs. Three constituency committees are established to advise and guide the CDAs' program management teams: (i) District Development Steering Committee (DDSC); (ii) County Development Steering Committee (CDSC); and (iii) National Development Steering Committee (NDSC), with the latter two linking with the AAID National Steering Committee. The AAID seeks to strengthen this arrangement and provide the platform for effectuating this mechanism and processes. With the 2018 LGA Act providing cogent recommendations for decentralization and robust coordination, the AAID envisages a more aggressive and robust coordination regime that will link the national and sub-national development processes.

E. Risk Mitigation Measures

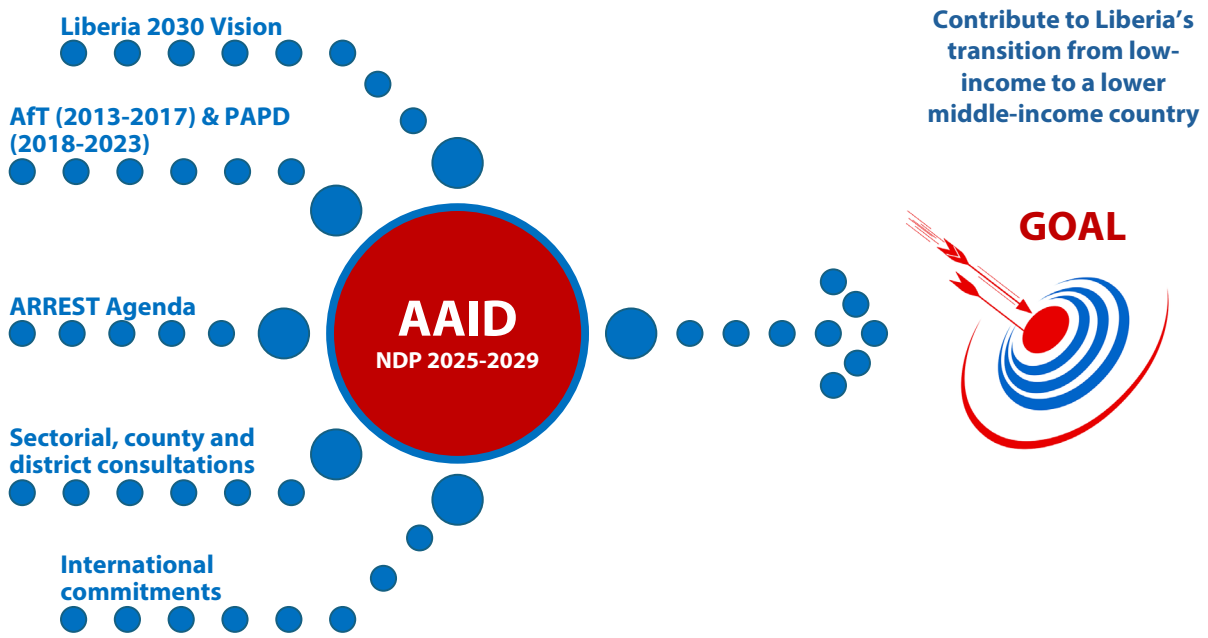
Previous development plans did not have risk mitigation strategies. The AfT was negatively affected by twin shocks- the declining prices of Liberia's major commodities on the world markets coupled with the Ebola Virus Disease (EVD) and other risks. Similarly, the PAPD (2018-2023) implementation was obstructed by the COVID-19 epidemic which negatively impacted all facets of Liberia's growth and development. The AAID is cognizant of the potential risks that may affect its implementation and incorporates 'lessons learned' from the mistakes of the most recent past thus it has undertaken a risk assessment and provided risk mitigation measures. Two other critical risk factors that were not adequately dealt with during the execution of the AfT and the PAPD, but are addressed in the AAID and shall be strictly monitored and managed, are corruption and the citizens ownership and involvement in the planning and implementation process.

F. Misalignment between the NDPs and the National Budget

Whereas the annual budget is the main implementation vehicle for the NDPs, there has been a weak link between the two. The implementation of the annual national budgets associated with the AfT and the PAPD were not strongly linked to the aforementioned Plans' interventions and projects, which resulted in poor development outcomes. The AAID in its formative stage (2024) has already made provision for key ARREST-related projects and interventions in the fiscal year 2025 annual budget. The AAID will continue this trajectory of ensuring that critical development interventions and projects at both national and sub-national levels are always captured in the national budget for development effectiveness.

The AAID therefore demonstrates a continuity of the planning culture that builds on the foundations already laid by the previous plans. Consequently, as shown in Figure 28, besides the macro assumptions and the adoption of best practices in the formulation of the AAID, a set of steps were pursued to add robustness into the outcomes, namely (i) alignment with Vision 2030 and international, continental regional and bilateral commitments; (ii) utilization of lessons learned from past AAIDs; (iii) undertaking county and sectoral consultations to ensure bottom-up and top-down principles; and (iv) adoption of the ruling party's manifesto commitments.

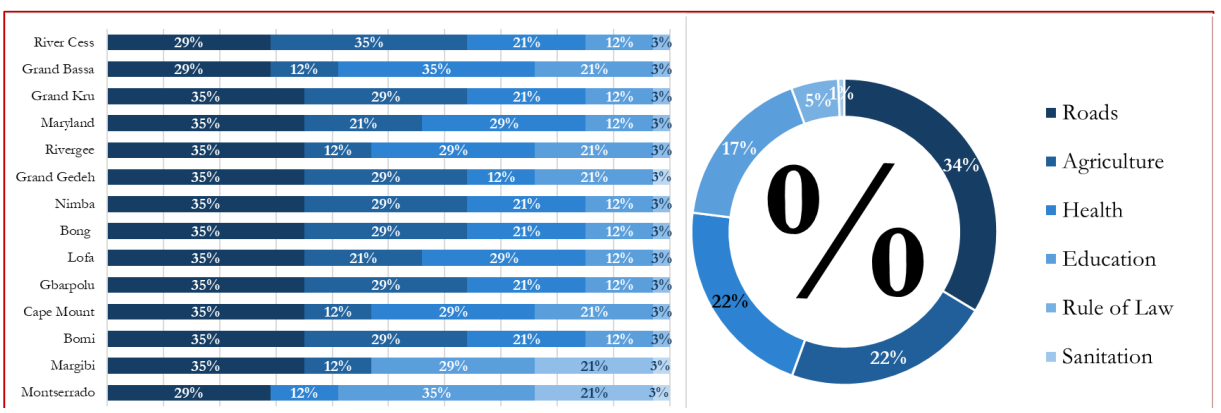
Figure 28: Steps in setting the AAID framework



Source: GoL.

The county and sectoral consultations resulted in setting the sectoral goals and the county priorities as shown in Figure 29. Roads as a proxy for infrastructure represent approximately 34 percent of the priorities of the counties, followed by agriculture and health accounting for 22 percent each, education 17 percent, rule of law 5 percent and sanitation 1 percent.

Figure 29: County priorities set during consultations



Source: GoL

5.1.2. Plan Formulation Process

The AAID planning process was launched by His Excellency the President of Liberia on May 23, 2024, with the inauguration of the Coordination Framework to guide the formulation and implementation of the AAID in a participatory and inclusive manner. On July 18, 2024, His Excellency also launched the consultative process leading to the formulation of the AAID, Public Sector Investment Programs (PSIP), and the County Development Agendas (CDAs). Hence, the consultative process involved diverse stakeholders from counties, government institutions , the Legislature and Judiciary, development partners, civil society organizations, private sector actors and the Diaspora.

The consultations involved participants from 136 districts and were conducted in 44 assembly venues. There were also 15 county deliberations, 11 budget sector engagements, an online survey for diaspora participation, and an exclusive consultation for people with disabilities to inform the preparation of the AAID. Following these consultations, the AAID was drafted and shared with various stakeholders for inputs and the improved draft was validated and subsequently endorsed by both the National Coordination and National Steering Committees.

5.2. AAID PRINCIPLES, STRUCTURE AND STAKEHOLDERS

The strategic goal of the AAID is to contribute to Liberia's transition from low-income to a lower middle-income country. This is in line with the Liberian Vision 2030 whose overall goal is to create a vibrant economy in which more than half of the working population is employed in the formal sector, and per capita income exceeds US$1,000.

The AAID provides strategic directions and guidance for Liberia's development over the next five years (2025–2029). It identifies key development challenges and presents prescriptions that link peace and stability to inclusive, sustained economic growth, transformation, and human development. The Plan is bold and ambitious. While the Plan solicits the goodwill and support of the development partners and other stakeholders, it is expected to be championed, owned, and driven by Liberians.

The AAID endeavors to address five foundational developmental questions in its formulation process. First, as a country, where is Liberia on key areas of socio-economic development? To address this question, the strategic policies under each of the six (6) pillars have been investigated and baseline findings captured in the Development Pillar, Policies and Programs chapter.

Second, where does Liberia want to be in the next five (5) years in terms of its socio-economic development? To answer this question, key macro goals, development results and targets to be achieved by 2029 have been set based on the macro assumptions and local context demonstrated under each pillar.

Third, how does the country intend to get to where it wants to be in the next five (5) years? To address this question, strategic policies, programs, and interventions required to achieve the objectives of each pillar area have been determined, elaborated, and exacted.

Fourth, what assurances are there to determine achievement of the desired outputs or outcomes? Here, the Monitoring and Evaluation Framework with key performance indicators for the achievement of (outputs and outcomes) as well as corresponding strategic policies and interventions under each pillar has been developed.

Fifth, which stakeholder institutions will be responsible to achieve the desired outputs or and outcomes? An exercise in responsibility analysis has been undertaken. It identified which stakeholder institutions will be responsible to achieve the determined outputs or outcomes.

5.2.1. AAID Guiding Principles

The AAID Guiding Principles provide a foundation for designing, implementing, and evaluating, programs, and interventions. They serve as a compass to ensure that development efforts are aligned with long-term goals, reflect the values and priorities of society, and are implemented in a coherent, sustainable, and inclusive manner.

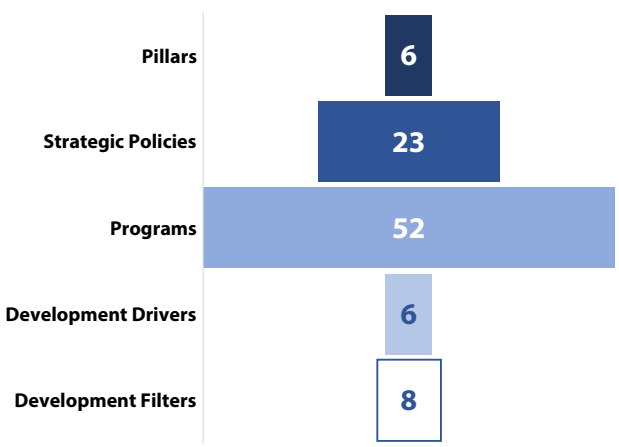
The AAID guiding principles are:

- **Inclusiveness:** The development of the country and the processes to attain it must be equitable and inclusive. It must reflect ownership, involvement and be for the benefit of all the Liberian people;
- **Justice and Equality:** The rights and freedoms of the people must always be respected and protected. Everyone should have equal access to opportunities and be treated fairly before the law. There should be no impunity for those who break the law;
- **Transparency and Accountability:** Transparency and accountability are hallmarks of good governance. They must be exhibited by all Liberians, particularly those who govern. These tenets are not a matter of choice: they are imperative for every civilized society. Only when governing systems are fair, transparent and accountable, can the government claim legitimacy;
- **Peace and Reconciliation:** Peace and reconciliation are the bedrocks of stability and human progress. Violence is unacceptable and must not be tolerated. All problems can be resolved through dialogues and constructive engagements. This requires tolerance, mutual respect, and a commitment to co-existence as a people;
- **People-Centered Development:** Human development is the primary goal of economic growth. Economic progress is irrelevant if it is not transformed into identifiable sustained changes in the quality of life of a people. Accordingly, development must be people-centered and people-driven;
- **Local Ownership:** Liberians must take charge of their development process. Local governments and communities must participate in decision-making and take ownership of their development. Decentralization of governance and development activities to the counties and communities is thus mandatory;
- **Flexibility:** To remain relevant, the implementation of this Plan must be flexible to adapt to changing times and circumstances;
- **Cause-consequence:** Recognition of cause and consequence challenges enables the government to prioritize interventions for effective decision-making and strategic planning to yield the most significant positive and sustainable outcomes. The focus on resolving the cause over the consequences has sustainable outcomes and offers efficiency in public resource usage; and
- **Digital Transformation:** Embedding digital transformation into the AAID, Liberia will leverage technology to fight corruption, drive progress, improve governance, living standards, and position itself competitively in the global economy.

5.2.2. AAID Structure

The AAID structure is consistent with Liberia's Vision 2030, incorporates lessons learned from previous NDPs and the main elements from the strategic development pillars set out in the 2024-2029 political program of the winning party of the 2023 general elections. Figure 30 presents the main elements of the AAID structure.

Figure 30: AAID Structure



Source: GoL

Pillars: Pillars are central themes guiding public policy and development efforts, providing a framework for integrating and coordinating actions across various sectors to achieve the country's medium-term development objectives.

Strategic Goals: Strategic goals are overarching objectives of the pillars that guide the development and implementation of policies within a particular sector.

Strategic Policies: Strategic policies are guidelines governing economic, social, and environmental challenges.

Strategic objectives: Strategic objectives of strategic policies are high-level, medium-term aspirations that provide direction and purpose to the program's activities. These strategic objectives are aligned with broader national or organizational strategic policies to ensure that the program contributes to sustainable development, economic growth, and social well-being.

Programs: Programs are organized sets of activities, initiatives, or interventions designed to achieve specific objectives within a particular sector or area of development.

Objectives: Objectives are essential for ensuring that a program delivers the desired outcomes within the defined scope, budget, and timeline. They provide clear, measurable goals that guide the program's planning, execution, and evaluation.

Interventions: Interventions refer to specific, time-bound initiatives or efforts designed to achieve specific objectives within a defined program. They are critical components of broader programs and plans, aimed at delivering concrete outcomes that contribute to policy strategic goals.

Targets: Targets refer to specific, measurable goals that guide the planning process and help assess progress.

Figure 31: AAID Pillars and Strategic Goals

Source: GoL

5.2.3. AAID Key Stakeholders

The key stakeholders who will be fundamental in the implementation of the Plan include the following:

Public sector: The Government will provide the policy direction, governance, public services, infrastructure, and institutional frameworks necessary to achieve the AAID's goals. By ensuring transparency, accountability, and inclusiveness in governance, the Government will not only improve the lives of citizens but will also create a conducive environment for economic transformation, peace, and sustainable development. Strengthening public institutions is therefore essential for the effective implementation of the AAID and for achieving long-term national prosperity.

Private sector: This will drive economic growth, generate employment, foster innovation, and investment in infrastructure. The private sector is indispensable as it plays a crucial role in transforming Liberia's economy. Its ability to attract investment, support innovation in SMEs and start-ups, enhance exports, and promote human capital development makes it a key partner in achieving the AAID's objectives. Furthermore, by adhering to its corporate social responsibility, promoting governance, and supporting environmental sustainability, the private sector ensures that Liberia's development is inclusive, equitable, and sustainable. Strengthening collaboration between the public and private sectors will be essential to fully realize the AAID's vision for national progress.

Civil society: This, including non-governmental organizations (NGOs), will be a key partner in achieving the AAID's goals, using its ability to engage citizens, hold the government accountable, advocate for marginalized groups, and foster transparency and good governance. By promoting inclusiveness, peace, human rights, and environmental sustainability, civil society organizations will help to ensure that Liberia's development is equitable, participatory, and sustainable. Collaboration between the public sector, private sector, and civil society is crucial for transforming Liberia's economy and improving the quality of life for all its citizens.

Traditional leaders: Their role is crucial in community mobilization, advocacy, conflict resolution, and cultural preservation thereby positioning them as essential partners in achieving the AAID's goals. By collaborating with traditional leaders, the government and development partners can enhance the effectiveness of their interventions and contribute to sustainable development in Liberia.

Development partners: Development partners contribute financial and technical resources, build capacity of public officials, and provide policy support towards easing Liberia's development challenges. By supporting infrastructure interventions, promoting good governance, enhancing social sector development, and fostering environmental sustainability, development partners can help Liberia achieve the inclusive and transformative development envisioned in the AAID. Additionally, their involvement ensures alignment with global development goals and promotes long-term sustainability, making them significant collaborators in Liberia's journey toward economic transformation and national progress.

Diaspora: The Liberian communities abroad play a key role in the development of the country. They are the country's most loyal ambassadors in promoting Liberia's image and attracting investment. The Diaspora's financial contributions, knowledge transfer, investment in entrepreneurship, advocacy, and global networks significantly contribute to Liberia's social, economic, and governance goals. By engaging Liberians abroad more systematically and leveraging their resources, the country can enhance its capacity to meet the AAID's objectives of inclusive growth, poverty reduction, and sustainable development.

Academia: Academia conduct evidence-based research to inform policy decisions. They can provide policy recommendations that enable Government to address emerging development challenges based on findings from their research. The Government anticipates enhanced collaboration with academia to foster evidence-based research and innovation to inform key policy decisions that are critical for the sustainable transformation of the country.

5.3. ALIGNMENT TO GLOBAL, CONTINENTAL AND REGIONAL COMMITMENTS

The AAID is aligned with international commitments, especially the SDGs, Africa Union's Agenda 2063, ECOWAS Vision 2050, and the DoPA.

Figure 32: AAID alignment with international commitments

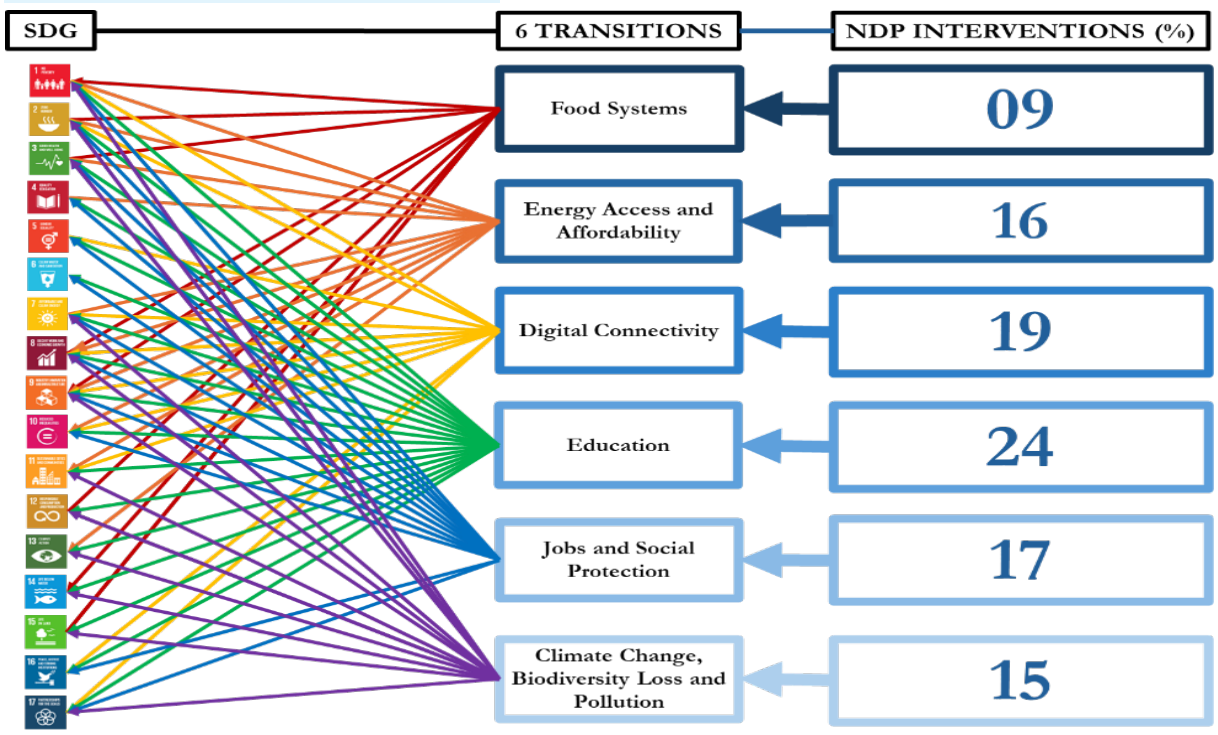
Organization	Description
SUSTAINABLE DEVELOPMENT GOALS	The alignment of the NDP with the UN SDG and its Six Transformations framework is essential for ensuring that Liberia's development trajectory is sustainable, inclusive, and globally connected. The Six Transformations Framework provides a structured approach to achieving the Sustainable Development Goals (SDGs), offering a roadmap that can help Liberia focus on key areas that drive long-term growth and human well-being. These transformations span various sectors critical to holistic development and aim to foster equity, sustainability, and resilience.
AFRICAN UNION	Aligning the NDP with Africa's Agenda 2063 is crucial for ensuring that Liberia's long-term development goals are consistent with the continent's broader aspirations for inclusive and sustainable growth. Agenda 2063 is the African Union's blueprint for transforming Africa into a global powerhouse of the future, and aligning national development strategies with this vision ensures coherence, solidarity, and shared progress across the continent.
ECOWAS 2050 VISION·VISÃO	The ECOWAS Vision 2050 is crucial for ensuring that Liberia's national development strategy is integrated with regional objectives, fostering economic growth, peace, and sustainability within the West African subregion. By aligning its NDP with ECOWAS Vision 2050, Liberia can maximize the benefits of regional cooperation and advance its national goals in a way that is consistent with broader West African priorities.
Doha Program of Action	The Doha Program of Action (DPoA) for Least Developed Countries (LDCs) 2022-2031 is crucial for ensuring that Liberia maximizes its development potential while addressing the specific challenges it faces as an LDC. The DPoA outlines a comprehensive framework to support LDCs in achieving structural transformation, sustainable development, and integration into the global economy. Liberia's alignment with the DPoA ensures that its national development goals are aligned with international efforts to uplift the most vulnerable economies.

In the specific case of the SDGs, the AAID programs and interventions have been aligned with the SDGs at 83 percent level. The Plan has 52 programs and 375 development interventions of which most of them (45) are directly aligned with SDG 8 of decent work and economic growth. Following in second and third positions are SDGs 4 (Quality Education) and 16 (Peace, Justice and Strong Institutions) with 43 and 39 interventions respectively. This concentration of interventions in SDGs 8 and 16 is confirmed by the UNDP SDG Push diagnostics that showed the above SDGs to be the most fundamental ones for Liberia. A close observation of these three top-ranking SDGs exhibits the aspirations of the Liberian people

and these are: the means to sustain livelihoods (employment); human capital development; and sustainable institutions which can foster inclusion, peace, stability and prosperity.

The AAID has further incorporated the six SDG transitions with the aim to create holistic and integrated synergies, ensuring that interventions are sustainable, inclusive, and resilient to future challenges. This approach fosters a comprehensive understanding of the interconnections between environmental sustainability, economic growth, and social equity. Education is the highest ranked of the six transitions constituting 24 percent of the total interventions followed by digital connectivity, at 19 percent and closely followed by the transition on jobs and social protection with 17 percent of the total SDG –aligned interventions. Further, Energy access and affordability transition has 16 percent, climate change, biodiversity loss and pollution have 15 percent and lastly food systems entail 9 percent of the interventions (Figure 33). The implication of placing education and digital connectivity high up based on the transitions approach is that investing in the two development areas provides the most feasible pathway for accelerated SDGs attainment in the remaining period and overall progress.

Figure 33: AAID-SDG-aligned interventions



Source: GoL

Furthermore, the AAID is aligned with the outcomes of the Summit of the Future expressed in the Pact of the Future with its annexes, the Global Digital Pact and Declaration on Future Generations, covering a broad range of themes, including sustainable development and financing for development, international peace and security, science, technology, innovation and digital cooperation, youth and future generations, and transformation of global governance.

In addition to the alignment of the AAID with the SDGs at different levels, the AAID is also aligned with

the AU Agenda 2063 as shown in Figure 34. All AAID strategic policies are addressing the AU Agenda 2063 goals, except Goal 9. Most AAID strategic policies are addressing AU Goal 17 on Full Gender Equality in All Spheres of Life with 14 strategic policies, followed by Goal 7 on Environmentally Sustainable and Climate Resilient Economies and Communities with 13 strategic policies, Goal.

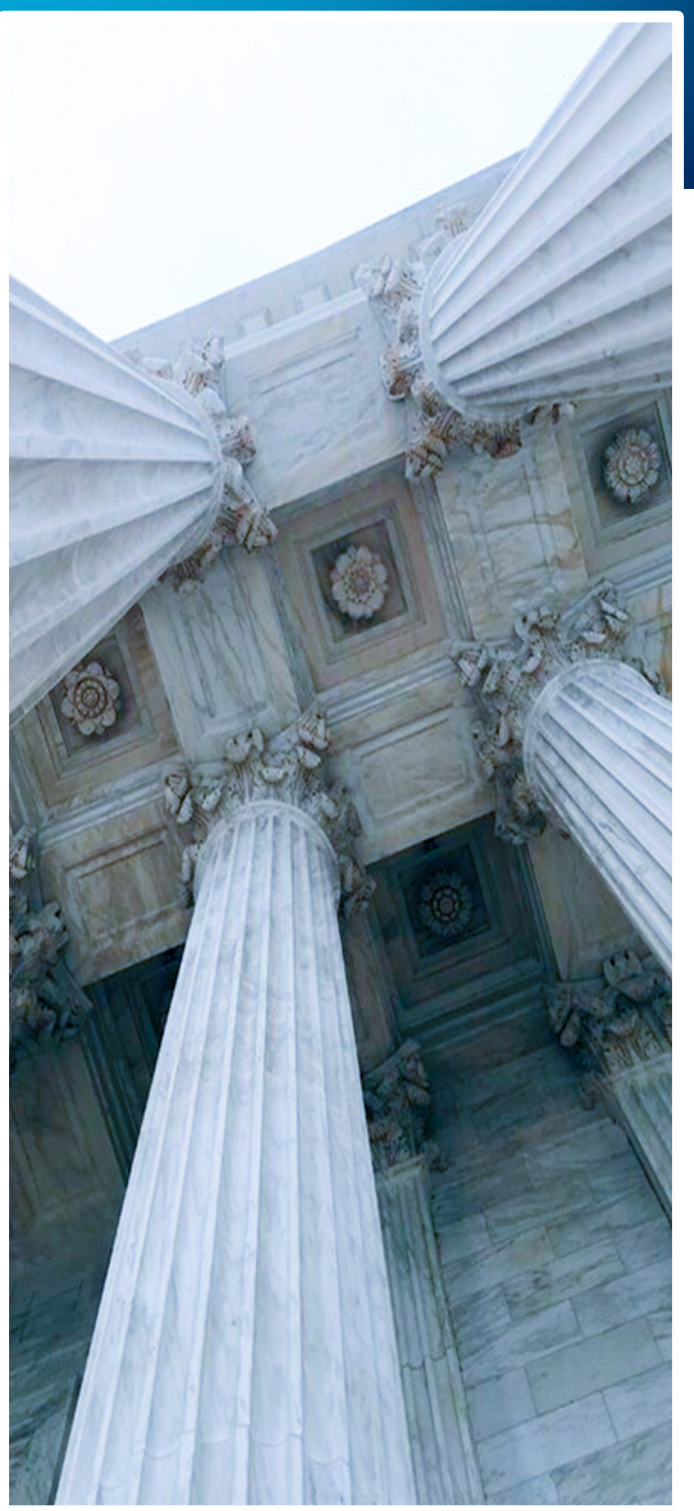
Figure 34: Alignment of AAID Strategic Policies with AU Agenda 2063 goals

UA 2063 Agenda Goals / AAID Development Pillars		1 ECONOMIC TRANSFORMATION	2 INFRASTRUCTURAL DEVELOPMENT	3 RULE OF LAW	4 GOVERNANCE AND ANTI-CORRUPTION	5 ENVIRONMENTAL SUSTAINABILITY	6 HUMAN CAPITAL DEVELOPMENT	# Alignement of AAID Policies with AU 2063 Agenda Goals
1	A High Standard of Living, Quality of Life and Well Being for All Citizens	2	2			1	3	8
2	Well Educated Citizens and Skills revolution underpinned by Science, Technology and Innovation	2	1				2	5
3	Healthy and Well-Nourished Citizens	1					3	4
4	Transformed Economies	6			1		2	9
5	Modern Agriculture for increased productivity and production	4						4
6	Blue/ocean economy for accelerated economic growth	1						1
7	Environmentally sustainable and climate resilient economies and communities	3	3	1		1	5	13
8	United Africa (Federal or Confederate)	1			1			2
9	Continental Financial and Monetary Institutions are established and functional							0
10	World Class Infrastructure crisscrosses Africa		2					2
11	Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched			2	3			5
12	Capable institutions and transformed leadership in place			2	3		3	8
13	Peace, Security and Stability is preserved	1		2	3		3	9
14	A Stable and Peaceful Africa	1		2	3		4	10
15	A Fully Functional and Operational APSA			2	1			3
16	African Cultural Renaissance is pre-eminent	1			1		1	3
17	Full Gender Equality in All Spheres of Life	6	1	2	1	1	3	14
18	Engaged and Empowered Youth and Children	2	1				3	6
19	Africa as a major partner in global affairs and peaceful co-existence	1		1	1	1	1	5
20	Africa takes full responsibility for financing her development	1				1		2

Source: MFDP.

Finally, there are international alliances Liberia can utilize for its development needs such as the Africa Opportunity and Issues-Based Coalitions (OIBCs) comprised of experts from different international organizations, led by the UN.

6. DEVELOPMENT PILLARS, POLICIES AND PROGRAMS



6.1. PILLAR 1:
ECONOMIC TRANSFORMATION

Strategic Goal: *Build a competitive, diversified, inclusive and resilient economy that is private sector driven for sustainable economic growth.*

The Economic Transformation pillar focuses on providing appropriate policy incentives for a conducive investment environment that supports local production, industrialization, employment and wealth creation, innovations, export growth, and import rationalization.

General Context

Over the years, Liberia has heavily relied on a few leading sectors to generate its national output and revenue. As of 2022, the services sector was the most dominant at 37.5 percent, followed by agriculture at 29.7 percent and mining and panning at 18.3 percent. Manufacturing, which has a huge potential to create jobs, contributed only 5.9 percent. This indicates that the economy is less diversified with limited value addition and minimal sources of growth. Furthermore, exports of unprocessed raw materials earn Liberia less in export revenues (US$1.2 billion), while total imports totaling US$1.9 billion in 2023 was significantly higher leading to a trade deficit of US$753.6 million. Reliance on unprocessed commodities and a less diversified economy constrains revenue mobilization and overall fiscal operations of the government in the delivery of essential public goods and services. Tax revenue, a major revenue source for the government, is also vulnerable to global price fluctuations (DoD Study, UNDP, 2024).

Owing to the limited diversification and sophistication of available economic activities, poverty reduction, job growth, and human development have been constrained. Furthermore, other constraints hampering development include demographic pressures from rapid population growth, limited institutional capacity, poor service delivery in health and education, inadequate infrastructure, and entrenched socio-cultural norms (DoD Study, UNDP; 2024). Poverty and the exclusion of large segment of the population into gainful activities remain a major shortcoming. The share of people living below the international poverty line of US$2.15 a day remains high, at 35.4 percent. Unemployment is also high and is particularly detrimental for young people and women (Liberia Poverty Assessment: World Bank; 2023). As a coping mechanism, individuals have opted for opportunities in the informal sector which accounts for approximately 87 percent of the total labor force in Liberia, and which inadvertently restricts tax collection and reduces funds available for social spending by the government. Therefore, the AAID seeks to build a vibrant and diversified economy where the private sector will flourish and contribute to job creation. The government will focus on reinforcing the rule of law, strengthening governance, and fighting corruption, while ensuring efficient management of the economy to maximize its growth potential. The government will also undertake prudent fiscal management and provide incentives for investments, particularly in the productive sectors of the economy. Additionally, the government will fully operationalize the Special Economic Zone by providing the requisite infrastructure and incentives to facilitate value addition of agriculture products, and other light and heavy manufacturing.

Overall, the Economic Transformation pillar presents investment opportunities and signals that can trigger private and public-private partnership enterprises in the economy. The agribusiness value chain that includes agricultural production, processing, marketing, and storage offers several growth opportunities for the private sector. In addition, forestry, wood, animal husbandry, and fisheries also provide enormous potential. Mineral beneficiation and tourism activities including trade, commerce, and services also offer potential private-sector investment opportunities. Figure 35 highlights the comparative ranking of investment potential areas by county to guide investment decisions during the planned period and beyond.

Figure 35: Potential private sector investment areas by sector and counties

COUNTIES	PRIVATE SECTOR INVESTMENT AREAS								
	Agricultural Production	Agri-Processing	Forestry & Wood Processing	Fish Production & Processing	Animal Husbandry	Commerce & Services	Light & Medium Manufacturing	Mining	Eco-Tourism
Bomi	Good	Exceptional	Fair	Good	Good	Fair	Exceptional	Good	Good
Bong	Exceptional	Exceptional	Good	Good	Good	Exceptional	Exceptional	Exceptional	Good
Gbarpolu	Good	Fair	Exceptional	Fair	Good	Fair	Fair	Exceptional	Good
Grand Bassa	Good	Exceptional	Good	Exceptional	Fair	Exceptional	Exceptional	Fair	Good
Grand Cape Mt.	Good	Good	Fair	Exceptional	Good	Fair	Fair	Exceptional	Exceptional
Grand Gedeh	Good	Fair	Exceptional	Fair	Good	Fair	Fair	Exceptional	Good
Grand Kru	Good	Fair	Good	Exceptional	Exceptional	Fair	Fair	Exceptional	Good
Lofa	Exceptional	Fair	Exceptional	Fair	Good	Fair	Fair	Exceptional	Exceptional
Margibi	Good	Exceptional	Exceptional	Good	Good	Exceptional	Exceptional	Good	Good
Maryland	Good	Good	Fair	Exceptional	Exceptional	Exceptional	Exceptional	Fair	Good
Montserrado	Good	Exceptional	Fair	Good	Fair	Exceptional	Exceptional	Fair	Good
Nimba	Exceptional	Good	Good	Fair	Good	Exceptional	Good	Exceptional	Exceptional
Rivercess	Good	Good	Good	Exceptional	Good	Good	Exceptional	Good	Good
River Gee	Good	Fair	Exceptional	Fair	Exceptional	Fair	Fair	Fair	Exceptional
Sinoe	Good	Exceptional	Good	Exceptional	Exceptional	Fair	Fair	Fair	Exceptional

KEY:

- Limited Potential with room for growth in natural and non-natural resources
- High potential with room for growth in natural and non-natural resources
- High potential with room for boom in natural and non-natural resources

Box 1: Economic Transformation and Development Filters

To successfully implement the programs under the Economic Transformation pillar, a multidisciplinary approach will be taken into consideration and reinforced by the development filters, namely:

Youth and Children: Expansion of Technical and Vocational Education and Training (TVET) programs focused on industry-relevant skills, entrepreneurship, and digital literacy, while promoting internships, apprenticeships, and youth-focused entrepreneurial programs to transition young people into the workforce.

Gender: Reinforcement of gender-based data collection and implementation of policies that improve women's access to credit, land ownership, and business registration, and offer entrepreneurship training tailored to women, while developing business infrastructure, such as marketplaces to give more dignity to women and girls.

Vulnerable Groups: Ensuring that vulnerable groups, including people with disabilities and disadvantaged youths, have access to skills training, entrepreneurship programs, and micro-financing opportunities.

Employment: Strengthening labor market regulations to improve working conditions, expand workers' rights, and promote job formalization and development of policies to expand labor-intensive sectors such as agriculture, construction, and tourism, while promoting the creative and blue economies as new sources of jobs.

Formalization: Streamlining business registration and licensing processes, particularly for small and informal businesses, while offering tax incentives, social benefits, and training programs to encourage informal businesses to formalize their operations.

Climate Change: Promoting investment in infrastructure that is resilient to climate risks, particularly in agriculture and coastal communities, and encouraging climate-smart agricultural practices to boost productivity while reducing environmental impact.

Complementarity: Fostering partnerships between the government, private sector, and civil society to implement complementary initiatives across sectors such as infrastructure, education, and health, while prioritizing cross-sectoral programs with the same goal.

Business Environment: Streamlining business regulations to reduce administrative barriers, enhance investor protections, and enforce property rights, while improving financial sector regulation and expand access to credit for SMEs through microfinance institutions and development banks.

Digitization: Expansion of digital government services to improve business registration, licensing, and tax compliance, while creating policies to support tech startups, including incubation programs and tax incentives.

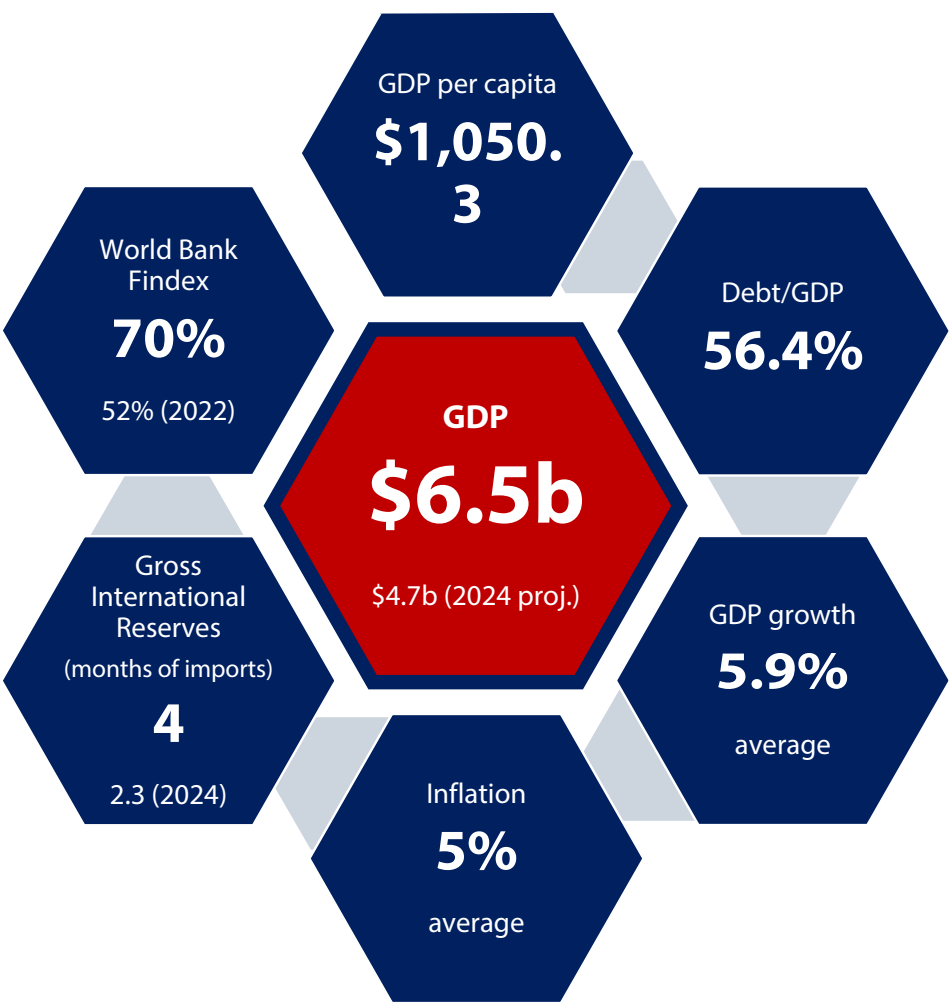
Peace and Reconciliation: Fostering social cohesion, reducing conflict, and ensuring equitable resource use support sustainable growth, unite communities, and establish Liberia as a secure, attractive environment for development and investment.

6.1.1. Strategic Policy 1: Economic Stability and Growth

Strategic Objective: *Create a resilient economy that fosters sustainable development and improves living standards for all citizens.*

This includes promoting diversified economic activities, attracting both foreign and domestic investment, and enhancing local entrepreneurship. The AAID aims to implement sound fiscal policies and improve infrastructure to support trade and industry. Additionally, it seeks to strengthen agricultural productivity and natural resource management. By ensuring macroeconomic stability and inclusive growth, the AAID aspires to reduce poverty, create jobs, and enhance overall economic resilience, contributing to a prosperous future for Liberia. Significant outcomes shall be derived from a stabilized and growing economy.

Figure 36: Strategic Policy 1 goals by 2029



Source: MFDP

General Context

Liberia's economy faces challenges from internal mismanagement and external shocks, limiting sustainable growth. High inflation, severe investment-saving gaps, and a weak trade balance hinder private-sector development. Excessive deficit financing and reliance on commodity exports create vulnerabilities, impacting private investment. Since 2017, inflation remained in double digits, complicating macroeconomic management, though recent declines indicate possible stabilization. Addressing these issues requires a robust policy framework focused on macroeconomic stability, prudent fiscal management, and sustainable growth to mitigate risks and attract private-sector investments.

Indicators of economic vulnerability are troubling. Liberia has consistently faced a significant trade deficit which peaked at around 22 percent of GDP between 2022 and 2024, not showing a change in the pattern. This persistent imbalance underscores the fragility of the country's macroeconomic condition and its susceptibility to external shocks, particularly concerning its terms of trade.

Another critical issue is the gap between investment and domestic savings, which has fluctuated between 26 percent and 50 percent of GDP over the past decade, indicating a heavy reliance on external financing to support domestic investment. Domestic savings reduced from 26 percent of GDP in 2013 to 3 percent by 2020, showcasing this vulnerability. Although Liberia's public deficit has averaged 5.3 percent of GDP from 2011 to 2021, it reflects a pressing need for sustainable fiscal policies that support growth without worsening debt levels.

Domestic private investment continues to be timid. This disparity reveals systemic issues that stifle private-sector growth due to low savings and an overreliance on challenging public services. Consequently, without a solid base of domestic savings, Liberia's growth trajectory remains precariously dependent on external capital, which is often unpredictable.

The terms of trade have experienced significant fluctuations, highlighting Liberia's dependence on primary commodity exports and manufactured imports. Despite a modest average growth rate of 3.8 percent in terms of trade over the past decade, the volatility presents risks that can destabilize the economy, particularly as trade is a key growth predictor in Africa.

Moreover, Liberia's reliance on official development assistance (ODA)—which constitutes 28 percent of GDP, one of the highest rates in the region—exacerbates economic vulnerabilities. The dependency on ODA and the limited revenue base not only impacts fiscal sustainability but also limits the government's capacity to formulate and implement economic policies that could spur long-term growth.

The public debt and GDP ratio is another vital concern. With total public debt reaching 55.4 percent of GDP in 2023, effective debt management is critical to any growth strategy. Misallocation of borrowed funds, particularly in infrastructure, has undermined investment returns and perpetuated a cycle of dependency on external financing.

To confront some of the financing challenges requires adoption of robust public financial management reforms in line with best practices that involve streamlining revenues and expenditures. Such measures include reducing tax expenditures; harmonizing excise base rates between domestic and imported goods; increasing goods and services tax (GST) rates on selected commodities, expanding the tax base; and accelerating preparation for value-added tax (VAT) implementation. Improving governance, transparency, and prioritization of high-return projects can enhance the efficiency of public expenditure, thereby significantly boosting economic growth.

In recent years, Liberia achieved an average GDP growth of 4.7 percent from 2022 to 2023, with projections suggesting acceleration to 5.1 percent in 2024. This positive outlook is supported by data indicating that inflationary pressures are easing faster than anticipated, while the exchange rate remains stable at L$190 per US dollar. Medium-term prospects appear favorable, heavily reliant on the extractive sector, with growth projected to reach 9.2 percent

in 2025 and averaging 8.1 percent over the medium term (2025-2029), driven primarily by mining and a recovery in the agriculture sector.

Significant investments in the iron ore mining industry are expected to double production in the medium term and triple it by 2030, further stimulating economic growth. Additionally, infrastructure investments aim to enhance electricity generation and improve domestic production capabilities, creating positive ripple effects across the economy.

However, external vulnerabilities have increased due to a weakened external position and low international reserve coverage. The current account deficit widened to nearly 24.5 percent of GDP in 2023, with gross official reserves falling to US$486 million—equivalent to just 2.1 months of imports (Liberian Authorities and IMF estimates). To rebuild reserves to four months of imports by the end of 2029, fiscal consolidation measures and a greater use of the local currency for public salaries will continue to be implemented.

Regrettably, Liberia's manufacturing sector has seen a significant decline in its contribution to GDP over the past two decades. Since 2010, its share has remained below 10 percent, compared to 17 to 24 percent from 2001 to 2010. This deindustrialization process is characterized by low levels of technology, capital investment, and human capital development, resulting in a labor force concentrated in low-productivity service sectors.

PROGRAM 1: Macroeconomic Stability

Objective: Create a stable and conducive environment that supports sustainable, inclusive, and diversified economic growth.

Macroeconomic policies, encompassing real, fiscal, monetary, and external sector policies, are crucial in shaping the broader economic landscape, fostering productivity, investment, and structural changes in the economy. They help guide the transition from reliance on a few sectors (e.g., natural resources or agriculture) to a more diverse, competitive, and resilient economy capable of generating long-term prosperity.

Key targets by 2029:

1. Develop procedures and process to regularly improve macroeconomic data collection and update forecasts
2. Develop the Liberia Economic Geography database and reports
3. De-dollarize the Liberian economic and financial transactions
4. Ensure that average inflation is reduced from 10 percent to 5 percent
5. Increase Gross International Reserves from 2.3 to 4 months of imports

Key interventions:

- Strengthening of the macroeconomic framework
- Development of the Liberia economic geography database and reports
- Achievement of a single Liberian dollar currency in line with ECOWAS objective
- Transition to an inflation targeting framework and reducing inflation
- Increasing Gross International Reserves

PROGRAM 2: Public Financial Management

Objective: Ensure that public resources are managed efficiently, transparently, and in a way that supports sustainable and inclusive economic growth, while maximizing the revenue potential.

Effective PFM contributes to economic transformation by improving mobilization and allocation of public resources, ensuring fiscal discipline, and promoting accountability, which collectively foster a stable macroeconomic environment conducive to growth, investment, and poverty reduction.

Key targets by 2029:

1. Develop the PPP policy and legal framework
2. Develop a corporate governance policy and legal framework for SOEs
3. Develop the Green Financing Strategic Plan
4. Align the State Budget execution to NDP implementation
5. Ensure alignment between budget's financial and physical execution
6. Increase domestic revenues by 25%
7. Rationalize the productive sector taxes
8. Establish the Agriculture Enterprise Development Bank

Key interventions:

- Development of PPP policy and legal framework
- Strengthening the SOE governance and legal framework
- Implementation of program-based budgeting
- Development and implementation of Green Financing Strategic Plan
- Improvement of public expenditure management system and process
- Increasing domestic resource mobilization
- Rationalization of the productive sector tax eco-system
- Establishment of Agriculture Enterprise Development Bank

PROGRAM 3: Planning Instruments and Statistical Products

Objective: Provide accurate, comprehensive, and timely information that guides policymaking, resource allocation, and strategic decision-making, ensuring that economic development is both sustainable and inclusive.

These tools will help the government to design, implement, and monitor economic policies that foster structural transformation, enhance productivity, and improve living standards.

Key targets by 2029:

1. Develop an integrated planning reporting information system
2. Develop planning legal framework
3. 20 statistical products widely available
4. Strengthen the capacity of 1,500 statistical system related personnel

Key interventions:

- Implement an integrated planning information management system
- Development and implementation of the development planning legal framework
- Improvement of statistical data collection and accessibility
- Strengthening of the institutional capacity of the national statistical systems
- Development of a national human resource capacity development strategy
- Development and implementation of the development planning legal framework
- Improvement of statistical data collection and accessibility

PROGRAM 4: Financial Inclusion

Objective: Create a more equitable financial landscape and enhance the economic well-being of individuals and communities.

Financial inclusion encompasses a wide range of activities aimed at providing individuals and businesses with access to useful and affordable financial products and services. This is vital to allow for active participation of individuals and communities in the development process.

Key targets by 2029:

1. Increase the number of the adult population having bank accounts and access to basic financial services to 70%
2. Increase Commercial Bank Branches and networks per 100,000 adults to 12
3. Increase coverage of the population using Mobile Money to 75-80%
4. Increase lending to housing by 20%
5. Increase the number of ATMs to 6-8 per 100,000 adults
6. Increase the issuance of partial credit guarantees to housing, agribusiness and mining by 20%

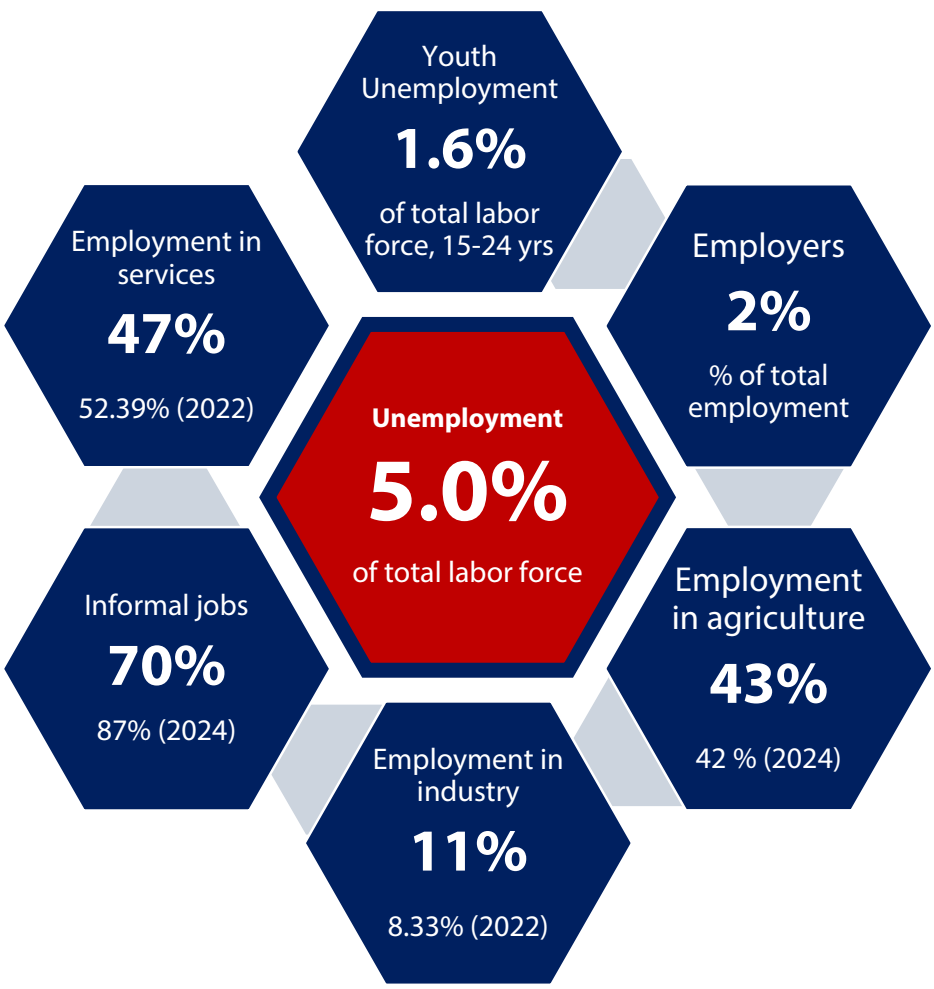
Key interventions:

- Increasing the number of the adult population having bank accounts and access to basic financial services
- Increasing commercial bank branches and networks per 100,000 adults
- Increasing the number of mobile money users
- Increasing number of ATMS users per 100,000 adults
- Increasing lending to housing projects
- Providing partial credit guarantees for housing, agribusiness and mining projects

6.1.2. Strategic Policy 2: Labor and Employment

Strategic Objective: *Contribute to creation of an inclusive labor market which is capable of driving economic growth by increasing access to decent and productive employment opportunities, fostering skills development, enhancing labor market governance, and promoting entrepreneurship, especially for women, youth, and vulnerable groups. These elements collectively contribute to improving the quality of life for all people in Liberia. Significant outcomes shall be derived from a vibrant and growing labor market.*

Figure 37: Strategic Policy 2 goals by 2029



Source: MFDP

General Context

The country faces a significant deficit in productive employment opportunities, in the wake of a youthful population— young people aged 15 -24 years constitute 23.6 percent of the population (LPHC, 2022). This demographic challenge necessitates that the economy not only creates jobs for the growing labor force but also enhances productivity and income for the existing working poor. An estimated three-quarters of adults participate in the labor force, yet unemployment is prevalent particularly among urban youth. Monrovia, the capital, hosts about half of the unemployed population.

The 14 years of conflict caused a significant shift from rural to urban living, with many migrants ending up in informal employment or unemployment. The rural labor market includes daily wage workers on plantations, particularly in rubber, but declining global prices have negatively affected their livelihoods. Both urban and rural labor markets are characterized by informality, with approximately 87 percent of citizens engaged in informal employment, including subsistence agriculture. Although agriculture remains a primary source of employment, its share of total employment constituted 42.0 percent at the end of 2023 (AfDB, African Economic Outlook, 2024). Productivity is low, and many rural workers rely on subsistence farming, and the occurrence of significant urban migration, has resulted into precarious employment conditions in cities.

As mentioned above, informality dominates both urban and rural labor markets with the percentage of the workforce outside of the formal employment system nationally being estimated at 87 percent, restricting access to formal wage employment primarily to those with higher education. Unfortunately, nearly 45.0 percent of the working population has never completed primary school, and less than 15.0 percent have completed secondary education. The destruction of educational infrastructure during the conflict has severely limited opportunities for skills development, especially in rural areas. Women face additional challenges, with lower educational attainment compared to men withsubstantial rural-urban disparities in education and skills acquisition which also compound employment generation. Youth unemployment is particularly alarming, with around 19.0 percent of young Liberians neither working nor in school, disproportionately affecting women. These young individuals often encounter barriers to entering the labor market, including a lack of skills and limited job availability.

Employment conditions are not conducive, with many workers earning the minimum wage of $0.85 per hour, which is currently under review. The official workweek is 40 hours, yet many Liberians work significantly longer hours, resulting in a “vicious cycle” of low pay and low productivity, primarily in the informal sector.

The 2022 Liberia Population and Housing Census (LPHC, 2022) indicates the existence of child labor in Liberia, and this affects the holistic development of the children. Secondary data on child labor puts the number of working children around 300,000 aged 5-14 years. Additionally, 14.8 percent of young people aged 15-24 years were engaged in salary/wage employment (LPHC, 2022). These young people are more driven by looking for livelihood for themselves and their families due to the breakdown of the education system mainly because of the war. Existing social safety nets, such as the National Social Security and Welfare Corporation (NASSCORP), have limited coverage and low benefit payments, failing to adequately support vulnerable populations.

Generally, labor markets and employment conditions in Liberia as is summarized in Table 3 indicate serious underlying socioeconomic and welfare issues. The government’s efforts are geared at creating a favorable environment for economic growth with a focus on improving job creation, formalization of businesses, skills training, increasing productivity, and fostering inclusive employment opportunities to build a sustainable future for all Liberians.

Table 3: Status of the labor market outcomes

Indicator	Male (%)	Female (%)	Total (%)
Proportion of informal employment in total employment	82.6	92.6	87.6
Unemployment rate, by sex, age and persons with disabilities	11.6	13.6	12.6
Proportion of youth (aged 15–24 years) not in education, employment or training	41.2	47.2	44.2

Source: LISGIS & MOL 2024. Liberia Labor Force Survey Results.

PROGRAM 5: Decent Jobs Environment

Objective: Promote sustainable economic growth which can create inclusive employment. It aims to enhance job quality, ensure fair wages, and improve working conditions.

This initiative seeks to empower citizens, reduce poverty, and foster social stability, ultimately contributing to a resilient economy and community development.

Key targets by 2029:

1. Improve job creation environment
2. Improve workforce planning

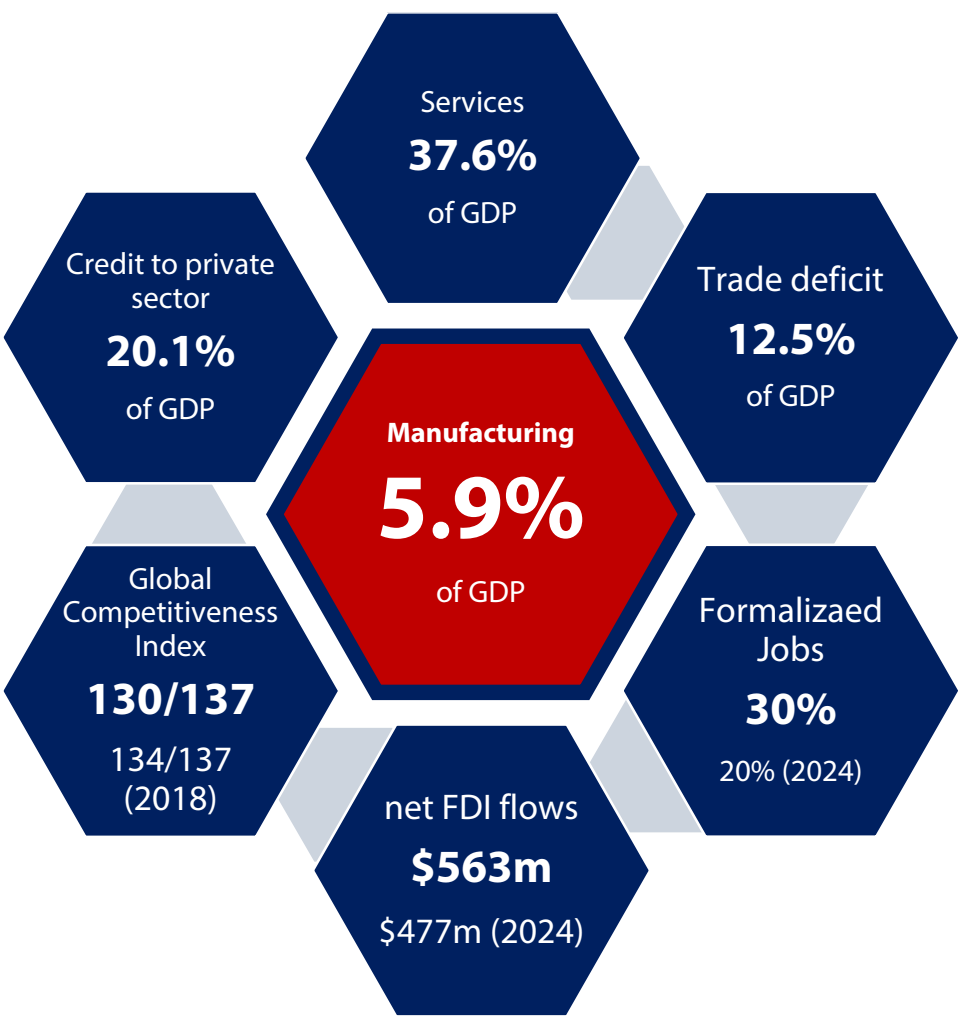
Key interventions:

- Implementation of the Decent Work Act
- Formulation of Human Capacity Development Strategy

6.1.3. Strategic Policy 3: Commerce and Industry

Strategic Objective: *Foster industrial development, and expand domestic and regional trade through diversification, modernization, and competitiveness of the economy, as well as promoting entrepreneurship. The key to unlock economic growth potential is development of entrepreneurs, supported by diversification of the economy with particular attention to agriculture value chain, manufacturing and tourism. These three sectors play key roles in creating jobs, increasing productivity, and boosting exports, all of which are essential for sustainable and inclusive economic growth. Significant outcomes shall be derived from a vibrant private sector driven commercial and industrial sector.*

Figure 38: Strategic Policy 3 goals by 2029



Source: MFDP

General Context

The private sector plays a pivotal role in Liberia's development, offering significant potential to transform the nation's economic landscape. Strengthening this sector can attract domestic and foreign investment, stimulate job creation, and foster the emergence of a robust middle class. However, to fully harness these opportunities, it is crucial to address the challenges facing sectors such as agriculture, which suffers from inadequate inputs and low capacity. By enhancing productivity in agriculture, Liberia can bolster economic resilience and reduce dependency on food imports.

Currently, Liberia's agricultural value chain is underdeveloped, which limits the potential for farmers to maximize their output and income. Most agricultural activities are subsistence-based, with about 30 percent of households relying on agriculture for their livelihoods. This sector contributes approximately 28.6 percent to GDP, but its potential remains largely untapped. Therefore, involving the private sector in strengthening agricultural practices and the associated value chain could relieve farmers from downstream activities, allowing them to concentrate on production. Private sector-led technological innovations can further enhance productivity and improve access to markets, which is vital for sustainable economic growth.

Liberia's economy has a narrow base, heavily reliant on a few sectors. Services dominate the GDP, accounting for 38.4 percent, followed by agriculture and mining, which contribute 28.6 percent and 18.8 percent, respectively. Manufacturing is notably weak, contributing only 6 percent to GDP. The economy is characterized by a lack of diversification, with few exports primarily consisting of unprocessed goods such as iron ore, gold, rubber, and timbers. These goods are extracted and exported by foreign-owned entities under unfavorable concession agreements to Liberians, which limits local economic benefits and value addition.

Manufacturing in Liberia has remained stagnant, with an average growth rate of just 0.14 percent over the past three years. The sector is largely confined to the assembly of imported components, with minimal processing of local raw materials. This lack of value addition is particularly evident in the rubber and wood industries, where Liberia has comparative advantage. The primary outputs from the manufacturing sector are bottled water and beverages, highlighting the narrow scope of production and employment opportunities.

The challenges facing Liberia's industrial development include inadequate infrastructure, including road networks, electricity, and technology, and limited utilities, which restrict manufacturing activities predominantly to Monrovia. This concentration not only hampers growth but also exposes the economy to vulnerabilities from external shocks. Therefore, identifying new growth drivers is essential. The unprocessed export of resources should cease, and value addition should be promoted to ensure local economic benefits.

Creating a conducive business environment is paramount for attracting investments in special economic zones or industrial parks. Liberia is endowed with vast natural resources, including gold, diamonds, iron ore, and fertile soil, which present significant opportunities for various sectors. Unfortunately, the country operates primarily as an import-driven economy, with most goods consumed being imported. In 2023, imports were estimated at around $2 billion, a slight increase from $1.7 billion in 2022. Key imports included food and beverages (20-30%), fuel (25-30%), machinery and equipment (15-20%), and consumer goods (10-15%). This heavy reliance on imports for essential goods underscores the need for local production capabilities.

The Liberian government has long recognized the importance of industrialization for economic growth. In 1975, the Liberia Industrial Free Zone Authority was established to attract foreign direct investment, process goods and promote exports. A free zone was created near the Freeport of Monrovia to facilitate manufacturing and warehousing, aiming to boost exports. In 2011, Liberia developed the "Industry for Liberia's Future" policy roadmap, which aimed

to stimulate industrial growth for employment and sustainable development. This policy acknowledged that Liberia's economic growth had historically been driven by extractive industries with minimal linkages to the broader economy, resulting in "growth without development."

Under this roadmap, the government committed to several key actions to stimulate industrial development: analyzing priority sectors for specific support needs, tracking and measuring the impacts of fiscal incentives on industries, establishing areas for industrial production such as export processing zones, and promoting domestic industries through supportive services. Despite these efforts, the manufacturing sector's contribution to GDP remains modest. According to LISGIS, manufacturing accounted for approximately 5.9 percent of the GDP of about $3.9 billion in 2022, with food and beverages making up 40 to 50 percent of this contribution.

Although the manufacturing sector's current contributions are limited, its potential for growth and diversification is significant, especially through increased processing of local materials. Industrialization can generate employment, enhance income, promote international trade, improve local resource utilization, and ultimately elevate the standard of living for the Liberian populace. Addressing the challenges that hinder manufacturing growth, improving infrastructure, and implementing supportive policies are crucial steps toward realizing this potential.

Within the service sector, growth over the past decade has been driven primarily by public administration and defense, which accounted for 37.5 percent of GDP in 2022. Other contributing sectors include transportation and communication, as well as trade and hospitality. Table 4 highlights key manufacturing outputs (2021-2023).

Table 4: Key Manufacturing outputs (2021-2023)

Items	Units	2021	2022	2023
Cement	mt	534,993	474,187	500,877
Beverages	liter	17,239,963	16,366,299	26,848,331
Paints	gal	206,223	233,862	214,355
Candle	kg	48,416	44,121	73,763
Bleach	liter	829,241	909,282	607,398
Rubbing Alcohol	liter	306,268	198,485	374,632
Mattresses	pcs	129,454	130,047	128,271
Bottled Water	gal	1,120,947,013	1,094,928,382	1,195,903,438
Services w/o electricity	kw	272,691,852	275,131,939	469,743,200

Sources: Ministry of Commerce & Industry (MOCI)

PROGRAM 6: Economic diversification and value addition

Objective: Enhance the growth of diverse sectors, such as agriculture, low-emissions manufacturing, and technology, to promote local value-added for the domestic and international markets using the economic zones model, thereby driving sustainable growth and generating productive jobs and wealth.

Economic diversification and value addition reduce reliance on a single sector, enhance local value chains, create jobs, attract investment, promote sustainable development, and empower communities for inclusive economic growth and resilience. Accomplishing this objective ensures the full utilization of the nation's resources and improvement in the living standard of the citizens.

Key targets by 2029:

1. Establish 4 incubators
2. Increase business development services to entrepreneurs by 30%
3. Increase exports by 20%
4. Increase capacity-building initiatives in manufacturing and market access by 30%
5. Establish and operationalize two logistic centers with a focus on agribusiness
6. Establish and operationalize at least two additional special economic zones, with focus on agribusiness and manufacturing
7. Increase by 50% the formalization of commerce and industrial activities
8. Increase FDI by 50%, especially in agribusiness, tourism and mining sectors

Key interventions:

- Establishment of incubators focused on emerging industries to build the startup society and encourage youth participation in the value chain segments
- Improvement of inclusive business development services for entrepreneurs focusing on youth and women
- Implementation of trade agreements and partnerships with regional, continental, and global markets to secure market access for Liberian value-added products.
- Provision of training for local producers on international quality standards, packaging, green production techniques, and certification to help them meet export requirements
- Supporting investment in shared processing facilities and infrastructure, such as logistic centers with cold storage and packaging units
- Supporting the operationalization of industrial parks and special economic zones by providing basic infrastructure and needed services for low-emissions industrialization
- Formalization of commerce and industrial activities
- Attraction of FDI for priority sectors, especially for agribusiness, tourism and mining
- Supporting franchising investment in priority areas through the Diaspora, especially in agribusiness, mining, and tourism

PROGRAM 7: Business Enabling Environment

Objective: Reform and modernize business and regulatory frameworks to create a transparent, predictable, and supportive environment for businesses and investors, enhancing overall economic efficiency and competitiveness.

A business-enabling environment aims to attract investment, promote entrepreneurship, enhance competitiveness, facilitate trade, build resilience, encourage sustainable practices, and empower communities for sustainable economic growth and improved living standard of citizens. Accomplishing this objective ensures increased household and national income and sustained development.

Key targets by 2029:

1. Implement a business regulatory reform.
2. Strengthen the institutional capacity with training of at least 50 officials.
3. Decrease the time to establish a company to 24 hours
4. Implement the national intellectual property ecosystem
5. Increase inclusive micro finance support to Liberian owned businesses by 30%
6. Rationalize and develop investment and re-investment incentives

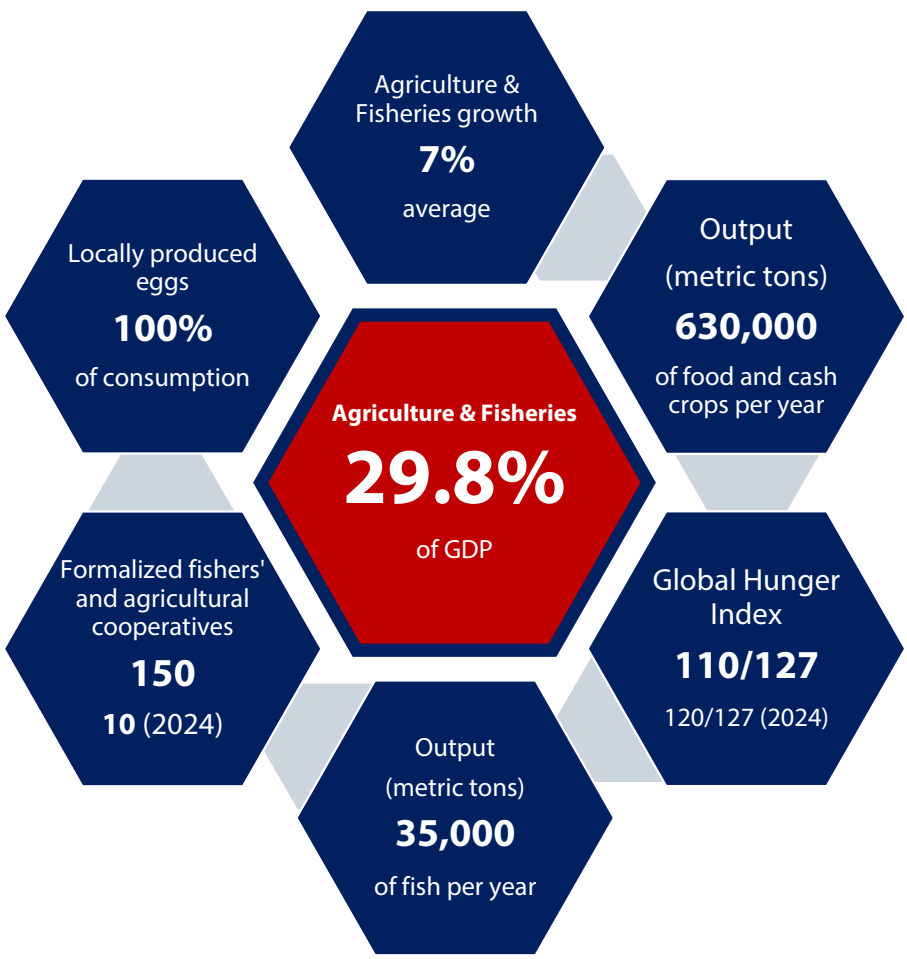
Key interventions:

- Implementation of business regulatory reforms, especially in the mining and lottery sectors
- Strengthening of institutional capacity in business practices and digital compliance tools
- Expansion and modernization of One Stop Shop business registry
- Development of a robust national intellectual property ecosystem
- Support to inclusive MSME credit and insurance products to Liberian-owned businesses, especially for youth and women focusing on agribusiness, tourism and mining
- Development of investment and re-investment incentives in priority sector, especially agribusiness, mining and tourism
- Improvement of accreditation and certification system and facilities
- Implementation of AfCFTA signed legal instruments and best practices

6.1.4. Strategic Policy 4: Agriculture and Fisheries

Strategic Objective: *Leverage the sector to drive growth through private sector resilience and determination, enhance livelihoods, and promote sustainable development. Prioritizing food security, employment creation, and value addition, agriculture can play a pivotal role in transforming economies and improving the well-being of populations. Significant outcomes shall be derived from a vibrant agriculture and fisheries sector.*

Figure 39: Strategic Policy 4 goals by 2029



Source: MFDP

General Context

Agriculture is the mainstay of Liberia's economy, providing livelihoods for approximately two-thirds of the population (World Bank, 2021). The sector accounts for about 28.6 percent of Liberia's GDP in 2023 (CBL Annual Report, 2023). Most agricultural activities in Liberia are conducted by smallholder subsistence farmers, particularly in rural communities, where food crops are primarily grown. These farmers typically operate on small plots of land, averaging less than 2 hectares, and rely on rainfed agriculture and traditional farming methods. Unfortunately, this renders them highly vulnerable to climate change impacts, significantly affecting their productivity and food security.

The role of women in agriculture is significant, with many smallholder farmers being female. Despite their contributions, the productivity of these women is often low, leading to challenges in meeting household food needs throughout the year. In contrast to subsistence farming, Liberia's agricultural landscape also includes foreign and Liberian-owned plantations that focus on cash crops such as rubber, coffee, cocoa, and oil palm, primarily for export. These plantations are typically commercial entities, benefiting from better farm management practices and higher productivity compared to subsistence farmers.

According to the National Oil Pam Strategy (2021-2025), among cash crops, oil palm is particularly vital to Liberia's economy, occupying over 1 million hectares and involving about 21 percent of farming households. The sector employs over 220,000 individuals and generates substantial foreign exchange. The production of oil palm has seen a remarkable increase, from 18,104 metric tons in 2018 to 22,265 metric tons in 2019, positioning Liberia as a significant player in West Africa's oil palm industry.

Also, livestock production is relatively limited, primarily consisting of backyard rearing of chickens, goats, sheep, and pigs. This production method yields low output, contributing to a deficit of meat in the local diet. To supplement their protein intake, Liberians often resort to hunting wildlife for bushmeat or fishing.

The state of food security in Liberia is concerning. According to the 2024 Global Hunger Index (GHI), Liberia ranks 120th out of 127 countries with a score of 32.2, indicating a serious level of hunger. The World Food Program's 2023 Annual Country Report highlights that a rapid Comprehensive Food Security and Nutrition Survey conducted in 2022 found that approximately 47 percent of Liberian households are food insecure, with rural areas being disproportionately affected (54 percent of rural households face food insecurity compared to 40 percent in urban areas).

Despite its challenges, Liberia possesses vast agricultural potential. The country benefits from a favorable climate, rich soil, abundant water resources, and approximately 4 million acres of arable land, which represents about 5.19 percent of its total land area. The diverse agroecological zones are ideal for cultivating a wide variety of crops and livestock. However, the country faces a paradox, as it imported nearly 80 percent of the rice consumed in 2022 at a cost of $124 million, alongside significant imports of frozen foods.

The fisheries sector is another critical component of Liberia's agricultural landscape, providing a primary source of animal protein for the population. Liberia is endowed with substantial inland and marine water resources, including numerous rivers and a coastline that stretches over 680 kilometers. The coastal regions are some of the richest fishing grounds globally, significantly contributing to livelihoods, nutrition, and the overall economy. Fisheries account for approximately 10 percent of Liberia's GDP and employ around 33,000 people full-time, with many more engaged part-time.

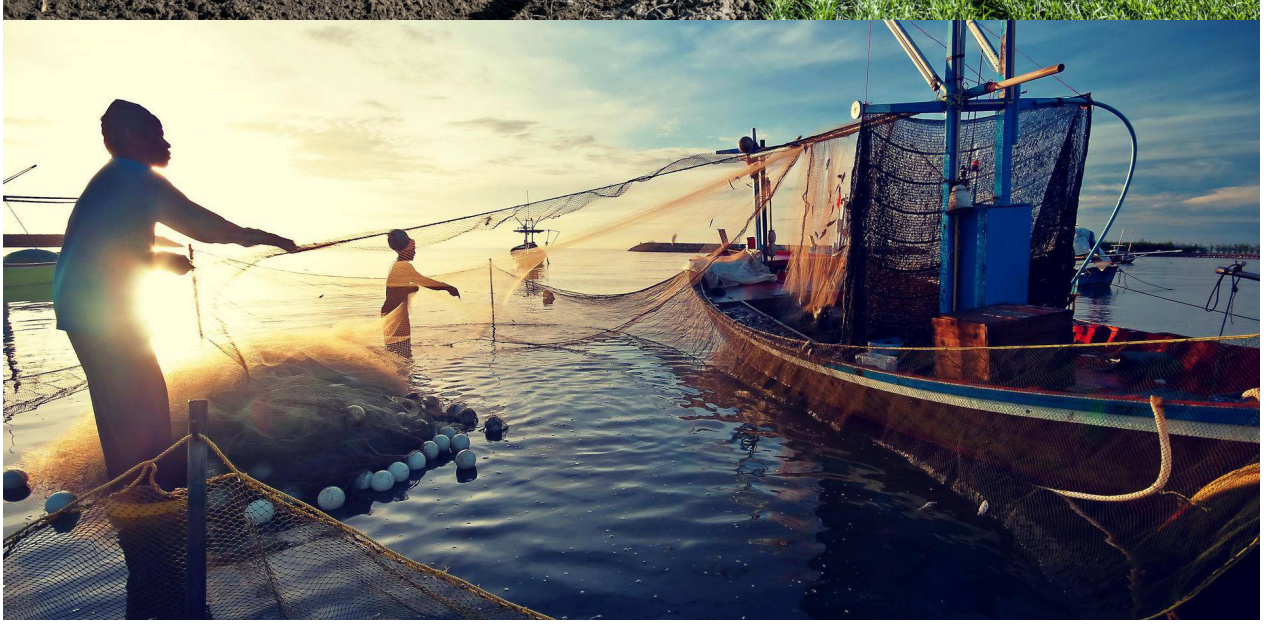
Liberian fisheries encompass three main components: marine fisheries (industrial and artisanal), inland fisheries (primarily artisanal), and aquaculture. Artisanal and semi-artisanal coastal fisheries dominate the sector, accounting for about 86 percent of total fisheries output. According to the National Fisheries and Aquaculture Authority (NaFAA), artisanal fisheries yielded 18,086 metric tons of fish in 2020, while

industrial trawlers caught only 5,113 metric tons in Liberian waters.

The coastal and freshwater ecosystems serve as breeding grounds for various marine species, including crab, lobster, shrimp, tilapia, tuna, shark, and barracuda. However, Liberia lacks a developed commercial fishing sector and established domestic fish processing plants. Most fish are sold informally in local markets, while high-grade fish and aquatic products are often harvested by foreign trawlers for export.

Liberia's youthful and dynamic population presents an opportunity for agricultural development. However, attracting youth to the agricultural sector remains a challenge due to perceptions of farming as a low-income, labor-intensive endeavor. Nevertheless, the agriculture sector holds significant potential to help Liberia achieve its Vision 2030 Goals by stimulating economic growth and development.

In light of these challenges and opportunities, the government of Liberia has articulated a strategic initiative known as the Liberians Feed Yourselves Agenda (NADP), which aims to transform agriculture through a comprehensive development plan.



PROGRAM 8: Food and Cash Crop Production

Objective: Enhancing food security, promoting economic growth, creating jobs, and ensuring sustainable practices.

Improving productivity and resilience in this sector, Liberia can achieve significant economic transformation and improve the livelihoods of its population.

Key targets by 2029:

1. Increase local seeds production by 30%
2. Decrease imports of food crops by 30% in which Liberia has comparative advantage
3. Decrease imports of agricultural processed products by 30% in which Liberia has comparative advantage
4. Formalize and capacitate additional 100 farmers cooperatives with climate resilient and ecological practices in agriculture, energy and alternative livelihood

Key interventions:

- Supporting the increase of food crop production
- Supporting the increase of cash crop production
- Supporting inclusive agricultural food and non-food value chains
- Promotion of climate smart agriculture and irrigation
- Strengthening of research and development in agriculture
- Implementation of home-grown feeding projects
- Formalization of farmers cooperatives
- Enhancing agriculture extension capacity and service delivery
- Supporting the creation of mechanization hubs in production clusters for both production and post-harvest handling

PROGRAM 9: Livestock and Poultry Production

Objective: Increase the production and productivity of livestock and poultry, thereby boosting local economies, providing employment opportunities, and ensuring a stable supply of protein-rich foods.

This program aims at enhancing food security through livestock and poultry production, improving livelihoods, and promoting sustainable agricultural practices, as well as focusing on building resilient farming systems that can withstand environmental challenges.

Key targets by 2029:

1. Increase national veterinary service delivery by 30%
2. Increase local production (blending) of animal feed by 30%
3. Produce 450,000 tons of poultry meat
4. Produce 40 million carts of eggs

Key interventions:

- Supporting the increase of livestock production
- Supporting the increase of poultry meat production
- Supporting the increase of egg production
- Supporting animal feed production
- Strengthening the national veterinarian service delivery system

PROGRAM 10: Fish Production

Objective: Harness the potential of the fisheries and aquaculture sectors to drive sustainable economic growth, create jobs, ensure food security, and promote environmental sustainability.

Fish production can play a vital role in the development of local economies, especially in coastal and inland communities, and contribute to national economic transformation.

Key targets by 2029:

1. Decrease imports of fish products by 30%.
2. Implement blue economy initiatives.
3. Formalize additional 50 cooperatives of fishing operators.
4. Produce 500 tons of salt per year.

Key interventions:

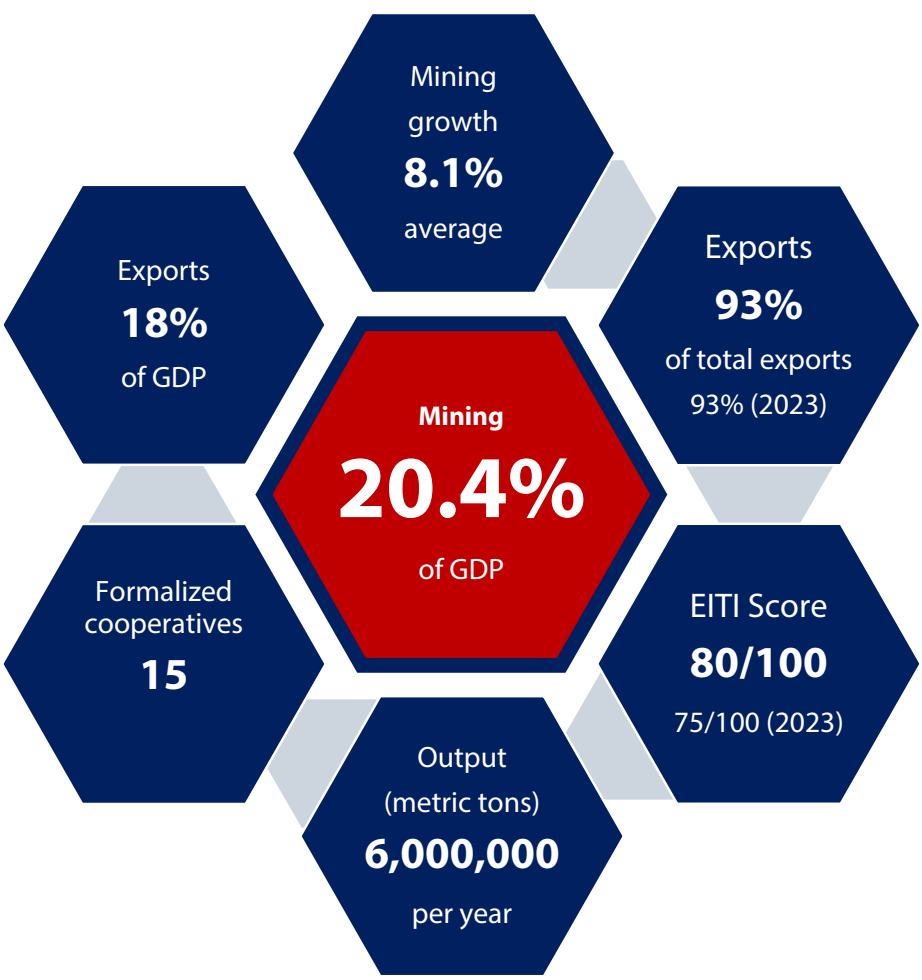
- Supporting the increase of sustainable fish captures
- Supporting the development of aquaculture
- Supporting the development of the blue economy
- Supporting salt production
- Supporting the establishment of commercial fish processing
- Formalization of the informal operators into cooperatives
- Reducing threats from illegal, unreported, and unregulated (IUU) fishing

6.1.5. Strategic Policy 5: Mineral Resource Management

Strategic Objective: *Promote sustainable economic growth, attract foreign investment, and create jobs, while ensuring environmental sustainability and community engagement.*

Effective and climate smart management of mineral resources, such as gold, diamonds, and iron ore, can enhance revenue generation, support infrastructure development, and foster local industry through value addition, which are essential for long-term development goals. By optimizing resource management, Liberia can strengthen its economy and improve the livelihoods of its citizens. Significant outcomes shall be derived from the effective and efficient management of the nation's mineral resource.

Figure 40: Strategic Policy 5 goals by 2029



Source: MFDP

General Context

Liberia is endowed with a wealth of mineral resources, including iron ore, gold, diamonds, and bauxite. The mining sector plays a significant role in the country's economy, contributing to government revenues, foreign direct investment, and employment opportunities. However, the effective management of these resources has been challenging due to historical, social, and economic factors.

The management of natural resources comes with risks as well as opportunities. There are opportunities to use the natural endowments to attract investment and promote greater economic development and risks of political and social instability caused by the mismanagement of natural resources. Mining has been one of Liberia's major sources of real GDP. The sector has different categories of mining activities, including artisanal/small-scale miners (ASM), medium size domestic enterprises, large-scale mining, and exploration companies.

There were approximately 1,293 mining operations in the country before the inception of the last Government, of which 1,142 (88.3%) were ASM, 65 (5%) were medium size, 78 (6%) were exploration companies, and 8 (0.6%) were large-scale enterprises. Among the large-scale companies, the main producers were Arcelor Mittal (iron ore), China Union Investment (iron ore), MNG Gold Inc. (gold), and Aureus Mining Inc. (gold). Table 5 lists the major mining companies that were operating under Mineral Development Agreements (MDA).

Table 5: Mineral production in Liberia

Mine/company	MDA	Production	Type of Mineral	Ore Grade	Mining Method	Estimated reserves
Nimba Range/AML	2005; 25years	5.1 Mt ore	Iron ore; Hematite, Magnetite	65-69% Fe	Open pit	417Mt.
Bong Mines/China Union	2009; 25 years	0.70 Mt ore	Iron ore; Magnetite	35-45% Fe	Open pit	290Mt.
Putu Range/PIOM	2010; 25 years	Mine development	Iron ore; itabirite, goethite	45% Fe	Open pit	4.5Bt.
Bomi, Bea, Mano/WCL	2011; 25 years	Mine development	Iron ore; hematite, magnetite	51% Fe	Open pit	563Mt.
Kokoya/MNG	2004; 25 years	619.48 Koz Au	Gold	3.54% g/t Au	Open pit	1.84Mt.
Bea Mt./Aureus	2002; 25 years	2376.45 Koz Au	Greenstone gold	4.17 g/t Au	Open pit	8.7Mt.

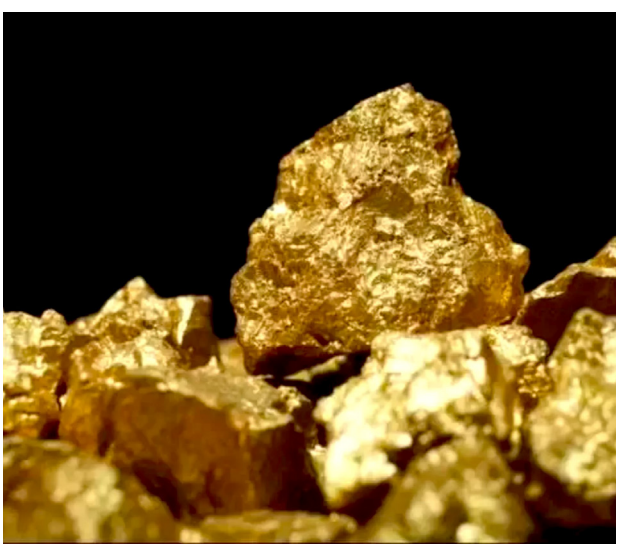
Source: Ministry of Mining and Energy.

Mineral Development Agreements (MDAs) in Liberia drive economic growth through revenue generation, job creation, and foreign investment while fostering infrastructure and skills development. However, there are many challenges such as insufficient revenue capture, limited community benefits, environmental harm, and governance weaknesses. Poorly negotiated terms often favor investors, reducing public revenue and transparency. Revising MDAs is critical to address these gaps, ensure equitable resource distribution, strengthen environmental safeguards, and align agreements with Liberia's development priorities.

In attracting foreign investment, issues such as corruption, inadequate infrastructure, and environmental degradation continue to pose significant hurdles. Other challenges include limited capacity by Liberian institutions to implement mining

laws, limited benefits to the communities around the mining areas which causes tensions, limited enforcement and compliance to environmental standards by the companies, limited mineral beneficiation, limited transparency in licensing and regulation among others.

Effective mineral resources management in Liberia requires a comprehensive approach that addresses regulatory weaknesses, environmental sustainability, community engagement, and economic diversification. Strengthening institutions, enhancing transparency, and fostering partnerships between the government, private sector, and local communities will be crucial for realizing the potential benefits of Liberia's mineral wealth. In addition, UNDP's DoD study of 2024 shows that it is possible for Liberia to develop its mineral processing capabilities particularly in iron ore, diamonds, and gold and minimize on the exportation of raw materials. To produce these outcomes, government will mobilize significant resources from all sources including the Diaspora community, multinational corporations among others. Low hanging fruits lie in the mobilization of the small artisanal miners whose livelihoods depends on rudimentary mining.



PROGRAM 11: Extractive Industry

Objective: Leverage the extraction of natural resources to drive sustainable economic growth, create jobs, and contribute to national development, while ensuring environmental sustainability and community well-being.

Mining can play a critical role in transforming economies, particularly in resource-rich countries, but it requires responsible management to maximize benefits and minimize negative impacts.

Key targets by 2029:

1. Formalize 15 artisanal and small-scale mining operators into cooperatives
2. Update Liberia Mineral Resource Geological and geo-physical Maps
3. Issue 20 new exploration licenses in the upstream oil and gas sector
4. Increase FDI in all segments of the mining value chain by at least 10 percent
5. Revise the Mineral Development Agreement mechanism

Key interventions:

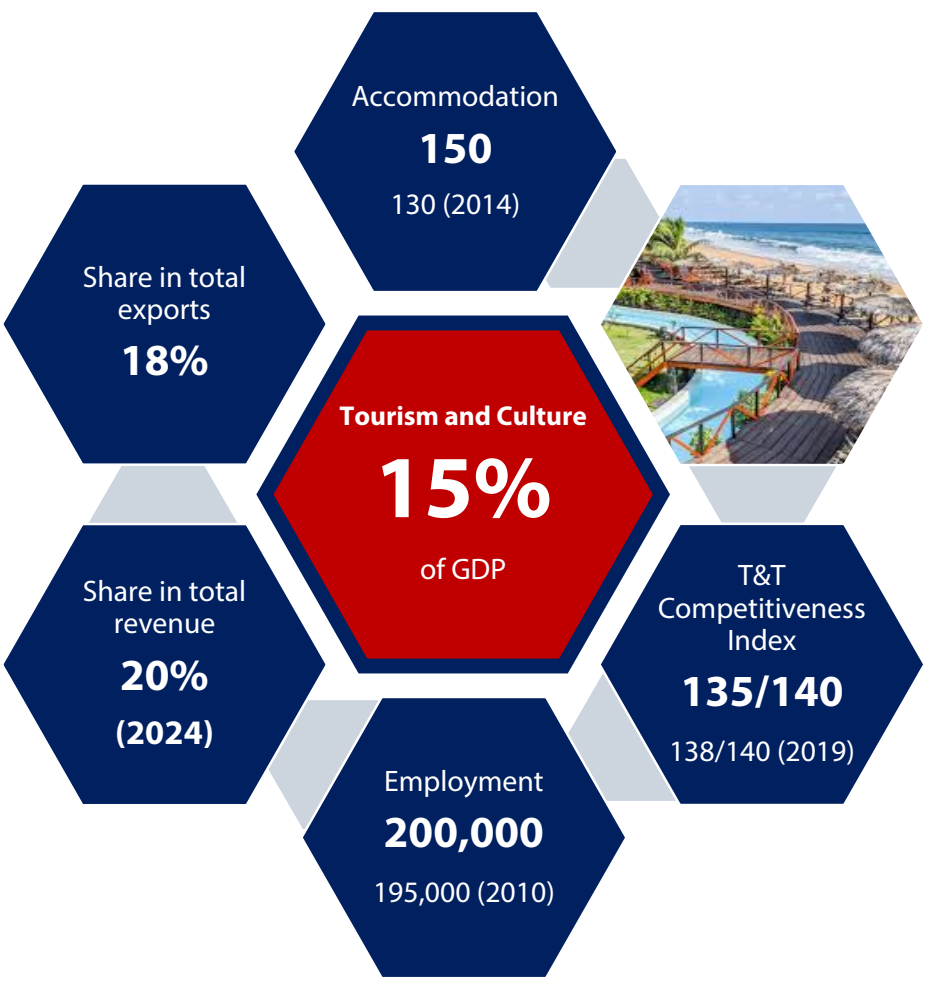
- Formalization of artisanal & small-scale mining production
- Development of mineral resource geological and geo-physical maps
- Support to climate responsive mineral production and value chains
- Improvement of mining business environment
- Improvement of gender and safeguarding frameworks and environment social impact processes for concession communities
- Expansion and modernization of oil and gas storage
- Strengthen local capacity in upstream, midstream and downstream oil and gas development
- Revision of MDA mechanism from royalty-based model to production sharing model

6.1.6. Strategic Policy 6: Tourism, Culture and Creative Economy

Strategic Objective: *Leverage the country's rich cultural, ecological and natural resources heritage to promote sustainable economic growth.*

This includes developing tourism infrastructure that enhances cultural and ecological assets and supporting local artists and creative industries. The AAID aims to create job opportunities, diversify the economy, and attract both domestic and international visitors. Additionally, it seeks to preserve and promote the nation's cultural identity while fostering community engagement and participation. By integrating tourism and cultural initiatives, the AAID aspires to boost economic resilience and enhance the overall quality of life for Liberians. Significant outcomes shall be derived from a vibrant private sector driven tourism, culture and creative economy.

Figure 41: Strategic Policy 6 goals by 2029



Source: MFDP

General Context

Economic diversification is crucial for Liberia to reduce reliance on mining and agriculture. The services sector presents significant investment opportunities, in renewable energy, transport and logistics, and tourism and the creative economy, which can provide diverse employment opportunities, especially for women and youths. Tourism drives socioeconomic development, and it has deep interlinkages with domestic activities in agriculture, transport, accommodation, arts, crafts, culture and the orange (creative) economy. The sector is labor-intensive, fosters SMEs growth, and is expected to continue expanding, with international tourist arrivals projected to reach 1.8 billion by 2030. Addressing capacity building in the hospitality sector is urgent. In short, strengthening these institutions and expanding training opportunities is essential for enhancing the sector's workforce quality, meeting industry demands and fostering economic growth through skilled labor (DoD Study, UNDP, 2024).

There has been a shift towards emerging economies as tourism destinations, with their market share expected to surpass that of advanced economies in the future. This shift presents an opportunity for Liberia to position itself as a desirable tourist's destination. Fundamentally, Liberia offers several nature-based tourist attractions to the world, including natural resources and biodiversity (pristine beaches, national parks supporting diverse wildlife, rainforests and waterfalls) and cultural heritage (historical sites, indigenous cultures, festivals and events) among others.

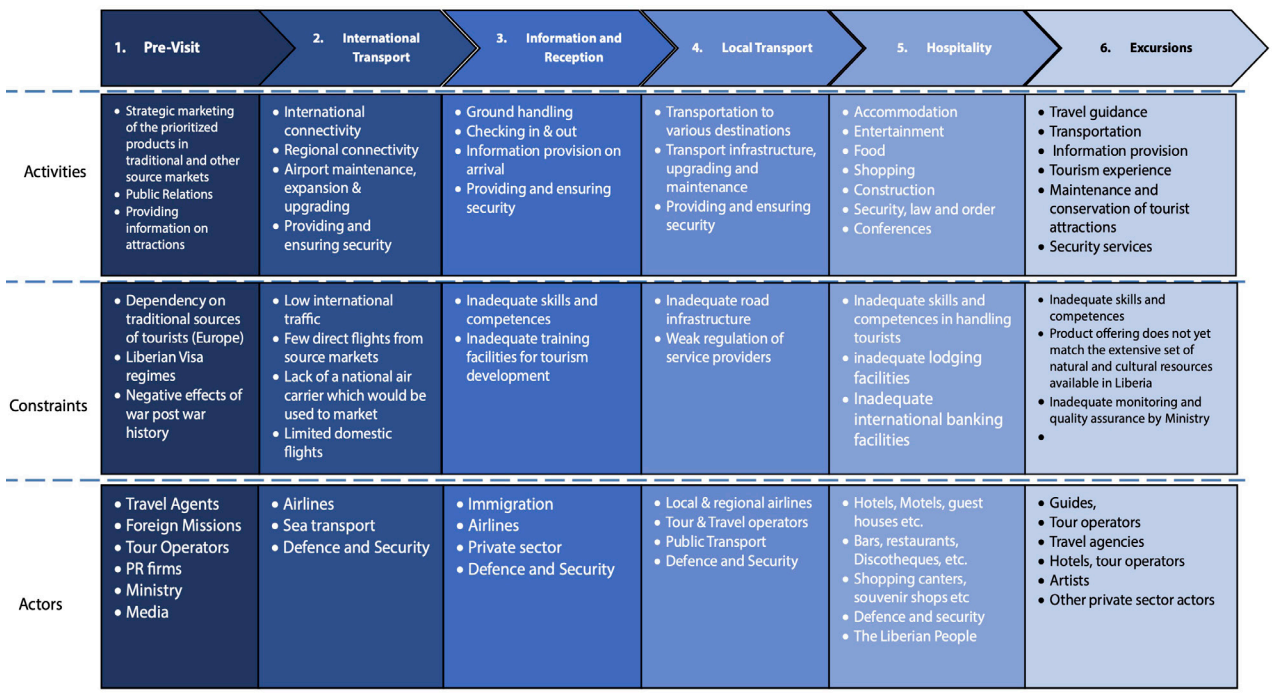
Using the value chain approach, it is observed that the tourism sector is multifaceted and supports several backward and forward linkages involving many direct and indirect actors. The impact, especially of international visitors starts from outside a destination all the way through the final destination in Liberia. The primary market providers (tourism operators) are critical in generating demand in the secondary market by virtue of their actions, which is to channel consumers (tourists) to their destination. Each tourism product is therefore a packaging of sub-products from multiple value chains. Therefore, a 'pure' value chain analysis looks at the end-to-end expense of a particular product (from the overall package price paid in the source market, including the retailer profit and overheads, air fares, travel insurance and other items unrelated to in-country expenses.

Based on the value chain in figure 42 and taking into perspective the local conditions, the various nodes of the value chain guided the selection of the relevant programs which are driving the AAID's interventions geared towards tapping the low-hanging fruits that may exist in the short to medium term. A brief overview of the various nodes of the value chain reveals existing opportunities and challenges:

- **Pre-Visit Stage:** The pre-visit services involve activities deliberately undertaken by a government to provide information on the tourism offerings of the country. The major constraints in providing pre-visit services lie in the negative news about the country and the region where the country is based as well as visa and travel restrictions and how swiftly they can be complied with by potential tourists.
- **The International Transport services:** The international transport services and their dynamics may constrain or enhance smoothen the tourist inflow in the country. The ease of International and regional connectivity in terms of air travel is critical in boosting tourism. Direct flights from major European Union markets to Monrovia are absent, with most flights being diverted through Freetown. The overall frequency of flights to Liberia, including those connecting within Africa, remains notably low.
- **Information and reception services:** The first point of entry and experience by the tourists is at the point of arrival or entry. This involves ground handling services, the immigration processes, information sharing and processing of information at the airports. In addition, the tourists need to feel secure as soon as they arrive in the country and handled with courtesy. With inadequate tourism training institutions in Liberia, the country is short on skills and competences to support the handling of tourists on arrival and during their stay in the country.

- **Local Transport Services:** The transportation infrastructure connecting Monrovia with other regions is notably inadequate, necessitating consideration of alternative transportation methods such as helicopter, seaplanes or ferry boat services, alongside enhancements to road infrastructure.
- **Hospitality Services:** Hospitality services in tourism development constitute the businesses that provide welcoming and accommodating experiences for travelers, tourists, and customers. The major constraints that require handling include the inadequate skills and competencies in handling tourists, inadequate lodging facilities, inadequately developed banking facilities in the face of increased digital payments.
- **Excursion:** This centers around activities that enhance tourists' experiences usually conducted through guided trips or tours, lasting from a few hours to a full day. The excursions could be nature-based (national parks, eco-systems), cultural-based (museums, historical sites) etc. There is a need for building adequate skills and competences to provide services to the tourists at the excursion stage.

Figure 42: Tourism development value chain



Source: MFDP

Liberia faces both opportunities and challenges in reviving its tourism industry. Learning from successful post-conflict destinations like Rwanda, Cambodia, Vietnam, and Sierra Leone can provide valuable models. Sierra Leone has transformed its image to attract eco-tourism and cultural experiences, showcasing recovery and resilience. To build its own tourism niche, Liberia will develop its tourism value chain and adopt visionary approaches for long-term growth, focusing on its natural beauty and cultural heritage. Culture and creative economy are essential for promoting sustainable economic growth, preserving cultural heritage, and stimulating innovation. This sector would not only contribute significantly to economic diversification but also will enhance national identity and cultural pride. Through this, the nation can leverage its unique cultural assets to attract tourism, generate employment, and open new markets for cultural products both domestically and internationally.

PROGRAM 12: Tourism Development, Branding and Marketing

Objective: Establish Liberia as a premier travel destination by promoting its unique attractions and cultural heritage.

This involves creating a competitive tourism industry promoted by cohesive branding strategy that showcase the country's natural beauty, historical sites, and vibrant culture. With this in mind, the AAID aims to improve tourism infrastructure, enhance touristic services, and develop targeted marketing campaigns to attract both local and international tourists. By fostering partnerships with stakeholders and promoting sustainable tourism practices, the AAID seeks to drive economic growth, create jobs, and enhance community engagement while preserving Liberia's cultural identity.

Key targets by 2029:

1. Brand and commercialize Liberian touristic destinations
2. Develop 15 eco-tourism sites across the country
3. Establish and capacitate the Tourism Authority
4. Increase international tourists' arrivals by 10%
5. Increase domestic tourism trips by 10%
6. Develop the Liberia tourism website with trip journeys

Key interventions:

- Establishment of a Tourism Authority
- Branding and marketing of Liberian tourism, with focus on nature and culture tourism
- Development of touristic products and sites
- Improvement of coordination and tourism value chain development
- Tourism stakeholders' capacity building
- Improvement of the provision of statistical and other information in the sector
- Improvement of the investment climate for the sector
- Supporting hotels in improving on-the-job training programs

PROGRAM 13: Culture and Creative Economy

Objective: Harness the potential of arts, culture, and creativity as drivers of economic growth and social development.

This includes supporting local artists, craftsmen, and cultural industries through funding, training, and infrastructure development. The AAID aims to promote cultural heritage and creative expression while fostering innovation and entrepreneurship. By integrating cultural initiatives into broader economic strategies, the AAID seeks to create jobs, enhance community identity, and attract tourism, ultimately contributing to a vibrant and sustainable economy that celebrates Liberia's rich cultural diversity.

Key targets by 2029:

1. Increase visits to cultural sites by 30%
2. Organize 5 creative economy trade fairs with private sector
3. Increase financing for creative economy operators by 20%

Key interventions:

- Promotion of cultural heritage
- Development of the creative economy
- Support financing for creative economy operators

6.2. PILLAR 2: INFRASTRUCTURAL DEVELOPMENT

Strategic Goal: *Develop modern, reliable, inclusive and climate resilient infrastructure to support sustainable socio-economic development. The Infrastructural Development pillar focuses largely on the developments and programs in transport, seaports, energy and electricity and ICT infrastructure as well as housing.*

The Infrastructural Development pillar priorities creating resilient and accessible transport, seaports, water, electricity and ICT infrastructure as well as housing that promotes economic development, social inclusion, and environmental sustainability across Liberia.

General Context

The World Bank highlights that investing in sustainable infrastructure fosters economic growth, connects communities to opportunities, and addresses climate change through renewable energy and digital solutions. Effective and reliable infrastructure is a critical enabler of socio-economic development. Conversely, Liberia's infrastructure is generally undeveloped, a condition that affects progress in all aspects of social and economic development, including business, agriculture, healthcare delivery, access to education, and the daily livelihood needs of the population, especially those in rural communities. According to the World Bank's Ease of Doing Business Index (2020), with a score of 43.2 (below the Sub-Saharan Africa average of 50.7), Liberia ranks 175 out of 190 countries in terms of ease of doing business. This is partially due to its inadequate infrastructure, particularly access to road network and electricity. This is primarily driven by low levels of investment in infrastructure, with estimates indicating that only 2.2 percent of Liberia's GDP is invested in infrastructure. This is significantly lower than the African average of 4.7 percent. Furthermore, the country's infrastructure is also affected by its geography, where access to many areas is hindered by poor road conditions coupled with limited transportation infrastructure".

County consultations for the AAID and County Development Agendas revealed that inadequate roads, limited electricity, and poor telecommunications hinder local development across Liberia's 15 counties. Citizens highlighted bad roads as a major barrier to accessing markets, thus, prioritizing road infrastructure improvement. A 2010 infrastructure assessment noted Liberia's lack of a complete national infrastructure. On the other hand, some progress has been achieved through international support and investments, improving electricity access, expanding paved roads, and advancing digital transformation. Table 6 presents selected infrastructure

Table 6: Selected infrastructure service access in Liberia

Key Infrastructure	Previous	2022-2024	Source
Energy (Electricity)	24.2% 2017)	31.8% (2022)	World Bank
Transportation (Paved Roads)	745 km (2017)	1,275 of 11,422	MPW/GAC NFR Audit 2022
Technology (Internet Access)	-	46% of popn. (2022)	LTA (www.ltalr.org)
Technology (Mobile Phone Coverage)	-	84% of popn. (2022)	LTA (www.ltalr.org)
Access to Safe Drinking Water	59.8% (2008)	69.3% of HH (2022)	NPHS 2022
Access to Flush Toilet	13.5% (2008)	40% of HH (2022	NPHS 2022

Despite progress, Liberia continues to face significant infrastructure deficits, with over 88 percent of its road network is unpaved and electricity access is only 2 percent. Internet access remains limited, primarily in urban areas. The international airport requires upgrades, and domestic airports, once vibrant, are now in disrepair and underutilized. Recognizing infrastructure as crucial for inclusive economic growth and improved livelihoods, the AAID aims to reduce these deficits.

Box 2 Infrastructure Development and Development Filters

To implement programs successfully under the infrastructure pillar, a holistic, inclusive approach will be adopted, guided by key development filters:

Youth and Children: Expand access to inclusive, safe, and quality educational and recreational spaces. Prioritize child-friendly designs that promote learning, physical well-being, and community engagement.

Gender: Strengthen safeguarding policies to promote women's economic participation and leadership and build essential business infrastructure, such as marketplaces, that empower and support women and girls.

Vulnerable Groups: Design and construct spaces that are safe and accessible to all, especially vulnerable populations, including people with disabilities. Employ inclusive design standards and construction practices to enhance usability across public and private infrastructure.

Employment: Increase women's participation in the infrastructure sector by implementing fair recruitment and training practices, providing targeted skills training, and developing worker protections. Promote policies that protect and uphold workers' rights, safety, and dignity.

Formalization: Facilitate seamless registration and licensing for businesses, especially for small and informal enterprises. Climate Change: Prioritize investments in climate-resilient infrastructure and adaptive measures that address gendered impacts of climate change, particularly for communities reliant on local ecosystems and natural resources.

Complementarity: Promote strong partnerships among government, private sector, and civil society to implement cross-sectoral programs. Align initiatives across infrastructure, energy, water, hygiene, and other public services, focusing on shared goals that promote inclusivity and sustainability.

Business Environment: Build an inclusive, secure, and transparent business environment. Enhance protections for local and international businesses, with access to financial resources, workforce support, transport, consulting, and other essential services. Ensure the business climate supports the Liberianization policy and empower local enterprises

Digitization: Improve planning and management through data analysis, increasing project efficiency, facilitating public engagement and transparency, attracting investment, and fostering innovation.

Peace and Reconciliation: In fostering social cohesion, reducing conflict, and ensuring equitable resource use, peacebuilding supports sustainable growth, unites communities, and establishes Liberia as a secure, attractive environment for development and investment

6.2.1. Strategic Policy 7: Roads and Basic Infrastructure

Strategic Objective: *Develop and modernize essential roads to enhance connectivity, promote economic growth, and improve access to essential services to improve the country's overall productivity and competitiveness.*

This includes developing and maintaining a comprehensive network of paved roads to facilitate transportation, support local markets, and enhance trade. Additionally, the plan aims to improve public buildings and facilities to ensure they meet community needs, thereby fostering social development and improving safety increasing overall quality of life. Ultimately, these efforts seek to stimulate investment and support sustainable development across the country. Significant outcomes shall be derived from increased transportation due to a well-developed and maintained road network.

Figure 43: Strategic Policy 7 goals by 2029

Source: MFDP

General Context

According to the Ministry of Public Works, the transport infrastructure of Liberia comprises of 11,422 kilometers of roads. They include 2,846 kilometers of primary roads , 1,960 kilometers of secondary roads, and 6,616 kilometers of feeder roads. While roads are the predominant mode of transportation and currently account for over 95 percent of the movement of passengers and goods, only an estimated 1,275 kilometers (11.2 percent) are paved, up from 745 in 2017/18. According to the World Bank (2022), roughly 40 percent of all rural roads are classified as "inaccessible", affecting agricultural productivity and local economies. The road network is not only poor in terms of quality, but also low in terms of coverage, which is reflected by a road density of 10.3 km per 100 km2 of land area, lower than the Sub-Saharan Africa average of 10.9 km. Most of the existing bridges and culverts, which were estimated to average one bridge and three culverts for every 5 km of road in 2018 and built in the 50s and 60s, lacked maintenance over the years, have obsolete design life, and pose a serious threat to road safety (Atsushi Iimi & Kulwinder Rao, 2018. "Spatial Analysis of Liberia's Transport Connectivity and Potential Growth," World Bank Publications).

While improvements are being made with reference to percentage of paved roads, poor road maintenance practice, driven largely by resource constraints, and a characteristically long rainy season, limit progress on road pavement and the continuous conditioning of laterite roads to make them passable all year round.

As a result, large parts of the country are typically cut off from the Capital, Monrovia, and county capitals, affecting the movement of goods and people, with consequences for the livelihood of people across the country, especially in the rural areas.

The maintenance of an expanding quality and safe road network is not only critical for Liberia's economic growth. It is also key to ensuring that Liberia achieves commitments under UN SDG 2030, especially SDGs 2 and 9. SDG 2 aims to reduce hunger and poverty by ensuring food security for all. The Government of Liberia, as a part of its commitment to achieve SDG 2, has adopted a strategy to maintain and rehabilitate existing roads, which also addresses SDG 9—building a resilient infrastructure, promoting sustainable industrialization, and foster innovation. Under current conditions, the road network requires radical interventions to overcome the challenges of poor road quality, maintenance deficits, and seasonal inaccessibility. Accordingly, the government sustainable improvements in the national road network as a key priority of the AAID. Working with development partners and the private sector, the government will undertake critical investments in the road sector to expand coverage and access, especially in high-priority zones—areas with considerable economic potential and connections to all county capitals.

PROGRAM 14: Road Network and Safety

Objective: Expand and modernize road infrastructure by undertaking construction of climate-resilient roads, upgrading of roads and bridges, and maintaining the existing stock in order to enhance accessibility and connectivity of rural and urban areas, while strengthening social inclusion.

This will involve fostering public-private-partnerships to explore toll systems and enhance road safety to protect lives, ensure the smooth movement of goods and people, and to support national economic growth and social well-being. The focus is on creating safer roads, improving traffic management, and promoting road safety awareness across the country.

Key targets by 2029:

1. Pave at least 485 km of primary roads with asphalt
2. Rehabilitate and maintain at least 445.1 km primary road network
3. Expand, rehabilitate and maintain at least 1,090 km of secondary road network
4. Develop, expand, rehabilitate and maintain at least 2,500 km of feeder roads network
5. Upgrade, pave and maintain at least 125 km of urban and community roads
6. Establish 5 Regional Operational Hubs

Key interventions:

- Expansion, rehabilitation and maintenance of primary roads
- Expansion, rehabilitation and maintenance of secondary roads
- Expansion, rehabilitation and maintenance of feeder roads
- Establishment of the National Road Authority
- Expansion, rehabilitation and maintenance of urban and community road

6.2.2. Strategic Policy 8: Transport and Logistics

Strategic Objective: *Enhance the efficiency and reliability of the transportation network, facilitating the movement of goods and people.*

This includes improving road, rail, and port infrastructure to support trade and economic activities. By developing a robust logistics framework, the AAID aims to reduce transportation costs, improve access to markets, and boost regional and international trade. Ultimately, these efforts are intended to stimulate economic growth, create jobs, and enhance overall national development. Significant outcomes shall be derived from an efficient and reliable transportation and logistical network.

Figure 44: Strategic Policy 8 goals by 2029

Source: MFDP

General Context

Liberia's transport and logistics sector faces numerous technical and performance-oriented challenges that have been identified over the years, particularly in recent analyses undertaken to prepare an updated National Transport Policy and Strategy and the Multi-Modal Transport Master Plan. These challenges are critical to address, as they significantly impact the country's development, economy, and the daily lives of its citizens. The transport sector has distilled these challenges into three critical issues that require urgent attention.

Poor Road Safety: One of the foremost challenges in Liberia's transport sector is poor road safety, which has dire consequences for individuals involved in road accidents. In addition, this situation hampers the free flow of goods and passengers. This situation not only affects the lives of those directly involved but also represents a substantial drain on the country's economy. Improving road safety in Liberia must be driven by a holistic approach that addresses several key factors:

A. **Comprehensive and sustained enforcement of regulations:** There is an urgent need for more rigorous enforcement of existing road traffic regulations. This includes enhancing driver and vehicle testing protocols to ensure that only qualified drivers operate safe vehicles. Stricter adherence to traffic laws can significantly reduce accidents and their associated costs;

B. **Strengthening road traffic regulations:** The current road traffic regulations must be reviewed and strengthened to raise the standards required of drivers, vehicles, and especially commercial transport operators. This means implementing higher safety standards and ensuring that all transport operators are compliant with these regulations;

C. **Improving infrastructure design and construction:** The design and construction of road infrastructure in Liberia require significant improvement. This involves building roads that meet safety standards, incorporating features that reduce accident risks, increase climate resilience, while ensuring that they can handle the volume of traffic expected; and

D. **Traffic engineering and management schemes:** Introducing effective traffic engineering and management schemes, particularly in urban areas like Monrovia, is essential. This includes implementing measures such as traffic signals, road signs, and designated lanes that can help regulate traffic flow and improve safety.

Over-Reliance on Cars: Another major issue is over-reliance on vehicles, which has serious implications for congestion, safety, health, and the environment. This trend is contributing to climate change and is evident in various parts of the country, particularly in urban centers. To address these challenges, Liberia urgently requires:

A. **Mass transit solutions:** Developing mass transit solutions is critical to reducing congestion and providing an alternative to private car use. This could include bus rapid transit systems or other forms of public transportation that are efficient, affordable, and accessible to all citizens; and

B. **Integrated land use and transport planning:** An integrated approach to land use and transport planning is essential, especially in urban areas. By coordinating transportation development with urban planning, Liberia can create environments that support public transport and reduce dependence on personal vehicles, ultimately leading to a more sustainable urban transport system.

Rising Transportation Costs: Rising transportation costs pose a perpetual threat to users, disproportionately affecting the poor. High transport costs can limit access to essential services and opportunities, exacerbating socio-economic inequalities. To achieve widespread accessibility and reduce environmental impacts, as envisioned in the AAID, several measures must be adopted:

A. **Mitigating fuel costs:** It's crucial to limit the effects of escalating fuel costs on transportation.

This can be achieved through policies that promote fuel efficiency and alternative energy sources, reducing the financial burden on users;

B. **Safeguarding road infrastructure:** Implementing axle load controls and undertaking planned routine and periodic maintenance of road infrastructure can help safeguard these assets. Sustainable financing mechanisms can be established, where users contribute to the maintenance of the roads they utilize; and

C. **Identifying alternative modes of transport:** Exploring alternative modes of transport, such as rail, inland water transport, and mass transit, is essential for creating a cost-effective and environmentally friendly transport system. These alternatives can provide viable options for both investors and users, helping to ease the burden of rising transport costs.

Decentralization: The absence of decentralization has posed significant challenges to the transport sector, particularly regarding the quality-of-service delivery across the nation. Each Liberian deserves access to high-quality, safe transport services, regardless of their location. Unfortunately, the transport sector has been impeded by insufficient budgetary allocations, which have led to a lack of necessary logistics and tools required to fulfill its mandates effectively. Addressing these decentralization challenges involves:

A. **Improving budgetary allocations:** Ensuring that the transport sector receives adequate funding is crucial. This requires increasing budgetary support, allowing for the procurement of essential tools, equipment, and resources necessary for effective service delivery; and

B. **Enhancing logistics and capacity:** Developing logistics capabilities within the transport sector is vital for efficient operations. This includes investing in training programs for personnel, acquiring modern equipment, and establishing maintenance facilities to support transport infrastructure.

Liberia's transport sector faces significant challenges that require urgent and comprehensive solutions. Addressing poor road safety, reducing reliance on cars, mitigating rising transportation costs, and overcoming decentralization challenges are critical for improving the overall effectiveness and accessibility of transport and logistics sector.

PROGRAM 15: Transport Services and Safety

Objective: Create an efficient, reliable, and sustainable transportation system that supports economic growth, trade, and development by facilitating the movement of goods, services, and people.

Effective transport services are essential for improving productivity, reducing costs, and enhancing national and international competitiveness, ultimately contributing to overall economic transformation.

Key targets by 2029:

1. Install 1,000 pieces traffic signs across the country
2. Install 20 weighbridges
3. Driver licensing and vehicle registration processes modernized across the country
4. Upgrade James Spriggs Payne Airport
5. Improve RIA facilities and safety in compliance with air traffic regulations
6. Establish four climate-controlled warehouses across counties
7. Establish four multi-purpose bus terminals
8. Rehabilitate five domestic airstrips
9. Expand the railway from Yekepa to Guinea border
10. Expand and modernize four ports and one dry-port in Nimba

Key interventions:

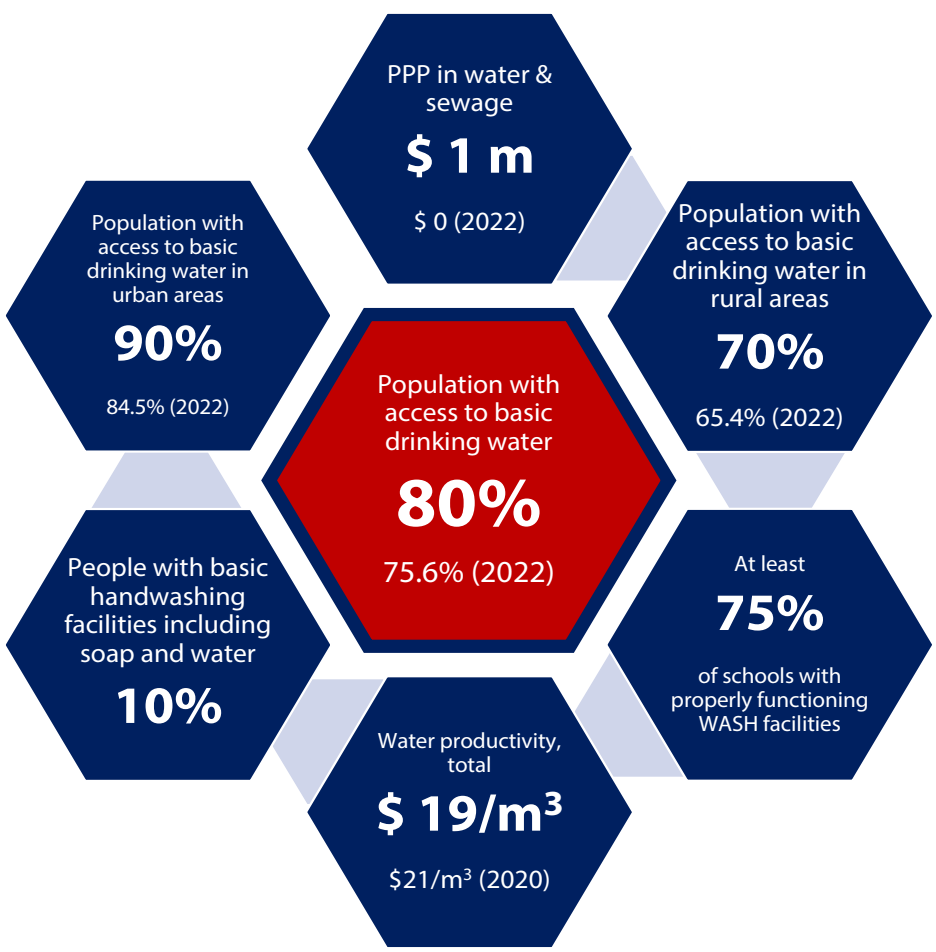
- Improvement of road safety for all
- Improvement and enforcement of bridge usage compliance
- Improvement of driver licensing and vehicle registration
- Improvement of port trade facilitation and control services
- Expansion and modernization of port facilities
- Improvement of airport services and safety to promote business and tourism services
- Construction of climate-smart warehouses in four counties
- Expansion, upgrade and modernization of airport facilities
- Development and decentralization of driver testing and licensing centers
- Decentralization of vehicle registration at county service centers
- Expansion and modernization of inclusive mass public transport services
- Supporting the construction of four multi-purpose bus terminals
- Expansion and modernization of railways
- Supporting the adoption of low-emission transport facilities and technologies

6.2.3. Strategic Policy 9: Water and Sewage

Strategic Objective: *Provide universal access to water for the population and businesses and effective sewage management systems, while improving public health.*

This aims to improve public health, reduce the prevalence of waterborne diseases, and enhance environmental sustainability. The AAID seeks to develop and upgrade water treatment facilities and sewage systems to ensure sanitation and hygiene standards are met. Ultimately, these efforts are intended to promote a healthier population, support community well-being, and contribute to overall economic development. Significant outcomes shall be derived from providing universal access to water and sewage facilities.

Figure 45: Strategic Policy 9 goals by 2029



Source: MFDP

General Context

Liberia has a notable deficit in the management and operations of water and sewage services. This is largely due to the impact of the civil war that led to the destruction of water and sewer infrastructure. Prior to the civil war, the Liberia Water and Sewer Corporation (LWSC) operated a large-scale Water Treatment Plant (WTP) at White Plains, Monrovia, with a water production capacity of 16 million gallons per day (mgpd). This plant served Monrovia and the surrounding areas with purified pipe-borne water. In addition to the White Plains WTP, LWSC managed ten (10) water outstations across urban centers, including Kakata, Buchanan, Zwedru, Gbarnga, Sanniquellie, Voinjama, Robertsport, Harper, Greenville, and Tubmanburg. These stations relied primarily on groundwater sources, which were treated, stored in elevated reservoirs, and distributed by gravity. The White Plains plant remains the only surface water intake facility in the LWSC system, while all other stations depend on underground sources.

Several outstation facilities in Robertsport, Sanniquellie, and Voinjama have been rehabilitated in recent past. However, other key facilities in Greenville, Harper, Gbarnga, and Tubmanburg are yet to be rehabilitated. This makes expansion of water services to several communities in these cities a challenge. The sewage infrastructure suffered significant damage during the civil war, rendering the sewage main lift stations, and Fiamah Sewage Treatment Plant (STP) non-functional. Currently, sewage is collected using trucks across Monrovia and transported to the containment tank at the Fiamah facility for treatment before release into the designated discharge area. Managing waste or sludge effectively is crucial for sustainable development for several reasons: it reduces pollution, conserves natural resources, protects ecosystems, minimizes the spread of diseases, reduce costs associated with waste disposal, and create economic opportunities through recycling and resource recovery. Owing to the deficit in the water and sewage infrastructure, Liberia has made slow progress in improving water and sanitation coverage.

PROGRAM 16: Water Resource and Sewage Management

Objective: Ensure universal access to clean, safe, and reliable water supply and adequate sewage facilities.

These services are critical for public health, environmental sustainability, and economic growth. Providing efficient water and sewage infrastructure supports social well-being, reduces poverty, improves living standards, and fosters sustainable urban and rural development. Ensuring access to clean water is a fundamental part of building a sustainable, healthy, and resilient future. The same is true for ensuring the effective management of sewage facilities.

Key targets by 2029:

1. Produce and distribute 100,000 cubic meters (26.5 million gallons) of water per day
2. Increase coverage of sewage services to 30%
3. Cater coverage increased by 75%
4. Update the Liberia water resource map
5. Improve the fecal sludge management in Monrovia and other urban centers

Key interventions:

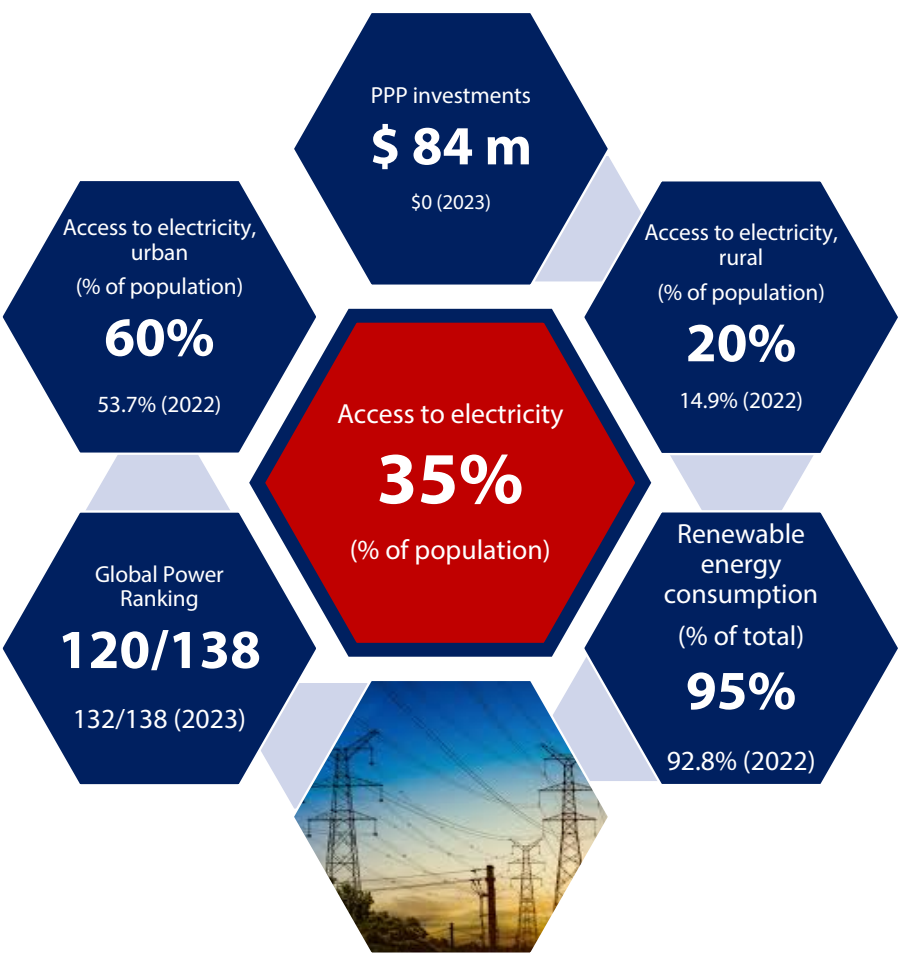
- Expansion and modernization of sustainable urban water supply to businesses and communities
- Expansion and modernization of sustainable rural water supply to businesses and communities
- Expansion and modernization of sewage services
- Updating of the water resource map
- Improvement of fecal sludge management in Monrovia and other urban centers.

6.2.4. Strategic Policy 10: Energy

Strategic Objective: *Ensure sustainable energy access for the population and businesses, while guaranteeing energy security.*

This sector plays a critical role in Liberia's economic transformation by providing reliable energy for economic activities, improving environmental management, and promoting sustainable use of natural resources. Energy is a fundamental driver of economic growth and development. A reliable energy supply is crucial for industries, enabling production processes, reducing production cost, and increasing efficiency. Significant outcomes shall be derived from an efficient and reliable energy sector, as shown in Figure 46 below.

Figure 46: Strategic Policy 10 goals by 2029



Source: MFDP

General Context

Liberia's energy mix has historically been dominated by traditional biomass fuels such as firewood and charcoal, accounting for more than 80 percent of the country's total energy consumption. Petroleum products, including gasoline and diesel, contribute to about 10 percent of energy consumption, while hydroelectric power makes up just over 6 percent. The remaining energy comes from various sources, including solar energy. The goal of the GoL's National Energy Policy (NEP) is to provide power to 70 percent of the population of Monrovia and 35 percent of the entire country by 2030. However, the current energy infrastructure is limited to deliver only a fraction of what is required to meet the NEP's target and to ensure sustained economic development.

Energy supply increased from 201 MWh to 401 MWh over the last six years. According to LEC, sales also increased during this period from 71.5 MWh to 204.7 MWh, while aggregate technical and commercial losses dropped from 66.5 percent to 50.7 percent. The LEC also expanded the electricity network to Gbarnga, Bong County; Bomi County; Grand Cape Mount County; RIA Highway in Margibi County; and many unserved communities in Montserrado County. There are over 200,000 active prepaid customers and over 150 active post-paid comprising LEC customer base. The current installed generation capacity of the system is 126 MW—188 MW from the Mount Coffee Hydro Power Plant (MCHPP) and 38 MW from the Bushrod Thermal Plant. Liberia imports 35MW of electricity from La Cote D'Ivoire as follows, bringing the total capacity of the system to 161 MW. Additionally, there are support projects, funded by international development partners. They include the World Bank's Liberia Electricity Sector Strengthening and Access Project (LESSAP) (US$64.2 million portfolio) for the repair of Unit 1 at MCHPP (US$7 million); overhaul of GoL HFO Plant (US$1.5 million), and expansion of the electricity Grid, procurement of SCADA, among others; African Development Bank's Liberia Energy Efficiency and Access Project (LEEAP) (US$46.94 million portfolio, with balance of US$5.17 million); AfDB's CLSG-RE (US$22.18 million portfolio, with a balance US$0.20 million); and World Bank's RESPITE (US$96 million portfolio), with US$21.5 million allocated to 20MW solar farm at Mount Coffee, US$58 million for MCHPP extension, US$3 million for Dam safety, US$6 million for Saint Paul River 2 Project, and US$6.5 million for implementation support. United States Agency for International Development (USAID) is also funding additional protection systems for MCHPP units 2, 3 and 4 to prevent the recurrence of what happened to Unit 1.

Despite the size of the current investment, access to electricity is low, estimated to be only around 26 percent nationally — 46.4 percent in Monrovia and nearly 8 percent in the rural areas—while biomass account for over 93 percent of energy used for domestic cooking. In addition, electricity supply is also unstable, especially during the 6-month dry season, when the output of the MCHPP is immensely diminished by fall in water level. As a result, commercial consumers continue to experience financial losses, due to lack of power and/or frequent power outages. On the other hand, even though there has been a gradual decline in electricity tariffs from US$0.54/kwh to US$0.24/kwh, Liberia still has one of the highest electricity tariffs in the world and businesses continue to rely on generators. Improving access to affordable, sustainable, and reliable energy supply will boost private sector development, especially manufacturing, and the efficient and effective delivery of social services, using technology. A priority focus on renewable energy expansion can achieve greater energy security, reduce costs, and enhance access for all. Such interventions require government commitment and international partners support to overcome the current limitations and unlock the country's energy potential.

The 2016 RESMAP outlines a goal of 100 percent electricity access by 2030, with 70 percent through LEC and 30 percent via off-grid solar (OGS). Hence, the OGS sector is of great importance, especially for remote, low-income households, where off-grid solar solutions like smaller SHS are more cost-effective than grid connections.

PROGRAM 17: Energy Resource Development and Management

Objective: Ensure that reliable, affordable, efficient, and sustainable electricity is accessible to all sectors of the economy, to facilitate economic growth, and improve quality of life, and social equity. This is based on the Liberia Energy Compact which is the government's commitment to ensuring universal access to affordable, reliable and sustainable energy by 2030 in partnership with development partners such as the World Bank, African Development Bank, and the Millennium Challenge Corporation.

Electricity services are critical for industrialization, enhancing productivity, and enabling the delivery of essential services such as health, education, and ICT. Developing indigenous low-cost renewable energy resources is crucial to satisfy the growth in demand for electricity, reduce the cost of supply and enhance energy security. Overall, investing in renewable energy, expanding access to underserved areas, improving energy infrastructure reliability, regulation, and building institutional capacity of the energy MACs, will be the main areas of focus in the medium term.

Key targets by 2029:

1. Increase national electricity access rate by 55%
2. Operationalize 4 turbines at MCHPP
3. Increase capacity of MCHPP to 148 MW
4. Increase energy mixed by 36 MW solar
5. Reduce total electricity loss to 10%

Key interventions:

- Upgrading of electricity regulatory framework and database management system
- Rehabilitation of Unit One of Mount Coffee Hydro Power Plant (MCHPP) and Saint Paul 2 and Gbedin Hydro
- Expansion of regional, businesses, and communities' electricity distribution
- Implementation of Regional Emergency Solar Power Intervention (RESPITE)
- Supporting the provision of reliable, cost-effective, and sustainable electricity to underserved and remote areas in Liberia by leveraging off-grid solar solutions
- Improvement of the electricity distribution network to reduce electricity losses

6.2.5. Strategic Policy 11: Communication Technologies and Digital Economy

Strategic Objective: *Enhance access to and use of information and communication technologies (ICT) to drive economic growth and improve service delivery.*

This includes expanding internet connectivity, improving telecommunications infrastructure, and promoting digital literacy among citizens. The AAID aims to leverage technology to enhance governance, facilitate e-commerce, and improve access to education and health services. Ultimately, these efforts seek to foster innovation, empower communities, and support sustainable development through effective communication channels. Significant outcomes shall be derived from enhanced access to information and communication technologies.

Figure 47: Strategic Policy 11 goals by 2029

Source: MFDP

General Context

Liberia has moved into the digital transformation era with limited capacity to adapt new technologies and poor infrastructure to leverage the gains that technological advancement brings to economies. The Country launched the National Digital Transformation Agenda in the first half of 2024. This policy statement affirmed the "political will" of the country to explore opportunities in attracting digital investment and establishing prudent legal and regulatory frameworks to facilitate economic growth through enhanced digitalization of the economy and all vertical value chains.

Liberia is an emerging economy that has experienced over twenty years of peace, solidified by three successful elections and two political transitions. Most of the country's population are young people. The youth-technology nexus has influenced technological advancements around the world in countries such as China, the United States, South Korea, Japan, Rwanda, Kenya, Angola, and South Africa. Studies have shown that most of the world's best technologists are young people under the age of 20. With Liberia's growing population, early digital investment in this part of the world will yield benefits not only for companies but also for the aspiring young population venturing into digital literacy and digital marketing. The country currently has a friendly investment climate with several digital infrastructural gaps and tech-related business opportunities that larger foreign direct investments (FDIs) can leverage.

Key challenges ahead are limited ICT infrastructure and broadband connectivity around the country, limited technology manufacturing industries & App solutions developers, low ICT capacity development among the population and inadequate digital systems and lack of interoperability.

The key areas for investments are broadband connectivity or fiber deployment, rural connectivity, tech-solutions, including software and hardware applications to facilitate a robust ICT ecosystem, cybersecurity solutions, data protection and cloud computing, data center or big data management, and digital learning platforms (e-learning and u-learning). Other areas include digital information management systems solutions, e-government solutions (i.e. harmonization of all government services on a single platform), integrating tech-solutions in vertical production and services value chains to include: e-agriculture, e-health, e-mining, e-commerce, e-education, e-forestry, e-government, etc.

Technology plays a key role in national development by serving as a catalyst for a modern, competitive, and inclusive economy. The AAID's focus on technology is aligned with global efforts to achieve the UN Sustainable Development Goals (SDGs), particularly Goal 9 (Industry, Innovation, and Infrastructure), Goal 4 (Quality Education), Goal 5 (Gender Equality), and Goal 8 (Decent Work and Economic Growth). That explains why a little over two decades ago, Liberia embraced ICT, and the technology infrastructure is still developing. During this period, the country has made significant strides in transforming the ICT sector, while trying to enhance socio-economic development across the country, yet multiple challenges have affected the pace of progress. The ICT infrastructure, particularly internet access and telecommunication services, has been constantly expanding, bolstered by public and private sector initiatives. A draft policy seeks to ensure inclusion in ICT. According to the Ministry of Posts and Telecommunications (MoPT), the proposed ICT Policy in Liberia aims to create new learning and ICT access opportunities for women, youths, the disabled, and disadvantaged groups, particularly disenfranchised and illiterate people, to address social inequities.

The ACE (Africa Coast to Europe) submarine cable system has improved international connectivity, with plans to bring on a second international submarine optical fiber cable system. As of 2023, internet penetration stood at around 25 percent, with gradual growth hinged on an expanding mobile data service. However, fixed broadband subscriptions are relatively low, with a 2.5 percent penetration rate, though many new service providers are entering the broadband market and enhancing competition. On the other hand, the coverage of mobile broadband (3G and 4G networks) has been expanding, with 4G services

available in major cities and coverage estimated at 30 percent of the population.[i] With respect to general mobile network coverage, penetration is approximately 80 percent of the population.[ii] According to the Liberian 2022 National Census, 66.3 percent of households owned a mobile phone, while 33.6 percent had access to the internet, with access far more prevalent in urban areas, compared to rural areas.

Increased access to technology products has also bolstered financial inclusion in the economy, particularly with the introduction and growth of mobile money (wallets) services and other digital payment methods. In addition to automated teller machines (ATMs), most banks now have point of sales (POS) services at hotels, supermarkets, clinics, and restaurants, among others. These systems accept both international and local credit and debit cards. The banks have also enhanced their services with their customers by providing online services, enabling Liberians and residents to transact from anywhere in the world once there is internet connectivity. The introduction of mobile money has helped individuals manage their finances better and engage in economic activities, leading to increased entrepreneurship and small business development as well as reduction in the cost of transactions for both buyers and sellers.

Digital literacy is crucial for advancing economic growth, education, and social inclusion in Liberia. Initiatives are underway to enhance digital skills, including a government program launched in early 2024 aiming to educate 10,000 young people. Efforts to boost internet access and integrate technology into public services are ongoing and are being led by the Liberia Telecommunications Authority and the Ministry of Post and Telecommunications. Additionally, a national identification scheme is expanding, requiring ID cards for banking, SIM registration, and employment. However, adoption remains low, and the national identification number has yet to be fully integrated across various platforms.

PROGRAM 18: Postal Services

Objective: Enhance communication and connectivity across the country by improving the efficiency and reliability of postal services.

This includes modernizing postal infrastructure, expanding service coverage, and integrating technology to facilitate faster and more secure mail delivery. The AAID aims to ensure that all citizens have access to essential postal services, which can support business activities, enhance access to information, and promote social inclusion. Ultimately, these efforts seek to strengthen the overall communication framework and contribute to national development.

Key targets by 2029:

1. Digitize Postal System and Services by 70%
2. National Digital Postal Address System available for 55% of houses

Key interventions:

- Implementation of National Digital Postal Address System
- Digitalization of the Postal Services

PROGRAM 19: Broadcasting Services

Objective: Enhance the reach, capabilities, sustainability, and ensure high-quality, accessible content for all Liberians. This plan focuses on expanding infrastructure and embracing digital transformation. Broadcasting plays a crucial role in the development process. It serves as a powerful tool for communication, education, and information dissemination with many impactful results. Broadcasting provides timely and accurate information to the public, helping people stay informed about local, national, and international events. Besides playing its public awareness creation role, the media plays a watchdog role, holding governments and officials accountable for their actions and promoting transparency and good governance.

Key targets by 2029:

1. Increase nationwide radio and television coverage to 60%
2. Complete comprehensive digital migration across LBS broadcasting platforms

Key interventions:

- Installation of transmission towers and repeaters in targeted locations.
- Completion of comprehensive digital migration across LBS broadcasting platforms.
- Digitization of archives and upgrade of equipment for digital transmission

PROGRAM 20:

National ICT Eco-System and Digital Societies

Objective: Create a robust digital infrastructure that fosters innovation, economic growth, and social inclusion.

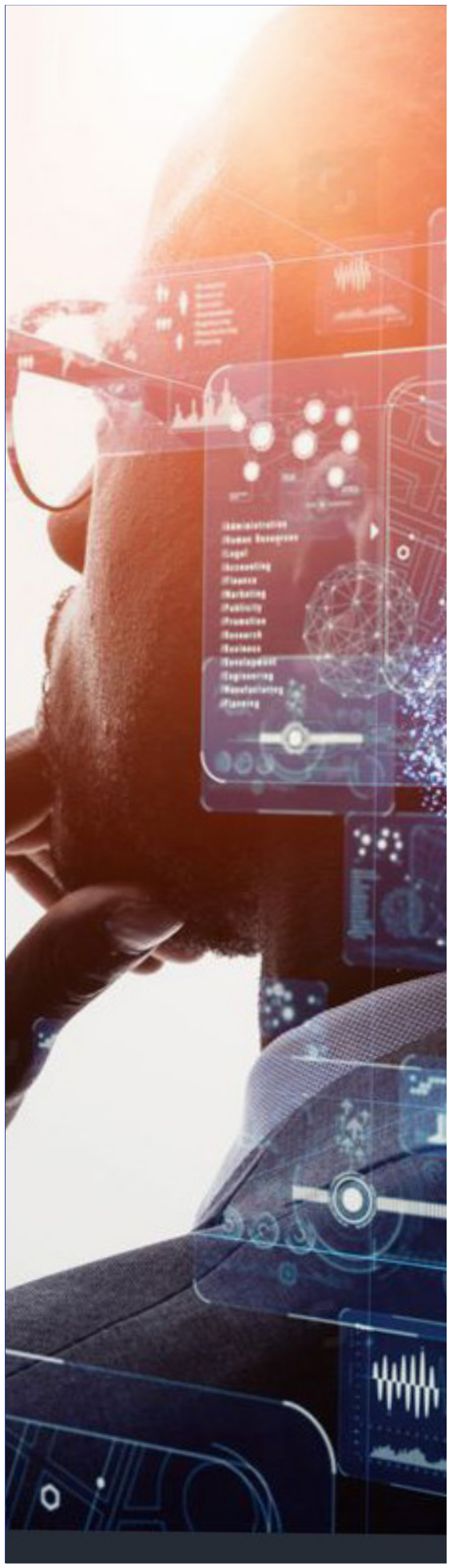
This involves developing a comprehensive ICT framework that enhances connectivity, promotes digital literacy, and supports the growth of digital services and entrepreneurship. The AAID aims to leverage technology to improve governance, education, healthcare, and access to information, ultimately empowering citizens and communities. By building a vibrant digital ecosystem, Liberia seeks to enhance overall development and competitiveness in the global economy.

Key targets by 2029:

1. Automate 100 MACs with automated GoL services
2. Increase ICT coverage nationwide by 30%
3. Increase broadband coverage nationwide by 30%
4. Increase internet access of the population by 40%

Key interventions:

- Harmonization of GoL ICT Infrastructure and Services
- Improvement of E-Governance Strategy
- Deployment ACE fiber cable national backbone and landing of Amilcar Cabral Fiber Cable
- Integrating ICT services in schools, health facilities and digital villages
- Increasing ICT start-up society
- Supporting women and youth ICT entrepreneurs
- Enhancement of cybersecurity for protection of data and systems



6.2.6. Strategic Policy 12: Housing Development

Strategic Objective: *Provide affordable, safe, and adequate housing for citizens, thereby improving living conditions and promoting social stability.*

This includes addressing the housing deficit, upgrading informal settlements, and ensuring access to basic services such as water, sanitation, and electricity. The AAID aims to foster sustainable urban development, stimulate economic growth through construction and related industries, and enhance community resilience. Ultimately, these efforts seek to support the right to housing and contribute to overall national development. Significant outcomes shall be derived from providing adequate housing.

Figure 48: Strategic Policy 12 goals by 2029

Source: MFDP

General Context

Housing is a fundamental human necessitate. According to UN-HABITAT, housing is an important for achieving many of the SDGs as adequate and affordable housing leads to benefits in health, education, and economic opportunities and housing improvement often a ladder out of poverty. In 2014, the housing stock totaled 327,000 dwellings, while housing needs were forecasted to reach 512,000 units by 2030. At this level of need, UN-Habitat estimated a minimum build rate of 30,000 new housing units per annum will be required to meet this need. In fact, with an increasing rate of urbanization and more people (54.5%) now living in urban areas, compared to just 15 years ago, when more people lived in rural areas, the demand for housing is estimated to be much higher.

Not only is housing a critical demand across the country, but the quality of housing is equally a challenging issue. A substantial portion of urban housing is informal, and the quality of housing is often poor, with many structures lacking basic amenities such as electricity, clean water, and sanitation facilities. For housing conditions, report from NPHC 2022 reveals that housing condition is deplorable with 45 percent of household nationwide residing in semi-permanent units, 35 percent in temporary housing units and only 20 percent in permanent housing units. For instance, according to the 2022 National Population and Housing Census, only about 40 percent of households use flush toilet facilities, and about one-third (32.0%) use open defecation (outback or beach) or have no toilet facility at home. The quality of housing is influenced by the high cost of housing and the relatively low-income levels of most Liberians.

To address the demand for housing and housing improvements requires a multifaceted approach involving government initiatives, community engagement, and public and private investment to ensure that all citizens have access to safe and affordable housing. Accordingly, the government will pursue policy and institutional frameworks to facilitate improved expertise and management of the sector and increased investment in housing development in the country. This will involve establishing diverse partnerships with the private sector, CBOs, communities, and financial institutions to increase housing supply and access to affordable housing.

PROGRAM 21: Modern and Affordable Housing Opportunities for All

Objective: Offer affordable housing, promote homeownership and empower citizens to build their own homes

This initiative aims to increase access to affordable housing and land, facilitate the development of housing, and encourage self-construction practices. By providing modern and affordable housing opportunities for all at reasonable prices, the AAID seeks to stimulate economic activity, create employment opportunities in the construction sector, and improve living standards, while addressing the housing deficit and foster sustainable community development.

Key targets by 2029:

1. Construct 1000 inclusive housing units
2. Commercialize 5000 plots for public servants and diaspora
3. 1000 acres of land purchased for construction of housing
4. Requalify 10% of urban and suburban areas

Key interventions:

- Development and strengthening of housing policy
- Establishment of housing information system
- Strengthening and expansion of partnerships for housing development
- Development and upgrading of slums
- Requalification of urban and suburban areas
- Development of site and service schemes for citizens and the Diaspora
- Provision of housing for public servants, especially security, health and education officers
- Commercialization of affordable housing and plots to empower citizens to build their own homes

6.3. PILLAR 3:
RULE OF LAW

Strategic Goal: *Establish a just, equitable, and accountable legal framework that ensures the protection of rights, promotes good governance, and fosters a stable environment*

The Rule of Law pillar involves improving access to justice, ensuring the independence of the judiciary, and fostering community engagement in governance to uphold the rule of law as a foundation for sustainable development and social equity in Liberia.

General Context

Rule of law in Liberia is challenged by a combination of institutional weaknesses, mismanagement, limited access to justice, human rights violations, political interference, and decentralization issues. The judiciary suffers from significant resource constraints, including inadequate funding, insufficient infrastructure, and inadequately trained personnel. According to the World Justice Project's (WJP) Rule of Law Index 2021, Liberia ranked 96 out of 139 countries in terms of judicial independence, indicating systemic issues in the legal system .

Similarly, Liberia's overall rule of law score decreased by 1.7percent in the 2022 Index. It ranks 112th out of 140 countries worldwide, falling two positions since last year. Regionally, Liberia ranks 20th out of 34 countries in Sub-Saharan Africa (WJP Rule of Law Index 2021)

The World Bank improving justice study (2023), referred to earlier in this section, found that only 83 percent of courts across the country were functional, ranging from 100 percent in Montserrado to only 50 percent in Bomi. The report further revealed that of all civil cases occurring in communities, only 3 percent reached a formal forum such as a court for resolution, while 38 percent were heard at informal forums and 59 percent not taken to any forum for resolution. For criminal cases, only an estimated 2 percent of cases appeared before a formal forum for resolution, while 45 percent, including rape cases, were resolved through informal forums and 53 percent were never taken to any forum for resolution. The study concluded that Liberians were more satisfied with informal than formal justice actors, with the perception that customary justice is fairer and more impartial. This outcome made the case for a lack of confidence in the formal justice system.

Rule of law in Liberia is also affected by limited access to justice. Many citizens, especially those in rural areas, lack access to legal services. The Legal Aid Act is not fully implemented, resulting in many individuals being unable to afford legal representation. A UNDP 2019 study revealed that approximately 70 percent of the population of Liberia has no access to formal justice systems. In addition, despite improvements since the civil war, human rights abuses, including gender-based violence and police brutality, remain serious issues affecting the rule of law in Liberia. A 2022 Human Rights Watch report noted a significant increase in reported cases of gender-based violence, with 1 in every 3 women experiencing violence in their lifetime (Human Rights Watch - HRW, "World Report 2022: Events of 2021."). Complicating the situation is political interference in the judiciary, which often compromises judicial independence, leading to biased rulings and a lack of accountability for public officials. The U.S. Department of State's 2021 Human Rights Report highlighted numerous instances of political interference in judicial proceedings. The centralization of resources and capacities in Monrovia also presents challenges for the rule of law. Although there are efforts to decentralize governance, local authorities often lack the necessary resources and training to effectively manage local justice systems.

The key challenges to improving the rule of law in Liberia center on strengthening the independence of judicial and law enforcement institutions, improving transparency, strengthening institutional capacity, improving access to justice, promoting cooperation among all justice actors, and expanding avenues for accountability. Addressing these issues means adopting a comprehensive approach to improving the rule of law in Liberia over the next five years.

Box 3 Rule of Law and Development Filters

To successfully implement programs under the Rule of Law pillar, a comprehensive and inclusive approach will be adopted. This approach will prioritize equitable access, accountability, and community engagement, guided by the following key development filters:

Youth and Children: Expand access to inclusive, safe, and child-friendly legal and justice services. Develop specialized youth and child justice programs that address the unique needs of children and young people, including legal aid, child protection services, and juvenile justice. This includes implementing practices that safeguard minors during legal proceedings and creating youth-centered legal awareness campaigns to educate children on their rights.

Gender: Strengthen access to justice policies that specifically support women and girls, empowering them to exercise their rights fully and equitably. Enhance rule of law institutions and legal frameworks to address gender-specific challenges. Expand resources and training to improve sensitivity to gender sensitive issues within the judiciary and law enforcement.

Vulnerable Groups: Ensure that legal and law enforcement services are accessible to all, especially vulnerable populations such as people with disabilities, ethnic minorities, and marginalized communities. Develop specialized support services, such as witness protection, safe homes etc to enhance the ability of vulnerable groups to access justice equitably and effectively.

Employment: Increase women's participation in the administration of justice by implementing fair recruitment practices, providing targeted skills training, and improving working conditions, particularly for those deployed in rural or underserved areas. Promote women's participation within law enforcement, and provide mentorship to support their career advancement.

Formalization: Formalize legal professions by streamlining registration for small-scale practitioners and community-based legal aid. Enhance climate justice through legal frameworks safeguarding natural resources and environmental rights within the justice system.

Complementarity: Promote partnerships among government, private sector, and civil society to support cross-sectoral initiatives focused on improving the rule of law. Coordinate efforts across legal and social actors to create programs, such as joint advocacy on legal reforms, coordinated training on human rights and integrated victim support services.

Business Environment: Promote a secure and transparent business environment by enhancing legal protections for local and international businesses, including access to dispute resolution services, contract enforcement, and anti-corruption measures. Develop frameworks that protect property rights, secure investments, and uphold fair competition, supporting the Liberianization policy by empowering local enterprises to operate within a just legal system.

Digitization: Leverage digital technologies to enhance transparency, efficiency and transparency in the rule of law such digital records to reduce bureaucracy and improvement in service delivery.

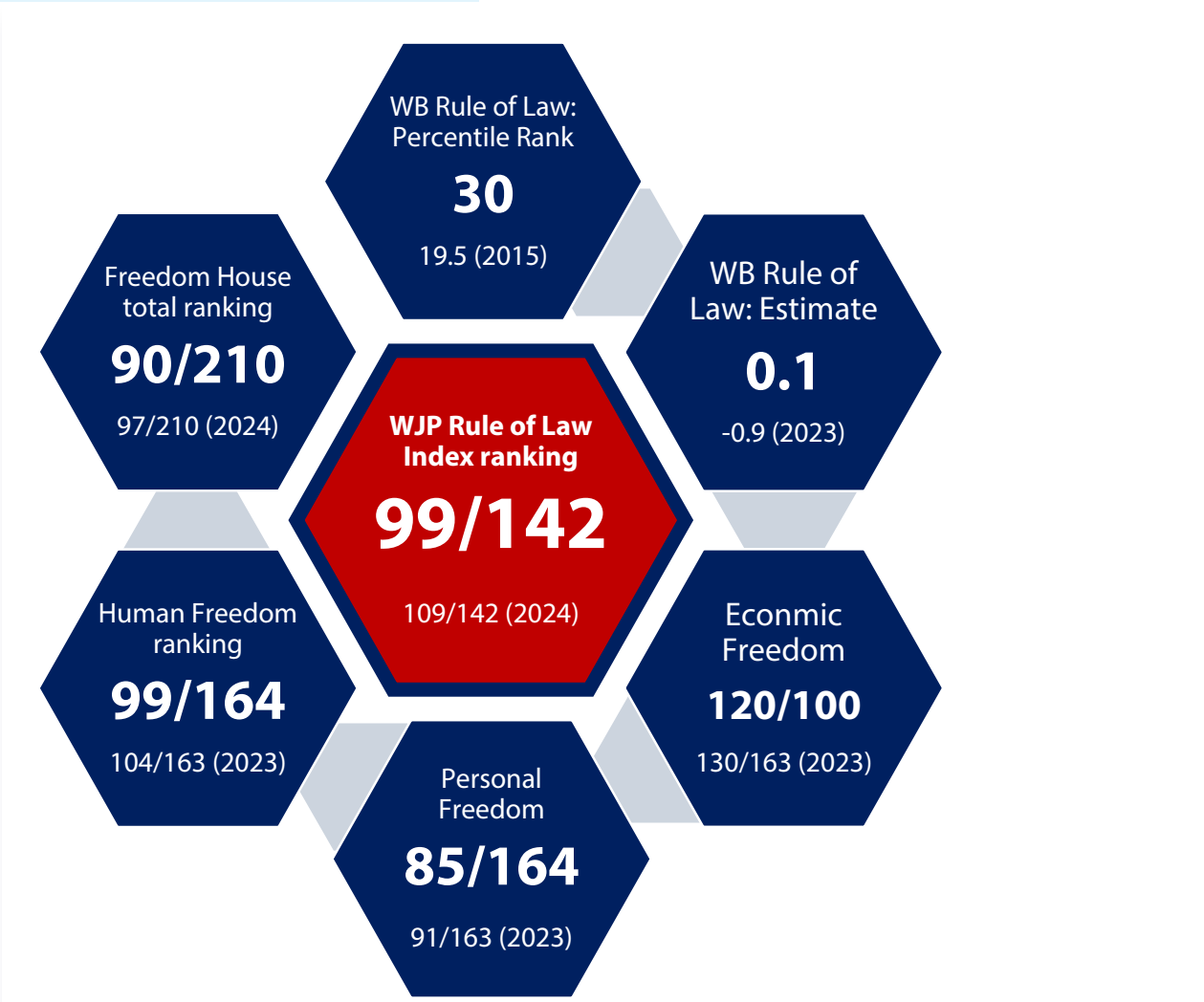
Peace and Reconciliation: Peaceful social conditions create an environment where legal institutions can function effectively, and reconciliation processes help heal past grievances, reducing tensions that could lead to conflict.

6.3.1. Strategic Policy 13: Justice and Human Rights

Strategic Objective: *Focus on strengthening legal institutions, promoting human rights awareness, ensuring access to justice, holding violators accountable, fostering reconciliation, and supporting civil society to build a just and equitable society.*

This includes improving legal infrastructure, enhancing the capacity of the judiciary, and ensuring timely access to justice. Ultimately, these efforts seek to foster social stability, build public trust in institutions, and support sustainable development by ensuring that justice is served for all.

Figure 49: Strategic Policy 13 goals by 2029



Source: MFDP

General Context

The justice sector in Liberia is a complex system influenced by the country's history, particularly its civil conflicts and ongoing governance challenges. Since the civil wars ended in 2003, Liberia has attempted to rebuild its justice system, but it faces significant obstacles in creating a fair and effective framework.

Historically, Liberia's justice system has been hindered by political instability and severe human rights violations. The civil wars devastated judicial infrastructure and diminished public trust in legal institutions. Efforts by international organizations and local NGOs to restore and strengthen these institutions have seen slow and uneven progress due to multifaceted challenges.

The current justice sector consists of the judiciary, law enforcement agencies, and correctional facilities. The judiciary, including the Supreme Court and lower courts, struggles with inadequate funding, limited resources, and insufficient training for judges and personnel, impairing its effectiveness. The Liberia National Police (LNP) faces issues such as corruption, inadequate training, inadequate compensation, and general distrust from the community. Moreover, the correctional system suffers from overcrowding, poor conditions, and a lack of effective rehabilitation programs for inmates.

The judiciary is plagued by inefficiency, hindering the rule of law and citizens' access to justice. Many individuals remain in prolonged pre-trial detention, and legal representation is often inaccessible, especially for the impoverished. Although there have been attempts to strengthen judicial processes, these efforts are met with considerable obstacles.

Access to justice is a critical concern, particularly for marginalized populations in rural areas. Many citizens encounter barriers such as geographic isolation, poverty, and a lack of awareness regarding their rights. Legal aid services are underdeveloped, leaving most people unable to afford private legal representation. While traditional dispute resolution mechanisms are important in many communities, they often operate outside the formal legal framework, leading to inconsistencies in justice delivery.

Corruption and political influence frequently undermine the rule of law in Liberia. Despite constitutional protections for human rights, violations such as arbitrary detention, police brutality, and restrictions on freedom of expression are prevalent. The government's commitment to human rights is often questioned, especially amid reports of abuses by security forces and a lack of accountability.

Furthermore, women encounter significant barriers, with gender-based violence being widespread and cultural norms restricting their rights. While legislation exists to protect women, enforcement is weak, and women continue to have limited access to education and healthcare, perpetuating gender inequalities.

Children also face dire circumstances, including child labor and trafficking, compounded by inadequate educational opportunities. The legacy of civil war has left many children vulnerable, and reintegration efforts for former child soldiers have been inconsistent. Although the government and NGOs are working to improve child rights, progress is slow.

Challenges in the justice sector include capacity and resource constraints, leading to inefficiencies, delays, and significant case backlogs, which in effect complicate the business environment. Corruption further complicates access to justice, with bribery and nepotism skewing judicial outcomes. Geographic disparities exacerbate these issues, particularly in rural areas lacking legal infrastructure.

Despite these challenges, there are opportunities for reform. Continued collaboration with international organizations can provide vital funding and technical support. Legal reforms are essential for improving efficiency, transparency, and trust, while community engagement can empower citizens and enhance access to justice. Integrating technology into the justice system offers a promising path forward, increasing efficiency and accessibility. Strengthening accountability mechanisms is crucial for rebuilding trust in legal institutions, ultimately paving the way for a more just society. The government will collaborate with development partners and other stakeholders to strengthen the justice system and protect the rights of all residents.

PROGRAM 22: Justice Policy Reform and Decentralization

Objective: Enhance the effectiveness, accessibility, and fairness of the justice system across the country.

This involves revising legal frameworks, improving the capacity of judicial and law enforcement institutions, and decentralizing services to ensure that justice services are readily available to all citizens, particularly in rural areas. The AAID aims to promote local governance, improve the doing business environment, strengthen community engagement in the justice process, and ensure accountability and transparency. Ultimately, these efforts seek to build public trust, protect human rights, and foster economic prosperity, social cohesion and stability.

Key targets by 2029:

1. Operationalize alternative dispute resolution law
2. Publish 110 Executive Orders, volumes of Liberia Code of Law revised (LCLR) and Liberia Law reports
3. Ensure semi-autonomous status for the Bureau of Correction
4. Increase Liberia's compliance with human rights rating by 80%
5. Include human rights in educational curricula
6. Amend Vehicle and Traffic Law of Liberia
7. Operationalize the Legal Aid Act

Key interventions:

- Support to the enactment and operationalization of the alternative dispute resolution law
- Revision of constitutional and legal regimes
- Establishment of an integrated legal codification system for the supreme court opinions and other statutes
- Introduction of digital technologies in court proceedings management
- Empowerment of the Bureau of Correction to become semi-autonomous and improve Corrections Services
- Strengthening judicial ethics and public confidence
- Expansion, modernization and decentralization of justice services with a focus on GBV, juvenile and family courts
- Strengthening traditional/community justice mechanisms
- Strengthening access to justice services for PWDs and other vulnerable persons
- Passage of the Legal Aid Act
- Mainstreaming and domestication of gender and human rights laws into national legal instruments
- Conducting policy reforms for the rule of law institutions

PROGRAM 23: Enforcement of Human Rights

Objective: Ensure that all individuals, regardless of gender, ethnicity, or socioeconomic status, enjoy the same rights and opportunities.

This includes implementing policies to combat discrimination, promote gender equality, and protect marginalized groups. The AAID aims to strengthen legal frameworks and institutions that uphold equal rights, enhance access to justice, and foster public awareness of human rights issues. By promoting inclusivity and social justice, the AAID seeks to create a fairer society where the people's rights are protected and every citizen can participate fully in national development and contribute to communal prosperity.

Key targets by 2029:

1. Strengthen the legal framework to enhance protection of the rights of citizens and residents, including vulnerable and marginalized groups
2. Include human rights courses in educational curricula
3. Revise the National Human Rights Action Plan

Key interventions:

- Supporting the protection of the rights of citizens and residents, including vulnerable and marginalized groups
- Promoting the inclusion of human rights in the educational curricula
- Strengthening the national mechanism for reporting and follow-ups on all human rights instruments
- Revision of the national human rights action plan
- Supporting the establishment of the war and economic crimes Court

6.3.2. Strategic Policy 14: Public Safety and National Defense

Strategic Objective: *Strengthen law enforcement, enhance emergency response, combat gender-based violence, improve judicial access, promote youth engagement, combat trafficking, and foster interagency collaboration for comprehensive security and stability.*

Strengthening law enforcement and emergency response enhances community safety, which is essential for attracting investment and fostering economic growth. Addressing gender-based violence and human trafficking protects vulnerable populations and promotes social justice, while improving the judiciary ensures access to justice and the rule of law. Significant outcomes shall be derived from ensuring public safety and national defense.

Figure 50: Strategic Policy 14 goals by 2029

Source: MFDP

General Context

Public safety in Liberia is a complex issue shaped by its historical context, socio-economic conditions, and reform efforts. Following decades of civil wars from 1989 to 2003, Liberia struggles with establishing a secure environment. The legacy of conflict has resulted in a breakdown of law and order, with citizens often mistrusting law enforcement officers due to past abuses by security forces.

The Liberia National Police (LNP) is tasked with maintaining public safety but faces significant challenges, including inadequate funding, training, and resources. Many officers lack the skills to address complex security issues, leading to inefficiencies and low morale. Corruption, including bribery and extortion, further undermines public confidence, discouraging community cooperation with law enforcement.

According to Global Organized Crime Index, Liberia ranks 23rd in Africa in criminality score. Crime rates are concerning, particularly regarding violent crime, theft, and gender-based violence, which are exacerbated by economic hardships and poverty. Many Liberians, especially in urban areas, feel unsafe in their neighborhoods, contributing to a culture of fear. Women and girls are especially vulnerable to violence, yet stigma often prevents them from seeking help.

In response to these challenges, community engagement is becoming crucial. Grassroots initiatives such as neighborhood watch programs foster a sense of ownership and responsibility among residents. However, the effectiveness of these efforts hinges on the relationship between communities and law enforcement, as distrust often forces communities to take safety into their own hands.

Addressing socio-economic issues such as poverty and unemployment is vital for long-term public safety improvements. Economic development, job creation, and education can provide alternatives to crime. Additionally, reforming the criminal justice system is essential, as overcrowded prisons and slow legal processes undermine the rule of law. Strengthening law enforcement capabilities and establishing transparent mechanisms to combat corruption are necessary steps toward rebuilding trust and enhancing public safety in Liberia.

The Armed Forces of Liberia (AFL) has been undergoing significant reconstruction since its reestablishment in 2006 after the civil war. The AFL is a relatively small military force. It has received training from international partners, including the United States, to enhance its operational capabilities in areas such as peacekeeping and human rights. The AFL actively participates in regional peacekeeping missions, which helps build its skills and international relationships. However, it faces challenges, including limited resources, inadequate infrastructure, and governance issues that affect its effectiveness. Efforts are being made to engage with local communities and promote a positive image of the military as a contributor to national development and security. The AFL's strategic focus includes national defense, border security, and supporting civil authorities during crises, aiming to evolve into a reliable force for stability in Liberia and the region.

From the border integrity and migration side, an influx of largely undocumented migrants to Liberia (estimated between 40,000 and 60,000), is posing a threat to Liberia's sovereignty. Undocumented migrants are primarily engaged in agriculture in forested border areas (Nimba, Grand Gedeh, River Gee, and Maryland). Their presence supports Liberia's agricultural sector but raises issues of documentation, border control, environmental sustainability, and social cohesion, especially in Liberia's valuable Upper Guinean Rainforest. There is a need to develop a comprehensive strategy to integrate migrants into the formal economy, provide social services, and ensure legal protection. This situation is further complicated by the recent ECOWAS exclusion of some members, affecting regional migration governance.

PROGRAM 24: Public Safety Readiness

Objective: Establish a comprehensive framework to prepare for and respond to emergencies effectively.

This includes enhancing the capacity of law enforcement and emergency services, developing rapid response protocols, and conducting regular training exercises. The AAID aims to foster community resilience through awareness programs and partnerships with local organizations. Additionally, it seeks to improve infrastructure and resource allocation for disaster management. Ultimately, the goal is to ensure a proactive approach to public safety that protects citizens and promotes a secure, stable environment for development.

Key targets by 2029:

1. Decrease the number of crimes per 100,000 inhabitants by 20%
2. Zero tolerance to road accidents provoked by alcohol and drug consumption
3. Increase access to safety services by 20%
4. Decrease incidents of fire outbreaks by 30%
5. Decrease the occupation rate of the prison system by 20%
6. Establish and operationalize 5 regional security hubs
7. Construct at least 4 fire stations with support facilities
8. Construct and operationalize at least 10 border plazas (posts)
9. Construct and operationalize 1 training academy
10. Train and equip 40% security sectors personnel

Key interventions:

- Strengthening administrative and operational capacity of public safety institutions
- Expansion, modernization and decentralization of public safety services
- Expansion, modernization and decentralization of women and children safety services
- Expansion and modernization of immigration services
- Development and implementation of the drug and substance abuse action plan
- Implementation of National Emergency Preparedness and Response
- Expansion, modernization and decentralization of fire services
- Improvement of national disaster preparedness and response
- Improvement of community engagement
- Recruitment, training and equipping security sector personnel as required

PROGRAM 25: Sovereignty of the National Territory

Objective: Protect and uphold the integrity of Liberia's borders and resources.

This includes strengthening the capabilities of the armed forces and fostering a professional military that respects human rights. The AAID emphasizes collaboration with international partners for capacity building and intelligence sharing. Additionally, it aims to enhance disaster response mechanisms and community resilience against emerging threats. By integrating defense strategies with national development goals, the AAID seeks to create a secure environment that supports socio-economic growth and protects the well-being of all Liberians.

Key targets by 2029:

1. Maintain high level of preparedness for the AFL
2. Increase participation in peacekeeping missions by 20%
3. Develop the National Security Strategy
4. Renovate and equip 7 barracks across the country
5. Construct and equip at least 2 Defense facilities
6. Revise AFL welfare and pension scheme

Key interventions:

- Building and equipping national defense operational facilities
- Renovation and construction of AFL housing units
- Development of the National Security Strategy
- Securing national defense assets
- Development and operationalization of AFL Welfare and Pension Policy
- Amendment of 2008 National Defense Act
- Activation of the AIR Wing
- Supporting International Peace Mission Preparedness

6.4. PILLAR 4:
GOVERNANCE AND ANTI-CORRUPTION

Strategic Goal: *Build accountable and effective institutions that can promote value for money service delivery, prevent and combat corruption and deepen decentralized governance.*

The Governance and Anti-Corruption pillar focuses on building a capable state by strengthening governance systems both at the national and sub-national levels where public trust in institutions, political stability, and social cohesion can be enhanced.

General Context

The critical ingredients for national development include observance of good governance, and a stable security environment. Part of Liberia's post-conflict development planning initiatives were focused on governance reforms with emphases on building institutions and structures that contribute to social and economic growth and development (PRS, 2008; AfT, 2012; PAPD, 2018). The 2024 Bertelsmann Stiftung's Transformation Index (BTI) shows that Liberia continues to nurture the governance space regardless of several bottlenecks. The BTI scale ranges from 1 (worst) to 10 (best) and the focus is on 137 countries. Regarding Political Transformation, Liberia was ranked 47 (out of 137 countries) with a score of 6.25. On Economic Transformation, Liberia ranked 105 (out of 137 countries) with a score of 4.07; and on the Governance Index, the score was 4.93 and rank 59 out of 137 countries.

The civil service is bloated on account of overlapping job descriptions, and politicized staff configurations. The system of public administration remains centralized in the capital, despite legislations to roll out decentralization. Decentralization of governance is a key enabler of socio-economic transformation and the building of public trust in the relationship between the state and its grassroots citizens.

Implementation of governance reforms is consistent with aspirations of the African Union's principles that support sustainable governance and development of local democracies such as the African Charter on the Values and Principles of Decentralization, Local Governance, and Local Development; the Africa Agenda 2063 –the Africa We Want, and the UN Sustainable Development Goals. Aspiration 3 of the African Union Agenda 2063 calls for "An Africa of good governance, democracy, and respect for human rights, justice and the rule of law"; and Aspiration 6 "An Africa whose development is people-driven, relying on the potential of African people, especially its women, and youth".

Similarly, the UN Sustainable Development Goals target 16.6 makes a clarion call for nations to build effective, accountable, and inclusive institutions; while target 16.5 calls on nations to substantially reduce corruption and bribery in all their forms; and to develop effective, accountable and transparent institutions at all levels.

Mechanisms that enhance effectiveness of public institutions and improve center-of-government policy management in Liberia must be put in place. There is also the need to continue roll-out of administrative, political, and fiscal decentralization reforms to ensure a culture of citizen-centered governance that is inclusive, gender-sensitive, participatory, transparent, and accountable.

Additionally, a critical focus is on the generation, collation, analysis, and application of quality data to support evidence-based planning and effective progress measurement. By establishing robust data systems, Liberia aims to enhance transparency, accountability, and informed decision-making across sectors. Reliable data collection and analysis enable timely identification of challenges and tracking of developmental outcomes, ensuring that strategies are responsive and adaptive. This commitment to data-driven governance strengthens institutional capacity and builds trust among stakeholders, ultimately contributing to sustainable development and better alignment with national priorities and international standards.

Box 4 Governance and Anti-Corruption and Development Filters

To effectively implement programs under the Governance and Anti-Corruption pillar, a comprehensive approach will be integrated. This approach prioritizes accountability, transparency, and fairness, ensuring that governance systems meet the needs of all citizens. The strategy will be guided by the following key development filters:

Youth and Children: Strengthen governance systems to provide transparent, accountable public services that respond to the needs and rights of young people and children, fostering a generation that values integrity and civic engagement.

Gender: Build a more equitable governance system that ensures women, youth, and girls have equal access to public services. This includes addressing gender-specific barriers to participation in governance and supporting policies that enhance gender-sensitive public service delivery.

Vulnerable Groups: Ensure that public policies and service delivery meet the unique needs of vulnerable populations, including people with disabilities and marginalized communities, by integrating accessibility and inclusivity into governance frameworks.

Employment: Increase women's participation in the public sector by offering targeted skills training and improving working conditions. This includes creating supportive environments for career advancement, reducing structural barriers, and fostering mentorship opportunities for women.

Formalization: Review and restructure registration and regulatory processes to formalize informal businesses. Develop frameworks that make formalization accessible and affordable while deterring corrupt practices that undermine business legitimacy.

Climate: Integrate climate considerations into governance by strengthening legal frameworks that safeguard natural resources and promote compliance with environmental regulations, ensuring sustainable development and justice for affected communities.

Complementarity: Encourage partnerships among government, the private sector, and civil society to drive cross-sectoral initiatives aimed at enhancing governance systems and promoting collective accountability and responsibility.

Business Environment: Foster a secure and transparent business environment by implementing reforms that eliminate corruption and encourage a fair regulatory landscape, strengthening the trust of investors and promoting sustainable economic growth.

Digitization: Integrate technology to improve transparency, efficiency, and accountability, empowering citizens, reducing corruption, and fostering trust for sustainable development.

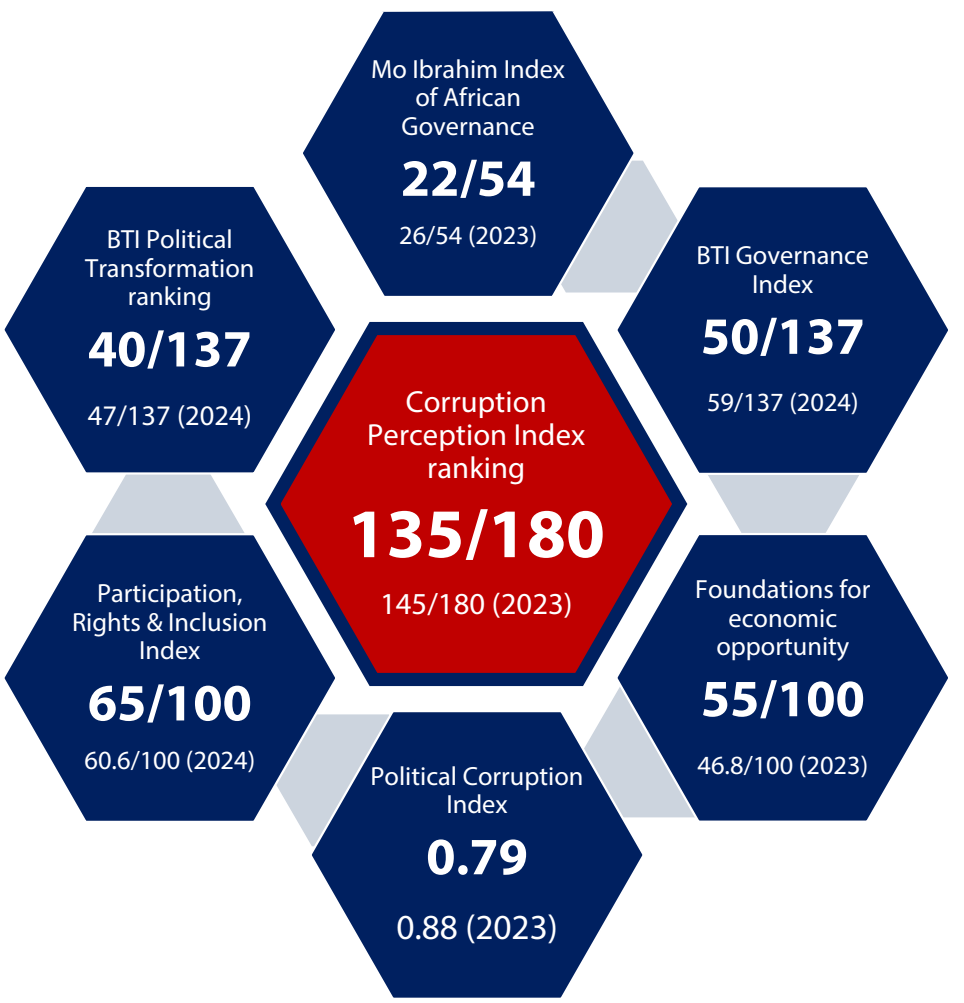
Peacebuilding: Address historical grievances, promote dialogue, reconciliation and encourage diverse communities to actively engage in governance processes, which creates a more accountable and transparent system.

6.4.1. Strategic Policy 15: Transparency and Accountability

Strategic Objective: *Foster a governance environment supported by digital technologies where in public officials are held accountable for their actions and decisions.*

This policy aims to enhance trust between citizens and the government by ensuring that information regarding public resources, expenditures, and decision-making processes is accessible and clear. The initiative seeks to empower citizens, encourage civic engagement, and improve service delivery by using digital technologies, promoting ethical standards. and reducing corruption. Ultimately, these efforts will contribute to sustainable development, social justice, and strengthening democratic institutions in Liberia. Significant outcomes shall be derived from fostering a transparent and accountable governance environment.

Figure 51: Strategic Policy 15 goals by 2029



Source: MFDP

General Context

Liberia's journey towards transparency and accountability has been shaped by its history of civil conflict, governance challenges, and efforts to rebuild public institutions. Efforts to improve transparency in government operations resulted in the enactment of the Liberia Freedom of Information Act and the establishment of the Independent Information Commission. However, the implementation of the Act has been inconsistent. Citizens often face challenges in accessing information about government activities, budgets, earnings of government officials, public expenditure, and decision-making processes, which has eroded public trust in government. Established accountability systems have also struggled to implement their mandates, due mainly to their lack of independence, resource challenges, a weak rule of law system, and the lack of political will to ensure accountability.

As a result of all these factors, Liberia ranks poorly in all global government transparency and accountability indexes. The Transparency International's Corruption Perception Index (CPI) shows a continuous year-on-year decline in ranking, based on the survey of the experiences of everyday people confronting corruption in Liberia. As shown in Table 7, the country's CPI score declined from 41/100 in 2012 to 25/100 in 2023. Overall, the CPI 2023 report ranked Liberia at 145/180 countries. In addition, 47 percent of people interviewed thought corruption increased in the previous 12 months since the last survey, while 53 percent of public service users said they paid a bribe in the last 12 months leading up to the survey. These ranks affect the country's global standing, and ability to attract foreign investment, access critical international development assistance, and the overall stability of the nation's economic development of the nation.

Table 7: Liberia: CPI Score (2012 - 2023)

Year	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
CPI Score	41	38	37	37	37	31	32	28	28	29	26	25

Source: Transparency International CPI Reports

The overall conclusion is that while Liberia has made significant strides toward improving transparency and accountability, corruption remains a pervasive issue across various sectors, affecting public trust and service delivery. Worse, many institutions lack the capacity and resources to enforce laws and policies effectively. In many instances, there is an inconsistency and disconnect between rhetoric/intentions and action regarding commitments to transparency and accountability from government officials. Accordingly, efforts to improve transparency and accountability in government must address systems issues, resource challenges, independence, and accountability of justice actors. Political will at the highest level is also essential for strengthening the commitment of government to transparency and accountability.

PROGRAM 26: Expansion and Modernization of Governance and Audit Services

Objective: Enhance efficiency, transparency, and accessibility in public service delivery, by leveraging technology and innovative practices to streamline bureaucratic processes, reduce corruption, and foster citizen engagement.

Modernizing governance approaches and practices will improve public sector accountability and responsiveness, eventually promoting sustainable development and social equity. Additionally, it intends to strengthen institutional capacities, ensuring that governance frameworks align with contemporary needs and challenges, thereby contributing to Liberia's overall economic and social progress.

Key targets by 2029:

1. Increase enrollment into the National Bio-metric and Identification System to 90%
2. Migrate 80 MACs to the e-procurement platform
3. Develop and operationalize price index database
4. Implement an internal audit system for local government and revenue-sharing law
5. Digitize national documents and records system
6. Strengthen institutional capacity to enforce transparency standards
7. Full compliance with EITI standards
8. Achieve a 50 percent increase in unqualified audit opinions in the public sector

Key interventions:

- Mass enrollment into the National Bio-metric and Identification System
- Implementation of the electronic government systems, including procurement (eGP)
- Development of a price index database for common user items
- Implementation of an internal audit management system
- Digitalization and protection of national documents and records
- Decentralization of archival services
- Strengthening institutional capacity to enforce transparency standards
- Ensuring compliance to EITI standards
- Enhancement of auditing quality and compliance to international auditing standards

PROGRAM 27: Sustainable Democratic Governance Reform

Objective: Strengthen democratic institutions and practices to ensure long-term stability and inclusivity.

This program endeavors to strengthen democratic institutions and practices to enhance the rule of law, promote human rights, and ensure fair electoral processes, thereby fostering a political culture that values participation and accountability. The reform program seeks to build a more representative governance structure by empowering marginalized groups and promoting civic engagement. Ultimately, these efforts will contribute to national unity, social cohesion, and sustainable development, and ensure that all citizens have a voice in shaping the country's future.

Key targets by 2029:

1. Strengthen and operationalize the election management system
2. Improve civic and voter education through public engagements
3. Implement public sector governance reform
4. Strengthen sector-specific legal regimes
5. Enhance technicians' capacities
6. Increase prosecution of corruption cases by 40%
7. Extend coverage of LACC services to all counties
8. Strengthen transparency institutions capacity
9. Strengthen the Office of the Ombudsman

Key interventions:

- Strengthening the elections management processes
- Enhancing civic and voter education and public engagement
- Conducting public sector reform
- Promotion of the implementation of sector-specific legal regimes
- Enhancement of internal, sectoral, and local government technical capacity
- Decentralizing anti-corruption services
- Strengthening and decentralization of freedom of information services
- Enhancement of compliance with the national Code of conduct
- Strengthening the Office of the Ombudsman

6.4.2. Strategic Policy 16: Public Administration

Strategic Objective: *Promote equitable regional growth and strengthen central and local governance.*

This includes decentralizing decision-making processes to empower local authorities and strengthening their capacities to address community needs effectively. The AAID seeks to ensure that resources and services are distributed fairly across regions, reducing urban-rural disparities. By fostering participatory planning and development initiatives, Liberia seeks to improve infrastructure, public services, and economic opportunities at the local level, ultimately contributing to national cohesion and sustainable development throughout the country. Significant outcomes shall be derived from a strengthened public administration and local governance system.

Figure 52: Strategic Policy 16 goals by 2029

Source: MFDP

General Context

The collective experience from the last three national planning periods (2008; 2012; 2018) impels the need for a new program of public sector modernization. The national drive towards establishing autonomous local government service delivery necessitates a reduction in the current size of the central government. There is a need for smaller government at the center for effective and efficient public service delivery at local levels in the counties. The challenge is that currently, the comprises more than 100 ministries, agencies, and commissions of the central government in addition to 20 state-owned enterprises – almost all with central offices in Monrovia. Initial mandates-and-functions review conducted between 2010 and 2012 revealed instances of overlapping mandates and underperforming functions. This led to the redesignation of some functions, for example, of the former Ministry of Health and Social Welfare, thereby creating the Ministry of Health and the Ministry of Gender, Children and Social Protection. This process led by the Governance Commission, in collaboration with the Civil Service Agency, has not been completed. To date, some ministries, agencies, and state-owned enterprises either have overlapping mandates, unclear functions, or weak administrative structures; while others have functions that could be incorporated into other institutions.

The public sector remains challenged by significant gaps between job requirements and the skill levels of current job holders. Conditions of service including arbitrary wage disparities, and politicized staff configurations continue to impede effective delivery of services. Attempts to address these constraints are further hampered by human resource practices that feature weak professional requirements and uneven compliance among MACs, with salary structures and rewards that are arbitrarily determined, low, and rarely linked to performance.

In addition to politicized employment, and wage disparity, increasing numbers of civil servants are dissatisfied, and would like to change their jobs because of (a) poor conditions of work, (b) lack of opportunities for mentoring, training, and development, and (c) limited opportunities for impact and service recognition. Many civil servants believe they can build better careers outside of the civil service (World Bank, Public Sector Modernization Report-Liberia, (No. ICR00005745 (2022). All these point to the need to strengthen the merit system and expand in-service opportunities and benefits to civil servants.

Centralization of political, administrative, and fiscal governance in Monrovia has culminated in entrenched socio-economic inequality nationwide; it continues to undermine political stability by heightening feelings of exclusion from lack of participation of the citizens in the developmental processes thereby resulting in the need for greater accountability, transparency and ownership in the management of public affairs.

The Local Government Act calls for the establishment of county councils and county administrations, as well as the governance structures of cities and townships to strengthen implementation of decentralization reforms. The effectiveness of decentralized governance reforms depends on the functioning of these structures. Additionally, the forerunner to these reforms was the establishment of county service centers as one-stop-service delivery shops from where citizens can access a wide range of public services such as registration of businesses and vehicles, issuance of birth certificates, traditional marriage and divorce certificates, alien work permits, and psychosocial counseling services. However, all these initiatives faced many challenges, including sustainability.

Boundary disputes are critical issues of local government and a long-standing problem and potential source of conflict that needs to be addressed. Boundary issues border on land rights. Land rights issues continue to drive conflict, obstruct investment, and undermine overall national security and development in Liberia. Boundary conflicts are major issues of the right to land and remain a key source of conflict between towns, clans, chiefdoms, districts, and counties. Boundary disputes are also a source of persistent social and political tension. If boundary issues are not resolved, through appropriate modern

and traditional conflict resolution approaches, the issue will undermine peace and security in Liberia. The Liberia Land Authority (LLA) has the mandate to identify, map, and register all public, private, and community lands. The MIA, LLA, and LISGIS will collaborate and initiate the process leading to the resolution of all land and boundary disputes. A roster of harmonized boundaries must be legislated to prevent possible future disputes.

PROGRAM 28: Land Governance and Management

Objective: Sustain peace and enhance community social cohesion through effective and efficient land governance and management services

This involves creating integrated infrastructure systems that enhance connectivity between urban and rural areas, facilitating economic activities, consolidating peace, and securing access to essential services. The AAID aims to promote sustainable urban planning, protect natural resources while accommodating population growth, and managing land allocation. By prioritizing investments in transportation, housing, and public amenities, Liberia seeks to stimulate economic development, improve living conditions, and ensure environmental sustainability. Eventually, effective spatial development will create vibrant, resilient communities that contribute to national prosperity and social equity.

Key targets by 2029:

1. Demarcate and harmonize local government boundaries
2. Identify and operationalize local communal farming and agricultural sites for new agri-business investors
3. Digitize 30% of new and existing land deeds
4. Develop a National Spatial Plan
5. Establish the National Cadastre

Key interventions:

- Support the development of local communal farming, agribusiness value chain, and trade fairs
- Support the identification and marketing of local tourist sites
- Identification of local communal farming and agricultural sites for new agri-business economic operators
- Creation of physical boundary delimitations and urban toponymy
- Strengthening rural and urban spatial planning
- Implementation of the minimum standards for chartering cities
- Establishment of the national cadastre
- Strengthening of the institutional capacity in land management and governance
- Strengthening Deed titling services
- Establishment of a Land Management Information System
- Strengthening of land and real property valuation

PROGRAM 29: Public Service Decentralization

Objective: Enhance local governance and empower communities, by transferring decision-making authority and resources to local governments and improving service delivery and responsiveness to community needs.

This program encourages citizen participation in governance, fostering ownership, accountability and transparency. Decentralization is intended to reduce regional disparities by ensuring equitable distribution of resources and development opportunities. Ultimately, the goal is to strengthen democratic processes, promote local economic development, and enhance the overall quality of citizens living standards, thereby contributing to national stability and resilience.

Key targets by 2029:

1. Establish the Ministry of Local Government
2. Provide capacity building support to all local government administrative structures in the counties
3. Empower and digitize county service centers
4. Implement the revenue sharing Act in all counties
5. Automate and operationalize the performance management system
6. Implement a unified legal identity system

Key interventions:

- Capacity building of Local Government Administrative Structures
- Capacity building for Public Sector, Local Governments and Stakeholders
- Creation and operationalization of the Ministry of Local Government
- Establishment of local government administrative guidelines and regulations
- Establishment and empowerment of county treasuries and county development planning units
- Strengthening the municipal structures and empowering municipalities to deliver services
- Identification and ownership of waste disposal sites
- Improvement of fiscal devolution through the establishment of an implementation roadmap for the revenue-sharing law of 2021
- Constitution and operationalization of the local government fiscal board
- Construction/modernization of conference facilities in counties
- Rehabilitation, strengthening, and modernization of the county service centers across the country
- Enhancement of inclusive and gender responsive local economic development
- Digitization and institutionalization of performance management System across the country
- Awareness creation on occupational health and safety protocols in the Civil Service
- Implementation of a unified legal identity system

PROGRAM 30: Peace and Reconciliation

Objective: Foster social cohesion and healing in post-conflict society.

This involves promoting dialogue among diverse communities to address grievances and build mutual trust. The AAID endeavors to implement initiatives that support conflict resolution, justice, and inclusivity, to ensure that marginalized groups have a voice in the reconciliation process. Additionally, it seeks to strengthen institutions that uphold peace and security, mitigate violence, and promote human rights. Ultimately, the goal is to establish a stable and peaceful environment conducive to sustainable development and national unity.

Key targets by 2029:

1. Establish a war and economic crimes court
2. Improve Liberia's Social Cohesion and Reconciliation Index (SCORE) rating from 6.6 to 8.00

Key interventions:

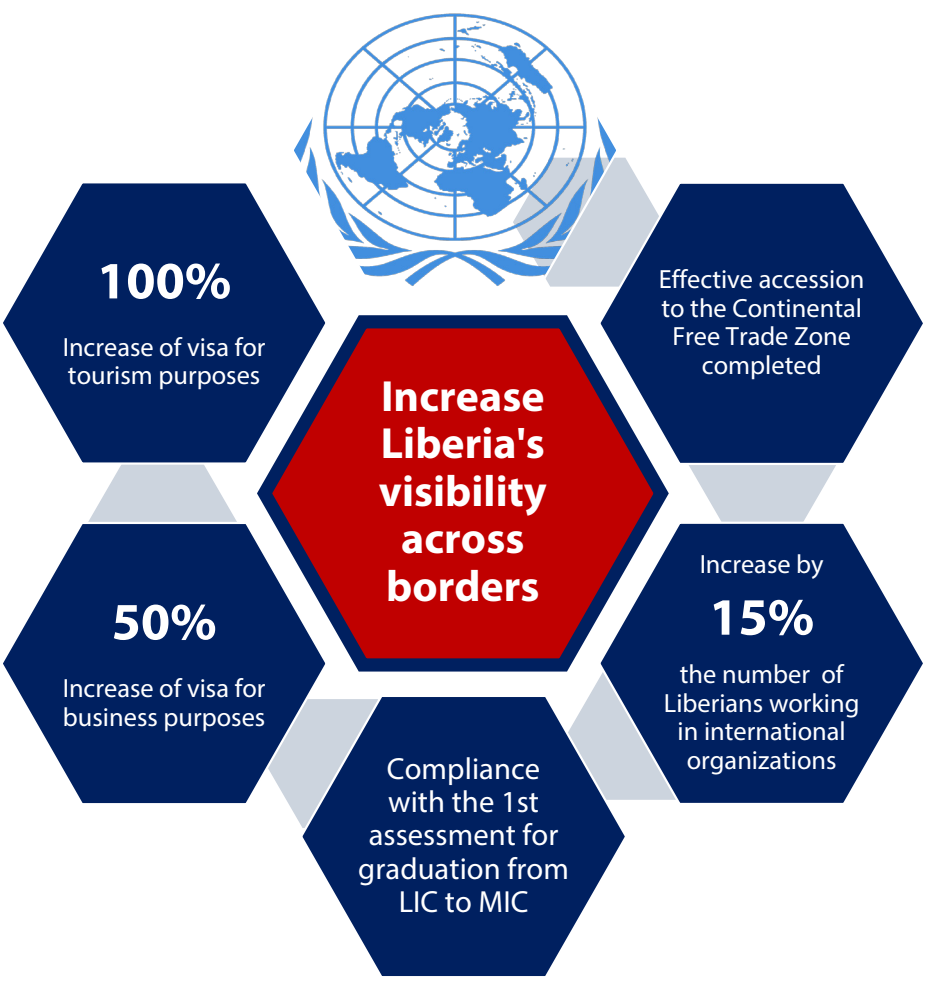
- Improvement of civic education and awareness
- Enhancement of social cohesion and peaceful co-existence
- Establishment and operationalization of the war and economic crimes court
- Strengthening community engagement on non-violent approaches
- Strengthening early warning response system

6.4.3. Strategic Policy 17: Foreign Affairs

Strategic Objective: *Foster international partnerships, enhance diplomatic relations, and attract foreign investments.*

This includes promoting sustainable development through collaboration with global organizations and neighboring countries. Strengthening trade relations, ensuring national security, and advocating for Liberia's interests on the international stage would also be key objectives. Additionally, the AAID emphasizes participation in global forums to address issues such as climate change, health, and education, ultimately contributing to Liberia's socio-economic growth and stability while enhancing its reputation and influence in the international community. Significant outcomes shall be derived from a purposeful and strategic foreign affairs regime.

Figure 53: Strategic Policy 17 goals by 2029



Source: MFDP

General Context

Liberia's Foreign Policy is firmly rooted in its political ideology of liberalism, democracy and capitalism. Generally speaking, the guiding principles of Liberia's Foreign Policy has been the maintenance of national security and the preservation of the territorial integrity and sovereignty of the country, the promotion of peace and harmony based on the principle of non-interference in the internal affairs of other states, and unity in the international community based on the virtue of liberal democracy. Key aspects of the county's foreign policy have included:

- **National Security and Sovereignty:** with the objectives of maintaining national security and the preservation of territorial integrity.
- **Peace and Harmony:** the maintenance of which is based on the principle of non-interference in the internal affairs of other states;
- **Economic, Social, and Political Development:** building and consolidating relations aimed at stimulating the economic, social, and political landscapes
- **Diplomacy:** which is the country's ability to master the art of diplomacy, thus, navigating challenges posed by external aggression and maintaining its statehood.
- **International Cooperation:** designing and effecting appropriate strategies for mutual benefits, emphasizing win-win cooperation approach.

In the pursuit of its foreign policy goals and objectives, the government will continue to improve the country's foreign relation by strengthening bilateral, multilateral, global, and regional cooperation.

In terms of the commitments, the country, through the President, the Chief Architect of the Country's Foreign Policy shall ensure adequate representations of the foreign missions with qualified and competent personnel. The Government shall further ensure that Liberia's national values, strategic economic interest, and national security strategy inform the country's foreign policy. Foreign policy decisions will be codified to avoid discrepancies and double standards that are counterproductive. Liberia shall maintain good relations with her neighbors and the international community as long as the relationship is not detrimental to the country's national security and economic interest.

PROGRAM 31: Liberia in the International Context

Objective: Enhance the nation's global presence and influence.

This involves strengthening diplomatic ties, participating actively in regional and international organizations, and engaging in multilateral agreements that promote peace and security. Liberia aims to attract foreign investment and ODA to accelerate economic growth and infrastructure development. Additionally, it seeks to advocate for sustainable development goals, address climate change, and promote human rights. By strategically positioning itself as a cooperative and responsible member of the global community, Liberia can foster partnerships that drive national progress and stability.

Key targets by 2029:

1. Increase the issuance of touristic and business visas by 30%
2. Increase investments from the Liberian Diaspora by 20%
3. Increase the number of Liberians in international organizations by 15%
4. Domesticate all signed global and regional legal instruments

Key interventions:

- Improvement of the Liberian political influence at the international level
- Exploration of the potential of bilateral and multilateral agreements
- Increasing the participation of Liberians in international organizations
- Improvement of economic diplomacy with a focus on agribusiness, tourism, and mining business opportunities

PROGRAM 32: Diplomatic and Consular Services

Objective: Enhance the country's international representation and protect its citizens abroad.

This involves strengthening diplomatic missions to foster bilateral and multilateral relationships, promoting trade and investment opportunities, and advocating for Liberia's interests on the global stage. Additionally, the AAID aims to ensure efficient consular support for Liberians traveling or residing overseas, including assistance with legal matters and emergencies. By building a robust diplomatic framework, Liberia seeks to enhance its global standing, secure strategic partnerships, and promote its national development objectives effectively.

Key targets by 2029:

1. Develop and operationalize E-visa system and services
2. Decrease the time for consular services by 50%
3. Implement a unified legal identity system for passport issues
4. Increase engagement with the Liberian diaspora

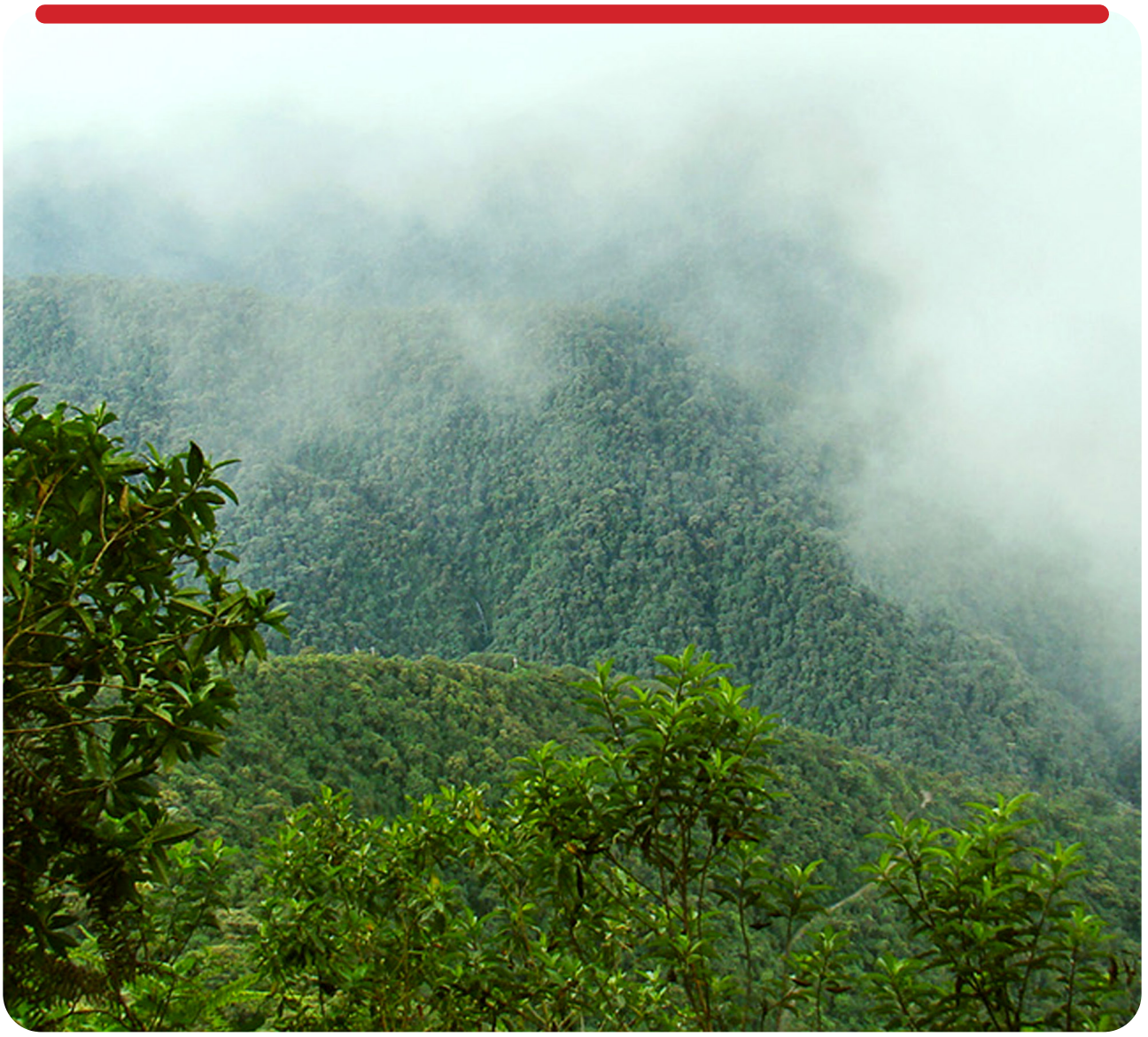
Key interventions:

- Enhancement of diplomatic representation abroad
- Development and operationalization of E-Visa system and services
- Improvement of the Sector's Institutional Capacity
- Support with the implementation of a unified legal identity system for passport purposes
- Strengthening the engagement with the Liberian Diaspora and explore their potential

6.5. PILLAR 5:
ENVIRONMENTAL SUSTAINABILITY

Strategic Goal: *Promote responsible management of natural resources, protect biodiversity, and enhance resilience to environmental and climate changes, while fulfilling the country's Nationally Determined Contributions, supporting economic growth and improving the quality of life for citizens.*

This pillar highlights measures to be taken to ensure that the environment is protected by the strict application of existing laws, policies and global conventions. It also identifies actions to be undertaken to remedy the situation for restoring the environment in a sustainable manner.



General Context

Liberia has approximately 4.5 million hectares of tropical rainforest that comprises 43 percent of the remaining Upper Guinea Forest Ecosystem of West Africa. Most of Liberia's rural population depend on forest resources and ecosystem services. Liberia has established five (5) Protected Areas (PAs) to conserve at least 30 percent of its total forestland. This is a demonstration of the country's commitment to safeguarding a portion of its rich forest resources and biodiversity as required by the National Forestry Reform Law of 2006. To achieve this goal, seven (7) additional Proposed Protected Areas (PPAs) have been designated for PA status, thereby creating a network of diverse conservation landscapes across the country.

Economic resources such as land and forests are crucial drivers of socio-economic development, particularly in rural communities. The Forest Concession and Community Forestry Law provide pathways for increased participation by communities in these sectors. However, barriers such as limited land ownership rights, insecure land tenure, and restrictive social norms and traditional practices threaten women's full participation. Post-conflict reforms have attempted to address these issues through significant legislation, including the National Forestry Reform Law of 2006 and the Community Rights Law of 2009. These laws were integral to the lifting of UN sanctions imposed due to the country's civil conflict. The Forestry Reform Law sets guidelines for forest resource management, while the Community Rights Law empowers communities to own and manage forests and related resources.

While these reforms resulted in some progress, challenges persist. According to Forest Trends on Liberia Forest Concession Review (2024), high rates of noncompliance with the laws undermine their effectiveness, and land-related conflicts—both communal and individual— threaten Liberia's peace and stability.

In addition, mining, especially for gold, diamonds, and iron ore, has caused deforestation and land degradation, pollution of water bodies, and destruction of wildlife habitat. Logging, charcoal production, and chainsawing exacerbate deforestation. Besides, drainage and water bodies are commonly used for disposal of garbage and human waste. These human activities cause land and soil degradation, water pollution, wildlife habitat destruction, and sedimentation in water bodies. The current deforestation rate in Liberia is 30,000 hectares per year, with logging, conversion for agriculture, and mining being the main culprits. From 2013 to 2023, 96 percent of tree cover loss in Liberia occurred within natural forests. The total loss within the natural forest was equivalent to 1.09 Gt of CO_2 emissions.

Addressing deforestation and forest degradation and increasing ecosystem restoration present valuable opportunities to generate economic incentives for conservation and restoration. These opportunities include generating and selling carbon credits, as well as establishing systems, such as payments for ecosystem services, to support communities and businesses implementing activities on the ground.

Liberia is home to some of West Africa's most diverse flora (plants) and fauna (animals). However, construction of human habitats, deforestation, mining, and agricultural expansion threaten the

country's biodiversity . Illegal hunting and poaching of wildlife further exacerbate this problem, putting several endangered species at risk of extinction. The loss of biodiversity not only affects wildlife but also impacts the ecosystems that provide critical services, such as water purification, soil fertility, and climate regulation.

Soil and coastal erosion are another major environmental issue in Liberia, particularly in low-lying areas along the coast. Rising sea levels, and human activities such as sand mining, have accelerated the rate of coastal erosion. Major coastal cities are vulnerable to flooding and land loss, this vulnerability threatens infrastructure, homes, and livelihoods. Coastal erosion also impacts ecosystems such as mangroves, which are crucial spawning sites for fishes, habitat for biodiversity, and act as natural buffers against storm surges. Wetlands drain urban areas are prone to flooding, particularly during the rainy season. Inadequate drainage systems, poor urban planning, and the dumping of waste in waterways have made flooding a recurring issue, resulting in property damage, displacement of people, and health risks for urban residents. Climate change is expected to increase the frequency and severity of flooding events.

Solid waste management also remains a huge problem nationwide and is more accentuated in Monrovia than in other parts of the country. Approximately 1,300 tons of solid waste is generated daily, primarily from urban areas, with Monrovia alone accounting for about 600 tons daily (UN-Habitat, 2018). The waste composition includes organic waste (60-70%), plastics (10-15%), and metals, paper, and hazardous materials. It is estimated that only about 40 percent of solid waste generated is collected in urban areas, while the rate of solid waste collection is even lower in rural areas (World Bank, 2019). It is estimated that less than 10 percent of households benefit from organized waste management services in rural areas.

Waste management is poor, primarily due to limited resources and investment. Most waste produced is dumped in open sites, including the streets, and drainages, or burned. Monrovia has extremely limited formal landfill sites. The city's largest Landfill at Whein Town can no longer withstand the volume of solid waste, thereby creating environmental problems. Inadequacies in waste management are largely characterized by a shortage of waste management infrastructure such as collection vehicles and disposal facilities with a few old and overwhelmed transfer stations. Meanwhile, private sector investment in solid waste is low and the bulk of the burden for waste management is left to the government. While in some communities, local initiatives and NGOs have started to fill gaps in service provision, such efforts are not widespread. Many households cannot afford to pay for private waste collection, hence they often result in unhealthy and environmentally harmful methods of waste disposal or they leave the burden with the government.

On the other hand, Liberia's market for Improved Cook Stoves (ICS) is still in its early stages, with limited access to affordable cooking gas, mainly in urban areas. The government has committed to providing 580,000 ICS by 2030, thus reducing emissions through cleaner cooking energy. The country anticipates aligning with these goals, emphasizing the importance of protecting forests, improving health, and promoting culturally relevant technologies. It should also ensure a just transition, supporting traditional biomass while encouraging sustainable forest management and local stove production to create jobs and livelihoods.

Box 5 Environmental sustainability and Development Filters

To effectively implement programs under the Environmental Sustainability pillar, a all-inclusive approach will be employed he strategy will be guided by the following key development filters:

Youth and Children: Cultivate environmental awareness and responsibility among young people and children by promoting educational programs that emphasize sustainable practices and environmental protection.

Gender: Promote inclusive environmental practices by ensuring women, youth, and girls have equal opportunities to participate in and benefit from sustainability initiatives. Address gender-specific challenges to empower women in environmental decision-making and access to green jobs.

Vulnerable Groups: Ensure that environmental policies and service delivery address the unique needs of vulnerable populations, including people with disabilities and marginalized communities, by prioritizing accessibility, inclusivity, and equity in sustainability frameworks.

Employment: Promote employment in the under this pillar through reskilling and upskilling for women and other underrepresented groups, enhancing working conditions, and creating pathways for sustainable career advancement in environmental fields.

Formalization: Ensure registration and regulatory processes to support the formalization of small-scale environmental enterprises. Establish frameworks that encourage sustainable practices, reduce environmental risks, and deter harmful practices within informal sectors.

Climate: Integrate climate actions into environmental governance by developing and enforcing legal frameworks that protect natural resources, support climate resilience, and ensure that climate adaptation and mitigation efforts are equitable and benefit all communities.

Complementarity: Foster collaboration among government, private sector, and civil society to support cross-sectoral initiatives that address complex environmental challenges, leverage resources, and promote accountability in sustainability efforts.

Business Environment: Create a transparent, secure business environment that encourages sustainable investments and practices. Implement reforms that support eco-friendly business operations, enhance regulatory compliance, and promote long-term environmental and economic stability.

Digitalization: Enable better data collection, monitoring, and management of natural resources. It supports informed decision-making, enhances community engagement, and promotes transparency in conservation efforts. By integrating technology, Liberia can effectively address environmental challenges, protect biodiversity, and foster sustainable practices for future generations.

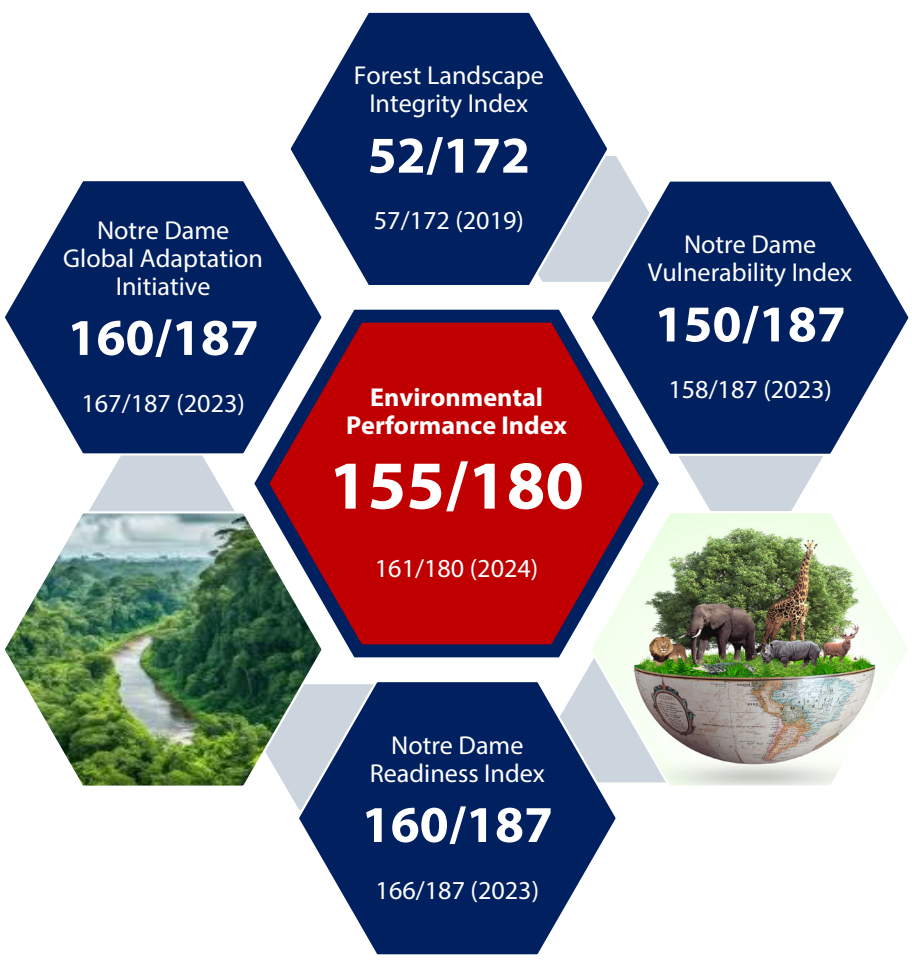
Peace and Reconciliation: Encourage collaboration, enabling communities to address environmental challenges, such as deforestation, soil degradation, and pollution, with a united approach.

6.5.1. Strategic Policy 18: Climate Change

Strategic Objective: *Develop strategies that enhance climate resilience while reducing GHG emissions from all sources, increasing carbon sinks, and promoting sustainable development.*

This involves enhancing adaptation capacities of communities to cope with climate-related challenges, such as rising temperatures and extreme weather events. It also involves interventions that reduce GHG emissions and enhance carbon sinks. The initiative aims to integrate climate considerations into national policies and sectoral plans, encouraging sustainable land use, conservation efforts, renewable energy, and solid waste management. Government will foster partnerships with local and international stakeholders, to secure funding and technical support for climate initiatives, ultimately ensuring a sustainable future for its citizens and ecosystems. Significant outcomes shall be derived from purposeful and strategic climate change initiatives.

Figure 54: Strategic Policy 18 goals by 2029



Source: MFDP

General Context

Climate change poses the greatest threat to the environment globally and in Liberia. As GHG concentrations rise, so does the global surface temperature, causing more severe storms, increased droughts and freshwater stress, flooding, warming, and rising ocean levels, among other impacts. Climate change also leads to loss of species and migration of species, including fish, reduction in food and cash crop yield, and major health risks, such as heat stress, increases in mosquito-borne diseases and malnutrition, all of which impact economic development, increase poverty, displace people, and result in climate-induced deaths.

According to UNDP (2019), findings of climate risk assessment confirm that climate change is negatively impacting the productivity of the agriculture, forestry, and fisheries sectors and their supply chains in Liberia. For example, climate impacts and hazards impact the agriculture sector through increased crop loss/failure due to extreme weather events, warmer temperatures, droughts, floods, changing rainfall patterns and distributions, increased pests, weeds, and pathogens which result in food insecurity and loss of livelihoods in some communities.

Globally, Liberia's contribution to climate change is almost negligible, but GHG emissions are rising due to factors such as population growth and deforestation. In 2015, Liberia's net GHG emissions amounted to 5,695.16Gg CO2e (Liberia's Second National Communication, 2021). Emissions from the Agriculture, Forestry, and Other Land-Use sectors are the biggest contributors, accounting for 54 percent of total emissions, followed by the Energy sector at 20 percent, the Industrial Processes Product Use sector at 19 percent, and the Waste sector contributing 7 percent of total emissions. If no new climate change mitigation measures are implemented, Liberia's net GHG emissions are projected to increase by 59.3 percent by 2050.

For Liberia to successfully combat climate change, deliberate actions set out in the National Policy and Response Strategy for Climate Change, the Nationally Determined Contribution (NDC), the National Adaptation Plan (NAP), the National Biodiversity Strategy and Action Plan (NBSAP) and other national and sectoral documents need to be taken at sectoral and all levels of society in collaborative partnership with stakeholders in the country as well as through international Multilateral Environmental Agreements (MEAs) that Liberia is a party to, such as the UN Convention on Biological Diversity.

The government of Liberia, through the Environmental Protection Agency (EPA) is working with its partners to put in place measures to respond to climate change challenges. The AAID strategies to combat climate change are aligned to the aforementioned frameworks.

PROGRAM 33: Environmental Governance

Objective: Ensure the effective management, regulation, and protection of the environment and climate change action through a robust legal and institutional framework.

Environmental governance aims to promote sustainable development, address climate change, enforce environmental laws, engage stakeholders, build human and institutional capacity, and ensure that environmental policies are integrated into broader development strategies to achieve economic, social, and environmental goals.

Key targets by 2029:

1. Decentralize the Environment Protection Agency Services
2. Strengthen the environmental legal and regulatory framework and its enforcement
3. Increase by 50% the number of recycling business operators
4. Increase DRM by at least US$ 500,000 by monetizing climate assets
5. Develop the 2025 NDC with ambitious 2035 targets
6. Ensure implementation of the NDCs
7. Achieve full compliance of at least 75% of registered corporations to sustainable production patterns

Key interventions:

- Expansion, decentralization and modernization of environmental services
- Increasing the coverage and accuracy of the national GHG inventory and ensuring that it includes carbon stocks
- Support the development of innovative financing models to mobilize climate and biodiversity resources
- Construction and equipment of institutional facilities and Climate Change Early Response Center
- Strengthening environmental legal and regulatory framework in compliance with the NDC.
- Strengthen institutional and human capacity to implement, coordinate, and enforce environmental policies and plans
- Promotion of the circular economy

PROGRAM 34: Forestry, Ecosystem Conservation and Restoration

Objective: Ensure sustainable management of forests including their productive utilization for economic gains, the effective conservation, and restoration of Liberia's ecosystems prioritizing those most vulnerable to climate change impacts and recognizing their role in providing crucial ecosystem services for the economy, supporting livelihoods, promoting biodiversity, mitigating and adapting to climate change, and contributing to economic development.

Key targets by 2029:

1. Reduce the national deforestation rate by 50%
2. Restore at least 10,000 ha of degraded forestlands including coastal wetlands and mangrove ecosystems
3. Catalogue 100% of water catchments in forest areas
4. Increase urban canopy cover in 5 cities (Paynesville, Monrovia, Buchanan, Gbarnga and Gompa) to 50%
5. Strengthen and enforce forest regulations
6. Plant 2,000,000 trees along major roads in six counties
7. Increase the sustainable production of value-added wood products by 20%

Key interventions:

- Management of National Parks and improvement of land use planning around Protected Areas (PAs) and Proposed Protected Areas (PPAs)
- Gazettement of proposed protected areas (feasibility studies)
- Expansion of marine and coastal ecosystem protection services
- Conservation of terrestrial inland water and coastal and marine areas
- Restoration of degraded forestlands and increasing urban canopy and the planting of additional trees in green corridors
- Implementation of the National REDD+ Strategy
- Implementation of reforestation including mangroves and afforestation activities in degraded areas
- Improvement of national programs and policies to enhance forest carbon stocks in line with the NDC
- Reduction of human-wildlife conflict and halting human-induced extinction of threatened species
- Conservation and protection of water catchments around hydropower and municipal water supply sources.
- Sustainable management of coastal erosion
- Expansion and modernization of the FTI compass.
- Development of environmentally sustainable wood value chain
- Promotion of sustainable community forest management, including guidelines for sustainable resource extraction
- Restoration of degraded terrestrial, inland water, and marine and coastal ecosystems

PROGRAM 35: Renewable Energy

Objective: Create a sustainable energy future for Liberia by increasing access to safe and affordable energy and fuel sources, while reducing GHG emissions and reducing the risk and vulnerability of climate change impacts on the energy sector.

Renewable energy focuses on promoting sustainable and environmentally friendly energy solutions, ensuring that renewable energy development minimizes negative impacts on ecosystems and communities. Climate-smart cooking fuels ensure that households have access to safe and affordable energy, while improving air quality and reducing the health and environmental impacts of traditional fuel.

Key targets by 2029:

1. Strengthen regulatory framework for renewable energy
2. Increase renewable energy supply by 20%
3. Support at least 500 small and medium enterprises with renewable energy solutions
4. Support with renewable energy to more than 160,000 households and public social infrastructures
5. Increase private sector off-grid and community-based renewable energy solutions by 10%
6. Support adoption of more than 200,000 affordable improved cook stoves (ICS) by households

Key interventions:

- Strengthening the regulatory framework for renewable energy
- Increasing rural renewable energy supply
- Supporting small and medium enterprises (SMEs) with renewable energy solutions
- Promoting private sector off-grid and community-based renewable energy solutions
- Establishment and promotion of a robust national program on solar energy and other energy-efficient lighting technologies.
- Implementation of a resilient energy generation mix plan
- Development of off-grid small hydropower plants (HPP) and on-grid ones
- Promoting and supporting the development and utilization of private sector off-grid solutions and community-based solutions, including off-grid/mini-grids
- Reconnection of Monrovia clients to the national grid
- Supporting the adoption of cleaner cooking technologies, particularly ICS

PROGRAM 36: Solid Waste Management

Objective: Improve the sustainability and efficiency of the solid waste management system to minimize environmental impacts and promote alternative uses for waste, including recycling and reuse.

Investing in robust waste management systems is essential for achieving sustainable development and improving overall societal well-being. Proper waste management can reduce greenhouse gas emissions from landfills and waste treatment processes, contributing to climate change mitigation. Waste management can generate economic opportunities through recycling, composting, and energy recovery, creating jobs and stimulating local economies. Efficient waste disposal minimizes health risks by controlling disease vectors and reducing exposure to hazardous substances. The AAID aims at sustainably improving solid waste management for the overall benefit of Liberia.

Key targets by 2029:

1. Increase waste transfer stations by 10%
2. Develop two new landfill sites
3. Increase waste recycling rates by 25%
4. Increase by 50% the number of recycling business operators
5. Develop small-scale composting of market waste with a production of 500 t/year each.

Key interventions:

- Rehabilitation, expansion and modernization of key waste management infrastructure and services including transfer stations and final disposal facilities.
- Development of a landfill gas recovery system at Cheesemanburg Landfill.
- Supporting the participation of the private sector in waste management.
- Supporting the increase of waste-to-energy initiatives.
- Supporting the transformation of urban waste into compost manure
- Improvement of healthcare waste management practices and reducing waste incineration
- Promotion of private-public partnership (PPP) and other ventures that attract financing for infrastructure investments in the waste sector.

6.6. PILLAR 6:
HUMAN CAPITAL DEVELOPMENT

StraStrategic Goal: *Develop a skilled, knowledgeable, healthy and empowered population, to drive sustainable and inclusive socio-economic development.*

It involves improving access to quality education and vocational training, promoting health and nutrition, and reducing vulnerability, inequality, and inequities facing disadvantaged groups.

General Context

Investing in people is essential for achieving long-term growth and competitive advantage. It provides the knowledge, skills, and health that people need to lead the lives they value and to contribute positively to society. Access to the choices for human development is not only a benefit for the individual and society, but it is also a basic human right, recognized under the 1948 Universal Declaration of Human Rights, which is universally recognized by all countries, including Liberia. Human rights include the right to health, education, safe drinking water and sanitation, and sexual and reproductive health, among others.

By all measures, Liberia is at a low level of human development. Based on the United Nations Human Development Index (HDI) 2023/24 report, Liberia has a low score (0.487) and an unsatisfactory global ranking (177 of 193 countries), and 17 of the 33 countries categorized under the lowest level of human development in the world. This state of human development implies that a vast majority of the population is unable to enjoy long and healthy lives, access quality education, receive social protection, or acquire decent jobs.

Though efforts have been made over the years in the fight against poverty, it is still high. Liberia's multi-dimensional poverty index reduced by 26.2 percentage points from 71.2 percent in 2013 to 45.0 percent in 2022 (LPHC, 2022). Seventy-two percent of rural households are MPI poor compared to 22.5 percent of their urban counterparts which reflects a huge socioeconomic divide between urban. The largest contributor to multidimensional poverty is deprivations in living conditions (42.8%), followed by health (40.1%) and education (17.1 %).

The disaggregation of MPI index reveals that deprivations vary across gender and locality of residence. Both the poverty rate and intensity for male-headed households are higher than that of their female counterparts. This implies that male-headed households are the most deprived. Male-headed households are multi-dimensionally poor by 46.5 percent compared to 42.3 percent of female-headed households (LPHC, 2022). In the same vein, the intensity of poverty among male-headed households is marginally higher at 58.7 percent, compared with 56.0 percent for the female-headed counterparts. At the county level, the highest pockets of poverty are observed in River Cess (76.9%), Gbarpolu (72.0%), Grand Bassa (67.9%), Grand Kru (63.9%), Bong (63.0%), Lofa (62.9%) and Sinoe (62.2%) way above the national average of 45 percent; while only Margibi (42.9%) and Montserrado (20.5%) reveal poverty rates below the national average.

Deficits in the living standards lead to the highest deprivation in the population for both females and males in rural and urban areas. In areas where deprivation is highest, there is limited or no clean cooking fuel, electricity access, basic asset ownership, sanitation, and safe drinking water. The rural population is further deprived of access to health facilities, and maintaining children in school is also a challenge. All these factors combined reinforce each other to constrain human capital development. Table 8 presents multi-dimensional poverty.

Education, health, and social statistics reveal that while progress has been made over the last 15 or more years in advancing human capital development, the country is still far from reaching key global targets. Approximately a third of the population (33.1%) is illiterate, while, according to the Ministry of Education (MoE), the net enrollment ratio is 46.3 percent (Education Statistics, 2021-2022). Access to healthcare is only around 70 percent (MoH, 2023) nationally, while maternal mortality stands at 742 per every 100,000 live births. The health system is still fragile due to the destructive effects of the past civil conflict, the strain from the Ebola Virus Disease Outbreak in 2014-2015, and the Corona Virus Disease pandemic in 2020 – 2 021.

There has been mixed progress in gender parity and social inclusion. For instance, gender parity has been achieved at the primary school level, while disparities still exist at the upper school levels and between girls in urban areas, compared to those in rural areas. Research shows that girls' dropout rates are lower in primary school but increase in high school, often due to factors like sexual harassment, teenage pregnancy, poverty, etc. which need to be decisively tackled by stakeholders. Additionally, the female literacy rate is 54.6 percent, while the male literacy rate is 65.1 percent. (LPHC, 2022). In terms of tertiary education, only 3 percent of females have completed higher education, compared to 5.7 percent of males.

Political participation and participation at all levels of decision-making still massively favors men over women, with Liberia lying at 78 of 156 on the 2024 Gender Gap Index, despite having had a female President and Vice President. With regard to PWDs, significant disparities in education access for people with disabilities exist. Statistics indicate that among those with some form of disability, 45 percent of males and 61 percent of females have never attended school. The situation is worse for individuals with severe disabilities, where 37 percent of males and 54 percent of females have never attended school. Additionally, location-based disparities show that 48.8 percent of urban dwellers with disabilities are literate, compared to only 30.5 percent of rural dwellers

To address these challenges, the government will engage in transformational endeavors that will facilitate a giant leap in human capital development. These will involve several strategic initiatives and partnerships seeks to improve education, health, skills training, and empower and provide social protect for women, PWDs and vulnerable population. Strengthening the networks of community health volunteers and education sector volunteers will help increase awareness on the availability and use of community health facilities and fill the gaps in education and health services provision.

Table 8: Multi-dimensional poverty

Dimension/Indicator	Male	Female	Urban	Rural	National
1. Education					
Household School attainment	22.7	25.9	13.1	36.9	23.8
Children school attendance	31.8	29.2	18.7	45.4	30.8
Access to Primary School	12.8	9.7	4.5	20.5	11.7
2. Health					
Access to health facility	31.3	26.6	11.7	51.4	29.7
3. Living Condition					
Electricity	61.7	61.5	42.4	85	61.7
Safe drinking water	32.1	28.2	23.4	39.6	30.7
Clean cooking fuel	97.5	97.8	96.2	99.3	97.6
improved sanitation	44.9	40.7	20	71.8	43.4
Improved floor material	37.3	34.2	12.3	65.2	36.2
Mattress	15.7	16.9	7.1	27.1	16.2
Radio	49	59.7	45	62.3	52.8
Cell phone	36	37.6	19.1	57.8	36.6

Box 6 Human Capital Development and Development Filters

To successfully implement programs within the Human Capital Development pillar, an inclusive approach will be adopted, guided by the following key development filters:

Youth and Children: Expansion of early childhood development and child health programs, ensuring access to essential resources like school feeding, healthcare services and protective measures to enhance learning environments. This foundational support aims to improve educational outcomes and promote holistic development from an early age.

Gender: Strengthening policies that promote inclusion of women, girls and other vulnerable groups in accessing healthcare, education, leadership etc. This includes measures to break down barriers in education and healthcare service to ensure that women and girls have equal opportunities for skill development and essential services like men and boys.

Vulnerable Groups: Ensuring that educational and health policies and school and health facilities are inclusive and meet the unique needs of vulnerable populations, including children with disabilities and those from marginalized communities. Prioritizing inclusivity will help create an equitable learning environment for all.

Employment: Strengthening labor standards to protect workers' rights, while expanding job opportunities in the economy targeting the youth, women and PWDs. Focus will be on increasing health and school female workers recruitment, provision of targeted skills training, improving working conditions, and establishing pathways for sustainable career growth in both sectors.

Formalization: Facilitate inclusive registration of Liberian micro, small and medium sized enterprises, nurture them through provision of business development services and transition into the formal economy.

Climate change: This will entail promoting climate-smart interventions in health, education, WASH, and empowerment initiatives. Further, implementation will adopt of climate justice principles by developing and enforcing legal frameworks that support climate resilience and ensure equitable benefits from climate adaptation efforts across communities.

Complementarity: Interventions and efforts should reinforce each other for economy-wide impact. WASH, agriculture, energy interventions among others should aim at accelerating education and health outcomes.

Business Environment: the desired results of development outcomes to ensure a conducive transparent, secure business environment that attracts sustainable investments and practices. Reforms that support eco-friendly and ethical business operations, thereby contributing to both economic growth and environmental resilience will be implemented.

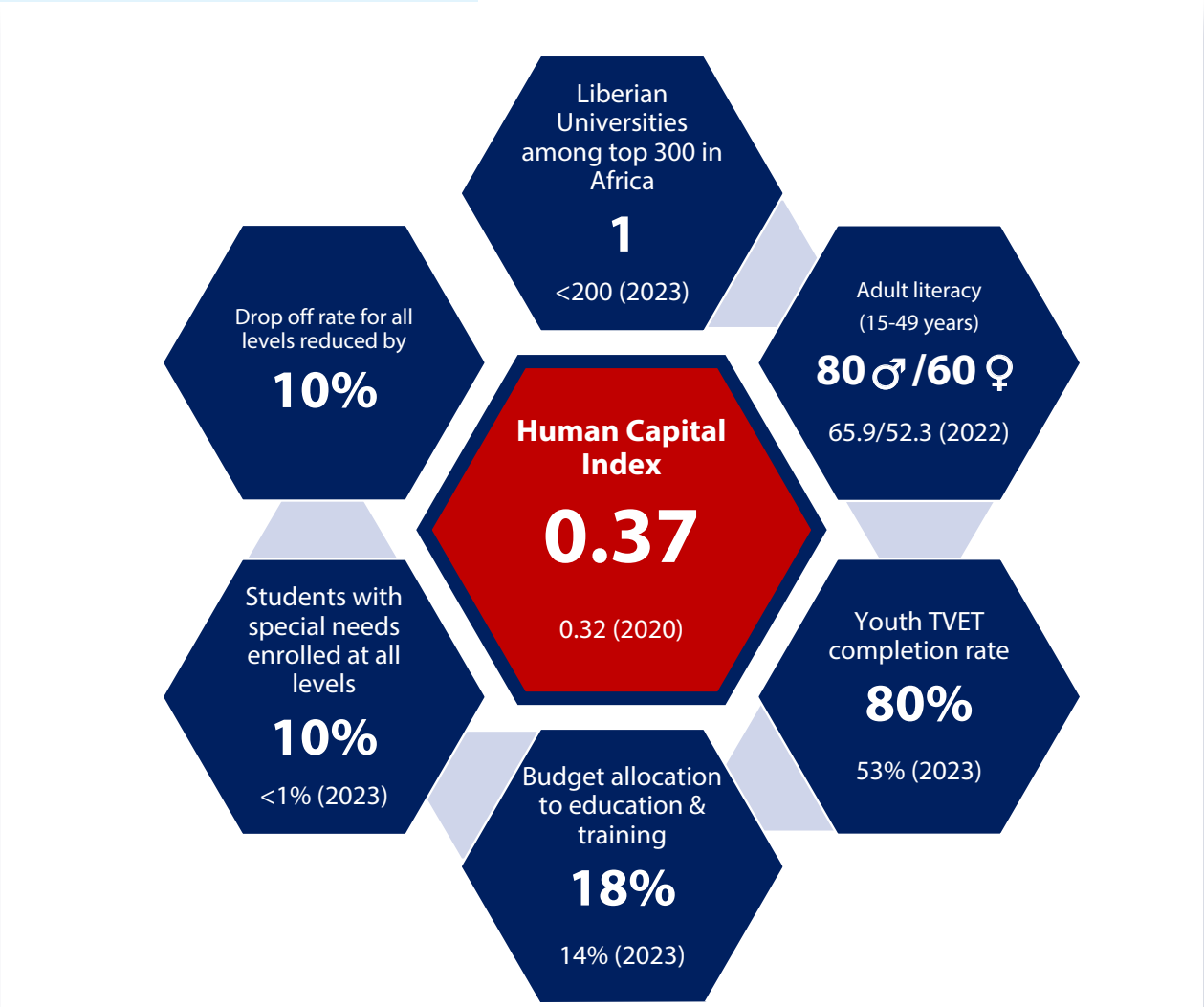
Digitalization: To accelerate achievement of desired results, digital technologies will be embedded in education, health, businesses, social protection etc. By leveraging technology, Liberia can build a skilled workforce, drive economic growth, and empower individuals to contribute to national development.

6.6.1. Strategic Policy 19: Education

Strategic Objective: *Ensure access to equitable, gender-responsive, and disability-inclusive education, improved quality and relevant teaching and learning, and enhanced efficiency and management capacity of all education stakeholders.*

This aimed at increasing the stock and the quality of human capital needed to drive economic transformation. The government and education partners will ensure equitable access to quality education for all citizens, including vulnerable groups. In addition, students will be equipped with the necessary skills and knowledge that meet labor market demands and support national development. Significant outcomes shall be derived from strategic education initiatives.

Figure 55: Strategic Policy 20 goals by 2029



Source: MFDP

General Context

Liberia's education system is slowly recovering from the devastating impacts of 14 years of conflict. Progress made over a decade of the post-war era was derailed by the Ebola outbreak from 2014 to 2016 and again by the COVID-19 pandemic, which triggered significant learning losses with a disproportionate impact on the most vulnerable groups (girls and students with disabilities). It is estimated that these pandemics undercut household spending on education by up to 12 percent, posing an additional barrier to getting children into school, keeping them there, and helping them learn. Improvements in education outcomes are integral to the human capital development that Liberia urgently needs.

In 2021, about 1.4 million students were enrolled in 6,249 public, community, faith-based, and private schools served by around 71,000 teachers. The gross enrollment rate (GER) is 76 percent, 61 percent, and 46 percent in early childhood education (ECE), primary, and junior and senior secondary, respectively. Around 39 percent of all enrolled students attended public schools, with the remaining attending faith-based, private or community schools. Public schools cater to about 45 percent and 38 percent of students enrolled in ECE and primary education, respectively.

The share of students enrolled in public schools is lower in the junior and senior secondary levels (32 percent and 30 percent, respectively). Across all levels, the share of enrolled students attending public schools has decreased since 2015. While boys and girls have similar levels of access to primary education, girls have lower retention and transition rates across all levels, resulting in a 14-percentage point gender gap in enrollment in the last year of senior secondary (World Bank Group Liberia, 2024). Locality is also a strong determinant of access. Students in rural areas are 11 percent less likely to access first grade and experience lower retention rate, leading to a difference of 25 percentage points between rural and urban enrollment in the final year of senior secondary.

At all levels of the system, the quality of education is a major concern. Schools not only lack an adequate number of teachers but many of those in the service lack basic professional training and access to continuous professional development opportunities. Approximately, 36 percent of all teachers are untrained and do not meet the minimum requirements for teaching, starting from a "C" Certificate. The student-to-qualified teacher ratio is alarming at 69 to 1. Quality education is affected by poor teaching methods, outdated learning materials, and are not focused on critical thinking and problem-solving. Quality is also affected by the poor condition of physical facilities and the inadequacy of essential school resources that support learning. Only half (49.8%) of all 56,736 classrooms across all levels of the education system are complete solid structures, while only a third (33%) are fenced. Within these structures, only two-thirds (66%) have hand-washing facilities. The school infrastructure is not inclusive enough to accommodate learners with visual, hearing, cognitive, and physical impairments, and these perpetuate inequities in service delivery (ESP 2022-2027).

Girls' progression in education is in part hindered by social norms and gendered barriers, including a low proportion of female teachers, school-related gender-based violence (SRGBV), and inadequate WASH facilities. Only 20 percent of lower basic education teachers are women, a situation that denies girls role models in their formative years in schools. High SRGBV rates, with one in five students affected (IFRC, 2024) and insufficient single-sex WASH facilities further exacerbate girls' progression in school. Compounded by the challenge of high incidences of early marriages and domestic work dynamics the most affected is the poorest rural girl child, with 57 percent lacking formal education and only 2 percent attending secondary school., with 57 percent lacking formal education and only 2 percent attending secondary school.

Technical and Vocational Education and Training (TVET) aimed at skilling the youth is unevenly distributed. In 2019/20, formal TVET schools comprise of 49 percent of all institutions, with 47 percent private and 37 percent public. Only 10 and 6 percent are faith-based and community-based respectively. Higher Education Institutions (HEIs) are similarly unevenly distributed, with 10 of 15 counties having

access and mostly located in Montserrado. Despite a 53 percent enrollment increase from 2016/17 to 2020/21, concerns arise about the capacity to handle future growth.

The education financing landscape in Liberia reveals that while the government is the major financier, its total spending is still less than is desirable. Education spending represents 2.6 percent of GDP (2021) and has remained unchanged since 2013—ranking Liberia fifth from the bottom in Sub-Saharan Africa, where the average is 3.2 percent (World Bank Group Liberia, 2024). The share of public expenditure on education is 13.8 percent, well below the target of 20 percent of the education partnership compact. Government spending on children and youth attending public schools accounts for 57 percent of total education spending, whilst household spending on public schooling and development partners' financing account for 24 percent and 19 percent of spending, respectively. Households' spending on public schooling is particularly high in primary and secondary education (35% and 33% of total spending respectively), where spending primarily goes toward school fees (e.g., registration, graduation, and examination fees), uniforms, and books.

Despite progress in the education sector, persistent challenges that impede the delivery of quality services include: low learning outcomes; over-age enrolment at the early childhood education and primary education levels; and disparities in access and completion at the basic education level resulting in large shares of out-of-school children, overaged learners and lower retention; inadequately trained and inequitable distribution of teachers; and inadequate management and accountability systems at the school and district levels (DoD Study, 2024; ESP, 2022-2027). In addition, schools lack some basic facilities such as electricity and toilets, and there is inequity between counties (and between the urban and rural areas) in the allocation of education inputs such as classrooms, and inclusive teaching and learning materials. Children with disabilities are particularly vulnerable to being out of school due to the limited availability of special and inclusive learning environments and education services (World Bank Group Liberia, 2024).

PROGRAM 37: Educational Institution Management

Objective: Ensure that educational institutions operate effectively and efficiently, provide high-quality education including technical and vocational training, and foster a conducive learning environment.

Effective school management plays a critical role in enhancing educational outcomes, promoting student development, and supporting the overall goals of the education system. The AAID seeks to improve school quality standards and ensure that schools and education institutions provide a healthy, safe, and protective learning environment for all, and increase training and pathways in STEM and digital education with the objective of developing a capable workforce equipped with skills and scientific literacy for the 21st century.

Key targets by 2029:

1. Enhance all managerial staff capacity
2. Enhance 20% of teachers' capacity to deliver gender and disability transformative education
3. Increase recruitment of female psychosocial and career counselors at all levels by 40 percent
4. Prove relevant STEM equipment 50% of upper basic and secondary schools
5. Equip 30% of TVET centers and HEIs have functioning IT infrastructure
6. Train 1,400 school principals, and administrative staff in leadership, management and accountability

Key interventions:

- Enhancement of school management capacity
- Strengthening teachers' capacity to deliver gender and disability transformative education
- Recruitment and deployment of female psychosocial and career counselors at all levels.
- Implementation of skill-based health education and strengthening the role of girls' and boys' health clubs
- Provision of relevant STEM equipment to upper basic and secondary schools
- Equipment of TVET centers and HEIs with IT infrastructure, including internet connectivity and computers
- Strengthening enforcement of the code of conduct to tackle school-related GBV in education institutions at all levels

PROGRAM 38: Teacher Capacity

Objective: Ensure the deployment of a functional, qualified, and motivated teaching workforce. This entails the enhancement of teachers' professional knowledge, skills, and dispositions that enable them to plan, deliver, and reflect on effective instruction. This will be carried out through a multifaceted approach, including: supporting teachers' continuous professional development, teacher training colleges, and provision of adequate incentives such as absorbing long-serving qualified volunteers into the Government's remuneration system.

Enhancement of the skills and knowledge of educators effectively equips them and prepares them to deliver high-quality instructions and supports student learning.

Key targets by 2029:

1. Provide in-service training to 15,800 teachers (continuous professional development –CPD)
2. Provide incentive payment to 1,400 teachers in rural hard-to-reach and hard-to-stay areas
3. Provide National Trade Test certificate to 1,500 TVET trainers
4. Professionalize 2,000 teachers through certification and licensing

Key interventions:

- Undertaking teachers' continuous professional development
- Provision of incentives to attract and support the deployment of qualified teachers in underserved areas
- Provision of incentives to professional education volunteers across the sector.
- Development and rolling out a system for teacher licensing.

PROGRAM 39: School Facilities

Objective: Create a safe, inclusive, and conducive learning environment to enhance access and equity in education service delivery. This is also intended to improve teacher productivity and effectiveness when imparting skills and knowledge to the learners.

Quality school facilities play a crucial role in the delivery of education, affecting both the teaching and learning experiences. Besides, the quality of the infrastructure plays a role in advancing inclusion especially when it is responsive to gender and disability needs. In this regard, all interventions for the program on school facilities will be responsive to gender and PWDs.

Key targets by 2029:

1. Improve 2,134 educational infrastructure at all levels
2. Support WASH interventions in 3,542 schools
3. Increase the rate of enrolment of learners with disabilities by 10%
4. Capacitate 18 TVET centers to offer level (1-7) programs
5. 100 senior secondary schools offering TVET streams
6. Exempt 1,000 PWD learners from school fees and provide school uniforms and bags

Key interventions:

- Building, renovating or expanding inclusive and climate-resilient school infrastructure
- Supporting WASH and menstrual hygiene interventions in Schools
- Expansion and acquisition of instructional materials for PWDs
- Supporting children with learning disabilities
- Expansion and modernize of TVET facilities
- Equipment of school facilities with STEM equipment
- Provision of cash grants to the poorest students and students with disabilities.
- Subsidization of private schools in underserved areas unreached by public schools.

PROGRAM 40: Student Learning Capacity

Objective: Enhance the ability of students to acquire, retain, and apply knowledge and skills effectively at the foundational level through the provision of gender-responsive teaching and learning materials (TLMs) that are aligned with the reformed national curriculum and inclusive of quality STEM, TVET, and digital programs that assess students on new curricula contents.

This involves developing their cognitive, emotional, and social capabilities to foster holistic development and prepare them for future challenges. Improving student learning capacity is essential for achieving positive foundational educational outcomes and equipping students with skills needed for success in an increasingly complex world. In addition, the program provides gender and disability-responsive support mechanisms to increase students' retention and boost their learning capability.

Key targets by 2029:

1. Provide 382 schools with home grown school feeding
2. Provide all ECE schools with validated age-appropriate/play-based ECE curriculum
3. Achieve student to textbook ratio of 1:1
4. Provide 30% of students in Junior and Senior Secondary education with digital skills and STEM education examination
5. Provide more than 300,000 female students with inclusive hygiene education and products

Key interventions:

- Provision of open-access, non-copyright textbooks for every child
- Development of a national learning assessment system for tracking early learning outcomes at Grades 3 and 6.
- Expansion of the school feeding and school health initiatives at foundational levels
- Expansion of training of comprehensive sexual education and menstrual hygiene
- Development of students digital skills
- Expansion and strengthening of accelerated learning for high school dropouts
- Development of special needs education policy
- Integration of digital technology (tablets) with teaching materials in secondary schools

PROGRAM 41: Governance of the Educational System

Objective: Improve education service delivery at all levels through strengthened management and supervision of the education system. This entails ensuring effective, accountable, and equitable management of education institutions and systems. Good governance in education is critical for promoting quality education, improving educational outcomes, and ensuring that resources are used efficiently and transparently. It involves the collaboration of various stakeholders, including government authorities, education institutions, teachers, students, parents, volunteers, and the community.

Key targets by 2029:

1. Increase gross enrollment to 1.7 million
2. Mainstream STEM projects at all appropriate levels
3. Revise the National Education Curriculum to meet the contemporary needs
4. Increase the number of women in leadership positions by 30%

Key interventions:

- Enhancement of free and compulsory education in early, primary and secondary education
- Revision of academic curriculum to fit agribusiness and Hotels, Restaurants, and Cafes/Catering (HORECA) content
- Establishment of the Liberia technical and vocational education training commission (LITCOM)
- Strengthening of the education system volunteers
- Increasing the number of women in leadership positions at school, district, county, and national levels
- Mainstreaming of STEM projects at all appropriate levels
- Implementation of the National Standards and Guidelines for Technical and Vocational Education Training in Liberia
- Improvement of management, governance, and accountability of the education system.
- Instituting continuous professional development for leaders, including school principals, and administrative staff.
- Strengthening the regulatory and operating framework for public–private partnerships in education.
- Integration of TVET streams in secondary schools

PROGRAM 42: Higher Education

Objective: Strengthen equitable access, quality, relevance, and governance of the higher education system to enhance the Liberian youth's skill base. These endeavors to ensure that all young people in Liberia have access to relevant and quality higher education and employable skills.

Higher education institutions (HEIs) are critical in fostering innovation, research, and civic engagement, thereby driving economic and social progress. In addition, they provide advanced learning opportunities that enhance knowledge, critical thinking, and skills necessary for personal development, professional advancement, and societal growth. Improving higher education governance and management systems is therefore an imperative to fostering for more effective service delivery.

Key targets by 2029:

5. Increase STEM graduates by 25 percent
6. Develop agri-business and HORECA curriculum
7. Increase HEIs offering digital education to 70 percent of HEIs to offer digital technology programs
8. Exempt all students pursuing teaching profession at public universities
9. Increase scientific and technological research publications by 15 percent.

Key interventions:

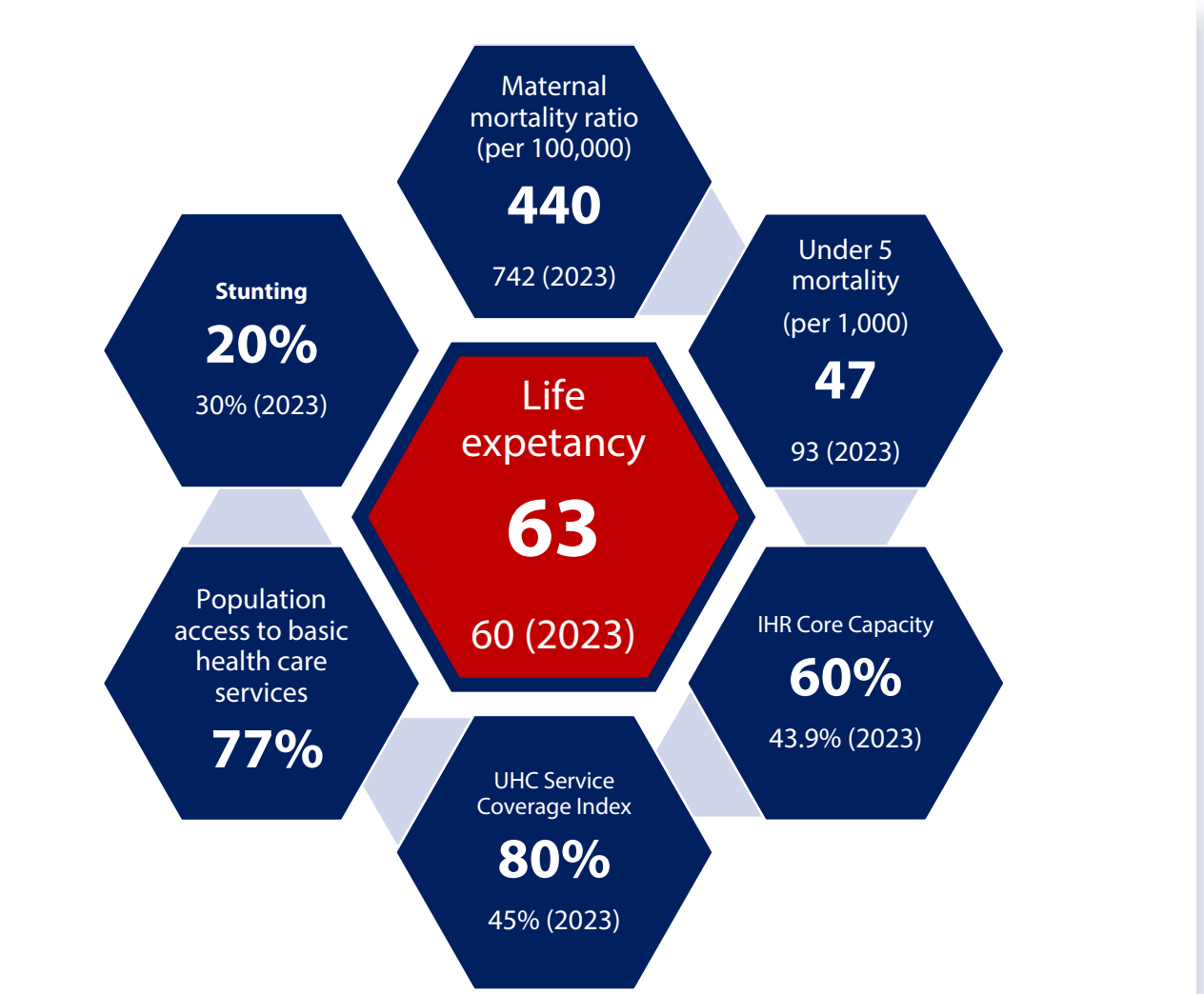
- Rationalization of academic courses to include Agribusiness and HORECA courses and training
- Improvement of the quality of higher education and the development of scientific and technological research
- Provision of free tuition for all teachers in training in Public Universities
- Creation of an enabling environment for healthy, safe, protective, and disability-inclusive access to higher education institutions
- Integration of digital technology in all HEI programs
- Establishment of collaboration with the private sector through public–private partnerships

6.6.2. Strategic Policy 20: Health System

Strategic Objective: *Create a robust health system that addresses immediate health needs and promotes preventive*

The aim is to improve the health and wellbeing of all people in Liberia, through the delivery of quality health and nutrition services and ensuring sustainable financing, affordability, and health security. Generally, a strong health system is foundational for achieving broader development goals, improving quality of life, and fostering economic and social progress. Healthier individuals are more productive, contributing to economic growth. Reduced healthcare costs and increased workforce productivity positively impact the economy. Significant outcomes shall be derived from a robust health system.

Figure 56: Strategic Policy 20 goals by 2029



Source: MFDP

General Context

Over the last decade, significant strides have been recorded in Liberia's health sector despite the disruptions from Ebola and Covid-19. The number of health facilities increased by 22 percent between 2015 and 2020, from 656 to 806, resulting in a ratio of health facilities to population of 1 to 5,000 people. Liberia has a three-tier health system comprising health facilities at the primary, secondary, and tertiary levels of healthcare. About 49.6 percent of the health facilities are owned and managed by the government, while the remaining 50.3 percent are owned by private individuals and organizations. At the primary healthcare level, clinics are the first point of entry to the health system and are designed to provide outpatient and outreach services. However, the community health program which is an extension of primary health care (PHC) serves as the linkage between the community and the PHC level and provides some basic frontline services. The secondary level comprises hospitals in districts, counties, and regions that provide inpatient services ranging from 40 to 100 beds per facility. Currently, the John F. Kennedy Hospital in Monrovia is the only hospital in Liberia that provides tertiary-level healthcare.

Despite improvements in several health and nutrition outcomes, more efforts are required to achieve health and nutrition-related SDG commitments. Between 2007 and 2019, Liberia's under-5 mortality rate (U5MR) reduced from 110 to 93 deaths per 1,000 live births, while the maternal mortality ratio (MMR) reduced from 1,072 to 742 deaths per 100,000 live births. Over the same period, the prevalence of stunting among under-5 children declined from 39 percent to 30 percent. Similarly, infant mortality reduced from 71 to 63. The prevalence of malaria, the leading cause of morbidity and mortality, also decreased from 32 percent in 2009 to 10 percent in 2022, so has the prevalence of HIV/AIDS fallen from a peak of 2.1 percent in 2000 to 1 percent in 2022. Table 9 shows Liberia-Key health indicator, 2000 –2019/2020.

Table 9: Liberia – Key health indicators, 2000 – 2019/2020

Indicators	2000	2007	2009	2013	2019/20
Life expectancy at birth (years)		57		61	65
Maternal mortality ratio per 100,000 live births	578	994	--	1,042	742
Neonatal mortality rate (per 1,000 live births)		32		26	37
Infant mortality rate per 1,000 live births	117	71	73	54	63
Under-five mortality rate per 1,000 live births	194	110	114	94	93
% Children under five who are underweight	23%	19%	--	15%	11%
Stunting	39%		32%	30%	30%
Fertility rate	5.2		4.7	4.2	
% of children (12-23 months) vaccinated (all antigens)	33%	39%		55%	51%
% of births attended by skilled personnel	51%	46%	46%	61%	84.4%

Source: NHSP (2022-2026) - (MoH NHO 2021)

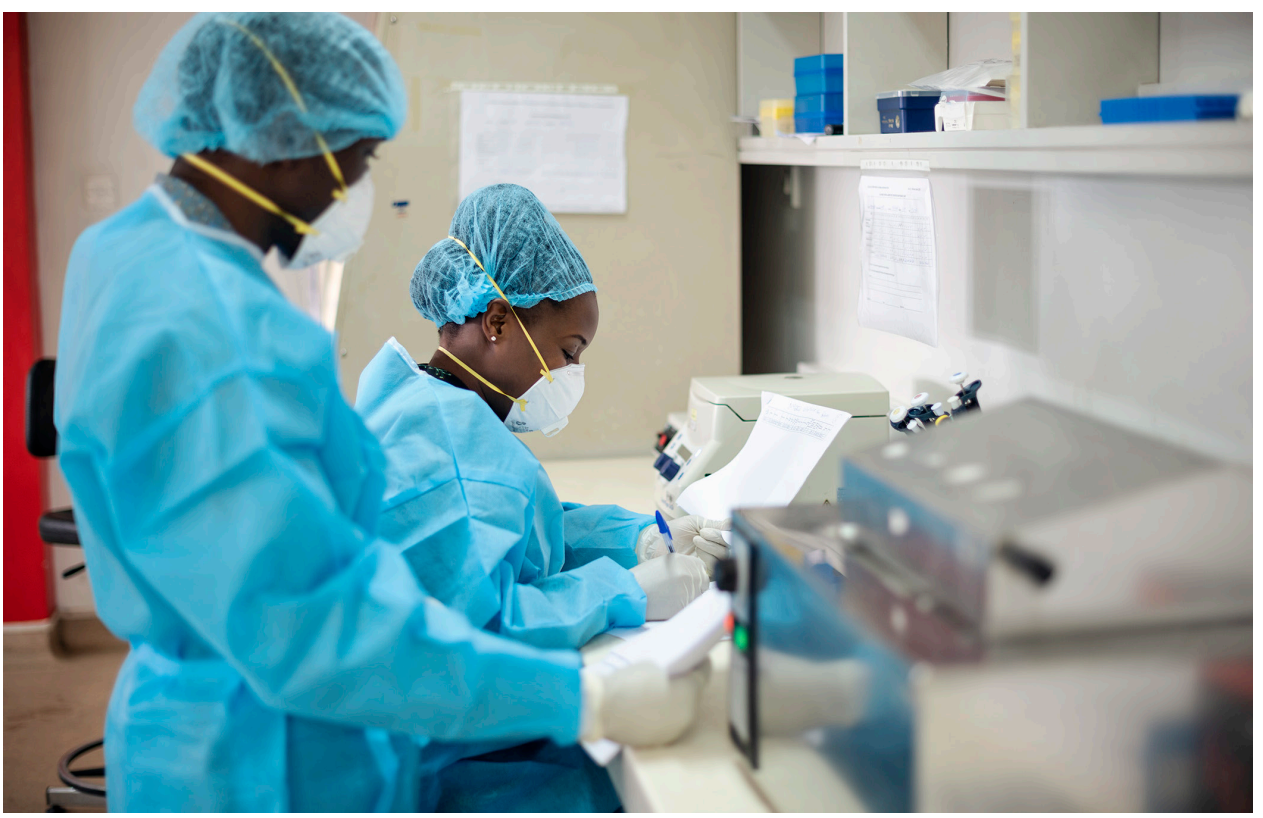
Despite the improvements in the quantity and quality of health and nutrition services, Liberia is still among the lowest countries in terms of health outcomes in the world (World Bank Group Liberia, 2024). The UHC service coverage index in Liberia is currently estimated at 45 out of 100 while the Human Capital Index is at 0.32, lower than the averages for Sub-Saharan Africa (0.40) and low-income countries (0.37). The low scores could be attributed to challenges in the health sector which include: (i) substantial challenges in maternal, child, and adolescent health and nutrition; (ii) infectious disease control challenges (iii) erratic supply of essential medicines and medical commodities; (iv) poor and inadequate

health infrastructure, (v) shortage of core health workers (number, distribution, skills-mix, quality); (vi) inadequate funding to the health sector coupled with high out of pocket expenditures for household which stands at 63 percent; and (vi) weak systems and poor accountability resulting in inefficient provision and wastage of limited resources.

In addition, reducing disparities and improving access, especially in rural areas, represents a significant challenge for the health system. The health system also suffers from a curative bias, which is affecting the judicious use of scarce resources and health outcomes. While most of the health expenditure goes towards curative services, the leading causes of morbidity and mortality are preventable, which demands a renewed focus on preventive health. Implementing facility and service standards and building an adequate health workforce, both in terms of numbers and capacities, is required to improve access and quality healthcare delivery.

The Ebola virus outbreak in 2014 and the recent COVID-19 pandemic are key justifications for promoting health security as an important component of the national development agenda. Liberia is a signatory to the International Health Regulations (IHR 2005) as amended in 2024 and is expected to take all necessary steps to develop, strengthen, and maintain core public health and emergency preparedness capacities at the national, sub-national, and regional levels. The country has made progress in strengthening health security since the pandemic and the Joint External Evaluation (JEE) of IHR core capacities conducted in September 2023 highlighted strengths and critical capacity gaps in preparing for and responding to public health emergencies. Liberia demonstrated capacity in areas such as immunization, disease surveillance, public health emergency operation centers, and the management of health emergencies. Risk communication and community engagements (RCCE) and the system for linking public health with security authorities were exemplary.

The AAID endeavors to improve the country's ability to prevent, prepare, detect, and respond to public health emergencies and reduce morbidity, mortality, disability, and socio-economic disruptions due to public health threats.



PROGRAM 43: Health Sector Reforms

Objective: Promote equity, efficiency, quality, financing, and sustainability in the delivery of healthcare services through an enhanced policy environment. Undertaking comprehensive health sector reforms will improve health financing modalities, provide universal coverage, and enhance the regulatory framework for health sector actors. A stronger health system can reduce healthcare costs and improve workforce productivity by keeping the population healthier.

Key targets by 2029:

1. Increase the coverage of community pharmacy from 20 % to 85 % in all public health facilities
2. Provide health insurance coverage for all citizens
3. Increase health product testing from 40 % to 95 %

Key interventions:

- Development and implementation of community pharmacy and cost-sharing schemes in public health facilities
- Establishment of Health Equity Fund for Universal Health Coverage Bill
- Enhancement of health products regulatory environment
- Enhance the regulatory environment for health services, facilities and professionals

PROGRAM 44: Health Services

Objective: Ensure that health services is accessible, equitable, safe, and responsive to the needs of the users. This is aimed at sustainably expanding access to essential health services and facilities across the country, especially the underserved. Access to quality healthcare can significantly reduce the prevalence of diseases, improve maternal and child health, and increase life expectancy. Healthier populations are more productive. Reducing disease burden can also lower healthcare costs, and free up resources for other investments. Healthy children are more likely to attend school regularly and perform better academically, leading to a more educated workforce in the future.

Key targets by 2029:

1. Increase coverage of primary health care by 40 %
2. Increase and maintain DTP-3 coverage above 90 %
3. Increase the number of exclusively breastfed children (0-5 months) by 10 %.
4. Increase age appropriate Reproductive, Maternal Newborn, Child and Adolescent, and Nutrition (RMNCAH+N) health care services by 40%
5. Decrease the incidence of communicable and non-communicable diseases by 20%
6. Increase WASH services at health facilities by 20%
7. Increase diagnostic centers at health care facilities by 40 %
8. Improve national referral capacity of J.F.K 100 %
9. Improve national referral capacity of J.F.D 100 %
10. Upgrade and designate 5 county hospitals as regional hospitals
11. Upgrade 10 primary health care facilities to comprehensive health centers
12. 14 counties to receive mental, neurological, and substance use disorder care services
13. Improve staffing capacity for human resources for health by 10%

Key interventions:

- Strengthening Primary Health Care (PHC) including community health
- Delivering quality and Age Appropriate Reproductive, Maternal, Newborn, Child and Adolescent Health plus Nutrition (RMNCAH+N) care services
- Prevention and control of communicable and non-communicable diseases
- Strengthening and scaling up the control and management of mental, neurological and substance use disorder care services
- Expansion and modernization of public health facilities
- Expanding and upgrading five county hospitals designated as regional hospitals
- Strengthening diagnostic capacities at all levels
- Provision of sustainable climate-resilient WASH services in healthcare facilities
- Strengthening and expanding JFK hospital's capacities
- Upgrading Jackson F. Doe Hospital to the second national tertiary hospital
- Strengthening oversight and regulatory compliance of health facilities standard, medicines, health products, and professional practice
- Enhancement of sex, age, and disaggregated data for health care policy analysis
- Reduction in HIV/ STDs and STIs
- Decentralization of healthcare Services for SGBV survivors
- Strengthening and scaling up of nutrition initiatives among adolescents in schools, communities, and health facilities
- Strengthening public health laboratory systems
- Revision and reinforcement of the health legal framework and policy
- Improvement of staffing levels of human resources for health

PROGRAM 45: Health Security

Objective: Strengthen Liberia's epidemic/pandemic preparedness and response capacity at national, sub-national and regional levels. This is aimed at safeguarding public health security thereby minimizing disruptions in communities, the health systems, and the economy when faced with health risks. This is to be actualized through the adoption of a comprehensive approach that includes preparedness, detection, and response capacity to epidemics/pandemics and other public health threats that impact the nation's health.

Key targets by 2029:

1. Increase epidemic/pandemic preparedness from 44 % to 70 %.
2. Increase detection capacity from 44 % to 70 %
3. Increase outbreak response capacity from 44 % to 70 %
4. Increase the proportion of detection and response to outbreaks or public health issues and events as per WHO standards from 60 to 90 percent

Key interventions:

- Improving healthcare infrastructure and financial resources for epidemics/pandemics
- Enhancing public health workforce capacity through training and development of health training institutions
- Ensuring robust supply chains for essential medicines, equipment and other supplies for epidemics/pandemics
- Implementing functional multi-sectoral, multidisciplinary mechanisms, policies, systems and practices to minimize the transmission of zoonotic diseases
- Implementing environmental health programs, including healthcare waste management, drinking water quality and safety, chemical and vector control, and radiation safety.
- Establishing a functional One Health Coordination Platform at all levels
- Strengthening the network of community health volunteers
- Strengthening Public health Surveillance and Monitoring
- Strengthening Emergency Preparedness and Response
- Strengthening public health laboratories and systems
- Strengthening public health risk communication and community engagement (RCCE)

6.6.3. Strategic Policy 21: Water, Sanitation and Hygiene

Strategic Objective: *Ensure the availability of safe, clean, and adequate sanitation facilities and promote good hygiene practices to improve public health, environmental sustainability, and overall quality of life.*

Sanitation and hygiene infrastructure is critical in creating a healthier, more equitable society with long-term social, economic, and environmental benefits. Sanitation and hygiene are fundamental to sustainable development. Proper sanitation and hygiene prevent the spread of diseases and reduce morbidity and mortality rates. This leads to healthier communities and less strain on healthcare systems. Investing in sanitation and hygiene is crucial for achieving broader development goals and improving overall societal well-being. Significant outcomes shall be derived from the availability of safe and clean water, and adequate sanitation facilities.

Figure 57: Strategic Policy 21 goals by 2029

Source: MFDP

General Context

Access to water, sanitation, and hygiene are defining measures of the quality of life. They affect health and well-being, the environment, and economic development. Before the civil war, Liberia had some basic water supply and sanitation infrastructure, primarily in urban areas. Rural areas often lacked adequate services. Efforts were made to improve public health, but access to clean water and sanitation was uneven, with significant disparities between urban and rural populations. The civil wars severely damaged WASH infrastructure, leading to widespread water and sanitation crises. Outbreaks of waterborne diseases, such as cholera, became more common due to the breakdown of sanitation services. Following the end of the civil conflict in 2003, international aid and government initiatives focused on rebuilding WASH infrastructure, launching a National WASH Policy in 2008. This led to the establishment of the National WASH Coordination Committee in 2010. In 2013, Liberia launched a five-year WASH Sector Investment Plan as part of a concerted effort by the government and stakeholders to improve the situation in the WASH sector in Liberia. It outlined priorities for rebuilding the country's WASH sector which had been severely affected by the war. A WASH Commission was established in 2017 to integrate all of the government's efforts and provide overall leadership for the sector. Improving WASH services remains a major priority of the government.

The Liberian WASH sector operates on the principle of access to WASH services for all people without discrimination. According to the 2011 Liberia WASH Compact, post-war efforts to rebuild the WASH sector and expand WASH services had been insufficient to put the country on the path to achieving the 2015 MDG goals. Under the PAPD, Liberia realigned its WASH priorities with SDG 6.1 and 6.2, targeting 85 percent access to basic water supply systems in rural areas, while aiming to decrease waterborne diseases. It also targeted 100 percent of the poor rural dwellers with their toilet facilities and disposing of their waste safely and sustainably. However, while progress has been made over the last 10 to 12 years, only 69.3 percent (compared to 60 percent in 2008), accessed their drinking water from improved sources such as pipe water, borehole, satchel water, bottled water, and protected wells, while the remaining 30.7 percent (57.8% rural and 42.2% urban) drink water from unimproved sources such as open wells and streams. Similarly, despite slight improvement, access to safe human waste disposal facilities across the country remains a challenge, with 43.2 percent of households nationally still using open defecation practices in bushes, open pit latrines, on beaches, and riversides as toilets.

Table 10 : Selected WASH Indicators

Indicator	2008	2022
Access to Safe Drinking Water Sources	60%	69.3%
Practice of Open Defecation	49% (2012)	43.2%

There is a need to accelerate and sustain efforts aimed at the realization of an open defecation free (ODF) Liberia. The lack of basic infrastructure for water supply and sanitation, coupled with inadequate waste and disposal facilities needs to be addressed. Low government funding and reliance on development partners hinder the sustainable implementation of WASH strategies and plans. While there are inadequate trained personnel to effectively operate WASH services public awareness, municipal and community level monitoring and supervision of facilities is weak. In addition, many households exhibit negative attitudes and practices toward WASH, particularly waste management. Addressing these challenges requires a multi-faceted approach that includes investment in rehabilitation of non-functional infrastructure, capacity building, community engagement, attracting private players (PPPs), and sustainable practices. Collaboration among government, NGOs, and international partners is crucial for improving WASH services.

PROGRAMS 46: Sanitation and Hygiene

Objective: Improve access to safe and adequate sanitation facilities and promote good hygiene practices among the population.

Proper sanitation and hygiene practices strengthen communities' resilience to health crises. These assist in reducing the spread of infectious diseases such as pandemics and mortality. Improved sanitation and hygiene reduce disparities by ensuring all community members have access to clean and safe environments. This supports social justice and equality. This leads to healthier communities and less strain on healthcare systems.

Key targets by 2029:

1. Establish an integrated WASH Management Information System
2. Increase safely managed water access to 65% and basic access to 90%.
3. End open defecation practices
4. Increase safely managed access to sanitation to 50% and basic access to sanitation to 85%
5. Increase coverage of basic water service in health facilities to 90%,
6. Realize nationwide sanitation and water point mapping
7. Develop WASH regulatory framework

Key interventions:

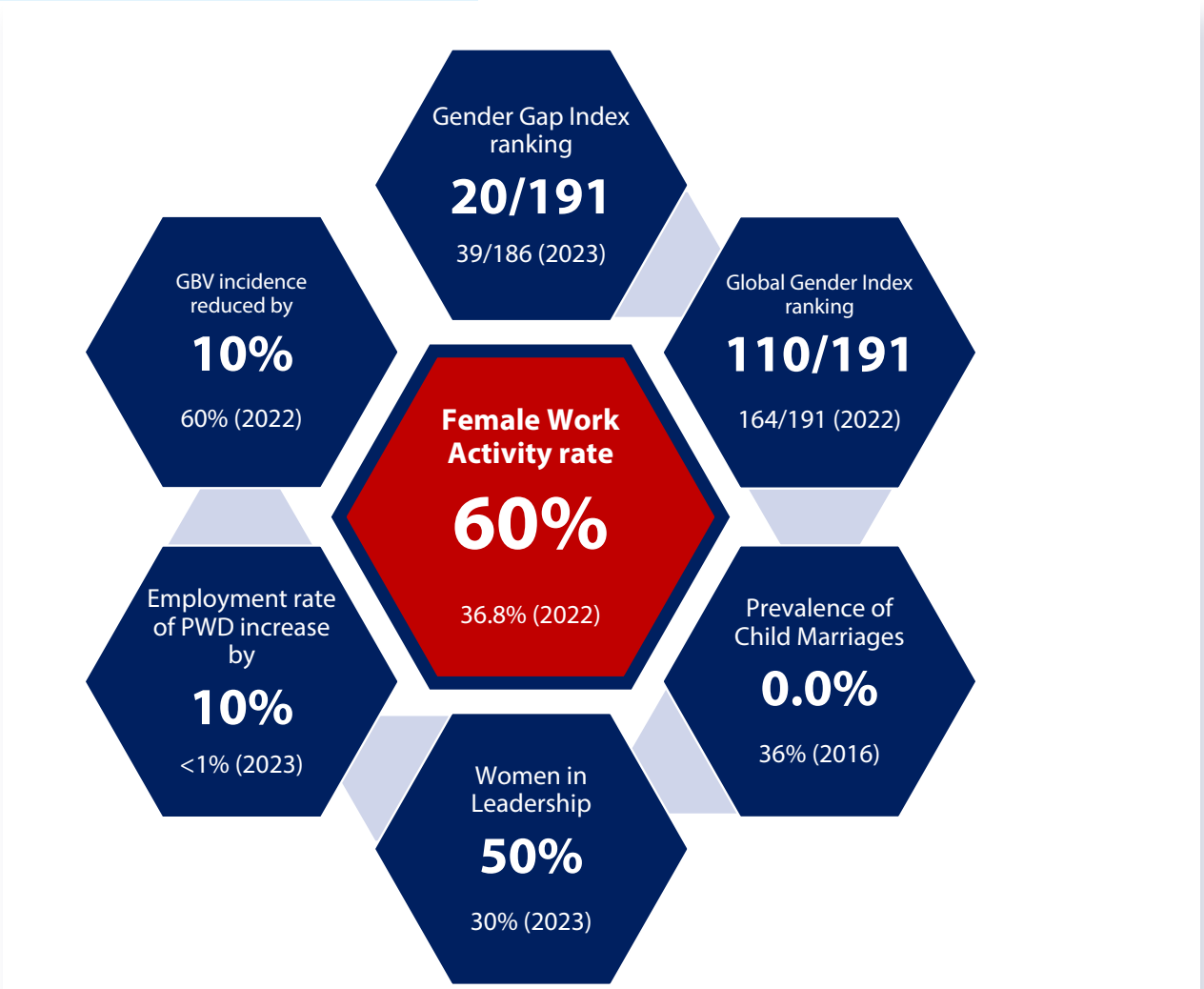
- Establishment of Integrated WASH Management Information System (IMIS)
- Eradication of Open Defecation practices
- Conduction of nationwide sanitation mapping
- Implementation of the national WASH in health care facilities roadmap 2024 to 2029
- Strengthening private sector participation in all aspects of the water, sanitation, and hygiene delivery cycle.

6.6.4. Strategic Policy 22: Inclusive Social Development

Strategic Objective: *Promote gender equality and empowerment of women, girls, and vulnerable groups, and enhance social protection systems, and ensure that all individuals, especially the most vulnerable, have access to opportunities, resources, and protection.*

Several critical inclusive social development issues need to be addressed to ensure sustainable and equitable growth. Promoting the inclusion of marginalized groups, such as people with disabilities is crucial for creating a more equitable society. Ensuring that all children, especially girls, have access to quality education is essential for breaking the cycle of poverty and fostering economic growth. Addressing these issues requires a collaborative effort from the government, civil society, and international partners to create a more inclusive and sustainable future for all Liberians. Significant outcomes shall be derived from promoting and ensuring inclusive social development services.

Figure 58: Strategic Policy 22 goals by 2029



Source: MFDP

General Context

Progress has been made on gender equality, women empowerment, and social protection in the last 20 years; Though there is still a long way to go. With respect to gender equality, Liberia's gender inequality Index (GII) in 2021 was 0.648, ranking it 164 out of 191 countries. The Global Gender Gap Index (GGI) in 2023 ranked Liberia 39th out of 146 countries with a score of 0.760, representing a 5.1 percent increase since the previous edition of the GGI. Liberia is one of the lowest-performing countries on the subindexes of educational attainment and health, and survival where it is ranked 131st, and 123rd respectively. Although Liberia has near parity on the Economic Participation and Opportunity sub-index, analysis of the composite indicators reveals that the labor force participation rate, estimated earned income rates, and wages are low for both genders. Similarly, while Liberia is ranked 50th on the political empowerment sub-index, women comprise of 11 percent of the 103 seats in the National Legislature, 11 percent of local government statutory positions, and 8.5 percent of chieftaincy positions. There has also been an improvment in parity in education at the primary school level, even though it is still elusive at higher levels of education, with secondary school level gender parity at 0.8 (MoE, 2022). Table 11 presents key gender and women empowerment indicators.

Table 11: Some key gender and empowerment of women indicators

Gender and Empowerment	Current Status
Gender Gap Index	78/156 (2024) (UN- Women)
Physical Gender and Sexual Violence	33% of women aged 15-49 years who experienced physical violence in the last 12 months
Women in Leadership	Women in Legislature Est.11% (National Election Commission) Women in the Executive (Cabinet)-35% (Executive Mansion) Women in Local Leadership-30% (Executive Mansion)
Unmet Needs for Family Planning	35% (LDHS, 2019/20)
Women Literacy Rate	54.6% (LPHC, 2022)

Source:

Child marriage, a practice deeply rooted in traditional social norms, continues to affect Liberian girls, particularly in rural areas despite the concerted efforts to combat it. LPHC, 2022 shows high prevalence rates of child marriages, with the average age of marriage being alarmingly low at 14 years in most regions for males and females except for Lofa and Bong counties where the average child marriage age is 15 years. A huge percentage of the population (11.3%) is marrying before age 18, as low as age 12 years old (LPHC, 2022). This has implications of promoting child marriage. The Government will collaborate with all stakeholders to address the problem of child marriage to enhance the social and economic status of children, especially for education purposes. This is important because reducing child marriages is critical to achieving SDG 5 by 2030.

The prevalence of female-headed households, particularly among the age group of 13-17, is a growing concern. 53 percent of households nationally are led by women—52 percent in urban areas and 54 percent in rural areas. This trend not only underscores the growing prevalence of female-led households but also raises significant concerns regarding the economic and social pressures placed on young female heads, who must often manage complex household responsibilities with limited resources and support. These challenges impact the economic stability of both adult and young women, pointing to a critical need for targeted interventions that support female heads of households, especially young girls.

Gender-based violence (GBV), including physical, sexual, and psychological abuse, remains widespread. According to the 2019-2020 Liberia Demographic and Health Survey, 60 percent of women aged 15-49 have experienced physical violence, and 9 percent have experienced sexual violence. Less than half (42 percent) of women who have experienced physical or sexual violence have ever sought help. Moreover, in 2023, the average of monthly reported cases of GBV was 267, with a total of 3,204 during the year, according to a report by the MGCSP. It is important to recognize that these reported cases do not fully represent the actual scale of the situation, given the social stigma surrounding SGBV and high levels of impunity which often deter many victims from coming forward. Notably, survivors between ages 0-20 years accounted for 83 percent or 2,662 of reported cases. This issue is exacerbated by harmful practices such as female genital mutilation (FGM). Although the practice of FGM is declining across generations (55 percent of 45–49-year-olds have been subject to the practice as compared to 23.9 percent of 15–19-year-olds), data shows that presently, 38.2 percent of Liberian women and girls between ages 15-49 are living with the consequences of female genital mutilation/cutting (FGM/C) and many more are at risk.

Despite ongoing efforts by the government, international organizations, and civil society to address GBV in line with national laws and SDG 5.2 and 5.3, it remains a persistent problem. Efforts to combat violence against women and girls (VAWG) include legislative measures such as the 2006 Revised Rape Law and the Domestic Violence Act (2019), along with temporary suspensions of FGM and the recent ban in 2022. However, challenges persist due to a weak justice system, discrimination, and the need for continued engagement with traditional and religious leaders. Liberia's commitment to international gender equality frameworks and its revised national policies show progress, yet issues such as corruption, impunity, and inadequate protection for vulnerable groups persist.

While 45.0 percent of the population is categorized as multi-dimensionally poor and deprived of basic services, progress has been made over the years in advancing social protection for the poor and vulnerable. There is a social protection policy that seeks to build social systems and address issues relating to extreme poverty, vulnerability, and inequality in Liberia, while contributing to economic growth, peace and security. Social protection targets four (4) groups: children, the elderly, persons with disabilities, and extremely poor households. Significant income inequalities exacerbate the vulnerabilities of these groups. The most recognized effort of social protection has been the social cash transfer program targeting extremely poor households.

Liberia faces several significant challenges in the areas of gender equality, women empowerment, and social protection. These challenges are deeply rooted in cultural, economic, and social factors—that define the role of women. Limited access to education constrains women's reproductive rights and freedom and hinders their advancement at the workplace and participation in politics. These reasons combine to explain the socio-economic disparities between men and women which need to be addressed.

PROGRAM 47: Inclusive policies and systems

Objective: Remove barriers to inclusion and participation for vulnerable populations by strengthening and enforcing policies, laws, and regulations, and increasing awareness of gender issues.

This focuses on eliminating discrimination and social bias prejudices based on race, gender, disability, and other factors that lead to exclusion and marginalization. These vulnerable groups often have limited access to education, healthcare, and economic opportunities, which hinders their participation in society. Without adequate representation in decision-making processes, the needs and voices of vulnerable groups are often overlooked.

Key targets by 2029:

1. Coverage of child protection services in all counties
2. Reduce percentage of children aged 5-17 engaged in child labor from 28% to 10%
3. End child marriages
4. Secure 5% of new public sector jobs for PWDs
5. Increase women representation in Government leadership positions from 11% to 30%
6. Promote equity in Parliament representation
7. Secure benefits for at least 5,000 individuals from corporate social responsibility commitments
8. Provide 10% of inclusive social housing units for vulnerable groups

Key interventions:

- Supporting Systematic legal and policy review and reform with focus on discriminatory laws
- Strengthening institutional capacity for inclusive policy enforcement
- Enhancement of women political participation and undertaking inclusive governance reforms
- Development of an inclusive legal framework on voluntarism
- Strengthening and enforcement of child protection laws
- Strengthening community engagements to promote positive discrimination towards inclusion
- Supporting enforcement of corporate responsibility commitments in every FDI
- Development and enforcement of national accessibility standards

PROGRAM 48: Sexual and Gender-Based Violence

Objective: Strengthen preventive measures and coordination mechanisms to foster accountability, shift social norms, and enhance support services in addressing SGBV.

This is aimed at combating gender-based violence (GBV) which has a profound impact on socio-economic development in several ways. Survivors of GBV often face reduced economic opportunities due to trauma and stigma. Addressing GBV enables individuals to participate fully in the economy, increasing productivity and economic growth. The AAID intends to enforce existing instruments such as the Domestic Violence Act and the declaration of rape. Liberian women face various forms of GBV, including sexual and domestic violence, early and forced marriage, wife inheritance, and female genital mutilation.

Key targets by 2029:

1. Reduce the incidence of SGBV by 50%
2. Increase access to SGBV services by 30%

Key interventions:

- Improvement of data quality and systems on GBV
- Strengthening and enforcement of SGBV legal frameworks, including eradication of FGM and other harmful traditional practices
- Strengthening community engagement and social behavior change
- Expansion of SGBV prevention and survivor support services
- Improvement of inter-agency coordination mechanism and implementation of the GBV accountability framework nationwide
- Enhance coordination to improve GBV response services

PROGRAM 49: Inclusive Integrated Social Protection and Welfare Services

Objective: Increase access of women and vulnerable groups (PWDs, children, girls, youth) to quality regular and special education, ensure their basic human rights and access to a dignified quality of life, and to improve the safety and welfare of children and the elderly.

Key targets by 2029:

1. Increase the participation of girls in empowerment and leadership projects by 30%
2. Increase school enrollment of vulnerable girls by 5,000.
3. Ensure that 80% of women and vulnerable groups complete digital literacy training
4. Train 200 individuals in sign language to enhance inclusive communication
5. Incorporate sign language program in at least 15 educational institutions
6. Grant 800 scholarships to empower PWDs
7. Increase child protection and welfare services to 200,000 children
8. Provide cash transfers for economic empowerment to 16,000 members of vulnerable groups
9. Support 500 PWDs with assistive technology equipment

Key interventions:

- Enhancing girls' empowerment and leadership development
- Provision of scholarships to vulnerable groups
- Strengthening and expansion of child protection services
- Expansion of access to digital literacy for women and vulnerable groups
- Provision of social cash transfers for economic empowerment
- Expansion of training in sign language to for inclusive communication
- Development of the national student loan scheme (for education)
- Supporting PWDs with assistive technology equipment

PROGRAM 50: Economic Empowerment of Women and Vulnerable Groups

Objective: Increase women and vulnerable groups access to productive resources, and business services, and opportunities to improve their economic status and wellbeing.

This centers on removing barriers that constrain women and other vulnerable groups to enable them access to major inputs used to produce goods and services. These include land, skills, knowledge, employment, capital, and technology. These elements work together to create the goods and services that drive economic growth and development. Understanding and effectively managing these resources are crucial for sustainable economic progress, and getting all stakeholders involved, yields greater results in the development process.

Key targets by 2029:

1. Provide support to 1,500 children with special needs
2. Establish 50 women agribusiness and entrepreneurship cooperatives
3. Support 400 agribusiness and entrepreneurship enterprises for women and vulnerable groups
4. Capacitate 3,000 veterans and PWDs in agri-business and entrepreneurship
5. Increase capacity and leadership of women in climate-resilient eco-tourism services
6. Support the increase of financial inclusion coverage by 75% of women, PWDs, and vulnerable groups

Key interventions:

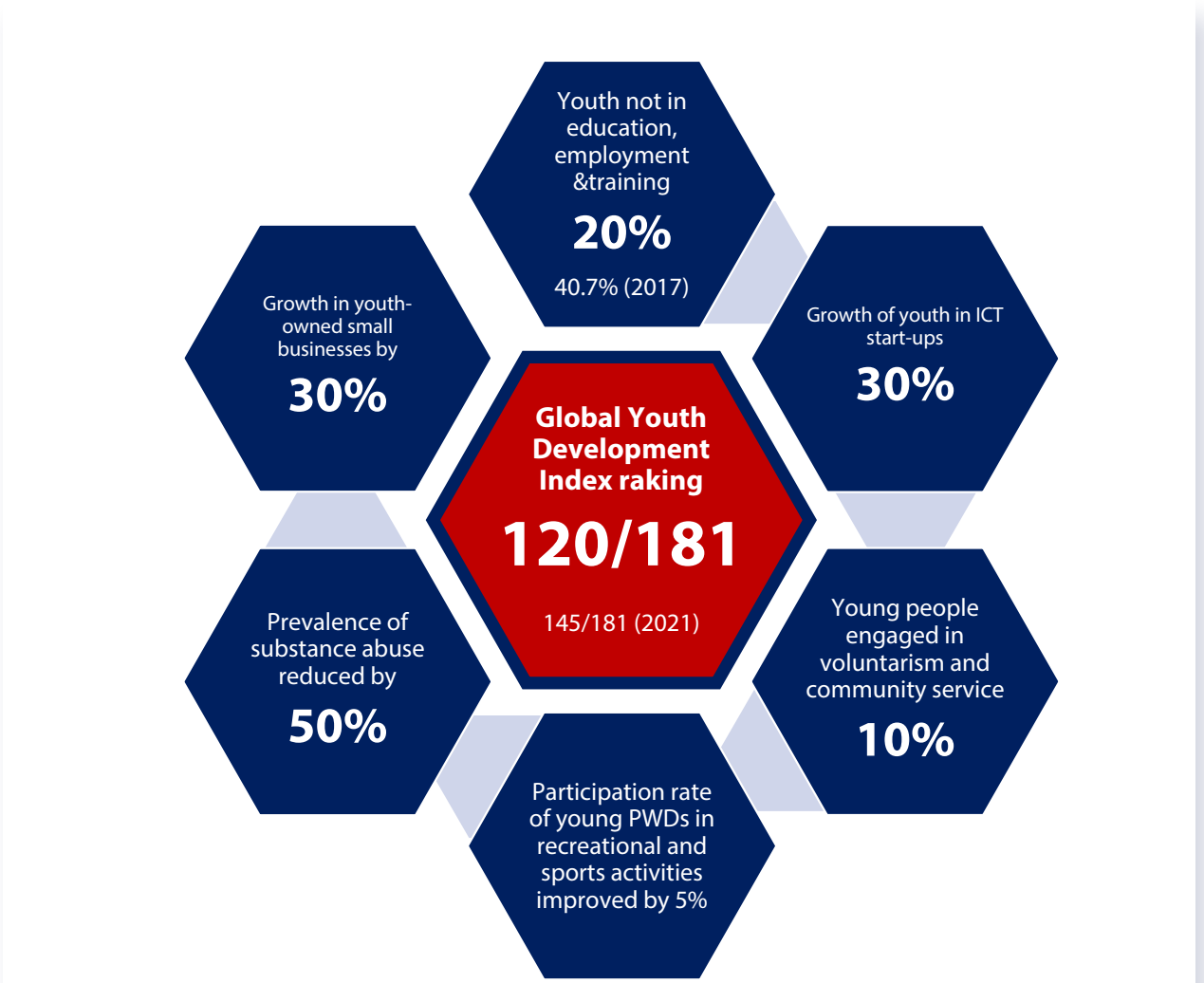
- Development of women's productive capacity for climate-smart agribusiness and entrepreneurship
- Integration of climate-resilient and ecological practices in agriculture, energy and alternative livelihood
- Provision of support to veterans' agribusiness production
- Development of PWDs' productive capacity for agribusiness
- Development of veterans' productive capacity for agribusiness and entrepreneurship
- Provision of support to women and vulnerable groups in organizing trade fairs of agribusiness and entrepreneurship
- Strengthening support for children with special needs
- Development of women's leadership capacity in climate-resilient eco-tourism services
- Development of financial inclusion services for women, PWDs, and young people

6.6.5. Strategic Policy 23: Youth Development

Strategic Objective: *Empower young people, increase their economic opportunities, and enhance their contribution to sustainable development.*

This involves developing and implementing appropriate youth-opportunity programs and providing long-lasting options intended to sustainably address emerging needs of young people aged 15-35 years who constitute 42 percent of the total population in Liberia (LPHC, 2022). In addition, it will require providing an enabling environment to promote the development of sports, talent development, and leveraging opportunities emerging from the cultural and creative industry.

Figure 59: Strategic Policy 23 goals by 2029



Source: MFDP

General Context

The national school drop-out rate stands at 13.6 percent, with the rural and urban drop-out rates being 15.0 percent and 12.5 percent respectively. This trend, prevalent throughout the country, is driven by a combination of factors which include economic pressures and a lack of employment opportunities, backward social norms, early marriages, and teenage pregnancies among others. A growing number of young Liberians are leaving school to take up motorcycle or tricycle driving for quick income. These jobs provide immediate financial relief but at a long-term cost: school dropouts face diminished prospects for stable employment, economic security, and upward mobility. This is likely to perpetuate cycles of poverty as uneducated youth struggle to adapt to an evolving job market.

Despite these challenges, there is a national consensus on the need to create safe spaces and opportunities for youth to develop competencies, contribute to national development, and become economically productive citizens. Liberia's progress in youth development aligns with global aspirations under the Sustainable Development Goals (SDGs), including youth employment, equality, health and well-being, peace, and security. Liberia's Youth Development Index (YDI) in 2023 stood at 0.652, reflecting some progress in these areas.

In June 2023, Liberia declared the issue of at-risk youth a national emergency, recognizing it as a crisis akin to Ebola (2014) and COVID-19 (2020). With 47,917 recorded at-risk youth, the government has taken a critical step toward addressing the issue. However, efforts remain limited: a single rehabilitation program graduated only 127 youth in March 2024, and substantial funding constraints hinder sustainable pathways for youth integration through TVET and employment programs. Without increased support, many at-risk youths face a high likelihood of falling into or deepening their engagement with SUD.

On the TVET front, equipping youth with employable skills through work-readiness programs and technical training is essential for achieving national aspirations for poverty reduction and economic sustainability. Currently, only two out of seven government TVET centers for informal youth are operational, indicating an urgent need for increased investment. To expand access to these programs, new TVET facilities must be developed and existing ones renovated across underserved counties, particularly Nimba, Lofa, Grand Bassa, Rivercess, Maryland, Grand Gedeh, River Gee, Grand Cape Mount, and Gbarpolu.

In recent years, Liberia has seen some improvements in sports development, however, there remains a need to support the expansion of sports programs nationwide. There is a pressing need to address youth unemployment and drive economic transformation through agribusiness. Start-ups and tourism development value chains are critical for accommodating young people and propelling the transformative socioeconomic agenda. Agriculture remains one of the largest economic sectors, yet youth participation is limited due to a lack of skills, resources, and land access. Liberia's rich natural and cultural heritage presents opportunities for eco-tourism and stimulating local economic development.

By integrating agri-business training and hotels, restaurants, and cafes (HORECA) into TVET programs and providing incentives for youth-led agribusinesses, Liberia can empower young people to contribute to food security, income generation, tourism, and rural development. The youths, despite being a demographic pressure point, represent a tremendous opportunity for Liberia's growth. With targeted investments, this young population, particularly girls, can expand the labor market and create new industries. Skills development, technical and vocational education and training (TVET), and fostering entrepreneurship are essential for harnessing this potential (UNDP, Study on Development Pathways in Liberia, 2024).

PROGRAM 51: Inclusive Youth Empowerment

Objective: Expand opportunities for youth by providing an enabling environment and appropriate incentives that provide access to leadership, training, entrepreneurship and employment opportunities.

Key targets by 2029:

1. Secure 50% of new public sector jobs for youth
2. Capacitate at least 20,000 youth in agri-business and entrepreneurship
3. Secure at least 5,000 internships, apprenticeship, and volunteerism placements for youth and PWDs
4. Increase capacity and leadership of 6,000 youth in climate-resilient eco-tourism services
5. Ensure about 31,625 youth benefit from TVET
6. Enroll at least 10,000 youth volunteers in National Youth Service

Key interventions:

- Development of agri-business and entrepreneurship productive capacity for youth
- Provision of support in organizing trade fairs of agri-business and entrepreneurship for the youth
- Provision of internships, apprenticeships, and volunteer work opportunities for social development of young people and PWDs
- Development of youth leadership and capacity in climate-resilient eco-tourism services
- Supporting youth participation in governance and policymaking
- Improvement of TVET for Youth
- Strengthening volunteerism through the National Youth Service
- Supporting the National Youth Loan Scheme
- Development of skills for future through youth mentorship
- Supporting the reintegration of rehabilitated youth and preventive nationwide awareness campaigns against substance use among adolescents and youth

PROGRAM 52: Inclusive Sports and Recreational Infrastructure

Objective: Ensure the availability of appropriate facilities and spaces where the population, particularly the youth, can improve and maintain their physical and mental health while fostering social cohesion and developing their talents.

This program aims at investing in sporting and recreation facilities to support healthier, happier, and more prosperous communities, thereby contributing to sustainable development. It involves enhancing sporting activities, intensifying sporting competitive games, and training. It also requires providing recreational programs and spaces with safe environments for play, learning, and socializing. Access to recreational facilities enhances the quality of life, providing opportunities for leisure, relaxation, and stress relief. These interventions enhance youths' contributions to their overall development and reduce delinquency.

Key targets by 2029:

1. Develop 5 youth inclusive sports centers
2. Provide rehabilitation and recreation services to at least 5,000 youth at risk
3. Qualify Liberia for at least 10 international sports competitions annually

Key interventions:

- Development of inclusive sports centers for the youth
- Enhancement of youth rehabilitation and recreation services
- Development of sports services and nurturing of talents
- Enhancement of support for Liberian young people representing Liberia in international competitions

15 GIRLS' SILVER A
CHAMPION
USA CUP

7. FINANCING THE PLAN

The total estimated cost of implementing the AAID programs under each pillar over the period 2025-2029 is US$8.38 billion. The projected disaggregated cost of each one of the AAID pillars is as follows:

Economic Transformation

which is costed at US$1.59 billion is heavily focused on fostering economic stability (US$0.94 billion), and agriculture and fisheries (US$0.46 billion), highlighting the importance of diversifying the economy beyond resource dependency;

Infrastructural development

which is costed at US$2.57 billion, largely targets the provision of roads and basic infrastructure (US$1.09 billion), energy (US$0.76 billion), and transport and logistics (US$0.44 billion) to boost inter-connectivity, and enable efficient production;

Rule of Law

which has a cost of US$0.62 billion, largely signals Government's commitment to the provision of public safety and national defense (US$0.50) and the advancement of justice and human rights (US$0.12 billion);

Governance and anticorruption

which has an estimated cost of US$0.81 billion, signifies the Government's dedication to enhance transparency and accountability (US$0.13 billion), and improve public administration (US$0.56 billion);

Environmental sustainability

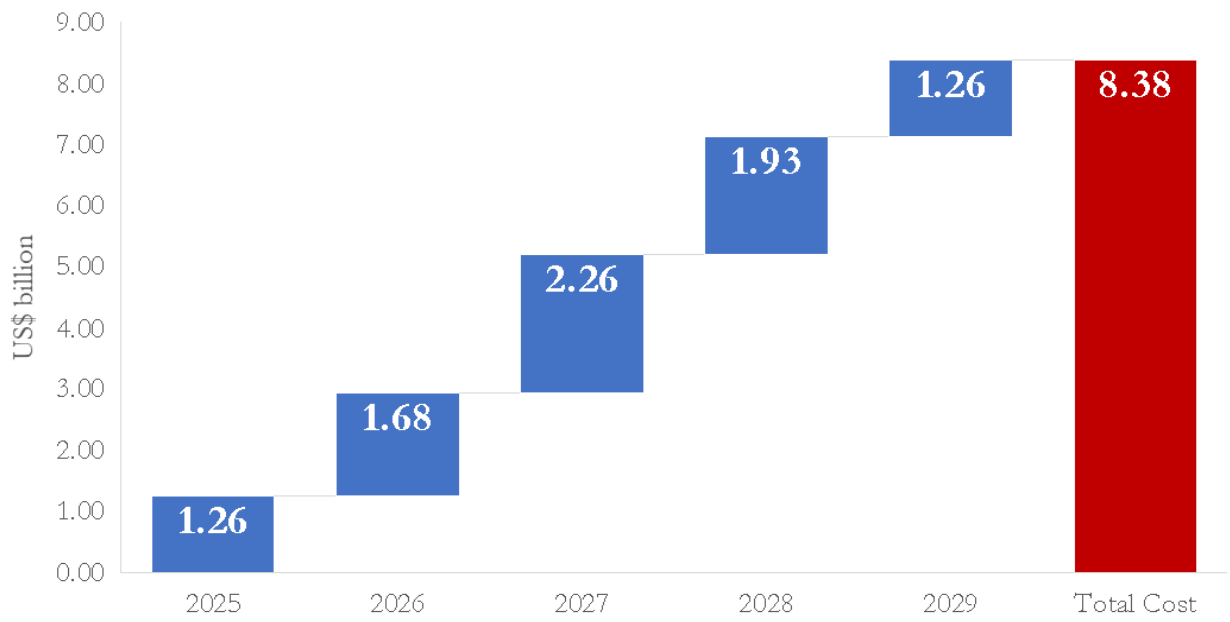
with an estimated cost of US$0.42 billion, demonstrates the Government's commitment to adaptation and mitigation of against climate change and ensuring sustainable development; and

Human capital development

which is costed at at US$2.37 billion largely signifies Government's commitment to building a skilled, healthy and productive workforce. The emphasis is on health (US$1.39 billion), education (US$0.73 billion), and inclusive social development (US$0.17 billion).

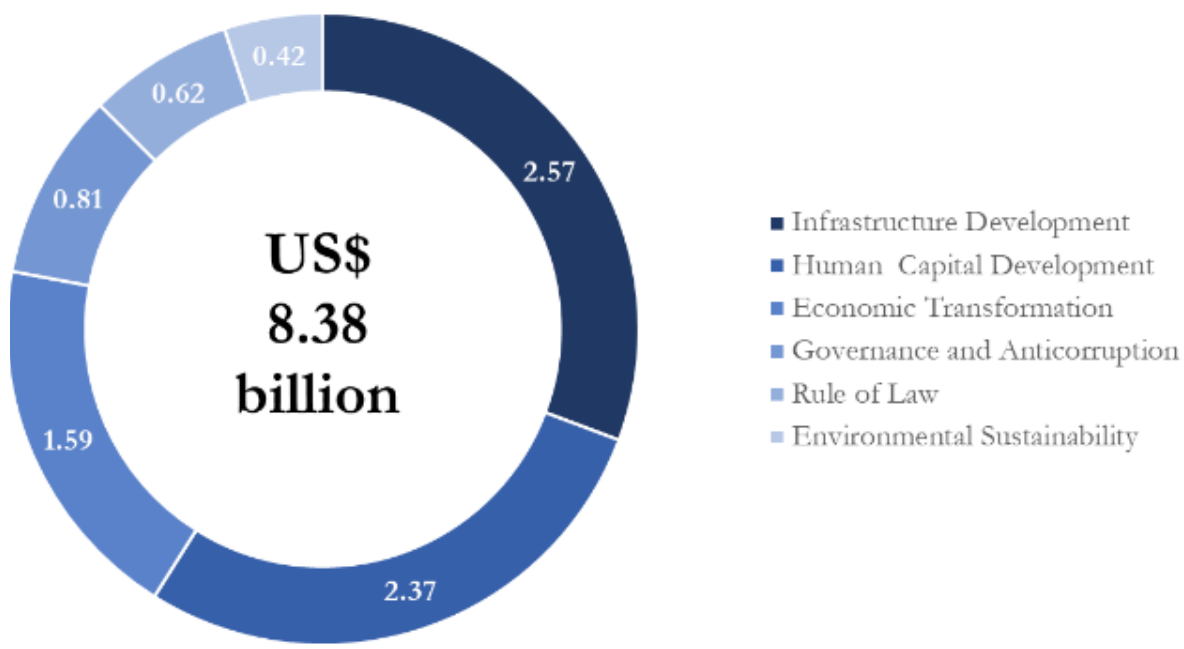
The Government of Liberia will fund (US$2.5 billion, or 30%) while the remaining 70% will potentially be funded by various development stakeholders including the private sector (US$2.7 billion, representing 35%), grants as Official Development Assistance (ODA) and Non-Governmental Organizations (NGOs) activities (US$1.9 billion, or 25%), and Diaspora remittances (US$0.7 billion constituting 10%). Figure 60 highlights the annual cost of the AAID, Figure 61 presents the AAID cost estimates per pillar and Table 13 shows the annual cost estimate per strategic policies and programs. Funding for the AAID will require a multi-dimensional fiscal approach from the revenue, expenditure and debt side.

Figure 60: AAID annual cost estimates



Source: GoL

Figure 61: AAID cost estimates per pillar



Source: GoL

Table 12: Total AAID annual cost estimates per strategic policy and programs

	Development Pillar and Policy	Total Cost	2025	2026	2027	2028	2029
	TOTAL ESTIMATED COST	8,381.8	1,257.3	1,676.4	2,263.1	1,927.8	1,257.3
I	**Economic Transformation**	**1,591.4**	**238.7**	**318.3**	**429.7**	**366.0**	**238.7**
1	Economic Stability and Growth	943.6	141.5	188.7	254.8	217.0	141.5
2	Labour and Employment	11.2	1.7		3.0	2.6	1.7
3	Commerce and Industry	102.0	15.3	20.4	27.5	23.5	15.3
4	Agriculture and Fisheries	461.7	69.3	92.3	124.7	106.2	69.3
5	Mineral Resource Management	50.0	7.5	10.0	13.5	11.5	7.5
6	Tourism, Culture and Creative Economy	22.9	3.4	4.6	6.2	5.3	3.4
II	**Infrastructure Development**	**2,573.8**	**386.1**	**514.8**	**694.9**	**592.0**	**386.1**
7	Roads and Basic Infrastructure	1,091.3	163.7	218.3	294.7	251.0	163.7
8	Transport and Logistics	435.3	65.3	87.1	117.5	100.1	65.3
9	Water and Sewage	234.0	35.1	46.8	63.2	53.8	35.1
10	Energy	759.3	113.9	151.9	205.0	174.6	113.9
11	Communication Technologies and Digital Economy	29.0	4.4	5.8	7.8	6.7	4.4
12	Housing Development	24.9	3.7	5.0	6.7	5.7	3.7
III	**Rule of Law**	**622.3**	**93.3**	**124.5**	**168.0**	**143.1**	**93.3**
13	Justice and Human Rights	119.4	17.9	23.9	32.2	27.5	17.9
14	Public Safety And National Defense	502.9	75.4	100.6	135.8	115.7	75.4
IV	**Governance and Anticorruption**	**805.5**	**120.8**	**161.1**	**217.5**	**185.3**	**120.8**
15	Transparency and Accountability	128.7	19.3	25.7	34.7	29.6	19.3
16	Public Administration	556.8	83.5	111.4	150.3	128.1	83.5
17	Foreign Affairs	120.0	18.0	24.0	32.4	27.6	18.0
V	**Environmental Sustainability**	**422.0**	**63.3**	**84.4**	**113.9**	**97.1**	**63.3**
18	Climate Change	422.0	63.3	84.4	113.9	97.1	63.3
VI	**Human Capital Development**	**2,366.8**	**355.0**	**473.4**	**639.0**	**544.4**	**355.0**
19	Education	727.4	109.1	145.5	196.4	167.3	109.1
20	Health	1,391.8	208.8	278.4	375.8	320.1	208.8
21	Water, Sanitation and Hygiene	9.9	1.5	2.0	2.7	2.3	1.5
22	Inclusive Social Development	168.5	25.3	33.7	45.5	38.8	25.3
23	Youth Development	69.2	10.4	13.8	18.7	15.9	10.4

7.1. REVENUE MOBILIZATION MEASURES

Several revenue sources will be pursued to secure funding for the implementation of the AAID. Mobilizing resources to implement the Plan from the possible sources, and efficiently managing the required resource envelope, present major challenges to both public and private sector actors.

The AAID will partly be financed by domestic revenue mobilized by the Government. As part of the domestic revenue mobilization plan, the Government has developed the Domestic Resource Mobilization Strategy II (DRMS II) and the Revenue Sharing Law and Regulations. The DRMS II is a five-year strategic plan on strengthening and growing domestic revenue. This considers strengthening current sources of revenue, tapping into potential sources and the development and implementation of policies for new revenue sources. The Revenue Sharing Law and Regulations will not only deal with the distribution of revenue from the counties and the central government, but will also improve revenue collections in the various counties as citizens within the counties look forward to contribute to domestic revenue mobilization to increase their county share of revenue. As such, the following measures and more from the DRMS II, will be implemented:

Broadening the tax base: Tax awareness and education (including civic education) will play a significant role in bringing tax payers operating within the the huge informal sector into the tax bracket and reaching out to other potential and

willing-to-pay taxpayers. Additionally, compliance mechanisms will be improved by strengthening taxpayer identification and digitalizing tax collection processes.

Enhancing tax administration: As stated in the DRMS II, Liberia will invest in modernizing tax systems and processes to reduce leakages and increase efficiency, as well as strengthen auditing and enforcement mechanisms to combat tax evasion and avoidance. Furthermore, a review exercise will be undertaken to rationalize tax exemptions and minimize discretionary tax waivers and incentives to ensure that only productive exemptions remain. Also, with the implementation of the Revenue Sharing Regulation, enhancing local tax administration will be key in broadening the tax base and increasing revenue collection in the counties.

Introducing new revenue streams: The country will identify untapped revenue sources, such as informal sector taxation or bringing new economic activities into the tax system. Some of these are to include but not limited to introduction of Value Added Taxes (VAT) which is on course to be implemented by FY2026, Environmental taxes (e.g., carbon tax) and sin taxes (e.g., on tobacco, alcohol and gambling) will be explored to raise revenue while promoting public policy objectives, as well as fees or charges on non-renewable resource extraction will be considered. This will call for building capacity of MFDP's climate finance unit to coordinate stakeholders in the realization of climate and green financing revenue streams.

Improving natural resource revenue management: Transparency and efficiency in the collection and allocation of resource revenues from mining and forestry will be enhanced . Sector specific reforms will take place to improve various sectors operations and their revenue contributions.

Engaging the Diaspora and international development cooperation: Financial instruments such as diaspora bonds or remittance investment funds will be explored to encourage financial support from Liberians abroad. Furthermore, Government will upscale its engagements with international partners through negotiating bilateral and multilateral agreements, such as double-tax treaties, technical assistance in revenue mobilization, low-cost and concessionary interest loans and grants as a means of augmenting its resource envelope. Optimizing state-owned enterprises (SOEs): Governance of SOEs will be restructured and improved to increase their profitability and contribution to public revenues. SOE's will be made to adhere to the PFM Law and Regulation (especially on statutory tax payments – withholding and GST).

Issuance of ownership stakes or equity shares in SOEs and public projects: Government will consider issuance of ownership stakes or equity shares to Liberians both at home and in the Diaspora to raise financing for high-potential sectors like agribusiness, tourism, renewable energy, special economic zones, utilities companies to enable effective private sector participation. This calls for putting in place an enabling legal framework to enable equity financing, development of viable public sector projects, organizing local investors and deliberating reaching out to the Diaspora community among other actions.

Private Sector Investment: Effective Public Private Partnerships (PPPs) shall be pursued, nurtured and facilitated, building business collaboration and partnership between the Government and private sector actors.

Innovative Financing: Concerted efforts will be made to explore new innovative financial instruments to finance the AAID, including philanthropy, green bonds, social impact bonds and the Green Climate Fund (GCF).

7.2. EXPENDITURE MEASURES

From the expenditure side, the following strategic measures will be implemented to secure fiscal space:

Expenditure rationalization: Elimination or reduction of non-priority spending to free-up resources for critical AAID initiatives. The realized resources will be channeled to the AAID drivers of development and rationalized with development filters.

Improved public financial management (PFM): Strengthening the budgeting processes to ensure alignment of the budget with the AAID priorities, while introducing program-based budgeting to link expenditures with measurable outcomes.

Enhancing efficiency: Undertaking comprehensive public sector reforms in a bid to streamline mandates and functions of various MACs will be implemented to address redundancies, mandate overlaps as well as duplications for improved efficiency. This will involve merging institutions with the same or similar mandates or transferring some roles and mandates into parent ministries. In addition,cost-saving technologies will be adopted in public service delivery to enhance productivity, civil service reforms to reduce the wage bill will be implemented, while freezing or limiting new hiring in non-essential sectors.

Addressing corruption and resource leakages: Anti-corruption mechanisms will be strengthened to reduce public resource mismanagement and ensure that resources are directed towards AAID priorities.In addition, Government will improve transparency and accountability of public expenditure measures.

Reallocation of resources: The redirection of subsidies (e.g., fuel or agriculture) to programs with a higher return on investment will be considered for broader social impact, while prioritizing investments with long-term benefits, such as infrastructure and renewable energy.

Promotion of cost-sharing models: The country will engage private sector and community-level contributions through public-private partnerships (PPPs) or co-financing arrangements, reducing the need for direct government funding.

Enhancing targeted social spending: Government will improve targeting of social programs to ensure benefits reach the most vulnerable, and thereby reducing inefficiencies.

Periodic expenditure reviews: Regular public expenditure reviews will be conducted to identify opportunities for cost savings and reprioritizing funds. This measure, alongside robust monitoring and evaluation can ensure effective use of funds while aligning expenditures with Liberia's development goals.

7.3. DEBT MANAGEMENT MEASURES

The Government will apply prudent measures to secure funds through responsible borrowing to implement the AAID, while safeguarding long-term fiscal stability. To this end, the following debt management-related measures will be adopted:

Concessional borrowing: Prioritization of loans from multilateral institutions (e.g., World Bank, IMF, African Development Bank) and bilateral partners offering concessional terms with low interest rates, longer grace periods and extended repayment periods. On the other hand, the operational approach of aligning new borrowing with AAID development drivers and filters to maximize the development impact will be adopted.

Debt restructuring: The country intends to renegotiate existing debt to extend maturity periods or reduce interest rates, easing the fiscal burden, while engaging in debt swaps (e.g., debt-for-climate or debt-for-development swaps) where feasible.

Adherence to debt sustainability frameworks: Regular debt sustainability analyses will be conducted to avoid over-indebtedness, as well as borrowing for projects with clear economic or social returns.

Leveraging Sovereign Guarantees: The use sovereign guarantees will be diligently explored to attract private sector financing for infrastructure and other development projects, reducing the need for direct government borrowing.

Bond Issuance: Issuing government bonds, including Diaspora bonds, will be explored to attract funds from both domestic and international investors, as well as green bonds for environmentally sustainable projects.

Improving debt management capacity: The country will continuously strengthen institutional frameworks for debt management, ensuring transparency and accountability, as well as train government officials on prudent borrowing practices and debt negotiation.

Pursue grants and debt relief: The Government will actively seek grants or partial debt forgiveness from international partners, especially for development priorities aligned with global goals (e.g., SDGs), while engaging in global debt relief initiatives, particularly for low-income and fragile economies.

Debt transparency: An up-to-date debt database will be published and maintained to enhance confidence among creditors and development partners.

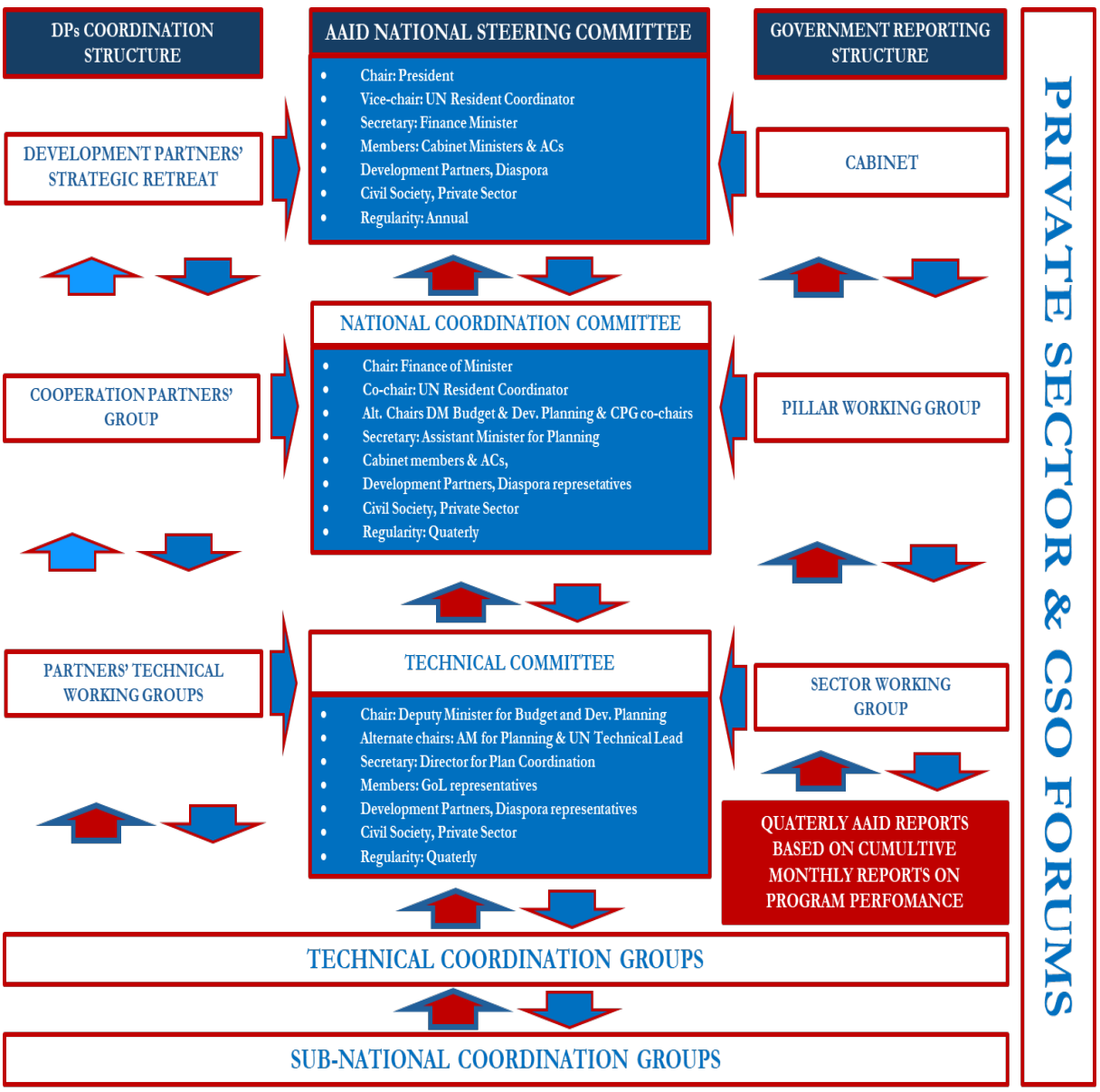
By adopting these measures from the revenue, expenditure and debt management, Liberia can responsibly secure AAID funding while safeguarding long-term fiscal sustainability.

8. IMPLEMENTATION ARRANGEMENTS

This Chapter presents modalities for implementation of the AAID. The implementation arrangement has three levels of coordination which include: National Steering Committee (NSC), National Coordination Committee (NCC) and Technical Committee (TC) that are charged with effective execution and oversight of the AAID. Additionally, it also provides for sectoral and subnational committees, all aimed towards ensuring effective plan implementation.

Figure 62 demonstrates the AAID implementation structure, which includes a Steering Committee, Coordination Committee, and Technical Committee, playing crucial roles in the effective execution of the national development strategies.

Figure 62: AAID implementation structure



Source: MFDP.

8.1. GOVERNMENT AAID REPORTING STRUCTURE

The implementation of the Plan depends on a well-coordinated GoL institutional structure to collect monthly cumulative repots and further compiled to quarterly reports. Quarterly reports are then discussed in different meetings for consolidation and to monitor the implementation of the AAID., namely:

- Cabinet. The MFDP provides quarterly high-level update on the performance of the AAID during regular Cabinet meetings. This update sets the document to be presented to development stakeholders.
- Pillar Working Group. Ministers responsible for coordinating AAID pillars meet quarterly to provide update on the quarterly performance.
- Sector Working Group. MACs responsible for coordinating AAID programs under the strategic policies meet quarterly to provide update on the programs and policy performance.

The Government reporting structures also serve as clearing houses before the joint meetings with development stakeholders.

8.2. NATIONAL STEERING COMMITTEE

A National Steering Committee (NSC) will be established to provide policy guidance and leadership for the implementation of the Plan. Specifically, the Committee will hold MACs accountable for prescribed actions, timeframes, and deliverables.

The NSC will be headed by the President of Liberia and co-chaired by the UN Resident Coordinator. Members include Cabinet Ministers and invited Government Agencies and Commissions, as well as representatives of development partners, civil society organizations (CSOs), private sector and Diaspora.

The NSC will be held at least twice a year to monitor progress on the implementation of the Plan. The Committee shall provide policy guidance and leadership to plan implementation. Specifically, the Committee will hold implementation actors accountable for prescribed actions, timeframes, and deliverables. Specifically, the NSC shall undertake the following responsibilities:

- **Policy Oversight:** Reviewing and approving recommended policies, regulations, procedures, and standards to support the implementation and success of the national agenda.
- **Strategic Guidance:** Providing overarching strategic direction to ensure the stipulated programs and projects in the AAID aligns with broader national policies and development goals.

Resource Management: Ensuring the availability, allocation and utilization of financial, human, and material resources to successfully execute the programs and projects different components of the program.

Political Support: Providing strong political will and support to the implementation of the AAID galvanizing national and international commitment to supporting the process.

8.3. NATIONAL COORDINATION COMMITTEE

The NCC will be headed by the Minister of Finance and Development Planning and co-chaired by the Cooperating Partners Group. Members will include Cabinet members and invited Government Agencies and Commissions, as well as representatives of development partners, civil society organizations (CSOs), private sector, and the Diaspora. The NCC will meet quarterly to monitor progress of implementation of the Plan and as may be agreed upon. The Committee shall generally guide, oversee, and ensure the successful implementation of stipulated programs and projects in the AAID. Specifically, the NCC shall undertake the following responsibilities:

Strategic Direction: Providing overall strategic guidance and direction to ensure that the derived outputs align with the established goals, objectives and expected outputs.

Coordination and Collaboration: Facilitating smooth coordination, collaboration and communication among the different stakeholders

that are involved with the implementation of the agenda to ensure effectiveness and efficiency.

Monitoring and Evaluation: Overseeing the progress of the implementation process, monitoring key performance indicators, and ensuring that objectives are being met within the set timelines and budget.

Resource Management: Ensuring that allocated resources, including funding, personnel, and equipment, are appropriately, efficiently and effectively used to support the successful implementation of the AAID.

Policy Development: Developing and recommending to the NSC relevant policies, regulations, procedures, and standards to guide the agenda implementation process, and to ensure compliance with relevant regulations and best practices.

Risk Management: Monitoring the identified potential risks and challenges in the AAID, and developing and suggesting appropriate strategies to the proper authorities to mitigate or address them to ensure success.

Reporting: Providing regular updates and reports to the National Steering Committee on progress being made, achievements accomplished, challenges encountered, and pending request for immediate action.

8.4. TECHNICAL COMMITTEE

The TC will be headed by the Assistant Minister for Planning and co-chaired by the UN Chief Technical Lead. Members include Government representatives from MACs, as well as representatives of development partners, civil society organizations (CSOs), private sector and the Diaspora. The TC will meet quarterly to monitor progress on the implementation of the Plan, and as may be agreed upon. The committee shall effectively guide and support the NCC in ensuring the successful implementation of the AAID. Members of the committee shall leverage their expertise and specialized knowledge in proving specialized expertise and guidance for executing specified interventions or initiatives, and for monitor progress on the implementation process. Specifically, the TC shall undertake the following responsibilities:

Expert Advice: Providing the NCC expert technical advice and suggestions as per their specialized knowledge and skills.

Standards Development: Developing, reviewing, and drafting technical standards, guidelines, and best practice solutions that are relevant to ensuring the successful implementation of the agenda.

Technical Oversight: Ensuring that technical aspects of the project are implemented correctly, efficiently, and in accordance with established standards.

Research and Analysis: Conducting research, analysis, and technical assessments to support decision-making and problem-solving initiatives during the implementation of the AAID.

Quality Assurance: Monitoring and evaluating the quality and effectiveness of technical work, processes, and outcomes.

Collaboration and Coordination: Facilitating collaboration and coordination among different technical experts, teams, and stakeholders to ensure a cohesive approach.

Reporting: Preparing and presenting to the NCC technical reports, documentation, and recommendations as and when requested.

8.4.1. Technical Coordination Groups

The Technical Coordination Groups (TCGs) will meet at the institutional level, bringing together MACs, development partners, private sector and civil society representatives to solve current program issues. The TCG meets regularly as agreed among TCGs members.

8.4.2. Sub-National Coordination Groups

The Sub-National Coordination Groups (SNCGs) will meet at the county level, bringing together local

government institutions, development partners, private sector and civil society representatives to monitor progress of the CDA.

The coordination mechanism at the central level shall also be replicated at the county level consistent with the Local Government Act of Liberia. The SNCG meeting will be held regularly as agreed among members.

8.5. DEVELOPMENT PARTNERS' COORDINATION STRUCTURE

Partnerships within the development context of Liberia are critical. As such, development partners' engagements will be an essential dimension of the implementation of the AAID. Development partners in Liberia will hold the following meetings to engage in development matters in support of the implementation of Liberia's development plan:

- Development Partners Strategic Retreat. Partners will converge annually to assess how development assistance is aligned with the AAID
- Cooperating Partners Group (CPG) Meetings. Partners will meet on a regular basis to build synergies and joint understanding in supporting the implementation of the AAID and CDA priorities.
- Partners Technical Working Group Meetings. Partners will meet whenever necessary to align their current and future priorities with those of the GoL sectors and complement the Government's development efforts.

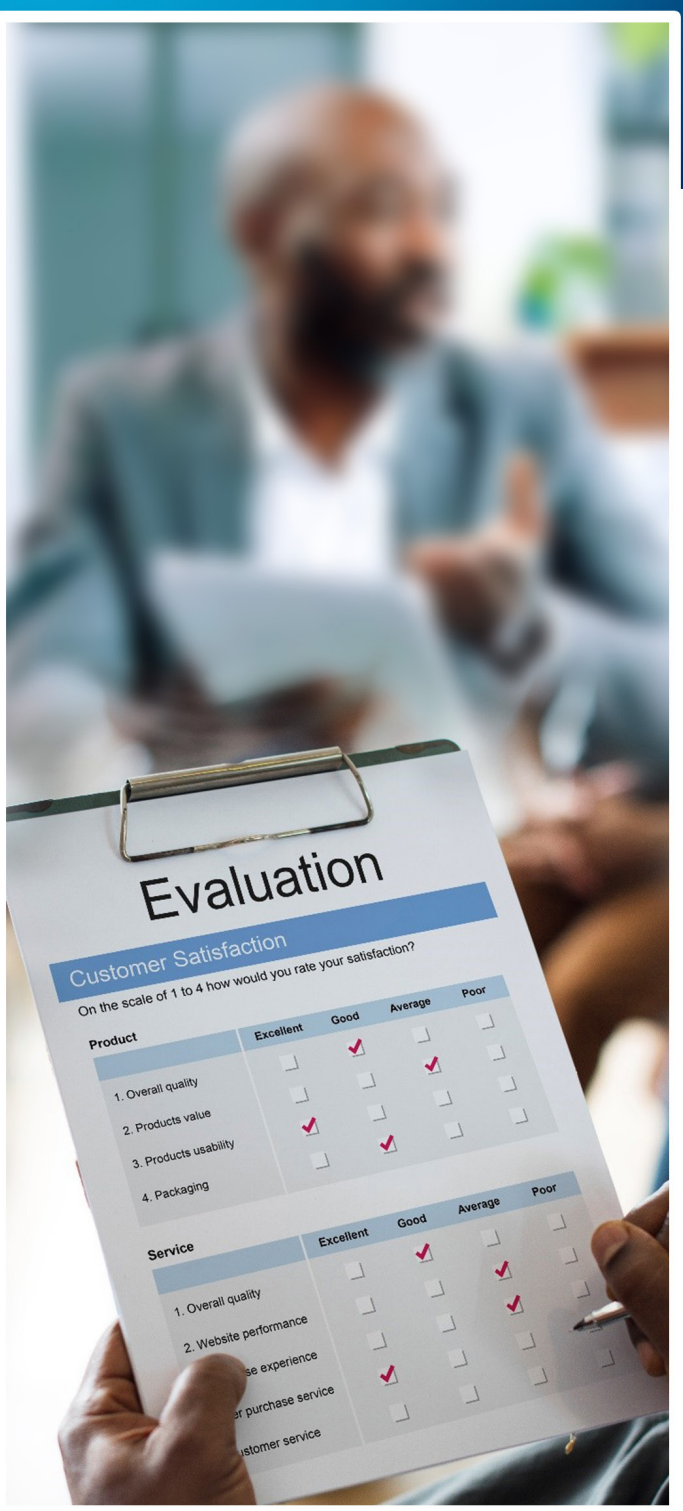
8.6. PRIVATE SECTOR AND CSO FORUMS

The Private Sector and CSO Forums is a platform that fosters collaborative efforts with Government and other stakeholders to drive sustainable economic growth and job creation. Structured meetings with private sector representatives will be held at different levels to build consensus in implementation of the AAID business. Various thematic areas as agreed among members by members will be discussed. The primary purpose of the forums is to consolidate the private sector or CSO approach on the implementation of the Plan for more productive meetings with the Government and other stakeholders. These meetings help build a collaborative and conducive environment where the private sector and CSO can work with the government in driving economic development, improving public services, and creating a more prosperous society.

8.7. COMMUNICATION STRATEGY

Communication is key to engendering national ownership and effective mobilization of stakeholders' support for plan implementation. The Communication Strategy will be developed and implemented. This Strategy will provide effective information and education to all stakeholders on the implementation of the Plan at all levels. Popular versions of the AAID and CDAs will be developed to disseminate the Plan to various segments of society.

9. MONITORING AND EVALUATION FRAMEWORK



Monitoring and Evaluation is a key component of the AAID process. Monitoring is meant to ensure that implementation is going according to what has been laid out in the Plan. Evaluation is to ensure that implementation produces the desired results.

9.1. OVERVIEW

Monitoring and Evaluation (M&E) is a vital component of policy formulation, implementation, and development management. The outcomes of the M&E process are essential for guiding national development planning, supporting sector and local government policy, and program design. Furthermore, M&E plays a crucial role in informing budget allocations, a key aspect that enhances transparency and accountability in the management of national resources, fosters continuous improvement in public policy management, and facilitates policy dialogue between the government, private sector, civil society organizations, and development partners. Given the diverse expectations of M&E, an efficient system is necessary to adequately meet these needs.

The M&E framework is critical for an evidence-based assessment of the performance of the AAID and is essential to ensuring Liberia achieves its development goals. The focus of this M&E plan is to institutionalize Results-Based Planning, performance monitoring, reporting, and the utilization of evidence for responsive decision-making. Since the end of the civil war, Liberia has developed several national development plans; however, results have often fallen short due to weak implementation, monitoring, and evaluation (VNR, 2022).

Learning from the challenges encountered in implementing previous National Development Plans, the Government of Liberia will establish a comprehensive National Monitoring, Evaluation and Learning (MEL) system. The MEL System will include a national MEL policy, plan, manual, and data management system equipped with the necessary tools, processes, procedures, as well as qualified human resources to effectively monitor the implementation of the NDP and future national development plans.

9.2. LESSONS LEARNED FROM MONITORING AND EVALUATING PREVIOUS AAIDS

9.2.1. Challenges

Liberia's governments and development partners have faced systemic challenges in implementing previous National Development Plans and the 2030 Agenda. The 2020 Voluntary National Review (VNR) of the most recent National Development Plan and the Vision 2030 revealed a lack of baseline data and SDG indicators and insufficient monitoring and evaluation.

Weak national statistical and evaluation systems hinder data collection, and many government agencies need more technical capacity for effective monitoring and evaluations. The absence of regulatory requirements compounds this problem, leading to limited awareness among public officials of how evaluation evidence can inform policy making.

9.2.2. Lesson Learned

Establishing a national monitoring and evaluation policy is not just a good idea, but an urgent necessity. This policy is essential to setting standards and promoting evidence-based decision-making. It will provide the necessary framework and guidance for effective monitoring and evaluation, ensuring that our development efforts are not just well-intentioned, but also well-informed and impactful.

9.2.3. Institutional Framework

The Ministry of Finance and Development Planning (MFDP) will oversee the monitoring and evaluation of the AAID. The MFDP's M&E office will lead nationwide monitoring and evaluation, coordinating with M&E offices at sector MACs and County levels to collect periodic data for routine monitoring.

9.2.4. Institutional Arrangements

The institutional arrangements for M&E will mirror the roles and responsibilities outlined in the implementation and coordination arrangements of the AAID. Greater emphasis will be placed on coordination and information sharing in the context of a more robust National M&E System (MES) to ensure that processes are internalized and applied, interconnected, and harmonized by responsible institutions to support an informed policy decision-making process.

9.2.5. Roles and Responsibilities

The Ministry of Finance and Development Planning (MFDP) is the leading agency responsible for overseeing the coordination of M&E activities across all sectors. MFDP's role includes guidance on M&E methodologies, ensuring that data is consistently collected and reported, and synthesizing information to inform policy. Other primary stakeholders in Liberia's M&E system include those listed below, each responsible for policy development, data collection, and reporting on sector-specific initiatives.

A. Sector MACs, such as the Ministries of Agriculture, Health, and Education, are responsible for conducting sector-specific monitoring and evaluation. Each institution collects data, analyzes results, and reports findings to the MFDP.

B. Local Governments, with the support of the national M&E System, will lead county-level M&E activities

C. Development partners and NGOs also play critical roles, offering financial and technical support to strengthen Liberia's M&E systems. Their involvement ensures that the best international practices are adopted, and that M&E efforts are carried out effectively providing reassurance about external support.

Community-Based Organizations (CBOs): These organizations, including CSOs and NGOs, ensure that local communities are actively engaged in the M&E process, providing grassroots feedback and ensuring that development programs are responsive to local needs.

9.2.6. Institutional Strengthening

Building institutional capacity for M&E is essential to ensure the long-term success of development initiatives. This shall involve:

A. Training government M&E personnel at the national and sub-national levels on data management, analysis, and reporting techniques to ensure accurate and timely monitoring.

B. Ensuring that sector MACs and Local Governments have access to the necessary tools, both technological and human resources, to implement M&E activities efficiently.

C. Developing a culture of accountability within the government, where regular reporting and the use of evidence to inform decisions become integral to program implementation.

9.3. M&E STRATEGY FOR THE AAID

9.3.1. Strategic Direction

The AAID's M&E A National M&E Plan will be developed to address the critical challenges within the Government's M&E architecture, providing policy and strategic directions. The Framework is informed by lessons learned from the M&E of previous National Development Plans and shall aimed at addressing identified challenges to ensure the effective and efficient monitoring and evaluation of the AAID and CDAs.

The plan will focus on strengthening both the demand for and supply of M&E results by enhancing the capacity of evidence-producing institutions, such as sector MACs and Local Governments. It will also establish a relevant legal framework for managing M&E activities. This approach will prioritize bottom-up participation to ensure stakeholder ownership and improve demand for M&E insights.

The National M&E institutional arrangements will be clear on assigned roles for the Office of the President, the Legislature, and the Cabinet to enhance the utilization of the M&E results. Within the M&E institutional arrangement, greater responsibility will be given to the Policy, Planning, Monitoring, and Evaluation Entities at the national and sub-national levels.

Monitoring the AAID's implementation will involve regular or ongoing assessments of performance based on specific indicators outlined in the Results Framework. Evaluation will utilize a broader range of methods to closely examine the implementation of programs and policies, gain insight into challenges, and produce informed assessments of their outcomes and impacts. Additionally, thematic and small area studies (TSAS) will be conducted to evaluate both the intended and unintended consequences of policy interventions and reforms on the well-being of stakeholders.

Strong political support is essential for the M&E system to function effectively, emphasizing transparency, accountability, learning and evidence-based decisions. Development partners should collaborate with the MFDP and relevant agencies to create a unified National M&E system instead of separate ones. Annual budget allocations should prioritize resources for monitoring and evaluation as vital to national development. The National M&E Plan will outline the roles and responsibilities of all stakeholders involved.

9.3.2. Specific Interventions

Under the AAID, the following strategies will be adopted to enhance the National M&E ecosystem for results:

A. Take a more comprehensive approach to M&E by including Learning, yielding a MEL architecture that provides an interconnected framework for (1) a monitoring and reporting apparatus covering outputs and intermediate outcomes; (b) an evaluation system based on outcome and impact analysis; and (c) a learning strategy that links M&E outcomes with operational and strategic decision-making.

B. Set up a robust MEL System that is efficient and effective in generating relevant, reliable, and timely quantitative and qualitative development disaggregated information. This system will facilitate strategic decision-making, results-based management, and learning from results through more well-structured and interlinked processes and procedures, ensuring the highest quality of information for all stakeholders.

C. Commit to ensuring participatory MEL at all levels. This approach is crucial to ensuring the effectiveness and sustainability of the National M&E System and underscores the value we place on the input and involvement of all stakeholders.

D. Strengthen the M&E institutional architecture with adequate capacity to support and sustain effective monitoring and evaluation.

E. Strengthen leadership to ensure the use and sustainability of well-functioning government MEL and statistics systems.

F. Develop and implement M&E capacity enhancement program and projects.

G. Improve investments in the supply and use of M&E results.

H. Manage an effective feedback mechanism that makes statistical information available in real time and usable form to the Government, private sector, and civil society.

I. Ensure a holistic approach to MEL that will include the monitoring of inputs (including resource allocations and use), as well as processes and outputs, in addition to evaluating the outcomes.

J. The AAID will leverage the usage of Geographical information systems (GIS) to improve real time tracking of project progress. This will require building synergies between LISGIS and MFDP's M&E unit in evidence-gathering.

9.4. M&E REPORTING AND COMMUNICATION

9.4.1. Reporting Framework

A comprehensive reporting framework will be established, with both quarterly and annual reports being produced to assess progress across sectors. Each MAC and Local Government will submit regular reports to the MFDP, which will consolidate these reports into a national M&E progress document.

9.4.2. Communication Strategy

A vital element of the M&E framework is a clear and transparent communication strategy. The strategy will utilize a range of communication platforms, including digital media, public forums, and traditional print channels, to ensure that all stakeholders, including the public, are kept informed of development progress. Regular press releases and public presentations will help to foster transparency and stakeholder engagement.

9.4.3. Feedback Mechanisms

The M&E framework will incorporate mechanisms for gathering feedback from local communities and program beneficiaries to enhance the accountability and responsiveness of key development actors. This feedback will be used to adjust programs in real-time, ensuring that development initiatives remain relevant and responsive to the needs of the population.

9.5. AAID M&E FRAMEWORK

A comprehensive, structured, and systematic matrix to track and assess the performance of the AAID's development programs and interventions derived from appropriate pillars and sectors is attached as Annex 1. The framework consists of several core components, including key performance indicators (KPIs), baselines, outcomes, outputs annual targets, and data sources.

9.5.1. Development Indicators and Targets

The M&E framework utilizes two primary types of indicators:

- **Output Indicators:** These measure the immediate results of interventions, such as the number of schools built, healthcare facilities constructed, or agricultural extension services delivered.
- **Outcome Indicators:** These indicators measure intermediate changes, such as improved conditions to reduce poverty, improved health outcomes, or increased literacy rates.

Baseline data is critical to establishing realistic targets. Ideally, this data is collected through assessments conducted by relevant government institutions and development partners. Based on baseline data, specific, measurable, achievable, realistic, and time-bound (SMART) targets that reflect national development priorities are set to ensure that progress can be tracked systematically.

9.5.2. Data Management and Analysis

Data Sources

Primary data sources include government administrative data such as the District Health Information System 2 (DHIS2) for health data, the Census, Demographic Health Survey, and administrative records from schools, agricultural agencies, commissions, and other ministries. These sources provide a rich foundation for tracking sectoral performance and assessing progress toward national development goals.

Data Collection Tools and Techniques

The framework supports the use of both digital and manual data collection methods. Tools like the Open allows Kit (ODK) allow efficient data collection in the field, particularly in remote areas. Paper-based tools will continue to be used where technological access is limited, ensuring that data collection is inclusive and comprehensive.

Data Quality Assurance

Ensuring the accuracy and reliability of data is paramount. Data quality assurance measures include periodic audits of data collection processes, automated validation checks built into digital tools, and field supervision to verify the accuracy of reported information. Regular training sessions will be held to improve data collection skills across ministries and agencies.

Data Analysis and Interpretation

Data analysis will be conducted by the MFDP utilizing various statistical software, with a focus on identifying trends, evaluating program effectiveness, and making evidence-based decisions. Data interpretation involves working closely with sectoral ministries to ensure that insights drawn from the data inform policy adjustments and program improvements.

10. RISK MITIGATION

Risk could derail the implementation of the AAID thereby frustrating national and international efforts toward generating rapid, inclusive, and sustainable growth and development in Liberia. These risks are: corruption, political will, macroeconomic instability, business enabling environment, climate change, private sector participation, financing and investment, people's attitude and involvement risks. To safeguard a smooth and continuous implementation of the Plan, there are risk mitigation measures to be taken, addressing several critical areas to ensure sustainable and inclusive outcomes, namely:

Corruption Risks: Bribery, nepotism, and embezzlement could pose a serious threat to the successful implementation of the AAID. To address corruption risks, mechanisms will also be established to enforce anti-corruption policies, as well as protect whistleblowers to enable them to report corruption cases without fear of being reprimanded. Furthermore, antigraft institutions will be empowered to prosecute those found in corrupt practices.

Political Will Risks: Failure of key decision makers to implement the necessary reform measures because of self-interest or lack of motivation will affect the effectiveness of interventions laid out in the AAID, especially in the context of fighting corruption to ensure improvement in service delivery. To address this, the government has established a performance management system wherein each appointed official will be required to sign a performance contract that he/she will be held accountable for. Also, the AAID contains a robust coordination mechanism to secure broad-based support from all relevant stakeholders

Macroeconomic Instability Risks: Macroeconomic instability increases uncertainties in economic decision-making. It discourages investment and impedes economic growth and development. To safeguard against this, prudent fiscal and monetary policies will be established to ensure macroeconomic stability, while debt management frameworks will be strengthened to avoid over-borrowing. Furthermore, financial buffers or stabilization funds for economic shocks will be considered, particularly for commodity price volatility

Business Enabling Environment Risks: An unfavorable business environment discourages investment and could impede implementation of the AAID. Procedures for business registration and operation will be streamlined to reduce bureaucratic red tape, while mechanisms for transparency and accountability in government-business interactions will be strengthened. Additionally, land tenure security reforms will be implemented to provide clear, enforceable land ownership rights to foster investments.

Climate Change Risks: Climate-related risks such as floods, droughts, rising sea levels, coastal erosion are a threat to the agricultural system and the blue economy which are integral to the economic transformation agenda. To mitigate risks associated with climate-change, infrastructure that can withstand climate shocks will be developed, climate smart agriculture promoted, and an early warning system and community-based disaster preparedness will be implemented.

Private Sector Participation Risks: Insufficient collaboration mechanisms between government and the private sector owing to delays in decision-making, procurement delays, and inadequate transparency can potentially hinder private sector participation and partnership with Government. A robust PPP framework will be developed to manage PPP risks, including clear contract terms and risk-sharing mechanisms, while a solid trading platform will be strengthened to connect producers with markets locally and internationally. Furthermore, mechanisms will be created to secure private sector investments through insurance and legal protections.

Financing and Investment Risks: A mix of public, private, and concessional financing will be used to de-risk investments, while implementing risk-sharing facilities or sovereign guarantees for

strategic projects. Additionally, financial tracking systems will be strengthened to prevent misuse of funds and monitor project impacts.

Conflict and Social Risks: Conflicts and other social issues could hinder the implementation of the AAID. Provision of platforms for dialogue and grievance redress in project-affected areas will be established, while ensuring development initiatives do not exacerbate existing tensions or inequalities. Furthermore, law enforcement and local security will be strengthened to protect investments and communities.

Legislative Risks: Impasse in the legislative assembly has a likelihood of delaying budget appropriations and thereby slowing the implementation of the AAID. Besides, this risk could also lead to unnecessary delays in the enactment of required laws, ratification of key agreements, inadequate accountability coupled with unnecessary political interference in legislative business. All this could hinder timely implementation, governance reforms and progress toward national development goals. To mitigate this risk, the Government will ensure effective legislative engagement and promote the AAID as a national agenda. See Annex 1 for AAID Results and Targets

[i] *The Ministry of Public Works classifies Primary Roads as road connection between County Capitals*
[ii] *Road Density is the ratio of the length of the nation's total road network to the land area*

Annex 1: Monitoring and Evaluation Framework

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Economic Transformation	Economic Stability and Growth	Macroeconomic Stability	Strengthening of macroeconomic framework	Macroeconomic stability	Reliable and realistic macroeconomic forecasts for policy decisions	Procedures and process adopted to update the macroeconomic indicators	8.1.1 Annual growth rate of real GDP per capita	0	Develop procedures and process to regularly improve macroeconomic data collection and update forecasts
Economic Transformation	Economic Stability and Growth	Macroeconomic Stability	Development of the Liberia economic geography database and reports	Investment and business decisions supported by the updated economic activity information	Economic geography database and report	Economic geographic database developed disaggregated by counties		No database and report	Develop the Liberia economic geography database and reports
Economic Transformation	Economic Stability and Growth	Macroeconomic Stability	Achievement of a single Liberian dollar currency in line with ECOWAS objective	Liberia aligned with ECOWAS economic integration objectives	Single currency in use	Single currency regime in place		Dual Currency	De-dollarize the Liberian economic and financial transactions
Economic Transformation	Economic Stability and Growth	Macroeconomic Stability	Transition to an inflation targeting framework and reducing inflation	Stable market prices	Single-digit inflation	Inflation rate		10.1%	Inflation rate dropped to 5%
Economic Transformation	Economic Stability and Growth	Macroeconomic Stability	Increasing Gross International Reserves	Reduction of foreign exchange rate depreciation	Rationalize the usage of Gross International Reserves	Months of imports		2.3 months of imports	Gross International Reserves Increased to 4 months of imports
Economic Transformation	Economic Stability and Growth	Public Financial Management	Development and implementation of PPP framework	Diversification of public financing instruments	PPP funded projects	PPP Policy and procedure manual developed	17.17.1 Amount in United States dollars committed to public-private partnerships for infrastructure	0	Develop a PPP Policy and procedure manual

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Economic Transformation	Economic Stability and Growth	Public Financial Management	Strengthening the SOE governance and legal framework	Catalytic participation of SOEs in economic activities and revenue generation	All SOEs in line with GoL objectives and publishing audited financial statement annually	Corporate governance policy and legal framework for SOEs in place		TBD	Develop a Corporate governance policy and legal framework for SOEs
Economic Transformation	Economic Stability and Growth	Public Financial Management	Strengthening institutional public financial capacity	Catalytic envolvement of PFM in the development of Liberia	Institutional capacity stregthened	Number of personnel whose capacity have been strengthened (disaggregated by type of training, location, age and gender).		20	Strengthen the capacity of 1,500 PFM related personnel per spending entity
Economic Transformation	Economic Stability and Growth	Public Financial Management	Implementation of program-based budgeting	Enhanced development impact	Enhanced planning and budgeting alignment	State Budget execution totally aligned to NDP		0	Align the State Budget execution to NDP implementation
Economic Transformation	Economic Stability and Growth	Public Financial Management	Development and implementation of Green Financing Strategic Plan	Diversification of public financing instruments	Green financing mobilized	Green Financing Strategy Developed and operationalized	15.a.1 (a) Official development assistance on conservation and sustainable use of biodiversity; and (b) revenue generated and finance mobilized from biodiversity-relevant economic instruments	0	Develop and operationalized Green Financing Strategy
Economic Transformation	Economic Stability and Growth	Public Financial Management	Improvement of public expenditure management	Public expenditure management upgraded to B rating	Public expenditure improved	Parity between financial and physical budget execution	16.6.1 Primary government expenditures as a proportion of original approved budget, by sector (or by budget codes or similar)	TBD	Ensure alignment between budget's financial and physical execution
Economic Transformation	Economic Stability and Growth	Public Financial Management	Increasing domestic resource mobilization	Improved fiscal stance	Increased domestic resource mobilization	Amount of domestic revenue generated	17.1.1 Total government revenue as a proportion of GDP, by source	682,000,000	Increase domestic revenue by 25%

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Economic Transformation	Economic Stability and Growth	Public Financial Management	Strengthening of public investment management	Public investment assets catalytic to development	Public Sector Investment Projects developed	Proportion of developed public sector investment projects funded in the State Budget		0	Implement the PSIP
Economic Transformation	Economic Stability and Growth	Public Financial Management	Rationalization of the productive sector tax eco-System	Improved the fiscal environment for businesses	Productive sector tax eco system system functional	Percentage of the productive sector fiscal burden decreased		0	Rationalize the productive sector taxes
Economic Transformation	Economic Stability and Growth	Public Financial Management	Establishment of Agriculture Enterprise Development Bank	Increased access to agriculture financing	Agriculture Enterprise Development Bank estabished and operational	Agriculture Enterprise Development Bank established	9.3.2 Proportion of small-scale industries with a loan or line of credit	0	Establish the Agriculture Enterprise Development Bank
Economic Transformation	Economic Stability and Growth	Public Financial Management	Issuance of diaspora bonds	Diversification of public financing instruments	Amount of funds invested through diaspora bond	Disapora bonds issued		0	Issue diaspora bonds
Economic Transformation	Economic Stability and Growth	Planning Instruments and Statistical Products	Development of an integrated planning reporting information management system	Accurate planning instruments implementation performance	Increased real time planning and reporting information of the NDP progress	Integrated planning information management system developed		0	Implement an Integrated planning information management system
Economic Transformation	Economic Stability and Growth	Planning Instruments and Statistical Products	Development and implementation of the development planning legal framework	Systematic development planning culture	Long and medium-term planning instruments timely developed	Develpment planning legal framework adopted		1	Develop planning legal framework
Economic Transformation	Economic Stability and Growth	Planning Instruments and Statistical Products	Improvement of statistical data collection and accessibility	Availability of a wide range of socioeconomic statistical data	Set of statistical products published and available online	Number of statistical products publicly available on an open data platform	17.18.3 Number of countries with a national statistical plan that is fully funded and under implementation, by source of funding	TBD	20 statistical products widely available

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Economic Transformation	Economic Stability and Growth	Planning Instruments and Statistical Products	Strengthen the Institutional Capacity of the National Statistical System	Improvement in the World Bank Statistical Capacity Index Score	Institutional and human capacity stregthened	Number of trained personnel of the statistical system	17.19.1 Dollar value of all resources made available to strengthen statistical capacity in developing countries	TBD	Strengthen the capacity of 1,500 statistical system related personnel
Economic Transformation	Economic Stability and Growth	Financial Inclusion	Increasing the number of the adult population having bank accounts and access to basic financial services	Enhanced financial inclusion	Increased access to financial services	Percentage of adult population with bank accounts		52% (WB Findex 2022 Report)	70% of adults with bank accounts (World Bank Findex Report)
	Economic Stability and Growth	Financial Inclusion	Increasing commercial bank branches and networks per 100,000 adults	Enhanced financial inclusion	Increased availability of financial services	Number of bank branches per 100,000		1-3 branches	12 branches
Economic Transformation	Economic Stability and Growth	Financial Inclusion	Increasing the number of mobile money users	Enhanced convenience and security in financial transactions	Mobile money accounts opened	Percentage of mobile money users	8.10.2 Proportion of adults (15 years and older) with an account at a bank or other financial institution or with a mobile-money-service provider	46% of the adult population	75-80% of the adult population
Economic Transformation	Economic Stability and Growth	Financial Inclusion	Increasing number of ATMS users per 100,000 adults	Decreased number of in-branch transaction as a percentage total transactions	ATMS services provided	Number of ATMs per 100,000	8.10.1 (a) Number of commercial bank branches per 100,000 adults and (b) number of automated teller machines (ATMs) per 100,000 adults	2-4 ATMs	6-8 ATMs
Economic Transformation	Economic Stability and Growth	Financial Inclusion	Increase lending to housing projects	Enhanced access to housing	Increased access to housing	Number of housing loans disbursed annually		0	Increase lending to housing by 20%

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Economic Transformation	Economic Stability and Growth	Financial Inclusion	Providing partial credit guarantees for housing, agribusiness and mining projects	Increased private sector credit to housing, agribusiness and mining sectors	Value of loans guaranteed	Value of loans in USD guaranteed disaggregrated by sector (housing loans, agribusiness and mining)			Increase the issuance of partial credit guarantees to housing, agriculture and light-manufacturing by 20%
Economic Transformation	Labor and Employment	Decent Jobs Environment	Implementation of the Decent Work Act	Increased employment in the formal sector	Formal jobs created	Number of formal jobs created annually	8.3.1 Proportion of informal employment in total employment, by sector and sex	1	Improve job creation environment
Economic Transformation	Labor and Employment	Decent Jobs Environment	Formulation of Human Capacity Development Strategy	Reduced unemployment	Employment in key economic sectors (services, industry and agriculture) increased	Percentage increase in employment rate in key economic sectors disaggregrated by type (services, industry and agriculture)	8.b.1 Existence of a developed and operationalized national strategy for youth employment, as a distinct strategy or as part of a national employment strategy	5.9%	Improve workforce planning
Economic Transformation	Commerce and Industry	Economic diversification and value addition	Establishment of incubators focused on emerging industries to build the startups society and encourage youth participation in the value chain segments	Increased innovation and competitiveness in emerging industries growth for successful startups contributing to economic development	New or existing incubators for emerging industries established	Number of incubators operational in targeted regions			Establish 4 incubators

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Economic Transformation	Commerce and Industry	Economic diversification and value addition	Improvement of inclusive business development services to entrepreneurs with focus on youth and women	Inclusive business development services improved	Inclusive business development services operational	Number of enterprenuers receiving business development services disaggregated by gender and location		less than 10%	Increase business development services to entrepreneurs by 30%
Economic Transformation	Commerce and Industry	Economic diversification and value addition	Implementation of trade agreements and partnerships with regional, continental, and global markets to secure market access for Liberian value-added products.	Export earning from new markets	Export of Liberian value-added products in targeted regional and global markets increased	Percentage increase in export earnings from Liberian value-added products in new markets	17.11.1 Developing countries' and least developed countries' share of global exports	less than 20%	Increase the exports by 20%
Economic Transformation	Commerce and Industry	Economic diversification and value addition	Provision of training for local producers on international quality standards, packaging, green production techniques, and certification to help them meet export requirements	Increased amount of export earning from certified products	Producers supported for certification	Percentage of local producers certified for international markets		Less than 10%	Train at least 1,000 local producers on international quality standards, packaging, green production techniques, and 60% of local producers achieve export related certification

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Economic Transformation	Commerce and Industry	Economic diversification and value addition	Support investment in shared processing facilities and infrastructure, such as logistic centers with cold storage and packaging units, to reduce costs for small producers and other SMEs engaging in production	Increased agribusiness production efficiency and value chains	MSMEs accessing shared processing facilities	Number of MSMEs accessing shared processing facilities	9.3.1 Proportion of small-scale industries in total industry value added	N/A	Establish and operationalize four (4) logistic centers with focus on agribusiness and mining activities
Economic Transformation	Commerce and Industry	Economic diversification and value addition	Support the Operationalization of industrial parks and special economic zones by providing basic infrastructure and needed services	Improved investment incentives and services	Investment attracted to industrial parks and special economic zones	Value of investment attracted to industrial parks and special economic zones annually disaggregated by domestic and foreign	9.2.1 Manufacturing value added as a proportion of GDP and per capita	1	Establish and operationalize at least one additional special economic zone with focus on agribusiness and mining activities
Economic Transformation	Commerce and Industry	Economic diversification and value addition	Formalization of commerce and industrial activities	Formal businesses increased	Businesses registered	Number of businesses formally registered annually	8.3.1 Proportion of informal employment in total employment, by sector and sex	TBD	Formalize at least 10,000 informal businesses nationwide
Economic Transformation	Commerce and Industry	Economic diversification and value addition	Attraction of FDI for priority sectors, especially for agribusiness, tourism and mining	Increased FDI contribution to GDP	FDI attracted	Total amount of FDI attracted disaggregated by sector	17.3.1 Additional financial resources mobilized for developing countries from multiple sources	TBD	Secure at least $1 billion in FDI; with agribusiness, tourism and mining sectors accounting for 50%

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Economic Transformation	Commerce and Industry	Economic diversification and value addition	Support to franchising investment in priority areas through the diaspora, especially in agribusiness, mining and tourism	Increased investment opportunities for diaspora community participation	Franchising investment increased	Value of diaspora-led franchising investments (USD)	17.3.2 Volume of remittances (in United States dollars) as a proportion of total GDP	0	Establish at least two (2) diaspora-led franchising investments
Economic Transformation	Commerce and Industry	Business Enabling Environment	Implementation of a business regulatory reform, especially in mining concessions and lottery sectors	Increase in revenue generated from mining concessions and lottery sectors	Government's revenue in USD generated from mining concessions and lottery sectors	Value of government's revenue in USD generated disaggregrated by mining concessions and lottery sectors		0	Implement at least 10 major regulatory reforms
Economic Transformation	Commerce and Industry	Business Enabling Environment	Strengthening of institutional capacity in modern business practices and digital compliance tools	Enhanced institutional operational efficiency	Businesses with digital solutions	Percentage of businesses adopting digital solutions	9.c.1 Proportion of population covered by a mobile network, by technology	TBD	Strengthen the institutional capacity with training of at least 50 officials
Economic Transformation	Commerce and Industry	Business Enabling Environment	Expansion and modernization of One Stop Shop business registry	Improved ease of doing business	One Stop Shop location established in counties	Number of additional One Stop Shop location established in counties		TBD	Decrease the time to establish a company to 24 hours
Economic Transformation	Commerce and Industry	Business Enabling Environment	Development of a robust national intellectual property ecosystem	Improved innovation and creativity	Local innovation outputs	Number of local innovation outputs patented annually	9.5.1 Research and development expenditure as a proportion of GDP	TBD	Implement the national intellectual property ecosystem

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Economic Transformation	Commerce and Industry	Business Enabling Environment	Support to inclusive MSME credit and insurance products to Liberian-owned businesses, especially for youth and women and focused on agribusiness, tourism and mining	Improved access to inclusive credit and insurance products for Liberian-owned MSMEs	MSMEs credit granted to Liberian owned businesses	Amount of MSMEs credit granted to Liberian owned businesses disaggregrated by gender and location	9.3.2 Proportion of small-scale industries with a loan or line of credit	TBD	Increase inclusive micro finance support to Liberian owned businesses by 30%
Economic Transformation	Commerce and Industry	Business Enabling Environment	Development of investment and re-investment incentives in priority sector, especially agribusiness, mining and tourism	Increased domestic and foreign investment	Domestic and foreign investment in agribusiness, mining and tourism sectors	Share of investment to GDP in agribusiness, mining and tourism sectors	9.2.1 Manufacturing value added as a proportion of GDP and per capita	TBD	Rationalize and develop Investment and re-investment incentives
Economic Transformation	Commerce and Industry	Business Enabling Environment	Improvement of accreditation and certification system and facilities	Enhanced credibility and competitiveness of Liberian products and services	Liberian export products meeting international certification standards	Number of Liberian export products meeting international certification standards		TBD	Establish at least four accreditation and certification facilities nationwide
Economic Transformation	Agriculture and Fisheries	Food and Cash Crop Production	Supporting the increase of food crop production	Reduced food shortages and increased availability of nutritious food for local and national consumption	Food crop produced	Metric ton of food crops produced (disaggregated by type of food crops).	2.4.1 Proportion of agricultural area under productive and sustainable agriculture	TBD	Decrease imports of food crop products by 30%
Economic Transformation	Agriculture and Fisheries	Food and Cash Crop Production	Supporting the increase of cash crop production	Increased production in the volume of cash crop	Cash crop produced	Metric ton of cash crop produced (disaggregated by type of cash crop)		TBD	Growth in export revenue from cash crops by 30 % Decrease imports of agricultural processed products by 30%

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Economic Transformation	Agriculture and Fisheries	Food and Cash Crop Production	Supporting inclusive agricultural food and non-food value chains	Increased income in agribusiness enterprises	Agriculture products processed locally	Volume (metric ton) of agriculture products processed locally disaggregated by type	9.2.1 Manufacturing value added as a proportion of GDP and per capita	TBD	Decrease imports of agricultural processed products by 30%
Economic Transformation	Agriculture and Fisheries	Food and Cash Crop Production	Promotion of climate smart irrigation	Increased in crop yields using climate smart irrigation	Climate resilient irrigation systems adopted	Farmers adopting climate resilient irrigation systems disaggregated by gender and county	2.4.1 Proportion of agricultural area under productive and sustainable agriculture	0.5%	Increase number of farmers adopting climate smart irrigation techniques by 30% Formalize and capacitate additional 100 farmers cooperatives with climate resilient and ecological practices in agriculture, energy and alternative livelihood
Economic Transformation	Agriculture and Fisheries	Food and Cash Crop Production	Strengthening of research and development in agriculture	Improved food and nutrition security	Crop and animal varieties produced and adopted by farmers	Number of improved high yielding crop and animal varieties produced and adopted by farmers disaggregated by type	2.5.1 Number of (a) plant and (b) animal genetic resources for food and agriculture secured in either medium- or long-term conservation facilities	TBD	Increase local seeds production by 30%
Economic Transformation	Agriculture and Fisheries	Food and Cash Crop Production	Implementation of home-grown feeding projects	Nutritional status improved	Home-grown food produced and supplied	Metric ton of home-grown food produced and supplied annually	2.3.1 Volume of production per labour unit by classes of farming/ pastoral/forestry enterprise size	TBD	Decrease imports of food crops by 30%

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Economic Transformation	Agriculture and Fisheries	Food and Cash Crop Production	Formalization of farmers cooperatives	Farmers cooperative strengthened	Farmers cooperatives established	Number of farmers cooperatives established		50	Formalize and capacitate additional 100 farmers cooperatives with climate resilient and ecological practices in agriculture, energy and alternative livelihood
Economic Transformation	Agriculture and Fisheries	Food and Cash Crop Production	Enhancing agriculture extension capacity and service delivery	Increased in crop yields	Farmers reached by extention services annually	Number of farmers reached by extension services annually (disaggregated by gender and county)	2.a.1 The agriculture orientation index for government expenditures	TBD	Decrease imports of food crop products by 30%
Economic Transformation	Agriculture and Fisheries	Food and Cash Crop Production	Support the creation of mechanization hubs in production clusters for both production and post-harvest handling	Reduction in post harvest losses	storage and preservation facilities	Number of storage and preservation facilities installed (disaggregated by county)		70%	Reduce post harvest losses by at least 20%
Economic Transformation	Agriculture and Fisheries	Livestock and Poultry Production	Supporting the increase of livestock production	Increased live stock	Livestock produced	Number of livestock produced	2.3.1 Volume of production per labour unit by classes of farming/ pastoral/forestry enterprise size	TBD	Produce 450,000 tons of poultry meat
Economic Transformation	Agriculture and Fisheries	Livestock and Poultry Production	Supporting the increase of poultry meat production	Increased food and nutrition security	Metric ton of poultry meat	Metric ton of poultry meat produced		TBD	Produce 450,000 tons of poultry meat
Economic Transformation	Agriculture and Fisheries	Livestock and Poultry Production	Supporting the increase of egg production	Increased eggs production	Eggs produced	Metric tons of eggs produced		TBD	Produce 40 million carts of eggs
Economic Transformation	Agriculture and Fisheries	Livestock and Poultry Production	Supporting animal feed production	Increased animal feed production	Kilograms of animal feed	Kilograms of animal feed produced		TBD	Decrease imports of animal feed by 30%

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Economic Transformation	Agriculture and Fisheries	Livestock and Poultry Production	Strengthening the national veterinarian service delivery system	Improved animal health	Animal health improved	Veterinarian services delivered		0	Increase national veterinary service delivery system
Economic Transformation	Agriculture and Fisheries	Fish Production	Supporting the increase of sustainable fish captures	Increased sustainable fish captured	Fish captured	Metric ton of fish Landed	14.7.1 Sustainable fisheries as a proportion of GDP in small island developing States, least developed countries and all countries	TBD	Decrease imports of fish products by 30%
Economic Transformation	Agriculture and Fisheries	Fish Production	Supporting the development of aquaculture	Improved sustainable aquaculture	Fish farmers capacity enhanced	Metric tons of fish harversted	14.4.1 Proportion of fish stocks within biologically sustainable levels	TBD	Produce 600,000 metirc tons of fish
Economic Transformation	Agriculture and Fisheries	Fish Production	Supporting to the development of the blue economy	Blue economy enhanced	Marine and freshwater environments conserved	Metric ton of solid plastic waste collected	14.1.1 (a) Index of coastal eutrophication; and (b) plastic debris density	TBD	Implement blue economy initiatives
Economic Transformation	Agriculture and Fisheries	Fish Production	Support to salt production	Salt product strengthened	Salt produced	Coverage of salt produced		TBD	Produce 500 tons of salt per year
Economic Transformation	Agriculture and Fisheries	Fish Production	Supporting the establishment of commercial fish processing	Improved sustainable commercial fish processing	Processed fish products	Availability of processed fish products	14.6.1 Degree of implementation of international instruments aiming to combat illegal, unreported and unregulated fishing	0	Formalize additional 50 cooperatives of fishing operators

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Economic Transformation	Agriculture and Fisheries	Fish Production	Formalize the informal operators into cooperatives	Increased income and market access for small-scale fishers	Formation of registered fisheries cooperatives small-scale fishers	Number of fisheries cooperatives formally registered	14.b.1 Degree of application of a legal/regulatory/ policy/institutional framework which recognizes and protects access rights for small-scale fisheries		Decrease imports of fish products by 30%
Economic Transformation	Mineral Resource Management	Extractive Industry	Formalization of artisanal & small-scale mining production	Increased revenue for formalized artisanal & small-scale mining production	Revenue generated from formalized ASM operations	Government revenue generated from licenses and taxes on formalized artisanal and small scale miner operations	17.1.1 Total government revenue as a proportion of GDP, by source	0	Formalize 15 Artisanal & Small-scale Mining into cooperatives
Economic Transformation	Mineral Resource Management	Extractive Industry	Development of mineral resource geological and geo-physical maps	Liberia Mineral resource geological map produced and in use	Mineral Resource map	Availability of Liberia Mineral Resource Geological Map		1	Update Liberia Mineral Resource Geological and geo-physical Maps
Economic Transformation	Mineral Resource Management	Extractive Industry	Support climate responsive mineral production and value chains	Reduction in enviromental impact of mining activities	Mining operations utilizing climate responsive technologies and practices	Percentage of mining operations utilizing climate responsive technologies and practices		0	Increase mining operations utilizing climate responsive technologies and practices by 30%
Economic Transformation	Mineral Resource Management	Extractive Industry	Improvement of mining business environment	Improved transparency in mining regulations	Compliance with EITI benchmarks	EITI score		75%	Increase FDI in all segments of the mining value chain by at least 10 percent
Economic Transformation	Mineral Resource Management	Extractive Industry	Improvement of Gender and Safeguarding frameworks and environment social impact processes for concession communities	Enhanced inclusitivity and equity in concession communities	Women and marginalize groups participating in decision making related to concession agreements	Percentage of women and marginalize groups participating in decision making processes relating to concession agreements	16.7.2 Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group	0	Increase percentage of women and marginalize groups participating in decision making processes relating to cencession agreements by 15%

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Economic Transformation	Mineral Resource Management	Extractive Industry	Expansion and mordenization of oil and gas storage	Increased national storage capacity	PMS storage and laboratory constructed	Number of storage mordenize and expanded		Gas tanks: metric tons 18894 in US gals 6,612,900 Fuel tanks: mt 26,964 in US gals 8,278,032 Jet fuel tanks: mt 5,177 in US gals 1,656,480	Construct 17,000mt storage facility
Economic Transformation	Mineral Resource Management	Extractive Industry	Strengthening local capacity in upstream, midstream and down stream of oil and gas development	Increased technical competence	Training programs delivered (Safety, technical skills)	Percentage of staff completing mandatory and operational trainings		0	Issue 20 new exploration licenses in the upstream oil and gas sector
Economic Transformation	Mineral Resource Management	Extractive Industry	Revision of MDA mechanism to include equity participation of Liberia and Liberians in mining sector	Increased stakeholders satisfaction	Stakeholders consultation reports	Percentage of stakeholders who actively participated in consultations Number for feedbacks received from community members during consultation		TBD	Revise the Mineral Development Agreement (MDA) mechanism
Economic Transformation	Tourism, Culture and Creative Economy	Tourism Development, Branding and Marketing	Establishment of a Tourism Authority	Increased Tourism activities	Policies and guidelines that govern tourism development management and promotion created	Availability of Tourism Authority act		0	Establish and capacitate the Tourism Authority

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Economic Transformation	Tourism, Culture and Creative Economy	Tourism Development, Branding and Marketing	Branding and marketing of Liberian tourism, with focus on nature and culture tourism	Increased visitors awareness and interest	Branding and marketing materials developed	Percentage increase in number of annual visitors		0	Brand and commercialize Liberian touristic destinations
Economic Transformation	Tourism, Culture and Creative Economy	Tourism Development, Branding and Marketing	Development of touristic products and sites	Improved touristic satisfaction as a result of diverse and well developed offerings	New touristics products and sites developed	Number of visitors to newly developed touristics products and sites within a specific timeframe (disaggregated quarterly and annually)	8.9.1 Tourism direct GDP as a proportion of total GDP and in growth rate	0	Develop 25 eco-tourism sites across the country
Economic Transformation	Tourism, Culture and Creative Economy	Tourism Development, Branding and Marketing	Improvement of coordination and tourism value chain development	Increased dialog and trust among different sectors of the tourism value chain	Stakeholders coordination mechanism established	Number of stakeholders actively participating in coordination meetings and workshops		0	Increased number of stakeholders actively participating in coordination meetings and workshops 2000 Develop 25 eco-tourism sites across the country
Economic Transformation	Tourism, Culture and Creative Economy	Tourism Development, Branding and Marketing	Tourism Stakeholders Capacity Building	Improved skills among stakeholders in areas such as hospitality, marketing sustainable practices and customer service	Learning module and training materials developed and distributed to participants	Number of stakeholders trained and percentage reporting improved knowledge and skills post training (based on pre and post training assessment)		0	50% of stakeholder reporting improved knowledge and skills (based on pre and post training assessment) annually
Economic Transformation	Tourism, Culture and Creative Economy	Tourism Development, Branding and Marketing	Improvement of the provision of statistical and other information in the sector	Statistical and other information in the sector strengthened	Statistical information provided	Availability of statistical information	17.18.1 Statistical capacity indicators	0	Develop and operationalize the Liberia tourism website with trip journeys

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Economic Transformation	Tourism, Culture and Creative Economy	Tourism Development, Branding and Marketing	Improvement of the investment climate for the sector	Strengthened investment climate	Investment climate for tourism created	Count of new tourism-related businesses registered annually	12.b.1 Implementation of standard accounting tools to monitor the economic and environmental aspects of tourism sustainability	0	Increase international tourists' arrivals by 10%
Economic Transformation	Tourism, Culture and Creative Economy	Tourism Development, Branding and Marketing	Support hotels in improving on-the-job training programs	Improved employees skills	Training manuals and guide developed and distributed	Percentage of enrolled staff who completed the training program		0	Increase domestic tourism trips by 10%
Economic Transformation	Tourism, Culture and Creative Economy	Culture and Creative Economy	Promotion of Cultural Heritage	Enhanced cultural awareness and identity	Cultural events, festivals or exhibition organized to showcase local heritage	Number of attendees at cultural events and festivals		1	Increase visits to cultural sites by 30%
Economic Transformation	Tourism, Culture and Creative Economy	Culture and Creative Economy	Development of the Creative Economy	Growth in the revenue or market share of creative economy businesses.	Volume of grants or investments provided to creative industries.	Number of jobs created in the creative industries.		TBD	Organize 5 creative economy trade fairs with private sector
Economic Transformation	Tourism, Culture and Creative Economy	Culture and Creative Economy	Support financing for creative economy operators	Improved access to financial resources for creative operators and job creation	Partnerships formed with financial institutions and investors	Percentage of creative operators with access to formal financing		0	Increase financing for creative economy operators by 20%
Infrastructure Development	Roads and Basic Infrastructure	Roads Network and Safety	Expansion, rehabilitation and maintenance of primary roads	Improved road connectivity and accessibility	Asphalt pavement placed on primary roads	Kilometer of Primary roads paved with asphalt (disaggregated by county)	9.1.1 Proportion of the rural population who live within 2 km of an all-season road	1131	Pave 485 km of primary roads with asphalt

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Infrastructure Development	Roads and Basic Infrastructure	Roads Network and Safety	Expansion, rehabilitation and maintenance of secondary roads	Improved road connectivity and accessibility	Secondary asphalt, rigid, chip seal and laterite road network rehabilitated and Maintained	Kilometers of existing, degraded secondary roads rehabilitated or upgraded		72	Expand, rehabilitate and maintain 1,090 km of secondary road network
Infrastructure Development	Roads and Basic Infrastructure	Roads Network and Safety	Develop, expand, rehabilitate and maintain 2,500 km of feeder roads network	Improved rural connectivity and access to markets, schools, healthcare centers, and economic opportunities	Feeder roads rehabilitated and maintained	Kilometers of new and existing feeder roads rehabilitated and maintained		12	Develop, expand, rehabilitate and maintain 2,500 km of feeder roads network
Infrastructure Development	Roads and Basic Infrastructure	Roads Network and Safety	Establishment of the National Road Authority	Improved quality and maintenance of road networks at national, regional, and local levels	National Road Authority established and operationalized	Amount of funds mobilized annually for road infrastructure projects	9.a.1 Total official international support (official development assistance plus other official flows) to infrastructure	1	Establish 5 Regional Operational Hubs
Infrastructure Development	Roads and Basic Infrastructure	Roads Network and Safety	Expansion, rehabilitation and maintenance of urban and community road	Improved urban mobility and connectivity, reducing congestion and enhancing accessibility within cities and communities	Urban and community roads rehabilitated and maintained	Kilometer of urban and community roads upgraded with drainage systems		TBD	Upgrade, pave and maintain 125 km of urban and community roads
Infrastructure Development	Transport and Logistics	Transport Services and Safety	Improve road safety for all	Reduced road traffic fatalities and injuries for all road users, including pedestrians, cyclists, and motorists.	Road safety infrastructure Improved	Number of road signages installed on rehabilitated roads (disaggregated by type of signages: safety signages/ traffic signages)		TBD	1,000 pieces traffic signs installed across the country

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Infrastructure Development	Transport and Logistics	Transport Services and Safety	Improvement and enforcement of bridge usage compliance	Reduced incidents of overloading and misuse of bridges, ensuring safe usage	Weighbridges installed at key entry points of bridges to monitor vehicle loads	Number of weighbridges installed at critical bridges		0	Install 20 weighbridges
Infrastructure Development	Transport and Logistics	Transport Services and Safety	Improvement of Driver Licensing and Vehicle Registration	Increased road safety through the issuance of valid driver's licenses and proper vehicle registrations	Biometric data collection (e.g., fingerprints, photos) for improved security and identification	Percentage of licenses and vehicle registration processed digitally		TBD	Driver licensing and vehicle registration processes modernized across the country
Infrastructure Development	Transport and Logistics	Transport Services and Safety	Improvement of port trade facilitation and control services	Enhanced compliance with international trade regulations by improving systems for customs clearance, inspection, and documentation	Development or upgrade of automated customs clearance systems to facilitate faster and more accurate processing of cargo	Percentage of trade transactions processed electronically		TBD	Expand and modernize four ports and one dry-port in Nimba
Infrastructure Development	Transport and Logistics	Transport Services and Safety	Development and decentralization of driver testing and licensing centers	Improved road safety through better-trained drivers and more efficient testing processes that ensure only qualified individuals obtain driving licenses	Driver testing and licensing centers decentralized	Number of driver tested and licensed per county		0	Driver licensing and vehicle registration processes modernized across the country
Infrastructure Development	Transport and Logistics	Transport Services and Safety	Decentralization of vehicle registration at county service centers	Increased vehicle restriction coverage across county service centers	Vehicle registration services decentralized	Number of county service centers processing vehicle registration		TBD	Driver licensing and vehicle registration processes modernized across the country

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Infrastructure Development	Transport and Logistics	Transport Services and Safety	Expansion and modernization of inclusive mass public transport services	Increased public transport services	Public transport services available	Availability of public transport services	11.2.1 Proportion of population that has convenient access to public transport, by sex, age and persons with disabilities	25	Expand and modernize inclusive mass public transport services
Infrastructure Development	Transport and Logistics	Transport Services and Safety	Support the construction of four multi-purpose bus terminals	Enhanced passenger experience through modern, safe, and accessible facilities	Multi-purpose bus terminal constructed and fully functional	Number of multi-purpose bus terminals constructed		0	Establish four multi-purpose bus terminals
Infrastructure Development	Transport and Logistics	Transport Services and Safety	Expansion and modernization of railways	Enhanced connectivity between key economic hubs, ports, cities, and rural areas to support trade and development	Rail tracks, signaling systems, and stations upgraded to meet modern safety and operational standards	Kilometers of existing rail lines upgraded or rehabilitated		0	Expand the railway from Yekepa to Guinea border
Infrastructure Development	Transport and Logistics	Transport Services and Safety	Construction of climate-smart warehouses in four counties	Improved transportation infrastructure that supports more efficient movement of goods, reducing delays and improving supply chain reliability.	Climate-smart ware houses constructed and equipped with climate-control systems	Number of climate-smart ware houses		0	Establish four climate-controlled warehouses across counties

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Infrastructure Development	Transport and Logistics	Transport Services and Safety	Expansion and modernization of port facilities	Increased port capacity to handle larger volumes of cargo, enhancing the port's competitiveness in global trade	Construction of additional container terminals to increase the port's capacity for handling	Number of new terminals constructed		TBA	Expand and modernize four ports and one dry-port in Nimba
Infrastructure Development	Transport and Logistics	Transport Services and Safety	Improvement of airport services and safety to promote business and tourism services	Improved airport to international standards	Air traffic increased	Share of air traffic and safety-related incidences reported and addressed		TBD	Improve RIA facilities and safety in compliance with air traffic regulations
Infrastructure Development	Transport and Logistics	Transport Services and Safety	Expansion, upgrade and modernization of airport facilities	Increased air traffic capacity by expanding and modernizing airport infrastructure to accommodate more passengers and cargo, boosting national and international connectivity	Airport runway expanded and terminal buildings upgraded to meet international standards	Number of state-of-the art terminals available		1	Rehabilitate five domestic airstrips; Upgrade James Spriggs Payne Airport
Infrastructure Development	Water and Sewage	Water Resource and Sewage Management	Enhancement of sustainable urban water supply to businesses and communities	Improved access to reliable and clean water supply for urban businesses and communities	Reliable clean water produced and distributed	Cubic meter of water produced and distributed to urban businesses and communities	6.1.1 Proportion of population using safely managed drinking water services	49028	Produce and distribute 100,000 cubic meters (26.5 million gallons) of water per day
Infrastructure Development	Water and Sewage	Water Resource and Sewage Management	Enhancement of sustainable rural water supply to businesses and communities	Improved access to reliable and clean water supply for rural businesses and communities	Reliable clean water produced and distributed	Cubic meter of water produced and distributed to rural businesses and communities		TBD	Supply 10,000 cubic meter of water to rural communities and businesses Cater coverage increased by 75% (rural water)

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Infrastructure Development	Water and Sewage	Water Resource and Sewage Management	Expansion and modernization of sewage services	Improved access to modern and efficient sewage systems for urban businesses and households	New sewage treatment plants (STPs) constructed	Sewage services coverage	6.2.1 Proportion of population using (a) safely managed sanitation services and (b) a hand-washing facility with soap and water	5%	Increased coverage of sewage services to 30%
Infrastructure Development	Water and Sewage	Water Resource and Sewage Management	Updating the water resource map	Increased efficiency in water resource management for agricultural, industrial, and domestic use	Comprehensive mapping of surface water	Availability of updated water resource map		TBD	4.Update the Liberia water resource map
Infrastructure Development	Water and Sewage	Water Resource and Sewage Management	Improvement of fecal sludge management in Monrovia and other urban centers	Reduction in environmental pollution caused by untreated sludge	Fecal sludge safely treated and disposed of	Volume of fecal sludge safely treated and disposed of	6.3.1 Proportion of domestic and industrial wastewater flows safely treated	TBD	Improve the fecal sludge management in Monrovia and other urban centers
Infrastructure Development	Energy	Energy Resource Development and Management	Upgrading of electricity regulatory framework and database management system	Enhanced ability to monitor and enforce compliance with electricity sector regulations	Electricity Regulatory framework and database revised and upgraded	Percentage of electricity providers complying with updated regulations		0	Ensure 100% compliance with the upgraded regulatory framework by all electricity providers
Infrastructure Development	Energy	Energy Resource Development and Management	Rehabilitation of Unit-One (1) of Mount Coffee Hydro Power Plant (MCHPP) and Saint Paul 2 and Gbedin Hydro	Increased electricity coverage	Unit one of Mount coffee rehabilitated	Number of damaged turbines rehabilited		4	Operationalize 4 turbines at MCHPP

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Infrastructure Development	Energy	Energy Resource Development and Management	Expansion of regional, businesses and communities' electricity distribution	Improved Quality of Life	New power lines, substations, and transformers to increase electricity distribution to underserved regions, businesses, and communities installed	Percentage increase in households, businesses, and public facilities with reliable electricity access	7.1.1 Proportion of population with access to electricity	TBD	Increase national electricity access rate by 55%
Infrastructure Development	Energy	Energy Resource Development and Management	Implementation of Regional Emergency Solar Power Intervention (RESPITE)	Improved Energy Resilience in Emergencies	Solar panels, inverters, and battery storage units deployed in regional emergency centers, hospitals, and public service facilities	Total megawatts (MW) of solar power systems installed in regional facilities		66	Increase capacity of MCHPP to 148 MW
Infrastructure Development	Energy	Energy Resource Development and Management	Support to providing reliable, cost-effective, and sustainable electricity to underserved and remote areas in Liberia by leveraging off-grid solar (OGS) solutions	Increased energy access for households, businesses, and community facilities	Households and businesses connected to OGS systems	Number of households, businesses, and community facilities with solar electricity access	7.2.1 Renewable energy share in the total final energy consumption		Increase energy mixed by 36 MW solar
Infrastructure Development	Communication Technologies and Digital Economy	Postal Services	Implementation of National Digital Postal Address System	Enhanced accuracy and efficiency in the delivery of postal, emergency, and public services through precise addressing	Centralized, geo-referenced digital postal address database covering all residential, commercial, and public locations nationwide created	Percentage of national territory covered by the digital postal address system	9.c.1 Proportion of population covered by a mobile network, by technology	TBD	National Digital Postal Address System available for 55% of houses

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Infrastructure Development	Communication Technologies and Digital Economy	Postal Services	Digitilization of the Postal Services	Improved Efficiency in Postal Operations	Online platform for postal services, enabling tracking, booking, and payment of services online developed	Percentage of postal services transactions conducted through the digital platform		0	Digitize Postal System and Services by 70%
Infrastructure Development	Communication Technologies and Digital Economy	National ICT Eco-System and Digital Societies	Harmonization of GoL ICT Infrastructure and Services	Enhanced Cybersecurity and Data Protection	ICT architecture that aligns all government ICT systems, networks, and hardware with standardized protocols, processes, and frameworks developed and implemented	Number of GoL ministries and agencies that have successfully transitioned to the harmonized ICT infrastructure.		0	Integrate 100 GoL ministries and agencies into the harmonized ICT system
Infrastructure Development	Communication Technologies and Digital Economy	National ICT Eco-System and Digital Societies	Improvement of E-Governance Strategy	Increased Public Access to Government Services	Digital infrastructure to support e-governance services, including cloud services, data centers, and secure networks upgraded and expanded	Percentage of completion in the development and implementation of the national e-governance strategy		TBD	Achieve 60% of government services available online, with platforms for public service access, feedback, and participation fully functional
Infrastructure Development	Communication Technologies and Digital Economy	National ICT Eco-System and Digital Societies	Deployment of ACE fiber cable national backbone and landing of Amilca Cabral Fiber Cable	Increased availability of high-speed, reliable internet across the country, reducing internet access disparities	ACE (Africa Coast to Europe) fiber optic cable as a national backbone to enhance internet connectivity and infrastructure installed	Total length of the ACE and Amilca Cabral fiber cables installed across the country	17.8.1 Proportion of individuals using the Internet	TBD	Fully install and activate 100% of ACE fiber cable and complete the integration of Amilca Cabral fiber cable into the national backbone

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Infrastructure Development	Communication Technologies and Digital Economy	National ICT Eco-System and Digital Societies	Integrating ICT services in schools, health facilities and digital villages	Enhanced access to education and improved quality of learning through digital tools and platforms	Training programs established for teachers, medical staff, and local community members on using ICT tools effectively	Number of schools, hospitals, and digital villages equipped with ICT tools and internet connectivity	9.c.1 Proportion of population covered by a mobile network, by technology	0	Achieve 100% ICT coverage in 100 schools, 50 hospitals, and 30 digital villages, ensuring full access to digital tools and services
Infrastructure Development	Communication Technologies and Digital Economy	National ICT Eco-System and Digital Societies	Increasing ICT start-up society	Increased Number of ICT Startups	ICT startups, including incubators, accelerators, and co-working spaces setup	Number of ICT startups created as a result of the intervention		TBD	Achieve a 30% increase in the number of ICT startups across the country
Infrastructure Development	Communication Technologies and Digital Economy	National ICT Eco-System and Digital Societies	Supporting women and youth ICT Enterpreneurs	Enhanced Skills and Competencies of women and youth	Training programs, workshops, and mentorship initiatives to build the ICT skills of women and youth entrepreneurs implemented	Number of women and youth entrepreneurs trained in ICT and entrepreneurship skills	4.4.1 Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill	TBD	Achieve a 50% increase in the number of ICT startups led by women and youth
Infrastructure Development	Communication Technologies and Digital Economy	National ICT Eco-System and Digital Societies	Enhancement of cyber-security for protection of data and systems	Increased resilience of systems against cyber threats	Deployment of advanced cybersecurity tools and infrastructure	Number of systems with up-to-date security patches and firewalls			Reduce successful cyberattacks by 50% within three years
Infrastructure Development	Communication Technologies and Digital Economy	Broadcasting Services	Installation of transmission towers and repeaters in targeted locations	Enhanced Public Access to Information	Television and radio coverage expanded to underserved rural and urban areas, ensuring more equitable access	Percentage increase in the population with access to television and broadcast services		1	Increase nationwide radio and television coverage to 60%
Infrastructure Development	Communication Technologies and Digital Economy	Broadcasting Services	Completion of comprehensive digital migration across LBS broadcasting platforms	Digital taskform enhanced	Digital task force established	Coverage of digital task force		TBD	Complete comprehensive digital migration across LBS broadcasting platforms

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Infrastructure Development	Communication Technologies and Digital Economy	Broadcasting Services	Digitization of archives and upgrade of equipment for digital transmission	Increased Efficiency in Record Management	Centralized, secure digital archiving system for the storage, management, and retrieval of digitized records created	Percentage increase in the speed of digital transmission and data sharing due to upgraded equipment		0	Complete comprehensive digital migration across LBS broadcasting platforms
Infrastructure Development	Housing Development	Modern and Affordable Housing Opportunities for All	Development and strengthening of housing policy	Improved Housing Sector Governance	Housing policy framework that addresses key issues such as affordability, sustainability, and urbanization developed	Percentage of housing policy components developed and approved by relevant authorities		0	Develop a comprehensive housing policy framework, with at least 80% of key policy components in place
Infrastructure Development	Housing Development	Modern and Affordable Housing Opportunities for All	Establishment of housing Information System	Strengthened Evidence-based planning and policymaking supported by reliable housing data	A centralized, digital platform to collect, store, and analyze housing data established	Number of users (public officials, developers, researchers, etc.) accessing and utilizing the system		0	Fully operationalize the housing information system, covering 100% of national housing stock
Infrastructure Development	Housing Development	Modern and Affordable Housing Opportunities for All	Strengthening and expansion of partnerships for housing development	Enhanced Housing Sector Efficiency	Policies and regulatory reforms implemented to attract and sustain partnerships for housing development	Percentage increase in affordable housing units available due to partnership initiatives		TBD	Establish partnerships that deliver 5,000 affordable housing units across the country
Infrastructure Development	Housing Development	Modern and Affordable Housing Opportunities for All	Development and upgrading of slums	Enhanced housing, sanitation, and access to utilities for residents of slum communities	Safe, durable, and affordable housing units built within slum areas.	Number of housing units constructed, upgraded, or improved in slum communities	11.1.1 Proportion of urban population living in slums, informal settlements or inadequate housing	2116	Construct 1000 inclusive housing units

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Infrastructure Development	Housing Development	Modern and Affordable Housing Opportunities for All	Re-qualification of urban and suburban areas	Enhanced living standards for residents due to better housing, infrastructure, and access to social services	Comprehensive urban development and zoning plans created to guide the requalification of suburban areas	Number of comprehensive urban development plans developed for suburban areas	11.a.1 Number of countries that have national urban policies or regional development plans that (a) respond to population dynamics; (b) ensure balanced territorial development; and (c) increase local fiscal space	0	Re-qualify 10% of urban and suburban areas
Infrastructure Development	Housing Development	Modern and Affordable Housing Opportunities for All	Development of site and service schemes for citizens and the Diaspora	Increased availability of affordable and serviced plots for housing development	Serviced plots provided for housing development	Percentage of serviced plots developed into homes	1.4.2 Proportion of total adult population with secure tenure rights to land, (a) with legally recognized documentation, and (b) who perceive their rights to land as secure, by sex and type of tenure	0	Commercialize 5000 plots for public servants and diaspora
Infrastructure Development	Housing Development	Modern and Affordable Housing Opportunities for All	Provision of housing for public servants, especially security, health and education officers	Improved Living Conditions for Public Servants	Affordable mortgage, rent-to-own, or subsidy programs for public servants to access housing established	Number of housing units built for public servants		0	Deliver 50,000 housing units for public servants, with 50% located in rural or underserved areas
Infrastructure Development	Housing Development	Modern and Affordable Housing Opportunities for All	Commercialization of affordable housing and plots to empower citizens to build their own homes	Increased Access to Affordable Housing	Housing units constructed that meet affordability standards for low- and middle-income households.	Number of housing units built under affordable housing programs		0	1000 acres of land purchased for construction of housing

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Rule of Law	Justice and Human Rights	Justice Policy Reform and Decentralization	Supporting the enactment and operationalization of the alternative dispute resolution law	Alleviation of court congestion by diverting suitable cases to ADR mechanisms	Localized conflict resolution through ADR mechanisms	Total cases directed to ADR mechanisms (e.g., mediation, arbitration, conciliation) by courts, institutions, or parties.	16.3.3 Proportion of the population who have experienced a dispute in the past two years and who accessed a formal or informal dispute resolution mechanism, by type of mechanism	1	Operationalize alternative dispute resolution law
Rule of Law	Justice and Human Rights	Justice Policy Reform and Decentralization	Revision of constitutional and legal regimes	Enhanced elimination of outdated, ambiguous, or conflicting provisions, ensuring clarity and coherence in legal systems	Completed drafts of constitutional amendments, bills, and related policies	Number of amendments to the constitution and existing Laws, new bills approved by parliament		TBD	Review the constitution and other laws
Rule of Law	Justice and Human Rights	Justice Policy Reform and Decentralization	Establishment of an integrated legal codification system for the supreme court opinions and other statutes	Improved access to legal information	A fully integrated digital platform storing Supreme Court rulings, statutes, judicial opinions, and other legal documents	Total number of registered users (lawyers, judges, government officials, academial, public).		0	Publish 110 Executive Orders, volumes of LCLR and Liberia Law reports
Rule of Law	Justice and Human Rights	Justice Policy Reform and Decentralization	Introduction of digital technologies in court proceedings management	Increased accessibility to court proceedings	Centralized digital platform for managing all case-related information, including filings, scheduling, hearings, and decisions	Percentage of cases filed electronically versus paper-based filings		0	Increase digitalized court proceedings by 50%

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Rule of Law	Justice and Human Rights	Justice Policy Reform and Decentralization	Empowerment of the Bureau of Correction to become semi-autonomous and improve Corrections Services	Improved corrections and rehabilitation management and operational efficiency	BCR autonomous operational management systems	Percentage of BCR budget allocated to key areas such as inmate rehabilitation, facility maintenance, and staff training		0	Ensure semi-autonomous status for Bureau of Correction
Rule of Law	Justice and Human Rights	Justice Policy Reform and Decentralization	Strengthening judicial ethics and public confidence	Enhanced Integrity of the Judiciary	Reduced instances of judicial misconduct due to the implementation of stronger ethics guidelines and enforcement mechanisms	Number of disciplinary actions taken against judges or court personnel for ethical violations		TBD	Achieve a 30% increase in public trust in the judiciary over the next 5 years,
Rule of Law	Justice and Human Rights	Justice Policy Reform and Decentralization	Expansion, modernization and decentralization of justice services with a focus on GBV, juvenile and family courts	Increased access to justice for GBV cases	Increased court access and coverage for GBV survivors, juveniles, and families in rural and underserved areas	Number of specialized courts for GBV, juvenile, and family cases established	5.2.2 Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence	TBD	Ensure that 65% of urban and rural areas have access to GBV specialized court by 3-5 years
Rule of Law	Justice and Human Rights	Justice Policy Reform and Decentralization	Strengthening traditional/ community justice mechanisms	Strengthened community cohesion and the promotion of restorative justice	Cases resolved through traditional justice mechanisms	Number of cases resolved by traditional justice mechanisms		TBD	Achieve formal legal recognition of traditional/ community justice mechanisms in 25% of jurisdictions

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Rule of Law	Justice and Human Rights	Justice Policy Reform and Decentralization	Strengthening access to justice services for PWDs and other vulnerable persons	Increased accessibility of Justice services for PWDs and vulnerable groups	Justice services provided got PWDs and vulneralbe groups	Number of legal aid services offered (disaggregated by specialized services such as sign language interpreters, Braille materials, or other assistive technologies).		TBD	Strengthen access to justice services for PWDs and other vulnerable persons
Rule of Law	Justice and Human Rights	Justice Policy Reform and Decentralization	Passage of the Legal Aid Act	Reduced legal inequities	Legal aid act passed	Number of legal aid offices established and operationalized within the first year of the Act's passage		0	Operationalize the Legal Aid Act
Rule of Law	Justice and Human Rights	Justice Policy Reform and Decentralization	Mainstreaming and domestication of gender and human rights laws into national legal instruments	Strengthened legal protection for gender equality and human rights	National laws and policies revised or newly enacted to integrate gender equality and human rights principles (e.g., family law, labor law, and criminal law)	Number of national laws and policies revised or enacted to align with international gender and human rights standards	5.c.1 Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment	TBD	Increase Liberia's compliance to human right rating by 80%; Include human rights in educational curricula
Rule of Law	Justice and Human Rights	Justice Policy Reform and Decentralization	Conduct of policy reforms for the rule of law institutions	Enhanced credibility, capacity, and independence of key institutions such as the judiciary, law enforcement agencies, and other legal bodies	Drafting and adoption of new policies that address gaps in the rule of law institutions	Number of new policies that address gaps in the rule of law institutions drafted and adopted		TBD	Revise and enact at least 5 key laws or policies related to rule of law institutions

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Rule of Law	Justice and Human Rights	Enforcement of Human Rights	Support to the protection of the rights of citizens and residents, including vulnerable and marginalized groups	Improved rights and protection for vulnerable and marginalized persons	Rights of vulnerable groups (such as anti-discrimination, anti-violence, and social protection laws) protected	Number of laws addressing the rights and protection of vulnerable and marginalized groups enforced	16.b.1 Proportion of population reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law	TBD	Increase advocacy for the passage of vulnerable and marginalized legislations
Rule of Law	Justice and Human Rights	Enforcement of Human Rights	Promote the inclusion of human rights in the educational curricula	Increased human rights awareness and knowledge	Educational materials, including textbooks, lesson plans, multimedia resources, and interactive tools, to support human rights education developed and distributed	Percentage of schools (primary, secondary, and tertiary) where human rights topics are included as part of the formal curriculum	4.7.1 Extent to which (i) global citizenship education and (ii) education for sustainable development are mainstreamed in (a) national education policies; (b) curricula; (c) teacher education; and (d) student assessment	TBD	Human rights course included in educational curricula
Rule of Law	Justice and Human Rights	Enforcement of Human Rights	Strengthen the national mechanism for reporting and follow ups on all human rights instruments	Enhanced compliance with international human rights obligations	Annual report detailing the country's progress on implementing international human rights instruments, status of recommendations, and challenges published	Annual human rights report in compliance with international standards published on time	16.a.1 Existence of independent national human rights institutions in compliance with the Paris Principles	TBD	100% of human rights reports are submitted on time and meet international reporting standards.

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Rule of Law	Justice and Human Rights	Enforcement of Human Rights	Revision of the national human rights action plan	Strengthened compliance with international human rights obligations	Revised NHRAP that incorporates current human rights situation, gaps, challenges, and areas for improvement, baseline and measurable indicators	Revised NHRAP		1	Review atleast one human right action plan
Rule of Law	Justice and Human Rights	Enforcement of Human Rights	Support the establishment of the war and economics crime Court	Increased accountability for War and Economic Crimes	War and Economic crime court established	Number of successful convictions in war and economic crimes cases		0	Establish the War and Economic crimes court
Rule of Law	Public Safety and National Defense	Public Safety Readiness	Strengthening administrative and operational capacity of institutions	Improved professional standards of personnel and services	Administrative and operational capacity of institutions built	Number of personnel's capacity stregthened (disaggregated by sex and type of capacity strengthened).		TBD	Strengthen at least 500 Administrative and operational staff capacity
Rule of Law	Public Safety and National Defense	Public Safety Readiness	Expansion, modernization and decentralization of public safety services	Increased accessibility to public safety services	Construction or refurbishment of public safety facilities in rural and urban areas	Number of public safety offices operational in rural and urban areas		TBD	Increase access to safety services by 20%
Rule of Law	Public Safety and National Defense	Public Safety Readiness	Expansion, modernization and decentralization of Women and Children Services	Increased accessiblity of essential services for women and children, including legal aid, and social support	Establishment of shelters, support centers, and one-stop service hubs	Number of specialized units established within security agencies for women and children services.		TBD	Expand, modernize and decentralize Women and Children Services

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Rule of Law	Public Safety and National Defense	Public Safety Readiness	Expansion and modernization of immigration services	Enhanced Accessibility to Immigration Services	E-immigration platforms for online applications and tracking established	Percentage reduction in illegal immigration and trafficking incidents	16.2.2 Number of victims of human trafficking per 100,000 population, by sex, age and form of exploitation	20%	Ensure 50% of the population has access to immigration services
Rule of Law	Public Safety and National Defense	Public Safety Readiness	Development and implementation of the drug and substance abuse action plan	Reduced prevalence of drug and substance abuse	New policies or updates to existing laws related to drug control, substance abuse treatment, or penalties for drug-related crimes developed	Percentage reduction in substance abuse rates	3.5.1 Coverage of treatment interventions (pharmacological, psychosocial and rehabilitation and aftercare services) for substance use disorders	0	Reduce substance abuse rates by 50%
Rule of Law	Public Safety and National Defense	Public Safety Readiness	Implementation of National Emergency Preparedness and Response	Improved emergency response efficiency	Unified Emergency Preparedness and Response Plan outlining roles, responsibilities, and operational procedures	Percentage of emergencies managed within established timeframes		TBD	Increase emergency preparedness capacity
Rule of Law	Public Safety and National Defense	Public Safety Readiness	Expansion, modernization and decentralization of fire services	Improved accessibility to fire services	Fire Services Network expanded	Number of new fire stations established in rural and urban areas Number of modern fire equipment purchsed	11.b.2 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies	TBD	Decrease incidents fire outbreaks by 30%

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Rule of Law	Public Safety and National Defense	Public Safety Readiness	Improvement of national disaster preparedness and response	Enhanced National Readiness for Disasters	Comprehensive, multi-hazard disaster preparedness plan developed and implemented	Number of operational emergency shelters and command centers	11.b.1 Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015–2030	4	Establish at least 10 regional disaster centers
Rule of Law	Public Safety and National Defense	Public Safety Readiness	Improvement of community engagement	Increased Community Trust in Security Services	Community policing initiatives across urban and rural areas provided	Number of community-reported cases of security personnel misconduct		TBD	Ensure 90% of reported grievances are addressed within three months Decrease the number of crimes per 100,000 inhabitants by 20%
Rule of Law	Public Safety and National Defense	Public Safety Readiness	Recruitment, training and equipping security sector personnel as required	Increased adequate staffing capacities	Ready and capable security sector forces	Number of new personnel recruited annually		TBD	Recruit, Train and Equip security sector personnel
Rule of Law	Public Safety and National Defense	Sovereignty of the National Territory	Building and equipping national defense operational facilities	Improved ability of defense forces to respond to national and regional security threats	Operational bases, command centers, and regional hubs established	Number of new operational facilities constructed and upgraded		TBD	Construct 10 new operational and modernize 75% of existing facilities , including regional command centers and specialized bases
Rule of Law	Public Safety and National Defense	Sovereignty of the National Territory	Renovation and construction of AFL housing units	Improved living conditions	Modern housing facilities to meet the growing needs of AFL personnel	Number of housing units constructed or renovated annually		155	Renovate 150 AFL Housing Units and construt 110 new facilities

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Rule of Law	Public Safety and National Defense	Sovereignty of the National Territory	Development of the National Security Strategy	Enhanced reduction in internal and external threats, ensuring the protection of citizens, infrastructure, and sovereignty	National Security Framework, training programs, and new cybersecurity infrastructure completed	Number of cybersecurity defenses or firewalls installed and operational			Maintain high level of preparedness for the AFL
Rule of Law	Public Safety and National Defense	Sovereignty of the National Territory	Securing national defense assets	Enhanced protection of critical defense infrastructure	Comprehensive security protocols for all defense assets implemented	Number of defense assests protected		TBD	Protect National Defense Assests
Rule of Law	Public Safety and National Defense	Sovereignty of the National Territory	Development and operationalization of AFL Welfare and Pension Policy	Enhanced Personnel Well-Be ing	Welfare and Pension Services Delivered	Percentage of AFL personnel enrolled in the pension scheme		0	Develop and operationalize AFL Welfare and Pension Policy
Rule of Law	Public Safety and National Defense	Sovereignty of the National Territory	Amendment of 2008 National Defense Act	Strengthened National Defense	National Defense act of 2008 amended	Availability of amended National Defense act		1	Amend the National Defense act of 2008
Rule of Law	Public Safety and National Defense	Sovereignty of the National Territory	Activation of the AIR Wing	Enhanced Operational Capabilities of AFL	Deployment of operational aircraft with trained crews.	Number of personnel trained, deployed, and integrated into Air Wing.		0	Activate AFL Air Wing
Rule of Law	Public Safety and National Defense	Sovereignty of the National Territory	Supporting International Peace Mission Preparedness	International Peace Mission preparedness strengthened	International Peace Mission preparedness available	Availability of International Peace Mission		170	Support International Peace Mission Preparedness
Governance and Anti Corruption	Transparency and Accountability	Expansion and Modernization of Governance and Audit Services	Mass enrollment into the National Bio-metric and Identification System	Enhanced efficiency and reduced duplication in government programs and service delivery	Nationwide enrollment centers to facilitate registration established	Percentage of the target population enrolled in the biometric system	16.9.1 Proportion of children under 5 years of age whose births have been registered with a civil authority, by age	14%	Increase enrollment into the National Bio-metric and Identification System to 90%

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Governance and Anti Corruption	Transparency and Accountability	Expansion and Modernization of Governance and Audit Services	Implementation of the electronic government procurement system (eGP)	Improved Efficiency and Timeliness	Fully functional electronic government procurement (e-GP) system to streamline procurement processes developed	Number of government MACs using the e-GP system for procurement activities	12.7.1 Number of countries implementing sustainable public procurement policies and action plans	0	Migrate 80 MACs to the e-procurement platform
Governance and Anti Corruption	Transparency and Accountability	Expansion and Modernization of Governance and Audit Services	Development of Price Index Database for common user items	Increased Transparency in Pricing	Comprehensive Price Index Database created that includes common user items to track their prices over time	Percentage completion of the Price Index Database, including data collection systems, user interface, and reporting capabilities		0	Develop and operationalize price index database
Governance and Anti Corruption	Transparency and Accountability	Expansion and Modernization of Governance and Audit Services	Implementation of internal audit management system	Improved Audit Efficiency	Internal Audit Management System designed to streamline audit processes, enhance efficiency, and ensure compliance with standards.	Percentage of internal audit departments where the Internal Audit Management System (IAMS) is successfully deployed and operational		0	Implement internal audit system for local government and revenue sharing law
Governance and Anti Corruption	Transparency and Accountability	Expansion and Modernization of Governance and Audit Services	Digitalization and protection of national documents and records	Improved Accessibility to National Records	Key national documents and records digitized including historical, legal, governmental, and cultural materials	Percentage of national documents and records digitized		TBD	Digitize national documents and records system
Governance and Anti Corruption	Transparency and Accountability	Expansion and Modernization of Governance and Audit Services	Decentralization of archival services	Increased Access to Archival Resources	Digital platform developed that links decentralized archival services, allowing for centralized tracking and retrieval across different locations	Percentage of key archival materials digitized and made available for online access or at regional centers		TBD	Digitize national documents and records system

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Governance and Anti Corruption	Transparency and Accountability	Expansion and Modernization of Governance and Audit Services	Strengthening institutional capacity to enforce transparency standards	Increased Accountability in Public and Private Sectors	Laws, regulations, and guidelines aimed at enforcing transparency standards across key sectors developed	Number of new or updated laws, regulations, or policies introduced to enforce transparency standards		TBD	Strengthen institutional capacity to enforce transparency standards
Governance and Anti Corruption	Transparency and Accountability	Expansion and Modernization of Governance and Audit Services	Ensuring compliance to EITI Standards	Improved Governance in the Extractive Sector	EITI Compliance Framework Established	Percentage of relevant extractive sector data collected and reported according to EITI requirements		TBD	Full compliance with EITI standards
Governance and Anti Corruption	Transparency and Accountability	Expansion and Modernization of Governance and Audit Services	Enhancement of auditing quality and compliance to international auditing standards	Enhanced Compliance with International Auditing Standards	Auditing Frameworks and Standards updated	Percentage of national auditing practices aligned with international auditing standards		TBD	Achieve a 50 percent increase in unqualified audit opinions in the public sector
Governance and Anti Corruption	Transparency and Accountability	Sustainable Democratic Governance Reform	Strengthening elections management processes	Enhanced Electoral Integrity	Electoral laws, guidelines, and procedures reviewed, updated and implemented	Number of electoral laws, policies, or guidelines updated or introduced		0	Strengthen and operationalize election management system
Governance and Anti Corruption	Transparency and Accountability	Sustainable Democratic Governance Reform	Enhancing civic and voter education and public engagement	Increased Political Participation	Civic Education Programs Developed and Implemented	Number of Civic Education Campaigns Conducted	4.7.1 Extent to which (i) global citizenship education and (ii) education for sustainable development are mainstreamed in (a) national education policies; (b) curricula; (c) teacher education; and (d) student assessment	TBD	Improve civic and voter education through public engagements

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Governance and Anti Corruption	Transparency and Accountability	Sustainable Democratic Governance Reform	Conducting public sector reform	Improved resource utilization and streamlined processes in public service delivery	E-government platforms, automation, and other digital solutions established	Number of e-government platforms, automated systems, or digital tools introduced.		TBD	Implement public sector governance reform
Governance and Anti Corruption	Transparency and Accountability	Sustainable Democratic Governance Reform	Promotion of the implementation of sector-specific legal regimes	Increased Compliance Levels	Guidelines and Compliance Tools Developed	Number of sector-specific legal regimes operationalized or updated		TBD	Strengthen sector specific legal regimes
Governance and Anti Corruption	Transparency and Accountability	Sustainable Democratic Governance Reform	Enhancement of internal, sectoral and local government technical capacity	Enhanced Institutional Efficiency	Training workshops, seminars, and certification programs conducted	Number of staff at internal, sectoral, and local government levels trained		TBD	Enhance technicians' capacities
Governance and Anti Corruption	Transparency and Accountability	Sustainable Democratic Governance Reform	Investigating and prosecuting corruption cases	Increased Detection and Resolution of Corruption cases	Corruption Cases Investigated	Number of corruption cases brought to court for legal action	16.5.1 Proportion of persons who had at least one contact with a public official and who paid a bribe to a public official, or were asked for a bribe by those public officials, during the previous 12 months	6	Increase prosecution of corruption cases by 40%
Governance and Anti Corruption	Transparency and Accountability	Sustainable Democratic Governance Reform	Decentralizing anti-corruption services	Increased Accessibility to Anti-Corruption Services	Regional, district, or local anti-corruption offices established	Count of new or operational anti-corruption offices at local levels.		TBD	Extend coverage of LACC services to all counties
Governance and Anti Corruption	Transparency and Accountability	Sustainable Democratic Governance Reform	Strengthening and decentralization of freedom of information services	Increased Awareness and Use of FOI Services	Establishment or operationalization of FOI units at regional, district, or local government levels	Increased in citizens' understanding of FOI rights and processes.		TBD	Achieve 80% national coverage of decentralized FOI services

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Governance and Anti Corruption	Transparency and Accountability	Sustainable Democratic Governance Reform	Enhancement of compliance with the national Code of conduct	Improved Ethical Standards	Updated or streamlined compliance protocols and monitoring frameworks	Percentage decrease in reported or verified breaches of the Code of Conduct over time		TBD	Enhance compliance with the national Code of conduct
Governance and Anti Corruption	Transparency and Accountability	Sustainable Democratic Governance Reform	Strengthening the Office of the Ombudsman	Enhanced perception of transparency, accountability, and fairness in governance.	Training programs conducted for Ombudsman staff on investigation, mediation, and case resolution	Total employees trained in investigation and dispute resolution		0	Strengthen Office of the Ombudsman
Governance and Anti Corruption	Public Administration	Land Governance and Management	Supporting the development of local communal farming, agribusiness value chain and trade fairs	Improved productivity and sustainability of local farming communities	Communal farming cooperatives established	Number of farmers and agribusinesses participating in trade fairs		0	Increase Communal across the country
Governance and Anti Corruption	Public Administration	Land Governance and Management	Supporting the identification and marketing of local touristic sites	Enhanced infrastructure (e.g., roads, transportation, signage) and better accessibility to tourist sites	Inventory or catalog of key tourist sites, including cultural, historical, natural, and adventure destinations	Percentage increase in tourism revenue from local businesses (e.g., accommodation, restaurants, souvenirs)		TBD	Touristic sites identify in the 15 counties
Governance and Anti Corruption	Public Administration	Land Governance and Management	Identification of local communal farming and agricultural sites for new agri-business economic operators	Enhanced crop production, higher yields per hectare, and diversification of agricultural activities	Identified sites that meet agri-business investment criteria (soil fertility, access to water, market proximity)	Total area (in hectares or acres) of land identified as suitable for agribusiness development		TBD	Identify and operationalize local communal farming and agricultural sites for new agri-business investors

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Governance and Anti Corruption	Public Administration	Land Governance and Management	Creation of physical boundaries delimitations and urban toponymy	Reduced land disputes and encroachments	Well-defined physical boundaries of towns, districts, neighborhoods, and public spaces	Counties physical boundaries harmonization map		TBD	Local government boundaries successfully demarcated
Governance and Anti Corruption	Public Administration	Land Governance and Management	Strengthening rural and urban spatial planning	Improved land use efficiency and sustainability	Comprehensive spatial planning frameworks for both urban and rural areas, incorporating zoning regulations, land use policies, and infrastructure development plans in place	Copies of plans developed		TBD	Develop a National Spatial Plan
Governance and Anti Corruption	Public Administration	Land Governance and Management	Implementation of the minimum standards for chartering cities	Improved urban governance	Minimum chartering standards adopted and implemented by cities	Number of cities adopting and implementing minimum chartering standards	11.3.2 Proportion of cities with a direct participation structure of civil society in urban planning and management that operate regularly and democratically	1%	25% of cities adopt and implement minimum chartering standards
Governance and Anti Corruption	Public Administration	Land Governance and Management	Establishment of the national cadastral	Percentage increase in registry land parcels	Cadastral map produced and updated	Number of cadastral maps produced and updated annually	1.4.2 Proportion of total adult population with secure tenure rights to land, (a) with legally recognized documentation, and (b) who perceive their rights to land as secure, by sex and type of tenure	0	Establish National Cadastral

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Governance and Anti Corruption	Public Administration	Land Governance and Management	Strengthening institutional capacity in land management and governance	Enhanced efficiency in land management and governance	Land management professionals trained in modern practices, GIS and cadastral mapping	Number of land management professionals trained in modern practices, GIS and cadastral mapping		0	500 land management professionals trained in modern practices, GIS and cadastral mapping
Governance and Anti Corruption	Public Administration	Land Governance and Management	Deed titling services	Increased land tenure security	Deed titling services provided	Proportion of the population accessing deed titling services	1.4.2 Proportion of total adult population with secure tenure rights to land, (a) with legally recognized documentation, and (b) who perceive their rights to land as secure, by sex and type of tenure	10%	40% of land in Liberia formally titled
Governance and Anti Corruption	Public Administration	Land Governance and Management	Establishment of a Land Management Information System	Enhanced efficiency in land administration	Land deeds digitized	Percentage of existing land deeds digitized		3%	30% of new and existing land deeds digitized Establish a Land Management Information System
Governance and Anti Corruption	Public Administration	Land Governance and Management	Strengthening of land and real property valuation	Improved land and property valuation systems	Land parcels and properties documented and valued in the national database	Percentage of land parcels and properties documented and valued in the national database			25% of land parcels and properties documented and valued in the national database
Governance and Anti Corruption	Public Administration	Public Service Decentralization	Capacity Building of Local Government Administrative Structures	Functionality of administrative structures improved	Local government equipped with standard operating procedures for key administrative functions	Percentage of local government equipped with standard operating procedures for key administrative functions		TBD	Provide capacity building support to all local government administrative structures in the counties

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Governance and Anti Corruption	Public Administration	Public Service Decentralization	Capacity Building for Public Sector, Local Governments and Stakeholders	Enhanced effectiveness, efficiency, and accountability of public sector institutions and local governments	Improved delivery of public services to citizens	Number of public officials and stakeholders trained		TBD	Provide capacity building for public sector, local governments and stakeholders
Governance and Anti Corruption	Public Administration	Public Service Decentralization	Creation and operationalization of the Ministry of Local Government	Strengthened governance and coordination between national and sub-national governments	Local government ministry created and operationalized	Ministry of Local Government in place		1	Establish the Ministry of Local Government
Governance and Anti Corruption	Public Administration	Public Service Decentralization	Establishment of local government administrative guidelines and regulations	Enhanced adherence to established guidelines by local government	Administrative guidelines and regulations established	Percentage of local governments implementing the new guidelines and regulations		TBD	Establish local government administrative guidelines and regulations
Governance and Anti Corruption	Public Administration	Public Service Decentralization	Establishment and empowerment of county treasuries and county development planning units	Improved fiscal management at the sub-national level	County treasuries and planning units established and operationalized	Number of county treasuries and planning units operational		4	11 county treasuries established and15 county planning units developed
Governance and Anti Corruption	Public Administration	Public Service Decentralization	Strengthen the municipal structures and empowering municipalities to deliver services	Improved capacity of municipalities to deliver high-quality, efficient, and equitable services to citizens	Municipal services digitized	Number of municipal services digitized		TBD	Strengthen municipal structures and empower municipalities to deliver services
Governance and Anti Corruption	Public Administration	Public Service Decentralization	Identification and ownership of waste disposal sites	Improved waste management coverage	Waste disposal sites identified and assessed for enviromental safety	Number of urban waste disposal sites identified and assessed	11.6.1 Proportion of municipal solid waste collected and managed in controlled facilities out of total municipal waste generated, by cities	0	At least 10 waste disposal sites identified and assessed for enviromental safety

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Governance and Anti Corruption	Public Administration	Public Service Decentralization	Improvement of fiscal devolution through the establishment of implementation roadmap for the revenue sharing law of 2021	Enhanced equitable distribution of resource between Central and Local governments	Revenue sharing law of 2021 implemented	Full compliance to the Revenue Sharing Law		0	Implement the revenue sharing Act in all counties
Governance and Anti Corruption	Public Administration	Public Service Decentralization	Constitution and operationalization of the local government fiscal board	Improved fiscal autonomy for local governments	Local government revenue allocations enhanced	Percentage of local government revenue allocations		0	Establish Local Government Fiscal board
Governance and Anti Corruption	Public Administration	Public Service Decentralization	Construction/ modernization of conference facilities in counties	Enhanced capacity of for hosting large events	International-standard conference facilities constructed and operationalized	Number of international-standard conference facilities constructed and operationalized		4	Construct at least 4 modern conference facilities in counties
Governance and Anti Corruption	Public Administration	Public Service Decentralization	Rehabilitate, strengthen and modernize the county service centers across the country	Enhanced access to digitized public services through CSCs	CSCs equipped with integrated digital platforms	Percentage of CSCs equipped with integrated digital platforms to provide online services		0	Empower and digitize 15 county service centers
Governance and Anti Corruption	Public Administration	Public Service Decentralization	Enhancement of inclusive and gender responsive local economic development	Inclusive and gender responsive local economic development enhanced	Women, youth and PWDs-owned businesses in local communities increased	Number of women, youth and PWDs-owned businesses in local communities		TBD	Programs to support women, youths and PWDs-led businesses established in all counties
Governance and Anti Corruption	Public Administration	Public Service Decentralization	Digitization and institutionalization of performance management System across the country	Performance management system strengthened and decentralized	A fully functional and integrated digital performance management system deployed in all MACs and local governments	Number of MACs and local government using integrated digital performance management system		0	Automate and operationalize the performance management system

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Governance and Anti Corruption	Public Administration	Public Service Decentralization	Awareness creation on occupational health and safety protocols in the Civil Service	Improved workplace safety	Awareness on occupational health and safety created in civil service	Number of civil servants trained on occupational health and safety (OHS)		0	All civil servants trained on occupational health and safety (OHS)
Governance and Anti Corruption	Public Administration	Public Service Decentralization	Implementation unified legal identity system	Legal Identity Coverage Increased	Citizens registered and issued with legal identity credentials	Number of citizens registered and issued legal identity credentials	16.9.1 Proportion of children under 5 years of age whose births have been registered with a civil authority, by age	0	Implement a unified legal identity system
Governance and Anti Corruption	Public Administration	Peace and Reconciliation	Improvement of civic education and awareness	Increased civic awareness	Voter turnout in national and local elections increased	Percentage increase in voter turnout in national and local elections	16.7.2 Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group	66%	20% increase in voter turnout in national and local elections
Governance and Anti Corruption	Public Administration	Peace and Reconciliation	Enhancement of social cohesion and peaceful co-existence	Improved social harmony	Social cohesion and peaceful co-existence increased	Social Cohesion and Reconciliation (SCORE) index score	16.1.4 Proportion of population that feel safe walking alone around the area they live after dark	6.6	Improve Liberia's Social Cohesion and Reconciliation Index (SCORE) rating to 80%
Governance and Anti Corruption	Public Administration	Peace and Reconciliation	Establishment and operationalization of the war and economic crimes court	Transitional Justice enhanced	War and economic crime cases brought for trial	Number of war and economic crime cases brought for trial		0	Establish war and economic crimes court
Governance and Anti Corruption	Public Administration	Peace and Reconciliation	Strengthening community engagements on non-violent approaches	Reduction in violent conflicts and tensions within communities	Non-violent conflict resolution mechanisms in place and functional	Number of participants (disaggregated by gender, age, and vulnerable groups) trained in non-violent conflict resolution techniques.		20%	Increase community awareness of non-violent conflict resolution mechanisms

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Governance and Anti Corruption	Public Administration	Solid Waste Management	Rehabilitation and expansion of key waste management infrastructure, including transfer stations and final disposal facilities	Increased efficiency in waste collection, transfer, and disposal processes	Construction of new waste transfer stations to accommodate increased waste volumes	Number of new waste transfer station and disposal sites		3	Develop two new landfill sites
Governance and Anti Corruption	Public Administration	Solid Waste Management	Support the increase in participation of the private sector in waste management	Increased Private Sector Participation in waste management	PPPs for waste collection, recycling, and waste-to-energy initiatives established	Number of PPP agreements signed for waste management initiatives		0%	Sign at least Six (6) PPP agreements with private companies for waste management projects
Governance and Anti Corruption	Public Administration	Solid Waste Management	Support the increase of waste-to-energy initiatives	Increased Renewable Energy Generation	Waste to energy plants established	Number of new waste-to-energy facilities created and operationalized	12.5.1 National recycling rate, tons of material recycled	0%	Increase waste recycling rates by 25%
Governance and Anti Corruption	Foreign Affairs	Liberia in the International Context	Improvement of the Liberian political influence at the international level	Strengthened Liberian political influence at the international level	Increase leadership roles in multilateral organizations to gain recognition and influence global decision-making	Number of leadership positions held by Liberia in international organizations		TBD	Increase the number of Liberians in international organizations by 15%
Governance and Anti Corruption	Foreign Affairs	Liberia in the International Context	Exploration of the potential of bilateral and multilateral agreements	Increased the potential of bilateral and multilateral agreement and enhanced trade opportunities	New Bilateral and multilateral agreement	Number of bilateral and multilateral trade agreements signed		TBD	Increase investments from the Liberians Diaspora by 20%
Governance and Anti Corruption	Foreign Affairs	Liberia in the International Context	Increasing the participation of Liberians in international organizations	Increased Liberians participation in International Organization	Increased Recruitment of qualified Liberians into international organizations	Number of Liberians recruited annually		TBD	Increase the number of Liberians in international organizations by 15%

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Governance and Anti Corruption	Foreign Affairs	Liberia in the International Context	Improvement of economic diplomacy with focus on agribusiness, tourism and mining business opportunities	Increased foreign direct investment (FDI) and partnerships in agribusiness, tourism, and mining sectors	Economic diplomacy established	Total FDI inflow in agribusiness, tourism, and mining		TBD	Increase the issuance of touristic and business visas by 30%
Governance and Anti Corruption	Foreign Affairs	Diplomatic and Consular Services	Enhancement of diplomatic representation abroad	Strengthened economic, cultural, and political ties with host nations	Enhanced consular services for citizens abroad	Number of embassies, consulates, or diplomatic missions in strategic locations		TBD	Enhance diplomatic representation abroad
Governance and Anti Corruption	Foreign Affairs	Diplomatic and Consular Services	Development and operationalization of E-Visa system and services	Increased tourism and business travels	Functional E-Visa system	Number of visas processed and issued through the E-visa system	10.7.2 Proportion of countries with migration policies that facilitate orderly, safe, regular and responsible migration and mobility of people	0	Develop and operationalize E-Visa system and services
Governance and Anti Corruption	Foreign Affairs	Diplomatic and Consular Services	Improvement of the Sector's Institutional Capacity	Improved operational effectiveness and efficiency of passport processing services	Technical and managerial capacity building of government officials and employees in passport and identity management	Number of personnel trained (disaggregated by sex, age and type of training)		TBD	Decrease the time for consular services by 50%

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Governance and Anti Corruption	Foreign Affairs	Diplomatic and Consular Services	Support the implementation of a unified legal identity system for passport purposes	Enhanced security in passport issuance and verification processes, reducing identity fraud and ensuring that only legitimate citizens are granted passports	Integration of passport application and issuance systems with the NIR database to enable seamless verification of identities	Percentage reduction in identity-related fraud in passport applications		0	Implement a unified legal identity system for passport issues
Governance and Anti Corruption	Foreign Affairs	Diplomatic and Consular Services	Strengthening the engagement with the Liberian Diaspora and explore their potential	Increased Liberians abroad contribution to economic development through investments (in business, real estate, or infrastructure, etc.)	Digital or physical platform for connecting Liberians abroad with opportunities in Liberia (business, investment, etc.) established	Amount of money invested by the Diaspora in Liberia (e.g., direct investments, remittancesused for development projects)	17.3.2 Volume of remittances (in United States dollars) as a proportion of total GDP	0	Increase investment engagements with the Liberian diaspora
Environmental Sustainability	Climate Change	Environmental Governance	Support with climate resource mobilization	Increased availability of funding for climate mitigation and adaptation projects	Climate finance strategies or frameworks developed	Total amount of climate finance mobilized (e.g., in USD)	13.a.1 Amounts provided and mobilized in United States dollars per year in relation to the continued existing collective mobilization goal of the $100 billion commitment through to 2025	TBD	Increase Resource Mobilization for Climate Change Increase DRM by at least US$ 500,000 by monetizing climate assets

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Environmental Sustainability	Climate Change	Environmental Governance	Promotion of climate change adaptation measures	Increased public and institutional capacity to address climate change effectively.	Climate adaptation policies, strategies, or plans developed and formally adopted	Proportion of sectors (e.g., agriculture, water, health) with climate adaptation integrated into their strategies	13.2.1 Number of countries with nationally determined contributions, long-term strategies, national adaptation plans and adaptation communications, as reported to the secretariat of the United Nations Framework Convention on Climate Change	TBD	Increase climate change adaptation measures
Environmental Sustainability	Climate Change	Environmental Governance	Expansion, decentralization and modernization of environmental services	Improved access to environmental services for rural or underserved communities	Environmental service centers established for regualtion of permits, compliance and monitoring	Number of county-based environmental management committees established and functional		1	Decentralize the Environment Protection Agency Services
Environmental Sustainability	Climate Change	Environmental Governance	Construction and equipping of institutional facilities and Climate Change Early Response Center	Enhanced effective institution capacity to monitor, assess, and respond to climate risks (e.g., floods, droughts, storms)	Climate Change Early Response Center (CCERC) constructed	Number of CCERC with a capacity to monitor and coordinate responses for up to 5 regions	13.1.2 Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015–2030	0	Construct and Equip institutional facilities and Climate Change Early Response Center

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Environmental Sustainability	Climate Change	Environmental Governance	Strengthening of institutional capacity on environmental matters, including courts	Enhanced institutional and legal capacities to address environmental governance and enforcement	New or revised environmental regulations, policies, and legal frameworks that improve environmental protection and enforcement	Number of environmental laws, policies, and regulations that have been enacted, revised, or strengthened	15.9.1 (a) Number of countries that have established national targets in accordance with or similar to Aichi Biodiversity Target 2 of the Strategic Plan for Biodiversity 2011–2020 in their national biodiversity strategy and action plans and the progress reported towards these targets; and (b) integration of biodiversity into national accounting and reporting systems, defined as implementation of the System of Environmental-Economic Accounting	TBD	Enact or update at least 5 new environmental laws (or regulations) Increase NDC targets implementation coverage to
Environmental Sustainability	Climate Change	Environmental Governance	Development of the inventory of carbon stocks in compliance with UNFCCC	Strengthened capacity for compliance with international climate agreements (e.g., UNFCCC and Paris Agreement)	Inventory of carbon stocks for forests, soils, wetlands, and other ecosystems completed	Number of carbon stock categories (e.g., above-ground biomass, below-ground biomass, soil organic carbon) inventoried in compliance with UNFCCC standards.	15.3.1 Proportion of land that is degraded over total land area	0	Conduct an inventory of carbon stocks

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Environmental Sustainability	Climate Change	Environmental Governance	Promotion of the circular economy	Circular economy strengthened	Circular economy promoted	Coverage of circular economy	12.5.1 National recycling rate, tons of material recycled	TBD	Promote Circular Economy Increase NDC targets implementation coverage to
Environmental Sustainability	Climate Change	Environmental Governance	Strengthening environmental legal and regulatory framework to address, inter alia, management of chemicals, carbon footprint, biodiversity, green taxation and climate change	Enhanced capacity for monitoring and enforcement of environmental regulations	Training programs for legal, regulatory, and enforcement personnel established	Percentage of regulatory staff trained in legal and enforcement procedures.		TBD	Strengthen of environmental legal and regulatory framework
Environmental Sustainability	Climate Change	Environmental Governance	Establishment of local climate market mechanism	Increased mobilization of private sector capital through carbon trading, offset programs, and climate adaptation projects	Local platforms that facilitate the buying and selling of carbon credits and offsets, allowing businesses to meet emission reduction targets established and functional A local digital or physical market where carbon credits, renewable energy certificates, and other environmental assets can be bought and sold	Total tons of CO2-equivalent emissions reduced annually through the implementation of climate market mechanisms	13.2.2 Total greenhouse gas emissions per year	0	Increase by 50% the number of recycling business operators

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Environmental Sustainability	Climate Change	Environmental Governance	Support with the operationalization of green tax	Increased revenue generation from green taxes used for environmental protection and sustainable development	Public awareness campaigns created on the importance and benefits of green taxes	Percentage of businesses and industries covered by the green tax system	8.4.1 Material footprint, material footprint per capita, and material footprint per GDP	0	Operationalize Green Tax
Environmental Sustainability	Climate Change	Environmental Governance	Strengthening the implementation of the NDCs	Increased climate finance mobilization to fund climate mitigation and adaptation projects	Establishment or scaling of financing mechanisms, such as climate funds, green bonds, and private-public partnerships to fund NDC implementation	Total amount of climate finance mobilized for NDC implementation (from both domestic and international sources)	13.a.1 Amounts provided and mobilized in United States dollars per year in relation to the continued existing collective mobilization goal of the $100 billion commitment through to 2025	TBD	Support the implementation of the NDCs
Environmental Sustainability	Climate Change	Environmental Governance	Supporting the adoption of cleaner cooking technologies, particularly Improved Cookstoves (ICS) to efficiently convert biomass into heat	Improved energy efficiency on use of biomass, leading to reduced fuel consumption and less deforestation	Availability of high-quality, affordable improved cookstoves on local markets increased	Percentage of households adopting ICS in targeted communities	7.1.2 Proportion of population with primary reliance on clean fuels and technology	TBD	Support more than 200,000 affordable ICS
Environmental Sustainability	Climate Change	Environmental Governance	Sustainably manage coastal erosion	Increased resilience of coastal ecosystems and communities to the impacts of coastal erosion and climate change	Construction or improvement of hard (e.g., seawalls, groins) and soft (e.g., dune restoration, beach nourishment) coastal defense systems	Number of coastal communities with enhanced protection against erosion	14.5.1 Coverage of protected areas in relation to marine areas	TBD	Engage 75% of coastal communities in participatory coastal management programs

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Environmental Sustainability	Climate Change	Forest Resource Management	Strengthening and improvement of institutional and governance systems and capacities of stakeholders	Increased capacity of stakeholders to manage and implement environmental policies and programs	Institutional capacity-building frameworks and strategies developed and adopted	Number of capacity-building programs or workshops conducted for stakeholders		TBD	Strengthen and enforce forest regulations
Environmental Sustainability	Climate Change	Forest Resource Management	Expansion and modernization of training facilities for foresters	Enhanced capacity of foresters to manage forests sustainably and address emerging environmental challenges	New or existing training centers for foresters constructed and renovated	Percentage increase in training capacity (e.g., number of foresters trained annually)		1	Construct at least 8 classrooms, 1 science Laboratory and 6 offices at FTI campus; Renovate at least 10 ruined infrastructures at FTI campus
Environmental Sustainability	Climate Change	Forest Resource Management	Effective Management of National Parks	Increased involvement of local communities in conservation efforts, with the creation of sustainable livelihood opportunities	Development of local businesses, such as community-owned eco-lodges, handicraft markets, cultural experiences, and guided tours	Number of jobs or livelihood opportunities created for local communities through park management and sustainable tourism		3	30% reduction in illegal activities
Environmental Sustainability	Climate Change	Forest Resource Management	Gazettement of proposed protected areas (feasibility studies)	Ehanced declaration of protected areas informed by biodiversity inventory covering key species, ecosystems, and habitats that are significant for conservation	Official legal documents and maps required for the gazettement process, including the designation of boundaries and legal protection status available and protected area status declared	Number of local jobs or economic opportunities created through the establishment of the protected area (e.g., park rangers, tourism guides)			Gazette the proposed protected area within 24 months, securing legal status and protection

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Environmental Sustainability	Climate Change	Forest Resource Management	Land use planning around Protected Areas (PAs) and Proposed Protected Areas (PPAs)	Enhanced adoption of land use practices that promote sustainable agriculture, forestry, and tourism around PAs while minimizing negative environmental impacts	Detailed land use maps and zoning plans that define permissible and restricted activities around PAs and PPAs (e.g., buffer zones, conservation corridors, sustainable agriculture zones)	Percentage of land in the buffer zone around the protected area allocated for sustainable land use practices (e.g., agroforestry, sustainable grazing)	15.1.2 Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type		Restore at least 10,000 ha of degraded forestland
Environmental Sustainability	Climate Change	Forest Resource Management	Development of the Carbon sink framework	Increased carbon sequestration through the expansion and protection of natural and artificial carbon sinks, leading to a net reduction in atmospheric carbon	National policies, regulations, and incentives to support carbon sink enhancement, such as subsidies for reforestation or tax incentives for landowners who adopt sustainable land practices developed and implemented	Percentage of protected natural carbon sinks (e.g., forests, wetlands) within conservation areas	15.1.2 Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type		Increase Forest Stock
Environmental Sustainability	Climate Change	Forest Resource Management	Restoration of degraded areas in National Parks and Proposed Protected Areas	Enhance biodiversity by re-establishing habitats for endangered species, promoting species richness, and recovering ecosystem functions	Restoration projects, such as reforestation, soil erosion control, invasive species removal, and habitat enhancement implemented	Hectares of degraded land restored	15.3.1 Proportion of land that is degraded over total land area		Restore at least 10,000 ha of degraded forestland

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Environmental Sustainability	Climate Change	Forest Resource Management	Scale up livelihood and ecotourism activities	Increased income and job creation from diversified livelihood activities, especially in rural areas	Expansion of income-generating activities such as handicrafts, sustainable agriculture, and non-timber forest products for tourists	Percentage increase in household income from tourism and related activities			
Environmental Sustainability	Climate Change	Forest Resource Management	Commitment of more Community Forests to conservation	Improved community-led engagement processes in and benefit from sustainable land-use and forest management practices, ensuring both conservation and livelihood needs are met	Formal agreements with communities and local authorities to ensure that conservation practices are adopted and upheld in community-managed forests	Number of community forest management plans or agreements formally recognized by local or national authorities	15.2.1 Progress towards sustainable forest management		Increase Forest Stock
Environmental Sustainability	Climate Change	Forest Resource Management	Development of environmentally sustainable wood value chain	Increased creation of sustainable income sources for local people, reducing poverty and reliance on environmentally destructive activities like illegal logging, mining or unsustainable agriculture	Establishment or upgrade of sawmills, furniture-making factories, paper production units, and other value-added production facilities	Number of local households or businesses involved in ecotourism and related activities Percentage increase in the volume of value-added wood products (e.g., furniture, paper, plywood) produced annually			Increase the sustainable production of value-added wood products by 20%

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Environmental Sustainability	Climate Change	Renewable Energy	Strengthen the regulatory framework for renewable energy	Increased renewable energy capacity	Technical standards and guidelines developed for renewable energy technologies, including grid integration, safety, quality control, and environmental impact assessments	Number of renewable energy policies and regulations strengthened		1	Strengthen the regulatory framework for renewable energy
Environmental Sustainability	Climate Change	Renewable Energy	Increasing rural renewable energy supply	Increased energy access in rural areas	Infrastructure needed to distribute renewable energy to rural households and businesses, including mini-grids and local energy storage solutions established.	Number of renewable energy systems installed in rural areas	7.b.1 Installed renewable energy-generating capacity in developing and developed countries (in watts per capita)	TBD	Increase renewable energy supply by 20%
Environmental Sustainability	Climate Change	Renewable Energy	Supporting Small and Medium Enterprises (SMEs) with Renewable Energy Solutions	Reduced energy costs for SMEs	Renewable energy solutions (e.g., solar panels, wind turbines, biogas, or small-scale hydro) for SMEs installed to reduce their energy costs and carbon footprint.	Number of SMEs adopting renewable energy solutions		TBD	Support at least 500 small and medium enterprises with renewable energy solutions; Increase private sector off-grid and community-based renewable energy solutions by 10%

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Environmental Sustainability	Climate Change	Renewable Energy	Promoting private sector Off-Grid and Community-Based Renewable Energy Solutions	Increased energy access for off-grid communities	Off-grid renewable energy systems installed	Number of off-grid renewable energy systems installed Percentage increase in rural energy access		TBD	Support with renewable energy to more than 160,000 households and public social infrastructures; Increase private sector off-grid and community-based renewable energy solutions by 10%
Human Capital Development	Education	Educational Institution Management	Enhancement of school management capacity	Managerial Capacity in schools enhanced	Training sessions conducted for school administrators and leaders	Number of school administrators and leaders completing training on management of educational institutions		TBD	Train 1,400 school principals, and administrative staff in leadership, management and accountability
Human Capital Development	Education	Educational Institution Management	Strengthening teachers' capacity to deliver gender and disability transformative education	Increased retention of females and students with disabilities in schools	Teachers trained in gender and disability responsive pedagogy	Percentage of teachers trained in gender and disability responsive pedagogy		TBD	Enhance the capacity of 20% of the teacher population to deliver gender and disability transformative education
Human Capital Development	Education	Educational Institution Management	Recruitment and deployment of female psychosocial and career counsellors at all levels	Increased accessibility to gender-sensitive counseling services in schools and institutions	Psychosocial and career counsellors recruited and deployed	Percentage of school counsellors recruited and deployed by sex		2%	Increase recruitment of female psychosocial and career counsellors at all levels by 40%

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Education	Educational Institution Management	Implementation of skill-based health education and strengthening the role of girls' and boys' health clubs	Improved health knowledge, attitudes, and behaviors among adolescents	Skills-based health education clubs established in upper basic and secondary schools	Number of skills-based health education clubs established in upper basic and secondary schools	4.7.1 Extent to which (i) global citizenship education and (ii) education for sustainable development are mainstreamed in (a) national education policies; (b) curricula; (c) teacher education; and (d) student assessment	TBD	Establish 1,707 life skills clubs in upper basic and secondary schools
Human Capital Development	Education	Educational Institution Management	Provision of relevant STEM equipment to upper basic and secondary schools	Increased enrollment in STEM-related upper basic and secondary education and career paths development	Laboratories and classrooms equipped with relevant STEM tools, such as computers, robotics kits, and laboratory apparatus	Proportion of schools equipped with functional STEM labs	4.a.1 Proportion of schools offering basic services, by type of service	TBD	50% of upper basic and secondary schools have relevant STEM equipment
Human Capital Development	Education	Educational Institution Management	Equipment of TVET centers and HEIs with functioning IT infrastructure, including internet connectivity and computers	HEIs and TVET students digital literacy skills enhanced	TVET centers and HEIs equipped with IT devices and internet connectivity	Percentage of TVET centers and HEIs equipped with IT devices and high-speed internet connectivity	4.4.1 Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill	5%	30% of TVET centers and HEIs have IT infrastructure and high speed internet connectivity; Provide National Trade Test certificate to 1,500 TVET trainers
Human Capital Development	Education	Educational Institution Management	Strengthening enforcement of the code of conduct to tackle school-related GBV in education institutions at all levels	Reduction in incidence of school-related GBV	Schools with designated GBV focal points	Percentage of reported SRGBV cases resolved		TBD	Incidence of SRGBV in education institutions at all levels eliminated

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Education	Teacher Capacity	Undertaking teachers' continuous professional development	Professional competency of teachers improved	Teachers achieving certification or qualification through CPD programs	Number of teachers achieving certification or qualification through CPD programs	4.c.1 Proportion of teachers with the minimum required qualifications, by education level	TBD	Provide in-service training to 15,800 teachers (continuous professional development –CPD)
Human Capital Development	Education	Teacher Capacity	Provision of incentives to attract and support the deployment of qualified teachers in underserved areas	Improved teacher retention rates in underserved areas	Motivational packages for teachers rolled out	Number of teachers in underserved areas receiving financial, housing, or other incentives		TBD	Provide incentive payment to 1,400 teachers in rural hard-to-reach and hard-to-stay areas
	Education	Teacher Capacity	Provision of training for TVET instructors	Improved Certification and accreditation of TVET instructors		Number of TVET instructors who have undertaken training , including those for both pre-service and in-service		TBD	Provide National Trade Test certificate to 1,500 TVET trainers
Human Capital Development	Education	Teacher Capacity	Provision of incentives to professional education volunteers across the sector	Improved volunteers participation in the education sector	Volunteer-led education initiatives improved	Number of Institutions benefiting from volunteer-led education initiatives		TBD	200 underserved schools covered by education volunteer programs
Human Capital Development	Education	Teacher Capacity	Development and rolling out a system for teacher licensing	National procedures and policy for licensing and accreditation developed	Center of Excellence for Education Administration, Certification (Licensing) and Accreditation (CEEACA) established and functional	Number of teachers accredited or licensed by CEEACA	4.c.1 Proportion of teachers with the minimum required qualifications, by education level	TBD	Professionalize 2,000 teachers through certification and licensing

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Education	School Facilities	Building, renovating or expanding inclusive and climate-resilient school infrastructure	Learning environment improved	School infrastructure constructed and renovated	Number of child-friendly, inclusive, gender-sensitive public school infrastructure constructed and renovated		18	Improve 2,134 educational infrastructure at all levels
Human Capital Development	Education	School Facilities	Supporting WASH and menstrual hygiene interventions in Schools	Health and well-being in schools improved	Lower incidence of sanitary-related illnesses in schools	Number of schools with improved WASH services		TBD	Support WASH interventions in 3,542 schools
Human Capital Development	Education	School Facilities	Expansion and acquisition of instructional materials for PWDs	Increased access and participation of PWDs in education	School resource centers provided with PWDs learning materials	Percentage of Schools Equipped with instructional materials for PWDs	4.5.1 Parity indices (female/male, rural/urban, bottom/top wealth quintile and others such as disability status, indigenous peoples and conflict-affected, as data become available) for all education indicators on this list that can be disaggregated	TBD	Equip 10% of schools with PWD-instructional Materials
Human Capital Development	Education	School Facilities	Supporting children with learning disabilities	Reduction in the dropout rate among children with learning disability	PWD Learners supported in schools	Number of PWD Learners benefiting from school fees exemptions		TBD	Exempt 1,000 PWD learners from school fees and provide school uniforms and bags

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Education	School Facilities	Expansion and modernization of TVET facilities	Improved accessibility to a comprehensive TVET pathway that spans all qualification levels	TVET centers equipped with modern tools and resources for practical training	Number of students enrolled in TVET programs disaggregated by (gender & type)	4.3.1 Participation rate of youth and adults in formal and non-formal education and training in the previous 12 months, by sex	TBD	Capacitate 18 TVET centers to offer level (1-7) programs ; 100 senior secondary schools offer TVET streams
Human Capital Development	Education	School Facilities	Equipment of school facilities with STEM equipment	Increased enrollment in STEM-related upper basic and secondary education and career paths development	Laboratories and classrooms equipped with relevant STEM tools, such as computers, robotics kits, and laboratory apparatus	Proportion of secondary schools equipped with functional STEM labs		TBD	30% secondary schools equipped with STEM facilities
Human Capital Development	Education	School Facilities	Provision of cash grants to the poorest students and students with disabilities	Reduced out-of-school rate among the disabled and disadvantaged	Grants spent on poorest students and students with disabilities educational needs	Percentage of students from the poorest households and students with disabilities enrolled in school		TBD	Increase the rate of enrolment of children with disabilities by 10%
Human Capital Development	Education	School Facilities	Subsidization of private schools in underserved areas unreached by public schools.	Improved enrollment in private schools in underserved areas	Private schools subsidized to expand access in underserved areas	Percentage of learners from poor backgrounds exempted from tuition payment in private schools		TBD	Eliminate tuition fees for at least 15% of students from the poorest households in subsidized schools
Human Capital Development	Education	Student Learning Capacity	Provision of open-access, non-copyright textbooks for every child	Improved student learning outcomes and academic performance	Availability of quality textbooks aligned with the national curriculum	Student-to-textbook ratio		TBD	Achieve student to textbook ratio of 1:1

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Education	Student Learning Capacity	Development of a national learning assessment system for tracking early learning outcomes at Grades 3 and 6	Improved literacy and numeracy proficiency levels at Grades 3 and 6 over	Annual National learning assessment conducted	Percentage of students at Grades 3 and 6 achieving minimum proficiency levels in literacy and numeracy.	4.1.1 Proportion of children and young people (a) in grades 2/3; (b) at the end of primary; and (c) at the end of lower secondary achieving at least a minimum proficiency level in (i) reading and (ii) mathematics, by sex	0	All ECE schools receiving the validated age-appropriate/play-based ECE curriculum
Human Capital Development	Education	Student Learning Capacity	Expansion of the school feeding & school health initiatives at foundational levels	Increased enrollment and retention rates	Nutritious meals or snacks served daily to students at foundational levels	Number of schools implementing feeding programs		TBD	382 schools benefit from home grown school feeding program
Human Capital Development	Education	Student Learning Capacity	Expansion of training of comprehensive sexual (CSE) education and menstrual hygiene	Increased sex education and menstrual hygiene orientation in schools	CSE and menstrual hygiene education in schools delivered	Number of female learners receiving CSE and menstrual hygiene products		TBD	Provide more than 300,000 female students with inclusive hygiene education and products
Human Capital Development	Education	Student Learning Capacity	Development of Students' Digital Skills	Enhanced digital literacy in schools	Digital infrastructure in schools (installation of computer labs, internet access, and provision of digital devices) established	Percentage of students in Junior and Senior Secondary education with digital skills		TBD	Provide 30% of students in Junior and Senior Secondary education with digital skills and STEM education examination
Human Capital Development	Education	Student Learning Capacity	Expansion and strengthening of accelerated learning for high school dropouts	Increased alternative pathways for dropouts completing high school education	School dropouts enrolled in accelerated learning programs	Number of high school dropouts enrolled in accelerated learning programs	4.3.1 Participation rate of youth and adults in formal and non-formal education and training in the previous 12 months, by sex	TBD	Enroll 5000 high school dropout into accelerated learning programs

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Education	Student Learning Capacity	Development of Special Needs education policy	Increased access to quality education for learners with special needs across all education levels	Special Needs education policy developed and rolledout	Special Needs Policy		TBD	Development of special needs education policy
Human Capital Development	Education	Governance of the Educational System	Enhancement of free and compulsory education in early, primary and secondary education	Enrollment and attendance rates in early, primary, and secondary education improved	Gross enrollment rates at early, primary, and secondary levels	Gross enrollment at early, primary, and secondary levels disaggregated by gender	4.1.2 Completion rate (primary education, lower secondary education, upper secondary education)	TBD	Increase gross enrollment to 1.7 million
Human Capital Development	Education	Governance of the Educational System	Revision of academic curriculum to fit agribusiness and Hotels, Restaurants, and Cafes/Catering (HORECA) content	Graduates employed in agribusiness or HORECA sectors within one year of graduation increased	Updated curricula with integrated modules on agribusiness and HORECA-related topics	Number of new courses or modules developed specifically for agribusiness and HORECA		1	Revise the National Education Curriculum to meet the contemporary needs
Human Capital Development	Education	Governance of the Educational System	Establishment of the Liberia technical and vocational education training commission (LITCOM)	Improved national TVET standards, policies, and guidelines	TVET institutions accredited/assessed	Number of TVET institutions accredited under national standards		0	Establish and operationalize Liberia technical and vocational education training commission (LITCOM)
Human Capital Development	Education	Governance of the Educational System	Strengthening of the education system volunteers	Enhanced educational support services to reduce teacher workload	Volunteers recruited to support schools and educational activities	Number of volunteers recruited and deployed		TBD	Recruit 600 education volunteers

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Education	Governance of the Educational System	Increasing the number of women in leadership positions at school, district, county, and national levels	Increased representation of women in school leadership positions	Women appointed or promoted to leadership positions at schools, districts, counties, or national education bodies	Percentage of female in school leadership positions (CEOs, DEOS, principals and teachers) per county	5.5.2 Proportion of women in managerial positions	TBD	Increase number of women in leadership positions by 30%
Human Capital Development	Education	Governance of the Educational System	Mainstreaming of STEM projects at all appropriate levels	Enhanced knowledge and skills in science, technology, engineering and mathematics across all educational levels	Schools adopting or updating STEM projects at different educational levels	Percentage of schools with STEM integrated into their curricula	4.7.1 Extent to which (i) global citizenship education and (ii) education for sustainable development are mainstreamed in (a) national education policies; (b) curricula; (c) teacher education; and (d) student assessment	0	Mainstream STEM projects at all appropriate levels.
Human Capital Development	Education	Governance of the Educational System	Implementation of the National Standards and Guidelines for Technical and Vocational Education Training in Liberia	Increased capacity and standardized systems of TVET institutions to provide high-quality TVET education and training	TVET institution in full compliance with standards and guidelines	Percentage of credited institutions complying with the national standards and guidelines		TBD	Disseminate National Standards and Guidelines for Technical and Vocational Education Training in Liberia
Human Capital Development	Education	Governance of the Educational System	Improvement of management, governance and accountability of the education system	Enhanced transparent allocation and utilization of financial, human, and physical resources	Development and implementation of policies that enhance regular data collection, reporting, and decision-making	Number of functional school management committees (SMCs) report findings		1400396	Increase gross enrollment to 1.7 million

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Education	Governance of the Educational System	Instituting continuous professional development for leaders, including school principals, and administrative staff	Improved professional competency of school principals, and other administrative staff	School principals, and other administrative staff achieving certification or qualification through CPD programs	Number of school principals, and other administrative staff achieving certification or qualification through CPD programs		TBD	Train at least 1,400 school principals, and administrative staff in leadership, management and accountability
Human Capital Development	Education	Governance of the Educational System	Strengthening the regulatory and operating framework for public–private partnerships in education	Improved educational PPP regulatory framework delivering innovative, efficient, and high-quality education solutions	Increased private sector investment in education projects through PPP	Number of new educational initiatives introduced via PPPs, such as digital learning platforms, infrastructure improvements, or teacher training programs		1	Develop one (1) regulatory framework for public-private partnerships (PPP) in education
Human Capital Development	Education	Governance of the Educational System	Integration of TVET streams in secondary schools	Improved secondary education by offering diverse pathways for student employability	Establishment of workshops, labs, and vocational facilities in secondary schools	Percentage of students opting for TVET streams in secondary schools Retention of students in schools with integrated TVET programs		0	Achieve at least 25% enrollment rate in TVET streams among secondary school students
Human Capital Development	Education	Governance of the Educational System	Integration of digital technology (tablets) with teaching materials in secondary schools	Improved student and teachers engagement and understanding on use of digital technology	Usage of digital technology (tablets) to students and teachers in secondary schools	Percentage of secondary school students and teachers using tablets	4.4.1 Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill	0	Develop and deploy a digital content library with resources covering 80% of the curriculum

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Education	Higher Education	Rationalization of academic courses to include Agribusiness and HORECA courses and training	Improved national education curricula with incorporated agribusiness and HORECA contents	Updated programs emphasizing integrated modules on agribusiness and HORECA-related topics	Percentage of educational institutions adopting programs emphasizing integrated modules on agribusiness and HORECA-related topics		TBD	Develop agri-business and HORECA curriculum
Human Capital Development	Education	Higher Education	Improvement of the quality of higher education and the development of scientific and technological research	Higher education institutions (HEIs) meet global standards in teaching and research	Establishment of advanced laboratories, research centers, and funding mechanisms	Number of peer-reviewed publications produced	9.5.2 Researchers (in full-time equivalent) per million inhabitants	TBD	Increase scientific and technological research publications by 15%
Human Capital Development	Education	Higher Education	Provision of free tuition for all teachers in Training Public Universities	Increased enrollment in teacher education programs	Students enrolled in teacher training program at public universities	Percentage of students enrolled in teacher education programs		TBD	Exempt all students pursuing teaching profession at public universities
Human Capital Development	Education	Higher Education	Creation of an enabling environment for healthy, safe, protective, and disability-inclusive access to higher education institutions	Improved learning enviroment	HEIs are equipped with ramps, elevators, accessible toilets, and other physical accommodations	Number of campuses with accessible infrastructure, such as ramps, elevators, and tactile pathways		18	Construct at least 27 additional public HEIs with disability-inclusive access
Human Capital Development	Education	Higher Education	Integration of digital technology in all HEI programs	Increased digital literacy	HEIs equipped with digital teaching tools	Number of HEIs equipped with digital teaching tools such as projectors, smartboards, and internet access.		TBD	Increase HEIs offering digital education to 70% of HEIs to offer digital technology programs

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Education	Higher Education	Establishment of collaboration with the private sector through public–private partnerships	Increase in private sector partners collaborating with HEIs	PPP policy frameworks developed	Number of private sector partners collaborating with HEIs		TBD	Develop 1 Regulatory framework for public-private partnerships (PPP) in education
Human Capital Development	Health	Health sector reform	Develop and implement community pharmacy and cost-sharing schemes in public health facilities	Increased availability and affordability of essential medicines for underserved communities	Established community-based drug stores to distribute essential medications	Percentage of essential medications in stock at community drug stores and public health facilities	3.b.3 Proportion of health facilities that have a core set of relevant essential medicines available and affordable on a sustainable basis	20%	Increase the coverage of community pharmacy to 85 % in all public health facilities
Human Capital Development	Health	Health sector reform	Establish the Health Equity Fund for Universal Health Coverage Bill	Reduced out-of-pocket expenses for healthcare, especially for vulnerable and low-income populations	Centralized, government-managed fund to subsidize healthcare for disadvantaged group	Percentage of population accessing subsidized health services funded by the HEF	3.8.2 Proportion of population with large household expenditures on health as a share of total household expenditure or income	TBD	Provide health insurance coverage for all citizens
Human Capital Development	Health	Health sector reform	Enhance health products regulatory environment	Reduced risks associated with counterfeit, substandard, or unsafe health products	Tested health commodities on the market	Percentage of health commodities on the market tested by LM HRA		40%	Increase health products testing to 95 %

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Health	Health sector reform	Enhance the regulatory environment for health services, facilities and professionals	Enhanced ethical and professional standards among healthcare workers	Healthare facilities accredited and professionals licensed for quality standards	Percentage of health facilities meeting regulatory standards and professionals with valid licenses and certifications disaggregated by type (public and private, Clinics, Health Center and Hospital) Percentage of health facilities meeting regulatory standards. Percentage of healthcare professionals with valid licenses and certifications		TBD	All health facility operating in Liberia score a minimum quality score of 50%
Human Capital Development	Health	Health services	Strengthen Primary Health Care (PHC) including community health	Enhanced accessibility and quality of PHC services at community levels	Delivery of integrated services, including maternal and child health, immunization, family planning, nutrition, and management of non-communicable diseases (NCDs)	Proportion of PHC facilities offering comprehensive service packages	3.8.1 Coverage of essential health services	0.73	Increase coverage of primary health care by 40 %

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Health	Health services	Deliver quality and Age Appropriate Reproductive, Maternal, Newborn, Child and Adolescent Health plus Nutrition (RMNCAH+N) care services	Reduction in maternal, newborn, and child mortality rates	Increased availability of RMNCAH+N services, including antenatal care (ANC), skilled birth attendance, immunization, family planning, and nutrition interventions	Percentage of health facilities upgraded to provide comprehensive RMNCAH+N services.	3.7.1 Proportion of women of reproductive age (aged 15–49 years) who have their need for family planning satisfied with modern methods	TBD	Increase age appropriate Reproductive, Maternal Newborn, Child and Adolescent and Nutrition (RMNCAH+N) health care services by 40%
Human Capital Development	Health	Health services	Prevention and control of communicable and non-communicable diseases	Reduced morbidity and mortality rates from communicable and non-communicable diseases	Expanded and equipped facilities for diagnosis, treatment, and management of communicable diseases (CDs) and NCDs	Percentage of individuals receiving preventive interventions for communicable diseases (e.g insecticide-treated nets)	3.4.1 Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease	10%	Decrease the incidence of communicable and non-communicable diseases by 20%
Human Capital Development	Health	Health services	Strengthening and scaling up the control and management of mental, neurological and substance use disorders care services	Reduction in the prevalence of untreated mental health and substance abuse disorder	Health care facilities providing MNS disorder care services expanded	Number of individuals receving timely and appropriate mental, neurological and substance use (MNS) disorder care services Proportion of the population accessing MNS services annually	3.5.1 Coverage of treatment interventions (pharmacological, psychosocial and rehabilitation and aftercare services) for substance use disorders	1	14 counties to receive mental, neurological and substance use disorder care services
Human Capital Development	Health	Health services	Expansion and modernization of public health facilities	Improved access to quality health care services	Increased number of outpatient and inpatient care services	Number of health care facilities upgraded to provide essential health services	3.8.1 Coverage of essential health services	TBD	10 primary health care facilities upgraded to comprehensive health centers

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Health	Health services	Expanding and upgrading five County Hospitals designated as regional hospitals	Enhanced referral heath care services	Regional hospital upgraded	Number of county hospitals upgraded and designated as regional referral hospitals		1	Upgrade and designate 5 county hospitals as regional hospitals
Human Capital Development	Health	Health services	Strengthening diagnostic capacities at all levels	Enhanced ability to detect and diagnose communicable and non-communicable diseases (NCDs) at early stages; Increased in diagnostic service coverage	Public health care facilities eqiupped with modern diagnostic tools	Proportion of public health care facilities eqiupped with modern diagnostic tools (e.g CT scanners, x-rays)	3.b.3 Proportion of health facilities that have a core set of relevant essential medicines available and affordable on a sustainable basis	TBD	Increase diagnostic centers at health care facilities by 40 %
Human Capital Development	Health	Health services	Provision of sustainable climate-resilient WASH services in healthcare facilities	Reduced healthcare-associated infections (HAIs)	Health care facilities with upgraded WASH infrastructure (e.g. eco-friendly toilets)	Percentage of health care facilities with upgraded WASH infrastructure	3.9.2 Mortality rate attributed to unsafe water, unsafe sanitation and lack of hygiene (exposure to unsafe Water, Sanitation and Hygiene for All (WASH) services)	TBD	Increase WASH services at health facilities by 20%
Human Capital Development	Health	Health services	Strengthening and expanding JFK hospital's capacities	Improved quality and accessibility of healthcare services across all specialties	Additional wards, operating theaters, ICU beds, and outpatient facilities provided	Percentage increase in outpatient and inpatient cases handled		494	Improve national referral capacity of J.F.K 100 percent
Human Capital Development	Health	Health services	Upgrading Jackson F. Doe Hospital to the second national tertiary hospital	Improved access to advanced tertiary-level care, reducing the need for overseas referrals	Establish JFD Hospital as a referral hub for surrounding regions	Percentage increase in outpatient and inpatient cases handled annually		TBD	Improve national referral capacity of J.F.D 100 %

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Health	Health services	Strengthening oversight and regulatory compliance of health facilities standard, medicines, health products, and professional practice	Increased adherence to national health standards by facilities and practitioners	Development and enforcement of updated policies, guidelines, and regulations for health facilities, products, and professionals	Percentage of health facilities having medicines, health products, and professional practice in compliance		40	Achieve 95% testing coverage of professionals, medicines and health products
Human Capital Development	Health	Health services	Enhancement of sex, age and disaggregated data for health care policy analysis	Improved healthcare policies and strategies	Integrated sex- and age-disaggregated data into national and sub-national health information systems	Percentage of health facilities utilizing standardized data tools with sex- and age-disaggregated data		TBD	Achieve 100% integration of sex- and age-disaggregated data in national HIS
Human Capital Development	Health	Health services	Reduction in HIV/ STDs and STIs	Decreased incidence and prevalence of HIV, STDs, and STIs in the population	Health facilities conducting HIV/ STDs and STI testing	Percentage of diagnosed individuals receiving appropriate treatment	3.3.1 Number of new HIV infections per 1,000 uninfected population, by sex, age and key populations	TBD	Achieve a 60% increase in HIV and STI testing rates
Human Capital Development	Health	Health services	Decentralization of healthcare Services for SGBV survivors	Increased access to quality health care services for SGBV survivors	Healthcare facilities offering SGBV-specific services	Proportion of healthcare facilities offering SGBV-specific services		TBD	SGBV survivors Treatment Center Available in the 15 counties
Human Capital Development	Health	Health services	Strengthening and scaling up of nutrition initiatives among adolescents in schools, communities, and health facilities	Reduction in malnutrition, including undernutrition, micronutrient deficiencies, and obesity among adolescents	Schools, communities, and health facilities offering nutritional services	Proportion of adolescents accessing nutrition services disaggregated by type of institution (school, community, and health facility)	3.7.2 Adolescent birth rate (aged 10–14 years; aged 15–19 years) per 1,000 women in that age group	TBD	Implement school-community-health facility-based nutritional programs

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Health	Health services	Strengthening public health laboratory systems	Reliable, timely, and accurate diagnostic services for infectious and non-communicable diseases	Modernized public health facilities with advanced diagnostic equipment and technology	Percentage of laboratories conducting priority disease testing		TBD	Upgrade 50% of public health laboratories with basic diagnostic equipment and training
Human Capital Development	Health	Health services	Improvement of coordination and governance	Increased stronger partnerships among government entities, private sector, civil society, and partners	Health sector coordination committees established	Number of functioning coordination committees at national, regional, and local levels		TBD	Hold 20 coordination and governance meetig among health actors
Human Capital Development	Health	Health services	Revision and reinforcement of the health legal framework and policy	Strengthened legal protection of public health	Revised and reinforced health legal framework and policy	Number of health laws and regulations enforced	3.d.1 International Health Regulations (IHR) capacity and health emergency preparedness	TBD	Review and revise existing health laws to address current health challenges
Human Capital Development	Health	Health services	Improvement of staffing levels of human resources for health (HRH)	Increased availability of healthcare services, especially in rural areas	Increased number of healthcare workers deployed in various cadres (e.g., doctors, nurses, midwives, and community health workers)	Percentage of Staffing capacity for human resources for health	3.c.1 Health worker density and distribution	TBD	Improve staffing capacity for human resources for health by 10%
Human Capital Development	Health	Health Security	Improving healthcare infrastructure and financial resources for epidemics/ pandemics	Improved capacity for emergency preparedness and response	Specialized rapid response teams and facilities dedicated to epidemic and pandemic management established	Percentage of healthcare facilities connected to surveillance systems		44%	Increase epidemic/ pandemic preparedness from 44 % to 70 %.

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Health	Health Security	Enhancing public health workforce capacity through training and health training institutions development	Enhanced healthcare delivery leading to better health outcomes, efficient disease prevention, and management	Creation of specialized in-service training programs for healthcare workers to continuously upgrade their skills and knowledge	Number of public health workers participating in continuous professional development programs		TBD	Provide specialized training for 500 for health professionals
Human Capital Development	Health	Health Security	Ensuring robust supply chains for essential medicines, equipment and other supplies for epidemics/ pandemics	Increased access to adequate stocks of essential medicines, equipment, and supplies during epidemics and pandemics	Effective supply chain system in place resopnding to the demand of Public health facilities nationwide	Percentage of healthcare facilities with uninterrupted supply of essential medicines and equipment		60%	Eliminate drug stockouts in all health facilities
Human Capital Development	Health	Health Security	Implementing a functional multi-sectoral, multidisciplinary mechanisms, policies, systems and practices to minimize the transmission of zoonotic diseases from animals to human populations	Reduced incidence of zoonotic diseases	Zoonotic disease prevention, control, and response system in place	Percentage of zoonotic diseases covered under integrated surveillance systems		44%	Increase detection capacity to 70 %

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Health	Health Security	Implementing environmental health programs; including healthcare wastes management, drinking water quality and safety, chemical and vector control, and radiation safety	Enhanced environmental and public healthcare services	Developed and operationalized systems for the segregation, treatment, and disposal of healthcare waste	Percentage of healthcare facilities practicing proper waste segregation and disposal		TBD	Increase by 50% Healthcare facilities practicing proper waste segregation and disposal of medical waste
Human Capital Development	Health	Health Security	Establishing a functional One Health Coordination Platform at all levels	Improved health sector coordination and collaboration among stakeholders	Health sector coordination platform established	Number of functional Health Coordination Platform (disaggregated by national and county levels)		TBD	15 functional Health Coordination Platform, disaggregated by central and county levels sessions
Human Capital Development	Health	Health Security	Strengthening the network of community health volunteers	Improved access to primary health services	Recruitment and deployment of additional CHVs	Number of CHVs recruited and deployed in target areas.		TBD	Recruit and deploy 10,000 CHVs
Human Capital Development	Health	Health Security	Strengthening Public health Surveillance and Monitoring	Improved disease prevention, control, and health outcomes	Integration of surveillance systems across health sectors (e.g., human, animal, and environmental health)	Number of functional surveillance systems covering key public health threats	3.d.1 International Health Regulations (IHR) capacity and health emergency preparedness	44%	Increase detection capacity to 70 %
Human Capital Development	Health	Health Security	Strengthening Emergency Preparedness and Response	Enhanced capacity for timely, coordinated, and effective emergency preparedness and response	Comprehensive, multi-hazard emergency preparedness and response plans implemented	Number of updated and operational multi-hazard emergency plans.		44%	Increase epidemic/ pandemic preparedness to 70 %.

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Health	Health Security	Strengthening public health laboratories and systems	Increased efficiency in healthcare delivery through accurate diagnostics and better-informed decisions	Upgraded public health laboratories with modern equipment and facilities	Percentage of health laboratories compliant to WHO standards		60%	Increase the proportion of detection and response to outbreaks or public health issues and events as per WHO standard from 60 to 90 percent
Human Capital Development	Health	Health Security	Strengthening public health risk communication and community engagement (RCCE)	Increased community capacity to respond to health emergencies	Enhanced engagement of local leaders, influencers, and organizations in health education efforts	Proportion of the population participating in RCCE initiatives		TBD	Reach 90% of the population with health risk communication during emergencies
Human Capital Development	Water, Sanitation and Hygiene	Sanitation and Hygiene	Establishment of Integrated WASH Management Information System (IMIS)	Enhanced evidence-based planning and allocation of resources for WASH services	Web-based and mobile-compatible platform for collecting, managing, and sharing WASH data	Percentage of WASH service providers utilizing the IMIS		TBD	Establish an integrated WASH Management Information System
Human Capital Development	Water, Sanitation and Hygiene	Sanitation and Hygiene	Eradication of open defecation practices	Reduced prevalence of waterborne diseases and improved hygiene standards	Availability of affordable and accessible latrines and toilets in households and public spaces	Proportion of the population with access to improved sanitation services (flush toilets, VIP latrines, etc)	6.2.1 Proportion of population using (a) safely managed sanitation services and (b) a hand-washing facility with soap and water	TBD	End open defecation practices
Human Capital Development	Water, Sanitation and Hygiene	Sanitation and Hygiene	Conduction of nationwide water & sanitation mapping	Improved coverage of rural and urban communities with water and sanitation facilities mapped	Water borne disease incidences reduced	Total number of water and sanitation points (like wells, boreholes, taps, toilets) identified and mapped across Liberia.		TBD	Realize nationwide sanitation and water point mapping

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Water, Sanitation and Hygiene	Sanitation and Hygiene	Conduction of nationwide water & sanitation mapping	Improved coverage of rural and urban communities with water and sanitation facilities mapped	Water borne disease incidences reduced	Total number of water and sanitation points (like wells, boreholes, taps, toilets) identified and mapped across Liberia.		TBD	Increase safely managed water access to 65% and basic access to 90%
Human Capital Development	Water, Sanitation and Hygiene	Sanitation and Hygiene	Conduction of nationwide water & sanitation mapping	Improved coverage of rural and urban communities with water and sanitation facilities mapped	Water borne disease incidences reduced	Number of new household and community latrines constructed		TBD	Increase safely managed access to sanitation to 50% and basic access to sanitation to 85%
Human Capital Development	Water, Sanitation and Hygiene	Sanitation and Hygiene	Implementation of the national WASH in health care facilities roadmap 2024 to 2029	Improved hygiene practices among health care workers and patients	Sanitation and waste management facilities constructed and maintained in health care facilities	Percentage of health care facilities with functional water and sanitation and solid waste management facilities	6.2.1 Proportion of population using (a) safely managed sanitation services and (b) a hand-washing facility with soap and water	TBD	Ensure 90% of health care facilities have adequate sanitation facilities
Human Capital Development	Water, Sanitation and Hygiene	Sanitation and Hygiene	Strengthening private sector participation in all aspects of the water, sanitation and hygiene delivery cycle	Increased private sector investment in WASH service delivery	Private investment in WASH infrastructure and services	Percentage of private investment in WASH infrastructure and services		TBD	Increase private sector investment in WASH sector by 20%
Human Capital Development	Inclusive Social Development Services	Inclusive policy and system reforms	Supporting Systematic legal and policy review and reform with focus on discriminatory laws	Enhanced legal equality	Amendments, repeals, or new laws to address identified discriminatory provisions.	Percentage of discriminatory laws repealed/amended	5.1.1 Whether or not legal frameworks are in place to promote, enforce and monitor equality and nondiscrimination on the basis of sex	0	Conduct a comprehensive review of 50% of national laws to identify discriminatory provisions

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Inclusive Social Development Services	Inclusive policy and system reforms	Strengthening institutional capacity for inclusive policy enforcement	Enhanced institutional capability to enforce equitable and inclusive policies	Policies and guidelines updated to include provisions for equitable enforcement and the inclusion of marginalized groups	Proportion of PWDS and other marginalized successfully recruited in public sector		0	Secure 5% of new public sector jobs for PWDs
Human Capital Development	Inclusive Social Development Services	Inclusive policy and system reforms	Enhancement of women political participation and undertaking inclusive governance reforms	Enhanced presence of women in political and leadership roles at local, national, and institutional levels	Establishment or enforcement of gender quotas in political parties, parliaments, and other governance structures.	Percentage increase in the number of women elected or appointed to political offices at local, regional, and national levels	5.5.1 Proportion of seats held by women in (a) national parliaments and (b) local governments	11%	Increase women representation in Government leadership positions to 30%;
Human Capital Development	Inclusive Social Development Services	Inclusive policy and system reforms	Development of inclusive policy and legal framework on voluntarism	Enhanced opportunities for diverse groups, including women, youth, persons with disabilities, and marginalized communities, to engage in voluntarism	Legal provisions to regulate, support, and safeguard voluntarism activities	Number and diversity of individuals participating in formal voluntarism programs	8.8.2 Level of national compliance with labour rights (freedom of association and collective bargaining) based on International Labour Organization (ILO) textual sources and national legislation, by sex and migrant status	0	Develop at least Two (2) Policy and Legal framework on Voluntarism

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Inclusive Social Development Services	Inclusive policy and system reforms	Strengthening and enforcement of child protection laws	Reduction in cases of child abuse, exploitation, and neglect through effective law enforcement.	Child protection and related law operational	Proportion of reported child protection cases resolved through legal or support interventions	1.3.1 Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable	1	Reduce percentage of children aged 5-17 engaged in child labor from 28% to 10%; End child marriages
Human Capital Development	Inclusive Social Development Services	Inclusive policy and system reforms	Strengthening community engagements to promote positive discrimination towards inclusion	Increased participation of marginalized groups in social, economic, and political spheres	Development of policies and programs supporting inclusion and positive discrimination	Number of inclusion-focused policies enacted and implemented		TBD	Achieve a 20% reduction in community-reported discrimination cases by 2029
Human Capital Development	Inclusive Social Development Services	Inclusive policy and system reforms	Support with enforcement of corporate responsibility commitments in every FDI	Increased compliance with corporate responsibility commitments among FDI entities	Development of binding agreements on corporate responsibility in FDI contracts	Number of inspections conducted annually to assess FDI compliance			Secure benefit for at least 5,000 individuals from corporate social responsibility commitments
Human Capital Development	Inclusive Social Development Services	Inclusive policy and system reforms	Development and enforcement of national accessibility standards	Increased access to public spaces for people with disabilities	Creation and publication of national accessibility guidelines for public buildings, websites, or transportation systems	Percentage of new buildings that meet accessibility standards			Provide 10% of inclusive social housing units for vulnerable groups

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Inclusive Social Development Services	Sexual and Gender- Based Violence (SGBV	Improvement of data quality and systems on GBV	Reduction in incomplete data in GBV case reports	Establishment of centralized GBV data repository	Number of agencies adopting standardized GBV data collection and reporting protocols	5.2.2 Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence	0	A centralized GBV data repository established and operational
Human Capital Development	Inclusive Social Development Services	Sexual and Gender- Based Violence (SGBV	Strengthening and enforcement of SGBV legal frameworks, including eradication of FGM and other harmful traditional practices	Reduced prevalence of SGBV and FGM	Decreased in reported cases of SGBV, FGM, and other harmful practices	Percentage reduction of FGM and SGBV prevalence	5.3.2 Proportion of girls and women aged 15–49 years who have undergone female genital mutilation, by age	TBD	Reduce the incidence of SGBV by 50%
Human Capital Development	Inclusive Social Development Services	Sexual and Gender- Based Violence (SGBV	Strengthening community engagement and social behavior change	Increased community awareness on SGBV prevention	Community engagement platforms on GBV established	Total number of SGBV community forums/meetings on conducted	5.2.2 Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence	TBD	Establish at least 10 community-based platforms on SGBV prevention per county
Human Capital Development	Inclusive Social Development Services	Sexual and Gender- Based Violence (SGBV	Expansion of SGBV prevention and survivor support services	Increased SGBV survivors access to immediate medical, legal, and psychosocial support	Establishment of survivor service centers and support networks across communities	Number of survivors accessing comprehensive care services (medical, legal, psychosocial and safehousing)		TBD	Increase access to SGBV services by 30%

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Inclusive Social Development Services	Sexual and Gender- Based Violence (SGBV	Improvement of inter-agency coordination mechanism and implement of the GBV accountability framework nationwide	Improved efficiency in the delivery of services for GBV survivors, with streamlined processes for reporting, investigating, and responding to cases	Establishment or strengthening of cross-sectoral committees or working groups for GBV response coordination	Number of inter-agency coordination meetings, joint workshops, and collaborative projects		TBD	Enhance coordination mechanism to improve GBV response services
Human Capital Development	Inclusive Social Development Services	Sexual and Gender- Based Violence (SGBV	Enhancement of evidence-based gender-based prevention	Decreased in the incidence of gender-based violence (e.g., intimate partner violence, sexual harassment, trafficking) within a targeted population	Development and implementation of new policies or legal reforms that aim to prevent gender-based violence (e.g., laws on domestic violence, sexual harassment, and trafficking)	Percentage of women, men, and gender minorities who report experiencing gender-based violence (e.g., intimate partner violence, sexual assault)	5.2.1 Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age		Achieve a 20% reduction in reported cases of intimate partner violence in the next 5 years
Human Capital Development	Inclusive Social Development Services	Sexual and Gender- Based Violence (SGBV	Enhance coordination to improve GBV response services	Streamlined and integrated response services across sectors, ensuring that survivors receive comprehensive, timely support	Formal referral pathways created to connect survivors with various services (e.g., from police to shelter services or medical care)	Number of survivors accessing GBV response services (e.g., legal aid, counseling, medical care)			Ensure that 95% of survivors receive medical care within 48 hours of reporting GBV

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Inclusive Social Development Services	Inclusive integrated social protection and Welfare Services	Enhancing girls' empowerment and leadership development	Improved access to education, mentorship, and career pathways for girls and young women	Tailored leadership and life skills training programs for girls develop and implemented	Number of girls enrolled in empowerment and leadership programs	4.1.2 Completion rate (primary education, lower secondary education, upper secondary education)		Increase the participation of girls in empowerment and leadership projects by 30%
Human Capital Development	Inclusive Social Development Services	Inclusive integrated social protection and Welfare Services	Provision scholarship for Vulnerable Groups	Increased access to education for vulnerable groups, including marginalized, low-income, and at-risk populations, gain equitable access to quality education	Scholarships awarded to students across various levels of education (primary, secondary, tertiary)	Number of scholarships awarded annually, disaggregated by gender, disability	4.2.2 Participation rate in organized learning (one year before the official primary entry age), by sex	0	Increase school enrollment of vulnerable girls by 5,000; Grant 800 scholarships to empower PWDs
Human Capital Development	Inclusive Social Development Services	Inclusive integrated social protection and Welfare Services	Strengthening and expansion of child protection services	Reduced cases of abuse, exploitation, and neglect through comprehensive child protection systems	Expanded Child Protection Reporting and Referral Systems	Number of child abuse reports or cases referred to child protection services within a specific time frame	16.3.1 Proportion of victims of (a) physical, (b) psychological and/or (c) sexual violence in the previous 12 months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms	TBD	Increase child protection and welfare services to 200,000 children

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Inclusive Social Development Services	Inclusive integrated social protection and Welfare Services	Expansion of access to digital literacy for women and vulnerable groups	Women and vulnerable groups are empowered through improved digital skills, enabling them to access information, employment opportunities, healthcare, and etc.	Literacy training programs conducted for women and vulnerable groups (e.g., online workshops, in-person courses, mobile training units).	Number of women and vulnerable individuals who enroll in digital literacy programs			Ensure that 20% of women and vulnerable groups complete digital literacy training
Human Capital Development	Inclusive Social Development Services	Inclusive integrated social protection and Welfare Services	Provision of social cash transfers for economic empowerment	Increased household income and financial security among vulnerable populations	Cash assistance schemes tailored to the needs of vulnerable groups	Percentage of beneficiaries engaging in productive activities, such as small businesses or agriculture, after receiving support	2.4.1 Proportion of agricultural area under productive and sustainable agriculture	2600	Provision of cash transfers for empowerment to 16,000 vulnerable people
Human Capital Development	Inclusive Social Development Services	Inclusive integrated social protection and Welfare Services	Expansion of training in sign language for inclusive communication	Increased ability of institutions, service providers, and communities to communicate effectively with Deaf and hard-of-hearing individuals	Standardized curricula and materials for sign language training in different sectors and skill levels	Number of schools offering sign language programs for deaf people	4.a.1 Proportion of schools offering basic services, by type of service	3	Incorporate sign language program in at least 15 educational institutions; Train 200 individuals in sign language to enhance inclusive communication
Human Capital Development	Inclusive Social Development Services	Inclusive integrated social protection and Welfare Services	Development of the national student loan scheme (for education)	Increased access to higher education	Student loan scheme established	Total number of students receiving loans annually, disaggregated by income level, gender, and geographic location	4.1.2 Completion rate (primary education, lower secondary education, upper secondary education)	0	Establish a national student loan scheme policy framework and operational structure

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Inclusive Social Development Services	Inclusive integrated social protection and Welfare Services	Supporting PWDs with assistive technology equipment	PWDs experience improved independence in daily activities such as mobility, communication, and self-care through the use of assistive deviceS	Assistive devices (e.g., hearing aids, wheelchairs, prosthetics, screen readers, braille displays) distributed to PWDs	Number of PWDs receiving assistive devices (e.g., the number of wheelchairs or hearing aids distributed).			Provide at least 5,000 assistive devices (e.g., wheelchairs, hearing aids, or adaptive software) to PWDs within the next year
Human Capital Development	Inclusive Social Development Services	Economic empowerment of women and vulnerable groups	Development of women's productive capacity for climate-smart agribusiness and entrepreneurship	Increased agricultural yields and profitability for women-led enterprises Women gain greater economic independence through entrepreneurship in climate-smart agribusiness	Capacity building on sustainable farming practices, agro-processing, and value addition	Percentage of trained women applying sustainable practices in their agribusinesses		TBD	Support 400 agribusiness and entrepreneurship enterprises for women and vulnerable groups
Human Capital Development	Inclusive Social Development Services	Economic empowerment of women and vulnerable groups	Integration of climate resilient and ecological practices in agriculture, energy and alternative livelihood	Reduced vulnerability of communities to climate change impacts in agriculture, energy, and livelihoods	Climate resilent and ecological practive in agriculture, energy and alternative livelihood provided	Percentage of households adopting climate-resilient and ecological practices	13.2.1 Number of countries with nationally determined contributions, long-term strategies, national adaptation plans and adaptation communications, as reported to the secretariat of the United Nations Framework Convention on Climate Change	TBD	75 Cooperative received climate resilent and ecological practice in agriculture, energy and alternative livelihood

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Inclusive Social Development Services	Economic empowerment of women and vulnerable groups	Provision of support to veterans' agribusiness production	Increased economic security and self-sufficiency for veterans through successful agribusiness ventures	National veterans agri-business cooperatives	Number of veterans Agricultural cooperatives established and operational	2.a.1 The agriculture orientation index for government expenditures	1	Capacitate 3,000 veterans and PWDs in agri-business and entrepreneurship
Human Capital Development	Inclusive Social Development Services	Economic empowerment of women and vulnerable groups	Development of PWDs' productive capacity for agribusiness	Enhanced Skills and Capacity	Comprehensive capacity-building initiatives tailored to the needs of PWDs, covering farming techniques, business management, and marketing	Number of trained PWDs actively engaging in agribusiness	8.5.2 Unemployment rate, by sex, age and persons with disabilities	0	Capacitate 3,000 veterans and PWDs in agri-business and entrepreneurship
Human Capital Development	Inclusive Social Development Services	Economic empowerment of women and vulnerable groups	Development of veterans' productive capacity for agribusiness and entrepreneurship	Increased Economic Independence for Veterans	Tailored capacity-building initiatives focusing on agribusiness skills, entrepreneurship, and business management	Number of veterans enrolled in training programs		TBD	Capacitate 3,000 veterans in agri-business and entrepreneurship
Human Capital Development	Inclusive Social Development Services	Economic empowerment of women and vulnerable groups	Provision of support to women and vulnerable groups in organizing trade fairs of agribusiness and entrepreneurship	Increased market access and business opportunities for women and vulnerable groups	Annual or semi-annual trade fairs focusing on agribusiness and entrepreneurship for women and vulnerable groups	Number of women and vulnerable groups agro-business trade fairs held	2.3.2 Average income of small-scale food producers, by sex and indigenous status	0	400 women and vulnerable groups attending the agro-business and entrepreneurship

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Inclusive Social Development Services	Economic empowerment of women and vulnerable groups	Strengthening support for children with special needs	Children with special needs demonstrate improved academic achievement, learning engagement, and developmental progress through inclusive education strategies	Inclusive educational programs, specialized classrooms, or individualized education plans (IEPs) developed for children with special needs.	Number of children with special needs enrolled in inclusive schools or specialized programs.			Provide support to 1,500 children with special needs
Human Capital Development	Inclusive Social Development Services	Economic empowerment of women and vulnerable groups	Development of women's leadership capacity in climate resilient eco-tourism services	Improved women leadership capacity in eco-tourism services	Capacity-building initiatives for women on leadership, sustainable tourism, and climate resilience	Number of eco-tourism businesses initiated and managed by women	8.9.1 Tourism direct GDP as a proportion of total GDP and in growth rate	0	Establish 50 women agribusiness and entrepreneurship cooperatives; Increased capacity and leadership of at least 1,500 women in climate resilient eco-tourism services
Human Capital Development	Inclusive Social Development Services	Economic empowerment of women and vulnerable groups	Development of financial inclusion services for women, PWDs and young people	Increased women, PWDs and young people access to financial services	Deployment of mobile banking and digital wallets to improve accessibility	Percentage of women, PWDs, and young people with access to formal financial services		TBD	Support the increase of financial inclusion coverage by 75% of women, PWDs and vulnerable group
Human Capital Development	Youth Development	Inclusive Youth empowerment	Development of agri-business and entrepreneurship productive capacity for youth	Increased Youth Participation in agribusiness ventures	Establishment of agribusiness ventures focusing on high-value crops, agro-processing, and value addition	Number of youth-led agribusiness enterprises initiated		TBD	Capacitate at least 20,000 youth in agri-business and entrepreneurship

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Youth Development	Inclusive Youth empowerment	Provision of support in organizing trade fairs of agri-business and entrepreneurship for the youth	Increased market access for youth entrepreneurs	Annual or semi-annual events focusing on youth-led agribusiness and entrepreneurial ventures.	Number of youth agro-business trade fairs held		0	700 youth involve annual agriculture trade fair
Human Capital Development	Youth Development	Inclusive Youth empowerment	Provision of internships, apprenticeships and volunteer work opportunities for social development of young people and PWDs	Enhanced employability	Creation of employment opportunities for youth and PWDs to engage in community service	Number of internships, apprenticeships, and volunteer opportunities created	8.6.1 Proportion of youth (aged 15–24 years) not in education, employment or training	TBD	Enroll 10,000 youth volunteers in National Youth Service;
Human Capital Development	Youth Development	Inclusive Youth empowerment	Development of youth leadership and capacity in climate resilient eco-tourism services	Enhanced Youth Leadership in Eco-Tourism	Youth-led climate-resilient eco-tourism ventures (e.g., eco-lodges, guided tours)	Number of youth-led eco-tourism enterprises established or functional		0	Increase capacity and leadership of 6,000 youth in climate resilient eco-tourism services
Human Capital Development	Youth Development	Inclusive Youth empowerment	Supporting youth participation in governance and policymaking	Youth are actively involved in political and governance processes, influencing policy decisions that affect their lives	Establishment of youth councils, youth parliaments, or advisory bodies to ensure youth representation in decision-making forums	Number of youth appointed or elected to decision-making bodies (e.g., councils, parliaments, boards)	16.7.1 Proportions of positions in national and local institutions, including (a) the legislatures; (b) the public service; and (c) the judiciary, compared to national distributions, by sex, age, persons with disabilities and population groups	TBD	At least 20% of youth engaged in governance and policy making; Establish 500 youth leadership positions across various local and national governance structures (e.g., youth councils, parliaments)

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Youth Development	Inclusive Youth empowerment	Improvement of TVET for Youth	Enhanced youth entrepreneurship	Revise and update TVET curricula to align with market needs, technological advancements, and industry standards	Number of youth enrolled in TVET programs	4.3.1 Participation rate of youth and adults in formal and non-formal education and training in the previous 12 months, by sex	TBD	Ensure 31,625 youth benefit from TVET
Human Capital Development	Youth Development	Inclusive Youth empowerment	Strengthening volunteerism through the National Youth Service	Increased youth participation in volunteerism	Increase the number and variety of volunteer opportunities available to youth	Number of youth participating in volunteer programs each year		TBD	Ensure 10,000 youth volunteers in National Youth Service
Human Capital Development	Youth Development	Inclusive Youth empowerment	Supporting the National Youth Loan Scheme	Youth-led businesses have to access funding	Low-interest loans with flexible repayment terms, tailored specifically for young business owners	Number of youth successfully applying for and receiving loans		TBD	Distribute $10 million in loans to 10,000 youth entrepreneurs across various sectors
Human Capital Development	Youth Development	Inclusive Youth empowerment	Development of skilling for future through youth mentorship	Strengthened youth capacity for entrepreneurship	Mentorship opportunities accessibility to youth in each county	Number of youth benefitting from mentorship programs		TBD	Secure 5,000 internship, apprenticeship and volunteerism placements for youth and PWDs
Human Capital Development	Youth Development	Inclusive sports and recreational infrastructure	Development of inclusive sports centers for the youth	Increased youth participation in sports	Build new, or upgrade existing sports complexes that are fully accessible to all	Number of inclusive sports facilities developed or renovated		0	Develop Five (5) youth inclusive sports centers

Pillar	Strategic Policy	Program	Intervention	Outcome	Output	KPIs	Link to SDG	Baseline	Targets by 2029
Human Capital Development	Youth Development	Inclusive sports and recreational infrastructure	Enhancement of youth rehabilitation and recreation services	Improved the physical and mental health challenges, fostering resilience, well-being, and emotional stability	Rehabilitation services that cater to different needs, such as substance abuse treatment, mental health counseling, anger management, and vocational training	Number of youth engaged in rehabilitation services (mental health counseling, substance abuse treatment)	3.5.1 Coverage of treatment interventions (pharmacological, psychosocial and rehabilitation and aftercare services) for substance use disorders	TBD	Provide rehabilitation and recreation services to at least 5,000 youth at risk
Human Capital Development	Youth Development	Inclusive sports and recreational infrastructure	Development of sports services and nurturing of talents	Improved national and international sports performance	Specialized training programs for athletes at different levels	Number of youth (especially those from marginalized communities) participating in organized sports programs annually		TBD	Qualify Liberia to at least 10 international sports competitions annually
Human Capital Development	Youth Development	Inclusive sports and recreational infrastructure	Enhancement of support for Liberian young people representing Liberia in international competitions	Increased performance and success in international competitions	Provide financial support for athletes, covering travel expenses, accommodation, training fees, and competition costs	Medals, rankings, and other achievements by Liberian athletes in international events		TBD	Qualify Liberia to at least 10 international sports competitions annually

LIBERIA
GUINEA
SIERRA LEONE
CÔTE D'IVOIRE
ATLANTIC OCEAN
Monrovia
MONTSERRADO
GBARPOLU
LOFA
BOMI
GRAND CAPE MOUNT
MARGIBI
GRAND BASSA
BONG
NIMBA
RIVER CESS
GRAND GEDEH
RIVER GEE
SINOE
GRAND KRU
MARYLAND
Sassandra
Cavalla
Mano
Lofa
Saint Paul
Saint John
Sinoe Bay
Lake Piso
Mt. Wuteve
Mt. Gletoh
Mt. Nimba
Mt. Nyuon-Fa
Range
Wonegizi Range
Sehnkwehn
Gwen Creek
Duke (Dugbe)
Pulu
Dubo
Sino
Dusbe
Grand Cess
The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.
LIBERIA
International boundary
County boundary
National capital
County capital
Town, village
Road
Railroad
Airport
0 20 40 60 80 km
0 10 20 30 40 50 mi