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Country programme document for Liberia (2020-2024)

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I. Programme rationale

1. Liberia has embarked on a trajectory of pro-poor development through its new national development plan, the Pro-Poor Agenda for Prosperity and Development (PAPD), which was launched in 2018. The PAPD renewed the country's commitment to peace and equitable growth, even as it continues to emerge from years of conflict, the Ebola crisis and the resultant economic downturn.¹ Liberia faces multiple challenges² including high inflation, declining global commodity prices, growing foreign debt and import dependency,³ which continue to slow economic growth⁴ and reduce fiscal space⁵ for basic service delivery and achievement of the Sustainable Development Goals. Despite severe obstacles, Liberia has held open and democratic elections, successfully established key national institutions and achieved peacebuilding and legislative milestones.

2. Acute poverty and vulnerability in Liberia are a result of entrenched social and economic inequalities and exclusion. Liberia's Human Development Index (HDI) has been declining,⁶ standing at 0.435 for 2017, ranking Liberia 181 of 189 countries.⁷ More than half of the country's 4.7 million people⁸ live below the poverty line⁹ and marginalization remain deeply entrenched.¹⁰ In 2018, 71.2 per cent of Liberians experienced multidimensional poverty,¹¹ with 33.2 per cent severely poor and 20.4 per cent vulnerable to slipping back into poverty.¹²

3. Despite Liberia's ratification of the Maputo Protocol on the Rights of Women in Africa, its domestication remains inadequate. The Gender Inequality Index of 0.610 ranks Liberia 177 of 188 countries, a decline from earlier years.¹³ The rate of women's participation in politics and governance remain low; women occupy only 2 of 30 seats in the Senate and 9 of 73 seats in the House of Representatives.¹⁴ Gender gaps are evident in mean years of education (3.5 versus 6.1) and income (\$577 versus \$755). While patriarchal norms that maintain the low status of women and girls persist, the legacy of violence against women during the civil wars has been normalized.¹⁵ Almost 14 per cent¹⁶ of the population living with disabilities face stigma and lack income-earning opportunities. The adult HIV prevalence rate of 2.1 per cent¹⁷ (women: 2.4 per cent; men: 1.8 per cent) results from health system deficiencies and unequal gender relations.

4. Centralization of political and economic power in the capital and inadequate provision of services and infrastructure at the local level have produced uneven development patterns across Liberia.¹⁸ The initial peace, security and humanitarian assistance provided by partners was not adequately followed by systematic rebuilding of core government functions, leading to suboptimal levels of integrity in decentralized delivery of public services, especially to marginalized groups.

¹ World Bank, FY19-FY24 Country Partnership Framework, 2018.

² Liberia Common Country Assessment, 2018.

³ World Bank, FY19-FY24 Country Partnership Framework, 2018.

⁴ International Monetary Fund 2019 Article IV Mission to Liberia: <https://www.imf.org/en/News/Articles/2019/03/08/pr1971-imf-staff-completes-2019-article-iv-mission-to-liberia>

⁵ Africa Economic Outlook (2017).

⁶ UNDP Human Development Indices and Indicators 2018 Statistical Update, tables 1, 2.

⁷ UNDP Human Development Report 2018; inequality-adjusted HDI for 2017 is 32 per cent lower.

⁸ United Nations Population Division, 2017.

⁹ Liberia Institute for Statistics and Geo-Information Services, Liberia Household Income and Expenditure Survey, 2016.

¹⁰ Poverty stands at 71.6 per cent in rural areas and 31.5 per cent in urban areas.

¹¹ UNDP multidimensional poverty data 2018.

¹² UNDP Human Development Report, 2018.

¹³ Ibid.

¹⁴ National Elections Commission, Liberia.

¹⁵ Government of Liberia and United Nations Joint Programme Against Sexual and Gender Based Violence and Harmful Traditional Practices, [Program brief \(undated\)](#).

¹⁶ Government of the Republic of Liberia, (2008) National Population and Housing Census.

¹⁷ Joint United Nations Programme on HIV/AIDS, "Liberia's catch-up plan takes shape", 27 March 2019.

¹⁸ Government of Liberia and United Nations (2017), [Liberia Peacebuilding Plan](#).

Liberia's score on the Transparency International Corruption Perception Index worsened from 37 in 2016 to 32 in 2018,¹⁹ although the decline began in 2012.

5. Significant progress has been made in strengthening peace, security and the rule of law, but challenges persist. The constitutional review begun in 2012 remains incomplete. Recommendations of the Truth and Reconciliation Commission meant to heal wounds inflicted by the conflict remain unimplemented. Weak administrative procedures and limited human and institutional capacities²⁰ have led to delays in citizens' access to justice, especially in cases of human rights violations and sexual and gender-based violence. Illicit proliferation of small arms remains a challenge.

6. Inadequate employment opportunities²¹ are preventing Liberia from benefiting from its demographic dividend.²² Informal employment is at 67.9 per cent,²³ with the worst rates in North Central (86.3 per cent) and Northwest (73.6 per cent) regions where access to education and livelihood opportunities is limited, leading to both rural-urban migration and outmigration. Women constitute 55.3 per cent of the workforce in the informal sector and provide 80 per cent of the agricultural labour force.²⁴ Access to credit is restricted and 72 per cent²⁵ of adult Liberians are unbanked. Electricity is available to 18 per cent of the total population and 3 per cent of the rural population. Liberia is ranked 174 among 190 economies in the ease-of-doing-business²⁶ ratings.

7. Even though agriculture employs over half the population²⁷ and generates close to one third of gross domestic product, only 28 per cent of arable land is used for agriculture. Due to low technical and budgetary investments,²⁸ agriculture is limited to subsistence farming, with a predominance of female farmers. Returns on exports of cash crops have declined due to falling international prices. Recent estimates suggest that the national food poverty rate exceeds 40 per cent.²⁹

8. Liberia's revenue base relies on taxes from natural resource extraction through mining, timber and plantation concessions to foreign companies. The domestic private sector is small and suffers from low productivity, limited capacity for innovation and minimal access to formal finance. The challenge is to: (a) harness and maximize the development impact of revenue from concessionaires; (b) leverage revenue flows to develop a domestic private sector which can create jobs; and (c) ensure environmental sustainability of the extractive and forestry sectors.

9. Land rights issues³⁰ continue to be a driver of conflict and hamper investment. Most of the population has no formal rights to their land. Nearly 40 per cent of the land has been signed away in concessions, mainly affecting women in rural communities. Local communities are left out and do not benefit from their resources. Though the Land Rights Act 2018 is expected to address these challenges, inadequate funds and capacities to implement the law remain impediments.

10. Liberia has rich and diverse natural resources and is a global biodiversity hotspot.³¹ Linkages between socioeconomic and environmental issues in the context of sustainable development in Liberia and in the subregion, especially for women and marginalized groups, are critical. Climate change, deforestation and threats to protected areas are likely to adversely affect sectors including agriculture, fisheries, forestry, hydropower generation and health. Rising sea levels have accelerated coastal erosion, damaging infrastructures and impacting livelihoods of coastal communities. Low-

¹⁹ Transparency International, [Liberia](#), 2018.

²⁰ Liberia Peacebuilding Plan, 2017.

²¹ Republic of Liberia, Poverty alleviation and wealth creation through small enterprise development 2011.

²² [Liberia National Census, 2008](#); under 35 population at 70 per cent.

²³ Household Income and Expenditure Survey, 2014.

²⁴ Food and Agriculture Organization of the United Nations (FAO), Gender Assessment Series, Liberia, 2018.

²⁵ Central Bank of Liberia, 2013.

²⁶ World Bank, FY19-FY24 Country Partnership Framework, 2018. Washington, D. C.

²⁷ FAO, [Liberia](#), 2015.

²⁸ World Development Indicators, Liberia 2018.

²⁹ Liberia Food Security Assessment 2015.

³⁰ Ministry of Foreign Affairs, Liberia Land Policy and Land Rights 2016.

³¹ National Environmental Policy, Republic of Liberia (2011).

lying areas are frequently flooded due to inadequate drainage systems and poor waste management. Early warning systems in Liberia remain nascent. Planning and resource allocation are not evidence-based due to limited data and knowledge of current climate risks and anticipated climate change impacts.

11. Liberia has made progress towards achieving the Sustainable Development Goals and the principles of the New Deal for Engagement in Fragile States by incorporating them into the PAPD.³² A framework for monitoring and reporting progress for the Goals and the PAPD, based on international and national indicators, is in place. However, the availability of reliable disaggregated data to ensure that no one is left behind remains critical. Also, progress towards the Sustainable Development Goals may be adversely affected by ongoing aid volatility and the Government's policy objective to reduce aid dependency.

12. UNDP, a trusted partner of the Government, has deployed its comparative advantage to support national authorities: (a) through its convening power as an impartial, high-level mediator on sensitive reforms; (b) as a connector, and now an integrator, among diverse partners and interest groups; and (c) as a knowledge broker, drawing on its global network of technical expertise to provide institutional capacity-building and policy advisory services. UNDP support³³ to national authorities from 2013 to 2019 impacted areas critical to the achievement of the Sustainable Development Goals. It facilitated Liberia's ratification of the Paris Agreement on Climate Change³⁴ and in 2016 supported the development of the National Policy and Response Strategy on Climate Change and the National Action Plan for Disaster Risk Reduction. To enable decentralization, UNDP successfully advocated for the passage of the Local Government Act 2018, establishment of 15 county service centres and roll-out of an innovative citizens' feedback mechanism. UNDP provided technical support to the electoral law reforms in 2014 and successful conduct of the 2017 elections and continues to build the legal capacities of personnel and infrastructures of the justice system.

13. The theory of change incorporates the following lessons:³⁵ (a) regular feedback from target groups improves programme implementation and outcomes for achievement of multiple Sustainable Development Goals; (b) strengthening oversight systems coupled with innovation boosts last-mile delivery of interventions; and (c) mainstreaming resilience expands livelihood options, saves lives and reduces economic costs. Accordingly, UNDP will shift towards an issue-based approach, balancing short-term pressures with transitions to medium- and long-term development outcomes, emphasizing sustainability and scalability of results.

II. Programme priorities and partnerships

14. This country programme reflects and contributes to the priorities the 2030 Agenda for Sustainable Development, as articulated in the PAPD and United Nations Development Assistance Framework (UNDAF) 2020-2024. These are: (a) access to basic services; (b) inclusive growth; (c) peace and justice; and (d) governance. Based on consultations and a comparative advantage analysis, UNDP will contribute to outcomes areas (b), (c) and (d), each aligned to the UNDP Strategic Plan, 2018-2021. Human rights-based programming principles, innovative approaches, integrated platforms and financing solutions will be used to build strategic new partnerships and to accelerate achievement of the Sustainable Development Goals.

15. Target areas for this programme adhere to the principle of leaving no one behind and are consistent with the PAPD. The focus will be on 7 of the 15 counties: Nimba, Grand Gedeh, Lofa and Grand Cape Mount based on persistent poverty, low social development indices and high prevalence of recorded sexual and gender-based violence;³⁶ and Montserrado, Sinoe and Grand

³² Republic of Liberia, Road map for domesticating the 2030 Agenda for Sustainable Development.

³³ UNDP, Liberia country programme midterm review (2016) and outcome evaluation (2017).

³⁴ Republic of Liberia, Environmental Protection Agency, 2018.

³⁵ UNDP, Liberia country programme midterm review (2016) and outcome evaluation (2017); UNDAF evaluation (2018).

³⁶ Centre for Peace and Democratic Development. (2018). Liberia Social Cohesion and Reconciliation study 2016-2018.

Bassa mainly for vulnerability to climate change and coastal defence interventions. UNDP programme design and implementation will enable equal participation of and benefits to women, youth, people living with disabilities, sexual minorities and communities at increased risk of HIV infection and poor health.

16. **Outcome 1, inclusive governance**, contributes to Sustainable Development Goals 5,10,11 and 16 and will apply UNDP signature solutions 2, 3, 5 and 6. The theory of change underpinning the interventions is that the quality of core government functions to deliver quality essential goods and services to the population is the foundation of the social contract between the people and the State.

17. To advance the recovery process and reduce the risk of a relapse into societal disorder, UNDP will support mechanisms to improve the quality and effectiveness of core government functions. UNDP will provide upstream policy support across key areas on Liberia's Sustainable Development Goal domestication agenda, development planning, implementation of the New Deal process, aid coordination, national statistical systems and public sector reform. Efforts will be increased to mobilize domestic resources for decentralized service delivery.

18. UNDP will continue to provide expertise to the National Elections Commission to facilitate electoral law reforms, promote women's political participation and prevent electoral violence. It will support renovation of the electoral infrastructure and establish an integrated online e-governance platform to enhance transparency and accountability in election procedures. Youth organizations will be engaged to boost voter registration and turnout and ensure peaceful polling. Renewed efforts will be made to improve women's representation and participation in politics.

19. UNDP will support the national anti-corruption institutions to establish viable e-governance solutions to enhance transparency and improve the productivity and accountability of public institutions. UNDP will continue to provide resources and expertise to improve public procurement and assist civil society to contribute to higher levels of integrity, especially in the infrastructure sector, through real-time community monitoring.

20. Effective decentralization and local governance are key strategies to promote sustainable peace and inclusive growth in Liberia. UNDP will strengthen the capacity of local government officials and institutions to implement the 2018 Local Government Act, scale up the successful county service centre model for service provision to 15 counties and ensure fiscal decentralization through county treasuries in select counties. These activities will directly support national efforts to establish and enhance administrative systems at all levels of local government and create operational frameworks for financing local governments. Special measures will be taken to ensure that county-level service delivery is beneficial to women and marginalized groups.

21. To improve public services, particularly to the most vulnerable and disadvantaged groups, UNDP will support the implementation of the innovative, information technology-enabled citizens' feedback mechanism launched in 2019. The data from this mechanism will enable the design and implementation of a performance management system for the civil service, and inform planning, implementation and monitoring of the Sustainable Development Goals.

22. South-South cooperation will be forged with post-conflict success-stories such as Rwanda and Sierra Leone and the Electoral Commission of Ghana. Through the UNDP Global Policy Network, collaborations will be sought for models for revenue mobilization and Sustainable Development Goal acceleration.

23. **Outcome 2, peacebuilding and social cohesion**, is aligned with Sustainable Development Goals 5, 10 and 16 and applies UNDP signature solutions 2, 3, 5 and 6. The underlying theory of change is that if peacebuilding, rule of law and justice, governance (UNDAF/PAPD outcome 3) and economic recovery (UNDAF/PAPD outcome 1) are addressed in an integrated way, then the transition to social cohesion at the local level can be accelerated and sustainable. The PAPD places high priority on these combined strategies in the aftermath of the March 2018 withdrawal of the United Nations Mission in Liberia.

24. Jointly with the Office of the United Nations High Commissioner for Human Rights (OHCHR), UNDP will scale up programmes to enhance the capacities of, and public confidence in, justice and security institutions; and to improve access to justice, security and protection services, especially for women and girls. This includes direct support across the entire justice “chain” (police, prosecution, judiciary, prison) with a focus on strengthening community security, promoting and protecting human rights, sustainably improving the decentralized delivery of justice and security services, and enhancing legal literacy and offering tailored legal aid and assistance, especially to pretrial detainees and children in conflict with the law. UNDP efforts under the European Union-United Nations Spotlight Initiative will expand women’s access to decentralized services to prevent sexual and gender-based violence and to ensure speedy legal redress. Implementation of the Firearms and Ammunitions Control Act will be improved by addressing regulatory gaps.

25. UNDP is uniquely positioned to help the Government establish a credible reconciliation process by: (a) supporting the national law reform agenda and reviewing discriminatory provisions in enacted laws, emerging bills and laws pending assent; and (b) by creating appropriate dialogue platforms for civic engagement around select development issues and governance processes. UNDP will support the establishment of a harmonized peacebuilding architecture and early warning systems for conflict prevention as per recommendations of the Truth and Reconciliation Commission, and will ensure women’s participation in peace processes.

26. South-South cooperation will be forged with Ghana to expand learning on peace architecture models, and with Kenya for specialized training of immigration and police on forensics.

27. **Outcome 3, inclusive growth**, is aligned with Sustainable Development Goals 1, 2, 5, 7, 8, 13, 14 and 15 and UNDP signature solutions 1, 3, 4, 5 and 6. Interventions are informed by the theory of change that if programmes address the links between poverty reduction and environmental sustainability, this can reduce inequalities and protect the economic interests and well-being of the rural poor. UNDP will support the Government to meet its obligations under the Paris Agreement by strengthening policy and legislative capacities, building partnerships for climate action, particularly with the private sector, and mobilizing national and global finance. Mainstreaming environmental considerations into national policy and planning to ensure climate justice for women and marginalized groups will remain a priority.

28. Capacities of ministries, agencies and commissions will be enhanced to build resilience and drive the response to climate change in coastal counties through adaptation planning, including the establishment of integrated coastal zone management units. Technology for monitoring coastal erosion and construction of infrastructure for protecting coastlines will be stepped up. UNDP will enhance opportunities for community dialogue on local implications of climate change through gender-responsive adaptive actions to meet the unique needs of communities in coastal regions, agricultural settings and urban areas. This will include assistance to diversify local businesses in coastal areas by promoting coastal-focused business networks in collaboration with regional stakeholders. In partnership with the Government and private sector, UNDP will support improved access to credit, especially for women and youth, in rural areas. Early warning systems will be supported to help protect livelihoods in the agriculture, fishery, mining and forestry sectors. These efforts will also address both push and pull factors of migration. Support to disaster risk reduction activities and environmental awareness-raising in communities will continue in partnership with civil society.

29. UNDP will support improved policy frameworks for biodiversity conservation, management of protected areas and sustainable land and water management. This will include support to sustainable palm oil production; rehabilitation of mangrove ecosystems; sustainable livelihoods that benefit local communities, especially women; emerging areas of tourism (with a focus on ecotourism); the blue economy; and use of renewable energy for rural health clinics, eco-friendly fish drying and cooking technologies.

30. UNDP views land concession reform as integral to a broader national dialogue rather than as a string of narrow technical interventions. UNDP will support the establishment of multi-stakeholder

platforms comprising local administrations, traditional elders, civil society, women's and youth organizations, the business community and development partners to build consensus on land concession management and social cohesion. Government agencies responsible for concession management will be supported to improve technical capacity to manage concession-related disputes. To promote a vibrant private sector, UNDP will support improvements in the regulatory framework for ease of doing business. Women- and youth-led associations and small-scale businesses, often adversely impacted by the concessions model, will be supported to overcome their supply-side constraints and use market opportunities.

31. South-South cooperation will be forged with private sector federations and enterprise development initiatives in Botswana, Kenya and Rwanda.

III. Programme and risk management

32. This country programme document outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at country level. Accountabilities of managers at the country, regional and headquarter levels with respect to country programmes is prescribed in the organization's programme and operations policies and procedures and internal control framework.

33. UNDP is committed to implementing the common chapter of the strategic plans of UNDP, the United Nations Population Fund, United Nations Children's Fund (UNICEF) and United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) through working jointly on sex and age-disaggregated data, gender-based violence, advancing the rights of people with disabilities and climate and disaster resilience.

34. In keeping with the Paris Declaration and the Accra Agenda Action on Aid Effectiveness, the country programme will be nationally executed and appropriate implementation modalities will be used at the project level. In accordance with Executive Board decision 2013/9, all direct costs associated with project implementation will be charged to concerned projects. To strengthen implementation, UNDP will use macro and micro assessment tools to assess the capacities of partners and will provide appropriate support. To manage financial risks, the programme will use the harmonized approach to cash transfers in coordination with other United Nations agencies. Cash transfer modalities, the size of disbursements and the scope and frequency of assurance activities may be revised during programme implementation based on the findings of programme and expenditure monitoring and audits.

35. Experience shows that national capacities for the anticipation and prevention of risks, of both natural hazards and conflict, are an integral part of development rather than an ad hoc measure. In Liberia, the following components of the risk mitigation will be supported: (a) early detection and analysis; (b) preparedness to ensure that plans, funds, operational contingencies and high-levels of awareness are in place to address risks when they do materialize into crises; (c) response to manage and contain the immediate consequences; and (d) recovery, to transition back in the shortest possible time to a development trajectory and prevent or minimize the likelihood of recurrence.

36. UNDP will mitigate the risks related to sensitive governance issues by ensuring continued respect for ground rules that worked well in the past: adherence to United Nations values; national leadership and ownership; transparency in dealings with all concerned stakeholders; and openness to dialogue and emphasis on inclusion. UNDP will continuously support capacity-building of institutions in public procurement and internal audit to mitigate risks and enhance accountability and transparency in the management of resources.

37. Based on recommendations from an independent internal strategic review of the country programme and the availability of funding, three hubs outside Monrovia will be considered to scale up programme delivery and deploy the area-based integrator role, platforms and labs at the local level to strengthen programme impact.

38. UNDP will assist the Government to convene line ministries and development partners to coordinate development finance and support the establishment of integrated Sustainable Development Goal financing frameworks as recommended by the development finance assessment undertaken by UNDP in 2016. UNDP will utilize innovation including through accelerator labs and the Global Innovation Facility for solutions that deliver at scale on country-level Sustainable Development Goal implementation. Managing expectations, front-loading knowledge of risk factors at the design stage and developing oversight processes that engage stakeholders in an ongoing process of learning will be important elements of the mitigation approach.

39. The decline in official development assistance necessitates greater effort for financing development using domestic resources. While this provides opportunities to optimize resource management, it also risks leaving some vital capacity development needs unmet. To mitigate, UNDP will expand partnerships with the private sector, international financial institutions, foundations and non-traditional donors,³⁷ investing in innovative solutions while leveraging funding for scaling up programmes in rural areas. The country office will also review its business processes to improve efficiency and cost-effectiveness, including a staffing structure with adequate delivery capacities.

40. Liberia does not face a significant risk of conflict in the short term. However, high public expectations coupled with persistent inequality, exclusion and previous unresolved human rights issues may lead to instability. The Liberian political economy is unpredictable, necessitating sustained dialogue with the Government and stakeholders. The likelihood of another epidemic such as the Ebola outbreak remains a reality. UNDP will develop a business continuity strategy and establish thresholds to trigger programme adjustments, including reallocation of resources.

III. Monitoring and evaluation

41. Global and/or nationally-owned data sources and traditional and innovative monitoring methods including field visits will be used to track contributions of UNDP projects to national results and the Sustainable Development Goals. Corporate quality assurance standards will be used to strengthen linkages to the Goals. The country office will build capacities of staff and national counterparts regarding the application of the UNDP social and environmental standards and accountability mechanism.

42. Based on programme achievements and the policy and political environment, the theory of change and the results and resources framework will be adjusted, as needed. Third-party evaluations, conducted as per corporate guidelines, will inform programme design and implementation.

43. UNDP will implement its gender strategy, advance the gender seal initiative and invest at least 15 per cent of the budget on gender-specific interventions. The gender marker will be used to monitor expenditures and improve planning. Three per cent of the overall programme budget will be earmarked for monitoring, quality assurance and communicating results.

44. A multi-year policy research and knowledge management agenda will be adopted for making results and learning available to diverse audiences. Collaboration with national and international academic institutions and development partners will be accelerated in mutual areas of interest. UNDP will invest in communicating results through stories and real-life narratives, using innovative, user-friendly tools, including social media.

³⁷ Includes Korean International Cooperation Agency, African Development Bank, Tony Elumelu Foundation, Dangote Foundation, Bill & Melinda Gates Foundation, Arab Bank for Economic Development in Africa.

Annex. Results and resources framework for Liberia (2020-2024)

Pillar 4 of National Plan – Inclusive, decentralized governance				
UNDAF Outcome 4/ UNDP OUTCOME 1: By 2024, people in Liberia, especially the vulnerable and disadvantaged, benefit from strengthened institutions that are more effective, accountable, transparent, inclusive, and gender responsive in the delivery of essential services at the national and subnational levels				
STRATEGIC PLAN Outcome 2: STRUCTURAL TRANSFORMATIONS				
UNDAF outcome, indicators baselines, targets	Data source, frequency of data collection, responsibilities	Indicative outputs	Major partners / partnerships frameworks	Indicative resources by outcome (\$)
<p>Indicator: Proportion of population who believe decision-making is inclusive and responsive, disaggregated by sex Baseline: Male & Female: 0% Target: 50%: 25% Males; 25% Females</p> <p>Indicator: Proportion of population satisfied with their last experience of public services, disaggregated by sex Baseline: 56% Target: 76%</p> <p>Indicator: Liberia Corruption Perceptions Index score Baseline: 32 (2018) Target: 50</p> <p>Indicator: Number of ministries/agencies/commissions with systems to track public allocations for gender equality Baseline: 0 Target: 20</p>	<p>Cabinet Secretariat Annual</p> <p>Social Cohesion and Reconciliation Study Biennial</p> <p>Transparency International Annual</p> <p>National Budget Annual</p> <p>National Identification Registry Annual</p>	<p>Output 1.1: Capacities developed across the whole of government to integrate development plans and budgets, and to analyse progress towards the Sustainable Development Goals, using innovative and data-driven solutions</p> <p>Indicator 1.1.1: Existence of data collection mechanisms providing disaggregated data to monitor progress towards the Goals:(i) Conventional data collection methods (surveys); (ii) Administrative reporting systems; (iii) New data sources (citizen feedback mechanism) Baseline: (i) Yes; (ii) Yes; (iii) No; Target:(i) Yes; (ii) Yes; (iii) Yes; Data Source: ministries/agencies/commissions and Cabinet Secretariat</p> <p>Indicator 1.1.2: Percentage of Goal-related policy proposals submitted to the Cabinet by ministries/agencies/commissions that comply with quality standards of the Cabinet Guide Baseline: 50% Target: 75% Data Source: Cabinet Secretariat</p> <p>Indicator 1.1.3: Existence of development plans and budgets that integrate international agreements across the whole of Government: (i) 2030 Agenda for Sustainable Development; (ii) Paris Agreement Baseline: (i) Yes; (ii) No Target: (i) Yes; (ii) Yes Data Source: PAPD evaluation report (2023)</p> <p>Indicator 1.1.4: Number of plans and policy instruments /mechanisms developed for Sustainable Development Goal domestication Baseline: 4 Target: 7 Data Source: Ministry of Finance, Development and Planning</p>	<p>Office of the President Ministries of Finance, Development and Planning, of Justice (MoJ), of Internal Affairs (MIA), of Gender, Children and Social Protection, of Mines and Energy (MME)</p> <p>Liberia Lands Authority (LLA) Governance Commission Relevant ministries/agencies/commissions</p> <p>Liberia Anti-Corruption Commission</p> <p>UN-Women UNAIDS UNV FAO United Nations Economic Commission for Africa</p> <p>United States Agency for International Development (USAID) Swedish International Development Cooperation Agency (Sida) African Development Bank</p> <p>Liberia Chamber of Commerce University of Liberia Kofi Annan International Peacekeeping Training Centre Carter Center Transparency International</p>	<p>Regular: \$14,967,000 Other: \$34,000,000</p>

<p>Indicator: Electoral management bodies have institutional and legal capacities to deliver democratic elections</p> <p>Baseline: 2³⁸ Target: 4</p>		<p>Indicator 1.1.5: Proportion of programmes/projects where South-South or triangular cooperation is used to achieve results Baseline: 20% Target: 40% Data Source: UNDP project reports</p> <p>Output 1.2: Capacities of government at subnational levels strengthened to promote inclusive decentralized service delivery including to marginalized and vulnerable groups.</p> <p>Indicator 1.2.1: Number of decentralized services available in counties Baseline: 28 Target: 36 Data Source: County superintendents' office</p> <p>Indicator 1.2.2: Number of county treasuries established. Baseline: 4 Target: 9 Data Source: Ministry of Finance</p> <p>Indicator 1.2.3: Number of provisions in the Local Government Act implemented Baseline: 0 Target: 5 Data Source: Governance Commission</p> <p>Output 1.3: Electoral processes strengthened for inclusive, transparent and peaceful conduct of elections</p> <p>Indicator 1.3.1: Number of election magisterial areas equipped with logistical facilities for storage and supply of election materials. Baseline: 1 Target: 19 Data Source: National Election Commission</p> <p>Indicator 1.3.2: Extent to which administrative procedures for dispute resolution are established and implemented Baseline: 1³⁹ Target: 4 Data Source: Complaints matrix of the National Election Commission</p> <p>Indicator 1.3.3: Number of amendments to the national election legislation endorsed</p>	<p>Centre for Transparency and Accountability in Liberia Institute for Research and Democratic Development</p>	
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³⁸ 1. Not adequately (25% - 50%) 2. Partially (50% - 75%) 3. Moderately (75% - 90%) 4. Largely/Mostly (90% and above)

³⁹ Not adequately (25% - 50%) 2. Partially (50% - 75%) 3. Moderately (75% - 90%) 4. Largely/Mostly (90% and above)

		<p>Baseline: 41 Target: 76 Data Source: National Elections Commission</p> <p>Output 1.4: Institutions and systems strengthened to reduce corruption at national and subnational levels to maximize resource availability for pro-poor development</p> <p>Indicator 1.4.1: Number of integrity diagnosis data available for national pillars Baseline: 0 Target: 12 Data Source: Transparency International</p> <p>Indicator 1.4.2: Number of ministries/agencies/commissions with functional e-governance platforms Baseline: 3 Target: 10 Data Source: General Audit Commission</p> <p>Indicator 1.4.3: Number of infrastructure projects undergoing real-time community monitoring Baseline: 0 Target: 3 Data Source: Community monitoring reports</p>		
Pillar 3 of National Plan – Peace, justice and social cohesion				
UNDAF Outcome 3/ UNDP OUTCOME 2: By 2024, Liberia consolidates, sustains peace and enhances social cohesion, has strengthened formal and informal institutions capable of providing access to inclusive, effective, equitable justice and security services, capable of promoting and protecting the human rights of all.				
STRATEGIC PLAN Outcome 3: RESILIENCE				
<p>Indicator: Number of Human rights violations adjudicated disaggregated by sex Baseline: 44 Target: 750</p> <p>Indicator: Percentage of public satisfied with the performance of justice and security institutions, disaggregated by sex Baseline: 31.3%: M:48.6%; F:51.4% Target: 40%</p>	<p>Independent National High Commission on Human Rights</p> <p>Annual</p> <p>Public perception survey</p> <p>Biennial</p>	<p>Output 2.1. National and local justice systems enabled to ensure increased access to justice and security</p> <p>Indicator 2.1.1: Number of sex-disaggregated legal aid beneficiaries Baseline: 1,243 (2018) Target: 7,500 Data source: National Civil Society Council</p> <p>Indicator 2.1.2 Number of sexual and gender-based violence cases adjudicated Baseline: 80 (2018) Target: 300 Data Source: Ministry of Justice</p>	<p>MoJ, MIA, Judiciary, Independent National Commission on Human Rights</p> <p>OHCHR UN-Women UNICEF UNODC</p> <p>Liberian National Bar Association Association of Female Lawyers in Liberia Prison Fellowship –Liberia Rural Dwellers Empowerment Concept Louis Arthur Grimes School of Law</p>	<p>Regular: \$14,967,000</p> <p>Other: \$23,100,000</p>

<p>Indicator: Proportion of citizen expressing satisfaction with Liberia's social cohesion, reconciliation and sustainable peace. Baseline: 60% Target: 80%</p>	<p>Social cohesion and reconciliation study Biennial</p>	<p>Indicator 2.1.3: Proportion of complaints addressed by the newly established Civilian Complaints Review Board of the Liberia National Police Baseline: 0% Target: 50% Data Source: Liberia National Police</p> <p>Indicator 2.1.4: Number of cases which receive legal aid Baseline: 2,800 Target: 5,000 Data Source: Judiciary</p> <p>Output 2.2. Reconciliation and peacebuilding mechanisms expanded and integrated into the governance structure at national and subnational levels, with equal participation of women</p> <p>Indicator 2.2.1. Number of districts with early warning systems for conflict prevention and peacebuilding, that reflect a strong gender-sensitive analysis Baseline: 15 Target: 70 Data Source: Ministry of Internal Affairs</p> <p>Indicator 2.2.2. Number of operational harmonized peace architecture/platforms, with at least 30% women's participation Baseline: 13 Target: 15 Data Source: Ministry of Internal Affairs</p> <p>Indicator 2.2.3. Number of recommendations of the Truth and Reconciliation Commission implemented Baseline: 0⁴⁰ Target: 5 Data Source: Ministry of Internal Affairs</p>	<p>Women and youth associations Community-based organizations Local Peace Committees Traditional and religious leaders</p> <p>Sida Irish Aid USAID Peacebuilding Fund</p>	
<p>Pillar 2 of National Plan — Economy and jobs</p>				
<p>UNDAF Outcome 2/ UNDP OUTCOME 3: By 2024, Liberia has diversified, and inclusive economic growth underpinned by investments in sustainable and environmentally friendly agriculture, food security, job creation and improved resilience to climate change and natural disasters</p>				
<p>STRATEGIC PLAN Outcome 1: POVERTY ERADICATION</p>				
<p>Indicator: Percentage of Population below poverty line Baseline: Males=52.3%; Females=46.3% Urban=31.5%</p>	<p>Household Income and Expenditure Survey</p>	<p>Output 3.1: Systems strengthened to enable implementation of gender-sensitive and risk-informed prevention and preparedness to limit the impact of natural hazards and climate change and promote peaceful, just and inclusive societies</p>	<p>MIA, MME, Ministry of Agriculture Environmental Protection Agency LLA Forestry Development Authority National Fisheries and Aquaculture Authority</p>	<p>Regular: \$14,967,000 Other: \$63,000,000</p>

⁴⁰ Ongoing initiatives.

<p>Rural=71.6% National=50.9% Target: Males=33.2% Females=27.2% Urban=12.4% Rural=52.5%; National=31.8%</p> <p>Indicator: Employment rate</p> <p>Baseline: Informal employment rate: National (Males)= 69% (Females)=90.9% Urban =72.5% Rural=86.5% Vulnerable employment, National (Males)=67.9% (Females)=91.1% Urban=69.1% Rural =88.7% Target: (Males)=41.7% (Females)=58.3%</p> <p>Indicator: Percentage of household with access to finance disaggregated by sex Baseline: 36% Target: 50%: Males:20%; Females:80</p> <p>Indicator: Rate of (1) forest under protection, (2) deforestation per annum Baseline: (1) 1.3%, (2) 0.7% (2015); Target: (1) 30% (2) 0.9%</p> <p>Indicator: CO2 emissions (Mt CO2 eq) Baseline: 1.89 Target: 1.79</p>	<p>Biennial</p> <p>Household Income and Expenditure Survey</p> <p>Biennial</p> <p>Global Findex Database (World Bank)</p> <p>Every three years</p> <p>Global Forest Resource Assessment Annual</p> <p>Biennial update report, Government of Liberia</p>	<p>Indicator 3.1.1: Number of systems for the implementation of nationally determined contribution strengthened Baseline: 1 Target: 5 Data source: Environmental Protection Agency</p> <p>Indicator 3.1.2: Number of gender responsive sectoral adaptation plans developed for improving climate resilience at national and county level Baseline: 1 Target: 4 Data source: Environmental Protection Agency</p> <p>Indicator 3.1.3: Length (metres) of coastal defence walls erected Baseline: 1,600 Target: 5,000 Data Source: Ministry of Lands, Mines and Energy</p> <p>Indicator 3.1.4: Number of rural health facilities using alternative sources of energy Baseline: 6 Target: 10 Data Source: Ministry of Health</p> <p>Output 3.2: Policies, institutions and programmes strengthened, and solutions adopted, to address conservation, sustainable use, ecotourism and equitable benefit-sharing of natural resources and conflict prevention</p> <p>Indicator 3.2.1: Number of counties benefiting from extractives revenues generated Baseline: 4 Target: 6 Data Source: Liberia Extractives Industry Transparency Initiative</p> <p>Indicator 3.2.2: Extent to which institutional framework for tourism (with a focus on ecotourism) is functional Baseline: 1⁴¹ Target: 4 Data Source: Ministry of Information, Cultural Affairs and Tourism</p> <p>Indicator 3.2.4: Number of operational multi-stakeholder platforms in concession areas Baseline: 9 Target: 16</p>	<p>Liberia Institute of Statistics and Geo-Information Services Conservation International Cuttington University University of Liberia</p> <p>FAO UNEP World Bank UN-Women</p> <p>Green Climate Fund USAID Sida European Union UK AID Australian Aid Economic Community of West African States</p>
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⁴¹ Criteria: 1 (Existence of National Investment Incentive Code 2010 for tourism) 2 (Existence of National tourism policy) 3 (Liberia Tourism Board established) 4 (National tourism strategy and action plan functional)

		<p>Data Source: National Bureau of Concessions</p> <p>Indicator 3.2.5: Number of targets of the Liberia National Biodiversity Strategy and Action Plan 2011-2022 met Baseline: 1 Target: 4 Data Source: Environmental Protection Agency</p> <p>Output 3.3: Policies and programmes for promoting small and medium business strengthened</p> <p>Indicator 3.3.1: Number of policy frameworks revised to support Livelihoods and private sector development. Baseline: 1 Target: 4 Data Source: Ministry of Commerce and Industry</p> <p>Indicator 3.3.2: Number of banks offering low-interest rates (4-6%) to rural livelihood start-ups Baseline: 0 Target: 8 Data Source: Central Bank of Liberia</p>		
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