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# PRO POOR AGENDA FOR PROSPERITY AND DEVELOPMENT (PAPD)

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BRIEFING BOOK

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MINISTRY OF FINANCE AND DEVELOPMENT PLANNING  
MONROVIA, LIBERIA

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## EXECUTIVE SUMMARY

The Pro-Poor Agenda for Prosperity and Development (PAPD) 2018 to 2023 is the second in the series of 5-year National Development Plans (NDP) anticipated under the Liberia Vision 2030 framework. It follows the Agenda for Transformation 2012-2017 (AfT). It is informed by lessons learned from the implementation of the Interim Poverty Reduction Strategy 2007 (iPRS) and the Poverty Reduction Strategy (2008-2011) as well.

The fundamentals underpinning the PAPD are: i) Liberia is rich in human and natural resources with a per capita national wealth index of more than US\$10,227; but ii) is deprived of development largely because its human capital lacks the knowledge to transform the natural resources into wealth—whether through farming, mining, fishing, or other productive ventures that require technology or financial investments.

While access to finance can be readily addressed, it is the fundamental lack of technology and knowledge that constrains the wealth creation and national development processes. Consequently, Liberia is relatively rich in natural capital but relatively poor in relations to its peers in both human and produced capital. Moreover, because of a legacy of entrenched inequality in access to development opportunities, widespread infrastructure deficits and pervasive poverty have become the binding constraints to future growth and prosperity.

### **Liberia’s Economic Growth and National Development Model**

The development model espoused under previous NDP’s was to draw Foreign Direct Investments (FDI) into “economic enclaves” through Mineral Development (MDA) and Agricultural Concessions Agreements to exploit the natural resources and produce wealth. While the government commits to sustaining an attractive and competitive environment for Foreign Direct Investments, Liberians who give up the natural resources have never received a fair share of the economic gains nor the technology to produce on their own. In many situations, Liberians end up poorer and more food insecure because of the loss of valuable assets to the concessionaire.

Over the last 12 years, Liberia recorded large inflows of development assistance and investments from DPs and from private sources. The country became one of the largest recipients of donor funding in Africa by 2014. By contribution to fiscal discipline and macroeconomic balance revealed in the national deficit as percent of GDP, Liberia remained heavily dependent on grants which rose to 35 percent of GDP in fiscal year 2011/12 declined to 5 percent in 2012/13 and returned to 17 percent of GDP in fiscal year 2013/14.<sup>1</sup> The cumulative total of domestic budget resources, official development assistance, and foreign direct investment exceeded US\$25 billion over this period.

The government acknowledges that progress has been made because of the investments and assistance. In economic growth and life expectancy at birth, Liberia exceeded the Sub-Saharan Africa average for the same period. The Human Development Index (HDI) increased by 10.6 percent between 2000 and 2015. Life expectancy at birth increased by 14 years and mean years of schooling by 1.8 years, over the same period. The Gross National Income (GNI) per capita rose by 8.4 percent from 1990 to 2015.<sup>2</sup> Nevertheless, Liberia remains in the low human development category and absolute poverty is on the rise in 5 of the 6 national statistical regions.

Historical GDP growth has been volatile. Per capita GDP increased from about US\$ 1,270 in the 1960s to US\$1,680 in the 1970s and sharply declined to below US\$1,400 in the 1980s.<sup>3</sup> Liberia experienced the worst decline, to less than US\$115, during the civil war in the mid-1990s. From 1995 onward, the GDP improved and progressively increased to growth rates of 11 to 14 percent from 2007.

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<sup>1</sup> MFDP, *Midterm Review of the Agenda for Transformation*, 2016

<sup>2</sup> UNDP, *Human Development Report*, 2016

<sup>3</sup> It is believed that the total population of Liberia was understated prior to the 1970 census

The gains produced by GDP growth have not been universally felt nor are they sustainable. The outcomes produced by large investments inflow over the last 12 years show marginal reductions in key indicators of disparity and deprivation among the population and geographic regions. When inequality measurements are introduced, the 2016 adjusted HDI show losses of 33.4 percent due to inequality in the distribution of the basic indicators of development. The average loss for Sub-Saharan Africa is 32.2 percent over the same period.<sup>4</sup> As the 177<sup>th</sup> of the 188 countries on the 2016 Human Development Index (HDI), Liberia ranks as the 11<sup>th</sup> lowest. On the inequality adjusted and the gender HDI, Liberia is among the 10 most unequal countries.<sup>5</sup>

### **The Pro-Poor Agenda**

The Pro-Poor Agenda is therefore about people and how to draw all Liberians, living at home and abroad, into the national development process. Over the next five years, addressing the basic needs of Liberians for income security, better access to basic services, and greater opportunities for self-improvement in an enabling environment that is inclusive and stable will be at the core of the pro-poor agenda. While one of the aims, over the long term, remains raising per capita income levels and economic status to a middle-income country as outlined under the Vision 2030 framework, the focus over the next five years will be on removing binding constraints to reaching that goal.

The Pro-Poor Agenda is also about crafting a national identity. Underpinning the long conflict is a national identity crisis embedded in the first Constitution that Liberians are on a mission to seek Liberty and Christianize a “benighted” Africa. Successive generations have been brought up to believe that there is always a “special relationship” elsewhere and that Liberia is a Christian missionary nation. The government and people recognize and embrace our African identity, first and foremost, and accept that our national development must start from this mindset.

### **National Visioning**

What clearly emerged from the national consultations on the future of Liberia held in 2012 is that the tendency to bifurcate the Liberian identity into an Americo-Liberian vs. Indigenes cleavage leaves the “erroneous impression of two discreet communities” that need to be reconciled for political, social, and economic development to take hold. But it is evident that the Liberian identity is a fusion of values of multiple “largely patriarchal traditional societies”, different tenets of faith, and the “influence of black settler culture”. Moreover, new cleavages emerged out of the civil war—between the Diaspora and those Liberians who remained at home, and between those who were victimized and those who were the perpetrators. All these cleavages must be addressed for Liberia to go forward successfully.

### **Significance of the Recent Transition in National Leadership**

The election of H.E. George MannehWeah as the 24th President of the Republic of Liberia and H.E. Jewel Howard Taylor as first female Vice President, presents a unique opportunity to begin a transformation. It was the first peaceful and democratic transition of power in 73 years. It was the first generational change in national leadership through popular vote since the introduction of universal suffrage in 1951 and the launch of the National Unification and Integration Policy in 1960.

This opens a window of opportunity to build a new national identity based on the principles of inclusion, equity in the distribution of revenues generated from Liberia’s natural resources, and to transition to a rights-based approach to national development. It also opens the opportunity to unite Liberia’s diverse

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<sup>4</sup> IBID

<sup>5</sup> IBID

faiths and ‘nations’ around a national identity that reflects Liberia’s geographic position and relations with the rest of the Africa region.

### **Goals of the PAPD**

In view of the foregoing, and taking into consideration progress made over the past 12 years, the objectives of the PAPD are:

1. **To build a stable, resilient, and inclusive nation embracing our triple heritage and anchored on our identity as Africans**
2. **To lift an additional one million Liberians out of absolute poverty over the next six years (and reduce absolute poverty by 23 percent across 5 of the 6 regions) through sustained and inclusive growth driven by scaled-up investments in agriculture, in infrastructure, and in human capital development**

The key measurements for progress on the first goal will be the Social Cohesion and Reconciliation Index (SCRI). The goal is to improve the index from 6.6 to 8. The other indicator will be civic trust and coexistence—that is expected to improve from the current value of 5.2 to 7 over the PAPD period. Finally, government will track perceptions on national security and personal safety, satisfaction with state service delivery, and confidence in the national institutions.

The GDP growth rate is expected to reach 7.7 percent by 2020 and will average 7 percent over the PAPD period. It will remain a key measurement of progress on the second goal. Progress on the second goal will also be measured by advancement towards the Sustainable Development Goals (SDGs). Key measurements on inclusion and inequality will be the Human Development Index (HDI) and the supplementary assessments on multiple dimensions of human progress. The 2016 HDI is 0.427 against and Sub-Saharan Africa average of 0.523 and 0.497 for Low HDI countries.

For the first time in our NDP, the targets are also presented from both regional and sectoral perspectives succeeding in decomposition of the national indicators to the subnational levels. Subnational disaggregation on access to health, education, and opportunities to make a decent living will be measured through the Multidimensional Poverty Index (MPI). On the MPI, Liberia scored 0.374 overall, 0.290 for urban areas and 0.481 for rural areas.

### **Pillars of the PAPD**

The PAPD also presents the indicators in results frameworks for each of its four pillars as tools to assist government Ministries, Agencies, and Commissions (MACs) and partners to logically link interventions to the high-level goals over the next five years; which in turn will bring Liberia closer to the realization of the aspirations defined under the Vision 2030 process. Each results framework will inform the revision of existing sectoral strategic plans as they expire, monitoring and evaluation through the NSS, budgeting for priorities under the Medium-Term Expenditure Framework (MTEF), and how to make the most of cross-sectoral linkages. To make progress towards the Vision 2030 goals over the next five years, the strategies are built around these four PAPD pillars as follows:

1. **Power to the People**— To reduce developmental inequalities so the people can prosper
2. **The Economy and Jobs**— Economic stability and job creation through effective resource mobilization and prudent management of economic inclusion
3. **Sustaining the Peace**—Promoting a cohesive society for sustainable development
4. **Governance and Transparency**—An inclusive and accountable public sector for shared prosperity and sustainable development

Each pillar has a goal and a set of development outcomes to be produced over the next five years in support of the two high level national goals. Sixteen development outcomes are spread across the four pillars. Overall the PAPD is a commitment to achieving 120 national targets over the next five years.

The interventions under Pillars One and Two contribute directly to the poverty reduction and economic empowerment goals; while those under Pillars Three and Four will contribute to the building of peace and a united country pursuing a new vision of full integration into the African continent both in culture and vision. To lift Liberians out of poverty, the enabling environment must be created through the interventions in Pillars Three and Four.

A stable and resilient nation on the African continent can only emerge through wise investments in education, health, infrastructure in ways that reverse precarious imbalances in development across population groups and regions of Liberia. Recognizing the multifaced and multisectoral nature of sustainable development, the interventions outlined in the PAPD are formulated to tackle the binding constraints concurrently and from all the key dimensions measured using the MPI.

### **Implementation and Coordination Arrangements**

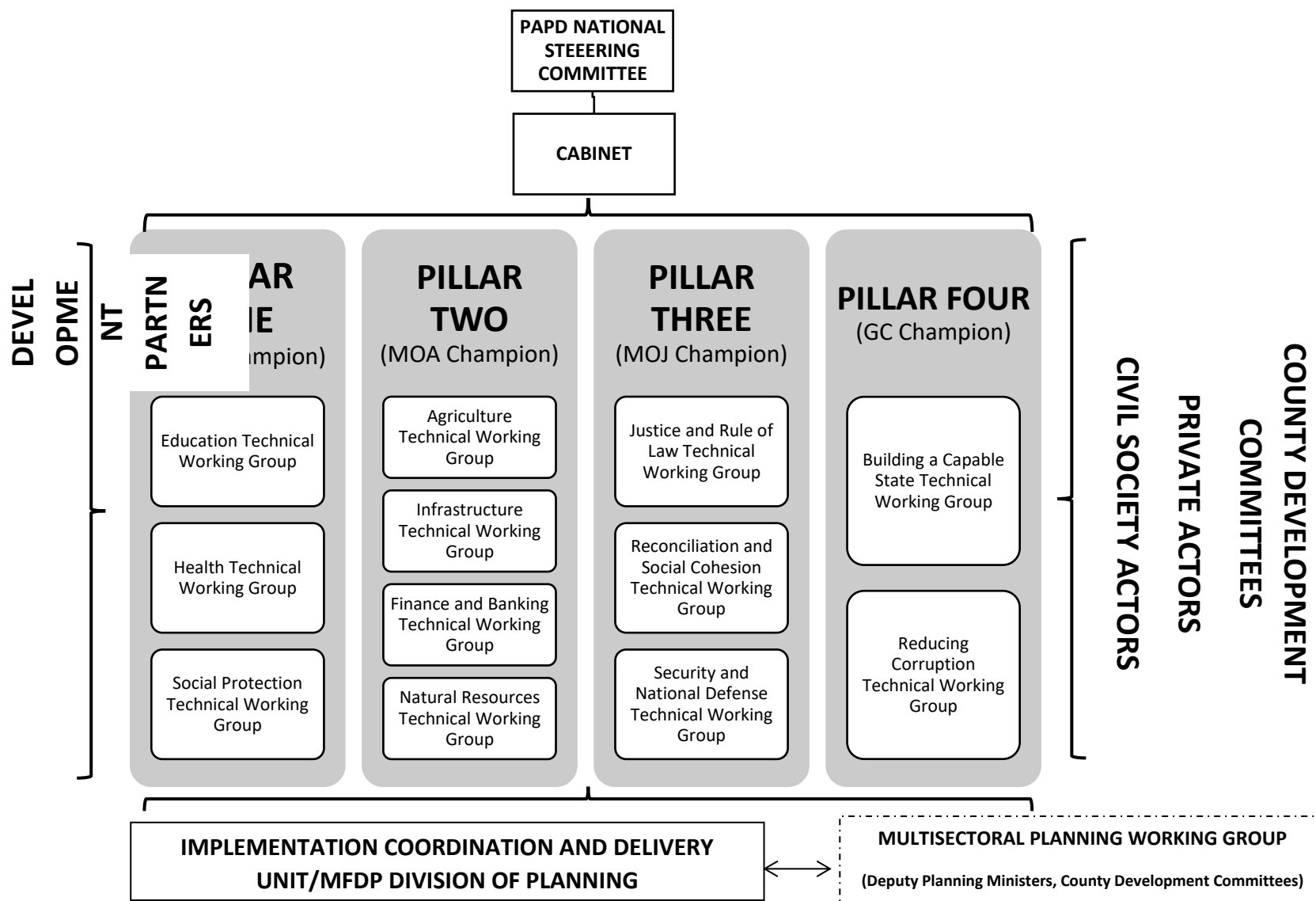
Drawing on lessons-learned during the implementation of the AFT, a PAPD National Steering Committee will replace the Liberia Development Alliance Steering Committee as the apex level coordination and decision-making body. It will be a smaller body chaired by the President of the Republic of Liberia. The Minister of State for Presidential Affairs, the Minister of Finance and Development Planning, the four Pillar Champions, and Representatives of the major Development Partners will be members.

Each pillar will be led by a Champion, whose primary role will be to convene quarterly meetings to deliberate on progress towards the development outcomes and resource requirements from a multisectoral perspective. Twelve Technical Groups--organized around the development priorities, comprised of experts and specialists from MACs, DP's, civil society and business representatives, will support the pillars. A PAPD Implementation Coordination and Delivery Unit (ICDU) will serve as secretariat to the Steering Committee and Pillar Working Groups. A Multisectoral/Regional Planning Working Group, comprised of the heads of Planning Departments of MACs and County Development Committees, will support the ICDU.

### **Financing**

The provisional financing target of the sets of activities of the PAPD is US\$6 billion. Current forecast on domestic revenue indicates that 42 percent will be realized through Domestic Resource Mobilization (DRM). The remainder will be sourced through a combination of ODA and financing from loans secured at favorable terms.

**PLAN IMPLEMENTATION AND COORDINATION FRAMEWORK**



**PILLAR ONE: POWER TO THE PEOPLE**  
**RESULTS FRAMEWORK**

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***GOAL***

***TO REDUCE DEVELOPMENTAL INEQUALITIES SO THE PEOPLE CAN PROSPER***

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**GOAL:** To reduce developmental inequalities so the people can prosper



**KEY NATIONAL TARGETS FOR 2023:**

- HDI rises from 0.427 to 0.523 (or by 0.096 points)
- Multi-dimensional Poverty Index improves by 0.115 points, from 0.374 to 0.259 nationally
  - in Urban areas from reduce 0.290 to 0.259
  - in Rural areas from reduce 0.481 to 0.290
- An additional one million Liberians lifted out of absolute poverty/reduce absolute poverty by 23% across 5 NSS regions

**CORRESPONDING SUSTAINABLE DEVELOPMENT GOALS (SDG) FOR 2030:**

- **Goal 1:** No poverty
- **Goal 2:** Zero hunger
- **Goal 3:** Good health and well-being
- **Goal 4:** Quality education
- **Goal 5:** Gender equality
- **Goal 8:** Decent work and economic growth
- **Goal 10:** Reduced inequalities

**CORRESPONDING AGENDA 2063 ASPIRATIONS:**

- **Aspiration 1-**A prosperous Africa based on inclusive growth and sustainable development
- **Aspiration 6-**An Africa whose development is people-driven, relying on the potential offered by African People, especially its women and youth and caring for children

**CORRESPONDING NEW DEAL PEACEBUILDING AND STATEBUILDING GOALS (PSG):**

- **PSG4:** ECONOMIC FOUNDATION

**HUMAN CAPACITY FOR A KNOWLEDGE ECONOMY** – Expanding universal access to Education, Technical Vocational Training, and to Information and Communication Technology

**DEVELOPMENT OUTCOME:** Achieving more inclusive and equitable quality education and greater access to ICT through the life cycle of all Liberians

**ACCESS TO HEALTH FOR ALL**--Improving wellbeing for all through intensifying the collaboration with private for profit and nonprofit providers

**DEVELOPMENT OUTCOME:** By 2023, the population will experience increased access and improved system delivery of quality healthcare and reduced overall morbidity and mortality with special focus on malaria, major RMNCAH outcomes, disease surveillance, and more effective health financing; improved access to safe drinking water and toilet/latrine facility

**GENDER EQUALITY**--Enhancing inclusiveness of women and girls to reduce inequalities in political, social, and economic life

**DEVELOPMENT OUTCOME:** Reduced gender equality and empowered women and girls

<b>YOUTH DEVELOPMENT</b> --Transforming our demographic dividend into a driver for growth and transformation <b>DEVELOPMENT OUTCOME:</b> Increased access to reorientation and integrated services for At Risk youth
<b>SOCIAL PROTECTION</b> --Improved social protection system for effective and efficient service delivery <b>DEVELOPMENT OUTCOME:</b> Increased access to social assistance, cash transfer, and inclusion through work opportunities for the most vulnerable and extremely poor groups and regions
<b>SPECIAL NEEDS</b> --Improving the wellbeing of all Liberians; leaving no one behind <b>DEVELOPMENT OUTCOME:</b> Increased access to basic health, food security, education and skills development, and livelihood opportunities for special populations and people with disabilities

*Education: Human Capacity and the Knowledge Economy Results Framework 2018 to 2023*

<b>HUMAN CAPACITY AND THE KNOWLEDGE ECONOMY</b> – Expanding universal access to quality, relevant Education and Technical and Vocational Training <b>DEVELOPMENT OUTCOME:</b> Achieve more inclusive and equitable high-quality education with greater access to technical, vocational and STEM training through the life cycle of all Liberians <b>POLICIES:</b> The 1986 Constitution Article 6; Education Reform Act of 2011; SDG 4: Education 2030, Education Sector Plan				
<b>HIGH-LEVEL NATIONAL TARGETS</b>	<b>CORRESPONDING SDG GOALS</b>	<b>STRATEGIES</b>	<b>PROGRAMMES/ ACTIVITIES/ INPUTS</b>	<b>INTERLINKAGES WITH OTHER PARTS OF THE PLAN</b>
<b>ECE (Ages 3-5):</b> Reduce ECE student to classroom ratio below 50:1 in all counties; Rollout standardized curricula and specialized ECE training by 2020	<b>Goal 4.</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Revise fees, engage parents, improve facilities, curricula reform, systematic and continuous training of teachers/care givers, interventions to reduce overage enrollment	School renovation and classroom construction in targeted counties where ECE classes are overcrowded. Develop standardized curricula and sustainable programs in early childhood education, ensuring that capacities are built for this level of the system; ensure through systematic monitoring that schools and institutions operating such programs conform to the curricula and standards; Inter-sectorial collaboration with other Ministries and nongovernment partners to ensure delivery of integrated services of components required to sustain early childhood programs, addressing fees at the ECE level	Linked to <b>health outcomes</b> through school feeding to reduce childhood malnutrition; improve access to WASH with working group
<b>PRIMARY (Ages 6-12):</b> Raise Net	<b>Goal 4.</b> Ensure inclusive and	Invest in teacher quality, Introduce primary level	Enforcing the free and compulsory education, creating awareness around age appropriate enrollment, provide additional classroom and incentive for retention; Increase the	Social housing programs under <b>Pillar Two</b> will assist

Enrollment Rate (NER) to 65% by 2023; Ensure all students achieve basic literacy and numeracy by Grade 6	equitable quality education	assessments, Community engagement	proportion of qualified and trained teachers by training existing teachers, recruiting qualified teachers for under-staffed schools, removing unqualified/ delinquent teachers from the government payroll and hiring qualified replacements; Increase on-time enrollment of 6-year olds in Grade 1; Develop and implement learning assessments at Grade 3 and Grade 6; Expand school feeding programs across the school system Revise curriculum to be more competency-based and focused on core literacy and numeracy skills	teachers to secure land and build homes in stages Improve teacher payroll management with CSA and MFDP
<b>JUNIOR HIGH (Ages 13-15):</b> Raise the Net Enrollment Ratio for JHS to 40% nationwide by 2023	<b>Goal 4.</b> Ensure inclusive and equitable quality education	Community engagement, Gender-responsive interventions	Enforcing the free and compulsory education, creating awareness around age appropriate enrollment, provide additional classroom, incentive for retention, PTA and Community Engagement, Retention of girls and vulnerable children, Reduction of out of school children, Roll out gender-responsive training and curriculum including modules on SGBV, Enforce Teacher Code of Conduct and provide timely, appropriate responses to reports of GBV or exploitation of students, School feeding, WASH facilities, Increase on-time enrollment, ensure all communities have access to a school offering JHS grade levels	Access to WASH in public schools increased to 98% in partnership with the WASH working group Ministry of Gender Ministry of Justice
<b>SENIOR HIGH (Ages 16-18):</b> 70% of WASSCE takers pass with a score of Division 1-6 by 2023; Establish 3-track SHS framework	<b>Goal 4.</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Increase the proportion of qualified teachers; curriculum reform and shift in pedagogical approach, 3-track framework	Introduce competency and demand driven skills curriculum; rollout 3 track multidisciplinary high school curriculum; upgrade learning resource centers and provide well-equipped labs, introduce specialized training for STEM teachers; mandatory continuous professional development for teachers and principals; increase number of female teachers, facilities upgrade, recruit qualified STEM teachers, Establish 3 regional STEM institutions	Ministry of Youth and Sports for TVET, MFDP and CSA for teacher recruitment, Higher Education for teacher training
<b>ADULT LEARNERS (Ages 18-lifelong):</b> Ensure lifelong learning opportunities through TVET	<b>Goal 4.</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Establish/upgrade TVET institutes of 21 <sup>st</sup> century and full degree granting; ABE/ALP scale up; national	Upgrade 4 TVET institutes by 2023; Certify BWI to award degrees in TVET by 2023 to train and license TVET instructors Expand alternative learning programs to areas of low adult literacy Implement a national service program recruiting adults to receive on-the-job skills training in areas that support the education sector	Ministry of Youth and Sports; sports and athletics development under Pillar Four Governance and Transparency

and Alternative Learning Programs		service program, adult literacy targeting parents		
<b>Girls Education:</b> Out of school rate reduce to 10%; retention rate increase to >80%; completion rate rise by 20%; by 2023	<b>Goal 4.</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Introduce new strategies for community engagement, enforcing teacher code of conduct	PTA and Community Engagement, Roll out gender-responsive training and curriculum, Enforce Teacher Code of Conduct and provide timely, appropriate responses to reports of GBV or exploitation of students, improve WASH facilities in schools, Hire more female teachers	Access to WASH in public schools increased to 98% in partnership with the WASH working group
<b>National Education Development Fund established by 2019</b>	<b>Goal 4.</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Resource mobilization from multiple sources including tax; new concession agreements; levies, and donations	Develop regulations and administrative guidelines for accountability and transparency to capitalize and operationalize the NEDF; Adopt an independent pool fund management approach for the use of the resources	Diaspora engagement under Pillar Three for Adopt-A-School Partnerships; Pillar Two link-up with new FDI inflows
<b>Leverage private sector support to increase access and improve learning outcomes</b>	<b>Goal 4.</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Improve existing partnership models to scale sustainable solutions across the whole system, engagement with private operators	Redesign Partnership Schools for Liberia to resolve existing concerns and improve the program's transparency and accountability mechanisms Engage private and faith-based school operators in policymaking and implementation Ensure non-government schools are monitored for compliance with the Education Reform Act of 2011 and meet minimum standards of school quality in infrastructure and pedagogy.	Collaboration with local administration under Pillar Four Governance and Transparency
<b>By 2023, increase the proportion of appropriately qualified and trained teachers to 60%</b>	<b>Goal 4.</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities	Teacher licensing and training	Establish teacher licensing system to qualify and train to teach the grades and subjects assigned; remove unqualified/delinquent teachers from the payroll, Invest in training B-Certificates and hiring more teachers with Bachelor degrees, Roll out specialized training and certification for ECE teachers, construct housing for teachers in remote communities	MFDP and CSA, Higher Education; Linked to activities under <b>Pillar Two</b> for social housing interventions

<p><b>Ensure 50% of public schools meet minimum quality standards for a conducive learning environment by 2023</b></p>	<p><b>Goal 4.</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>	<p>Establish School Quality Assessment Framework, ensure robust monitoring of schools, Invest in school construction and renovation</p>	<p>Finalize and implement School Quality Assessment Framework grading schools on a letter system from A-F; invest in the lowest-quality schools with targeted interventions to raise them to minimum acceptable standards; Identify schools in need of renovations or construction, procure desks, chairs and other equipment, upgrade a model high school in each county capital to ensure students have access to well-equipped, modern facilities.</p>	<p>Link to health interventions through placement of CHA's; linked to <b>Pillar Two</b> WASH interventions</p>
<p><b>Reduce proportion of out-of-school children to less than 10% nationwide</b></p>	<p><b>Goal 4.</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>	<p>Targeted public awareness campaigns, Alternative Basic Education programs, Expanding access to quality public schools</p>	<p>Targeted communication campaigns in areas with high rates of out of school children. Strengthen inclusive education policies to ensure individuals with disabilities or special needs are not excluded; Invest in gender-responsive policies to reduce the number of girls who are out of school, Expand alternative learning programs in areas with high rates of out of school children.</p>	<p>Linked to school feeding program</p>

*Access to Health Results Framework 2018 to 2023*

<p><b>ACCESS TO HEALTH FOR ALL</b>--Improving the wellbeing of all through intensified collaboration and partnerships with development partners and the private sector</p> <p><b>DEVELOPMENT OUTCOME:</b> By 2023, the population will experience increased access to quality healthcare delivery, effective and sustainable healthcare financing, and reduced morbidity and mortality with special focus on malaria and RMNCAH.</p> <p><b>POLICIES:</b> The National Health Policy and Plan adjusted to accelerate CHA program and increase engagement with private providers</p>				
HIGH-LEVEL NATIONAL TARGETS	CORRESPONDING SDG GOALS	STRATEGIES	PROGRAMMES/ ACTIVITIES/ INPUTS/TARGETS	INTERLINKAGES WITH OTHER PARTS OF THE PLAN
<p><b>Maternal mortality ratio:</b> 497<sup>6</sup> per 100,000 live births by 2023</p>	<p><b>Goal 3</b> Ensure healthy lives and promote well-being for all at all ages</p>	<p>Strengthened institutional and human capacities, integrate adolescent and youth friendly services into general health services, and strengthen linkages between communities and health facilities (Reach Every Pregnant woman-REP).</p>	<ul style="list-style-type: none"> <li>• Train, equitably and deploy health care providers (CMs, RNs,PAs&amp; MDs) in CEmONC and BEmONC services</li> <li>• Equip service delivery institutions to provide quality CEmONC and BEmONC services</li> <li>• Enroll 90% of professional health workers on the GOL payroll that are contractors and provide motivational packages base on area of assignment</li> <li>• Scale up family planning Services &amp; train health care providers and mentors to deliver adolescent friendly health services including Sexual Reproductive Health and family planning for both in and out of school adolescents using multisectoral approach.</li> <li>• Train, equip, incentivize and deploy CHAs to deliver community -based FP/HBIMNC interventions and link communities to facilities</li> <li>• Integrate and Scale up Adolescent and Youth Friendly Services (AYFS) in all Counties</li> <li>• Heighten maternal death surveillance and response</li> </ul>	<p>*Link to education with school going adolescents and youths /reduce dropout rate</p> <p>*Link to decentralization with communities’ participation and access to health care;</p> <p>*Increase productivity and contribute to economic growth</p> <p>*Link to roads and Telecommunication for increased access to health care and</p>

<sup>6</sup> National Health Investment Plan for Building a Resilient Health System

			<ul style="list-style-type: none"> <li>• Provide and maintain ambulances to strengthen referrals networks</li> <li>• Ensure essential lifesaving drugs and commodities are available in health facilities</li> <li>• Improve basic amenities (water, light/power, incinerator, placenta pit &amp; latrines) in all public health facilities with focus on IPC</li> </ul>	facilitate emergency referrals
<b>Under 5 Mortality ratio:</b> 57 <sup>7</sup> per 1,000 live births by 2023	<b>Goal 3</b> Ensure healthy lives and promote well-being for all at all ages	Strengthened routine immunization, outreach and mass campaign for vaccine preventable diseases (Reach Every District-RED) and other childhood services including IMNCI	<ul style="list-style-type: none"> <li>• Train vaccinators to enhance immunization services</li> <li>• Carryout routine maintenance of cold-chain equipment</li> <li>• Conduct routine immunization outreach and periodic mass vaccination campaign</li> <li>• Introduce new vaccines for children &amp; Conduct regular supportive supervision</li> <li>• Heighten VPD surveillance and neonatal death surveillance</li> <li>• Strive to achieve measles elimination status and MNTE;</li> <li>• Improve immunization supply chain management</li> <li>• Train health workers on IMNCI</li> </ul>	*Link to education with the vaccination of children reducing absenteeism; *Road networks for access to services and supervision *Telecommunication for communication & surveillance
<b>Under 5 Malnutrition:</b> Reduce stunting to 22 % by 2023 <sup>8</sup>	<b>Goal 2</b> End hunger achieve food security and improved nutrition	Delivery of the full set of direct nutrition interventions across the life cycle.	<ul style="list-style-type: none"> <li>• Advocate and promote exclusive breastfeeding for the first six months</li> <li>• Complete ENA (Infant Young Child Feeding) training for health workers and community volunteers;</li> <li>• Conduct bi-annual Vitamin A and deworming campaigns;</li> <li>• Train health workers in case management and setup nutrition service in additional 100 health facilities; and</li> <li>• Monitor micronutrient supplementation across health facilities and communities</li> <li>• Expand supplementary feeding program targeting ECE schools in the 2 regions with the highest food insecurity</li> </ul>	*Link to Agriculture with food security *Link to Child development, Education and growth/ improve children learning capacity

<sup>7</sup> Investment Plan for Building of a Resilient Health System

<sup>8</sup> Stunting is 32% in DHS 2013 -baseline

			<ul style="list-style-type: none"> <li>• Improve and scale up growth monitoring in health facilities</li> </ul>	
<b>Malaria prevalence reduced to 20% by 2023</b>	<b>Goal 3</b> Ensure healthy lives and promote well-being	Communicable and Non-communicable Diseases prevention and management	<ul style="list-style-type: none"> <li>• Carryout routine ANC based ITNs and periodic mass ITNs distributions including in schools nationwide</li> <li>• Scale up IPT uptake to prevent malaria in pregnancy</li> <li>• Train service providers in malaria diagnosis and case management</li> <li>• Provide medicines and supplies to strengthen community case management for malaria,</li> <li>• Carryout education and clients/defaulters tracing for HIV&amp;TB thru CHAs</li> <li>• Implement Indoor Residual spraying in selected areas</li> <li>• Scale up social behavioral change (IEC/BCC) activities for malaria, HIV &amp; TB through public/private partnership</li> <li>• Strengthen HIV&amp; TB prevention and control including MDR TB</li> <li>• Scale up the prevention and control of NCDs &amp; NTDs</li> </ul>	*Link to education & Youth and Sports with student and out of school youths among the targets; Schools and youth centers provide opportunities to reach young people
<b>Rural population living beyond 5KM of health service delivery points with health services: 75%</b>	<b>Goal 3</b> Ensure healthy lives and promote well-being	Service linkages between community and nearby health facilities in Hard to reach terrains.	<ul style="list-style-type: none"> <li>• Strengthen routine supervision of CHAs</li> <li>• Re-enforce CHA knowledge on follow-up and referral through effective supervision and mentoring</li> <li>• Train, deploy and motivate CHAs and provide medicines and supplies</li> <li>• Increase, improve and maintain the public health network</li> <li>• Scale up CHA program to reach all communities beyond 5km to the nearest health a facility</li> </ul>	*Link to decentralization with communities' participation and access health care;  *Link to roads and Telecommunication
<b>100% of outbreaks responded to within WHO recommended response time (24 to 48 hours) after notification</b>	<b>Goal 3</b> Ensure healthy lives and promote well-being	Strengthened diseases Surveillance, emergency preparedness and Response to public health threats	<ul style="list-style-type: none"> <li>• Strengthen active disease surveillance and response</li> <li>• Intensify training of healthcare workers in field epidemiology at all levels and follow up staff to ensure that training is practicalized.</li> <li>• Develop IDSR priority disease case and treatment guidelines, and train county and national teams on outbreak response.</li> <li>• Maintain current lab capacity for sample collection and testing</li> <li>• Improve turnaround time, and work towards ISO accreditation.</li> </ul>	* Link to road network and telecommunication to facilitate surveillance/ transportation of samples, and referrals



			<ul style="list-style-type: none"> <li>• Train EOCs and county EPR staffs on emergency management;</li> <li>• update and implement national and county epidemic preparedness and response plans and SOPs.</li> <li>• Set up dedicated Emergency Fund with clear disbursement SOPs and guidelines for use during emergency</li> <li>• Set up regional triage and isolation units with high level adherence to IPC protocols</li> </ul>	
<b>90 percent of public facilities reporting no stock out of essential medicines by 2023</b>	<b>Goal 3</b> Ensure healthy lives and promote well-being for all at all ages	last mile distribution of essential medicines and supplies	<ul style="list-style-type: none"> <li>• Quantify, procure and conduct timely last mile distribution to health facilities based on actual consumption data;</li> <li>• Finalize design and implement the Revolving Drug Fund (RDF);</li> <li>• Strengthen the LMHRA by establishing appropriate quality assurance (QA) lab for testing of healthcare products and technology to identify and destroy expired, counterfeit and damaged medicines and medical supplies.</li> <li>• Improve storage facilities at central and decentralized levels</li> <li>• Automate commodity tracking to improve efficiency</li> </ul>	*Link to roads
<b>Out of pocket payment for health care: 35% by 2023</b>	<b>Goal 3</b> Ensure healthy lives and promote well-being	sustainable health financing system (reforms)	<ul style="list-style-type: none"> <li>• Validate health financing reforms strategy and implement in phases</li> <li>• Develop and enact Liberia Health Equity Fund (LHEF) legislation</li> <li>• Implement the Liberia Health Equity Fund (LHEF)</li> </ul>	* Link to growth with reduction in catastrophic spending on health care

*Ending Vulnerability, Gender, and Social Inequality: Women Empowerment Results Framework 2018 to 2023*

<b>GENDER EQUALITY</b> --Enhancing inclusiveness of women and girls to reduce inequalities in political, social, and economic life <b>DEVELOPMENT OUTCOME:</b> Reduced gender inequality and empowered women and girls <b>PLAN POLICIES:</b> Revised National Gender Policy,				
<b>HIGH-LEVEL NATIONAL TARGETS</b>	<b>CORRESPONDING SDG GOALS</b>	<b>STRATEGIES</b>	<b>PROGRAMMES/ ACTIVITIES/ INPUTS</b>	<b>INTERLINKAGES WITH OTHER PARTS OF THE PLAN</b>
<b>375,000 women and girls economically empowered by 2023</b>	<b>Goal 5.</b> Achieve gender equality and empower all women and girls	Implementation of the National Gender Policy; Use the Strategic Results Framework of the Policy to develop tools for measuring the targets	<ul style="list-style-type: none"> <li>• Provide business development skills and jobs for young women and girls; linking them to business and jobs opportunities;</li> <li>• Solar electrification programs for rural women; TVET training for young women (Plumbing, carpentry, mechanic, etc);</li> <li>• Train women in cross border trading with consolidate warehousing and transport based on the MRU/ECOWAS Trade Protocols; improved agriculture inputs, (seeds, farming inputs/tools) extension services, and link them to markets</li> </ul>	Link with <b>Pillar 2</b> for economic development of girls and women; aligned with policies of MACs- Pillars 3 and 4 to integrate women’s concerns; partnership with education programs of <b>Pillar 1</b>
<b>50,000 vulnerable girls enrolled, retained and completed primary and secondary school by 2023</b>	<b>Goal 5.</b> Achieve gender equality and empower all women and girls	Strengthened vulnerable Girls Program for school enrollment and retention	<ul style="list-style-type: none"> <li>• Research enrollment and retention information on girls</li> <li>• Support the establishment of Night schools nation-wide</li> <li>• Raise awareness on the national Gender Policy in schools and other institutions of learning; develop and implement a policy for boys who impregnate girls.</li> <li>• Advocate for the implementation of the Girls Education Policy</li> <li>• Advocate for the reintroduction of special accelerated schools for vulnerable girls and pregnant girls</li> </ul>	Link with <b>Education</b> to provide equipped schooling facilities and ensure teachers availability; Link with <b>Health</b> to provide services; Link with <b>Justice</b> for support to girls from the street; Link with <b>Agriculture</b> to support those interest in agriculture

			<ul style="list-style-type: none"> <li>• Increase number of scholarships for girls in primary and secondary schools, as well as psychosocial support for retention.</li> </ul>	
<p><b>Increase political participation of women at the national and local levels to reach a target of 23 seats in the National Legislature by 2023</b></p>	<p><b>Goal 5:</b> Achieve gender equality and empower all women and girls</p> <p><b>Goal 16:</b> Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>	<p>Ensure women’s full and effective participation in political and public life, especially at the leadership level of decision-making</p>	<ul style="list-style-type: none"> <li>• Develop methodologies and standards for Collect data on the proportion of women in leadership positions in political and public life by level and by type; extend this to the local government level where this is necessary but missing at present in partnership with United Cities &amp; Local Governance, Africa (UCLGA)</li> <li>• Build women’s capacity to influence decision-making by providing a voice and a platform to determine public priorities and spending patterns to ensure adequate provision of services, guarantee their physical integrity and reproductive</li> <li>• Address the different needs of women’s participating in politics and decision-making at all levels, in different functions and across all spheres of government, including as voters, candidates for local, regional and national elections, members of parliament or local council, Heads of State and Government and ministers, etc.</li> </ul>	<p>Link to local governance of Pillar 4; peace-building initiatives of Pillar 3 initiatives; Develop women’s skills to actively engage in political and public spheres</p>
<p><b>Incidence of SGBV reduced by 50% from current baseline by 2023</b></p>	<p><b>Goal 5.</b> Achieve gender equality and empower all women and girls</p> <p><b>Goal 3</b> Ensure healthy lives and promote well-being</p> <p><b>Goal 16:</b> Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build</p>	<p>Public awareness and sensitization on Gender Based Violence (GBV) issues; Access to gender sensitive psychosocial, health and legal services nationwide;</p> <p>Prevention and response system as well as a data bank to inform policy and</p>	<ul style="list-style-type: none"> <li>• Strengthen national and local mechanisms to respond to GBV through established structures (GBV Observatories, community gate keepers, and BOs; partner with Traditional, Religious, CSOs and Media institutions, schools, PTAs, to prevent GBV in Schools and communities</li> <li>• Establish Survivors’ Trust Funds for protection and counseling of GBV survivors nationwide to seek medical, legal, relocation, as well as parents support services to avoid reoccurrences.</li> <li>• Establish and equipped health facilities, Women and Children Protection Section(WACPS), to manage cases nationwide;</li> </ul>	<p>Link with <b>Pillar Four</b> institutions (MIA traditional leaders, MICAT, PUL) to disseminate information, to Inter-Religious councils to raise awareness in churches and Mosques; Education to create awareness in all schools through Buddy System/School Clubs; Housing Authority for</p>

	effective, accountable and inclusive institutions at all levels	<p>programs formulation for prevention and response</p> <p>Strategies to eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation</p>	<ul style="list-style-type: none"> <li>• Establish Safe Homes for care and protection of survivors in all counties in line with the National Standard Operating Procedure (SOP) on GBV; maintenance of the DNA machine to improve evidence gathering to enhance prosecution of GBV cases;</li> <li>• Train medical personnel, WACPS officers, Prosecutors and Psychosocial counselors to provide adequate services to GBV survivors Nationwide;</li> <li>• Provide economic empowerment opportunities through skills training for GBV survivors, especially domestic violence;</li> <li>• Support existing GBV Information Management System to collect, analyze, manage and disseminate GBV Data for policy and programs formulation.</li> </ul>	<p>the construction of Safe Homes; Health (MOH) for adequate services for survivors</p> <p>Ministry of Youth and Sports (MOYS)</p> <p>Link with Liberia Institute of Statistics and Geo-Information Services (LISGIS) for GBV data collection and analysis nationwide</p>
<b>Increased participation of women in peace and security</b>	<b>Goal 5:</b> Achieve gender equality and empower all women and girls	Identify the link between peace, security and gender issues to establish sustainable peace	<ul style="list-style-type: none"> <li>• Map the present presence of women in peace interventions and the security sector – address limited and stereotyped role of women in sustaining the peace</li> <li>• Increase women’s involvement in the National Peace-building and Healing and reconciliation Plan through practical engagement: their meaningful participation needs to be based on non-discrimination, equality, and the protection of rights</li> <li>• Support women-led CSOs working for engendering the peace and security actor and prioritize community-based approaches to sustain the peace and include women in decision-making in the security sector</li> </ul>	Link to community-based approaches to maintain peace and increase women in decision-making of the security sector; link to Pillar 3’s activities.

*Ending Vulnerability, Gender, and Social Inequality: Youth Development Results Framework 2018 to 2023*

<b>YOUTH DEVELOPMENT--</b> Transforming our demographic dividend into a driver for growth and transformation <b>DEVELOPMENT OUTCOME:</b> Increased access to reorientation and integrated services for At Risk youth <b>PLANS/POLICIES:</b> Decent Work Act				
<b>HIGH-LEVEL NATIONAL TARGETS</b>	<b>CORRESPONDING SDG GOALS</b>	<b>STRATEGIES</b>	<b>PROGRAMMES/ ACTIVITIES/ INPUTS</b>	<b>INTERLINKAGES WITH OTHER PARTS OF THE PLAN</b>
<b>15,000 targeted youth aged 15–35 years by 2020; half of which are women</b>	<b>Goal 8.</b> Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Access to income generation opportunities; youth labor market participation and behavioral constraints	Pre-employment social support, household enterprises, and capacity and systems building; productive public works and life skills support; Establish rehabilitation services for vulnerable youths	Linked to <b>Pillar Two Economy and Jobs</b> ; Linked to <b>Education/TVET</b> and life skills programs
<b>10,000 young people enrolled in productive public works and life skills training by 2023</b>	<b>Goal 1.</b> End poverty in all its forms everywhere	Innovative packages of life skills training with productive public works for young people to smooth consumption and reduce vulnerability	Information, Education, and Communication Campaign and Community Sensitization; Formation of the County Steering Committee Selection of Districts and Clans; Recruitment of Community Facilitator; Signing of Performance Contract between LACE, Community Facilitator, and Community Oversight Committees; Beneficiary Selection; Subproject Launch and Implementation; Subproject Launch; Completion and Commissioning; Grievance and Redress	Linked to <b>Pillar Two for decent work</b> in the informal sector; Interlinkages with <b>Education and Health Sectors</b> to reduce malnutrition among children and keep girls in school

*Ending Vulnerability, Gender, and Social Inequality: Social Protection Results Framework 2018 to 2023*

<p><b>SOCIAL PROTECTION</b>--Improved social protection system for effective and efficient service delivery  <b>DEVELOPMENT OUTCOME:</b> Increased access to social assistance, cash transfer, and inclusion through work for most vulnerable and extremely poor groups and regions  <b>PLANS/POLICIES:</b> Revised NASSCORP ACT 2017; Decent Work Act; National Social Protection Strategy</p>				
<b>HIGH-LEVEL NATIONAL TARGETS</b>	<b>CORRESPONDING SDG GOALS</b>	<b>STRATEGIES</b>	<b>PROGRAMMES/ACTIVITIES/INPUTS</b>	<b>INTERLINKAGES WITH OTHER PARTS OF THE PLAN</b>
<b>200,000 workers</b> enrolled in NASSCORP by 2023	<b>Goal 1.</b> End poverty in all its forms everywhere	Inspection processes and human resources; introduce a voluntary insurance strategy; improve data management.	Review of human/IT resources and procedures; Actuarial valuation of NASSCORP funds; Strategy to enroll informal workers; strengthening the governance structure of NASSCORP; Reviewing the articulation with the Decent Work Act; Actuarial valuation of NASSCORP funds; Develop a strategy for enforcement	Linked to <b>Pillar Two</b> for decent work in the formal sector; <b>Pillar Four</b> on Public Sector Modernization and Reform
<b>50% increase</b> in Employment Injury claims by 2023	<b>Goal 1.</b> End poverty in all its forms everywhere	Modernize NASSCORP EI communication and claim processing	Review the EIS claim processing; map the hazardous sectors; together with the workers' and employers' organizations, organize information activities; publish annual data on Employment Injury claims.	Linked to <b>Pillar Two</b> for decent work in the formal sector; <b>Pillar Four</b> on Public Sector Modernization and Reform
<b>Public investment in Social Protection</b> increase 0 to 0.4% GDP by 2023	<b>Goal 1.</b> End poverty in all its forms everywhere	Public awareness raising on the potential impact of SP investments on	Partnership formation with other “left behind” groups; Advocacy campaign for prioritization within the multi-year fiscal framework; Media messaging campaign	Interlinkages with PWD and gender advocacy groups

<p><b>300,000 students</b> receiving school meals by 2023</p>	<p><b>Goal 1.</b> End poverty in all its forms everywhere</p>	<p>Improve Food Security and Nutrition in Vulnerable Communities; Improve Livelihoods and Market Linkages; Financial plan to replace donor funding</p>	<p>Training on nutrition-sensitive agricultural practices (growing nutrient-dense crops) through Farmer Field Schools; train women groups on improved production of micronutrient-rich foods; and provide nutrition-related education and advocacy to targeted vulnerable communities in the targeted counties (hygiene, sanitation, safe water, food safety, basic nutrition); Provision of agricultural stimuli package (combination of cash and agricultural inputs) to poor smallholder farmers; Support the establishment and the functioning of community food reserves; Establish school gardens for piloting in the HGSP schools; Sensitize local food consumption through various communication channels</p>	<p>Interlinkages with <b>Education and Health Sectors</b> to reduce malnutrition among children and keep girls in school</p>
<p><b>10,000 Extremely Poor</b> and Food Insecure Households and 13,000 individual beneficiaries receive cash transfers by 2023</p>	<p><b>Goal 1.</b> End poverty in all its forms everywhere</p>	<p>Scale up transfers to vulnerable population commencing with the four poorest counties; asset investments and long-term income gain</p>	<p>Payments system; Information Education and Communication mechanism; Screening and enrollment of beneficiaries; Accompanying measures; Home gardening accompanying measures; Nutrition accompanying measures; Pilot an innovative program of large cash transfer to enable</p>	<p>Linked to <b>Pillar Two</b> for decent work in the informal sector; Interlinkages with <b>Education and Health Sectors</b> to reduce malnutrition among children and keep girls in school</p>
<p><b>67,000 Households</b> with complete data records registered in the Social Registry</p>	<p><b>Goal 1.</b> End poverty in all its forms everywhere</p>	<p>Establishment of HH registry to collect household data for intake, registration, and to enhance effectiveness for determination of eligibility for social programs to poor and vulnerable population</p>	<p>Data collection and household registration; Social Registry database architecture; Data collection and household registration; Integrated Management Information System; M&amp;E system; Development of a Grievance Redress Mechanism</p>	<p>Linked to <b>Pillar Two</b> for decent work in the informal sector; Interlinkages with <b>Education and Health Sectors</b> to reduce malnutrition among children and keep girls in school</p>

<b>12,000 pregnant women</b> and children receive cash-nutritional benefits by 2023	<b>Goal 2:</b> food security and improved nutrition; agriculture	Experimental and innovative approaches piloted to address the problem of children stunting	Payments system; nutritional packages; Information Education and Communication mechanism; Screening and enrollment of beneficiaries; Accompanying measures.	Interlinkages with <b>Education and Health Sectors</b> to reduce malnutrition among children and keep girls in school
<b>10,000 disabled</b> people receive disability allowance	<b>Goal 1.</b> End poverty in all its forms everywhere	Community Based Rehabilitation Programs; basic infrastructure development at schools; disability allowances to severely disabled people	Income Generating Activities, skills assessment and empowerment, Vocational Training, Self Help Groups formation); construction of ramps at major public and private schools,	Interlinkages with <b>infrastructure projects under Pillar One</b> through social inclusion through work initiatives
<b>70,000 people</b> receive old-age non-contributory pensions by 2023 (full take up)	<b>Goal 1.</b> End poverty in all its forms everywhere	Basic non-contributory pension--income protection to people starting at age 70	Payments system; Information Education and Communication mechanism; Screening and enrollment of beneficiaries; Accompanying measures.	Interlinkages to <b>education and health</b> for improvements in elderly headed households
<b>80,000 people</b> for every social worker by 2023 (baseline: 94,300)	<b>Goal 1.</b> End poverty in all its forms everywhere	Migration to case management	Identify funding sources; migrate existing social workers to government systems; recruit and train social workers;	Interlinkages to <b>education and health</b> to increase community resilience
<b>Commission responsible for PWD's fully established; strategic plan completed in FY2018/2019</b>	<b>Goal 10.</b> Reduce inequality within and among countries	Strategic plan	Identification and capture of People with disability in social register; resourcing and capacity building; national action planning to support identified strategic objectives	Interlinkages to <b>education and health</b> to increase community resilience



**PILLAR TWO: ECONOMY AND JOBS  
RESULTS FRAMEWORK**

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**GOAL**

***A stable macroeconomic environment enabling private sector-led economic growth, greater competitiveness, and diversification of the economy***

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**PILLAR GOAL:** A stable macroeconomic environment enabling private sector-led economic growth, greater competitiveness, and diversification of the economy

**KEY NATIONAL TARGETS FOR 2023:**

- Annual GDP growth rate increased from 3.2% to 7%;
- Total working population in the agriculture, fisheries and forest sectors, increase from 508,000 to 1,016,000 (of which 510,000 will be females)
- Energy cost reduced from 0.36 kwh to 0.25 kwh; transmission and distribution increased from 511 km to 2,279 km
- Approximately, 517 km of roads connecting county capitals, 260km of urban roads, 237.1km secondary road constructed and paved; constructed material testing facilities in 5 regions; 6,684.7km of primary, secondary and urban roads maintained;
- Fiber optic backbone access rise from 6.6% to 30% and universal access from 0 to 30%;
- Environmentally protected areas increased from 13% to 30%, forest cover from 44% to 100%, and woody biomass reduced to 80%;
- US\$6 billion mobilized through domestic and external resources mobilization to finance the PAPD

**CORRESPONDING SUSTAINABLE DEVELOPMENT GOALS (SDG) FOR 2030:**

- **Goal 2:** Zero hunger
- **Goal 6:** Clean water and sanitation
- **Goal 7:** Affordable and clean energy
- **Goal 8:** Decent work and economic growth
- **Goal 9:** Industry, innovation and infrastructure
- **Goal 10:** Reduced inequalities
- **Goal 11:** Sustainable cities and communities
- **Goal 12:** Responsible consumption and production
- **Goal 13:** Climate action
- **Goal 15:** Life on land
- **Goal 17:** Partnerships for the Goals

**CORRESPONDING AGENDA 2063 ASPIRATIONS:**

- **Aspiration 1-**A prosperous Africa based on inclusive growth and sustainable development
- **Aspiration 2-**An integrated continent, politically united, based on ideals of Pan-Africanism and the Vision of Africa's Renaissance
- **Aspiration 6-**An Africa whose development is people-driven, relying on the potential offered by African People, especially its women and youth and caring for children
- **Aspiration 7-**Africa as a strong, united and influential global player and partner

**CORRESPONDING NEW DEAL PEACEBUILDING AND STATEBUILDING GOALS (PSG):**

<ul style="list-style-type: none"> <li>• <b>PSG 4:</b> Economic Foundation</li> <li>• <b>PSG 5:</b> Revenue and Services</li> </ul>
<p><b>SUSTAINED ECONOMIC GROWTH:</b> Effective fiscal governance and prudent monetary and financial sector management for macroeconomic stability and job creation</p> <p><b>DEVELOPMENT OUTCOME:</b> An improved fiscal and monetary policy management to promote economic growth and job creation</p> <p><b>PLANS/POLICIES:</b> Public Financial Management Act of 2009; Financial Sector Development Implementation Plan; Central Bank Strategic Plan (2016-2018); Decent Work Act;</p>
<p><b>INCREASED COMPETITIVENESS IN AGRICULTURE AND FORESTRY SECTORS:</b> Competitive and diversified Agricultural and Forestry Sectors</p> <p><b>DEVELOPMENT OUTCOME:</b> Increased agricultural production and productivity and improved forest utilization through competitive value chains and market linkages</p> <p><b>PLANS/POLICIES:</b> Liberia Agriculture Sector Investment Plan (LASIP II) 2018-2022; Liberia Agricultural Transformation Agenda (LATA); Food Security and Nutrition Strategy</p>
<p><b>TRANSFORMATION OF THE INFRASTRUCTURE:</b> Productivity increases through infrastructure</p> <p><b>DEVELOPMENT OUTCOME:</b> Increased economic activity and connectivity through critical roads, energy, air and sea ports, water and sanitation infrastructure improvements</p> <p><b>PLANS/POLICIES:</b> Road Fund Act; WASH Sector Strategy; Renewable Energy Strategy and Roadmap;</p>
<p><b>STATE OWNED ENTERPRISES REFORM--</b> Efficient management of State-owned Enterprises</p> <p><b>DEVELOPMENT OUTCOME:</b> Improved service delivery and financial performance of SOE's</p> <p><b>PLAN/POLICY:</b> Enabling legislations of SOE's</p>
<p><b>INFORMATION AND COMMUNICATIONS TECHNOLOGY:</b> A resilient ICT, telecommunication and postal infrastructure to promote inclusive economic development</p> <p><b>DEVELOPMENT OUTCOME:</b> Improved coverage and wider access to ICT, postal service, innovation, and financial inclusion</p> <p><b>POLICY:</b> ICT Policy, Liberia Telecommunication Act</p>
<p><b>ENVIRONMENT:</b> Effective and sustainable management of natural resources</p> <p><b>DEVELOPMENT OUTCOME:</b> Increase in revenue and community incomes from sustainable use of renewable natural resources and conservation of biodiversity</p> <p><b>POLICIES:</b> National Biodiversity Strategy &amp; Action Plan (NBSAP), National Environmental Policy, National Disaster Management Policy, National Environment Act, National Forestry Reform Act; Community</p>
<p><b>FOREIGN RELATIONS:</b> Regional integration and development diplomacy</p> <p><b>DEVELOPMENT OUTCOME:</b> More effective diplomatic presence for international cooperation, economic integration, and peace and security</p> <p><b>POLICIES:</b> Executive Law of 1972; Foreign Service Manual; Geneva Convention; ECOWAS Vision 2020; Africa Agenda 2063 and Sustainable Development Goals Agenda 2030</p>

**SUSTAINED ECONOMIC GROWTH:** Effective fiscal governance and prudent monetary and financial sector management for macroeconomic stability and job creation  
**DEVELOPMENT OUTCOME:** An improvement of fiscal and monetary policy management to promote economic growth and job creation  
**PLANS/POLICIES:** Public Financial Management Act of 2009; Financial Sector Development Implementation Plan; Central Bank Strategic Plan (2016-2018); Decent Work Act;

<b>HIGH-LEVEL NATIONAL TARGETS</b>	<b>CORRESPONDING SDG GOALS</b>	<b>STRATEGIES</b>	<b>PROGRAMMES/ ACTIVITIES/ INPUTS/TARGETS</b>	<b>INTERLINKAGES WITH OTHER PARTS OF THE PLAN</b>
<p><b>Growth Rate:</b>            By 2023, increase average annual real GDP growth rate from 3.2 to 7%;</p> <p>By 2023, increase mining contribution from 10% to 15% of real GDP;</p>	<p>8.1 Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries</p>	<p>Enhance structural reform through fiscal reform to ensure effective and efficient fiscal policy management;</p>	<ul style="list-style-type: none"> <li>• Strengthen domestic resources mobilization, ensure tax compliance and modernization of tax administration, adherence to fiscal deficit and borrowing limit;</li> <li>• facilitate regulatory framework on Specialized Lending for economic diversification through the promotion of SMEs, agriculture, ICT, tourism and mortgage lending;</li> <li>• Strengthen coordination between fiscal and monetary entities and public financial management;</li> <li>• ensure compliance of minimum wage, decent work act and establish labor market information to monitor workforce; labor-intensive employment programs for vulnerable groups including physically challenged;</li> <li>• reform of state-owned enterprises to effectively respond to market demand; and</li> <li>• enhance gender budgeting for sector and pillar; redirect spending on investment project priorities;</li> </ul>	<p>To skills development and TVET under Pillar One;            Linked to political governance under Pillar Four;</p>

620,000 skills to be added in the labor market	10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average	Investment in real growth sectors mainly agriculture and fisheries, forestry and service sectors; provide incentives to increase share of planned private investment spending;	<ul style="list-style-type: none"> <li>• Re-activation of Agriculture and Cooperative Development Bank (ACDB), strengthening of Rubber Development Authority and Cooperative Development Authority; and operationalize the Special Economic Zones</li> <li>• Develop regulatory framework on Specialized Lending for economic diversification through the promotion of SMEs, agriculture, ICT, tourism and mortgage lending;</li> <li>• Enhance capacity of National Statistical System to gather, process, and inform high-level decision making on economic policy options</li> </ul>	Linked to land reform initiatives under Pillar Three
<b>Revenue/GDP Ratio:</b> Improve tax compliance and increase domestic revenue collection from 14% to 20%	17.1 strengthen domestic resource mobilization, improve domestic capacity for tax and other revenue collection	Develop domestic resources mobilization strategy to improve tax compliance and revenue collection	<ul style="list-style-type: none"> <li>• improve online business registration, synchronize registration and tax payment and increase business registration centers;</li> <li>• review and revised Revenue Code of 2000 and improve real property tax collection;</li> <li>• Review and revise existing tax holidays and exemption and improve private sector stakeholders dialogue group;</li> </ul>	
<b>Fiscal Deficit/GDP Ratio:</b> Contain fiscal deficit at less than 5% GDP	17.1 strengthen domestic resource mobilization, improve domestic capacity for tax and other revenue collection	Improve budget credibility and execution	<ul style="list-style-type: none"> <li>• Programs to contain the high public wage bill</li> <li>• Ensure compliances in public procurement and adherence to budgetary allocation, policy and priorities;</li> <li>• Enhance MTEF to link expenditure to medium term priority plan for inter and intra-sectoral allocation based on national development priority;</li> <li>• Align sectoral donor projects with budget to avoid transfer of liability during fiscal period, i.e. salaries and logistics; ensure budget predictability and efficient use of public funds</li> </ul>	
<b>Debt:</b> Contain debt sustainability to less than 60% of GDP	17.1 strengthen domestic resource mobilization	strategy paper for debt sustainability and debt management committee	<ul style="list-style-type: none"> <li>• Ensure debt repayment, compensation and non-discretionary payment in line with priorities; payment of counterpart fund mainly GOL portion of funding for high impact projects; enhance debt sustainability analysis</li> <li>• Target new borrowing to investment and job creation;</li> </ul>	

<p><b>Financial services and inclusion:</b> maintain lending rate below 12% and Specialized Lending below 10% with favorable terms; reduce non-performing loans to 10%</p>	<p>8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all</p>	<p>Enhance structural reform through financial sector reform to improve monetary and financial policy management;</p>	<ul style="list-style-type: none"> <li>• Establish a Monetary Policy Committee (MPC);</li> <li>• Provide incentives for banks to diversify and support the pro-poor agenda of Government;</li> <li>• Ensure prudent governance of financial institutions; reforms insurance sector; enhance mobile-money platform; Improve payment system;</li> <li>• Conduct economic and statistical research and analysis on monetary, financial and other macroeconomic issues;</li> <li>• Ensure credit reference system with biometric ID system;</li> </ul>	
<p><b>Inflation:</b> Maintain and sustain single-digit inflation</p>	<p>8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all</p>	<p>A Composite Index of Economic Activity (CIEA) to monitor the monthly performance of sectors of the economy;</p>	<ul style="list-style-type: none"> <li>• Pursue monetary policy interventions that maintain single digit inflation;</li> <li>• Manage liquidity through Liquidity working group (LWG);</li> <li>• Develop indicators to monitor performance of the economy, consumer and business perceptions of the economy, and provide policy prescriptions;</li> <li>• encourage active interbank market to widen the participation of the T-bill auction and develop policy instrument for excess liquidity</li> </ul>	
<p><b>International Reserve:</b> Increase and maintain international reserves for at least 3 months imports</p>	<p>8.10 Strengthen the capacity of domestic financial institutions to encourage and expand</p>		<ul style="list-style-type: none"> <li>•</li> </ul>	
<p><b>Foreign Exchange:</b> maintain foreign exchange depreciation (year-on-year) below 20% and de-dollarize by 2023</p>	<p>8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access</p>	<p>Robust intervention in foreign exchange auction market and remittances split and de-dollarize for stability</p>	<ul style="list-style-type: none"> <li>• Maintain managed float exchange regime;</li> <li>• Conduct foreign exchange auction intervention in the market to smooth out volatility and prevent the rapid fall of the Liberian dollar; review policy on remittance split to determine optima percentage that will instill confidence for effective intervention in the foreign exchange market;</li> <li>• Facilitate the de-dollarization over 3 years;</li> </ul>	

<p><b>Business Climate:</b> By 2023, business registration in 8 of 15 counties; Doing business rank from 172 to 152/190; 10% and 50% reduction in transaction cost and time;</p>	<p>8.a Increase Aid for Trade support for developing countries, least developed countries</p>	<p>Improve business regulatory framework and investment climate</p>	<ul style="list-style-type: none"> <li>• Enhance Liberia Business Registry; open centers in five (5) counties; develop single window platform and improve infrastructure quality;</li> <li>• Improve National Standard Laboratory facilities and fully accredited and aligned with 15 requirements of International Organization of standardization (ISO)</li> <li>• Provide transparent and predictable trade environment</li> <li>• Publication of international trade information, import and Export and establish trade facilitation committee</li> </ul>	<p><b>Pillar I: Power to the people; Pillar V: Governance and Transparency</b></p>
<p>By 2023, increase regional trade from 10% to 20%</p>	<p>8.a Increase Aid for Trade support for developing countries, least developed countries</p>	<p>Promote regional trade and economic integration</p>	<ul style="list-style-type: none"> <li>• Fast track the Single Currency project in the region, engage with the relevant regional institutions (the West African Monetary Agency and West African Monetary Institute) and broader monetary union; enhance Liberia’s engagement in the regional integration program;</li> <li>• Encourage Liberian firms to subscribe to ECOWAS Trade Liberalization Scheme (ETLS) certification, mainly palm oil rubber, cocoa, fish and cassava and enforce ECOWAS Common External Tariff (CET)</li> <li>• Improve data capture on cross-border trade transactions</li> </ul>	

<b>INCREASED COMPETITIVENESS IN AGRICULTURE AND FORESTRY SECTORS:</b> Competitive and diversified Agricultural and Forestry Sectors				
<b>DEVELOPMENT OUTCOME:</b> Increased agricultural production and productivity and improved forest utilization through competitive value chains and market linkages				
<b>PLANS/POLICIES:</b> Liberia Agriculture Sector Investment Plan (LASIP II) 2018-2022; Liberia Agricultural Transformation Agenda (LATA); Food Security and Nutrition Strategy				
<b>HIGH-LEVEL NATIONAL TARGETS</b>	<b>CORRESPONDING SDG GOALS</b>	<b>STRATEGIES</b>	<b>PROGRAMMES/ ACTIVITIES/ INPUTS/TARGETS</b>	<b>INTERLINKAGES WITH OTHER PARTS OF THE PLAN</b>
<p>By 2023, increase agriculture and fisheries contribution from 26% to 35% of real GDP;</p> <p>Reduction in post-harvest loss by 50%;</p> <p>Double the number of women farmers, agro-business incubators and in agriculture value chain</p> <p>Population food secured reduced by 50% in food insecure regions</p>	<p>2.1 By 2030, end hunger and ensure access by all people, the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p>	<p>Increase production and productivity and promote economic diversification through value chains in agriculture and human capital development for value addition</p>	<ul style="list-style-type: none"> <li>• Harmonize national agricultural instruments with regional and international policies, strategies and regulations i.e ECOWAP/CAADP;</li> <li>• Re-activation of Agriculture and Cooperative Development Bank (ACDB), strengthening of Rubber Development Authority and Cooperative Development Authority;</li> <li>• Facilitate the creation of an enabling environment for public and private institutions for increased investments in agriculture;</li> <li>• Ensure sustainable and reliable access to adequate, nutritious, and needed food for utilization for healthy lives</li> <li>• Increase agricultural production and enhance food security and nutrition based on competitive value chains;</li> <li>• Promote operationalization of potential agro-poles; engage actors in the agriculture value chains;</li> </ul>	<p>Social inclusion through work under Pillar One</p> <p>Regional cooperation under Pillar Four</p> <p>Access to land under Pillar Three</p> <p>Promoting local risk sharing arrangements and access to technical assistance across communities under Pillar Three</p>



<p>Number of jobs created in agriculture sector</p>			<p>promote agro-business incubators for women and youth; construct farm-to-market roads to link major production areas to markets;</p> <ul style="list-style-type: none"> <li>• Construct processing and storage facilities at strategic locations; develop farm mechanization; improve knowledge of market information systems and quality control measures and standards;</li> <li>• Develop agribusinesses along commodity chains to facilitate linkages to input and output markets; Facilitate access to credit for actors along the agricultural value chain; Promote adapted community level credit schemes for actors along the agricultural value chain</li> <li>• Strengthen livestock and poultry, fisheries and aquaculture development; enhance crops production and productivity;</li> </ul>	
<p>75% of farmers accessing extension services and the level of productivity</p> <p>75% of women farmers adopting new and innovative technology</p> <p>10,000 of out-grower farmers in sub-sectors</p> <p>Community or land ownership and at least 5% share of investment of large concessions</p>		<p>Improve productivity and enhance diversification through extension services, innovation, research and adoption of appropriate technology for value addition</p> <p>Enhance sector governance and management Improve governance and institutional capacity to implement programs and projects, monitor and evaluate and strengthen multi-stakeholder</p>	<ul style="list-style-type: none"> <li>• Legislate the National Policy for Agricultural Extension and Advisory Services (NPAAES) and strengthen agricultural extension and research for sustained productivity;</li> <li>• Strengthen public-private partnership for farm technology, research and capacity development;</li> <li>• use appropriate labor-saving devices; promote and support the conservation of forest areas and sustainable environmental friendly farming practices; Promote and support sustainable and gender sensitive use of natural resources</li> <li>• Promote and support sustainable production and adopt agricultural practices that maintain the ecological and biological integrity of natural resources</li> <li>• Promote mechanization and irrigation; and adopting new and innovative technology for market access and linkages</li> </ul>	<p><b>Land tenure security in Pillar Three</b></p>

		dialogue and coordination	<ul style="list-style-type: none"> <li>• Collaborate with the Land Authority in ensuring the availability and sustainable utilization of arable land;</li> <li>• mainstreaming of climate smart agriculture into programs by promoting and supporting the implementation of appropriate agricultural production techniques</li> </ul>	
Increase fisheries contribution from 3% to 6% of the GDP	2.1 By 2030, end hunger and ensure access by all people, the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round	Promote and increase value-adding activities for fisheries products;	<ul style="list-style-type: none"> <li>• increase the supply of fish for the domestic market 16,000 tons annually, particularly from semi-industrial, artisanal, inland, and aquaculture fisheries activities</li> <li>• Establish hubs of value-adding activities in Edina, Grand Bassa County under SEZ framework in order to increase fish exports by focusing on strategic high-value markets such as the EU, ECOWAS and USA</li> <li>• Improve harbour facilities for industrial fishing to increase efficiency and facilitate exports;</li> <li>• Construct and operationalize a modern fishing harbour complex with facilities for the repair and maintenance of fishing vessels as well as for storage, preservation and processing of fish</li> <li>• Tackle IUU fishing by establishing a robust fishery monitoring and surveillance systems</li> </ul>	

<p>Increase forest contribution from 9% to 12% of real GDP;</p>	<p>2.1 By 2030, end hunger and ensure access by all people, the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p>		<ul style="list-style-type: none"> <li>• conserve at least 30 percent of Liberia’s forests in designated protected areas</li> <li>• strengthening its monitoring and law-enforcement capabilities, enhancing the transparency of its operations, and bolstering the accountability of its staff will be vital to improve the overall governance of the forestry sector</li> <li>• empower communities to derive sustainable livelihoods from and around forests and the ecosystem services they provide, the authorities must increase support for the community management of forests;</li> <li>• commercial forestry sector and forest-based industries will require the government to pursue complementary policy measures in the areas of both forestry management and economic development</li> </ul>	<p><b>Linked to community forest management and governance structures under Pillar Three</b></p>
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<p><b>TRANSFORMATION OF THE INFRASTRUCTURE:</b> Productivity increases through infrastructure</p>				
<p><b>DEVELOPMENT OUTCOME:</b> Increased economic activity and connectivity through critical roads, energy, air and sea ports, water and sanitation infrastructure improvements</p>				
<p><b>PLANS/POLICIES:</b> Road Fund Act; WASH Sector Strategy; Renewable Energy Strategy and Roadmap;</p>				
<p><b>HIGH-LEVEL NATIONAL TARGETS</b></p>	<p><b>CORRESPONDING SDG GOALS</b></p>	<p><b>STRATEGIES</b></p>	<p><b>PROGRAMMES/ ACTIVITIES/ INPUTS/TARGETS</b></p>	<p><b>INTERLINKAGES WITH OTHER PARTS OF THE PLAN</b></p>
<p>By 2023: 517km roads connecting all county capitals, 260km of urban roads, 237.1km secondary road constructed and paved; constructed material testing facilities in 5 regions; 4,184.7km of</p>	<p>9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and</p>	<p>Enhance economic productivity through investment in infrastructure (roads, energy, air and sea ports, ICT, water and sanitation) and human capital development</p>	<ul style="list-style-type: none"> <li>• Identify road corridors, carry out road condition studies, and implement road construction projects;</li> <li>• Operationalizing Road Fund Act and Establishing Road Authority;</li> <li>• Construct, procure equipment, operationalize and build capacity of laboratory staff for materials testing facilities;</li> <li>• construct major primary, secondary and urban roads and build capacity for infrastructure sector;</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

primary, secondary and urban roads maintained; zoning laws standardized and enforced	human well-being, with a focus on affordable and equitable access for all		<ul style="list-style-type: none"> <li>• Establish an effective road maintenance organization and system;</li> <li>• Standardize and enforce zoning laws; improve zonal planning process and database;</li> </ul>	
Increase universal electricity access by 30%; generation from 134 mw to 270 mw; reduce cost from 0.36 to 0.25 kwh; increase transmission and distribution from 511 km to 2279 km	7.1 By 2030, ensure universal access to affordable, reliable and modern energy services	Emphasis on private sector distribution network; accelerated implementation of the RREA strategic plan	<ul style="list-style-type: none"> <li>• Expansion Transmission and Distribution (T&amp;D) electricity;</li> <li>• Build five (5) additional mini-grids;</li> <li>• Issue electricity licenses to operators;</li> <li>• Increase share of renewable energy for rural electrification</li> <li>• Transform NOCAL into national oil company and reactivate petroleum exploration program;</li> <li>• Improve legal and regulatory environment for private sector investment</li> </ul>	•
flights and vessels passengers and containers of ship per year Volume and value of cargoes increase in revenue by 25%	9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure	Enhance economic growth through investment air and seaport infrastructure and human capital development in the sector	<ul style="list-style-type: none"> <li>• Rehabilitation RIA and county airports;</li> <li>• Rehabilitation of the Freeport of Monrovia to pre-war status as supply hub for sub-region;</li> <li>• Reclaiming and renovation of Free Zone;</li> <li>• Rehabilitation of Buchanan, Greenville, and Harper ports</li> <li>• Construct dry port in Ganta, Nimba County</li> </ul>	•
2000 affordable housing units 80 rural housing units	11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums	Investment in housing to improve human settlement	<ul style="list-style-type: none"> <li>• Revitalization and recapitalization of housing and saving bank;</li> <li>• Partnership with SOEs to construct affordable housing for low income public servants and citizens;</li> <li>• Reform National Housing Authority for regulatory services;</li> <li>• Construction of affordable housing for low income citizens</li> </ul>	•
By 2023: 85% access to basic water services;	6.1 By 2030, achieve universal and	Expansion of water infrastructure to	<ul style="list-style-type: none"> <li>• Provision of Rural Water Supply Infrastructure; Water Resources Assessment and Follow-up;</li> </ul>	•

65% access to safely managed water points; 85% access to basic sanitation; 60% access to safely managed sanitation; 75% of community open defecation free; 100% district WASH plan approved; 100% human capacity in WASH sector	equitable access to safe and affordable drinking water for all	increase access to equitable, safe, affordable and sustainable water supply	Support Rural Water Supply Service Management; Sanitation Mapping Assessment; Creation of sanitation demand; Facilitate Supply Aspects and Financing; Institutional strengthening and capacity building; <ul style="list-style-type: none"> <li>Mobilize and support communities to participate fully in project planning and decision making, assuming responsibility for Operation &amp; Maintenance (O&amp;M) for WASH facilities; Eliminate open defecation nationwide and to provide a minimum standard WASH package</li> </ul>	
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<b>STATE OWNED ENTERPRISES REFORM--</b> Efficient management of State-owned Enterprises				
<b>DEVELOPMENT OUTCOME:</b> Improved service delivery and financial performance of SOE's				
<b>PLANS/POLICY:</b> Enabling legislations of SOE's				
<b>HIGH-LEVEL NATIONAL TARGETS</b>	<b>CORRESPONDING SDG GOALS</b>	<b>STRATEGIES</b>	<b>PROGRAMMES/ ACTIVITIES/ INPUTS/TARGETS</b>	<b>INTERLINKAGES WITH OTHER PARTS OF THE PLAN</b>
Double number of users by 2023; Reduce subsidies to SOE by 50% contribution to revenue; 10% private equity investment	9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and	Revision of corporate mandate to ensure quality, viability and sustainability for revenue generation, economic growth and job creation.	<ul style="list-style-type: none"> <li>Enhance SOEs reform for effective governance, efficient management, financial stability and sustainability to reduce reliance on subsidies from Government and grant-aid from partners;</li> <li>Formulate of new SOE guidelines for effective governance and sustainability;</li> <li>Introduce performance-based subsidies</li> <li>Pursue public-private-partnership for efficiency in service delivery</li> </ul>	

	human well-being, with a focus on affordable and equitable access for all			
<b>INFORMATION AND COMMUNICATIONS TECHNOLOGY:</b> A resilient ICT, telecommunication and postal infrastructure to promote inclusive economic development <b>DEVELOPMENT OUTCOME:</b> Improved coverage and wider access to ICT, postal service, innovation, and financial inclusion <b>PLANS/POLICY:</b> ICT Policy, Liberia Telecommunication Act				
HIGH-LEVEL NATIONAL TARGETS	CORRESPONDING SDG GOALS	STRATEGIES	PROGRAMMES/ ACTIVITIES/ INPUTS/TARGETS	INTERLINKAGES WITH OTHER PARTS OF THE PLAN
30% access to fiber optic backbone Double ICT access and coverage; 6 ministries and agencies on e-government platform	9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure	<ul style="list-style-type: none"> <li>Improve productivity and service delivery through ICT solutions and ensure universal access and services</li> </ul>	<ul style="list-style-type: none"> <li>Expand universal access and services to marginalized populations including women, rural dwellers, physically challenged</li> <li>Expansion of fiber optic backbone infrastructure</li> <li>Increase access to e-government platform to incorporate ministries and agencies;</li> <li>Rollout national postal address and mail delivery system in 15 counties;</li> <li>Improve regulatory framework for operators in the sector</li> </ul>	

**ENVIRONMENT:** Effective and sustainable management of natural resources  
**DEVELOPMENT OUTCOME:** Increase in revenue and community incomes from sustainable use of renewable natural resources and conservation of biodiversity  
**PLANS/POLICIES:** National Biodiversity Strategy & Action Plan (NBSAP), National Environmental Policy, National Disaster Management Policy, National Environment Act, National Forestry Reform Act; Community

HIGH-LEVEL NATIONAL TARGETS	CORRESPONDING SDG GOALS	STRATEGIES	PROGRAMMES/ INPUTS/TARGETS	ACTIVITIES/ INTERLINKAGES WITH OTHER PARTS OF THE PLAN
<p>By 2023, reduce woody biomass to 80% Increase environmentally protected areas by 30%</p>	<p>13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</p> <p>15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally</p>	<p>Improve natural resources and environmental management for sustainability</p> <p>Investment in sustainable waste management</p>	<ul style="list-style-type: none"> <li>• Improve regulation on artisanal, small scale and large scale mining activities through robust monitoring;</li> <li>• Review and monitor concessional agreement for compliance and enforce laws and regulations to benefit the local communities</li> <li>• Establish effective and functional legal and institutional system for Disaster Risk Management, enhance risk identification mechanisms; preparedness, emergency response and recovery; improve information and knowledge management and vulnerability factors;</li> <li>• Strengthen natural resource institutions capacity; Promote sustainable and gender sensitive use of natural resources</li> <li>• Enhance environmental laws enforcement, compliance monitoring laboratory, information dissemination and data management system</li> <li>• Promoting governance framework to implement Sustainable Natural Resource Management (NRM) through enhanced stakeholder's participation, cross sectorial cooperation, coordination, coherence and synergies on natural resource related issues at all levels;</li> <li>• Development of a national Green Economy Strategy;</li> </ul>	<p><b>Linked to sustainable environmental management in Pillar Three</b></p> <p><b>Linked natural resources governance in Pillar Four</b></p>

**FOREIGN RELATIONS:** An effective foreign policy to promote development diplomacy for global partnership and inclusion

<b>DEVELOPMENT OUTCOME:</b> improved diplomatic relations to increase diplomatic presence for international cooperation, economic integration and global peace and security				
<b>PLANS/POLICIES:</b> Executive Law of 1972; Foreign Service Manual; Geneva Convention; ECOWAS Vision 2020; Africa Agenda 2063 and Sustainable Development Goals Agenda 2030				
<b>HIGH-LEVEL NATIONAL TARGETS</b>	<b>CORRESPONDING SDG GOALS</b>	<b>STRATEGIES</b>	<b>PROGRAMMES/ ACTIVITIES/ INPUTS/TARGETS</b>	<b>INTERLINKAGES WITH OTHER PARTS OF THE PLAN</b>
By 2023, increase Liberia’s diplomatic presence from 28 to 31 Missions; Increase e-visa and passport issuance by 75%; Increase Liberia’s presence in international organization by 40%	17.15 Respect each country’s policy space and leadership to establish and implement policies for poverty eradication and sustainable development	Promote development diplomacy and global peace and security	<ul style="list-style-type: none"> <li>• Expand Liberia’s diplomatic presence in 3 strategic regions;</li> <li>• Improve service delivery through professional foreign service training and merit-based deployment;</li> <li>• Deploy passport application centers in regions with high concentration of Liberians;</li> <li>• Establish online application and automate e-visa issuance;</li> <li>• Strengthen resources mobilization through bilateral and multilateral cooperation and economic integration programs;</li> <li>• Operationalize existing bilateral and multilateral agreements for economic growth and job creation;</li> <li>• Increase Liberia’s presence in regional and international organizations for global peace and job creation</li> </ul>	



**PILLAR THREE: SUSTAINING THE PEACE  
RESULTS FRAMEWORK**

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**GOAL**

***A more peaceful and unified society that enables economic  
transformation and sustainable development***

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**PILLAR GOAL:** A more peaceful, unified society that enables economic transformation and sustainable development

**KEY NATIONAL TARGETS FOR 2023:**

- Social Cohesion and Reconciliation Index (SCORE) rating improves from 66% to 80%
  - SCORE Index rating for civic trust and coexistence improves from 52% to 70%<sup>9</sup> on (disaggregated by county, gender)
    - Nationwide average for civic engagement increases from 30% to 50% (disaggregated by county, gender)
    - Nationwide average for satisfaction of state service delivery increase from 35% to 60%<sup>10</sup> (disaggregated by county, gender)
  - SCORE Index rating for violent tendencies decreases from 19% to 5%<sup>11</sup> on SCORE Index (disaggregated by county, gender)

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<sup>9</sup>Targeted improvements in civic trust and coexistence in River Cess, Nimba, Sinoe, River Gee, Lofa and Grand Cape Mount improves from below 5 to 7

<sup>10</sup>Targeted Montserrado, River Cess, Nimba

<sup>11</sup>Targeted Grand Cape Mount (decrease from 4.0 to 1.0), Grand Gedeh (decrease from 3.0 to 1.0), River Cess (decrease from 2.7 to 0.5)

- National average for tendencies towards SGBV decreases from 15% to 5%<sup>12</sup>(disaggregated by county, gender)
- National average for tendencies towards aggression in daily life decreasing from 27% to 10%<sup>13</sup>(disaggregated by county, gender)
- 80% compliant with International, Regional and National Human Rights Obligations and reporting on implementation
- Share of people that are satisfied with the quality of judicial system or rule of law available to their household (% of people satisfied and very satisfied, disaggregated by county, gender) from 69.1% to 85%
- Adjudication of cases rate increase from 50% to 75% annually
- Proportion of BCR detainees held without trial decreases from 65% to 20%
- Juvenile Diversion Program available in 8 counties (baseline 5)
- Share of people that are satisfied with the quality of judicial system or rule of law available to their household (% of people satisfied and very satisfied, disaggregated by county, gender) from 69.1% to 85%
- Overall reduction in crimes by 10%

**CORRESPONDING SUSTAINABLE DEVELOPMENT GOALS (SDG):**

- **Goal 5:** Gender equality
- **Goal 16:** Peace, justice and strong institutions
- **Goal 17:** Partnerships for the Goals

**CORRESPONDING AGENDA 2063 ASPIRATIONS:**

- **Aspiration 3-**An Africa of good governance, democracy, respect for human rights, justice and rule of law
- **Aspiration 4-**A peaceful and secure Africa
- **Aspiration 5-**An Africa with a shared cultural identity, common heritage, values and ethics

**CORRESPONDING NEW DEAL PEACEBUILDING AND STATEBUILDING GOALS (PSG):**

- **PSG 1:** Legitimate Politics
- **PSG 2:** Security
- **PSG 3:** Justice

**ENDING FRAGILITY AND THE ROOT CAUSES OF CONFLICT:** Promoting a cohesive society for sustainable development

**DEVELOPMENT OUTCOME:**A society that embraces its triple heritage and guarantees space for all positive cultures to thrive

**JUSTICE AND HUMAN RIGHTS:** A society where justice, rule of law and human rights prevail

<sup>12</sup> Targeted River Cess (decrease from 3.9 to 0.5), Grand Gedeh (decrease from 3.2 to 0.5), Grand Cape Mount (decrease from 2.5 to 0.1), Margibi and Lofa (decrease from 2.1 to 0.1)

<sup>13</sup> Targeted Grand Cape Mount (decreasing from 7.7 to 2.7), Grand Gedeh (decreasing from 4.0 to 2.7), Lofa (decreasing from 4.4 to 2.7)

**DEVELOPMENT OUTCOME:** Justice Systems work to the benefit of the poor and most marginalized / National ownership and sustainability of access to justice and rule of law initiatives

**SECURITY AND NATIONAL DEFENSE** Justice Systems work to the benefit of the poor and most marginalized / National ownership and sustainability of access to justice/rule of law initiatives

**DEVELOPMENT OUTCOME:** Improved security service delivery nationwide

<p><b>JUSTICE AND HUMAN RIGHTS:</b> A society where justice, rule of law and human rights prevail.</p> <p><b>DEVELOPMENT OUTCOME:</b> Justice Systems work for all including the poor and most marginalized / National ownership and sustainability of access to justice and rule of law initiatives</p> <p><b>PLANS/POLICIES:</b> Criminal procedure bill, Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment, National Human Rights Action Plan, Convention on the Rights of the Child, Convention on the Elimination of All Forms of Discrimination against Women, Convention on the Elimination of Racial Discrimination</p>				
HIGH-LEVEL NATIONAL TARGETS	CORRESPONDING SDG GOALS	STRATEGIES	PROGRAMMES/ ACTIVITIES/ INPUTS	INTERLINKAGES WITH OTHER PARTS OF THE PLAN

Share of people that are satisfied with the quality of judicial system or rule of law available to their household (% of people satisfied and very satisfied, disaggregated by county, gender) from 69.1% to 85%	16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all.	<b>Improving judicial service delivery for the poor and vulnerable by:</b> Increasing numbers and building the capacity of clerical staff, public defenders; and magisterial officers – particularly targeting rural and vulnerable areas; Implementing transparency initiative aimed at clarifying court fees and costs; Improving physical infrastructure for jury management facilities;	Capacity building initiatives for magistrates, judges, clerical staff, bailiffs, public defenders and prosecutor assigned to leeward regions; Court fees transparency initiatives Access to Justice Outreach Program; Customary and statutory harmonization strategy and guidelines;	Linked with improving business processes under Pillar 2 Linked with de-concentration of public services under Pillar 4
Share of people that are satisfied with the quality of judicial system or rule of law available to their household (% of people satisfied and very satisfied, disaggregated by county, gender) from 69.1% to 85%	16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all.	<b>Improving access to justice for the poor and vulnerable by:</b> Improving justice service delivery in rural areas by increasing the number and capacity public prosecutors, public defenders, legal aid practitioners, and corrections officials, and social workers; Harmonizing customary and statutory systems; Providing mental health training for justice sector staff and developing a referral program linked with initiatives under health and social protection	Mental health referral program	
Increase adjudication of cases rate from 50% to 75% annually	16.6 Develop effective, accountable and transparent institutions at all levels (16.6.2 Proportion of the population satisfied with their last experience of public services)	<b>Improving performance of the judiciary</b> through development of a case management policy and effective case management system; Increasing term of court timeframe to take into account the constraints of the current system; Digitizing court systems, beginning with the commercial courts; Increase number of court houses	Rule of Law Capacity-Building Initiative Court digitization initiative	Linked with social protection outcomes in Pillar 1
Proportion of BCR detainees held without	16.6 Develop effective, accountable and	<b>Reducing pre-trial detention: the government aims to tackle pre-trial detention by:</b>	Rehabilitating ADR processes; Policy,	

trial decreases from 65% to 20%	transparent institutions at all levels (16.6.2 Proportion of the population satisfied with their last experience of public services)	Developing and implement an effective case management system to decrease inefficiencies and expense of the justice system, increase adjudication rates and improve justice service deliver; Supporting ADR mechanisms, especially in rural areas with inadequate access to statutory systems; Passing and implement the criminal procedure bill	program, action plan, procedures for effective case management system; Probation and parole program	
Juvenile Diversion Program available in 8 counties (baseline 5)  10% reduction in crimes	16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children	<b>Strengthening and expanding child justice and child protection initiatives by:</b> Identifying and filling critical gaps of human resource, infrastructure, quality service delivery, and logistical support financially for child justice initiatives to improve child justice and combat child trafficking	Child Justice and Child Protection Implementation Plan Strengthening Juvenile Diversion Program	Linked with initiatives under Pillar 1
Compliance with International, Regional and National Human Rights Obligations and reporting on implementation is improved by 80%	16.B Promote and enforce non-discriminatory laws and policies for sustainable development	<b>Strengthening national human rights protection mechanisms by:</b> Strengthening the capacity of INCHR; Holding multi-sectoral Human Rights Coordination Consultations to gain commitment from other MACs on promoting and protecting human rights; Strengthening capacity of MACs on human rights obligations	Fully operational Office of the High Commission for Human Rights	
Share of people that are satisfied with the available quality of judicial system or rule of law (% of people satisfied and very satisfied, disaggregated by county, gender) from 69.1% to 85%	5.2 Eliminate all forms of violence against all women and girls, including trafficking and sexual and other exploitation	<b>Strengthening women's access to justice and women's rights by:</b> fully capacitating and strengthening justice sector SGBV initiatives; passing the Domestic Violence Bill; Implementing women's rights awareness campaign	SGBV (Domestic Violence Bill, FGM)	
Compliance with International, Regional and National Human Rights Obligations and	16.B Promote and enforce non-discriminatory laws and policies for	<b>Strengthening policy framework for human rights protection and promotion:</b> Developing Human Rights mainstreaming policy for the implementation of PAPD at national and local	Multi-Sectorial Coordination Committee for coordination of	

reporting on implementation is improved by 80%	sustainable development	level; Developing and implementing a New Human Rights Action Plan (2019-2023) to outline new government priorities and ensure better coordination between duty-bearers on their role in the multi-sectoral approach to protecting and promoting human rights; 2)Monitoring and reporting on progress on UPR recommendations accepted by GoL;	Universal Periodic Review UPR	
Compliance with International, Regional and National Human Rights Obligations and reporting on implementation is improved by 80%	16.B Promote and enforce non-discriminatory laws and policies for sustainable development	<b>Improving socio-economic human rights by:</b> Implementing social protection initiatives on health, education, and cash transfer to ensure full enjoyment of socio-economic human rights; Pass and implement the Land Rights Act to improve land tenure security;	Cash transfer program; community land rights program	<b>Social protection initiatives under pillar 1</b>
Compliance with International, Regional and National Human Rights Obligations and reporting on implementation is improved by 80%	16.B Promote and enforce non-discriminatory laws and policies for sustainable development	<b>Improving public awareness of human rights by:</b> Developing and implementing public awareness campaign on legal protections and human rights especially targeting women	Human Rights awareness campaign	
Compliance with Human Rights Obligations and reporting on implementation is improved by 80%	16.B Promote and enforce non-discriminatory laws and policies for sustainable development	<b>Promoting human rights within the private sector by:</b> Developing and implementing a national action plan for implementing the UN Guiding Principles on Business and Human Rights	National Action Plan on Business and Human Rights	

**SECURITY AND NATIONAL DEFENSE:** Security forces are more professional and responsive to the needs of all  
**DEVELOPMENT OUTCOME:** Improved security service delivery nationwide  
**POLICIES:** National Defence Act, Liberia National Police Act, Liberia Immigration Service Act, Bureau of Corrections Act, Small Arms Act

HIGH-LEVEL NATIONAL TARGETS	CORRESPONDING SDG GOALS	STRATEGIES	PROGRAMMES/ ACTIVITIES/ INPUTS	INTERLINKAGES WITH OTER PARTS OF THE PLAN
10% reduction in violent crimes Share of people that are satisfied with their protection against crime/their safety (% of people satisfied and very satisfied disaggregated by county, gender) from increases from 69.4% to 85%	16.6 Develop effective, accountable and transparent institutions at all levels (16.6.2 Proportion of the population satisfied with their last experience of public services)	<b>Improving security service delivery nationwide by:</b> Decentralizing communication systems; Improving security data management through the development of a central database across all security apparatus to expedite service delivery and prevent security risks	Emergency hotline support program; National database for all security apparatus linked with national identification scheme	Biometric registration initiative under Pillar 4
10% reduction in violent crimes Share of people that satisfied with their protection against crime (% of people satisfied and very satisfied disaggregated by county, gender) from increases from 69.4% to 85%	16.6 Develop effective, accountable and transparent institutions at all levels (16.6.2 Proportion of the population satisfied with their last experience of public services)	<b>Improving security services delivery in leeward regions by</b> Deconcentrating training and recruitment and improve existing structures for training outside of Monrovia- targeting five areas most affected by conflict and crime; Strengthening community policing initiatives	LNP, BCR, AFL, Fire Service, EPS, BIS, training and recruitment programs; Community policing initiatives	
Share of people that are satisfied with their protection against crime/their safety (% of people satisfied and very satisfied disaggregated by county, gender) from increases from 69.4% to 85%	16.6 Develop effective, accountable and transparent institutions at all levels (16.6.2 Proportion of the population satisfied with their last experience of public services)	<b>Improving security service delivery for women by:</b> Strengthening gender and SGBV units; Developing capacity and training for women security sector personnel; increasing percentage of women recruited into security sector	SGBV referral program	Social protection initiatives under Pillar 1
Share of people that are satisfied with their protection against crime/their safety (% of people satisfied and very satisfied disaggregated by	16.6 Develop effective, accountable and transparent institutions at all levels (16.6.2 Proportion of the population satisfied with	<b>Improving legal, regulatory and policy framework for security sector by:</b> Passing Public Safety Bill, Bureau of Correction Bill, Fire Service Bill; Drafting and enacting law for medical examiner office; Reviewing and domesticating Arms-Trade Treaty	Security Sector legal reform program	



county, gender) from increases from 69.4% to 85%	their last experience of public services)			
Share of people that are satisfied with their protection against crime/their safety (% of people satisfied and very satisfied disaggregated by county, gender) from increases from 69.4% to 85%	16. A Strengthen relevant national institutions, including through international co-operation capacity at all levels, in developing countries, to prevent violence and combat terrorism and crime.	<b>Ensuring sustainability of security sector initiatives by:</b> Developing fully funded maintenance initiatives for the upkeep of existing equipment, human capital, and physical infrastructure; Increase proportion of security sector budget dedicated to maintenance [baseline needed]	Maintenance program for the upkeep of existing equipment; Infrastructure and human capacity maintenance program	
Share of people that are satisfied with their protection against crime/their safety (% of people satisfied and very satisfied disaggregated by county, gender) from increases from 69.4% to 85%	16.6 Develop effective, accountable and transparent institutions at all levels (16.6.2 Proportion of the population satisfied with their last experience of public services)	<b>Professionalizing the security sector and improving oversight and disciplinary mechanisms through:</b> Operationalization of National Defense Act, Liberia National Police Act, Liberia Immigration Service Act; Operationalizing a civil oversight board for each security sector; Drafting legislation to address criteria for appointment and removal of security sector; Harmonising pay across the security sector	Citizens Review Board for security sector; Merit-based standardization mechanism for salary, recruitment, promotions across security sector; Training program for pathologists	Governance initiatives under pillar 4
Share of people that are satisfied with their protection against crime/their safety (% of people satisfied and very satisfied disaggregated by county, gender) from increases from 69.4% to 85%	16.6 Develop effective, accountable and transparent institutions at all levels (16.6.2 Proportion of the population satisfied with their last experience of public services)	<b>Enhancing retirement support for security sector</b>	Veteran support program used to provide expertise to security service; NASCORP paramilitary and military pension scheme	
Share of people that are satisfied with their protection against crime/their safety (% of people satisfied and very satisfied disaggregated by	16.6 Develop effective, accountable and transparent institutions at all levels (16.6.2 Proportion of the population satisfied with	<b>Improving public perception of security services</b> through increased community engagement, development and implementation of positive communications campaign, and increasing the number of women recruited.	Security sector PR campaign	

county, gender) from increases from 69.4% to 85%	their last experience of public services)			
Share of people that are satisfied with their protection against crime/their safety (% of people satisfied and very satisfied disaggregated by county, gender) from increases from 69.4% to 85%	16. A Strengthen relevant national institutions, including through international co-operation, for building capacity at all levels, in developing countries, to prevent violence and combat terrorism and crime.	<b>Improving capacity of security sector personnel through:</b> Targeted capacity development and training for security sector personnel; Targeted and specialized recruitment for security sector personnel	Terrorism for LNP and Army Mental health for LNP Financial training for LNP (both for financial management and to combat financial crimes)	Gender inclusion initiatives under pillar 1
10% reduction in violent crimes	16. A Strengthen relevant national institutions, including through international co-operation, for building capacity at all levels, in developing countries, to prevent violence and combat terrorism and crime.	<b>Improving regional coordination:</b> Fully funded information sharing via West Africa Police Information Service; Enhance international information sharing mechanisms including Interpol	West Africa Police Information Service	
Share of people that are satisfied with their protection against crime/their safety (% of people satisfied and very satisfied disaggregated by county, gender) from increases from 69.4% to 85%	16. A Strengthen relevant national institutions, including through international co-operation for building capacity at all levels countries, to prevent violence and combat terrorism and crime.	<b>Improving physical infrastructure by:</b> Capacitating Armed Forces of Liberia Engineering Unit used to build necessary physical infrastructure for security services as a means of improving service delivery, improving the image of the security services, and preventing conflict	Armed Forces of Liberia Engineering Unit	Infrastructure development under pillar 2
<b>Ending Fragility:</b> Promoting a cohesive society for sustainable development <b>DEVELOPMENT OUTCOME:</b> A society that embraces its triple heritage and guarantees space for all positive cultures to thrive <b>POLICIES:</b> Liberia Peacebuilding Plan; Strategic Roadmap for National Healing, Peacebuilding and Reconciliation. Liberia Land Authority Act, Land Rights Policy				
<b>HIGH-LEVEL NATIONAL TARGETS</b>	<b>CORRESPONDING SDG GOALS</b>	<b>STRATEGIES</b>	<b>PROGRAMMES/ ACTIVITIES/ INPUTS</b>	<b>INTERLINKAGES WITH</b>

				<b>OTHER PARTS OF THE PLAN</b>
Liberia's Social Cohesion and Reconciliation Index (SCORE) rating improves from 66% to 80% SCORE Index rating for civic trust and coexistence improves from 52% to 70% <sup>14</sup> on (disaggregated by county, gender)	16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels	<b>Creating a sense of shared values and improving the national mindset by:</b> Incorporating human rights, peace and civic education into national curricula; Strengthening national pride and African identity by reviewing, improving National Symbols and creating civil war memorial; Continuous diaspora engagement; Revising CSO/AID engagement strategy to ensure programs designed by international organizations and NGOs focus on capacity-building programs and efforts that foster both the motivation and skills;	Civic and human rights education program; Civil war memorial (Du Port Road); Revised CSO Engagement/Aid Management Strategy	Education initiatives under pillar 1;
SCORE Index rating for civic trust and coexistence improves from 52% to 70% <sup>15</sup> on (disaggregated by county, gender)	16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels	<b>Implementing TRC recommendations including:</b> Strengthening and expanding palava hut engagements; Creating civil war memorial, memorialization and reparations; Continuous diaspora engagement, etc.	TRC completion program	
Liberia's Social Cohesion and Reconciliation Index (SCORE) rating improves from 66% to 80% SCORE Index rating for civic trust and coexistence improves from 52% to	16. B Promote and enforce non-discriminatory laws and policies for sustainable development	<b>Tackling regional socio-economic disparities by:</b> Designing and implementing youth recovery and empowerment programs focused on entrepreneurship and social, cultural and economic activities; Restructuring Palava Hut engagements to create awareness of national frameworks and economic opportunities;	Palava hut forum /Palava Hut Psycho-social Initiative; Children and Youth Recovery and Empowerment Program;	Social protection and youth development initiatives under pillar 1

<sup>14</sup> Especially targeting improvements in civic trust and coexistence in River Cess, Nimba, Sinoe, River Gee, Lofa and Grand Cape Mount improves from below 5 to 7

<sup>15</sup> Especially targeting improvements in civic trust and coexistence in River Cess, Nimba, Sinoe, River Gee, Lofa and Grand Cape Mount improves from below 5 to 7

70% <sup>16</sup> on (disaggregated by county, gender)				
SCORE Index rating for violent tendencies decreases from 19% to 5% <sup>17</sup> on SCORE Index (disaggregated by county, gender)	16.1 Significantly reduce all forms of violence and related death rates everywhere	<b>Improving social cohesion amongst targeted communities by:</b> Developing community-based insurance schemes and access to technical and financial assistance for farmer and artisan cooperatives, collective labor action, vocational training and community access to microfinancing; Developing community-based access to technical and financial assistance for farmer and artisan cooperatives, collective labor action, vocational training and community access to microfinancing;	Community-level access to technical and financial assistance program (for artisan cooperatives, community-based unions and private sector initiatives etc.); Community-based access to finance initiative; Community-based insurance schemes	
SCORE Index rating for civic trust and coexistence improves from 52% to 70% <sup>18</sup> on (disaggregated by county, gender)	16.6 Develop effective, accountable and transparent institutions at all levels (16.6.2 Proportion of the population satisfied with their last experience of public services)	<b>Improving rural access to rule of law, security, and justice services by:</b> Restructuring Palava Hut engagements to create awareness of national frameworks and for the resolution of serious crimes – particularly SGBV. <sup>79</sup> ; Using Palava Hut forums to create awareness of economic opportunities in line with PAPD approach to “clustering economic development”	Palava hut forum	Youth development initiatives under pillar 1
SCORE Index rating for violent tendencies decreases from 19% to 5% <sup>19</sup> on SCORE Index (disaggregated by county, gender)	16.1 Significantly reduce all forms of violence and related death rates everywhere	<b>Improving conflict mitigation/ alternative dispute resolution mechanism resolutions by:</b> Restructuring Palava Hut engagements to: address conflicts/ atonement; mental health training for PTSD- (group therapy);	ADR through palava hut and other forums; Early Warning System; County Peace Committees – at district and county level	Youth development initiatives under pillar 1

<sup>16</sup> Especially targeting improvements in civic trust and coexistence in River Cess, Nimba, Sinoe, River Gee, Lofa and Grand Cape Mount improves from below 5 to 7

<sup>17</sup> Especially targeting Grand Cape Mount (decrease from 4.0 to 1.0), Grand Gedeh (decrease from 3.0 to 1.0), River Cess (decrease from 2.7 to 0.5)

<sup>18</sup> Especially targeting improvements in civic trust and coexistence in River Cess, Nimba, Sinoe, River Gee, Lofa and Grand Cape Mount improves from below 5 to 7

<sup>19</sup> Especially targeting Grand Cape Mount (decrease from 4.0 to 1.0), Grand Gedeh (decrease from 3.0 to 1.0), River Cess (decrease from 2.7 to 0.5)

		create awareness of national frameworks for the resolution of serious crimes – particularly SGBV; Strengthening and increasing use of Early Warning System; Strengthening County Peace Committees – at district and county level		
SCORE Index rating for civic trust and coexistence improves from 52% to 70% <sup>20</sup> on (disaggregated by county, gender)	16.6 Develop effective, accountable and transparent institutions at all levels (16.6.2 Proportion of the population satisfied with their last experience of public services)	<b>Strengthening land tenure security by:</b> Strengthening land administration process through technical and human capacity building at the Liberia Land authority ; Developing regulatory framework for the actualization of Liberia Land Authority Act; Passing the Land Rights Bill; Improving land use planning and natural resource management frameworks to ensure fair distribution of benefits from natural resources	Liberia Land Administration Program	
SCORE Index rating for civic trust and coexistence improves from 52% to 70% <sup>21</sup> on (disaggregated by county, gender)	16. B Promote and enforce non-discriminatory laws and policies for sustainable development	<b>Securing access to land by:</b> Harmonizing of customary and statutory land tenure systems through the passage and implementation of the Land Rights Act; Migrating to a new framework where local communities directly participate in and benefit from the concessions through equity interest or rental income; Strengthening community land administration and governance framework (ensuring the inclusion of youth, women, and marginalized community members)	Customary Land Rights Program	

<sup>20</sup> Especially targeting improvements in civic trust and coexistence in River Cess, Nimba, Sinoe, River Gee, Lofa and Grand Cape Mount improves from below 5 to 7

<sup>21</sup> Especially targeting improvements in civic trust and coexistence in River Cess, Nimba, Sinoe, River Gee, Lofa and Grand Cape Mount improves from below 5 to 7

**PILLAR FOUR: GOVERNANCE AND TRANSPARENCY  
RESULTS FRAMEWORK**

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**GOAL**

***A more capable state with an inclusive and accountable public sector fostering shared prosperity and sustainable development***

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**GOAL:** A more capable state with an inclusive and accountable public sector fostering shared prosperity and sustainable development

**KEY NATIONAL TARGETS/INDICATORS FOR 2023:**

- Increase service delivery through County Service Center (CSC) nationwide from 35% to 60% (LISGIS' HIES, 2016)
- Accelerate fiscal decentralization (through county treasuries) from 4 to 8 counties; from 2 to 5 MACs (PFM Reform Strategy and Action Plan, 2017)
- Financial transaction completed via IFMIS increased from 50% - 55/109 to 65% -71/109 (PFM Reform Strategy and Action Plan, 2017)
- Revenue generation increased from 10% per annum to 30% per annum (2017 PEFA Self-Assessment Report)
- Liberia Corruption Perception Index improves from 0.31 (122/180) to 0.41 (Liberia's 2012 Corruption Perception Index – Liberia's best rating, 75/174 – Transparency International)
- Increase percentage of completed entity audits (internal and external) from 75% to 95% (2017 PEFA Self-Assessment Report)
- Achieve 50% national biometric registration of citizens and residents by 2020 and link 10 key MACs with the National Identification Registry (NIR)

**CORRESPONDING SUSTAINABLE DEVELOPMENT GOALS (SDG) FOR 2030:**

- **Goal 1:** No poverty;
- **Goal 9:** Build resilient infrastructure, promote sustainable industrialization and foster innovation;
- **Goal 11:** Make cities inclusive, safe, resilient and sustainable;
- **Goal 15:** Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss;
- **Goal 16:** Promotion of peaceful and inclusive society for sustainable development, and building effective and accountable institutions at all levels;
- **Goal 17:** A successful sustainable development agenda requires partnerships between governments, the private sector and civil society.

**CORRESPONDING AGENDA 2063 ASPIRATIONS:**

- **Aspiration 2-**An integrated continent politically united and based on the ideals of Pan Africanism and the vision of African renaissance
- **Aspiration 3-**An Africa of good governance, democracy, respect for human rights, justice and the rule of law
- **Aspiration 7-**Africa as a strong, united, resilient, and influential global partner and player

**CORRESPONDING NEW DEAL PEACEBUILDING AND STATEBUILDING GOALS (PSG):**

- PSG 1: Legitimate Politics

**BUILDING A CAPABLE STATE:** More effective state institutions conformed to the values, codes, and standards contained in the key instruments of the African Union pertinent to governance on the continent (APRM, Abuja Declaration 2003)

**DEVELOPMENT OUTCOME:** A reformed public sector exhibiting improved fiscal discipline and service delivery, and a rebalance in the concentration of economic and political activities away from Monrovia

**REDUCING CORRUPTION:** Greater transparency and accountability among spending entities

<b>DEVELOPMENT OUTCOME:</b> More robust structures reducing waste and other systemic losses in the operations of Ministries, Agencies, and Commissions
<b>INFORMATION AND COMMUNICATIONS TECHNOLOGY—Improved information and communications technology use in public entities</b> <b>DEVELOPMENT OUTCOME:</b> Universal migration to ICT platforms and wider adoption of e-government to improve business processes and productivity
<b>ENVIRONMENT:</b> Sustainable environmental management and governance of the natural resource sector <b>DEVELOPMENT OUTCOME:</b> Reduction in degradation of farming land, coastal wetlands, and deforestation while increasing returns on natural capital



<p><b>BUILDING A CAPABLE STATE:</b> More effective state institutions conformed to the values, codes, and standards contained in the key instruments of the African Union pertinent to governance on the continent (APRM, Abuja Declaration 2003)</p> <p><b>DEVELOPMENT OUTCOMES:</b></p> <ul style="list-style-type: none"> <li>▪ A reformed public sector exhibiting improved fiscal discipline and service delivery</li> <li>▪ Rebalance in the concentration of economic and political activities away from Monrovia</li> </ul> <p><b>PLANS/POLICIES:</b> National Decentralization Policy; 2014 Civil Service Modernization Plan; APRM; LEITI Framework; Proposed Land Rights Act</p>				
HIGH-LEVEL NATIONAL TARGETS	CORRESPONDING SDG GOALS	STRATEGIES	PROGRAMMES/ACTIVITIES	INTERLINKAGES WITH OTHER PARTS OF THE PLAN
Spending priorities fully aligned with PAPD by FY2019/2020; Reduced budget deficits from 19.9% to 12.2% of GDP by 2023	<b>Goal 16:</b> building effective and accountable institutions at all levels	Modified Medium Term Expenditure Framework (MTEF)	Re-launch of an updated MTEF process as the primary fiscal tool to draw consistent linkages with PAPD; based on a multi-year fiscal framework for one identified priority sector under each pillar; all other sectors return to cash-based budgeting	Linked across to <b>all pillars</b>
By 2023, improve overall service delivery and wage bill management in the Public Sector through an established Civil Service Commission (CSC).	<b>Goal 16:</b> building effective and accountable institutions at all levels	PFM Law and supporting HRM and fiscal management tools	Program relating to revision of the CSC Legal Framework and rolling out of individual and institutional performance management systems across the MACs; Supporting e-government initiatives through a user-friendly automated system that supports (payroll and record management, Personnel Action Notices (PAN) processing, Performance Appraisals, Regular Citizens Survey, and Civil Service examination	Linked to <b>Pillar 2: Economy and Jobs</b> with emphasis of Public Sector performance in growing the economy through increased revenue generation
By 2023, improve alignment of LIPA services to civil service/public sector capacity building priorities	<b>Goal 16:</b> building effective and accountable institutions at all levels	A comprehensive 5-year Capacity Building Plan for nurturing responsible leadership developed and rolled out	Development of program around capacity building of mid-level and senior-level personnel for nurturing responsible leaders; Fostering the culture of accountability through effective monitoring and evaluation and transparency instruments.	<b>Linked to Pillar 1: Power to the People</b> with specific emphasis on quality education for all
By 2023, improve revenue collection	<b>Goal 16:</b> building effective and	DRM strategy	Programs relating tax automation processes, online tax payment (I-TAS) and one-shop stop in tax payment; improve ASYCUDA; Increase mobile tax services, e-	<b>Linked to Pillar 2: Economy and Jobs</b> with emphasis of Public

from 10% to 30% per annum	accountable institutions all levels		services for tax collection, e-registration, e-filing, and e-payment.	Sector performance in growing the economy
50% national biometric registration of citizens and residents by 2020 and link 10 key MACs to the National Identification Registry (NIR)	<b>Goal 16:</b> promotion of peaceful and inclusive society for sustainable development	Establish, maintain, administer and implement the National Biometric Identification System (NBIR)	Programs around improving human resource management within government, lowering the cost of election registration and electoral management, financial service delivery, harmonization of identities across MACs, and support to national census	<b>Linked to Pillar 2: Economy and Jobs</b> with emphasis of Public Sector performance in growing the economy
By 2023, increase county treasuries from 4 to 15 counties; from 2 to 8 MACs	<b>Goal 16:</b> building effective and accountable institutions all levels	Awareness raising to increase citizens participation in fiscal governance	Programs relating to the provision of a framework for evolved budgeting, collection of tax and non-tax revenues, and efficient management of spending, accounting and reporting at sub-national level of government	<b>Linked to Pillar 1: Power to the People</b> with specific emphasis on improving the quality of life of all Liberians
By 2023, Increase service delivery through County Service Centers (CSC) from 35% to 60%	<b>Goal 16:</b> building effective and accountable institutions all levels	Devolution through placement of public services in proximity to citizens	Increase service delivery to citizens by strengthening existing centers; and making them sustainable and efficient; Programs around citizens' participation in County and Social Development Funds relating to development projects and monitoring of outputs	<b>Linked to Pillar 1: Power to the People</b> with specific emphasis on improving the quality of life of all Liberians
Increased integrity and reduced challenges to succeeding rounds of all elections	<b>Goal 16:</b> promotion of peaceful and inclusive society	NEC Strategic Plan	Review and revision of current elections law to deal with anomalies affecting elections; Improving the integrity of elections' database and instruments.	<b>Linked to Pillar 1: Power to the People</b> with specific emphasis on improving participation in elections
All SOE's transitioned to International Financial Reporting Standard (IFRS) by 2022	<b>Goal 16:</b> building effective and accountable institutions all levels	PFM Law extension to SOE governance	Programs relating to transitioning from manual reporting to an automated reporting standard; reviewing and revising guidelines and timetables associated with SOE budgets, performance monitoring, and reporting to ensure these are harmonized with the national planning and budgeting system	<b>Linked to Pillar 2: Economy and Jobs</b> with emphasis of Public Sector performance in growing the economy

By 2023, a draft SOE Act enacted	<b>Goal 16:</b> building effective and accountable institutions all levels	Strategies to improve SOE governance	Review and revise enabling legislations of SOE as needed; attract private investment into the management of SOE's using models from the LEC and Freeport of Monrovia	<b>Linked to Pillar 2: Economy and Jobs</b> with emphasis of Public Sector performance in growing the economy
By 2023, urban land use policy to address informal settlement and sustainable cities developed	<b>Goal 11:</b> make cities inclusive, safe, resilient and sustainable	Passage of an inclusive land rights bill; National registry of landowners and surveyors developed	Programs that support Improved livelihood for urban poor through security of tenure; regulating the process of acquiring, surveying, land acquisition and mapping.	<b>Linked to Pillar 2: Economy and Jobs</b> with emphasis of Public Sector performance in growing the economy
By 2023, strengthening financial and administrative autonomy of 5 cities – Monrovia, Paynesville, Gbarnga, Buchanan, and Ganta	<b>Goal 11:</b> make cities inclusive, safe, resilient and sustainable	Strategies to create and empower sustainable cities along development corridors	Formulating and empowering Sustainable Cities along economic zones or growth drivers; Programs relating to sustainable cities along economic zones or growth drivers; organize local elections for select city mayors and city council members.	<b>Linked to Pillar Three: Sustaining the Peace</b> with specific emphasis on improving participation in local governance
A comprehensive strategy for acquiring, surveying and mapping of concession lands developed and implemented	<b>Goal 15:</b> sustainably manage forests, desertification, halt and reverse land degradation	Passage of an inclusive Land Rights Act Ensuring adequate and effective land administration and management system	Programs relating to review and implementation of policies on land security and passage of the land right act; Programs develop and implemented to limit criminal conveyance of land; Conduct inventory on public and government lands; land administration and management of public and government lands.	<b>Linked to Pillar 2: Economy and Jobs</b> with emphasis of Public Sector performance in growing the economy; to <b>Pillar Three: Sustaining the Peace</b>
Reduced regulatory and administrative burden; improving competition in public procurement to ensure 25% (by value) of government business goes to Liberian entrepreneurs	<b>Goal 17:</b> partnerships between government, the private sector, and civil society	Procurement Law Review; government process review; e-government	Review administrative processes for registration and licensing, ports and cross border points of entry, and access to public procurement information and opportunities	<b>Linked to Pillar 2: Economy and Jobs</b> with emphasis of Public Sector performance in growing the economy

<b>REDUCING CORRUPTION:</b> Greater transparency and accountability among government spending entities <b>DEVELOPMENT OUTCOME:</b> More robust structures in place to reduce waste and other systemic losses in the operations of Ministries, Agencies, and Commissions <b>PLANS/POLICIES/LAWS:</b> PFM Law; Procurement Law; Enabling Legislations for Integrity Institutions				
HIGH-LEVEL NATIONAL TARGETS	CORRESPONDING SDG GOALS	STRATEGIES	PROGRAMMES/ACTIVITIES	INTERLINKAGES WITH OTHER PARTS OF THE PLAN
Increase financial transaction via IFMIS from 51% (55/107) to 65% (70/107) by FY2022/2023	<b>Goal 16:</b> building effective and accountable institutions all levels	Budget streamlining; payroll control, and accounting procedures enforcement	IFMIS effectiveness for a tightened payroll controls, improved accounting procedures and reporting in the MFDP and MACs and a strengthened TSA; a comprehensive debt database fully integrated with IFMIS	<b>Linked to Pillar 2: Economy and Jobs</b> with emphasis of Public Sector performance in growing the economy
By FY2021/2022, an e-procurement system, linked to IFMIS, deployed to 50 MACs	<b>Goal 17:</b> partnerships between government, the private sector, and civil society	Budget execution thru an integrated e-procurement system linked to IFMIS; Procurement professionalization to build capacity thru certification/licensing	Activities to enhance openness and adherence to the PPCC processes; make procurement more accessible to Liberian business and individuals providing goods, works and services; Simplification and streamlining of the procurement process; PPCC will liaise closely with the University of Liberia and other stakeholders to integrate the IPTP into the mainstream University of Liberia program	<b>Linked to Pillar 2: Economy and Jobs</b> with emphasis of Public Sector performance in growing the economy
Automated Asset Registration and Management System deployed by FY2021/2022	<b>Goal 16:</b> building effective and accountable institutions all levels	An effective and automated Asset Management system for government assets	Design, test, and rollout registration system by GSA to track asset online; Programs relating to effective asset policies, asset management, asset reporting, asset disposal/retirement.	Linked to cross cutting issues in ICT
By FY2022/2023, the number of MACs producing budget execution and financial reports in accordance with the	<b>Goal 16:</b> building effective and accountable institutions all levels	Strategies to improve Public Financial Management (PFM) effectiveness in budgeting, fiscal management, budget	Amend the PFM Act to increase effectiveness; Improved budget coverage, fiscal policy management, financial controls, financial oversight, and revenue mobilization; Use of IPSAS as a framework for financial statements of consolidated account on revenue, expenses, debt, and asset management.	<b>Linked to Pillar 2: Economy and Jobs</b> with emphasis of Public Sector performance in growing the economy

PFM increased from 60 to 107		control, and transparency		
By 2023, increase government agencies audited (internal and external) from 75% to 95%	<b>Goal 16:</b> building effective and accountable institutions all levels	Strategies to implement the PFM Law	Programs around internal and external audits of public institutions and preparation of internal and external audit reports; Representation of internal audit in all government ministries; Follow-ups on both internal and external audit recommendations.	<b>Linked to Pillar Three: Sustaining the Peace</b>
Total number of cases persecuted by LACC, through MoJ rise from 6 to 30; by 2023	<b>Goal 16:</b> building effective and accountable institutions all levels	Strengthening the LACC to investigate and persecute corrupt officials; Passage of the Whistleblower Protection Act	Mandate review of the LACC to give direct prosecutorial power to quickly investigate and prosecute corruption cases; Programs around the establishment of a fast-track anti-corruption court to speedily prosecute corruption cases; program around encouraging more Liberians to freely report issues of corruption	<b>Linked to Pillar Three: Sustaining the Peace</b>
Improved legal framework within governance by 2023	<b>Goal 16:</b> building effective and accountable institutions all levels	implementation of FOII Law; the Code of Conduct; Passage of a Corrupt Offense Act	Program around openness in government processes and the FOII law; Implementation of the Code of Conduct, including Ombudsman enforcement.	<b>Linked to Pillar Three: Sustaining the Peace</b>
By 2023, Strengthening land tenure security and improved land information management system	<b>Goal 16:</b> building effective and accountable institutions all levels	Passage of an inclusive land rights bill; National database for landowners and surveyors developed	Programs relating to review and implementation of policies on land security and passage of the land right act; Programs develop and implemented to limit criminal conveyance of land; Conduct inventory on public and government lands; land administration and management of public and government lands.	<b>Linked to Pillar Three: Sustaining the Peace</b>

**INFORMATION AND COMMUNICATIONS TECHNOLOGY**—Improved information and communications technology (ICT) use in public entities  
**DEVELOPMENT OUTCOME:** Universal migration to ICT platforms and wider adoption of e-government to improve business processes and productivity

**PLANS/POLICIES/LAWS:** PFM Law

<b>HIGH-LEVEL NATIONAL TARGETS</b>	<b>CORRESPONDING SDG GOALS</b>	<b>STRATEGIES</b>	<b>PROGRAMMES/ACTIVITIES</b>	<b>INTERLINKAGES WITH OTHER PARTS OF THE PLAN</b>
By 2023, a complete integration and interfacing of key PFM databases – PM modules, Budget management, CS-DRM, e-procurement system, CBL and TAS	<b>Goal 9:</b> Build resilient infrastructure, promote sustainable industrialization and foster innovation	Mainstreaming ICT, innovation and e-government in government’s business processes.	Program relating to increased technologies in government business process through integration and interfacing of key systems – project management modules, Aid Management Platform, Commonwealth Secretariat’s Debt Recording and Management System (CM-DRMS), Budget management modules, e-procurement module, Human Resource Management Module (HRMIS), Tax Administration System (TAS) and Central Bank of Liberia (CBL)	<b>Linked to Pillars One, Two, Three</b> regarding mainstreaming ICT in education, health, social protection, agriculture, and other services.

**ENVIRONMENT:** Sustainable environmental management and governance of the natural resource sector  
**DEVELOPMENT OUTCOME:** Reduction in degradation of farming land, coastal wetlands, and deforestation while increasing returns on renewable natural capital

**PLANS/POLICIES/LAWS:** National Environment Law; LEITI framework

<b>HIGH-LEVEL NATIONAL TARGETS</b>	<b>CORRESPONDING SDG GOALS</b>	<b>STRATEGIES</b>	<b>PROGRAMMES/ACTIVITIES</b>	<b>INTERLINKAGES WITH OTHER PARTS OF THE PLAN</b>
By 2023, full implementation of the national environmental policy	<b>Goal 15:</b> Sustainably manage forests, combat desertification,	Strategies to strengthen ownership and capacity of all actors to monitor implementation of	Awareness on the impact of climate change, environmental degradation, nature resource management and biodiversity; improved access to information on the environment; harmonization of appropriate legal instruments; monitoring and evaluating the impact of	<b>Linked to Pillar Two: Economy and Jobs</b> regarding sustainable use of renewable natural resources and

	halt and reverse land degradation, halt biodiversity loss	environmental policies and regulations	policy decision on environment; assessment of public and private projects on environment	environmental protection
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