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**Country programmes and related matters**

Draft country programme document for Republic of Liberia (2020-24)

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## I. Programme Rationale

1. Liberia has embarked on a trajectory of pro-poor development[[1]](#footnote-1) with a renewed commitment to peace and equitable growth, even as it continues to emerge from years of conflict, the Ebola crisis and the resultant economic downturn[[2]](#footnote-2). It faces the multiple challenges[[3]](#footnote-3) of high **inflation, declining prices of primary commodities in the global market, growing foreign debt, and sustained import dependency[[4]](#footnote-4)**, which together slowed down economic growth[[5]](#footnote-5)[[6]](#footnote-6) and reduced fiscal space[[7]](#footnote-7)for delivery of essential services. **Despite severe obstacles**, Liberia held open and democratic elections, successfully established key national institutions and achieved legislative milestones.
2. **Acute poverty and vulnerability in Liberia are a result of** entrenched political, social, and economic inequalities and exclusion – which resulted in years of conflict[[8]](#footnote-8) and continue to persist due to **high levels of centralization in the Capital and a concessions-based growth model**. Liberia’s Human Development Index (**HDI**) level has been declining[[9]](#footnote-9), with the HDI value for 2017 at 0.435, with Liberia ranked at 181 out of 189 countries[[10]](#footnote-10). Rural poverty, food insecurity, and marginalization remain deeply entrenched[[11]](#footnote-11). Based on the 2018 data on **Multidimensional Poverty**, 71.2 percent of Liberians were poor - 33.2 percent severely poor while 20.4 percent categorized as “vulnerable” because they have a high risk of falling back into poverty due to shocks[[12]](#footnote-12).
3. The **Gender Inequality Index** of 0.610 ranks Liberia at 177 out of 188 countries, a decline from earlier years[[13]](#footnote-13). **Participation of women in politics and governance structures remain low -** women occupy only 1 out of 30 seats in the Senate and 10 of the 73 seats in the House of Representatives. Gender gaps are evident in mean years of education (3.5 vs. 6.1) and income (USD577 vs. USD755). In addition to patriarchal norms that maintain the low social status of women and girls, the legacy of the Liberian civil wars characterized by high levels of sexual and other forms of violence against women, remains and has been normalized.[[14]](#footnote-14) Almost 14 percent[[15]](#footnote-15) of the population which lives with **disability** confronts stigma and have few income-earning opportunities. **HIV** prevalence among adults is estimated at 2.1 percent[[16]](#footnote-16) - higher among women at 2.4 percent compared to 1.8 percent for males.
4. **Centralization** of political and economic power in the country’s capital and inadequate provision of services and infrastructure at the local level have produced uneven development patterns across the country[[17]](#footnote-17). The initial peace, security and humanitarian assistance interventions were not adequately followed by systematic rebuilding of core government functions - leading to suboptimal levels of integrity in the delivery of public services, especially to marginalized groups and areas. Liberia’s **Corruption** Perception Index has worsened significantly from 37 in 2016 to 32 in 2018[[18]](#footnote-18), although the decline began in 2012.
5. Significant progress has been made in strengthening **peace, security and rule of law**, but challenges persist. The review of the Constitution which began in 2012 remains incomplete. Recommendations of the **Truth and Reconciliation Commission** meant to heal the wrongdoings committed during the conflict remain unimplemented. The process of harmonizing the statutory and customary justice systems has been contentious. Corruption, weak administrative procedures, limited human and institutional capacities[[19]](#footnote-19) have led to delays in citizens’ access to justice, especially in cases of **sexual and gender-based violence**. Illicit proliferation of **small arms** remains a major challenge for the government.
6. Liberia can benefit from the demographic dividend[[20]](#footnote-20) if educational and **employment** opportunities[[21]](#footnote-21) improve. Currently, **informal employment** is at 67.9 percent of the labor force[[22]](#footnote-22). The worst employment situation is in the Northwest (73.6 percent) and North Central (86.3 percent) counties where access to education and livelihoods opportunities is limited. **Women** constitute 55.3 percent of the work force in the informal sector and provide 80 percent of agricultural labor force[[23]](#footnote-23). Nearly 72 percent[[24]](#footnote-24) of adult Liberians remained **unbanked,** severely restricting their access to credit and financial services. Only about 18 percent of the total population (3 percent of the rural population) has **access to electricity**. Liberia is ranked 174 among 190 economies in the **ease of doing business[[25]](#footnote-25)** ratings.
7. Even though **agriculture** employs over half of all Liberians[[26]](#footnote-26), and generates close to a third of GDP, only 28 percent of arable land is being used for agriculture. Due to low technical and budgetary investments[[27]](#footnote-27), agriculture is limited to subsistence farming (rice, cassava) with a predominance of female farmers. The main cash crops for export (coffee, cocoa, rubber, oil palm) are facing a decline on international prices. Recent estimates suggest that the national food poverty rate exceeds 40 percent[[28]](#footnote-28).
8. Liberia’s revenue base is dependent on taxes on **natural resource extraction**, supported by mining, timber, and plantation concessions to large foreign companies. Domestic private sector is small and suffers from low productivity, has limited capacity for innovation and minimal access to formal finance. The challenge is to a) harness and maximize the development impact of revenue from concessionaires; b) leverage revenue flows to develop a domestic private sector which can create jobs; c) ensure environmental sustainability of the extractive and forestry sectors.
9. Closely related to this are **land sector issues**[[29]](#footnote-29)whichcontinue to be a key driver of conflict and hamper investment. Most of the population has no formal rights to their land. Nearly 40 percent of the land has been signed away in concessions. This affects women in rural communities more acutely. Local communities are left out and do not benefit from their local resources. Though the Land Rights Act 2018 is expected to address these challenges, inadequate funds and capacities to implement the law remain impediments.
10. Liberia has rich and diverse natural resources and is a global biodiversity hotspot**[[30]](#footnote-30)**. Linkages between social, economic, environmental and climate change issues in the context of sustainable development in Liberia, especially for women and marginalized groups, are critical. Climate change, deforestation and threats to protected areas are likely to adversely affect sectors including agriculture, fisheries, forestry, hydropower generation, coastal areas and health. Rising sea levels have accelerated coastal erosion, damaging infrastructure and impacting livelihoods of coastal communities. Low-lying areas are frequently flooded due to inadequate drainage systems and clogged drains due to poor waste management. Early warning systems in Liberia remain nascent. Planning and resource allocation are not evidence-based due to limited data and knowledge of current climate risks and anticipated climate change impacts.
11. Liberia has made progress towards **SDG implementation**, incorporating the SDGs and New Deal principles in national planning[[31]](#footnote-31). A framework for monitoring and reporting towards the SDGs and the Pro-poor Agenda for Prosperity and Development is now in place, based on international and national indicators. However, the availability of reliable **sex and age disaggregated data** remains critical to ensure that no one is left behind. Also, SDG implementation may be adversely affected due to ongoing **aid volatility** and the government’s policy objective to reduce aid dependency[[32]](#footnote-32).
12. UNDP, a **trusted partner of the Government of Liberia**[[33]](#footnote-33), has deployed its **comparative advantage** to support national authorities through i)its *convening power* as an impartial, high-level mediator on sensitive reforms ii) as a *connector* among diverse partners and interest groups, and iii) as a *knowledge broker*, drawing on its global network of technical expertise to provide institutional capacity building and policy advisory services. **During the last programme cycle**[[34]](#footnote-34) **(2013-19)** UNDP support to national authorities facilitated Liberia’s ratification of Paris Agreement[[35]](#footnote-35) and further, the National Policy and Response Strategy on Climate Change and the National Action Plan for Disaster Risk Reduction were developed in 2016. To enable decentralization, UNDP successfully advocated for the passage of the Local Government Act 2018, establishment of fifteen subnational County Service Centers and roll-out of an innovative citizens’ feedback mechanism. Electoral law reforms in 2014 and the 2017 elections were conducted successfully with UNDP technical support, large-scale capacity building of personnel and infrastructure development.
13. The theory of change incorporates the following **lessons** for success derived from evaluations[[36]](#footnote-36): i) regular feedback from target groups improve programme implementation and outcomes for achievement of multiple SDGs ii) strengthening oversight systems coupled with innovation boosts last-mile delivery of interventions iii) mainstreaming resilience expands livelihoods options, saves lives and reduces economic costs

## II. Programme Priorities and Partnerships

1. This country programme reflects and contributes to the priorities articulated in the Government of Liberia’s Pro-poor Agenda for Prosperity and Development 2018 **(PAPD)** and in the Liberia United Nations Development Assistance Framework **(UNDAF)** 2020-24. These are a) access to basic services, b) inclusive growth c) resilience, peace and security and d) inclusive governance. Based on wide ranging consultations, a comparative advantage analysis[[37]](#footnote-37) and an issue-based approach, **UNDP will contribute to the three outcomes areas** b, c and d, each contributing to the UNDP Strategic Plan (2018-2021). Human rights-based programming principles, with an emphasis on sustainability and scalability of results, will guide the programme. Innovative approaches, integrated **platforms** and financing solutions will be used **to build strategic and new partnerships** and to accelerate achievement of SDGs.
2. **Target areas**[[38]](#footnote-38) for this programme are consistent with Liberia’s Pro-poor Agenda for Prosperity and Development. Five out of the six regions are selected, and within those, focus will be on the five counties of Nimba, Grand Gedeh, Lofa, Grand Cape Mount and Montserrado. These have been selected because of their persistent poverty, vulnerability to climate change, weak service delivery due to difficult terrain, low social development indices and high prevalence of recorded sexual and gender-based violence. In addition to a focus on **women and youth, UNDP’s programme design and implementation will enable equal participation of and benefits to people living with disabilities, sexual minorities and communities at increased risk of HIV infection and poor health.**
3. Contribution of resources and expertise to the achievement of **Outcome 1 (inclusive growth)** is aligned with SDG 1,2,5,7,8,13,14,15 and UNDP signature solutions 1,3,4,5 and 6. UNDP will work to develop and implement sustainable development pathways that **reinforce links between reduction of poverty and inequality and environmental sustainability**. UNDP will support Liberia to meet its obligations under the **Paris Agreement** by strengthening policy and legislative capacity, building partnerships for climate action, particularly with private sector, and mobilizing national and global finance. M**ainstreaming** environmental considerations into national development policy and planning to ensure climate justice to women and marginalized groups will remain a priority.
4. Capacities of Ministries, Agencies and Commissions (MACs) will be enhanced to drive the **response to climate change in coastal counties** through adaptation planning, including the establishment of Integrated Coastal Zone Management Units. Technology necessary to monitor coastal erosion and construction of infrastructure to protect coastlines will be supported. UNDP will enhance opportunities for community dialogue on **local implications of climate change** by gender-responsive adaptative actions to meet the **unique needs of communities in coastal regions, agricultural settings, and urban areas**. This will include assistance to diversify local businesses in coastal areas by promoting **coastal focused business networks**. In partnership with government and private sector, UNDP will support improvement of access to credit and financial services, especially for women and youth in rural areas. Early warning systems will benefit agriculture, fishery, mining and forestry, helping to **protect the livelihoods** they generate. Support to **disaster risk reduction** activities and environmental awareness raising in communities will continue in partnership with civil society.
5. UNDP will strengthen its policy level contribution to biodiversity conservation through improved protected areas management and sustainable land and water management. This includes support to **sustainable oil palm production, rehabilitation of mangrove ecosystems, and sustainable livelihoods** that benefit local communities, especially women, and reduce threats to biodiversity. UNDP will support the government to develop policy and institutional frameworks for the emerging areas of **tourism** (with a focus on eco-tourism) and the **blue economy**. UNDP will promote use of **renewable energy** by creating an enabling policy environment and investing in energy efficiency solutions in areas such as rural health clinics, eco-friendly fish drying and cooking technologies.
6. UNDP views land concession reform policies as an integral element of a broader national dialogue rather than as a string of narrowly oriented technical interventions. UNDP will support the establishment of **Multi-Stakeholder Platforms (MSPs)** which will serve as a consensus building venue for the local administration, traditional elders, civil society, women’s and youth organisations, the business community, and development partners to be directly involved in land concession management and social cohesion efforts. At the administrative level, support will be provided to the government agency responsible for concession management to improve **technical capacity to manage the enabling framework for land concession dispute resolution**. On the other hand, to **promote domestic private sector,**[[39]](#footnote-39) UNDP will support policy reforms to improve regulatory framework for **ease of doing business.** Women led associations and small-scale businesses, often adversely impacted by the concessions model, will be supported to overcome their supply side constraints so that they can take full advantage of opportunities offered by the market.
7. **South–South** collaboration will be forged, among others, with private sector federations and enterprise development initiatives in Rwanda, Kenya and Botswana. UNDP’ Regional Service Centre will be used as a platform to collect and disseminate global best practices for south-south learning, innovation and thought leadership.
8. Interventions under **Outcome 2 (Resilience, peace-building and social cohesion)** are aligned with SDG 5, 10 and 16, andapply UNDP signature solutions 2,3,5 and 6, using integrated approaches that bring together the rule of law and justice, governance (outcome3) and economic recovery (outcome1) to accelerate the transition to social cohesion and peace-building. Liberia’s Pro-poor Agenda for Prosperity and Development places high priority on these combined strategies[[40]](#footnote-40) since UNMIL’s withdrawal from Liberia in March 2018.
9. UNDP will scale-up programmes to enhance the capacities of, and public confidence in, the **justice and security institutions**, and towards improving access to justice, security and protection services, especially for women and girls. This will include direct support across the entire justice ‘chain’ (police, immigration service, prosecution department, judiciary, prisons) with a focus on professionalization, strengthening accountability and oversight, and on improving the decentralised delivery of justice and security services. To improve access to justice for vulnerable groups, the twin strategies of enhancing legal literacy and offering tailored legal aid and assistance will be deployed. UNDP will support initiatives[[41]](#footnote-41) to expand women’s access to decentralized services to prevent **sexual and gender-based violence** and to ensure speedy legal redress. UNDP will contribute to improved implementation of the **Firearms and Ammunitions** Control Act by addressing regulatory gaps.
10. UNDP is uniquely positioned to help the Government establish a credible **reconciliation** process by i) supporting the national law reform agenda and to review discriminatory provisions in enacted laws, emerging bills and laws pending assent, and, ii) by creating appropriate dialogue platforms for civic engagement around select development issues and governance processes. UNDP will support the establishment of harmonised **peacebuilding architecture** and early warning systems for conflict prevention as per recommendations of the Truth and Reconciliation Commission.
11. In partnership with the UNDP Regional Service Centre, **south- south** collaboration will be forged with Ghana to expand learning on peace architecture models and with Kenya, for specialized training of police on immigration and forensics.
12. Initiatives under **Outcome 3 (Inclusive and decentralized governance)** contribute to SDG 5,10,11,16 and willapply UNDP signature solutions 2,3,5 and 6. The quality of core government functions – the basic systems and capabilities required to deliver essential services to the population - and its ability to ensure decentralized provision of public goods and services is the foundation of the social contract between the people and the state. Efforts will aim for steady gains in these capabilities that build confidence and contribute towards longer-term sustainability and effectiveness.
13. To advance the recovery process and reduce the risk of a relapse into societal disorder, UNDP will support mechanisms to improve the quality and effectiveness of **core government functions.** In addition, UNDP will provide **upstream policy advice,** across outcome areas, on Liberia’s SDG domestication agenda, development planning, implementation of the New Deal process, aid coordination, national statistical systems and public sector reform. This will include efforts to raise domestic resources to expand the fiscal space for decentralized service delivery.
14. UNDP will continue to provide its expertise to the **National Electoral Commission** to facilitate electoral law reforms, promote women’s political participation, and prevent electoral violence. UNDP will support renovation of elections infrastructure and establish an integrated online e-governance platform to enhance transparency and accountability in election procedures. To boost voter registration, turnout and ensure peaceful polling, youth organizations will be engaged. Renewed efforts will be made to improve female representation and participation in politics.
15. UNDP will support the national **anti-corruption** institutions to establish viable e-governance solutions which will enhance transparency and improve the productivity and accountability of public business processes. In addition, UNDP will provide resources and expertise to improve public procurement and assist civil society to contribute to higher levels of integrity of public institutions, especially in the infrastructure sector through real-time community monitoring.
16. Effective **decentralization** and local governance are key strategies to promote sustainable peace and inclusive growth in Liberia. UNDP will strengthen the capacity of local government officials and institutions to implement the 2018 Local Government Act, scale-up the successful County Service Centers model for service provision to fifteen counties and ensure fiscal decentralization through county treasuries in select counties. These activities will directly support national efforts to establish administrative systems at all levels of local government, create operational frameworks for financing local governments, and enhance governance of cities, municipalities, and towns. Special measures will be taken to ensure that county-level service delivery is beneficial to women, youth and people living with disabilities. As a cosponsor of the Joint UN Programme on HIV/AIDS, UNDP will support effective implementation of related programmes with a focus on reaching women and marginalized groups.
17. To improve public services, particularly to the most vulnerable and disadvantaged groups, UNDP will support the implementation of the innovative, information technology enabled **Citizens’ Feedback Mechanism** launched in 2019. The data from this mechanism will enable the design and implementation of a Performance Management System for the Civil ervices and further, to inform planning, implementation and monitoring of SDG performance.
18. **South-South Collaboration** will be sought with post-conflict success-stories such as Rwanda and Sierra Leone and with the Electoral Commission of Ghana. Through the UNDP Global Policy Network, collaborations will be sought for models on revenue mobilization and SDGs acceleration.

# III. Programme and Risk Management

1. This country programme document outlines UNDP’s contributions to national results and serves as the primary unit of **accountability to the Executive Board** for results alignment and resources assigned to the programme at country level. Accountabilities of managers at the country, regional and headquarter levels with respect to country programmes is prescribed in the organization’s [Programme and Operations Policies and Procedures](http://www.undp.org/content/undp/en/home/operations/accountability/programme_and_operationspoliciesandprocedures.html) and the I[nternal Control Framework](https://info.undp.org/global/popp/rma/Pages/internal-control-framework.aspx).
2. UNDP is committed to working with United Nations organizations in response to the 2016 quadrennial comprehensive policy review of operational activities for development of the United Nations system, including by implementing the **common chapter**[[42]](#footnote-42) of the UNDP, UNFPA, United Nations Children's Fund, and UN-Women strategic plans. This will include working jointly on sex and age disaggregated data, gender-based violence, advancing the rights of people with disabilities, and climate and disaster resilience.
3. In keeping with the Paris Declaration and the Accra Agenda Action on Aid Effectiveness, the country programme will be **nationally executed** and appropriate implementation modalities will be used at the project level. In accordance with Executive Board decision 2013/2, all **direct costs** associated with project implementation will be charged to concerned projects. To strengthen implementation, UNDP will use macro/micro-assessment tools to assess the capacities of partners and will provide appropriate support. To manage financial risks, the programme will use the **Harmonized Approach to Cash Transfers** in coordination with other United Nations agencies. **Cash transfer modalities**, size of disbursements, and scope and frequency of assurance activities may be revised during programme implementation, based on the findings of programme and expenditure monitoring, and audits. UNDP will support government officials to undertake professional certification courses in subjects such as accounting and procurement.
4. Based on recommendations[[43]](#footnote-43) that **UNDP’s sub-national presence** is important for scaling up programme delivery and quality assurance, at least three hubs outside Monrovia will be considered.
5. UNDP will assist the government to convene across line ministries and development partners to coordinate development finance, support the establishment of integrated financing frameworks[[44]](#footnote-44) and align them with the SDGs. UNDP will be a self-starter in and systematically utilize innovation including accelerator labs, tapping into the Global Innovation Facility to provide solutions that add value and deliver at scale on country level SDGs implementation.
6. The **decline in official development assistance** necessitates greater effort for financing development using domestic resources. While this provides opportunities to optimize resource management, it also risks leaving some vital capacity development needs unmet. To counteract this, UNDP will expand partnerships with the private sector, IFIs, foundations and non-traditional donors[[45]](#footnote-45), investing resources in innovative solutions while leveraging funding for scaling up assistance. Consistent with the demands of this country programme, the country office will review its business processes and practices to **improve efficiency and cost effectiveness**, including a fit-for-purpose **staffing** structure.
7. Liberia does not face a significant **risk of conflict** in the short term. However, with high public expectations, any slippage in performance on poverty reduction and decentralization may lead to unrest and instability. The Liberian political economy is unpredictable and necessitates ongoing dialogue with government and stakeholders to ensure alignment. Finally, the likelihood of another Ebola outbreak, or another new **disease**, remains a reality. At the outset of the new programme cycle UNDP will develop a **business continuity strategy** and establish thresholds that would trigger programme adjustments.

# IV. Monitoring and Evaluation

1. Globally available and/or nationally-owned sources of **data**, analysis and monitoring, through traditional and innovative methods, will be used to track UNDP contributions to national results. The programme will expand the use of **corporate quality assurance standards** to ensure linkages to the SDGs are embedded in project design. The country office will build staff capacities and inform national counterparts regarding the **application of the UNDP’s social and environmental standards and accountability** mechanism.
2. Based on regular monitoring of programmes as well as the policy and political environment, **the theory of change will be reviewed** for relevance and **the results and resources framework will be adjusted**. Programmes and projects will be evaluated in partnership with the **Independent** **Evaluation Office** of UNDP.
3. UNDP will implement its **gender** strategy, work towards the gender seal initiative and accordingly invest at least **15 percent of the budget** on gender specific interventions. The Gender Marker will be used to monitor expenditures, improve planning and decision-making[[46]](#footnote-46). Three percent of the overall budget will be earmarked for monitoring, quality assurance and communication of results.
4. A **multi-year policy research and knowledge management** agenda will be adopted for making results and learnings available to partners in Liberia. Collaborations with national and international academic institutions, think-tanks and development partners will be advanced for research in mutual areas of interest.
5. To reach diverse audiences, UNDP will intensify efforts to **communicate its results** through stories and real-life narratives, using innovative, user-friendly formats, including social media tools.

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| **Pillar 2 of National Plan — Economy and jobs** | | | | |
| **UNDAF Outcome 2/ UNDP OUTCOME 1:** By 2024, Liberia has diversified, and inclusive economic growth underpinned by investments in sustainable and environmentally friendly agriculture, food security, job creation and improved resilience to climate change and natural disasters | | | | |
| **STRATEGIC PLAN Outcome 1: POVERTY ERADICATION** | | | | |
| **UNDAF OUTCOME INDICATOR(S)** | **DATA SOURCE, FREQUENCY** | **INDICATIVE COUNTRY PROGRAMME OUTPUTS** | **PARTNERS** | **INDICATIVE RESOURCES (US$)** |
| **Indicator**: Population below poverty line  **Baseline**: M:52.3%; F:46.3%  Urban=31.5%  Rural=71.6%  National=50.9%  **Target**: M=33.2%  F=27.2%  Urban=12.4% Rural=52.5%; National=31.8%  **Indicator**: Employment Rate: Informal and Vulnerable by sex and rural and urban  **Baseline**:  Informal employment rate: National (M)= 69% (F)=90.9%  urban =72.5%  rural=86.5%  Vulnerable Employment, national (M)=67.9% (F)=91.1% Urban=69.1%  Rural =88.7%  **Target:** TBD  **Indicator**: Percentage of household with access to finance  **Baseline**: 36%  **Target**: 50%  **Indicator 2.4:** Deforestation rate  **Baseline:** 0.7% per annum  **Target:** Maintain baseline levels  **Indicator:**CO2 emissions  **Baseline**: 1.89 Mt CO2 eq  **Target**: Reducing green-house gas emissions by at least 10% by 2030 | Household Income and Expenditure Survey  Biennial  Household Income and Expenditure Survey  Biennial  Global Findex Database (World Bank)  Every three years  Global Forest Resource Assessment  Annual  Biennial Update Report, Government of Liberia | **Output 1.1: Tools and mechanisms applied to enable implementation of gender-sensitive and risk-informed prevention and preparedness to limit the impact of natural hazards and climate change and promote peaceful, just and inclusive societies (ref IRRF3.3.1)**  **Indicator 1.1.1**: Number of evidence-based assessment on climate and disaster vulnerability and risk available for key sectors  **Baseline**: One  **Target**: Four  **Data source:** Environmental Protection Agency  **Indicator** **1.1.2:** Number of gender responsive sectoral adaptation plans for improving climate resilience at national and county level  **Baseline**: One  **Target**: Four  **Data source:** Environmental Protection Agency  **Indicator** **1.1.3:** Existence of coastal defence walls  **Baseline**: 1600 meters (2019)  **Target:** At least 5000 meters  **Data Source:** Environmental Protection Agency    **Indicator 1.1.4:** Number of rural health facilities using alternative sources of energy  **Baseline**: TBD (2019)  **Target**: 10  **Data Source:** Renewable Energy Agency  **Output 1.2: Policies, institutions and programs strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources** **(ref IRRF2.4.1)**  **Indicator** **1.2.1**: Number of Counties which receive revenue generated from the natural resource use  **Baseline**: Four  **Target**: Six  **Data Source**: Liberia Extractives Industry Transparency Initiative  **Indicator** **1.2.2:** Extent to which institutional frameworks for tourism (with a focus on eco-tourism) is functional  **Baseline:** One[[47]](#footnote-47)  **Target**: Four  **Data Source**: Ministry of Information, Cultural Affairs & Tourism  **Indicator** **1.2.3:** County level information and data on natural resources and land use available  **Baseline**: County Development Agenda 2008-2012  **Target**: At least 5 county natural resources and land-use plan  **Data source**: Ministry of Finance  **Indicator** **1.2.4:** Number of MSPs in concession areas  **Baseline**: Nine  **Target**: 16  **Data Source**: National Bureau of Concessions  **Output 1.3: Policies and programmes for the sustainable management of natural resources strengthened, including sustainable commodities and green and inclusive value chains (ref IRRF1.4.1)**  **Indicator 1.3.1:** Number of policy frameworks on Livelihoods and private sector development.  **Baseline**: One  **Target**: Four  **Data Source:** Ministry of Commerce and Industry  **Indicator 1.3.2:** Number of banks offering low interest rates to rural livelihoods start-ups, with attention to women and youth  **Baseline:** All banks offer 15 percent  **Target:** at least three banks  **Data Source:** Central Bank of Liberia | Ministries of Internal Affairs, mines & Energy, agriculture  Environmental Protection Agency Liberia Land Authority  Forestry Development Authority  National Fisheries and Aquaculture Authority  Liberia Institute of Statistics  Geo-Information Services Conservation International  Cuttington University  University of Liberia  FAO  UNEP  World Bank  UN Women  Green Climate Fund  USAID  Sweden  European Union  United Kingdom  ECOWAS  Australia | **Regular:** 15million |
| **Other:**93million |
| **Pillar 3 of National Plan – Peace, justice and social cohesion** | | | | |
| **UNDAF Outcome 3/ UNDP OUTCOME 2:** By 2024, Liberia consolidates, sustains peace and enhances social cohesion, has strengthened formal and informal institutions capable of providing access to inclusive, effective, equitable justice and security services, capable of promoting and protecting the human rights of all. | | | | |
| **STRATEGIC PLAN Outcome 3: RESILIENCE** | | | | |
| **UNDAF OUTCOME INDICATOR(S)** | **DATA SOURCE, FREQUENCY** | **INDICATIVE COUNTRY PROGRAMME OUTPUTS** | **PARTNERS** | **INDICATIVE RESOURCES**  **(US$)** |
| **Indicator**: Number of Human Rights Violations adjudicated  **Baseline**: 44  **Target**: 750  **Indicator**: Percentage of public satisfied with the performance of justice and security institutions  **Baseline**: 31.3%  **Target**: 40%  **Indicator:** Proportion of citizen express satisfaction with Liberia’s social cohesion, reconciliation and sustainable peace.  **Baseline**: 60%  **Target**: 80% | Independent National High Commission on Human Rights  Annual  Public Perception Survey  Biennial  Social Cohesion and Reconciliation Study  Biennial | **Output 2.1. National and local justice systems enabled, and communities empowered to ensure increased access to justice and security (ref IRRF2.2.3)**  **Indicator 2.1.1:** Level of public satisfaction with the human rights record of the Liberia National Police, disaggregated by sex  **Baseline**: 45.5% (2018)  **Target**: 65%  **Data Source**: Liberia Institute of Statistics  **Indicator 2.1.2:** Number of sexual and gender-based violence cases adjudicated  **Baseline**: 80 (2018)  **Target**: 300  **Data Source**: Ministry of Justice  **Indicator 2.1.3: P**roportion of complaints addressed by the newly established Civilian Complaints Review Boards of the Liberia National Police  **Baseline:** None  **Target:** 50%  **Data Source:** Liberia National Police  **Indicator 2.1.4:** Number of cases which receive legal aid  **Baseline**: 2800 cases (2019)  **Target**: 5000  **Data Source**: Court administrator  **Output 2.2. Reconciliation and peace building mechanisms expanded and integrated into the governance structure at national and subnational levels. (ref IRRF3.3.2)**  **Indicator 2.2.1.** Number of districts with early warning systems for conflict prevention and peacebuilding  **Baseline**: 15  **Target**: 70  **Data Source**: Ministry of Internal Affairs  **Indicator 2.2.2.** Number of harmonized peace architecture/platforms established  **Baseline**: 13  **Target**: 15  **Data Source:** Ministry of Internal Affairs  **Indicator 2.2.3.** Number of recommendations of the Truth and Reconciliation Commission implemented  **Baseline:** Two ongoing initiatives  **Target:** Five recommendations on restorative justice  **Data Source:** Ministry of Internal Affairs | Ministries of Justice, Internal Affairs  Judiciary  Independent National Commission on Human Rights  Truth and Reconciliation Commission  OHCHR  UN Women  UNICEF  UNODC  Liberian National Bar Association of Female Lawyers  Prison Fellowship  Louis Arthur Grimes School of Law  Women and Youth associations Community Based Organizations Local Peace Committees  Traditional and religious leaders  Sweden  Ireland  United States  Peace Building Fund | **Regular:** 15million  **Other:** 26.6million |
| **Pillar 4 of National Plan – Inclusive, decentralised governance** | | | | |
| **UNDAF Outcome 4/ UNDP OUTCOME 3:** By 2024, people in Liberia especially the vulnerable and disadvantaged, benefit from strengthened institutions that are more effective, accountable, transparent, inclusive and gender responsive in the delivery of essential services at the national and sub-national levels | | | | |
| **STRATEGIC PLAN Outcome 2: STRUCTURAL TRANSFORMATIONS** | | | | |
| **UNDAF OUTCOME INDICATOR(S)** | **DATA SOURCE, FREQUENCY** | **INDICATIVE COUNTRY PROGRAMME OUTPUTS** | **PARTNERS** | **INDICATIVE RESOURCES (US$)** |
| **Indicator:** Proportion of population who believe decision making is inclusive and responsive  **Baseline**: Data collection systems are in place  **Target**: at least 50%  **Indicator:** Proportion of population satisfied with their last experience of public services  **Baseline**: 56%  **Target**: at least a 20% increase  **Indicator**: Corruption Perception Index  **Baseline**: 120/180 (2018)  **Target**: 50% reduction  **Indicator**: Number of MACs with systems to track public allocations for gender equality  **Baseline**: Gender budgeting statement available  **Target**: 20  **Indicator:** Civil registration  **Baseline**: 37.5%  **Target**: Increase by 12.5% annually | Cabinet Secretariat  Annual  Social Cohesion and Reconciliation Study  Biennial  Transparency International  Annual  National Budget  Annual  National Identification Registry  Annual | **Output 3.1: Capacities developed across the whole of government to integrate the 2030 Agenda, the Paris Agreement and other international agreements in development plans and budgets, and to analyse progress towards the SDGs, using innovative and data-driven solutions** **(ref IRRF1.1.1)**  **Indicator 3.1.1:** Number of MACs that have a functional Cabinet Focal Point  **Baseline**: Stipulation available in Cabinet Guide for MACs (2018)  **Target**: 22 MACs  **Data Source**: Cabinet Secretariat  **Indicator 3.1.2**: Percentage of policy proposals submitted to the Cabinet (by the MACs) that comply with quality standards  **Baseline**: 50%  **Target**: 75%  **Data Source:** Cabinet Secretariat  **Indicator** **3.1.3:** Number of data informed policy and strategy development processes and products supported  **Baseline**: Support to the development of Pro-poor Agenda for Prosperity and Development  **Target**: One National Human Development Report, 15 County Development Agendas  **Data Source:** UNDP records  **Output 3.2: Capacities at sub-national levels strengthened to promote inclusive service delivery including to marginalized and vulnerable groups. (ref IRRF1.2.1)**  **Indicator 3.2.1:** Number of decentralized services available in counties  **Baseline**: 28  **Target**: 36  **Data Source:** County Superintendents’ office  **Indicator 3.2.2:** Number of county treasuries established for fiscal decentralisation  **Baseline**: Four  **Target:** Nine  **Data Source:** Ministry of Finance  **Indicator 3.2.3:** Number of provisions in the Local Government Act implemented  **Baseline**: Local Government Act passed (2018)  **Target**: At least five  **Data Source:** Governance Commission  **Output 3.3: Electoral processes strengthened for inclusive, transparent and peaceful conduct of elections (ref IRRF2.2.2)**  **Indicator 3.3.1:** Number of fully equipped election commission warehouses  **Baseline**: One  **Target**: 19  **Data Source**: National Election Commission  **Indicator 3.3.2:** Administrative procedures of dispute resolution in place  **Baseline**: Procedures of hearing office and board of commissioners in place (2018)  **Target**: Procedures at the magistrate’s office established  **Data Source**: Complaints matrix of the National Election Commission  **Indicator 3.3.3:** Number of amendments to the national election legislation submitted and endorsed  **Baseline**: 41  **Target**: 76  **Data Source**: National Election Commission  **Output 3.4: Institutions and systems strengthened to reduce corruption at national and sub-national levels to maximize resource availability for pro-poor development (ref IRRF1.2.3)**  **Indicator 3.4.1:** Integrity diagnosis data of national pillars available  **Baseline**: Diagnosis methodology available  **Target**: Integrity diagnosis of at least 12 pillars available  **Data Source**: Transparency International  **Indicator 3.4.2: N**umber of MACs with functional e-governance platforms for improved transparency  **Baseline**: Three  **Target**: Ten  **Data Source**: General Audit Commission  **Indicator 3.4.3:** Number of infrastructure projects undergoing real-time community monitoring  **Baseline**: Ad-hoc user feedback  **Target**: At least three road-construction projects  **Data Source:** Community monitoring reports | Office of the President  Ministries of Finance, Development and Planning, Justice, Internal Affairs, Gender, Children and Social Protection, Mines and Energy  Liberia Lands Authority  Governance Commission  Relevant MACs  Liberia Anti-Corruption Commission  UN Women  UNAIDS  UNV  FAO  UN Economic Commission for Africa  USAID  SIDA  African Development Bank  Liberia Chamber of Commerce  University of Liberia  Kofi Annan International Peacekeeping Training Centre  Carter Center  Transparency International  Centre for Transparency and Accountability in Liberia  Institute for Research and Democratic Development | **Regular:** 15million  **Other:** 43million |

1. Pro-Poor Agenda for Prosperity and Development, Republic of Liberia, 2018 **(PAPD)** [↑](#footnote-ref-1)
2. World Bank, 2018 [↑](#footnote-ref-2)
3. UNDAF Liberia Common Country Assessment, 2018 [↑](#footnote-ref-3)
4. Poverty & Equity and Macroeconomics, World Bank, 2018 [↑](#footnote-ref-4)
5. From 8.7 percent (2013) it fell to 0 percent (2015) and to minus 1.6 percent in 2016 - but rose to 3 percent in 2017 [↑](#footnote-ref-5)
6. IMF Staff 2019 Article IV Mission to Liberia ([link](https://www.imf.org/en/News/Articles/2019/03/08/pr1971-imf-staff-completes-2019-article-iv-mission-to-liberia)) [↑](#footnote-ref-6)
7. Africa Economic Outlook (2017) [↑](#footnote-ref-7)
8. Truth and Reconciliation Commission (2009), the Agenda for Transformation (2012), PAPD 2018 [↑](#footnote-ref-8)
9. UNDP Human Development Indices and Indicators 2018 Statistical Update, Tables 1, 2 [↑](#footnote-ref-9)
10. Human Development Report, UNDP 2016 and 2018; Inequality-adjusted HDI for 2017 is 32 percent lower [↑](#footnote-ref-10)
11. Absolute poverty varies from 20.3 percent in the Capital to 84 percent in rural Maryland county [↑](#footnote-ref-11)
12. Human Development Report, UNDP 2016 and 2018 [↑](#footnote-ref-12)
13. Ibid. [↑](#footnote-ref-13)
14. Programme Against Sexual and Gender Based Violence and Harmful Traditional Practices, Republic of Liberia, 2018 [↑](#footnote-ref-14)
15. National Census, Republic of Liberia. 2008 [↑](#footnote-ref-15)
16. Catch up plan to end AIDS 2017-2020 [↑](#footnote-ref-16)
17. Peacebuilding Plan 2017 [↑](#footnote-ref-17)
18. Transparency International, 2018 [↑](#footnote-ref-18)
19. Liberia Peacebuilding Plan, 2017. [↑](#footnote-ref-19)
20. Liberia National Census, 2011; under 35 population at 70 percent [↑](#footnote-ref-20)
21. Poverty alleviation and wealth creation through small enterprise development, Republic of Liberia, 2011 [↑](#footnote-ref-21)
22. Household Income and Expenditure Survey, 2014. [↑](#footnote-ref-22)
23. Gender Assessment Series, Liberia, FAO, 2018 [↑](#footnote-ref-23)
24. Central Bank of Liberia 2013 [↑](#footnote-ref-24)
25. World Bank 2018 [↑](#footnote-ref-25)
26. World Food Programme, Liberia [↑](#footnote-ref-26)
27. World Development Indicators Liberia 2018 [↑](#footnote-ref-27)
28. Liberia Food Security Assessment 2015 [↑](#footnote-ref-28)
29. Ministry of Foreign Affairs, Liberia Land Policy and Land Rights 2016 [↑](#footnote-ref-29)
30. National Environmental Policy, Republic of Liberia (2011) [↑](#footnote-ref-30)
31. Road map for domesticating Agenda 2030 for Sustainable Development, Republic of Liberia [↑](#footnote-ref-31)
32. In 2010, Liberia was among the top five economies receiving the most Official Development Assistance per capita [↑](#footnote-ref-32)
33. 1977 Standard Basic Agreement between UNDP and the Republic of Liberia [↑](#footnote-ref-33)
34. UNDP Liberia Country Programme Mid-term Review 2016, Outcome Evaluations 2017 [↑](#footnote-ref-34)
35. Ministry of Environment, Republic of Liberia, 2018 [↑](#footnote-ref-35)
36. UNDP Liberia Country Programme Mid-term Review 2016, Outcome Evaluations 2017, UNDAF evaluation 2018 [↑](#footnote-ref-36)
37. Refer paragraph 12 [↑](#footnote-ref-37)
38. Social Cohesion and Reconciliation study 2016-2018, UNDAF 2020-24, PAPD 2018 [↑](#footnote-ref-38)
39. UNDP Private Sector Strategy, 2016 [↑](#footnote-ref-39)
40. Peace Building Plan 2017, PAPD 2018 [↑](#footnote-ref-40)
41. European Union/UN Spotlight Initiative, Liberia [↑](#footnote-ref-41)
42. UNDP Strategic Plan (2018-21) [↑](#footnote-ref-42)
43. UNDP Liberia Strategic Review (2018) [↑](#footnote-ref-43)
44. Development Finance Assessment (UNDP, 2016) [↑](#footnote-ref-44)
45. Includes Korean International Cooperation Agency, African Development Bank, Tony Elumelu Foundation, Dangote Foundation, Bill & Melinda Gates Foundation, Arab Bank for Economic Development in Africa [↑](#footnote-ref-45)
46. UNDP Gender Equality Strategy, 2018-2021 [↑](#footnote-ref-46)
47. Criteria: 1 (National Investment Incentive Code 2010 for tourism) 2 (National tourism policy) 3 (Liberia Tourism Board established) 4 (national tourism strategy and action plan) [↑](#footnote-ref-47)