# Ministry of Finance and Development Planning

# ARREST Agenda for Inclusive Development Quarter One, Two and Three

# Progress Report

September 2025

Table of Contents

## LIST OF ABBREVIATIONS AND ACRONYMS

| | |
|---|---|
| AAID | ARREST Agenda for Inclusive Development |
| ADPA | African Diamonds Producers Association |
| ADR | Alternative Dispute Resolution |
| AfCFTA | Africa Continental Free Trade Area |
| AfDB | African Development Bank |
| AFL | Armed Forces of Liberia |
| AGO | Automotive Gas Oil (diesel fuel) |
| ARREST | Agriculture, Roads, Rule of Law, Education, Sanitation/Health, and Tourism |
| ASM | Artisanal and Small-Scale Miners |
| ATC&C | Aggregate Technical, Commercial, and Collection Losses |
| BESS | Battery Energy Storage System |
| CBL | Central Bank of Liberia |
| CBT | Community-Based Tourism |
| CDA | Cooperative Development Agency |
| CFM | Citizens Feedback Mechanism |
| CIT | Corporate Income Tax |
| CMIS | Case Management Information System |
| CPIA | Country Policy and Institutional Assessment |
| CRDF | Community Pharmacy and Cost-Sharing Fund |
| CSC | County Service Center |
| CSDF | County Social Development Funds |
| CSO | Civil Society Organizations |
| ECOWAS | Economic Community of West African States |
| EJS | Ellen Johnson Sirleaf |
| EMT | Economic Management Team |
| EPA | Environmental Protection Agency |
| EU | European Union |
| FBF | Forecast-Based Financing |
| FDA | Forestry Development Authority |
| FOI | Freedom of Information |
| GDP | Gross Domestic Product |
| GHG | Greenhouse Gas |
| GoL | Government of Liberia |
| GPS | Global Positioning System |
| GPI | Global Peace Index |
| HPP | Hydro Power Plant |
| HGSF | Home-Grown School Feeding |
| IAA | Internal Audit Agency |
| ICT | Information and Communication Technology |
| IFAD | International Fund for Agricultural Development |
| IFMIS | Integrated Financial Management Information System |
| IITA | International Institute for Tropical Agriculture |
| IMF | International Monetary Fund |
| IPPs | Independent Power Producers |
| JEP | Jungle Energy Power |
| KP | Kimberley Process |
| LE | Liberia Electricity Corporation |
| LEDFC | Liberian Enterprise Development Finance Company |

| | |
|---|---|
| LERC | Liberia Electricity Regulatory Commission |
| LHS | Liberia Hydrological Service |
| LIFT-P | Liberia Investment, Trade and Finance Project |
| LISGIS | Liberia Institute of Statistics and Geo-Information Services |
| LITAS | Liberia Integrated Tax Administration System |
| LMS | Liberia Meteorological Service |
| LPRC | Liberia Petroleum Refining Company |
| LRA | Liberia Revenue Authority |
| LRD | Liberian Dollar |
| LTA | Liberia Telecommunications Authority |
| MCHPP | Mount Coffee Hydro Power Plant |
| MFDP | Ministry of Finance and Development Planning |
| MIA | Ministry of Internal Affairs |
| MME | Ministry of Mines and Energy |
| MMOs | Mobile Money Operators |
| MOA | Ministry of Agriculture |
| MOE | Ministry of Education |
| MOGCSP | Ministry of Gender, Children and Social Protection |
| MOH | Ministry of Health |
| MOU | Memorandum of Understanding |
| MPC | Monetary Policy Committee |
| MRV | Monitoring, Reporting and Verification |
| MSMEs | Micro, Small, and Medium-Sized Enterprises |
| MT | Metric Ton |
| MW/MWp | Megawatt/Megawatt peak |
| NBIS | National Biometric Identification System |
| NDC/NDC3 | Nationally Determined Contributions (Third Version) |
| NDMA | National Disaster Management Agency |
| NEC | National Elections Commission |
| NOCAL | National Oil Company of Liberia |
| NPHIL | National Public Health Institute of Liberia |
| NTA | National Transit Authority |
| NTC | National Traditional Council |
| OWECC | Office of the War and Economic Crimes Court |
| PBB | Program-Based Budgeting |
| PFM | Public Financial Management |
| PMCS | Performance Management and Compliance System |
| PPP | Public-Private Partnership |
| PSIP | Public Sector Investment Program |
| RCCE | Risk Communication and Community Engagement |
| RDBMS | Regulatory Database Management System |
| RDF | Resource Development Funds |
| RESPITE | Regional Emergency Solar Power Intervention |
| RIA | Roberts International Airport |
| RMNCAH+N | Reproductive, Maternal, Newborn, Child and Adolescent Health plus Nutrition |
| RREA | Rural and Renewable Energy Agency |
| RTTI | Rural Teacher Training Institute |
| SAPZ | Special Agriculture Processing Zone |
| SEZ | Special Economic Zone |
| SOP | Standard Operating Procedures |

| | |
|---|---|
| TOT | Training of Trainers |
| TVET | Technical and Vocational Education and Training |
| UL | University of Liberia |
| UN | United Nations |
| UNDP | United Nations Development Programme |
| UNFPA | United Nations Population Fund |
| UNWTO | United Nations World Tourism Organization |
| USAID | United States Agency for International Development |
| USD | United States Dollar |
| VSLA | Village Savings and Loan Association |
| WASH | Water, Sanitation and Hygiene |
| WFP | World Food Programme |

## EXECUTIVE SUMMARY

This Quarter One to Three Report on the ARREST Agenda for Inclusive Development (AAID) presents progress made in implementing programs across all six pillars from January 1 to September 30, 2025. It fulfils the Ministry of Finance and Development Planning's (MFDP) mandate under the amended Public Financial Management Act of 2009, reaffirming the government's commitment to transparency, accountability, and evidence-based governance. The report also outlines key implementation challenges encountered during the period.

The agencies responsible for AAID programs contributed to the report, which is organised according to AAID's six pillars and twenty-three strategic policies. The MFDP worked with spending entities to compile the data, and the results show evident progress achieved during the reporting period. Key highlights of the achievements recorded under each Pillar are as follows:

### Pillar One: Economic Transformation

***Strategic Policy 1: Economic Stability and Growth*** - The Government of Liberia, in collaboration with the International Monetary Fund, developed a macroeconomic tool to strengthen capacity across relevant institutions in government to forecast Gross Domestic Product GDP and other key macroeconomic variables, and provided training for more than twenty technicians in the MFDP and Liberia Institute for Statistics and Geo-Information Services (LISGIS). Additionally, the Government introduced a monetary tightening policy by setting the Monetary Policy Rate at 17.5 percent and establishing a Monetary Policy Committee to monitor inflation drivers such as food prices, tariffs, and global commodity trends. These resulted in inflation easing from 12.8 percent in Quarter 1 to 9.9 percent by the end of Quarter 2 and 7 percent at the end of Quarter 3. Moreover, the GoL increased public spending in key productive sectors including infrastructures (roads and electricity), healthcare (ensuring availability of medical supplies in public health facilities), and education (constructing three model high schools, and establishing ICT infrastructure in 10 percent of the Technical and Vocational Education Training (TVET) Institutions and equipping 28 percent of secondary schools' science laboratory). It also digitized procurement processes in 5 spending entities to reduce expenditure leakage. On the revenue side, the GoL amended the GST law to increase the GST standard rate from 10 to 12 percent, reintroduced the US$0.20 petroleum surcharge, and began enforcing the quarterly 2 percent minimum Corporate Income Tax (CIT) on mining concessions. These measures boosted domestic revenue collection to US$614.5 million at the end of the third quarter, representing 69.8 percent of the FY2025 approved budget.

***Strategic Policy 3: Commerce and Industry -*** The GoL, in partnership with the African Development Bank Group (AfDB), launched the Youth Entrepreneurship Investment Bank (YEIB) with US$17.8 million to address youth unemployment and promote economic growth. This initiative aims to promote 30,000 youth-led businesses, create 120,000 jobs, and foster entrepreneurship across sectors such as agribusiness, digital startups, mining, and tourism. Moreover, the Ministry of Commerce and Industry (MOCI) commenced developing an online business registration platform to reduce the time to establish a business from 5 to 3 days, with a 24-hour turnaround time. Additionally, MOCI co-launched the Accelerated 360 Technical

Assistance Program to help MSMEs access markets, finance, and business development support. It also introduced a US$6 million credit scheme to expand MSME financing.

***Strategic Policy 4: Agriculture and Fisheries -*** The Ministry of Agriculture (MOA) supported 150 farmers in four counties with subsidies, seed rice, and fertilizers to cultivate 470 acres of lowland rice. The Ministry of Agriculture also started building eight mechanization hubs across five counties: Lofa, Bong, Nimba, Margibi, and Montserrado. One of these hubs has already been completed. Also, the MOA began the construction of irrigation systems to support 50 hectares in Zwedru, Grand Gedeh County, and 105 hectares in Karluway and Pleebo, Maryland County. In addition, the Central Agriculture Research Institute conducted field trials and evaluation of 20 KAFACI rice varieties from Kenya and 50 improved Africa Rice to test their yields and iron toxicity.

**Pillar Two: Infrastructure Development**

***Strategic Policy 7:*** **Roads and Basic Infrastructure -** The Ministry of Public Works (MPW) continued construction on 145 km of primary roads, completing approximately 75 km during the reporting period. Additionally, MPW rehabilitated about 549 km of lateral roads across nine counties to ensure year-round accessibility. The Ministry also upgraded 18.5 km of urban community roads with drainage systems and commenced rehabilitation on an additional 43.85 km in Montserrado County. Additionally, MPW recorded further progress, including the completion of 32.38 km of primary asphalt pavement, rehabilitation and maintenance of 96.82 km of feeder roads, and upgrading of 40.10 km of urban and community roads. The National Transit Authority expanded transport services to Grand Gedeh, River Gee, Maryland, and Lofa Counties.

***Strategic Policy 8: Transport and Logistics -*** The Government also acquired three new buses and procured fifty new buses and four trucks, out of which 35 have arrived. The arrival of these buses has significantly reduced transportation fare, travel time, and the cost of doing business. Port modernization efforts and inland dry port planning advanced, enhancing trade facilitation, while petroleum facility expansions improved Liberia’s ability to meet regional fuel demand. In addition, 147 traffic signs were installed nationwide, and authorities processed 27,556 vehicle registrations. Driver licensing centers were operationalized in Montserrado, Kakata, and Ganta, with plans to decentralize services to additional counties.

***Strategic Policy 9:*** **Water and Sewage -** The Liberia Water and Sewer Corporation (LWSC) achieved significant progress, including the distribution of 7,798,403.26m$^3$ of water to urban communities and businesses, and a total of 56,484.75m$^3$ of water across rural communities (County capitals including Bopolu, Robertsport, Sanniquellie, and Voinjama). The LWSC signed contracts for the rehabilitation and expansion of the Greenville (Sinoe) and Zwedru, Grand Gedeh, water supply systems and for the construction of a new water supply system in Pleebo, Maryland. Additionally, LWSC completed 1000 leak repairs, resulting to nor-revenue water reduction, connected about 781 new households to piped water, added 47 sewer connections, rehabilitated 12 public water kiosks, cleaned 308 manholes to enhance sanitation infrastructure, and treated a total of 873.1 million gallons of water through its treatment plants.

Additionally, 1,751 newly constructed homes were connected to the sewage network, marking substantial progress in sanitation and public health infrastructure.

***Strategic Policy 10:*** **Energy –** Electricity access improved nationally, from 33 percent in 2024) to 35 percent in 2025. The Liberia Electricity Corporation (LEC) increased operational efficiency thereby reducing Aggregate Technical, Commercial, and Collection (ATC&C) losses from 63 percent (2021) to 46 percent (2025). Furthermore, major private-sector generation projects advanced, including a 23.75MW solar expansion and a 40MW thermal plant, which will raise future capacity to 166MW. LEC also expanded the electricity grid by constructing 980 km of power lines, installing more than 840transformers, connecting 40,000 new customers, commissioning new substations, and initiating a 20 MW solar farm in Harrisburg.

***Strategic Policy 11:*** **Communication Technologies and Digital Economy -** Digital transformation progressed with 50 percent completion of government ICT harmonization and 80 percent completion of e-governance reforms. Digital entrepreneurship reached 15 percent of its target, while cybersecurity enhancements achieved 80 percent. The Government launched the National Digital Strategy (2025–2029) to accelerate digital infrastructure, cybersecurity, digital ID, e-services, and job creation. The accomplishments were highlighted during Digital Liberia Week, which was organized with support from the World Bank.

**Pillar Three: Rule of Law**

***Strategic Policy 13: Justice and Human Rights -*** The Government commenced drafting the Alternative Dispute Resolution (ADR) legislation to reduce court congestion and pre-trial detention. Four Pilot ADR offices in Grand Bassa, Bong, Nimba, and Montserrado Counties, along with a satellite hub at the National Traditional Council Headquarters in Monrovia. GOL revised the Criminal Code to modernize penalties and safeguard human rights, and reviewed the Land Rights Act to codify customary and communal land ownership. Additionally, GOL reviewed the Anti-Corruption Legislative Package to strengthen transparency and enforcement. It also prepared Volume 2 of the Supreme Court Opinions and rolled out a homegrown Case Management Information System (CMIS). The National Human Rights Action Plan is being drafted. The MoJ worked with children in conflict with the law, which was a significant achievement during the period under review. A total of 422 juveniles were diverted from the formal justice system, and 554 Child Justice Exit Clearances were issued. These steps helped keep children away from adult proceedings and lowered their vulnerability to exploitation and trafficking. The Ministry also continued expanding restorative justice efforts by directing 278 cases to Alternative Dispute Resolution, resulting in 152 successful settlements and easing pressure on the courts. On the human-rights front, Liberia submitted its Initial Report to the Committee Against Torture, completed its Fourth Cycle Universal Periodic Review Report, and finalized both the National Action Plan on Business and Human Rights and the country's first Human Rights Defenders Policy.

***Strategic Policy 14: Public Safety and National Défense -*** In June 2025, Liberia was ranked among the top ten most peaceful nations in Africa according to the Global Peace Index 2025, with a score of 2.029, just after Namibia and Zambia, respectively[1].

The Government developed and validated the country's first National Anti-Drug Action Plan (2025–2030). It marks a major step in strengthening Liberia's fight against drug trafficking and substance abuse. In addition, the LDEA arrested a total of 417 suspects across the country. Of the 417 suspects arrested, 104 are female, and 313 are male. Of this number, 377 were Liberians, 20 Nigerians, 16 Sierra Leoneans, 2 Guineans, 1 Kenyan, and 1 Ivorian. The LDEA also seized a total of **9,758.37kg** of illegal drugs worth **US$2,223,087.42.** The illicit drugs and substances arrested included: **77.83kg** of Kush with an estimated market value of **US$752,172; 9,389.58kg** of Marijuana worth **US$742,410.82**; **1.93kg** of Heroin worth **US$82,962.64**; and **4.16kg** of Cocaine worth **US$191,963.52**. Additionally, the LDEA arrested **27.84kg** of Methadone, valued at **US$9,775.00**; **2.80kg** of Tarpentadol, valued at **US$526,171**; **250.53kg** of Tramadol, valued at **US$430,200.99**; and **3.71kg** of Precursors, valued at **US$8,340.74**. In addition, the GOL began the construction of the AFL Headquarters, and commenced renovation works on the Camp Jones and Camp Grant barracks with 21 housing units already refurbished. Additionally, over 85 AFL personnel benefited from various military training.

**Pillar Four: Governance and Anti-Corruption**

***Strategic Policy 15: Transparency and Accountability -*** In April 2025, the President issued Executive Order No. 147, mandating that all inhabitants of Liberia enrol in the National Biometric Identification System. So far, 759,223 individuals, constituting about 15 percent of the population, have enrolled. The Public Procurement Concession Commission (PPCC) introduced an e-procurement platform that allows over 200 businesses to register and submit bids electronically, while ensuring that procurement data is accessible to the public. Also, the Liberia Revenue Authority (LRA) expanded its e-filing and digital tax records system, integrating with the IFMIS and Business Registry.

***Anti-Corruption Measures:*** The Liberia Anti-Corruption Commission (LACC) received 1,081 asset declarations from public officials (June 2025), reflecting improved compliance. It established sub-offices in Bomi and Bong Counties to decentralize its services, launched TALKAY, a mobile platform for anonymous corruption reporting. Additionally, the LACC installed Whistleblower Boxes at key ministries and agencies, and police depots, providing a confidential and secure channel for civil servants and citizens to report corruption cases and misconduct.

***Strategic Policy 16: Public Administration -*** The Liberia Land Authority (LLA) advanced implementation of the Land Rights Act and introduced a standardized deed form to strengthen land governance and reduce illegal land transactions. Additionally, the Liberia Revenue Authority (LRA) expanded the application of LITAS and ASYCUDA systems to improve integration of property and customs data, thereby enhancing revenue administration and transparency. Moreover, the Senate passed legislation to rename the Ministry of Internal

[1] economicsandpeace.org/wp-content/uploads/2025/06/GPI-2025-web.pdf

Affairs (MIA) as the Ministry of Local Government—an essential step in ongoing decentralization and public sector governance reforms. Also, in alignment with the Local Government Act of 2018, the MIA established new local governance structures, conducted capacity-building training for county officials in planning and reporting, expanded County Service Centers to include Freedom of Information (FOI) services, and scaled up the Citizens' Feedback Mechanism across five counties.

***Strategic Policy 17:*** **Foreign Affairs -** Liberia secured a seat as a non-permanent member of the United Nations Security Council for the 2026–2027 term, joining the A3 African Group—an achievement that reflects strengthened international engagement and increased global confidence in the country's governance trajectory. Additionally, Liberia was among five African nations invited to the U.S.–Africa Summit, which centered on commercial diplomacy, regional security cooperation, and strategic resource partnerships.

**Pillar Five: Environmental Sustainability**

***Strategic Policy 18: Climate Change -*** Liberia advanced its National Carbon Policy in 2025 through a National Carbon Dialogue (August 2025) and the submission of its Third Nationally Determined Contribution (NDC 3.0) in September 2025, both of which lay the groundwork for a formal Carbon Trading Policy and Climate Change Law. These steps mark Liberia's most significant move toward structured carbon governance and participation in global carbon markets. Consequently, Liberia has achieved 20.47 percent of its targeted GHG reductions, totalling 848.34 Gg $CO_2e$ annually, through energy and forestry initiatives. Furthermore, the GOL accelerated the construction and equipping of facilities that strengthen climate resilience, highlighted by the establishment of a Climate Change Early Response Center under the Liberia Climate Information Systems Project. Also, the GOL renovated laboratories at the Liberia Meteorological Service and the Liberia Hydrological Service to enhance forecasting, remote sensing, and groundwater analysis. Additionally, EPA upgraded the Environmental Monitoring Lab to improve pollutant detection and early warning systems. At the same time, solar installations across key facilities now ensure continuous power for climate monitoring and data transmission. On the Forestry side, the Forestry Development Authority (FDA) restored 35 hectares of degraded land through native tree planting and agroforestry. It also promoted community-led ecotourism and financial inclusion by establishing 35 Village Savings and Loan Associations (VSLAs)—80 percent of whose members were women—to support eco-friendly livelihoods such as guest hosting, handicrafts, and sustainable farming.

**Pillar Six: Human Capital**

***Strategic Policy 19: Education -*** In July 2025, Liberia and the World Bank signed the US$88.7 million EXCEL Project (Excellence in Learning in Liberia), the most significant education investment in Liberia's history. The five-year initiative targets foundational learning for kindergarten through grade six across all 15 counties, aiming to lift more than 350,000 children out of learning poverty. The Ministry of Education conducted multiple capacity-building initiatives, including training 33 school administrators in leadership and 24 elementary teachers in environmental and climate education. It partnered with I-Help Liberia to provide online math training for over 70 teachers in Montserrado and Nimba. It trained 50 teacher trainers (TOTs) and 297 teachers nationwide to use the C3 MicroCloud LMS. Additionally, 40 teachers (24 women and 16 men) participated in the Women's Legacy Project, highlighting women's historical and cultural contributions. The MOE also trained 150 students with special needs and 15 teachers in the use of assistive devices, and strengthened teachers' skills in inclusive education for learners with disabilities. Moreover, the Ministry provided refresher training to ninety-three (93) in-service teachers (23 Females and 70 Males) from Margibi and Montserrado Counties, and thirty-five (35) teachers from Margibi, Bomi, and Montserrado Counties in Gender responsive pedagogy and disability, and 165 kindergarten and primary school teachers. Furthermore, MOE provided scholarships for 45 additional instructors in South Africa, Ghana, Kenya, and Zambia. It also supported 12 special and visually impaired schools, provided tailored assistance to 10 students, and offered subsidies for 60 students at the Liberia School for the Blind in Brewerville. The MOE enhanced learning infrastructure by establishing ICT systems in 10 percent of TVET and higher education institutions, equipping 28 percent of science labs, certifying 55 TVET instructors, and recruiting 12 female guidance counsellors. It also renovated seven public schools, upgraded 10 TVET facilities, built three model secondary schools in Margibi, Bong, and Nimba, and—with support from Samaritan's Purse—provided assistive devices and equipment to special needs schools, including the School for the Blind and the School for the Deaf.

***Strategic Policy 20: Health Systems -*** During the reporting period, Liberia's health sector achieved substantial improvements in service delivery, infrastructure, and system performance. Access to essential medicines increased, with 65 percent of community pharmacies implementing cost-sharing schemes. In comparison, over 90 percent of health products were certified to ensure quality and safety. Primary Health Care (PHC) expanded significantly, with 80 percent of health facilities upgraded to provide integrated services, and all public facilities now delivering comprehensive RMNCAH services supported by appropriate staffing and commodities.

In terms of infrastructure development, the MOH also progresses with the construction and/or upgrading of 12 health facilities, contributing to 95 percent overall compliance with national health standards. The Ministry also ensured that medications were available in 98% of health facilities. Additionally, the MOH strengthened data systems to facilitate standardized DHIS2 reporting, enabling evidence-based planning and monitoring, and the Ministry provided 12,994 adolescents with targeted nutrition services.

Public health surveillance demonstrated strong responsiveness, with the National Public Health Institute of Liberia (NPHIL) detecting and addressing 84 percent of zoonotic outbreaks within 24 hours and capturing 84 percent of all outbreaks within 24–48 hours. The MOH ensured that waste management systems remained fully functional in all public health facilities. Furthermore, the Ministry established surge capacity in all hospitals nationwide—including emergency beds, ICUs, and isolation centers—significantly improving readiness for health emergencies and disease outbreaks.

***Strategic Policy 22: Inclusive Social Development -*** During the reporting quarters, a total of 99 cases of gender-based violence (GBV) were documented, including 13 cases of rape and 85 incidents of domestic violence. These figures underscore the continued need for robust protection and response mechanisms across communities. In support of inclusive development, 160 girls with disabilities across Montserrado, Bong, Nimba, and Lofa counties benefited from a targeted empowerment initiative to enhance their access to economic opportunities. Additionally, 41 vulnerable girls were awarded scholarships, enabling them to pursue education and build resilience against socio-economic vulnerabilities. Moreover, child protection efforts reached 3,518 children, ensuring access to essential services that safeguard their rights and well-being. Meanwhile, 13,740 vulnerable households—10,948 females and 2,792 males—in Grand Bassa, Grand Kru, River Gee, and River Cess counties received social cash transfers, contributing to improved household stability and reduced poverty. Support for persons with disabilities (PWDs) also advanced, with 10 individuals receiving assistive devices to enhance mobility and independence. Furthermore, 1,543 PWDs and young people gained access to financial services, promoting economic inclusion and self-reliance.

**Challenges**

The Government of Liberia has shown a strong commitment to evidence-based policymaking and inclusive service delivery under the AAID framework, but key challenges persist. Limited institutional capacity, coordination gaps, and declining external funding continue to hinder full implementation and program sustainability. Dependence on donor financing, inadequate domestic revenue, and delays in reporting undermine accountability and progress tracking.

Liberia's economic vulnerability—driven by reliance on primary commodities, high poverty, and youth unemployment—further limits resilience and development outcomes. Despite infrastructure investments, poor roads, limited electricity access, and digital connectivity still constrain productivity and equitable service delivery. To sustain reforms and achieve long-term goals, the GOL will continue to strengthen domestic financing, build institutional and leadership capacity, and improve coordination among ministries. Greater citizen participation, private sector engagement, and donor collaboration will be essential to accelerate progress, deepen reforms, and ensure development reaches all regions of the country.

Going forward, the MFDP will scale up capacity building initiatives for spending entities, enhance coordination, increase citizen participation, strengthen private sector engagement, and deepen donor collaboration to sustain momentum and translate reforms into lasting impact. The coming quarters will be vital for advancing reforms, scaling innovations, and ensuring that development reaches every corner of the country.

# I. INTRODUCTION

This document presents the Progress Report for Quarters One through Three of the ARREST Agenda for Inclusive Development (AAID). It outlines key accomplishments and overall progress recorded from January 1 to September 30, 2025. The report is prepared in accordance with Section 48.4 of the Amendment and Restatement of the Public Financial Management (PFM) Act of 2009, which mandates the Ministry of Finance and Development Planning (MFDP) to ensure timely and transparent reporting on the mobilization and utilization of public resources. The primary objective of this report is to present progress on implementation, highlight achievements, and outline key challenges encountered in executing programs and interventions under the AAID. It aims to assess national performance against established targets, provide insights for policy refinement and support efficient and effective resource allocation. In doing so, the report underscores the Government's commitment to transparency, accountability, and evidence-based planning. Through this report, the MFDP seeks to inform decision-makers, stakeholders, and development partners about the state of implementation of the ARREST Agenda. By highlighting key achievements, identifying constraints, and recommending corrective measures, the report supports continuous learning and improvement in public sector performance. Furthermore, it serves as a critical tool for ensuring that development priorities remain responsive to the needs of the population and aligned with the broader goals of inclusive and sustainable national transformation.

The report contains consolidated information submitted by various spending entities, providing an integrated overview of major development initiatives undertaken across the six pillars of the AAID:

1. **Economic Transformation** - economic stability and growth, commerce and industry, agriculture and fisheries, mineral resource management, tourism, culture, and the creative economy.
2. **Infrastructure Development** - roads and infrastructure, transport and logistics, water and sewage, energy, and communication technologies, digital economy.
3. **Rule of Law**- justice and human rights, public safety, and national defence.
4. **Governance and Anti-Corruption** - transparency and accountability, public administration, and foreign affairs.
5. **Environmental sustainability** - climate change, and
6. **Human Capital Development** - education, health system, inclusive social development and youth development.

By documenting progress under these pillars, the report not only provides highlights of current performance but also lays the foundation for mid-course corrections and strategic realignment, as needed. It is a reaffirmation of the Government of Liberia's dedication to inclusive development, participatory governance, and results-driven public sector management.

# II. PILLAR 1: ECONOMIC TRANSFORMATION

The Economic Transformation pillar seeks to build a competitive, diverse, inclusive, and resilient private-sector-driven economy to achieve sustainable economic growth. This is being achieved through targeted policy incentives, improved investment climate that supports local production, value addition, innovations, and export promotion. The pillar is anchored on six strategic policies, thirteen programs, and multiple interventions.

During the period under review, indications of progress were evident across programs and interventions, driven in part by a stable fiscal and monetary policy environment. For example, Liberia's economy continues to build momentum. Real GDP growth is projected to reach 5.4 percent in 2026, following 4.6 percent in 2025 and 4.0 percent in 2024.

This is due to increased investment in infrastructure, such as the ongoing construction of 145km of primary roads, rehabilitation of 549km of lateral roads across nine counties, upgrading of 18.85km of roads with drainage systems, and the rehabilitation and maintenance of 43.85km of urban community roads. The medium-term outlook remains favourable, with average growth forecast at 5.6 percent between 2027 and 2029—contingent on sustained political stability, stronger public financial management, and deeper private sector engagement.

Similarly, 980km of new water distribution lines have been built across major corridors in Paynesville, Roberts International Airport (RIA), Owensgrove, Pleebo, and Fish Town. Additionally, 39,972 new customers, including schools, clinics, and small businesses, were connected to the electricity grid. These interventions as well as improvement in meeting debt obligations among others have triggered increased economic activities.

## 2.1 Key Strategic Policies and Achievements

### 2.1.1 Strategic Policy 1: Economic Stability and Growth

The strategic objective of this policy is to create a resilient economy that fosters sustainable development and improves living standards for all citizens. Additionally, it seeks to strengthen agricultural productivity and natural resource management. There are four key programs within this policy: Macroeconomic Stability, Public Financial Management, Planning Instrument, Statistical Products, and Financial Inclusion.

***Program 1: Macroeconomic Stability***

*This program seeks to create a stable and conducive environment that supports sustainable, inclusive, and diverse economic growth. It includes five (5) interventions, each with spillover effects on the broader macroeconomic environment. Strengthening macroeconomic frameworks, transitioning to an inflation-targeting framework, and reducing inflation were the best-performing interventions. However, increasing gross international reserves and achieving a single Liberian dollar currency remain significant challenges. The following were achieved under this program during the reporting period:*

- **Strengthening macroeconomic framework:** This intervention is measured by a key performance indicator (KPI) that tracks the percentage of procedures and processes adopted to strengthen the macroeconomic framework, with a target of achieving 100%

adoption by 2029. The Government of Liberia (GoL) worked with the IMF to develop a macroeconomic framework to enhance technicians' capacity to forecast real GDP and other macroeconomic variables. This resulted in training of technicians from Liberia Institute of Statistics and Geo Information Services (LISGIS), Central Bank of Liberia (CBL) and MFDP; The MFDP serviced debts that were appropriated in the budget; Drafted a comprehensive Medium Term Fiscal Framework for FY2026 National Budget; And reactivated the Economic Management Team (EMT) at both the policy and technical levels to advise the Government on key macroeconomic decisions.

- **Inflation targeting:** This intervention is measured by the percentage decrease in inflation with a target of 5 percent by 2029. To date the GoL have implemented a monetary tightening policy: a) *Introduction of a Monetary Policy Rate (MPR)*: MPR raised to 17.5 percent in Quarter 2 to combat rising inflation, which had reached 12.8% percent in Quarter 1; b) *Inflation Monitoring:* The CBL's Monetary Policy Committee (MPC) closely tracked inflation drivers particularly *food prices, administered tariffs, and global commodity trends*. By June 2025, inflation had eased to 9.9%, reflecting the impact of tighter policy and declining food costs; c) *Liquidity Management Tools:* The CBL maintained its interest rate corridor (+2.5% and –7.5% around the MPR) and reserve requirements (25% for LRD deposits, 10 percent for United States Dollar (USD) deposits) to manage liquidity and influence inflation expectations.

***Program 2: Public Financial Management***

*Program 2 aims to ensure that public resources are managed efficiently and transparently, support sustainable and inclusive economic growth, and maximize revenue potential. The following progress was reported during the period under review:*

- **Implementation of Program-Based Budgeting:** This intervention is measured by the number of programs introduced in the State Budget with a target of 53 programs by 2029. A framework to pilot Program-Based Budgeting (PBB) using the ARREST Agenda for Inclusive Development (AAID) Sectors was established. The FY2025 Budget was translated into PBB to guide technicians for the FY2026. The Budget Module was tested using the examples to determine whether it can be used for PBB without system enhancements. Findings reveal that the budget module needs enhancement and the technician's capacity needs to be upgraded to enable them effectively roll out PPB. System enhancement and capacity-building initiatives will be undertaken in the first quarter of 2026 to ensure that the FY2027 budget is formulated in line with PBB.

- **Improvement of public expenditure management system and process:** This intervention is measured by the percentage of physical execution to budget execution, with a target of 100 percent. To date, the government has increased public spending on productive sectors such as: infrastructures, including roads, and construction of solar farms in parts of the country, like the 20-megawatts solar farm constructed in Harrisburg; expenditure in the health sector ensured that medical supplies, including drugs are available at all times in government run facilities; on education, expanded school feeding programs to more schools. The GoL digitized procurement processes in five (5) spending entities to reduce expenditure leakages; and reactivated the cash management committee to monitor the Consolidated Account and provide guidance to the MFDP. Furthermore, the MFDP has drafted and validated the Public Investment Management Policy at the subnational level, with national validation scheduled for November 2025. Similarly, the Public Sector Investment Program (PSIP) has been drafted and validated, and the document is being finalized. The PSIP is expected to be launched in the first quarter of 2026. These two documents will guide the PSIPs prioritization and implementation process, thereby improving public expenditure management.

- **Increasing domestic resource mobilization:** This intervention is measured by the amount of domestic fiscal revenues generated in million US$, with a target of 1 billion by 2029. As of mid-year, actual revenue collection reached US$412.50 million, exceeding projections by US$2.69 million. This overperformance was driven entirely by tax revenue. Year-on-year, total revenue grew by 14.5 percent, reflecting improved compliance and economic activity. Amended the GST law to increase the GST standard rate from 10 to 12 percent for goods and services currently subject to the 10 percent standard rate (Prior Action). Furthermore, the GOL reintroduced the petroleum surcharge of US$0.20 on March 21, 2025, and enforced a minimum Corporate Income Tax (CIT) on a quarterly basis (ensuring that mining concessions pay a minimum CIT of 2 percent on a quarterly basis). Additionally, it collected all taxes on imported petroleum products at the import stage rather than at the consumption stage, as is currently done, to address under-declaration and smuggling (Fuel-related taxation imposed at the import rather than consumption stage). It also redesigned the air ticket from ad valorem to a specific rate of US$50 per ticket.

***Program 4: Financial Inclusion***

*The objective of Program 4 is to create a more equitable financial landscape and enhance the economic well-being of individuals and communities. Financial inclusion encompasses a wide range of activities that provide individuals and businesses with access to valuable and affordable financial products and services. This is vital to allow for the active participation of individuals and communities in the development process. Below are key achievements reported for the period under review:*

- **Increasing commercial bank branches and networks per 100,000 adults**: The Central Bank of Liberia used moral suasion for commercial banks to extend their services to other parts of the country. This resulted in the banking sector's physical presence being extended across nine (9) of the fifteen (15) counties in Liberia, with two (2) new bank branches opened, bringing the total number of bank branches, including annexes and windows, to ninety-two (92) compared with ninety (90) in 2024.
- **Increasing the number of mobile money users**: Mobile Money Operators (MMOs) registered subscribers increased from 9.3 million to 11.5 million.

### 2.1.2 Strategic Policy 3: Commerce and Industry

The strategic objective is to foster industrial development and expand domestic and regional trade through economic diversification, value addition, export promotion, modernization, and competitiveness of the economy, as well as promoting entrepreneurship.

***Program 6: Economic diversification and value addition***

*This program seeks to enhance the growth of diverse sectors, such as agriculture, low-emissions manufacturing, and technology, to promote local value-added for the domestic and international markets, such as the ECOWAS Trade Liberalization Scheme (ETLS), African Continental Free Trade Area (AfCFTA), and bilateral and multilateral markets using the economic zones model, thereby driving sustainable growth and generating productive jobs and wealth. The following achievements were reported during the period under review:*

- **Establishment of incubators**: The government launched two pilot incubators in Monrovia, targeting Information and Computer Technology (ICT) and agro-processing sectors to encourage startups in digital solutions and the agriculture value chain to foster job creation and technological innovations.
- **Provision of training for local producers**: The Ministry of Commerce (MOCI) and Industry trained 250 youths and women owned MSMEs in Grand Bassa and Montserrado Counties; Trained 180 local agribusiness producers in export readiness and packaging; Drafted standard operating procedures (SOPs) to improve efficiency in processing export/import documentation (e.g., certificates of origin); and Conducted AfCFTA awareness and sensitization workshops for relevant sector institutions, MSMEs and key private sector actors, civil society and academia, and initiated the national roadmap for implementation, fostering regional trade integration.
- **Operationalization of Special Economic Zones (SEZ)**: The GoL completed the Administrative Policy Manual; and assessed and identified sites for SEZs (Industrial Freezone, Mesurado Fishing Pier, Buchanan SAPZ, RIA, and Monrovia Industrial Park); Buchanan SAPZ broke ground for infrastructural works, beginning with roads; Developed investment pitch for ago-value chains; Launched website and increased visibility on social media.
- **Formalization of businesses**: MOCI formalized 2,500 informal businesses through outreach programs and mobile registration units. Additionally, the MOCI conducted awareness drives in marketplaces in Margibi, Montserrado, and Grand Bassa counties on the importance of formalizing businesses.

***Program 7: Business Enabling Environment***

*Program 7 seeks to reform and modernize business and regulatory frameworks to create a transparent, predictable, and supportive environment for businesses and investors, enhancing overall economic efficiency and competitiveness. Under this program, the following updates were reported:*

- **Youth Entrepreneurship Investment Bank (YEIB):** The GoL, in partnership with the African Development Bank Group (AfDB), launched the Youth Entrepreneurship Investment Bank (YEIB), a transformative initiative aimed at tackling youth unemployment and expanding economic opportunities. The launch, held at the EJS Ministerial Complex in Monrovia, was attended by President Joseph Nyuma Boakai, Sr., AfDB President Dr. Akinwumi Adesina, and key national and international stakeholders. The GoL will fund (in-kind) US$1.2 million, the African Development Fund will fund US$15.9 million, and the Korea Africa Economic Cooperation will fund US$0.7 million. The strategic goal is to reach 30,000 youth-led businesses, support 6,000 new and existing enterprises and create 120,000 jobs. This initiative is also expected to generate $80+ million in tax revenue and unlock up to $500 million in additional financing. YEIB will focus on high-potential sectors including agribusiness, digital services, mining, and tourism, helping young Liberians transition from informal work into sustainable entrepreneurship.

- **Improve business regulatory environment**: MOCI launched the process to formulate a new National Trade Policy (2025–2030) to enhance trade efficiency, trade facilitation, and economic development. These reforms are supported by the Liberia Investment, Trade and Finance Project (LIFT-P), which aims to streamline trade and customs operations. Additionally, the MOCI commenced the rollout of an online business registration platform to reduce processing time from 5 days to 3 days, with a 24-hour turnaround time. The initial documents are now with the World Team for review and feedback; thereafter, they will be finalized for the procurement process to commence. Plans are also underway to commence the decentralization of the operations of the Liberia Business Registrate and, overall, the services of the MOCI, using the County Service Centers. In this regard, collaboration has been sought with the Ministry of Internal Affairs, and the process will commence with an assessment of regional offices in Grand Bassa, Nimba, Bong, and Bomi Counties, with the goal to establish offices in all 15 counties.

- **Inclusive microfinance support**: The MOCI co-launched the Accelerate 360 Technical Assistance Program to support MSMEs with market linkages, financial access, and business development services. Additionally, the MOCI partnered with local financial institutions to launch a line of USD 6 million credit guarantee scheme aimed at expanding MSME financing. Three Liberian financial institutions were awarded funding in the first phase: Afriland First Bank Liberia Limited (USD 1 million), Citi Trust Microfinance Company (USD 800,000), and Liberian Enterprise Development Finance Company (LEDFC) (USD 700,000). All three institutions have signed formal agreements to participate in the initiative[2].

---

[2] GoL, Financial Institutions Sign US$6 Million World Bank Line of Credit for MSME Support | Central Bank of Liberia

- **AfCFTA National Implementation Strategy:** Having ratified the AfCFTA Agreement in July 2023 and deposited the instrument of ratification in August 2024, the AfCFTA National Implementation Strategy was launched in August 2025. The launch of the strategy provides an excellent opportunity for Liberia to become more competitive and to integrate into regional and global trade networks. It will also enable the country to promote value addition and economic diversification, support to MSMEs, and drive industrial growth and development.
- **Strengthening digital infrastructure**: The MOCI has commenced rolling out automation of key services aimed at building a transparent, efficient, and business friendly environment for traders, investors, and businesses in the economy.

### 2.1.3 Strategic Policy 4: Agriculture and Fisheries

This policy endeavours to leverage the sector to drive growth through private sector resilience and determination, enhance livelihoods, and promote sustainable development.

***Program 8: Food and Cash Crop Production***

*The program objective is to enhance food security, promote economic growth, create jobs, and ensure sustainable practices. The following were achieved during the period under review:*

- **Supporting the increase in food crop production:** The Ministry of Agriculture (MOA) supported approximately 150 farmers in Bong, Gbarpolu, Margibi, and Montserrado Counties by providing each farmer with a subsidy of US$1,000.00, 400 (50kg) bags of seed rice, 500 (50kg) bags of UREA fertilizer, and 1,000 (50kg) bags of NPK 15-15-15 fertilizer to cultivate 470 hectares of lowland rice under the Emergency Rice Production Offensive (ERPO) project. The ministry also began constructing eight mechanization hubs across five of Liberia's fifteen counties: Lofa, Bong, Nimba, Margibi, and Montserrado. One of these centers has already been completed and stocked. They also started the procurement process to purchase postharvest handling equipment for rice, cassava, and maize. Additionally, four greenhouses for vegetable production groups were established in four counties (one each in Montserrado, Margibi, Bong, and Nimba). Once fully operational, these hubs are expected to significantly benefit farmers by increasing their efficiency and productivity, boosting income, improving access to markets and post-harvest processing facilities and equipment, reducing postharvest losses, and decreasing farmers' workload. Furthermore, 43 extension staff were trained in China in various fields to enhance their capacity to provide quality service.
- **Supporting the increase of cash crop production**: The MOA established a nursery for 50,000 coconut seedlings in Rivercess County. This project is expected to provide long-term benefits for the county's residents, including job creation and increased income for both citizens and the government.
- **Promotion of climate smart agriculture and irrigation:** The Agriculture Ministry began the construction of irrigation systems in 2 counties in the South East, specifically 50 hectares in Zwedru, Grand Gedeh County and 105 hectares in Maryland County (50

hectares in Karluway, 30 hectares in Pleebo and 25 hectares in Barraken); When completed, these irrigation facilities will directly benefit 155 farmers in the South East.

- **Strengthening of research and development in agriculture**: CARI Rice Breeders commenced the screening and field trials of the 20 KAFACI rice seeds from Kenya. The team also began evaluating rice seeds for their tolerance to iron toxicity in the hotspot, selecting those with high yield and adaptability for distribution to Liberian farmers by 2026. CARI also continued field trials for 50 improved rice varieties it received from Africa Rice for yield and iron toxicity performance at Iron toxicity hotspots. CARI is now producing 100 metric tons of foundation seeds with support from the Seeds4Liberia project to support the seed demand; Continued Rice Research (LIR5004) on enhancing Rice Productivity Using Induced Mutation and Speed Breeding for Food Self–Sufficiency and Income Generation is ongoing and in the second phase; and Under the Seeds4Liberia project with IITA CARI produced 31 hectares of cassava breeder seeds for seven industrial cassavas which are now being distributed to cooperatives to increase cassava productivity.
- **Home-Grown School Feeding (HGSF) Project**: The MOA identified 160 lead farmers in Margibi County to participate in the HGSF Project. Additionally, 7,599 students (49% boys and 51% girls) from 35 schools began receiving food under the USAID Program in partnership with WFP, and 16 additional schools were identified in Bong and Margibi Counties. A total of 43 individuals (including principals, cooks, PTAs, and others) were also engaged in the process.
  The Government has responded to the USAID drawdown with assertive, strategic measures designed to sustain and scale up its homegrown food initiatives. The FY 2025 National Budget allocates US$15.2 million to the agriculture sector—more than triple the previous year's US$4.4 million—demonstrating a strong commitment to food security, sustainable farming, and rural development. The MOA continued implementing key projects, such as the Smallholder Agriculture Development for Food and Nutrition Security (SADFONS) and the Smallholders Agriculture Transformation and Agribusiness Revitalization Project (STAR-P). Supported by partners including the World Bank and IFAD, these initiatives remain on track despite USAID's withdrawal. Additionally, the Ministry of Agriculture and the World Food Programme are collaborating to strengthen support for rural farmers by enhancing market access for locally produced food, thereby stimulating local economies and reinforcing national food security.
- **Enhancing agriculture extension capacity and service delivery**: Cooperative Development Agency (CDA) commenced working with 123 cooperative societies involved in tree crops and lowland farming to increase productivity.

***Program 9: Livestock and Poultry Production***

*Program 9 seeks to increase livestock and poultry production and productivity, thereby boosting local economies, providing employment opportunities, and ensuring a stable supply* *of protein-rich foods. The achievements listed below were documented during the review period:*

- **Poultry meat production:** In April 2025, the Government of Liberia (GOL) launched the Liberia Poultry Project in Careysburg, Montserrado County. The initiative represents a US$26 million investment and is wholly Liberian-owned. The project aims to produce 200,000 eggs per day and stimulate multiple value chains, including feed production, packaging, distribution, and organic fertilizer processing. The initiative is anticipated to generate thousands of jobs, with a particular focus on opportunities for young people. Overall, the program updates present a mixed but encouraging outlook. Notably, climate-smart irrigation achieved an impressive 96.3 percent implementation rate (385 out of 400), demonstrating strong execution capacity and effective coordination. Home-grown school feeding initiatives also showed solid progress, attaining 64 percent of their target and signalling continued advancement in nutrition-sensitive agriculture. Food and cash crops production reached 4 percent and 6.1 percent of their long-term targets, respectively. Poultry production, however, significantly surpassed expectations, delivering 44,148 units against a target of 30,000, indicating robust sectoral growth. Animal feed production reached 60 percent of its goal (6,000 out of 10,000), reflecting improvements in livestock nutrition support. Veterinary service delivery recorded 20 out of 100 planned units, showing gradual but still limited enhancement of animal health infrastructure.

### 2.1.4 Strategic Policy 5: Mineral Resource Management

The strategic objective is to promote sustainable economic growth, attract foreign investment, and create jobs, while ensuring environmental sustainability and community engagement.

***Program 11: Extractive Industry***

*The program objective is to leverage the extraction of natural resources to drive sustainable economic growth, create jobs, and contribute to national development, while ensuring environmental sustainability and community well-being. The updates below were documented during the review period:*

- **Decentralization and formalization of the ASM Sector:** The Ministry of Mines and Energy (MME) **r**ecruited 15 mining and 15 geology engineers -one each per county. The Ministry drafted an amendment and a repeal of the mineral and mining laws and submitted it to the President. The MME has completed the assessment of county mining offices up to 90%. Additionally, the MME acquired and installed a new server for the Mining Cadastral. All of these are meant to strengthen supervision and ensure that Liberians benefit from their resources.

- **Improvement of internal controls to ensure accountability**: The MME acquired QuickBooks and Accounting Software System and conducted compliance visits in seven counties in Central and southeastern Liberia- this increased mining revenue from fines by over 300 percent. The ministry also commenced the procurement of scientific equipment for hydrological and geological services at sub-offices, and it constituted and operationalized an administrative Hearing Board to address mining cases.

- **Modernization of mining activities**: The MME relocated the Liberia Hydrological Survey (LHS) to a new, furnished, and equipped building on Capitol Hill. In addition, the MME completed the purchase and took full custody of the Liberia Geological Survey building on the Old Road. The Ministry digitalized the license processes in collaboration with LRA/RDF and the GSM companies.

- **Improvement of mining business environment**: The MME, in collaboration with key stakeholders, validated Liberia River Sand Mining Regulations and the Regulations on Groundwater Exploration License and Borehole Development. It also revised the fee structures for mining licenses, permits, and sectoral clearance, which are now awaiting signature for publication. In addition, the MME completed the review of Class B Mining and Exploration Licenses, initiated the review of Class A Mining Licenses, and revoked one Class A License.

- **Modernization of the Energy Sector**: The GOL completed the review and updating of the National Energy Policy, and launched the Energy Information System, with funding from ECOWAS. Furthermore, the MME adopted/signed the National Energy Compact, which is pending implementation. The MME also participated in **the 10th African Diamonds Producers Association (ADPA) Council meeting** and in the Regional KP Meeting. It also took part in data statistics training in Sierra Leone and convened a National KP Meeting in Monrovia.

### 2.1.5 Strategic Policy 6: Tourism, Culture and Creative Economy

The strategic objective is to leverage the country's rich cultural, ecological, and natural resources to promote sustainable economic growth. This includes developing tourism infrastructure that enhances cultural and ecological assets and supporting local artists and creative industries.

***Program 12: Tourism Development, Branding and Marketing***

*The objective is to establish Liberia as a premier travel destination by promoting its unique attractions and cultural heritage. The following updates were provided during the review period:*

- **Establishment of Tourism Authority**: The Legislature approved the National Tourism Authority Bill, the President signed it into law, and it was then officially published as a handbill. This gave the Tourism Authority the independence needed to further advance the development of the tourism industry.

- **Brand and commercialize tourism**: The Ministry of Information, Culture, and Tourism (MICAT) developed Liberia's First Tourism Mobile App to promote tourism in Liberia and signed an MOU with the LIS, which reduced visa-on-arrival fees for tourists by 50 percent. Additionally, the ministry hosted the Heritage Fair and the Heritage Corner as part of the Independence Day activities in collaboration with the

Ministry of State. MICAT also began the development of three ecotourism sites - **Masaanti Island** (Grand Cape Mount County), **Sappimah Waterfall/Beleyah Prison** (Gbarpolu County), and **Seyougar Waterfall, St. John River** (Bong County), and three Heritage sites - **Providence Island, Edina City** (Grand Bassa County), and **J.J. Roberts Monument** (Up Broad Street/Ducor Hill). Moreover, the ministry launched a Tourism Mobile App and a Tourism Information Booth at Roberts International Airport and signed an MOU with Monrovia City Corporation for the maintenance and security of heritage sites. Furthermore, MICAT developed and piloted a web-based tourism data platform to capture inbound/outbound traffic and tourist feedback.

- **Tourism capacity building**: MICAT commenced the development of Community-Based Tourism (CBT) products with local communities to create unique tourist experiences. It also secured 15 scholarships through the UNWTO Saudi Grant for online training in tourism development.

## III. PILLAR 2: INFRASTRUCTURAL DEVELOPMENT

The Infrastructure Development Pillar aims to create reliable, modern, inclusive, and climate-resilient infrastructure that supports sustainable social and economic progress. The pillar priorities are creating a resilient and accessible transport, seaports, water, electricity, and ICT infrastructure, as well as housing that promotes economic development, social inclusion, and environmental sustainability across Liberia. Significant progress has been observed across various programs and interventions, driven by the construction and rehabilitation of primary and secondary road networks, the expansion and modernization of water and sewage systems nationwide, stable electricity supply, and other efforts.

### 3.1 Key Strategic Policies and Achievements

#### 3.1.1 Strategic Policy 7: Roads and Basic Infrastructure

The strategic objective of this policy is to develop and modernize essential roads to enhance connectivity, promote economic growth, improve access to essential services, and enhance the country’s overall productivity and competitiveness. This policy has one key program- (Road Network and Safety). Road construction under the AAID remains a critical driver of the country’s recovery and development efforts.

***Program 14: Road Network and Safety***

*The objective of this program is to expand and modernize road infrastructure by constructing climate-resilient roads, upgrading roads and bridges, and maintaining the existing stock to enhance accessibility and connectivity in rural and urban areas, while strengthening social inclusion. The following are key achievements made under this program during the reporting period:*

- **Expansion, rehabilitation, and maintenance of roads**: The Ministry of Public Works (MPW) continued construction of 145 km of primary roads, of which approximately 75km have been completed. In addition, the ministry rehabilitated and maintained more than 100km of laterite roads in nine counties. MPW also upgraded 18.85km of urban and community roads with a drainage system, and rehabilitation and maintenance of 43.85km of urban and community roads are ongoing in Montserrado, Nimba, and Grand Cape Mount Counties.

- **Decentralization of transport services**: The National Transit Authority (NTA) expanded its transport services to several counties, including Grand Gedeh, River Gee, Maryland, and Lofa Counties. The Government also procured 50 buses for NTA, which are expected to arrive in the country before the end of October.

### 3.1.2 Strategic Policy 8: Transport and Logistics

The strategic objective is to enhance the efficiency and reliability of the transportation network, facilitating the movement of goods and people. Several development interventions have been achieved in the transport and logistics sector.

***Program 15: Transport Services and Safety***

This program endeavours to *improve the efficiency and reliability of the transportation network, facilitating the movement of goods and people, and improving road, rail, and port infrastructure to support trade and economic activities.* Key progress made under this program during the reporting period is below:

- **Expansion and modernization of port system:** The National Port Authority began the development of Port Master Plans for the Freeport of Monrovia and the Port of Buchanan. Tanger Med Engineering has been contracted to develop these plans, with the final version expected by November 2025. A key factor driving the modernization is the limited berth space at the Freeport of Monrovia, which constrains vessels to wait at anchorage for extended periods, often weeks, at an estimated average cost of USD 10,000 per day. This situation increases shipping costs for importers, raises the cost of imported goods, and undermines Liberia's competitiveness in regional trade. Expanding berth capacity at the Freeport of Monrovia will reduce vessel wait time, lower trade costs, and potentially lower the cost of imported goods on the market.

- **Expand and modernize four ports and one dry port in Nimba**: The government is advancing plans for an inland cargo terminal in Ganta, Nimba County. This aims to reduce congestion at the Freeport of Monrovia and decentralize trade activity. The NPA has intensified stakeholder engagement with local authorities and communities near the designated land for the proposed Dry Land Port in Kpoahpa, Nimba County. This facility will serve as a strategic inland logistics hub to decongest coastal ports, facilitate smoother cargo distribution, and improve hinterland connectivity.

- **Expansion and modernization of railways**: The Government signed an agreement with HPL for the expansion of the rail from Yekepa to the Guinea Border. When completed, this will facilitate the shipment of iron ores from Guinea to Buchanan Port as well as the movement of passengers and goods.

- **Expansion and modernization of inclusive mass public transport services:** The National Transit Authority (NTA) acquired three new buses in the second quarter and procured 50 buses and 4 trucks, out of which 35 of the buses have arrived. Thereby bringing the total number of operational public buses to 63 nationwide. The arrival of these buses has significantly reduced transportation fare, travel time, and the cost of doing business.

- **Decentralization of vehicle registration at county service centers**: The Ministry of Transport, in collaboration with the NTA, launched decentralized transport services in 10 counties: Bomi, Grand Cape Mount, Gbarpolu, Rivercess, Sinoe, Grand Kru, Grand Gedeh, Maryland, Lofa, and River Gee. The NTA also completed the foundation for its new headquarters, marking a key milestone in institutional recovery and capacity building.

### 3.1.3 Strategic Policy 9: Water and Sewage

The strategic objective is to provide universal access to water for the population and businesses, and to implement effective sewage management systems, while improving public health. This aims to improve public health, reduce the prevalence of waterborne diseases, and enhance environmental sustainability.

***Program 16: Water Resource and Sewage Management***

*The objective of Program 16 is to ensure universal access to a clean, safe, and reliable water supply and adequate sewage facilities. For the period under review, the following achievements were reported:*

- **Expansion and modernization of sustainable urban and rural water supply**: The Liberia Water and Sewer Corporation distributed a total of 7,798,403.26m$^3$ of water to urban communities and businesses, and a total of 56,484.75m$^3$ of water across rural communities (County capitals including Bopolu, Robertsport, Sanniquellie, and Voinjama). The LWSC has signed contracts for the rehabilitation and expansion of the Greenville (Sinoe) and Zwedru (Grand Gedeh) water supply systems and for the construction of a new water supply system in Pleebo (Maryland). The institution conducted a feasibility study for the construction of a water supply system in Ganta (Nimba County). Additionally, LWSC completed 1000 leak repairs, resulting to nor-revenue water reduction, connected about 781 new households to piped water, added 47 sewer connections, rehabilitated 12 public water kiosks, cleaned 308 manholes to enhance sanitation infrastructure, and treated a total of 873.1 million gallons of water through its treatment plants—reflecting steady progress in service delivery and network expansion.

- **Expansion and modernization of sewage services:** The LWSC connected 1,751 newly constructed homes to the sewage network, marking substantial progress in sanitation and public health infrastructure. It also renovated and maintained Monrovia’s sewer system to ensure optimal sewage flow.

- **Improvement of fecal sludge management**: The LWSC cleaned and rehabilitated damaged sections of faecal sludge in Monrovia and its surroundings and connected 47 homes to the sewer network.

### 3.1.4 Strategic Policy 10: Energy

The strategic objective is to ensure sustainable energy access for the population and businesses, while guaranteeing energy security. This sector plays a critical role in Liberia's economic transformation, by providing reliable energy for economic activities, improving environmental management, and promoting sustainable use of natural resources.

***Program 17: Energy Resource Development and Management***

*The objective is to ensure that reliable, affordable, efficient, and sustainable electricity is accessible to all sectors of the economy, to facilitate economic growth, improve quality of life, and social equity.* The following achievements were made during the period under review:

- **Upgrading of electricity regulatory framework and database management system:** Liberia Electricity Regulatory Commission (LERC) launched a Regulatory Database Management System (RDBMS) with funding from the African Development Bank (AfDB). The system enables real-time monitoring of service delivery, financial performance, and consumer complaints. Similarly, it automates key performance indicators and streamlines regulatory decision-making. In addition, LERC is reviewing tariffs for both LEC and Jungle Energy Power (JEP), which operates in Bong and Nimba counties.

- **Rehabilitation of Unit One of Mount Coffee Hydro Power Plant (MCHPP):** The LEC commenced the rehabilitation of Unit One of Mount Coffee Hydro Power Plant (MCHPP) to restore its 22 MW capacity. The rehabilitation is about 19 percent completed and the remaining 81 percent is expected to be completed between October and June 2026. This is part of a broader modernization effort across all four units. The upgraded turbines (Francis type) will deliver ~30 percent more output than the original machines. It also commenced a 44 MW expansion of Mount Coffee Hydro, including the installation of two new turbines and dam safety upgrades. This will boost Liberia's renewable base and support regional power trade.

- **Expansion of regional businesses and communities' electricity distribution**: GOL built 980km of new distribution lines across corridors like Paynesville–RIA–Owensgrove and Pleebo–Fish Town, and installed more than 840 distribution transformers in Monrovia and surrounding areas, and connected about 40,000 new customers, including schools, clinics, and small businesses. The government also commissioned two new substations (Schefflin and RIA) to stabilize voltage and reduce overloads. Additionally, the LEC added 140 MVA of transformer capacity to support growing demand.

- **Implementation of Regional Emergency Solar Power Intervention (RESPITE)**: The Rural Renewable Energy Agency (RREA) launched the off-grid and mini-grid solutions to accelerate rural electrification and reduce the reliance on costly diesel generators particularly in underserved regions; Moreover, the GOL constructed a 30 MWp solar photovoltaic plant with battery storage at the Mount Coffee Hydro site, marking its first utility-scale solar installation. The first stage which is the construction of 20MWp out of the 30MWp is about 84.6 percent completed and the second stage is expected to commence next year. The country has also made notable progress in advancing Public-Private Partnerships (PPPs) within the energy sector, unlocking private financing to accelerate electricity expansion and affordability. Through agreements with more than three private companies, the government is mobilizing new investments to diversify generation sources and strengthen national energy security. Key initiatives include the SCATEC solar power expansion project, which will deliver 23.75 MW of solar generation capacity supported by a 10 MWh battery system, and partnerships with SGTP and SGTPL for the development of a 40 MW thermal power plant. These efforts are intended to boost electricity supply during the dry season when the St. Paul River level goes low.

- **Electricity distribution and reduction in losses:** The Liberia Electricity Corporation (LEC) finalized its five-year roadmap. The *Strategic Plan 2025–2030* outlines a clear vision and disciplined strategy to extend electricity access to 75 percent of the population by 2030, in alignment with the National Energy Compact and the continental objectives of *Mission 300*. LEC also reduced Aggregate Technical, Commercial, and Collection (ATC&C) losses from approximately 63 percent in 2021 to about 46 percent in 2025. To address historical dry-season challenges in Monrovia and accelerate the transition to greener energy, the government commenced the construction of a 20 MW solar power plant in Harrisburg which is expected to be commissioned before December 25, 2025. Additionally, the government began the construction of a 23.75 MWp solar project, through a public-private partnership (PPP), strategically located along the Roberts International Airport corridor. This project is scheduled for commissioning in 2026. Together, these initiatives will increase Liberia's installed generation capacity from 126 MW to 162 MW thereby significantly increasing access to electricity.

### 3.1.5 Strategic Policy 11: Communication Technologies and Digital Economy

This policy aims to improve access to and use of information and communication technologies (ICT) to support economic growth and enhance service delivery. This involves expanding internet connectivity, upgrading telecommunications infrastructure, and increasing digital literacy among citizens.

***Program 20:*** **National ICT Eco-System and Digital Societies**

*This program seeks to create a robust digital infrastructure that fosters innovation, economic growth, and social inclusion. The following were achieved during the period under review:*

- **Harmonization of GOL ICT infrastructure and services:** The GOL **r**eviewed Liberia's 12-year-old telecom framework and commenced the development of the ICT Strategic Action Plan to align Liberia's ICT ecosystem with global benchmarks and national development priorities. It also succeeded in harmonizing 50 percent of its ICT infrastructure and completing about 80 percent of its e-governance reforms.

- **Increasing ICT start-up society**: The GOL convened the Liberia Technology Summit 2025, with support from UNDP and other national and international partners.

## IV. PILLAR 3: RULE OF LAW

The Rule of Law pillar seeks to build a just, equitable, and accountable legal framework that protects rights, promotes good governance, and fosters a stable environment. This pillar also involves improving access to justice, ensuring the independence of the Judiciary, and fostering community engagement in governance to uphold the rule of law as a foundation for sustainable development and social equity in Liberia. Pillar Three of the AAID comprises two strategic policies, four programs, and multiple interventions and targets.

### 4.1 Key Strategic Policies and Achievements

#### 4.1.1 Strategic Policy 13: Justice and Human Rights

The strategic objective of this policy is to strengthen legal institutions, promote human rights awareness, ensure access to justice, hold violators accountable, foster reconciliation, and support civil society in building a just and equitable society. The policy comprises two key programs: Justice Policy Reform and Decentralization and Enforcement of Human Rights.

***Program 22: Justice Policy Reform and Decentralization***

*Program 22 aims to enhance the effectiveness, accessibility, and fairness of the justice system nationwide. The following were achieved during the period under review:*

- **Support the enactment and operationalization of the alternative dispute resolution law:** The Ministry of International Affairs (MIA) commenced drafting the Alternative Dispute Resolution (ADR) legislation to reduce court congestion and pre-trial detention. The Ministry of Justice (MOJ) in collaboration with MIA established Four Pilot ADR offices in Grand Bassa, Bong, Nimba, and Montserrado Counties. In addition, the MIA established a satellite hub at the National Traditional Council Headquarters in Monrovia. A total of 278 cases (130 in Q1, 6 in Q2, and 142 in Q3) were referred to ADR. These cases included persistent non-support, debt actions, domestic disputes, child support, harassment, land disputes, and other matters.

- **Revision of constitutional and legal regimes**: President Boakai declared a "Moment of Truth" for Liberia, proposing a comprehensive review of the 1986 Constitution to address systemic weaknesses and outdated provisions. The GOL revised the Criminal Code to modernize penalties and protect individual rights; It reviewed the Land Rights Act to codify customary and communal land ownership. Key conclusions from the 2025 Review of Liberia's Land Rights Act include, but are not limited to, the fact that: The Customary land rights are now legally recognized as equal to private land rights, giving communities statutory protection over lands they've traditionally occupied. The Act affirms that communities are the rightful owners of customary land, not the state, and can manage it collectively. The Act explicitly promotes gender and generational equity, mandating the inclusion of women and youth in land governance and decision-making.[3] Additionally, the GOL reviewed the Anti-Corruption Legislative Package to strengthen transparency and enforcement. The GOL prepared Volume 42 of Supreme Court Opinions in partnership with, with additional volumes underway, and a draft Corrections Service Act proposing the creation of a National Corrections and Rehabilitation Service with semi-autonomous status.

- **Introduction of digital technologies in court proceedings management**: The GOL rolled out a homegrown Case Management Information System (CMIS). This marked a pivotal upgrade to court operations, aimed at improving efficiency, transparency, and access to justice. In July 2025, 60 clerks and assistant clerks completed a two-week intensive training on the upgraded CMS. The system is expected to streamline case filing, reduce delays, and enhance transparency in judicial processes.
- **Strengthening traditional/community justice mechanism**: The Ministry of Justice (MOJ) in collaboration with the MIA, established 14 community peace hubs and conducted outreach in four counties, reaching more than 1,200 people. A total of 120 participants were trained, including 25 persons with disabilities (PWDs), in regional ADR sessions with support from the Alliance on Disabilities.
- **Operationalization of the Office of the War and Economic Crimes Court (OWECC)**: OWECC and civil society partners hosted a traditional justice dialogue in March 2025. This dialogue emphasized the role of elders and customary leaders in reconciliation and healing, especially in post-conflict communities. The President signed Executive Order No. 131 in May 2024 to establish the Office of the War and Economic Crimes Court. In July 2025, OWECC-L, in partnership with the UN Human Rights Office in Liberia, convened a dialogue with integrity institutions. The dialogue focused on collaboration in addressing corruption and human rights violations.

### 4.1.2 Strategic Policy 14: Public Safety and National Defence

The strategic objective of this policy is to strengthen law enforcement, enhance emergency response, combat gender-based violence, improve judicial access, promote youth engagement, combat trafficking, and foster interagency collaboration for comprehensive security and stability. The policy comprises two key programs: Public Safety Readiness and Sovereignty of the National Territory.

***Program 24: Public Safety Readiness***

*The objective of Program 24 is to establish a comprehensive framework for preparing for and responding to emergencies effectively. The following were achieved during the period under review:*

[3] https://www.undp.org/liberia/press-releases/undp-and-land-authority-deepen-collaboration-strengthen-land-governance

- **Development and implementation of the drug and substance abuse action plan**: The Liberia Drug Enforcement Agency drafted and validated the Drug and Substance Abuse Action Plan. The plan was unveiled by President Joseph Boakai in August 2025 and formally reviewed and validated in September 2025 through a multi-stakeholder workshop. This marks a significant step in strengthening Liberia's fight against drug trafficking and substance abuse. In addition, the LDEA arrested 417 suspects nationwide. Of the 417 suspects arrested, 104 female, and 313 male. Of this number, 377 were Liberians, 20 Nigerians, 16 Sierra Leoneans, 2 Guineans, 1 Kenyan, and 1 Ivorian. The LDEA also seized a total of 9,758.37 (Nine Thousand Seven Hundred Fifty-Eight and Thirty-Seven Hundredths kilograms of illegal drugs worth US$2,223,087.42 (Two Million Two Hundred Eighty-Seven United States Dollar Forty-Two Cents**.** The illicit drugs and substances arrested included: 77.83kg of Kush with an estimated market value of US$752,172; 9,389.58kg of Marijuana worth US$742,410.82; 1.93kg of Heroin worth US$82,962.64; and 4.16kg of Cocaine worth US$191,963.52. Additionally, the LDEA arrested 27.84kg of Methadone, valued at US$9,775.00; 2.80kg of Tarpentadol, valued at US$526,171; 250.53kg of Tramadol, valued at US$430,200.99; and 3.71kg of Precursors, valued at US$8,340.74.

***Program 25: Sovereignty of the National Territory***

*The objective of the program is to protect and uphold the integrity of Liberia's borders and resources. The following progress was achieved during the reporting period:*

- **Support for the Armed Forces of Liberia (AFL)**: The GOL completed the design of the AFL Headquarters and finished a total of 25 buildings, including Type B, Type C, and prefabricated structures. Plans are underway to build three clinics at key barracks, with funding expected from revenue generated by the 14 Military Hospital. Additionally, the AFL started renovation work on Camp Jones and Camp Grant barracks, with 21 housing units already refurbished. Regarding training, more than 85 AFL personnel participated in various military training programs. Liberia is working closely with the Economic Community of West African States (ECOWAS) on regional security and peacekeeping efforts, and the country remains engaged with the UN Peacebuilding Commission to align national strategies with international peacebuilding goals. The 2025 GPI ranked Liberia 70th out of 163 countries worldwide and 10th out of 44 in Sub-Saharan Africa, marking a six-point improvement that indicates significant progress in peace and stability. The Global Peace Index (GPI) is a detailed report produced by the Institute for Economics and Peace (IEP) that ranks 163 countries based on their level of peacefulness. It uses 23 qualitative and quantitative indicators to assess peace across three areas: Societal Safety and Security, Ongoing Domestic and International Conflict, and Militarization.

## V. PILLAR 4: GOVERNANCE AND ANTI-CORRUPTION

The goal of the Governance and Anti-Corruption pillar is to build accountable and transparent institutions that can promote value-for-money service delivery and combat and deepen decentralized governance. This pillar seeks to build a capable state by strengthening governance systems at both the national and subnational levels, thereby enhancing public trust in institutions, political stability, and social cohesion. Pillar Four contains three strategic policies, seven programs, and multiple interventions and targets.

### 5.1 Key Strategic Policies and Achievements

#### 5.1.1 Strategic Policy 15: Transparency and Accountability

The strategic objective is to foster a governance environment, supported by digital technologies, in which public officials are held accountable for their actions and decisions. This policy aims to enhance trust between citizens and the government by ensuring that information regarding public resources, expenditures, and decision-making processes is accessible and transparent.

***Program 26: Expansion and Modernization of Governance and Audit Services***

*The objective of this program is to enhance efficiency, transparency, and accessibility in public service delivery by leveraging technology and innovative practices to streamline bureaucratic processes, reduce corruption, and foster citizen engagement. The following progress was reported during the period under review:*

- **Support towards the expansion of the National Biometric database:** The President issued Executive Order No. 147 in April 2025, making enrolment into the National Biometric Identification System (NBIS) mandatory for all Liberian citizens and foreign residents. To date, 759,223 individuals (about 15 percent of the population) have been enrolled in the National Biometric Identification Information System.

- **Implementation of electronic government systems:** During the period under review, the PPCC introduced the Electronic Government Procurement (eGP) system, which met its 100 percent target. This milestone reflects a strong institutional commitment to digital transformation in public procurement, enhancing efficiency, cost-effectiveness, and anti-corruption safeguards. As a result, over 200 businesses have enrolled. They are actively participating in online bidding, and procurement data is now publicly accessible, supported by a mandatory 14-day grace period for institutions to upload transactions. Additionally, the PPCC is onboarding 50 more institutions in 2025 as part of the goal to fully digitize procurement across government. The Government of Liberia also launched the Performance Management and Compliance System (PMCS) to align audits with SMART targets and strengthen institutional performance.

- **Support for digitalizing and preserving national documents:** Notable advancements were made in protecting and updating national records throughout the reporting period. The National Archives of Liberia commenced the digitization of historical documents, prioritizing land deeds and legislative records as part of efforts to preserve critical information and enhance public access. The Ministry of Foreign Affairs digitized more than 60 percent of diplomatic correspondence and consular records, marking a significant step toward modernizing Liberia's foreign service documentation. The Liberia Revenue Authority (LRA) further expanded its e-filing and digital tax records system by integrating it with the Integrated Financial Management Information System (IFMIS) and the Liberia Business Registry to enhance tax administration and transparency. In February 2025, the Ministry of Posts and Telecommunications, in cooperation with the Liberia Telecommunications Authority (LTA), launched the National Digital Records Protection Framework to safeguard public sector digital records. Additionally, the Ministry of Internal Affairs (MIA), collaborating with the National Archives, began a nationwide assessment of county service centers to evaluate their readiness to support decentralized archival services. Moreover, compliance with the Extractive Industries Transparency Initiative (EITI) standards increased to 54 percent, indicating partial alignment with global transparency norms in the extractive sector. While promising, this milestone highlights the need for accelerated efforts to achieve full compliance and enhance sector integrity.

- **Improvements in internal audit:** Substantial advancements were recorded in strengthening internal audit systems and public sector accountability. The internal audit management system reached 93 percent completion, demonstrating a robust commitment to enhancing internal controls. The Internal Audit Agency (IAA) conducted field visits to six major government entities to assess ongoing audit operations and provide technical support. As part of its audit coverage and risk evaluation efforts, the IAA assessed ten high-risk activities across five operational areas, focusing on fraud, waste, abuse, and non-compliance. Audit procedures were specifically designed to evaluate governance structures, internal controls, and risk management systems. Internal audit functions were operationalized in 93 of 149 spending institutions, including five county administrations, enabling real-time assurance and advisory services. The IAA also expanded its coverage to five new entities, including NOCAL, the University of Liberia (UL), and the Liberia Telecommunications Authority (LTA). Nine special audits were initiated, of which five have been completed with recommendations issued, while four remain in progress. Furthermore, risk assessments were conducted in nine counties to inform future auditor deployment and strengthen audit planning across the decentralized governance framework.

***Program 27: Sustainable Democratic Governance Reform***

*Program 27 seeks to strengthen democratic institutions and practices to ensure long-term stability and inclusivity. During the period under review, the following were achieved:*

- **Support towards Election reforms:** The National Elections Commission (NEC) launched a six-year strategic plan, shaped by lessons from the 2023 elections and geared toward the 2029 cycle. Civic and voters' education processes at the institution are being enhanced with support from both the Government and partners.
- **Support towards Institutional reform:** Liberia performed well in areas of economic management, structural policies, and policies for social inclusion (Country Policy and Institutional Assessment (CPIA) Report 2025).
- **Governance reform:** The government launched the Governance Reform and Accountability Transformation (GREAT) Project to expand access to digitized public

services, improve tax revenue collection, and strengthen transparency and anti-corruption mechanisms.

- **Anti-corruption and Asset Declaration:** The LACC received 1,081 asset declarations from public officials nationwide, signalling growing compliance. LACC established sub-offices in Bomi and Bong Counties, serving surrounding regions including Grand Cape Mount, Gbarpolu, Lofa, and Nimba. These offices will be staffed with trained investigators to handle corruption cases directly at the community level, reducing pressure on Monrovia's central office. LACC launched a mobile and web-based application called **TALKAY**, enabling citizens to report corruption anonymously and securely. Available via the Google Play Store for Android users. For those without internet access, reports can be submitted via SMS to **4419**. Users can choose to remain anonymous, and the system is designed to protect whistleblowers. In addition to digital tools, LACC has also installed **Whistleblower Boxes** at key ministries, agencies, and police depots across Liberia. These boxes provide a confidential way for citizens and public servants to report misconduct, fraud, and abuse of office[4]. Additionally, LACC launched feedback mechanisms for citizens to report corruption anonymously and conducted outreach campaigns in marketplaces and schools to raise awareness.

### 5.1.2 Strategic Policy 16: Public Administration

Strategic Policy 16 seeks to promote equitable regional growth and strengthen central and local governance. This includes decentralizing decision-making processes to empower local authorities and improve their capacities to address community needs effectively.

***Program 28: Land Governance and Management***

*The objective of Program 28 is to achieve a sustained peace and enhance community social cohesion through effective and efficient land governance and management services. The following were achieved during the period under review:*

- **Improved land governance:** The Liberia Land Authority (LLA) continued to implement the Land Rights Act, clarifying property ownership and recognizing customary land rights. This is crucial for equitable land governance and reducing disputes. In March and July 2025, the LLA introduced a new standardized deed form to enhance land governance and security. Key features include advanced security measures to prevent illegal land sales and duplicate registrations, and a decentralized verification process conducted by county offices with trained staff.
- **Support towards tax system enhancement to boost revenue collection:** LRA expanded deployment of Liberia Integrated Tax Administration System (LITAS) and ASYCUDA World for integrated property and customs data management.

[4] https://lacc.gov.lr/

***Program 29: Public Service Decentralization***

*The objective of the program is t**o** enhance local governance and empower communities by transferring decision-making authority and resources to local governments and improving service delivery and responsiveness to community needs. During the period, the following achievements were reported:*

- **Establishment of the Ministry of Local Government:** On February 7, 2025, the Senate passed the bill, pending concurrence by the House of Representatives. The bill seeks to rename the Ministry of Internal Affairs as the Ministry of Local Government—marking a significant political boost for local governance reform in Liberia. The Ministry of Internal Affairs also established several local government structures in line with the Local Government Act of 2018. The local government structures established are the National Council of Chiefs, County Development Planning Units, and the County Councils. Currently, the Ministry is embarking on establishing sub-county structures such as district Advisory Councils, Townships, Chiefdoms, Clans, towns, and city councils pending the availability of funding. MIA also completed and popularized the Administrative Guidelines for County Councils, Standard Operating Procedures for County Service Centers, and guidelines for the operations of Poro and Sande societies. Furthermore, the MIA established 10 (ten) Development Planning Units in 10 counties and four (4) County Treasuries.

- **Support towards decentralization and training for local officials**: The MIA and MFDP conducted capacity-building workshops to strengthen county leaders' understanding of transparent public fund management, particularly regarding CSDFs. The MIA also conducted nationwide on-the-job training for county officials on project planning, development, monitoring, evaluation, learning, and reporting. County Service Centers expanded their services to include Freedom of Information (FOI) requests, supported by solar-powered systems to ensure reliable access. The Government scaled up the Citizens' Feedback Mechanism (CFM) in five counties, enabling real-time reporting on service delivery, including FOI requests. Civil society organizations further promoted awareness of the Local Government Act and FOI rights, reaching more than 3,500 citizens. Additionally, County Councils were established in all 15 counties to enhance local oversight and transparency.
- **Implementation of the Revenue Sharing Act in all counties:** A Revenue Sharing Regulation was developed and endorsed by the President and the Cabinet. The Ministry of Internal Affairs is currently working with the Ministry of Finance and Development Planning to establish additional County Treasuries in the counties. Nominations have been completed by institutional members of the Local Government Fiscal Board in line with Chapter 4.26 of the Local Government Act of 2018.

***Program 30: Peace and Reconciliation***

*The objective of this program is to foster social cohesion and healing in a post-conflict society. During the period, the following achievements were reported:*

- **Support towards national reconciliation, healing, and peace:** In order to foster reconciliation, His Excellency President Joseph Nyuma Boakai issued a historic apology to victims of Liberia's civil wars, acknowledging the pain and injustice suffered by thousands. **On July 5, 2025, the President declared Remembrance Day**. This new national day honoured war victims and promoted reflection on Liberia's turbulent past. Former Presidents William Tolbert and Samuel Doe were reburied with dignity, symbolizing a commitment to reconciliation. A **Unity Candle was lit.** The National Healing, Reconciliation, and Unity Candle was lit at the Ellen Johnson Sirleaf Ministerial Complex, serving as a powerful symbol of collective healing. The events included participation from survivors, civil society, religious leaders, and youth groups, reinforcing inclusive dialogue.

- **Support towards War & Economic Crime Court:** The Office of the War and Economic Crimes Court (OWEC) marked its first anniversary on May 2, 2025,[1]. President Joseph Boakai renewed the Executive Order establishing OWEC on April 30, 2025, reinforcing the government's commitment to transitional justice. Plans are underway to establish a hybrid War and Economic Crimes Court alongside a Special Anti-Corruption Court, both expected to be operational soon. According to Afrobarometer[5], 84 percent of Liberians are aware of the court initiative, and a majority believe it will promote accountability.

### 5.1.3 Strategic Policy 17: Foreign Affairs

The strategic objective is to foster international partnerships, enhance diplomatic relations, and attract foreign investments. This includes promoting sustainable development through collaboration with global organizations and neighbouring countries. Strengthening trade relations, ensuring national security, and advocating for Liberia's interests on the international stage would also be key objectives.

***Program 31: Liberia in the International Context***

*This program aims at enhancing the nation's global presence and influence. The following were achieved during the period under review.*

- **Enhancement of Liberia's commercial diplomacy, regional security and strategic partnership:** Liberia was elected as a non-permanent member (Jan 2026–Dec 2027), joining the *A3 African Group* with DR Congo and Somalia; Liberia received 181 votes, marking its second time on the Council — a sign of global confidence in Liberia's governance reforms; Liberia was one of five African nations participating in the US-Africa Summit alongside Senegal, Gabon, Mauritania, and Guinea-Bissau. The US-Africa Summit focused on commercial diplomacy, regional security, and strategic resource partnerships, particularly around critical minerals such as manganese and gold. The invitation was seen as a diplomatic milestone, reflecting Liberia's growing

[5]AD978-Liberians-say-war-and-economic-crimes-court-will-help-ensure-accountability-Afrobarometer-2may25.pdf

international profile, especially after its election to the UN Security Council (2026–2027). It also celebrated International Women in Diplomacy Day, honouring prominent individuals such as Ellen Johnson Sirleaf and Leymah Gbowee.

***Program 32: Diplomatic and Consular Services***

*The objective of Program 32 is to enhance the country's international representation and protect its citizens abroad. 2025 has seen significant improvements in Liberia's diplomatic and consular services, driven by governance reforms and a renewed commitment to service excellence. Below are key achievements during the reporting period:*

- **Improvement in Liberia's Diplomatic and Consular Services:** Joint interviews now consolidate immigration and passport procedures, improving efficiency and applicant experience. The MFA also established alphabetical passport pickup counters to reduce congestion and improve service flow. Additionally, the Ministry commenced developing digital platforms to enable real-time tracking of applications and to enhance customer support. Furthermore, the MFA strengthened global diplomatic credibility, thereby increasing citizen trust in the process. It also aligned consular services with international best practices. The regular passport service is processed within seven working days. To improve efficiency and customer experience, alphabetical pickup counters have been introduced alongside extended service hours, helping to reduce congestion and waiting times. For applicants requiring urgent travel, the expedited passport service is completed within 24 hours. This accelerated timeline is supported by joint interviews with immigration officers, enabling faster verification and decision-making. Additionally, regular visa applications submitted through embassies will now be processed within seven working days. To strengthen transparency and applicant follow-up, an online visa tracking system is currently under development. The expedited visa service has a processing timeline of three working days. This service is reinforced by enhanced biometric verification measures, ensuring both speed and security in visa issuance. For consular services provided abroad, processing is completed within ten working days. Service delivery has been improved through expanded support channels and the introduction of feedback mechanisms to capture client experiences and improve responsiveness. Finally, apostille certification requests are processed within five working days. Recent reforms have introduced a streamlined attestation process, significantly reduced administrative delays, and improved turnaround times.

## VI. PILLAR 5: ENVIRONMENTAL SUSTAINABILITY

The Environmental and Sustainability Pillar seeks to promote responsible management of natural resources. Protect biodiversity and enhance resilience to environmental and climate change while fulfilling the country's Nationally Determined Contributions, supporting economic growth, and improving citizens' quality of life. This pillar highlights measures to protect the environment by rigorously enforcing existing laws, policies, and global conventions. Pillar Five encompasses one strategic policy, four programs, and a range of interventions and targets. It is chaired by the Ministry of Mines and Energy (MME), with the Environmental Protection Agency (EPA) serving as co-chair.

## 6.1 Key Strategic Policies and Achievements

### 6.1.1 Strategic Policy 18: Climate Change

The strategic policy aims to promote the responsible management of natural resources, protect biodiversity, and enhance resilience to environmental and climate change, while fulfilling the country's Nationally Determined Contributions, supporting economic growth, and improving citizens' quality of life.

***Program 33: Environmental Governance***

*The objective of Program 33 is to ensure the effective management, regulation, and protection of the environment and climate change action through a robust legal and institutional framework. Key achievements under this program during the reporting period are below:*

- **Launch of a comprehensive Five-Year Strategic Plan for the EPA:** The plan provides a strategic framework for the agency's priorities from 2025 to 2029 and sets measurable targets to address key environmental challenges such as pollution, biodiversity loss, deforestation, and climate change adaptation.

- **Development of Liberia's National Carbon Policy:** The National Carbon Policy was validated, and the president issued an Executive Order establishing the National Carbon Authority. This will help Liberia prepare for engagement in the carbon market. The Environmental Protection Agency (EPA), with support from UNDP and other partners, has strengthened its Monitoring, Reporting, and Verification (MRV) systems to ensure more reliable and transparent data collection. GHG Reductions Achieved: Liberia had achieved 20.47 percent of its targeted GHG reductions, with estimated annual reductions of 848.34 Gg $CO_2e$, from energy and forestry interventions.

- **Development of Liberia's third Generation of Nationally Determined Contribution (NDC3.0):** The GOL completed and submitted the NDC3.0 at the COP30 in Brazil.

- **Support towards the development of environmental institutional facilities:** Accelerated efforts were undertaken to construct and equip institutional facilities that support climate resilience, with a flagship initiative being the establishment of a Climate Change Early Response Center under the *Liberia Climate Information Systems Project*. Fully equipped laboratories were operationalized at the Liberia Meteorological Service (LMS) and Liberia Hydrological Service (LHS); thereby enhancing forecasting, remote sensing, and groundwater analysis capacities. The Environmental Monitoring Lab upgraded to improve pollutant detection and early warning dissemination, strengthening the National Disaster Management Agency's (NDMA) emergency operations. In addition, solar systems are installed across key facilities to ensure uninterrupted power for climate monitoring and data transmission.

- **Improvement on geospatial services:** A geospatial platform and automated decision management system were operationalized, and the system is now enabling real-time climate hazard mapping and early warning analysis. GOL has also begun piloting

Forecast-Based Financing (FbF), allowing pre-emptive action based on forecast thresholds, particularly in flood-prone areas. Local action teams have been trained to disseminate tailored warnings and implement response plans, with support from the Liberia National Red Cross Society.

***Program 34: Forestry, Ecosystem Conservation and Restoration***

*The program objective is to promote sustainable forest management in Liberia by balancing economic use with conservation and restoration efforts—especially in ecosystems vulnerable to climate change—while recognizing their vital role in supporting livelihoods, biodiversity, climate resilience, and national development. During the period under review, the following updates were reported:*

- **Forest protection & ranger deployment**: Forestry Development Authority (FDA) trained and deployed 13 rangers (8 men and five women) to key protected areas, thereby boosting the FDA's capacity to combat poaching, illegal logging, and encroachment.
- **Land restoration & agroforestry**: FDA restored 35 hectares of degraded land using native tree species and agroforestry systems, reinforcing its commitment to ecological restoration and sustainable land use.
- **Community-led ecotourism & financial inclusion**: FDA supported ecotourism through infrastructure and community initiatives, establishing 35 Village Savings and Loan Associations (VSLAs) in forest-edge communities—80 percent of members are women. These VSLAs provide microloans to eco-friendly enterprises such as guest hosting, handicrafts, cultural services, and sustainable agriculture.

***Program 35: Renewable Energy***

*Program 35 aspires to create a sustainable energy future for Liberia by increasing access to safe and affordable energy and fuel sources, while reducing GHG emissions and mitigating the impacts of climate change on the energy sector. The following are key progress achieved during the reporting period:*

- **Support towards renewable energy investment:** Launched a US$105 million Renewable Energy Investment Plan Framework & Roadmap. This framework sets the stage for attracting Independent Power Producers (IPPs) and scaling up renewable energy to 30 percent of the national energy mix by 2030. The Rural & Renewable Energy Agency (RREA) is subsidizing solar entrepreneurs and waiving import duties on renewable energy equipment. The government is prioritizing decentralized grids and off-grid solar solutions in hard-to-reach areas to increase access to electricity.
- **Increasing rural renewable energy supply**: Under the European Union (EU) Funded Light Up South-East Project, RREA signed a contract agreement with the contractor for the electricity distribution networks in Buchanan and Greenville. The contractor completed the detailed design of the MV & LV network and commenced the construction of the distribution networks. It is expected to be completed in April 2026.

- **Development of off-grid small hydropower (HPP) and on-grid projects:** The RREA signed a contract with Generation Facilities in Greenville, Sinoe County. The topography survey and detailed design for the hydro and solar plants have been completed. The Solar PV plant and mini hydropower facilities are expected to be finished in December 2025 and August 2026, respectively. The RREA has awarded a contract for the Solar mini-grid in Barclayville, Grand Kru County, and design and construction are underway. When completed, these facilities are projected to electrify 21,647 households and businesses. According to the World Bank, national electricity access in Liberia increased from 23.4 percent in 2018 to about 38% in 2025, indicating steady progress in infrastructure and service delivery. The Liberia Electricity Corporation (LEC) has launched its Strategic Plan (2025–2030), aiming to expand electricity coverage to 75 percent of the population by 2030. Additionally, LEC has reduced Aggregate Technical, Commercial, and Collection (ATC&C) losses from 63 percent in 2021 to 46 percent in 2025, signaling improved grid efficiency and stronger financial recovery. Liberia has made notable advances in Public-Private Partnerships (PPPs) within the energy sector, attracting private investments to accelerate electricity expansion and affordability. Key projects include the Scatec solar power expansion, which will add 23.75 MW of solar capacity supported by a 10 MWh battery system, and partnerships with SGTP and SGTPL for a 40 MW thermal power plant. Together, these initiatives will increase Liberia's installed generation capacity from 126 MW to 162 MW— a significant move toward universal energy access. These efforts reflect Liberia's commitment to sustainable growth, affordability, and resilience in energy services, aligned with both the National Energy Compact and Africa's Mission 300. Moreover, the Liberia Electricity Corporation constructed 980 km of new electricity lines and installed over 840 transformers in Monrovia and its environs. It also connected about 39,972 new customers, commissioned two substations at Schefflin and the Roberts International Airport, added 140 MVA of transformer capacity, and began the construction of a 20 MW solar farm at Harrisburg.

- **Promoting and supporting the development and use of private sector off-grid solutions and community-based options, including off-grid/mini-grids:** The RREA started building a 1.8 MW Diesel Back-up system, which is about 95 percent finished; They also began constructing a 33/0.4 kV Distribution Network, which is approximately 96 percent complete. The mini-grid energy facility is expected to provide electricity to 10,317 households and businesses in Voinjama, Kolahun, and Foya Districts, along with surrounding towns and communities in northern Lofa County. Liberia has made significant progress in developing Public-Private Partnerships (PPPs) in the energy sector, attracting private funding to speed up electricity expansion and make it more affordable. Through agreements with more than three private companies, the government is attracting new investments to diversify power sources and improve national energy security. Major projects include the Scatec solar power expansion, which will add 23.75 MW of solar capacity supported by a 10 MWh battery system, and partnerships with SGTP and SGTPL for a 40 MW thermal power plant. Together, these projects will increase Liberia's installed capacity from 126

MW to 162 MW, a big step toward achieving universal energy access. These efforts support Liberia's National Energy Compact and broader commitments under Africa's Mission 300, highlighting the country's focus on sustainable growth, affordability, and resilience in energy services.

## VII. PILLAR 6: HUMAN CAPITAL DEVELOPMENT

The Human Capital Development pillar aims to develop a skilled, knowledgeable, healthy, and empowered population to drive sustainable socio-economic development. This Pillar also involves improving access to quality education and vocational training, promoting health and nutrition, and reducing the vulnerability, inequality, and inequities faced by disadvantaged groups. Pillar Six has four strategic policies, several programs, and multiple interventions and targets, and is chaired by the Ministry of Education (MoE) and co-chaired by the Ministry of Health (MoH).

### 7.1 Key Strategic Policies and Achievements

#### 7.1.1 Strategic Policy 19: Education

The strategic objective is to strengthen equitable access, quality, relevance, and governance of the higher education system to enhance the Liberian youth's skill base. These endeavours are to ensure that all young people in Liberia have access to relevant and quality higher education and employable skills.

***Program 37: Educational Institution Management***

*This program focuses on enhancing schools' and education authorities' ability to plan, coordinate, and oversee educational activities effectively. It aims to improve administration, resource allocation, and overall education quality. The following achievements were reported during the period under review:*

- **Enhancement of school management capacity**: The Ministry of Education (MOE) provided training for thirty-three (33) school administrators on school leadership in Margibi County (funded by LUMINUS FUND), 24 elementary teachers in environmental education with an emphasis on climate education in Montserrado County in public and private schools, and completed online math training with I-Help Liberia for 38 teachers in Montserrado and Nimba counties. In addition, 50 TOT trainers-of-trainers were trained in the use of the C3 MicroCloud LMS (in Montserrado). The MOE also trained 297 teachers in the use of the C3 MicroCloud LMS across the county (Montserrado-68, Bassa-6, River Cess-6; Margibi-17, Bong-31, Lofa-30, Nimba-37, Bomi-12, Cape Mount-18, Gbarpolu-8, Grand Gedeh-20, Grand Kru-12, River Gee-6, Sinoe-14, Maryland-12). Furthermore, the MOE trained 40 teachers (F-24; M-16) under the Women Legacy Project and commenced online math training for 34 math teachers in Montserrado and Nimba with I-Help Liberia support.

- **ICT infrastructure:** The MOE established ICT infrastructure in 10 percent of the TVET and Higher Education Institutions and fully equipped 28 percent of schools' science laboratories; certified 55 instructors under national TVET standards.

- **Recruitment and deployment of female psychosocial and career counsellors at all levels:** The MOE recruited and placed twelve (12) additional Female Guidance Counsellors on the GOL payroll.
- **Implementation of skill-based health education and strengthening the role of girls' and boys' health clubs:** The MOE provided Menstrual Hygiene education and products to 4,700 adolescent girls in Rivercess, Grand Gedeh, Montserrado, Grand Bassa, Bomi, Margibi Counties with funding from Plan Liberia, UNICEF, UNFPA, ECOWAS, and trained 891 teachers from 445 schools in 21 Education Districts in carrying out school-based Vision Screening and Deworming activities in Bong, Grand Kru, Maryland, Nimba and Sinoe Counties. It also provided Vision Screening services to 103,789 students in Bong, Grand Kru, Maryland, Nimba, and Sinoe Counties, and 1,332 glasses to students refracted by the Optometric Technicians in Bong, Grand Kru, Maryland, Nimba, and Sinoe Counties. similarly, the MOE screened 2,638 teachers in Bong, Grand Kru, Maryland, Nimba and Sinoe Counties, and provided 269 glasses to teachers refracted by the Optometric Technicians in Bong, Grand Kru, Maryland, Nimba and Sinoe Counties, and dewormed 70,642 students in Bong, Grand Kru, Maryland, Nimba and Sinoe Counties.

***Program 38: Teacher Capacity***

*This program aspires to ensure the deployment of a functional, qualified, and motivated teaching workforce. This entails the enhancement of teachers' professional knowledge, skills, and dispositions that enable them to plan, deliver, and reflect on effective instruction. Notable achievements under this program during the reporting period are:*

- **Continuous professional development (CPD)**: The MOE provided refresher training to ninety-three (93) in-service teachers (23 Females and 70 Males) from Margibi, and Montserrado Counties, and 35 teachers from Margibi, Bomi and Montserrado Counties in Gender responsive pedagogy and disability (funded by We-care Foundation). Refresher Training was also provided to 165 kindergarten and primary school teachers. Additionally, the MOE provided scholarship for 45 additional instructors in South Africa, Ghana, Kenya, Zambia.
- **Provision of incentives to attract and support the deployment of qualified teachers in underserved areas:** The GOL increased the salaries of 9,271 teachers (7,304 males and 1,967 females) along with 187 administrative staff and Guidance Counsellors (males and 168 females).
- **Development and rolling out a system for teacher licensing**: The MOE developed and launched Policy on Teachers Registration, Certification, and Licensing.

***Program 39: School Facilities***

*Program 39 seeks to* create *a safe, inclusive, and conducive learning environment to enhance access and equity in education service delivery. This is also intended to improve teacher productivity and effectiveness when imparting skills and knowledge to the learners. Key achievements under this program include:*

- **Building, renovating, and expanding inclusive and climate-resilient school infrastructure**: During the reporting period, the Government of Liberia and the World Bank signed an $88.7 million agreement for the Excellence in Learning in Liberia (EXCEL) Project— the largest education investment in the country's history. This five-year initiative aims to strengthen foundational learning for students from kindergarten through grade six across all 15 counties, with the goal of lifting more than 350,000 children out of learning poverty. Additionally, the Ministry of Education (MOE) renovated seven public schools and upgraded ten TVET institutions under the EU-funded Youth Rising Project. The ministry also completed the construction of three model secondary schools in Margibi, Bong, and Nimba Counties, further expanding access to quality, climate-resilient education facilities.

- **Supporting WASH and menstrual hygiene interventions in Schools:** The MOE **conducted** a needs assessment to identify schools that lack inclusive WASH facilities, school health clubs/life skills clubs in Bomi, Rivercess, Grand Gedeh, Margibi, Grand Bassa, and Montserrado Counties.

- **Expansion and acquisition of instructional materials for PWDs:** The MOE conducted a needs assessment in 5 special schools to identify students requiring assistive devices and specialized equipment, procured/sourced relevant equipment and assistive devices based on identified needs with support from Samaritan Purse, and distributed devices and equipment to 2 special needs schools (School of the Blind and Deaf). It also trained 150 special needs students and 15 teachers in the proper use and care of devices and equipment, and conducted assessments of 150 schools using inclusive school quality standards.

- **Supporting children with learning disabilities:** The GOL trained 150 special needs students and 15 teachers on proper use and care of the devices and equipment, trained teachers in inclusive education practices for learners with disabilities (PLWDs), and promoted inclusion by equipping educators with manual skills and strategies to support diverse learners. Also, the GOL provided support to 12 existing special/visually impaired schools to keep them functional. Support was also provided to 10 students at the Liberia School for the Blind (Brewerville) along with subsidies for 60 students enrolled at the Liberia School for the Blind.

- **Expansion and modernization of TVET facilities**: The GOL constructed 10 inclusive schools in seven counties by international standards for TVET schools using EU-supported Universal Design Principles.

- **Equipment of school facilities with STEM equipment**: The GOL completed deployment and setup for 50 digital labs across the country (Montserrado-7, River Cess-1; Margibi-5, Bong-1, Lofa-2, Nimba-11, Bomi-2, Cape Mount-6, Grand Gedeh-5, Maryland-2, River Gee-1, Grand Kru-4, and Sinoe-3), science material in 27 JSS to SSS schools in 8 counties (Bong-2, Gbarpolu-3, Bassa-3, Grand Kru-3, Margibi-2, Maryland-3, Nimba-3, River Gee-3, River Cess-1, Sinoe-4); and set up 104 computer labs across the country (Montserrado-27, Bassa-3, River Cess-2; Margibi-4, Bong-15, Lofa-14, Nimba-11, Bomi-4, Cape Mount-3, Gbarpolu-4, Grand Gedeh-5, Maryland-4, River Gee-2, Grand Kru-2, and Sinoe.

- **Provision of cash grants to the poorest students and students with disabilities:** The GOL provided 16 scholarships under the China-Liberia Bilateral Scholarship Program, 19 scholarships under the Hungary-Liberia Bilateral Scholarship Program. It covered the costs (Air Tickets, baggage, Incidental travel, & Resettlement Assistance) for eight scholarship beneficiaries under the Morocco Scholarship Program. Furthermore, the MOE enrolled 30 Liberians under the French training program supported by the Moroccan Government Bilateral Scholarship Program 2025 and provided scholarships (grants) to 988 girls under the IRISE Girls Scholarship Program. It also provided 100 scholarships under the Morocco–Liberia Bilateral Scholarship Program and 378 local scholarships to beneficiaries across the 15 Counties.

***Program 40: Student Learning Capacity***

*The objective of this program is to enhance the ability of students to acquire, retain, and apply knowledge and skills effectively at the foundational level through the provision of gender-responsive teaching and learning materials (TLMs) that are aligned with the reformed national curriculum and inclusive of quality STEM, TVET, and digital programs that assess students on new curricula contents. Key achievements under this program include:*

- **Expansion of the school feeding and school health initiatives at foundational levels:** The GOL provided food supplies and non-food items for 267,921 school children in 1,473 schools across 13 counties (excluding Sinoe and Grand Kru) at ECE, Basic, and Secondary levels, and scaled up the home-grown school feeding program as a means of empowering 20 local smallholder farmers. It also provided local food commodities to 470 schools across Montserrado, Margibi, Bong, Nimba, Grand Bassa, Maryland, and Lofa Counties. It expanded school garden interventions by providing seeds, fertilizers, and other supplies to supply local food commodities for 75,186 students in 138 schools across Grand Bassa, Rivercess, Grand Gedeh, River Gee, Montserrado, and Bong Counties.

- **Expansion of training of comprehensive sexual education and menstrual hygiene:** The MOE provided Menstrual Hygiene education and products to 4,700 adolescent girls in Rivercess, Grand Gedeh, Montserrado, Grand Bassa, Bomi, and Margibi counties.

- **Expansion and strengthening of accelerated learning for high school dropouts:** The MOE piloted the Accelerated Learning Program (ALP) in 5 public schools (Paynesville Community School, Police Academy, Wein Town, Morris' Farm, and Soul Clinic), targeting 512 overage learners at Level 1. The MOE also conducted a field assessment of teacher workload and the use of the ALP curriculum in 5-night schools across five counties (Nimba, Bong, Margibi, Grand Bassa, and Montserrado).

- ***Expansion of TVET Courses in public school**:* The GOL expanded TVET Courses to three public schools*:* Elizabeth Tubman Memorial Institute (Caldwell)*,* Vokar Mission (Paynesville) and *Harbel* Multilateral High School (Margibi County), and *23 s*tudents were enrolled in the TVET Accelerated Vocational Program. In addition, the MOE commenced feasibility studies for expansion to 4 additional schools (Special Project High School (Gardnersville), Gabriel Kpolleh High School (New Georgia), Jonathan Goodrich High School (Barnersville), and Keneja High School (Paynesville).

***Program 41: Governance of the Educational System***

*Program 41 seeks to improve education service delivery at all levels by strengthening the management and supervision of the education system. This entails ensuring effective, accountable, and equitable management of education institutions and systems. The following were achieved under Program 41:*

- **Establishment of the Liberia Technical and Vocational Education Training Commission (LITCOM):** The MOE submitted a TVET Bill regarding the establishment of a TVET Commission to the Senate - the Bill is awaiting Senate approval.

- **Integration of TVET streams in secondary schools**: The GOL integrated Hotels, Restaurants, and Cafes/Catering (HORECA) content across 23 percent of TVET institutions in 9 counties (in educational, HORECA content refers to specialized training and curriculum designed for the Hotel, Restaurant, and Café/Catering sector. It's a cornerstone of vocational and hospitality education, equipping learners with the practical and managerial skills needed to thrive in service-driven environments. This resulted in about 3,500 students enrolling in secondary-level TVET programs, representing 0.25 percent of the total secondary student population.

- **Strengthening of the education system volunteers:** The MOE **r**ecruited and deployed 2,193 volunteer teachers in the 15 counties.

- **Improvement of management, governance, and accountability of the education system:** The MOE trained 16 planning and monitoring officers and 32 central-level personnel in Monitoring and Evaluation. The ministry also trained 125 school principals in financial procedures and school management.

### 7.1.2 Strategic Policy 20: Health System

The strategic objective is to create a robust health system that addresses immediate health needs and promotes preventive health measures. During the period under review, the following were achieved:

***Program 43: Health Sector Reforms***

*Program 43 seeks to promote equity, efficiency, quality, financing, and sustainability in the delivery of healthcare services through an enhanced policy environment. Below is the progress made during the period under review:*

- **Development and implementation of community pharmacy and cost-sharing (CRDF) schemes in public health facilities:** The Ministry of Health (MOH) implemented CRDF in 95 out of 330 public facilities, representing 28.8 percent. This signifies progress in the government's commitment to ensuring consistent access to essential medicines across public health facilities. The CRDF is a financing mechanism designed to ensure the continuous availability of essential medicines and medical supplies. It is operated on a cost-recovery basis, where revenue from drug sales is reinvested to replenish stock and promote community ownership and accountability, often with exemptions for vulnerable populations. The CRDF is a response to frequent drug shortages and aims to strengthen the health system by reducing reliance on external donations. About 65 percent of community pharmacies implemented cost-sharing schemes, improving access to essential medicines. The MOH also conducted Training of Trainers (ToT) to empower county-level staff to deliver training to staff at health facilities implementing the CRDF Scheme, and assigned focal points to oversee CRDF activities in public health facilities.
- **Establishment of health equity fund for universal health coverage:** The MOH drafted **and** submitted the Health Equity Fund Bill to the National Legislature for passage into law. It is a sustainable financing mechanism designed to reduce out-of-pocket health expenses, which currently make up 63 percent of healthcare spending in Liberia, protect poor and vulnerable populations from catastrophic health costs, pool domestic and external resources to improve access, equity, and quality of healthcare services, and strategically purchase health services to ensure efficiency and accountability in spending.
- **Enhancement of health products regulatory environment, health services, and professionals:** The GOL certified over 90 percent of health products on the market, ensuring quality and safety across the supply chain.[6] And licensed 24 health facilities, 22 doctors, 25 nurses, and 14 midwives.

***Program 44: Health Services***

*The objective of this program is to ensure that health services are accessible, equitable, safe, and responsive to users' needs by expanding essential health services and facilities across the country, especially in underserved areas. Key achievements under this program include:*

- **Strengthening primary health care (PHC), including community health:** The GOL upgraded 80 percent of health facilities to provide integrated services, including community health, thereby expanding primary healthcare (PHC) coverage. The GOL also supplied drugs and medical consumables to all health facilities and strengthened supervision to improve service delivery.
- **Delivering quality and age-appropriate reproductive, maternal, newborn, child, and adolescent health plus nutrition (RMNCAH+N) care services:** The MOH

[6] MoH Q3 report submitted to the MFDP

provided support (including drugs, medical consumables, and deployment of medical personnel) to more than 89.5 percent of health facilities to ensure that they provide improved **RMNCAH+N** care services**.** All public health facilities now offer Reproductive, Maternal, Neonatal, Child, and Adolescent Health (RMNCAH) services, reflecting the Ministry of Health's continued prioritization of maternal and child health. Furthermore, a total of 12,994 adolescents accessed nutrition services, underscoring government's efforts to address youth health and wellbeing.

- **Prevention and control of communicable and non-communicable diseases:** With increased support from the GOL and development partners, about 40.6 percent of health facilities are now providing preventive and treatment interventions for people suffering from TB, while approximately 85 percent are intervening in HIV cases, and around 24 percent of health facilities are addressing diabetes and eye health conditions. Additionally, 100 percent are diagnosing high blood pressure (BP). Treatment for communicable diseases such as sexually transmitted infections and vaccine-preventable viruses is available at every health facility. However, conditions like hepatitis and some others are treated exclusively at specialist centers. Moreover, the MOH provided preventive education to patients before treatment, about 7.5 percent of the health facilities conducted menstrual hygiene awareness in five counties, and a special pilot intervention supporting non-communicable diseases was implemented.

- **Strengthening and scaling up the control and management of mental, neurological, and substance use disorder care services:** The MOH upgraded and equipped two health facilities to provide full mental and substance abuse healthcare services. It also trained staff and provided medical supplies to 390 health facilities to provide mental and substance abuse healthcare services.

- **Expansion and modernization of public health facilities:** The MOH commenced renovation of 24 public health facilities and 3 laboratories. It also initiated upgrades to drug depots in 12 of these 15 counties and began constructing solar facilities at health facilities in all 15 counties. By the end of Q3, 95% of healthcare facilities met national health standards.

- **Strengthening diagnostic capacities at all levels:** The GOL upgraded simulation labs in five midwifery schools: Nakita D. Forh Midwifery School, TNIMA School, Cuttington University Junior College, DKI School of Midwifery, and Nimba University. In addition, conducted training for nurses and midwives in Bomi, Lofa, Grand Gedeh, and Maryland counties. The National Public Health Institute of Liberia (NPHIL) also commenced the construction of a regional diagnostic hospital in Bong County. NPHIL identified six outbreaks, such as Lassa Fever, Mpox, and Yellow Fever, and responded promptly to five of them.

- **Enhancement of sex, age, and disaggregated data for healthcare policy analysis:** The MOH strengthened the data systems to enhance standardized reporting via the ministry's District Health Information Software (DHIS2), thereby enabling evidence-based planning and tracking of progress.

- **Strengthening public health laboratories and systems:** The MOH launched a mentorship program on laboratory quality management systems in five southeastern county hospitals (Grand Gedeh, Grand Kru, Maryland, River Gee, and Sinoe). It also trained five laboratory technicians in bacteriology at J. J. Dossen Hospital and instructed five technicians on the use of antibiograms at Phebe Hospital. Additionally, 32 laboratory staff from 15 counties received training in diagnosing Monkey Pox. The MOH installed six 10-color GeneXpert machines at TB Annex, Redemption Hospital, LGH-Bomi, LGH-Buchanan, Ganta Rehab, and Tellewoyan Hospitals. It conducted Semester 1 EQA for HIV, TB, and Malaria in 30 health facilities across five counties (Bong, Grand Bassa, Margibi, Montserrado, and Nimba). Furthermore, the ministry distributed hematology and biochemistry analyzers to major hospitals and selected health centers in the 15 counties and began renovation works on three laboratories.

- **Enhancing public health workforce capacity through training and institutional development:** The Government of Liberia (GoL) upgraded the salaries of 5,675 health workers, processed Personnel Action Notices for 734 technicians, and placed 506 additional staff on the GoL payroll. The Ministry of Health (MoH) also introduced medical insurance for its workforce and conducted supervisory visits in four counties (Bong, Lofa, Margibi, and Nimba) to strengthen human resource compliance and improve staff attendance. In addition, the MoH conducted a comprehensive health workforce assessment across public and private health institutions in all 15 counties.

- **Revision and reinforcement of the health, legal, and policy framework:** The MoH completed the review of the One Health Governance Manual and the Patients' Privacy Regulation. The Ministry also advanced the review of the Mental Health Regulation, which is now approximately 75 percent complete, and initiated the development of the Artificial Intelligence and Biosecurity Regulation, which has progressed to about 70 percent completion.

***Program 45: Health Security***

*Program 45 seeks to strengthen Liberia's epidemic/pandemic preparedness and response capacity at national, subnational, and regional levels. This is aimed at safeguarding public health, thereby minimizing disruptions to communities, health systems, and the economy when faced with health risks. Key achievements under Program 45 include:*

- **Improving healthcare infrastructure and financial resources for epidemics/pandemics:** The GOL upgraded/renovated 44 health infrastructures in the 15 counties with the capacity to respond to epidemics and pandemics**.**

- **Ensuring robust supply chains for essential medicines, equipment, and other supplies for epidemics/pandemics:** The GOL ensured that all health facilities in the country had a regular supply of essential drugs, and 42 percent had rapid HIV tests available.

- **Implementing functional multi-sectoral, multidisciplinary mechanisms, policies, systems, and practices to minimize the transmission of zoonotic diseases:** The National Public Health Institute (NPHIL) conducted 5 multi-sectoral, multidisciplinary meetings to ensure that mechanisms, policies, systems, and practices to minimize the transmission of zoonotic diseases.
- **Implementing environmental health programs, including healthcare waste management:** The MOH ensured that waste management systems are operational in 100 percent of public health facilities, with incineration and placenta pits serving as primary disposal methods.
- **Strengthening the network of community health volunteers:** The MOH trained 159 Traditional Midwives (TTMs) in menstrual hygiene education for adolescent girls, pregnancy care, and post-delivery care for new mothers and newborns in Grand Kru, Gbarpolu, Rivercess, and Sinoe Counties. It also provided material incentives (wrappers and slippers) to TTMs for high performance in community referrals.
- **Strengthening public health surveillance and monitoring:** The NPHIL completed the Liberia State Party Self-Assessment Annual Report (SPAR), which highlighted the country's progress in detecting, notifying, and responding to disease outbreaks in line with the International Health Regulation (IHR) framework. Furthermore, the institution mounted a rapid response to Mpox outbreaks, reporting 224 confirmed cases. NPHIL also trained 1,002 health workers in Integrated Disease Surveillance and Response and Events-Based Surveillance (IDSR); thereby enhancing early detection and reporting capabilities at the county levels. In addition, the NPHIL supervised and mentored 8 Emergency Operation Centers (EOCs) at the county levels to enhance sub-national emergency coordination. As a result of increased public awareness and improved surveillance, the number of confirmed cases rose, and outbreak detection and response times improved.
- **Strengthening emergency preparedness and response**: The NPHIL conducted training on Health Emergencies Strategic and Operational Planning (HESOP) to strengthen its staff capacity for managing public health emergencies. Consequently, the institution detected and responded to 60 outbreak alerts involving Measles, Lassa Fever, Mpox, and responded to 79 percent of several hundred animal bite cases within two days. The NPHIL identified 84 percent of zoonotic outbreaks through its surveillance system within 24 to 48 hours, and these cases received treatment. Additionally, the GOL established surge capacity, including emergency beds, intensive care units, and isolation centers in all hospitals nationwide, ensuring readiness for health emergencies and outbreaks.
- **Strengthening public health laboratories and systems**: The NPHIL established in-country genomic sequencing capacity for Lassa Fever and Mpox at the National

Reference Laboratory (NRL) and recruited and deployed 15 laboratory scientists to strengthen diagnostics capacity. The NPHIL also conducted mentorship and supervision at six sentinel sites, and trained staff on PANGens protocol and REDCapp database. In addition, the institution received a total of 911 Mpox samples and tested 791 samples between January and June 2025, confirming 175 positive cases with 158 recoveries. Samples of Lassa Fever, Influenza, and measles were all tested at the National Public Health Reference Laboratory.

- **Strengthening public health risk communication and community engagement (RCCE):** NPHIL led community sensitization efforts during outbreaks, including targeted risk communication for Measles, Mpox, and Lassa Fever. The institution increased media engagements through timely press briefings and health advisories and coordinated nationwide risk communication efforts on Mpox and other diseases. The efforts, including press conferences and enhanced social media engagement, resulted in a 27 percent increase in NPHIL's social media (from 22,000 to 28,000). Additionally, NPHIL coordinated RCCE messaging on rabies prevention following a report of 926 animal bite cases and four suspected rabies-related deaths, emphasizing the need for strengthened intersectoral One Health collaboration.

### 7.1.3 Strategic Policy 22: Inclusive Social Development

This strategic policy seeks to promote gender equality and empowerment of women, girls, and vulnerable groups, and enhance social protection systems, and ensure that all individuals, especially the most vulnerable, have access to opportunities, resources, and protection.

***Program 47: Inclusive Policies and Systems***

*The goal of the program is to remove barriers to inclusion and participation for vulnerable populations by strengthening and enforcing policies, laws, and regulations, and increasing awareness of gender issues. The following accomplishments were made during the period being reviewed:*

- **Supporting legal and policy review and reform, focusing on discriminatory law:** The Law Reform Commission reviewed and updated the Rape Law of 2005, simplifying its language to improve public understanding and support community-level education and awareness. The Commission also revised the Domestic Violence Act, identifying specific provisions for targeted implementation in collaboration with law enforcement agencies and civil society organizations.

***Program 48: Sexual and Gender-Based Violence***

*Program 48 seeks to strengthen preventive measures and coordination mechanisms to foster accountability, shift social norms and enhance support services in addressing Sexual and Gender-Based Violence (SGBV). Key achievements under Program 48 include:*

- **Strengthening and enforcement of SGBV Legal Frameworks, including eradication of FGM and other harmful traditional practices.** The Bill aiming to eliminate Female Genital Mutilation has been presented to the Legislature for consideration and is currently under discussion. Passing the Bill into law will be an essential milestone in eradicating FGM in the country.

- **Enhance coordination to improve gender-based violence (GBV) response services**: The Ministry of Gender, Children, and Social Protection (MOGCSP) documented 99 cases of gender-based violence (GBV), including 13 cases of rape and 85 incidents of domestic violence. These figures underscore the urgent need for strengthened protection and response mechanisms across communities.

***Program 49: Integrated Social Protection and Welfare Services***

*The goal of this program is to increase access of women and vulnerable groups (PWDs, children, girls, youth) to quality regular and special education, ensure their fundamental human rights and access to a dignified quality of life, and to improve the safety and welfare of children and the elderly. The accomplishments listed below took place during the reporting period.*

- **Enhancing girl's empowerment and leadership development:** The Ministry of Gender, Children and Social Protection (MOGCSP) successfully established Adolescent Girls' Advisory Panels in ten counties—Montserrado, Margibi, Grand Bassa, River Cess, Grand Gedeh, Nimba, Bong, Lofa, Bomi, and Grand Cape Mount. These panels serve as platforms for adolescent girls to engage with stakeholders and advocate on issues such as education, reproductive health, protection, and leadership.
- **Provision of scholarships for vulnerable groups:** Under the "Support a Child, Save the Future" (Street Child Project), the Ministry awarded full scholarships to 66 vulnerable adolescent girls (25 enrolled in Technical and Vocational Education and Training (TVET) programs, while 41 were accommodated at the Victoria A. Tolbert Hostel for Girls enrolled at William R. Tolbert High School in Bong County. Twenty-five girls are currently participating in TVET programs focused on tailoring, cosmetology, and catering, equipping them with hands-on skills for future economic self-reliance. Meanwhile, forty-one other girls are engaged in formal education.
- **Supporting PWDs with assistive technology equipment:** The National Commission on Disabilities provided assistive devices to 10 PWDs to improve mobility and independence.

***Program 50: Economic Empowerment of Women and Vulnerable Groups***

*Program 50 aims to increase women's and vulnerable groups' access to productive resources, business services, and opportunities to improve their economic status and well-being. During the review period, the following achievements were accomplished.*

- **Development of women's productive capacity for climate-smart agrobusiness and entrepreneurship**: The MOGCSP**,** in collaboration with UN Women and the Orange GSM Foundation, provided solar-powered agricultural equipment—including orange energy kits, grain mills, dryers, and eco-friendly stoves to 17 women-led farming cooperatives. These tools have significantly enhanced agricultural productivity, reduced labour burdens, and supported women's participation in the green economy, enhancing both economic independence and environmental sustainability.

- **Development of PWD's productive capacity for agribusiness**: The MOGCSP provided targeted empowerment initiatives to 160 girls living with disabilities across Montserrado, Bong, Nimba, and Lofa counties to enhance their access to opportunities.

- **Enhancing support for children with special needs:** The Ministry provided adaptive equipment—including specialized chairs and tables—to 26 children with special needs at the Liberia Julue-ta Interim Care Center to boost their functional ability. Child protection efforts reached 3,518 children, ensuring they could access essential services that uphold their rights and well-being. Additionally, 13,740 vulnerable households (10,948 females and 2,792 males) in Grand Bassa, Grand Kru, River Gee, and River Cess counties received social cash transfers, thereby strengthening household stability and reducing poverty.

- **Development of financial inclusion services for women, PWDs, and young people**: The Ministry of Gender, Children, and Social Protection, in collaboration with the Ministry of Youth and Sports, provided financial services to 1,543 PWDs and young people, thereby advancing economic inclusion and promoting greater self-reliance.

### 7.1.4 Strategic Policy 23: Youth Development

The strategic objective of this policy is to empower young people, increase their economic opportunities, and enhance their contribution to sustainable development. This strategic policy contains two key programs and fourteen interventions.

***Program 51: Inclusive Youth Empowerment***

*The objective of this program is to expand opportunities for youth by creating an enabling environment and appropriate incentives that enable access to leadership, training, entrepreneurship, and employment.* The documented achievements during the review period are as follows:

- **Development of agri-business and entrepreneurship productive capacity for youth:** The Ministry of Youth and Sports (MYS) mapped small businesses and communities for trainee placement under the Youth On-The-Job Training (YOJT) and recruited 40 trainees for the bamboo and rattan weaving program. The institution launched hands- on training as part of the China-Aided Program. It also trained 225 individuals in Agroecology and cultivated watermelon, okra, and cassava as part of the agricultural cycle at the Tumutu Agriculture and Vocational Training Center (TAVTC). Furthermore, the ministry maintained and managed over 500 oil palms and recruited and trained 40 youth in agriculture and livestock rearing under the China-Aided Program at the Klay Agriculture and Vocational Training Center (KAVTC). Additionally, the ministry conducted comprehensive structural and security assessments and launched renovation efforts at the Youth Agriculture Training Center (YATC) in collaboration with local communities.

- **Provision of internships, apprenticeships, and volunteer work opportunities for social development of young people and PWDs:** The GOL recruited and placed 150 youth cadets (including 12 Persons with Disabilities) in public and private institutions under the 2025 Cadet Program across Montserrado, Nimba, Grand Bassa, Lofa, and Margibi counties. The MFDP, in collaboration with LWSC, MCC, PCC, and NTA established the Youth Professional Internship Program and recruited the first cohort comprising 250 youth.

- **Development of youth leadership and capacity in climate-resilient eco-tourism Services:** The MYS conducted training for 40 youth leaders (including 10 PWDs) in eco-tourism and climate-smart hospitality services in partnership with the Environmental Protection Agency (EPA).

- **Supporting youth participation in governance and policy making**: The MYS supported 75 youth delegates from all 15 counties to participate in the National Youth Summit in Ganta, Nimba County, which served as Liberia's national consultation for the UN Summit of the Future.

- **Technical vocational education and training (TVET):** The GOL **c**oordinated capacity-building programs for TVET instructors in Zambia and South Africa and initiated the China-Aided Bamboo and Rattan Weaving, Vegetable Planting, and Livestock Rearing Program. The MYS and MOE received new equipment support from IECD and UNIDO and began constructing new electricity workstations. MYS also procured a training truck and water pump to enhance practical learning. Additionally, the institution administered entrance exams for the 2025/2026 academic cycle. A contract was awarded to develop a digital student portal to manage admissions, registration, attendance tracking, and grading. The portal became operational in August 2025, which coincided with the commencement of the upcoming training cycle. Furthermore, the MYS commenced the 2024/2025 training cycle, including student uniform production.

- **Strengthening volunteerism through the National Youth Service**: The MYS commenced preparation of a National Youth Service concept note to engage 1,200 youth volunteers nationwide in literacy tutoring, environmental clean-up, and community health awareness activities. Youth centers around the country will serve as volunteer mobilization hubs.

- **Support towards national youth loan scheme**: The MYS collaborated with the Youth Development Agency (YDA) to disbursed micro-loans to 85 youth entrepreneurs (45% women) in Montserrado, Bong, and Bomi counties. It also provided 100 youth in Lofa County with US$100 start-up capital each to begin or expand small businesses.

- **Development of skills for the future through youth mentorship:** The GOL **p**laced 150 youth cadets (including 12 Persons with Disabilities) in public and private institutions under the 2025 Cadet Program across Montserrado, Nimba, Grand Bassa, Lofa, and Margibi. The placement initiative supports the National Youth Policy's goal of helping young people transition from school to work and improving their employability skills. The institution also supported 75 youth delegates from all 15 counties to participate in the National Youth Summit in Ganta, Nimba County, which served as Liberia's national consultation for the UN Summit of the Future. Recommendations from the summit fed directly into the monitoring framework of the National Youth Policy and Action Plan.

- **Supporting the reintegration of rehabilitated youth:** The MYS provided vocational skills training to 120 rehabilitated at-risk youth in Montserrado, Margibi, and Grand Bassa Counties, and launched a National Anti-Drug Awareness Campaign covering 10 counties through radio, social media, and community town halls. The ministry also incorporated substance abuse prevention modules into youth center programs and initiated the rehabilitation and equipping of 8 county youth centers with ICT labs, training halls, and counselling rooms to expand service delivery. Furthermore, the ministry developed a Youth Center Service Delivery Framework to ensure standardized programs in skills development, SRHR education, MHPSS support, and civic engagement.

***Program 52: Inclusive Sports and Recreational Infrastructure***

*The strategic objective of this program is to ensure the availability of appropriate facilities and spaces where the population, particularly youth, can improve and maintain their physical and mental health, foster social cohesion, and develop their talents. Key achievements under this program for the period under review include:*

- **Development of sports services and nurturing of talents:** In terms of sports development and talent nurturing, the Liberia Football Association has reported the existence of 172 football academy teams, with a total of 3,865 players in training. The Liberia Kickball Federation trained 120 coaches and players in Bong, Grand Cape Mount, Sinoe, and Nimba counties. A total of 30 female athletes from the U-18 National Team participated in a basketball clinic and training program, while 245 club team players, both male and female, also received training. In athletics, 25 athletes, including coaches from both national and club teams, received specialized training. Liberia's representation in international competitions in the first two quarters of 2025 included 67 athletes: 22 in football, 42 in basketball (male and female), and 3 in athletics.

## VIII. Conclusion

The report highlights a period of growing progress and strategic reform guided by the ARREST Agenda for Inclusive Development (AAID). Significant improvements have been achieved across all six pillars of the AAID. In terms of Economic Transformation, the government has maintained macroeconomic stability and improved public financial management, leading to notable advances in revenue collection and financial inclusion. Under the Infrastructure Development pillar, the government accelerated infrastructure projects, including road building, energy expansion, and digital connectivity, which boosted national productivity and regional integration. Progress within the Rule of Law pillar included justice sector reforms and public safety initiatives that increased access to justice, supported constitutional review, and advanced community-based reconciliation efforts. Concerning the Governance and Anti-Corruption pillar, the adoption of digital platforms, biometric systems, and decentralized service delivery enhanced transparency, accountability, and citizen participation. In the Environmental Sustainability pillar, achievements included reductions in GHG emissions, the development of a national carbon policy, increased investments in renewable energy, and strengthened climate data systems—positioning Liberia as an active participant in climate action. Similarly, investments in the Human Capital Development pillar have expanded access to education, health, and social protection, improved service delivery, and empowered vulnerable groups.

Collectively, these achievements demonstrate the government's commitment to data-driven policymaking, inclusive service delivery, and strategic partnerships. Although challenges persist—particularly in institutional capacity, regional equity, and resource mobilization—the overall trajectory remains positive.

Despite measurable gains and progress under the AAID during the first three quarters of FY2025, some implementation challenges continue to limit the full realization of its objectives. These challenges span financial, institutional, and structural areas, requiring prompt, coordinated responses to maintain reform momentum and ensure inclusive impact.

One of the major concerns is the continued **reliance on external funding,** which has been declining for the past few years. Limited domestic resources also constrained the implementation of critical AAID-related interventions, leaving some programs overly reliant on donor funding, which may be unsustainable over the medium and long term. This underscores the need to strengthen domestic resource mobilization efforts and adopt a more resilient, diversified financing strategy that can support the government's long-term national development objectives.

**Institutional capacity constraints** further complicate implementation efforts. Many ministries, agencies, and commissions lack sufficient technical expertise in coordination, data analysis, and program management, limiting their ability to manage complex, cross-sectoral programs effectively. Similarly, weak monitoring and evaluation make it difficult to track progress, assess outcomes, and inform policy decisions. Additionally, delays by spending entities in submitting timely reports have undermined accountability and disrupted planning processes.

**Coordination** challenges also persist, as pillars and sector heads often face competing demands, thereby limiting their ability to convene regular meetings and impeding the flow of information and collaborative decision-making. Strengthening inter-agency coordination mechanisms and investing in leadership capacity will be essential to improve coherence and responsiveness across the AAID pillars.

Liberia's **economic vulnerability** poses additional implementation risks. The economy remains heavily reliant on primary commodities, with a weaker agricultural value chain and agribusiness, making it susceptible to global price fluctuations and climate shocks. With about 45 percent of Liberians experiencing multidimensional poverty and high youth unemployment, socioeconomic pressures continue to strain public resources and limit the communities' capacities to fully benefit from development initiatives.

Furthermore, despite increased investment in the infrastructure sector, significant gaps. Inadequate road connectivity, limited electricity access, and weak digital infrastructure continue to constrain productivity, reduce efficiency, and deepen regional inequalities. Addressing these structural challenges will be essential to unlocking Liberia's growth and ensuring equitable service delivery.

In summary, while the AAID framework offers a comprehensive framework for inclusive development, its effectiveness depends on overcoming these implementation bottlenecks. Strengthening domestic financing, enhancing institutional capacity, improving coordination, and addressing economic and infrastructural vulnerabilities must remain top priorities. Sustained political commitment and adaptive governance will be critical to translating current reforms into lasting transformative outcomes.

**Going forward**, the Ministry of Finance and Development Planning will intensify capacity building efforts for spending entities, strengthen coordination, increase citizen engagement, promote private sector participation, and deepen collaboration with development partners to sustaining the momentum and translating reforms into lasting impact. The years ahead will be pivotal in increasing investment in the ARREST Sectors, consolidating reforms, scaling up innovations, and ensuring that development benefits all region and districts within our nation.