United Nations Cooperation Framework

Liberia 2026-2030



A peaceful, inclusive, prosperous, and resilient Liberia, where every individual realizes their full potential

UNITED NATIONS
LIBERIA

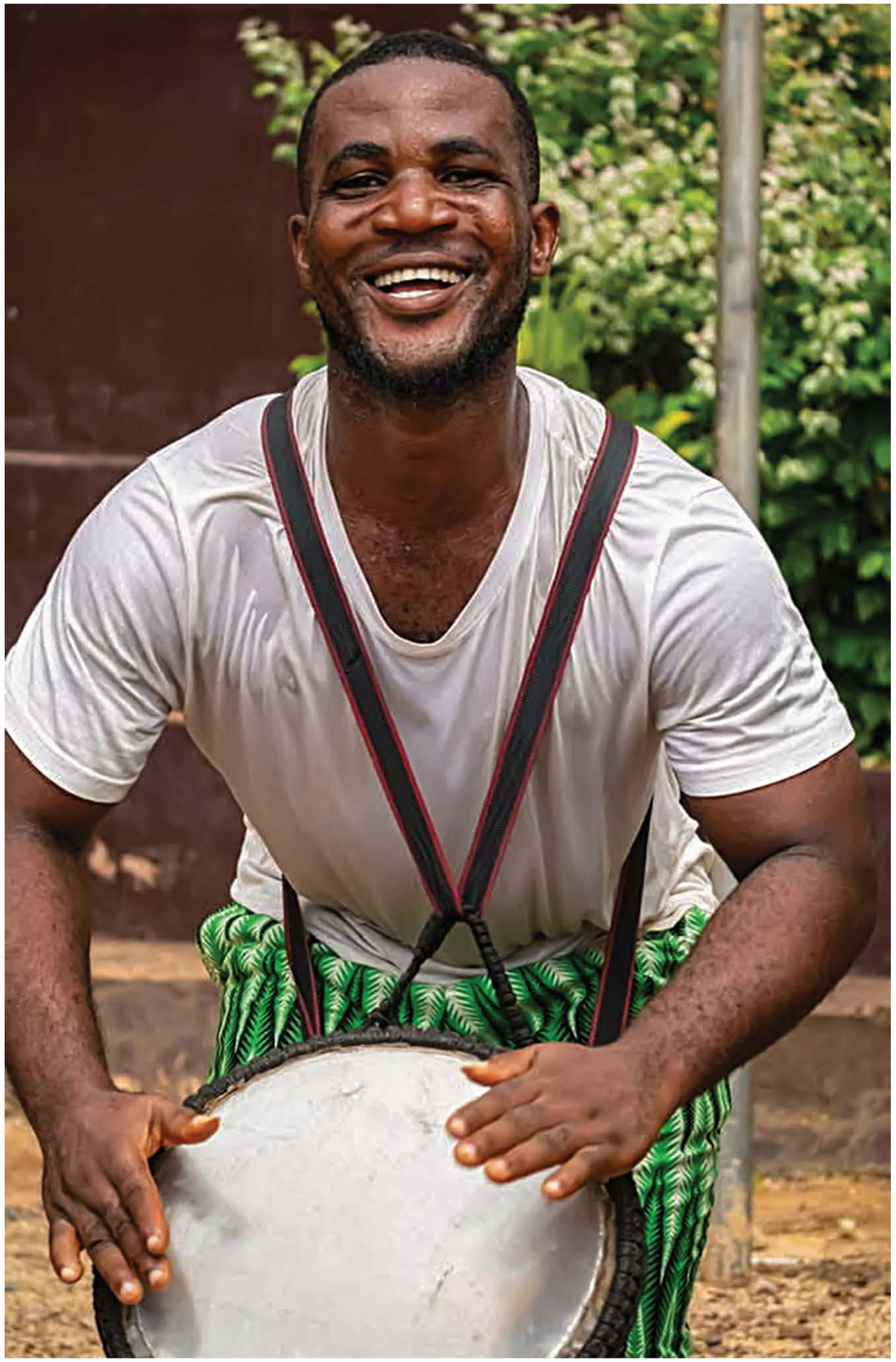


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Acronyms

AAID	ARREST Agenda for Inclusive Development
AfDB	African Development Bank
AFELL	Association of Female Lawyers of Liberia
AREPT	Asset Recovery and Property Retrieval Taskforce
BOS	Business Operations Strategy
CBF	Common Budgetary Framework
CDA	Cooperative Development Agency
CP	Country Programme (context: evaluation of individual UN entity CPs)
CSA	Civil Service Agency
DRR	Disaster Risk Reduction
ECOWAS	Economic Community of West African State
EPA	Environmental Protection Agency
FSPs	Flagship Programmes
GAC	General Auditing Commission
GBV/SGBV	(Sexual and) Gender-Based Violence
GoL	Government of Liberia
GTG	Gender Theme Group
HMIS	Health Management Information System
IAPT	Inter-Agency Programme Team
IFIs	International Financial Institutions
IFAD	International Fund for Agricultural Development
ILO	International Labor Organization
IOM	International Organization for Migration
INCHR	Independent National Commission on Human Rights
LACC	Liberia Anti-Corruption Commission
LBNA/LNBA	Liberia National Bar Association
LDHS	Liberia Demographic and Health Survey
LEC	Liberia Electricity Corporation
LISGIS	Liberia Institute of Statistics and Geo-Information Services
LLA	Liberia Land Authority
LNP	Liberia National Police
LRA	Liberia Revenue Authority
LNOB	Leaving No One Behind
LTA	Liberia Telecommunications Authority
M&E	Monitoring & Evaluation
MFDP	Ministry of Finance & Development Planning
MOH	Ministry of Health
MOJ	Ministry of Justice
MIA	Ministry of Internal Affairs
MPW	Ministry of Public Works
MOCI	Ministry of Commerce & Industry
MOA	Ministry of Agriculture
MGCSP	Ministry of Gender, Children & Social Protection
MRU	Mano River Union
MPTF	Multi-Partner Trust Fund (UN pooled-fund windows)
NDMA	National Disaster Management Agency
NEC	National Elections Commission
NPHIL	National Public Health Institute of Liberia
ODA	Official Development Assistance
OHCHR	Office of the United Nations High Commissioner for Human Rights
OMT	Operations Management Team
OP	Outcome/Output (contextual shorthand in results tables)
PFM	Public Financial Management
PPCC	Public Procurement and Concessions Commission
PPP(s)	Public-Private Partnership(s)
PSEA	Protection from Sexual Exploitation and Abuse
RCO	Resident Coordinator's Office
RG(s)	Results Group(s)
SBCC	Social & Behavior Change Communication
SDG(s)	Sustainable Development Goal(s). (Numerous uses across outcomes/indicators.)
SWAp	Sector-Wide Approach (here: Infrastructure SWAp)
TWG	Thematic Working Group
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNCT-SWAP	UN System-Wide Action Plan on Gender Equality and the Empowerment of Women
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNEG	United Nations Evaluation Group
UNEP	United Nations Environnent Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNINFO	UN's authoritative platform for planning, monitoring & reporting
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNSDCF/UNCF	UN Sustainable Development Cooperation Framework/UN Cooperation Framework
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women)
WFP	World Food Programme
WHO	World Health Organization

Joint Statement and Signature Page



The Government of Liberia and the United Nations System in Liberia jointly underscore their enduring commitment to a renewed and transformative partnership that places people at the center of development, especially those who are most vulnerable and marginalized.

The United Nations Cooperation Framework (UNCF 2026–2030) is the primary framework steering the UN's collective support to Liberia towards achieving its national development priorities. It is built on the principles of community-based development, including through UN regional hubs, partnerships, leaving no one behind, participation and transparency. It further promotes respect for human rights, gender equality, disability inclusion, and it emphasizes resilience, sustainability, accountability, and the pledge to ensure inclusive development for all. The country's sustained peace and democratic consolidation create a unique opportunity to translate these commitments into lasting impact.

This Cooperation Framework is fully aligned with Liberia's Vision 2030, the five-year National Development Plan, the ARREST Agenda for Inclusive Development (AAID) 2025–2029, the Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda, the African Union's Agenda 2063, the Doha Programme of Action 2022-2031, and ECOWAS Vision 2050, as well as other international and regional commitments. It reflects a collective aspiration to consolidate peace, strengthen institutions, regional collaboration, South-South cooperation and triangulation, to unlock Liberia's human and economic potential, especially for children, adolescents, youth, women, persons with disabilities, and those most marginalized.

Through three interlinked strategic priorities, including 1) Human Capital Development, 2) Good Governance and Rule of Law, and 3) Economic Development and Sustainability, the UNCF serves as a roadmap for action and is designed to yield demonstrable and impactful outcomes and contribute to catalytic measures for long-term transformation. In a spirit of cooperation and collaboration, the Government of Liberia and the United Nations System jointly pledge their unwavering resolve to advance a resilient, inclusive, and prosperous future for people in and of Liberia.



The Government of the Republic of Liberia

Hon. Augustine Kpehe Ngafuan
Minister of Finance and Development Planning



The United Nations System in Liberia

H.E Christine N. Umutoni
Resident Coordinator

Commitment and Signatures

UN Country Team

UN Agencies, Funds and Programmes

By signing hereunder, the members of the United Nations Country Team endorse the UNCF 2026-2030 and underscore their joint commitment to the fulfilment of its goal.



Mr. Saeed A. Bancie
Country Representative

Food and Agriculture Organization of the United Nations



Vanessa Phala, Ph.D.
Country Director

International Labour Organization



Mr. Donghyuk PARK
Chief of Mission-a.i.

IOM UN MIGRATION



Ms. Pascaline Barankeba
Country Director

IFAD
Investing in rural people



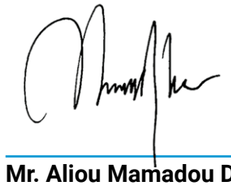
Ms. Jane KALWEO
Country Director

UNAIDS



Mrs. Ngoné Diop
Director of Sub-Regional Office for West Africa

ECA



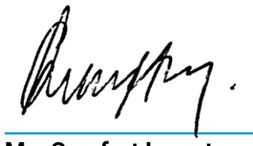
Mr. Aliou Mamadou Dia
Resident Representative

UNDP



Dimitri Sanga, Ph.D.
Regional Director

unesco



Ms. Comfort Lamptey
Country Representative

UN WOMEN



Dr. Rose Mwebaza
Head of West Africa Office

UN environment programme



Mr. Christian Mukosa
Country Representative

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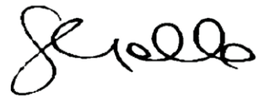
Mr. Tidiane E. Boye
Country Representative, a.i.

UNIDO



Ms. Sylvie Bertrand
Regional Representative
for West & Central Africa

UNODC
United Nations Office on Drugs and Crime



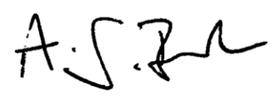
Ms. Silvia Gallo
Director, West Africa Multi-Country Office

UNOPS



Mady Biaye, Ph.D.
Country Representative

UNFPA



Mr. Andrew Brooks
Country Representative

unicef
for every child



Ms. Mary Njoroge
Country Representative & Director

WFP World Food Programme



Dr. Olushayo Oluseun Olu
Country Representative

World Health Organization

Executive Summary

The United Nations Cooperation Framework (UNCF) 2026–2030 establishes the strategic partnership between the Government of Liberia and the United Nations system and provides the overarching framework for UN support to national development priorities over the next five years. In its resolution 72/279 of 31 May 2018, the United Nations General Assembly created a dedicated, impartial, independent and empowered Resident Coordinator system to lead a new generation of UN Country Teams to ensure UN system-wide policy coherence and programme implementation. At the same time, the United Nations Cooperation Framework (UNCF) was elevated as the most important instrument for planning UN development activities at the country level.

The UNCF 2026–2030 is anchored in Liberia's Vision 2030 and the ARREST Agenda for Inclusive Development (2025–2029), and aligned with international and regional commitments, including the 2030 Agenda for Sustainable Development, the African Union's Agenda 2063, the Doha Programme of Action (2022–2031), and ECOWAS Vision 2050. It articulates a coherent UN response to national priorities, focusing on sustaining peace, strengthening institutions, advancing inclusive development, and accelerating progress towards the SDGs.

Liberia enters this UNCF 2026-2030 period with over two decades of sustained peace and political stability, consolidated through successive peaceful elections and democratic transfers of power. Recent economic performance shows moderate recovery, with growth exceeding 4 per cent since 2022, supported by reforms and improved governance. With a population of approximately 5.2 million, of which 75 per cent are under the age of 35, Liberia has significant demographic potential. The country is also endowed with rich natural resources and a strategic geographic position in the subregion.

Persistent structural challenges continue to constrain development, including high poverty and inequality, food insecurity and malnutrition, preventable maternal and child mortality, gaps in education and health service delivery, pervasive gender inequality, and a high reliance on informal livelihoods. Environmental degradation and climate change present growing risks, particularly for agriculture, which sustains most households and is increasingly exposed to climate shocks. Liberia's high dependence on external assistance — combined with anticipated declines in Official Development Assistance — underscores the need to strengthen domestic resource mobilization, diversify financing sources, and enhance institutional capacity and accountability.

Through the ARREST Agenda for Inclusive Development (AAID), the Government of Liberia has prioritised economic transformation, poverty reduction and enhanced governance through broad stakeholder collaboration with partners, the private sector and domestic resources. It aims to ensure macroeconomic stability, debt sustainability, public financial management reform, decentralization, anti-corruption measures, and strengthened access to justice and the rule of law. It has also committed to improving the business and investment climate, advancing regional integration, and mobilizing climate and digital financing.

The UNCF 2026–2030 aligns with these commitments anchored in Liberia's Vision 2030 and the national plan. It was developed through an inclusive and participatory process led jointly by the Government and the United Nations, with consultations across ministries, independent institutions, development partners, the private sector, civil society, community-based organizations, youth and women's groups, and organizations representing persons with disabilities. The framework is informed by the Common Country Analysis, evaluations of the previous cooperation framework, national development priorities, census and analytical studies, and high-level policy dialogue. The process enabled strategic prioritization and consensus on areas where the UN system can deliver the greatest collective impact. It is a living document which will be adjusted and updated depending on emerging realities.

The overarching vision of the UNCF 2026-2030 is a peaceful, inclusive, prosperous, and resilient Liberia in which all people, particularly children, youth, women, and vulnerable groups, can realize their full potential.



To advance this vision, the UNCF focuses on three mutually reinforcing priority areas: 1) strengthening human capital through improved access to quality education, health, nutrition, social protection, and protection from gender-based violence; 2) advancing good governance, the rule of law, human rights, and accountable institutions through inclusive participation, digital transformation, and enhanced access to justice; and 3) promoting inclusive economic development and environmental sustainability through job creation, sustainable food systems, entrepreneurship, climate resilience, responsible natural resource management, and expanded access to affordable energy.

The UNCF 2026–2030 is underpinned by a coherent theory of change recognising that sustainable development in Liberia requires the simultaneous strengthening of institutions, sustained investment in human capital, adherence to good governance and the rule of law, and inclusive, climate-resilient economic growth. By integrating key SDG transition pathways — education; jobs and social protection; digital connectivity; energy; food systems; and climate resilience — the framework positions the United Nations to deliver integrated, people-centred, and transformative support that accelerates Liberia's progress towards its national, regional and global development commitments over the period 2026–2030.

Estimated funding requirements for the implementation of the UNCF 2026-2030 amount to US$874.5 million over the next five-year period. In addition to traditional funding sources, the United Nations will pursue innovative financing mechanisms and partnerships to address financing gaps and enhance the sustainability of results, while supporting government-led efforts to strengthen fiscal resilience and mobilize domestic and external resources for sustainable development. This is to support the Government's ambition to advance innovative and diversified financing approaches, including blended finance, public–private partnerships, climate finance, impact investing, and diaspora and social bonds. It also supports reforms to strengthen tax administration, digital financial inclusion and domestic resource mobilization.

The UNCF 2026–2030 will be delivered through joint programmes and four flagship programmes focused on learning and skills for jobs; adolescent girls' health and wellbeing; accountability, the rule of law and technology-enabled service delivery; as well as climate-smart and inclusive food systems. In line with the decentralization programme of Government, subnational implementation will align with country development agendas (CDAs), leveraging subnational coordination structures and the use of One UN regional hubs.

The overarching governance and coordination structure for the implementation of the UNCF 2026–2030 will include a joint UN/Government national steering committee, the UN Country Team led by the UN Resident Coordinator, the Inter-Agency Programme Team (IAPT), the Operations Management Team (OMT), and the results/thematic groups. To further enhance accountability and effectiveness, there will be a strong monitoring and evaluation plan, a partnerships strategy and a communications strategy.

Chapter 1
Liberia's Progress Towards the 2030 Agenda

1.1 Country Context

With a total population of 5.2[1] million people (2022 Population and Housing Census), Liberia has experienced a 43.0% population growth in 14 years. The demographic profile is youthful, with 57.8% under the age of 24 and 41.5% under 18 years, while 10.5% are children under age 5 (2022 Population and Housing Census). Urbanization is rapidly accelerating, driven by rural-to-urban migration in search of better opportunities, with 54.5% of the population residing in urban areas and 45.5% in rural communities.

Liberia's economy continues to demonstrate resilience with GDP growth exceeding 4 percent since 2022 and projected to reach 4.82 in 2024 and 5.8[2] percent in 2025. This growth is primarily driven by key sectors including mining, agriculture, and services. Despite this growth, Liberia remains among the world's poorest countries, ranked 178 out of 191 on the Human Development Index. The country continues to recover from the compounded effects of the 14-year civil war, the Ebola Virus Disease and 2019 Corona Virus Disease which severely impacted the country's economic growth. Poverty remains widespread, with 52.3% of the population living in multidimensional poverty—71.6% in rural areas and 31.5% in urban areas. In line with its commitment to accelerate the SDGs, Liberia is reorganizing its efforts to address poverty, especially through initiatives targeting youth empowerment, agricultural development, and education, aiming for a 10% reduction in poverty over the coming years. In August 2024, Liberia launched its first National Action Plan on Business and Human Rights to ensure that all businesses in Liberia respect human rights while contributing to the development of the country.

Liberia continues to make steady progress in social development, particularly in expanding access to quality health care, education, electricity access and employment opportunities for youth. Nonetheless, persistent challenges highlight the need for inclusive and equity-driven investments in human capital to accelerate progress toward the SDGs. According to the 2022 Population and Housing Census, 52.3% of people live in multidimensional poverty, with rural areas disproportionately affected 71.6% compared to 31.5 % in urban areas, representing approximately 1.46 million people. Progress in educational access and attainment is evident, especially among younger populations, with steady increases in mean years of schooling. However, education outcomes and quality remain low and poor, with only 58.6% of the population aged 15 and older considered literate (LISGIS, 2022).

1 2022 Population and Housing Census, LISGIS
2 AAID & World Bank Economic Outlook, 2025

Literacy rates are notably higher in urban areas (70.9%) compared to rural areas (43.8%)[3].

Healthcare access has expanded, with a facility density of 1.9 per10,000 population, approaching the WHO-recommended threshold of two (2). Yet only 51% of facilities were ready to deliver basic services in 2022[4].

Maternal mortality (742 per100,000 live births) and child mortality (Infant Mortality Rate of 63/100 live births and Under 5 Mortality Rate of 93/1000 live births) remain among the highest globally. Youth unemployment also poses a significant challenge, with ages 15-24 reaching 17.19%, exceeding the national average.

Liberia has made commendable progress in promoting gender equality and advancing women's rights supported by a robust policy framework, including the National Gender Policy; a National Gender Action Plan (2018-2022); the Land Rights Act (2018); the Domestic Violence Act (2019); the National Action Plan on Women's Peace and Security; and the Decent Work Act (2016). These instruments aim to safeguard women's civil and political rights and promote their economic, social, and cultural empowerment. Despite these efforts, gender disparities persist. The 2023 Gender Inequality Index (GII) value stands at 0.646, placing Liberia 167th out of 172 countries. Women and girls continue to face significant barriers to education, healthcare, economic participation, and protection from gender-based violence, which limit their full engagement in national development. In addition to gender-related challenges, other groups, including people with disabilities, children and youth, the elderly, and rural populations, remain at risk of marginalization and face systemic barriers to accessing essential services.

Liberia has made significant progress in democratic governance, with the peaceful 2023 presidential and legislative elections marking a milestone in political stability and national ownership of the electoral process. However, key challenges remain, including persistent corruption, limited implementation of transitional justice measures, and ongoing human rights concerns such as weak accountability mechanisms, systemic inequalities, and limited access to justice. The justice sector continues to face systemic constraints, including under-resourced courts, limited legal aid, and prolonged pre-trial detention, in overcrowded facilities.

3 LISGIS, 2022
4 Harmonized Health Facility Assessment 2022

Public trust in state institutions remains undermined by widespread perceptions of corruption. Recent initiatives, including anti-corruption reforms and the issuance of the Executive Orders 131 and 148 in May 2024 and April 2025, respectively for the establishment of a War and Economic Crimes Court, signal the country's commitment to strengthening accountability, justice, and human rights protection. Civic space remains generally open, supported by an active civil society and independent media. However, isolated incidents involving arbitrary arrests of journalists and some cases of excessive use of force during public demonstrations by security forces underscore the need for continued efforts to safeguard freedom of expression and peaceful assembly. Strengthening governance systems and promoting inclusive, rights-based approaches will be essential to consolidating democratic gains and advancing sustainable development.

Political stability over more than two decades, reflected in peaceful elections and orderly transfers of power, has laid a strong foundation for deepening democracy. Liberia's election to the United Nations Security Council provides a platform to advance peacebuilding and development at a pivotal moment in its trajectory.

Liberia remains highly vulnerable to external shocks, including fluctuations in global commodity prices, climate-related disasters such as floods and droughts, public health crises, and persistent global funding shortfalls. These challenges exacerbate poverty, strain social services, and hinder progress toward sustainable development.

The reduction of US foreign aid and declining of ODA from other major donors have uniquely impacted Liberia, where ODA accounted for nearly 27 percent of GNI in 2022, and over 80 percent of public investment. Concurrently, the UN globally is undergoing a historic downsizing, intensified by the UN80 reform agenda. Liberia's development is also intertwined with regional dynamics, particularly the Mano River Union (MRU) and the Economic Community of West African States (ECOWAS). Cross-border trade, shared ecosystems, and migration present both opportunities and challenges. Liberia faces a significant trade imbalance with the region1, while migration plays a vital role in agriculture, artisanal mining, and informal trade. Remittances from the diaspora continue to be a key economic driver. Moreover, regional peace and security developments directly influence Liberia's stability and development trajectory.

Access to information and communication technology (ICT) in Liberia remains limited, particularly with significant disparities between urban and rural areas. As of 2023, mobile network coverage reached only 60 percent of the population, underscoring the digital divide. Internet penetration remains low, with only one third of Liberians identified as internet users. Broadband access is particularly limited, with just 0.27/100 subscriptions per 100 people – well below the regional average of 0.80 per 100.

1.2 National Vision for Agenda 2030 and Liberia's national plan

Liberia's vision 2030 was designed to transform the nation into a peaceful, stable, democratic and middle-income country. The current national development plan is the ARREST Agenda for Inclusive Development (AAID) 2025-2029, which launched in January 2025 with corresponding country development plans (CDAs). It is the fourth national plan designed to advance the country towards its vision 2030. The AAID is anchored in six priority sectors: **Agriculture and forestry, Roads and infrastructure, Rule of Law and governance, Education and human capital, Sanitation and health, and Tourism plus social development and environmental sustainability**—seeks to address structural challenges and unlock Liberia's potential through inclusive and sustainable growth.



The AAID's key objectives and targets are premised on (a) Economic Growth: with a target to increase GDP by 37%, from US$4.75 billion to US$6.5 billion, and raise per capita GDP from approximately US$850 to US$1,050; (b) Human Capital Development: which aims to improve life expectancy from 60 to 65 years, reduce maternal mortality from 742 to 440 per 100,000 live births, and lower multidimensional poverty from 45% to 36%. (c) Governance and Rule of Law pillar focuses on strengthening legal and institutional frameworks to ensure a more transparent and effective justice system that protects human rights and builds public trust.

The plan includes six Strategic Pillars, namely (a) Economic Transformation, with a focus on revitalizing agriculture, improving infrastructure, and promoting tourism to diversify the economy. (b) Infrastructure Development, placing priority on the construction and maintenance of roads and energy systems to enhance connectivity and access. (c) Rule of Law, with an accent on implementing- reforms to strengthen the justice system; (d) Governance and anti-corruption, upholding Government's commitment to combat corruption and promote accountability (e) Environmental Sustainability, looking to promote climate-resilient practices and sustainable resource management. (f) Human Capital Development, with a focus on investing in education and healthcare to improve the quality of life and empower citizens.

These pillars are underpinned by 23 strategic policies, with a goal to transform Liberia from a low-income country into a lower-middle-income country by 2030.

The AAID is guided by principles of inclusiveness, sustainability, justice, equality, accountability, peace, reconciliation, and local ownership. These values are embedded across all strategic pillars and operational priorities of the plan. It was developed through extensive stakeholder consultations, including government, civil society, private sector actors, traditional leaders, children and youth, people with disabilities, and international partners. Oversight is provided by a National Steering Committee, chaired by the President with the UN Resident Coordinator serving as Vice Chair. The governance structure also includes a coordination committee and technical committees which bring together work of various pillar teams.

1.3 Progress Towards the Sustainable Development Goals

Liberia's SDG Index score of 52.52 (ranked it 157th globally) reflects moderate progress across multiple goals, with significant gaps in poverty reduction, gender equality, infrastructure, and climate resilience While only two SDGs are on track, notable achievements Include a reduction in under-five mortality to 63 per 1,000 live births, 78% access to clean water, 46% primary school net enrollment,7.7%. In 2023, Liberia adopted National Commitments to SDG Transformation, recognizing that both the global and national trajectories are "off track" for 2030.

1.4 Unlocking Opportunities

Liberia stands at a critical juncture in its development trajectory. The country's development plan, the AAID, provides a strategic framework to address persistent challenges and capitalize on transformative opportunities.

Regional Integration and Global Partnerships: Liberia's development is closely tied to global and regional dynamics within the Mano River Union (MRU), AU and ECOWAS. Cross-border trade, migration, and shared ecosystems present both opportunities and risks. Strategic partnerships and alignment with global frameworks will be essential for mobilizing resources and expertise.

Migration and development linkages: Migration is a significant development driver in Liberia, contributing to remittance inflows that represent over 6% of GDP and sustaining livelihoods in Liberia. Internal movements, including increasing rural-urban mobility, and cross-border mobility within the Mano River Union and ECOWAS region as well as the Liberian diaspora continue to contribute to labour markets, agricultural production, knowledge transfer, and financial flows. Remittances remain a critical source of household resilience, while diaspora investment offers opportunities for job creation and innovation. In line with the Global Compact for Migration and the AAID's Strategic policies, the UN will support the government in strengthening migration governance, promote safe and regular migration, cross-border collaboration and border management, as well as maximize the developmental benefits of safe and regular migration, inclusion of migrants and returnees in national and local development process.

Economic transformation represents a critical pathway for advancing inclusive and sustainable development. Strategic investments in industrialization, value-added processing of natural resources, and the expansion of agriculture and tourism sectors offer significant potential to diversify Liberia's economic base and generate employment opportunities, particularly for youth, women, and persons with disabilities. Enhancing infrastructure, especially roads and energy systems, is essential to unlocking these opportunities, improving market access, and facilitating regional trade integration. Public-private partnerships will be instrumental in mobilizing capital, fostering innovation, and boosting competitiveness. Furthermore, investing in tourism and the creative economy sector by strengthening the capacity of the National Tourism Authority and developing and rolling out the industrial policy will unlock opportunities for domestic resource mobilization, trade and investments in the private sector.

Good governance and the rule of law are foundational enablers of inclusive and sustainable development. Strengthening judicial institutions, combating corruption, and promoting transparency are essential to building public trust and creating an enabling environment for social cohesion and economic growth. These efforts are critical to attract both public and private investment and ensure that development benefits are equitably distributed. Enhancing civic participation and ensuring meaningfully engagement of all citizens, including women, youth and people with disabilities in governance processes will reinforce democratic foundations and advance the principle of leaving no one behind. Strengthening migration governance, safe and regular migration and cross-border mobility will enhance regional peace and security, while facilitating cross-border trade and South-South cooperation.

Human capital development remains central to Liberia's long-term growth, resilience, and social cohesion. Strengthening healthcare systems, expanding access to quality education, health, legal identity, and scaling up vocational and technical training are essential to reducing maternal and child mortality, improving literacy, and equipping the workforce with skills aligned to emerging economic opportunities. Targeted social protection programs, particularly for women, children, youth and other vulnerable groups, can reduce multidimensional poverty and enhance resilience to shocks.

Environmental sustainability and climate resilience are critical pillars of Liberia's development pathway. The increasing impacts of climate change pose serious risks to livelihoods, food and water security, and long-term economic stability. To mitigate these risks, Liberia is prioritizing climate-smart agriculture, sustainable natural resource management, and investment in renewable energy solutions. These efforts will be inclusive, ensuring that women, children, youth, and vulnerable populations are actively engaged in climate adaptation and benefit from environmental initiatives.

Digital transformation is a key enabler of inclusive development and service delivery in Liberia. Expanding access to ICT, particularly in underserved rural areas of Liberia, is essential for improving access to education, health services, financial inclusion, and economic participation. Bridging the digital divide will require targeted investments in infrastructure, affordable connectivity, and digital literacy, alongside regulatory reforms that promote innovation and protect user rights. A gender-responsive and inclusive approach to digital transformation will ensure that women, youth, and persons with disabilities are empowered to fully participate in the digital economy. Regional integration and global partnerships will be essential to accelerating Liberia's development. Active participation in regional trade and strategic international cooperation platforms will mobilize resources and technical expertise. Engagements with ECOWAS, the Mano River Union, and global partners will lead to enhancing resilience and innovation. Aligning national priorities to the Vision 2050 and Africa's Agenda 2063 will strengthen coherence. Inclusive partnerships will ensure benefits reach women, youth and other vulnerable groups.

The UN in Liberia is strategically positioned to support the country's development by leveraging its technical expertise, convening power, and global partnerships in collaboration with development partners, private sector, civil society groups, and communities. The UN will also design and implement transformative initiatives that address structural barriers and promote sustainable development. Central to this effort will be four "Flagship Programs", joint programs and standalone agencies initiatives that will be jointly implemented by the UNCT. By advancing these priorities, the UNCT will contribute meaningfully to the country's progress toward SDGs acceleration and trade-offs. (Reference to trade-offs table annex).

Chapter 2

United Nations Liberia Support to Agenda 2030



As Liberia enters the final decade of implementation of the 2030 Agenda for Sustainable Development, accelerating progress on the Sustainable Development Goals (SDGs) requires coherent, integrated, and nationally owned support that addresses structural bottlenecks and systemic risks. While sustained peace and democratic consolidation provide a strong foundation, persistent development challenges—including multidimensional poverty, inequality, climate vulnerability, limited fiscal space, and institutional capacity constraints—continue to slow progress. Reversing these trends demands transformative approaches that go beyond siloed interventions toward whole-of-government and whole-of-society solutions.

The United Nations Cooperation Framework (UNCF) 2026–2030 sets out the collective contribution of the reformed UN development system to Liberia's achievement of Agenda 2030. As the single most important planning and accountability instrument between the United Nations and the Government of Liberia, the UNCF 2026-2030 aligns UN support with Liberia's ARREST Agenda for Inclusive Development (AAID) 2025–2029, Vision 2030, and regional and global commitments, including the African Union's Agenda 2063, ECOWAS Vision 2050, and the Doha Programme of Action for Least Developed Countries. It operationalizes UN development system reform by bringing together the full range of UN entities under a common results framework, guided by comparative advantage, joint programming, and integrated policy-making.

Under the leadership of the Resident Coordinator, the UN Country Team will focus on upstream policy support, systems strengthening, and SDG acceleration in the areas where integrated UN engagement can deliver the greatest impact. This includes strengthening national planning and public financial management systems; advancing human capital development; promoting inclusive economic transformation and decent work; advancing gender equality and women's empowerment as a core SDG accelerator; reinforcing governance, the rule of law, peace, and social cohesion; and building climate resilience across all sectors. The UNCF 2026-2030 prioritizes leaving no one behind by targeting women, children, youth, persons with disabilities, and other vulnerable groups, while supporting decentralization and local-level delivery through integrated UN engagement.

To close the SDG financing gap and enhance sustainability, this UNCF 2026–2030 serves as a platform for coordinated financing, leveraging the Integrated National Financing Framework (INFF), pooled and joint financing instruments, and innovative partnerships with international financial institutions, the private sector, and development partners. Through this integrated and accountable approach, the United Nations will support Liberia to maximize development impact in the final stretch to 2030 and advance a resilient, inclusive, and sustainable development pathway.



2.1 UN Liberia Vision

The UN strategically and effectively supports the Government and all key stakeholders to achieve a peaceful, inclusive, prosperous, and resilient Liberia, where every individual—especially children, youth, women, and vulnerable groups—realizes their full potential.

The UNCF 2026–2030 is the principal strategic framework guiding the United Nations System's collective support to the Government of Liberia. It reflects a renewed partnership aimed at inclusive, sustainable, and accountable development, aligned with Liberia's National vision 2030 and the Development Plan, the AAID 2025-2029, UN agenda 2030 and the Sustainable Development Goals (SDGs), Agenda 2063, Doha program of action 2022-2031, and ECOWAS Vision 2050.

2.2 Rationale of the UNCF 2026-2030

A Nationally Owned Agenda: The UNCF 2026–2030 is firmly rooted in Liberia's Vision 2030 and national plan, the AAID and SDGs, and other regional commitments. This alignment ensures strong national ownership, reinforces Liberia's leadership in shaping its development path, and guarantees that UN support is responsive to national priorities. By promoting sustainable transformation and inclusive economic growth, the Framework serves as a catalyst for long-term progress rooted in local vision and leadership.

Critical SDG Push: As the final stretch to 2030 intensifies, efforts will target key SDGs, including SDG 1 (No Poverty), SDG 2 (Zero Hunger), SDG 3 (Health), SDG 4 (Education), SDG 5 (Gender Equality), SDG 8 (Decent Work), SDG 10 (Reduced Inequalities), SDG 16 (Peace, Justice and Strong Institutions), and SDG 17 (Partnerships for the Goals). SDG 5 (Gender Equality) will continue to be considered as an enabler for the full realization of the targeted SDGs. The UNCF 2026–2030 will also be guided by the six SDG transition pathways to accelerate improvements in education, food systems, digital innovation, energy, jobs, and climate change.

Inclusive and People-Centered Development: The UNCF 2026–2030 emphasizes equity, inclusion, and participation, ensuring that no one is left behind. It leverages local knowledge and social capital to reach the most vulnerable populations, fostering community-based development. Through the One UN hubs, the UN will support decentralization efforts.

Economic Transformation and Innovation: The framework leverages Liberia's potential in digital innovation, the green and blue economy, and entrepreneurship to empower the private sector to drive decent job creation and promote sustainable investments. It will also promote digital solutions for e-governance, the rule of law, and service delivery.

A Platform for Sustainable Financing: The Framework introduces innovative financing mechanisms, including blended finance, public–private–community partnerships, and resource mobilization strategies aligned with Liberia's Integrated National Financing Framework (INFF). These mechanisms aim to close financing gaps and ensure long-term sustainability.

Resilience and Climate Action: Recognizing the urgency of climate change, the UNCF 2026–2030 prioritizes climate adaptation, disaster risk reduction, and sustainable resource management. This will support Liberia in adapting to environmental shocks such as floods, while advancing SDG 13 (Climate Action), enhancing food security, and strengthening the resilience of people and systems. Gender-responsive and child-sensitive climate strategies will ensure that women and girls, who are disproportionately affected by environmental shocks, are central to resilience-building efforts.

2.3 Strategic Priorities for the UN System

The design of the UNCF 2026-2030 reflects a unified and strategic approach to overcoming fragmented development responses. It presents a realistic yet ambitious roadmap to support Liberia's transition toward a resilient, inclusive, and sustainable future. A critical outcome of the formulation process was the identification and validation of three Strategic Priorities (SPs), directly aligned with the Liberia's AAID, SDGs, African Union Agenda 2063, ECOWAS Vision 2050 and the Doha Programme of Action (2022-2021). These priorities embody Liberia's renewed commitment to jointly implement the UNCF 2026-2030 in collaboration with other development partners, including the private sector, civil society, and government at national and sub-national levels. They include:

Strategic Priority 1
Human Capital Development

Strategic Priority 2
Good Governance & Rule of Law

Strategic Priority 3
Economic Development and Environmental Sustainability

These three strategic priorities operationalized through six SDG transitions: Digital Connectivity, Energy Access, Education, Food Systems, Jobs and Social Protection, and Climate Resilience, will serve as accelerators across sectors and outcomes, enabling transformative change.

Table 1 **UNCF 2026-2030 Alignment across AAID, SDGs and other Strategic Frameworks**

UN Strategic Priority	AAID Pillars	SDG Alignment	Alignment with SDG transitions	AU Aspirations	ECOWAS Vision 2050	Doha Programme of Action
1 Human Capital Development	**NDP Pillar 6: Human Capital Development** **Strategic Policy 19: Education** **Strategic Policy 20: Health System** **Strategic Policy 21: WASH** **Strategic Policy 22: Social Development** **Strategic Policy 23: Youth Development**	1 2 3 4 5 6 11	• Food Systems • Energy Access • Digital Connectivity • Education • Jobs and Social Protection •Climate Resilience	An Africa, whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children	**Pillar 4: Transformation, inclusive and sustainable development** **Strategic Objective 4: Create conditions for Economic Transformation and Sustainable well-being of the people** **Pillar 5: Social inclusion** **Strategic Objective 5: Make ECOWAS a Community of Peoples fully inclusive of women, children and youth**	-Investing in people, eradicating poverty and building capacity -Leveraging the power of science, technology & innovation -Tackling climate change, COVID-19 & building resilience.

UN Strategic Priority	AAID Pillars	SDG Alignment	Alignment with SDG transitions	AU Aspirations	ECOWAS Vision 2050	Doha Programme of Action
2 Good governance and Rule of Law	**Pillar 3: Rule of Law** **Strategic Policy 13: Justice and Human Rights** **Strategic Policy 14: Public Safety and National Defence** **Pillar 4: Governance Anti-Corruption** **Strategic Policy 15: Transparency and Accountability** **Strategic Policy 16: Public Administration**	5 16 17	• Energy Access • Digital Connectivity • Jobs and Social Protection	An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law	**Pillar 2: Governance and Rule of Law** **Strategic Objective 2: Anchoring Democratic Cultural and Good Governance and Respect for the Rule of Law and Fundamental Freedoms**	• Strengthen good governance and the rule of law at all levels. • Step up the fight against corruption and illicit financial flows. • Build up efficient public administration institutions. • Strengthen justice institutions and the rule of law.
3 Economic Development and Sustainability	**Pillar 1: Economic Transformation** **Strategic Policy 1: Economic Stability and Growth** **Strategic Policy 2SP2: Labor and Employment** **Strategic Policy 3: Commerce and Industry** **Strategic Policy 4 Agriculture and Fisheries** **Strategic Policy 5: Mineral Resource Management** **Strategic Policy 6: Tourism, Culture and Creative Economy** **Pillar 5: Environmental Sustainability** **Strategic Policy 18 Climate Change**	1 2 3 5 7 8 9 10 11 12 13 14 15 16 17	• Food Systems • Energy Access • Digital Connectivity • Education •Climate Resilience	Africa's agriculture will be modern and productive, using science, technology, innovation and indigenous knowledge… the sector will be modern, profitable and attractive to youths and women	**Pillar 4: Transformation, Inclusive and Sustainable Development** **Strategic Objective 4: Create the Conditions for Economic Transformation and Sustainable well-being of the people**	-Support the transition from informal to formal work in all sectors. -Support women's equal opportunities in decent jobs, education, training, business, entrepreneurship -Restoring natural ecosystems and biodiversity, including through nature-based solutions, sustainable agriculture.

2.4 Theory of Change for the Cooperation Framework Priorities

The UNCF 2026-2030 Theory of Change (ToC) sets out to support the ambition of the AAID and the SDGs agenda. The ToC identifies the interdependent changes necessary for the country to achieve the Sustainable Development Goals and shows how and why the desired change is expected to happen by recognising that sustainable development in Liberia requires the simultaneous strengthening of institutions, sustained investment in human capital development, adherence to good governance and rule of law and inclusive climate smart economic growth. Hence, the UNCF 2026-2030 responds to both urgent human capital needs and deeper institutional bottlenecks hindering inclusive and climate-smart sustainable development. The premise is that development can be enabled by stronger institutions and capable human capital – the people –, promoting models of sustainable economic management. This builds upon the previous UNCF and around the three mutually reinforcing Strategic Priorities in the new UNCF. **See illustration of the ToC on the next page.**

A particular innovation of this UN Cooperation Framework is the introduction of four integrated Flagship Programmes (FSPs), each linked to a Strategic Priority, developed through collaborative planning and prioritization. These are further elaborated in the annexes . In addition, and in line with national efforts toward decentralization and people-based development, the United Nations has introduced regional hubs. The first hub, established in Zwedru, marks a key step and will reinforce the FSPs and joint programmes through area-based programming.

FSPs integrate and enhance the UN offer and visibility, symbolizing the key UNCF 2026-2030 proposal: a strategic shift from fragmented interventions to a comprehensive, system-oriented approach that strengthens the State through digital innovation and transformation to empower children, youth, and other communities. A central element is the recognition that Liberia's future depends on unlocking the potential of its young population, particularly girls and rural youths, through better education including on their rights, nutrition, health, participation in governance, and digital connectivity. The commitment to "Leave No One Behind" combined with a human rights-based approach, is at the heart of this transformation.

Empowering farmers- especially young people and women farmers, ensuring access to basic services in underserved communities, and digitizing governance, rule of law and public service delivery are seen as key accelerators for inclusive development. The UN system will contribute to efforts towards strengthening trust between the State and its citizens. All UN work will be aligned with national priorities and using evidence-based action. In the context of declining ODA, the Cooperation Framework aims to contribute to strengthening the capacity of the government to drive its own development agenda through domestic and other innovative financing strategies to reduce dependence on shrinking aid.



Liberia UNCF 2026-2030 Theory of Change

VISION Peaceful, inclusive, prosperous, and resilient Liberia where every individual —especially children, youth, women, and vulnerable groups—realizes their full potential.

Strategic Priority 1
Human Capital Development

Flagship Programme 1
EduSkills

Flagship Programme 2
Adolescent Girls First

OUTPUTS			OUTCOMES
1.1 IF Evidence-based human capital and digital policies strengthened and implemented, ensuring transformative education, healthcare and social services to meet required development skills.	**1.2** IF Human capital governance and management is strengthened and data-driven, transforming the governance, experience and performance of education, health and other social services.	**1.3** IF Communities are empowered to demand access and benefit from gender-responsive, inclusive and affordable social services and protection systems.	**THEN,** by 2030, people in and of Liberia, especially children, young persons, women and people with disabilities—have achieved equitable human capital development with increased access to quality and affordable social services, leveraging digital solutions, rights-based approaches and transformative strategies to achieve their full potential.

ASSUMPTIONS Government is committed to the transitions pathways on education, digital connectivity, jobs and social protection, and food systems (health and nutrition components), with human capital governance consolidated, institutions and communities willing and able to engage with the UN system.

RISKS (i) Weak policy implementation – Limited government capacity and political will may hinder execution; (ii) Resource constraints – Insufficient funding and donor dependency could delay reforms; (iii) Cultural and social barriers – Deep-rooted norms may limit women's and vulnerable groups' access to education and services.

NDP Pillars
P6: Human Capital Development

Strategic Policies
19, 20, 21, 22 & 23

SDGs
1 3 4 5 6 11

Strategic Priority 2
Good Governance and Rule of Law

Flagship Programme 3
Inclusive Digital Liberia

2.1 IF Legal frameworks and institutional policies are created and strengthened to uphold human rights, gender equality, rule of law, transparency and accountability, people-centered governance, decentralized public services, peacebuilding and social cohesion initiatives.	**2.2** IF Institutional capacity is strengthened through physical and digital infrastructure to mitigate corruption and impunity for SGBV and other human rights violations, and to deliver timely, fair, equitable and transparent justice and other public services.	**2.3** IF Communities, especially at-risk/marginalized groups, are empowered to access and benefit from gender-responsive justice services and governance institutions, fostering trust, accountability, and the realization of their rights.	**THEN,** by 2030, people in and of Liberia, particularly children, young persons, women and people with disabilities—effectively participate in and benefit from policies that promote trust, ensure peace gains are sustained, rule of law enforced, and social cohesion and accountability systems strengthened both at national and sub-national level.

ASSUMPTIONS Transitions regarding digital connectivity and social protection are used as a leverage for improved governance and service delivery; Political will exists to implement governance and justice sector reforms; Partnerships with civil society and international development actors contribute to institutional strengthening.

RISKS (i) Political resistance – key stakeholders may oppose governance reforms; (ii) Corruption risks – entrenched corruption could weaken reform efforts and accountability; (iii) Public distrust – lack of faith in institutions may reduce citizen engagement and compliance with policies.

NDP Pillars
P3: Rule of Law
P4: Governance Anti-Corruption

Strategic Policies
13, 14, 15 & 16

SDGs
5 16 17

Strategic Priority 3
Economic Development and Sustainibility

Flagship Programme 4
SheFeeds Liberia

3.1 IF Laws and policies and other frameworks that underpin sustainable food systems, employment, environment and climate action are strengthened and implemented to ensure economic growth, productivity and livelihood.	**3.2** IF Institutional capacity strengthened to foster sustainable and inclusive wealth creation, especially from natural resources, and to promote a climate-smart water and energy production infrastructure.	**3.3** IF Communities and digital societies are capacitated and empowered in an enabling business environment where they can access finance and create opportunities for decent work and resilient agribusiness manufacturing value chains.	**THEN,** by 2030, people in and of Liberia, especially children, young persons, women and people with disabilities benefit from an economic model that is founded on synergy among socio-economic and environmental policies and systems, lifted out of poverty and enhancing their access to decent jobs and agri-food systems.

ASSUMPTIONS the government commits to the transitions on food systems, energy access and affordability, jobs and social protection, digital connectivity and climate change, biodiversity loss and pollution; as well as to enhancing the business-enabling environment and supporting market creation and development.

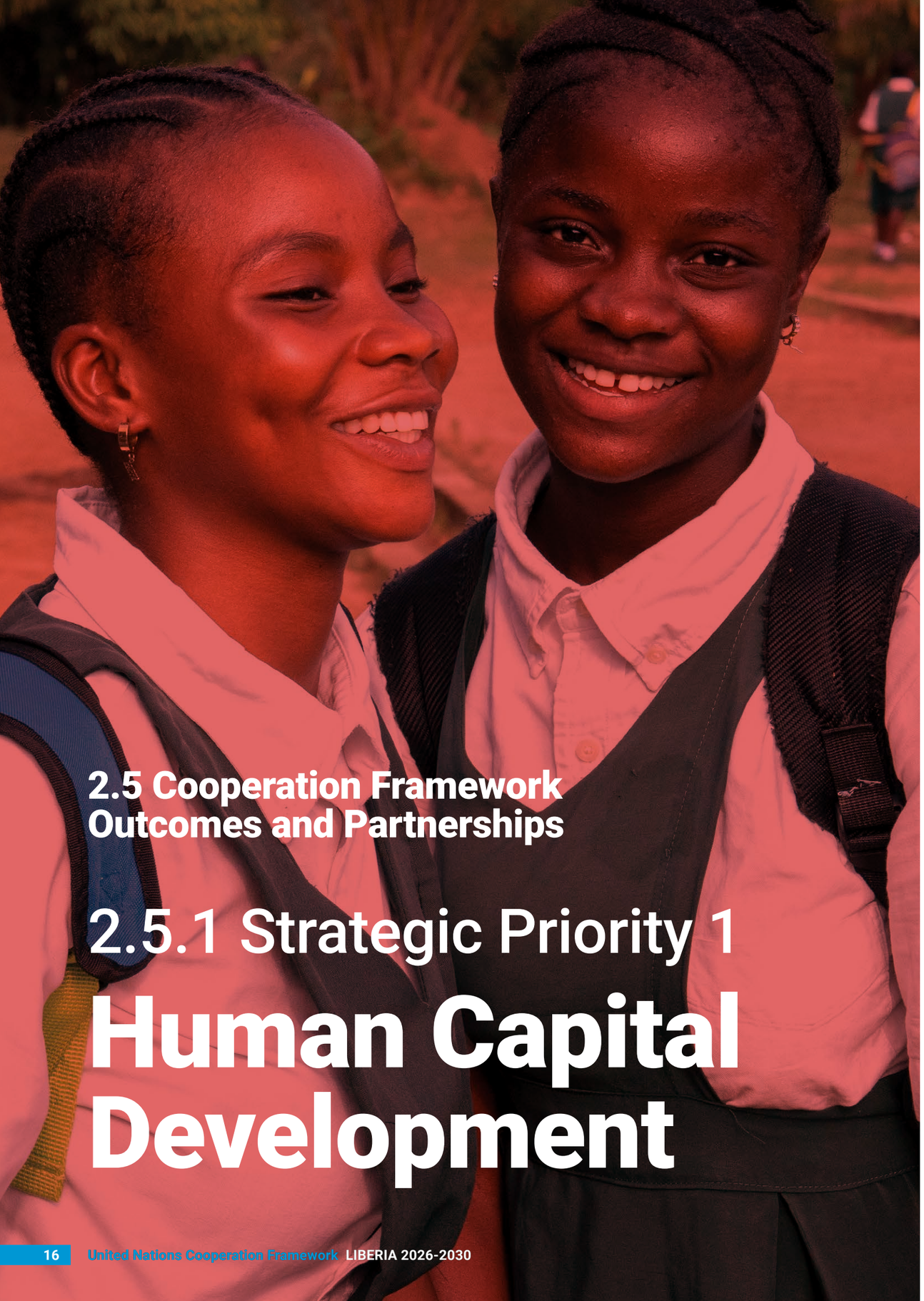
RISKS (i) Policy inconsistency – frequent changes in leadership may affect policy continuity and investor confidence; (ii) Climate-related shocks – natural disasters and environmental degradation may disrupt economic growth strategies; (iii) Limited private sector engagement – businesses may hesitate to invest due to regulatory uncertainty and access to finance constraints.

NDP Pillars
P1: Economic Transformation
5: Environmental Sustainability

Strategic Policies
1, 2, 3, 4, 5 & 18

SDGs
1 2 5 7 8 9 10 11 12 13 16 17

The graphic illustration above articulates a theory of change that describes the interdependent changes necessary for the country to achieve the Sustainable Development Goals and shows how and why the desired change is expected to happen, elaborating the assumptions, risks and bottlenecks to be addressed.



2.5 Cooperation Framework Outcomes and Partnerships

2.5.1 Strategic Priority 1

Human Capital Development

Outcome 1

By 2030, people in and of Liberia, especially children, young persons, women, and persons with disabilities, have achieved equitable human capital development with increased access to quality and affordable social services, leveraging digital solutions, rights-based approaches, and transformative strategies to achieve their full potential.

This outcome emphasizes improvements in the overall well-being and development of the Liberian population, particularly among vulnerable groups such as children, youth, women, and people with disabilities, as those who could most benefit, and contribute, if their rights are fulfilled. This is a broad and strategic priority, which tackles the most complex and structural causes of Liberia's suboptimal development.

Theory of Change **Strategic Priority 1**

Human Capital Development

Flagship Programme 1
EduSkills

Flagship Programme 2
Adolescent Girls First

1.1 IF Evidence-based human capital and digital policies strengthened and implemented, ensuring transformative education, healthcare and social services to meet required development skills.

1.2 IF Human capital governance and management is strengthened and data-driven, transforming the governance, experience and performance of education, health and other social services.

1.3 IF Communities are empowered to demand access and benefit from gender-responsive, inclusive and affordable social services and protection systems.

THEN, by 2030, people in and of Liberia, especially children, young persons, women and people with disabilities—have achieved equitable human capital development with increased access to quality and affordable social services, leveraging digital solutions, rights-based approaches and transformative strategies to achieve their full potential.

ASSUMPTIONS Government is committed to the transitions pathways on education, digital connectivity, jobs and social protection, and food systems (health and nutrition components), with human capital governance consolidated, institutions and communities willing and able to engage with the UN system.

RISKS (i) Weak policy implementation – Limited government capacity and political will may hinder execution; (ii) Resource constraints – Insufficient funding and donor dependency could delay reforms; (iii) Cultural and social barriers – Deep-rooted norms may limit women's and vulnerable groups' access to education and services.

NDP Pillars
P6: Human Capital Development

NDP Pillars
Strategic Policies
19, 20, 21, 22 & 23

SDGs



This outcome encompasses key areas of human capital development, including health, nutrition, water, hygiene and sanitation, protection from sexual and gender-based violence, social protection, education reform, migration, diaspora engagement and youth empowerment. Achieving the SDGs and six transitions will require strong Government commitment to consolidating human capital governance, policy reform and strategic investment leveraging on strategic partnerships, south-north and South-South cooperation and triangulationapproaches.

The UN contributions to this outcome will consist of targeted interventions across three interconnected outputs: evidence-based public policies and legal reforms, institutional capacity strengthening, enabling local and national environment; and the empowerment of communities to actively participate in and benefit from development initiatives. The UN will collaborate with the government to establish the Diaspora Investment Fund, leveraging on South-South Cooperation and other partnerships to invest in human capital development.

Output 1.1

Evidence-based human capital and digital policies strengthened and implemented, ensuring transformative education, healthcare and social services to meet required development skills.

The United Nations will collaborate with government in enhancing data systems and in facilitating the development and effective implementation of inclusive national and sub-national policies, laws, standards, plans and operational tools, to support alignment with global norms and to promote inclusive and transformative reforms in education, health care and social services across all levels nationwide. The UN will also support migration governance and disability inclusion, and promote safe and regular internal movement, diaspora engagement and cross-border migration, ensuring that mobility contributes sustainably to national growth and long-term inclusive development outcomes.



Output 1.2

Human capital governance and management is strengthened and data-driven, transforming the systems, experience, and performance of education, health, and other social services.

The UN will provide technical and advisory support to national and sub-national institutions to leverage digital transformation and innovation for improved governance and service delivery across education, health and other social sectors. It will support the school feeding programme, the “Back to my Classroom” initiative to strengthen school enrolment, WASH and health systems, and healthcare service delivery. The UN will develop a joint programme on data and statistical capacity building to enhance the availability and use of sex- and age-disaggregated data across line ministries, agencies and commissions (MACs), informing strategic planning. To support public emergency preparedness and response, the UN will leverage cross-border South–South collaboration, building on recent joint Mpox and COVID-19 response efforts and synchronizing vaccination campaigns across Liberia, Sierra Leone and Guinea.

Output 1.3

Communities are empowered to demand access and benefit from gender-responsive, inclusive, and affordable social services and protection systems.

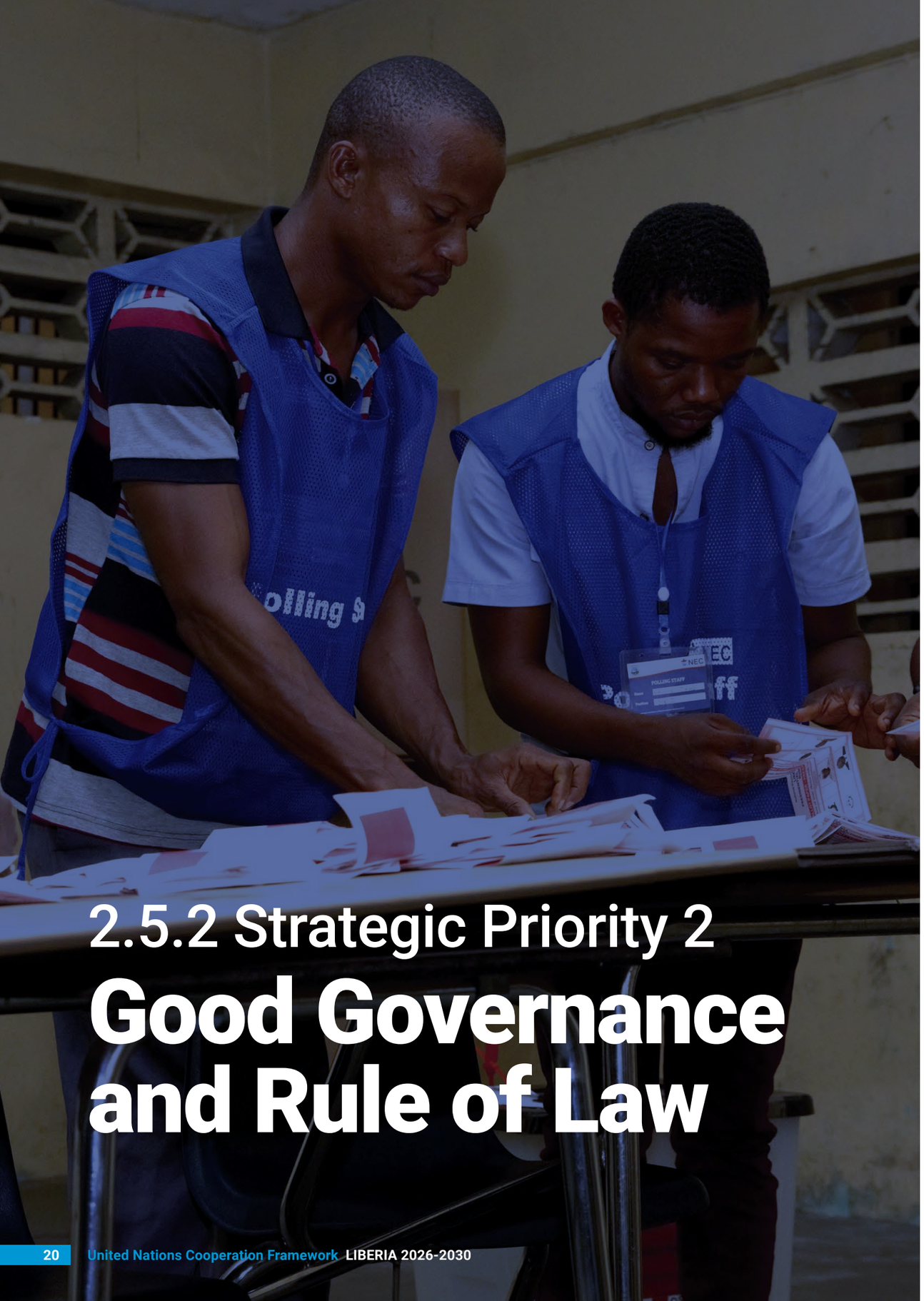
The UN will support efforts for empowering communities to claim their rights, actively contributing as citizens and access gender responsive, and affordable social services. Special emphasis will be placed on the empowerment of children, youth, women, and people with disabilities, recognizing their critical role in driving transformative change at the grass roots levels. The UN will deliver equitable services, especially in hard-to-reach and vulnerable areas such as the joint program related to adolescent girls, Nurturing, Empowering, and Protecting” (PEN).

Partnerships under Outcome 1

UN entities will leverage their expertise alongside sectoral ministries to develop and implement policies for human capital development and for mobilizing and allocating resources, as well as making evidence and innovation available for human capital development. The UN system will promote partnerships with civil society, local leadership, religious leaders, community influencers and the private sector. Emphasis will be re-enforced on leveraging strategic partnerships with International Financing Institutions, Development partners, private sector and other non-traditional donors and development partners.

Contributing UN entities

FAO, ILO, OHCHR, UNAIDS, UNCDF, UNDP, UNECA, UNESCO, UNFPA, UNIDO, UNICEF, UNOPS, UN Women, WFP, WHO.



2.5.2 Strategic Priority 2

Good Governance and Rule of Law

Outcome 2

By 2030, people in and of Liberia, particularly children, young persons, women, and people with disabilities, effectively participate in and benefit from policies that promote trust, ensure peace gains are sustained, the rule of law is enforced, and social cohesion and accountability systems are strengthened both at national and sub-national levels.

This outcome encompasses the governance, rule of law, access to justice, human rights, anti-corruption, transparency, accountability, public administration, social cohesion, peacebuilding, reconciliation, and foreign affairs. In the context of accelerating pressing development needs, the UN will support the government's efforts to strengthen institutional efficiency and promote responsive, inclusive, and accountable governance systems.

Theory of Change **Strategic Priority 2 TOC**

Good Governance and Rule of Law

Flagship Programme 3
Inclusive Digital Liberia

2.1 IF Legal frameworks and institutional policies are created and strengthened to uphold human rights, gender equality, rule of law, transparency and accountability, people-centered governance, decentralized public services, peacebuilding and social cohesion initiatives.

2.2 IF Institutional capacity is strengthened through physical and digital infrastructure to mitigate corruption and impunity for SGBV and other human rights violations, and to deliver timely, fair, equitable and transparent justice and other public services.

2.3 IF Communities, especially at-risk/marginalized groups, are empowered to access and benefit from gender-responsive justice services and governance institutions, fostering trust, accountability, and the realization of their rights.

THEN, by 2030, people in and of Liberia, particularly children, young persons, women and people with disabilities—effectively participate in and benefit from policies that promote trust, ensure peace gains are sustained, rule of law enforced, and social cohesion and accountability systems strengthened both at national and sub-national level.

ASSUMPTIONS Transitions regarding digital connectivity and social protection are used as a leverage for improved governance and service delivery; Political will exists to implement governance and justice sector reforms; Partnerships with civil society and international development actors contribute to institutional strengthening.

RISKS (i) Political resistance – key stakeholders may oppose governance reforms; (ii) Corruption risks – entrenched corruption could weaken reform efforts and accountability; (iii) Public distrust – lack of faith in institutions may reduce citizen engagement and compliance with policies.

NDP Pillars
P3: Rule of Law
P4: Governance Anti-Corruption

Strategic Policies
13, 14, 15 & 16

SDGs
5 GENDER EQUALITY
16 PEACE, JUSTICE AND STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS

Transition to improved digital connectivity will leverage improved governance, rule of law and service delivery, backed by political will for accountability and justice sector reforms. CSOs and IFIs partnerships will be leveraged to strengthen institutions, in addition to the long-term support for a national vision of prosperity, peace, and human rights. The UN will work closely with Government and development partners to target those left behind, strengthening the rule of law and access to justice to address exclusion and marginalization, including provision of legal aid services and protection for children and women rights.

Output 2.1

Legal frameworks and institutional policies are adopted and strengthened to uphold human rights, gender equality, rule of law, transparency and accountability, people-centered governance, decentralized public services, peacebuilding, and social cohesion initiatives.

The UN will support inclusive processes of developing and adopting policies, legal and operational frameworks that uphold human rights, gender equality, rule of law, transparency and accountability, people-centered governance, decentralized public services, peacebuilding, and social cohesion initiatives. Digitization will be leveraged as a means or driver for reforming key government and service delivery systems. Migration governance and cross-border security and mobility will be strengthened. The UN will support the government with policy and regulatory reform, and technical support on diaspora engagement, ensuring that mobility contributes to national growth and development.

Output 2.2

Institutional capacity is strengthened through physical and digital infrastructure to mitigate corruption and impunity for GBV and other human rights violations, and to deliver timely, fair, equitable and transparent justice and other public services.

The UN will provide technical and advisory support to key human rights institutions including the judiciary, the Independent National commission on Human Rights, the Ministry of Justice, civil society organizations, in combating corruption and addressing impunity for GBV, and other current and past human rights violations and abuses. The UN will support policy and legal reform mechanisms to strengthen digital governance, access to justice, accountability and citizens engagement and feedback mechanisms. UNCT Liberia and the UNCTs in Guinea, Sierra Leone and Cote d'Ivoire will forge cross-border collaboration and opportunities to establish a Fragility and Resilience Observatory for the Mano River Union (MRU) sub-region. The UNCT will also leverage the existing MoU between UNDP and the MRU, and the UNOWAS-MRU Strategic Framework of Cooperation to provide holistic UN support to the MRU region. Collaboration will also be forged with the Gulf of Guinea Commission (GGC), a key partner for advancing cross-border cooperation to address regional dynamics and joint initiatives.

Output 2.3

Communities, especially at-risk/marginalized groups, are empowered to access and benefit from gender-responsive justice services and governance institutions, fostering trust, accountability, and the realization of their rights.

To achieve this, the UN will provide both strategic (upstream) and operational (downstream) support to empower communities to engage in policy development, advocacy/awareness, resource mobilization, and improved delivery, justice, and governance systems and access to inclusive, equitable, and quality public services—including justice and security services, while supporting reforms to advance Women, Peace and Security (WPS), and Youth Peace and Security commitments and other areas-based development interventions.

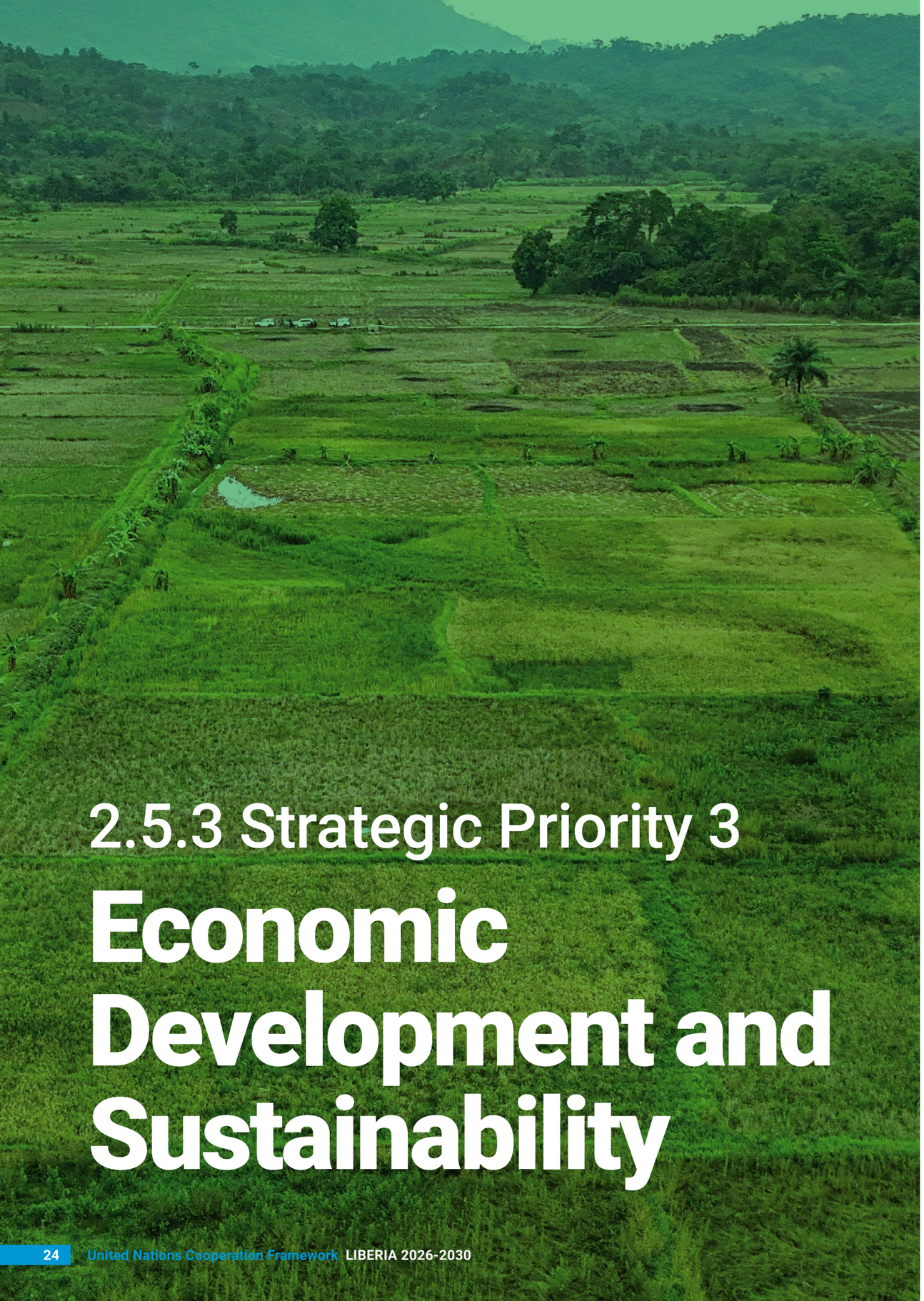
Partnerships under Outcome 2

This Outcome will be delivered through strategic partnerships with the government ministries (Finance and Development Planning, Justice, Internal Affairs, National Defense, Health, Education, Agriculture, Public Works), specialized government agencies (the Judiciary, Liberia's Anti-corruption Commission and the key Committees of the Legislature); CSOs and grassroots women and youth networks. Coordination and synergy will be enhanced through sectoral and intersectoral platforms. The UN will also forge strategic partnerships with International Financing Institutions, development partners, civil society groups, private sector and leverage regional and cross-borders partnerships to achieve interventions under this outcome.

Contributing UN entities

ILO, IOM, OHCHR, UNDP, UNECA, UNESCO, UNFPA, UNICEF, UNODC, UNOPS, UN Women.





2.5.3 Strategic Priority 3

Economic Development and Sustainability

Outcome 3

By 2030, people in and of Liberia, especially children, young persons, women, and people with disabilities, will benefit from an economic model that is founded on synergy among socio-economic and environmental policies and systems, lifted out of poverty, and enhancing their access to decent jobs and agri-food systems.

The UN's contribution under this outcome will ensure vulnerable groups, including women, youth, children and persons with disabilities to have access to development opportunities, decent and productive jobs, and empower them to participate in and benefit from inclusive economic policies and reforms, strengthened agri-food systems, nutrition, decent and sustainable employment for equitable economic growth. The "leaving no one behind" principle calls for breaking down the systemic barriers related to economic empowerment, including appropriate policies and access to resources and inputs, especially for women farmers and smallholder farmers in rural areas. This Outcome will target smallholder women and youth farmers, although not exclusively. Additionally, by integrating environmental sustainability into economic planning, the UN will contribute to a more balanced and future-proof development model that supports long-term prosperity and social equity.

Theory of Change **Strategic Priority 3 TOC**

Economic Development and Sustainibility

Flagship Programme 4
SheFeeds Liberia

3.1 IF Laws and policies and other frameworks that underpin sustainable food systems, employment, environment and climate action are strengthened and implemented to ensure economic growth, productivity and livelihood.

3.2 IF Institutional capacity strengthened to foster sustainable and inclusive wealth creation, especially from natural resources, and to promote a climate-smart water and energy production infrastructure.

3.3 IF Communities and digital societies are capacitated and empowered in an enabling business environment where they can access finance and create opportunities for decent work and resilient agribusiness manufacturing value chains.

THEN, by 2030, people in and of Liberia, especially children, young persons, women and people with disabilities benefit from an economic model that is founded on synergy among socio-economic and environmental policies and systems, lifted out of poverty and enhancing their access to decent jobs and agri-food systems.

ASSUMPTIONS the government commits to the transitions on food systems, energy access and affordability, jobs and social protection, digital connectivity and climate change, biodiversity loss and pollution; as well as to enhancing the business-enabling environment and supporting market creation and development.

RISKS (i) Policy inconsistency – frequent changes in leadership may affect policy continuity and investor confidence; (ii) Climate-related shocks – natural disasters and environmental degradation may disrupt economic growth strategies; (iii) Limited private sector engagement – businesses may hesitate to invest due to regulatory uncertainty and access to finance constraints.

NDP Pillars
P1: Economic Transformation
5: Environmental Sustainability

Strategic Policies
1, 2, 3, 4, 5 & 18

SDGs





Output 3.1

Laws and policies, regulatory and other frameworks that underpin sustainable agri-food and industrial systems, employment, environment, and climate action are strengthened and implemented to ensure gender-responsive economic growth and diversification, value addition, productivity, and livelihood.

The UN will support the development and implementation of gender responsive and inclusive laws, public policies and plans in agri-food and industrial systems, employment, and entrepreneurship with focus on enhancing opportunities for vulnerable groups particularly women & youth, while also strengthening institutional capacity, policy coherence, and multisectoral coordination. The UN will also support policy and legal reform for manufacturing, MSMEs, private sector engagement and investment, digital integration and financial inclusion, climate smart agriculture and food value chain systems. The UN will leverage on the Growth Accelerator Model in partnership with the private sector to provide sustainable access to finance for MSMEs through a blended financing model, including strengthening MSME competitiveness, diversification, value-addition and trade facilitation.

To accelerate SDGs achievement, the UN will support the strengthening of the Fiscal Policy Coherence Framework integrating gender, climate, poverty, and environment. The UN will also support the government to invest in the tourism and creative economy sector by strengthening the capacity of the newly established National Tourism Authority to develop and roll out the industrial policy and the revision of the private sector strategy and development of a dedicated private sector programme.

Output 3.2

Institutional capacity strengthened to foster sustainable and inclusive wealth creation, especially from natural resources, and to promote a climate-smart, water and energy efficient production infrastructure.

This output serves as a lever for outcome/ Strategic Priority one. Leveraging extensive global and regional expertise, the UN will strengthen the capacity of relevant government ministries, agencies and commissions (MACs) to advance food and industrial systems transformation, nutrition-sensitive agriculture, school feeding, and shock-responsive safety nets. The UN will also promote strategies and policies to reduce post-harvest losses, enhance efficiency on the national food control system, increase compliance with food safety schemes and hence strengthen local supply chains and improve market and resource access, especially for women, youth, and nutrition-sensitive agriculture. Investments in developing inclusive water and energy-efficient policies for manufacturing and agro-processing value chain and transparent natural resource governance (mining, forestry and fisheries) combined with institutional capacity building, and multisectoral coordination for their implementation, will support effort to foster environmentally responsible growth and inclusive economic development aligned with Liberia's national priorities.

The UN will strengthen early warning systems (EWS) by linking meteorological, nutrition, and food security data for real-time monitoring; integrate seasonal climate forecasts and risk analysis into planning to anticipate flood, external shocks and pest outbreaks and develop a comprehensive risk reduction and prevention strategy that integrates shock-responsive mechanisms, anticipatory actions, and disaster preparedness measures to ensure timely and effective monitoring and responses. The government will be supported by developing meteorological data systems to track market and nutrition trends to inform evidence-based decision-making, strengthen multi-sector coordination on disaster management and food systems.

Output 3.3

Communities are capacitated and empowered in an enabling business environment where they can access finance and create opportunities for decent work and resilient agribusiness and industrial value chains.

The UN will support community centered, coherent and integrated policies and financing framework, to promote the sustainable and inclusive management of natural resources and ecosystems, enhance food safety culture, including strategies for addressing environmental risks such as pollution, and advancing climate-smart water and energy-efficient production systems. The UN will also strengthen resilient agribusiness and manufacturing value chains and provide technical assistance to enhance local capacities for inclusive access to credit markets and productive resources for equitable economic growth and environmental sustainability. The capacity of communities and local leaders will be strengthened on disaster preparedness, nutrition, and resilience strategies, including institutional capacity for risk analysis, contingency planning, and emergency response at national and local levels.

Partnerships under Outcome 3

The UN will rely on government ministries, private sector, International Financial Institutions, women-led groups, cooperatives, CSOs and volunteer associations as well as development partners, traditional and non-traditional donors.

Contributing UN entities

FAO, IFAD, ILO, IOM, OHCHR, UNDP, UNECA, UNEP, UNESCO, UNICEF, UNIDO, UNOPS, UN Women, WFP.

2.6 Synergies and Catalytic Impacts Among Cooperation Framework Outcomes

The UN system's ability to contribute meaningfully to the 2030 Agenda for sustainable development depends on simultaneous progress across four interconnected forms of capital—institutional, human/social, economic, and natural. Reflecting this systemic approach, the UNCF 2026-2030 ensures that SPs, joint programs, agencies standalone initiatives, Flagship programs (FSPs), and their associated outcomes remain interlinked and mutually reinforcing. To operationalize this vision, the UNCF 2026-2030 introduces four integrated Flagship Programs (FSPs), each aligned with the AAID pillars and designed to respond to localized needs. These FSPs are complemented by joint programmes and individual agency initiatives, enabling coherent and coordinated support across sectors and stakeholders.

Beyond creating synergies, the FSPs are designed to mutually reinforce one another, addressing the full spectrum of lifecycle needs of the Liberian people. Together, they generate a virtuous cycle of transformation: improved health outcomes strengthen human capital (FSP2); education and digital platforms expand access to skills (FSP1 and 3), and sustainable agri-food systems secure livelihoods and promote economic resilience (FSP4). These interlinkages ensure that Liberia's development is inclusive, gender-responsive, digitally enabled, and environmentally sustainable. When young people, especially young women and persons with disabilities, are healthy, educated, and empowered with opportunities, they become drivers of lasting change. Moreover, a generation of problem-solving and digitally literate youth will be equipped to lead and transform the Liberian institutions and public service systems (FSP3).

The UN will leverage regional hubs to promote strengthened local governance and community development and decentralization. The first One UN hub was launched in 2024 in Zwedru City, Grand Gedeh County with the government for UN agencies and partners to work jointly towards area-based development.

Recognizing that social tensions pose significant obstacles to sustainable development in Liberia, the UNCF 2026-2030 will adopt a peace-humanitarian-development approach to ensure coherence and impact across its outcome areas. The UN's development efforts will be strategically designed to promote prevention, strengthen resilience, and address underlying risks and vulnerabilities that undermine social cohesion and perpetuate recurring human capital challenges. To better serve the most vulnerable populations, synergies will be actively pursued between development and emergency programming, enabling the UN system to respond more effectively to immediate needs while mitigating long-term risks.

Furthermore, to ensure catalytic impact of the UNCF 2026-2030, the UN commits to embedding systems-level approaches, moving beyond siloed projects to foster structural transformation. The strategic priorities demonstrate strong institutional linkages at the policy, planning, and operational levels. This model is critical for maximizing multisectoral synergies through climate-smart agriculture and nutrition services for the home-grown school feeding programme), education and health outcomes improvement. This nexus approach requires sustained cross-ministerial coordination (e.g., between the Ministries of Agriculture, Health, and Education), which will be supported by the UN by embedding technical experts across MACS. By institutionalizing these linkages into national planning and budget systems, the UN ensures that interventions are not only impactful but inherently scalable and sustainable across sectors, accelerating the structural shifts required for Liberia's transition.

2.7 Sustainability & Transition Plan

To ensure continuity and national ownership, the UNCT and Government will develop a Sustainability and Transition Plan outlining milestones for institutional capacity strengthening, financial independence, and national data ownership, ensuring relevant institutional and policy reforms. The formulation of the UNCF 2026-2030 was guided by extensive consultations with key stakeholders at both national and local levels, ensuring that the framework is responsive to the country's development priorities and grounded in the UN's comparative advantages. In line with the SDGs transition and trade-off, UNCT will support the government to foster national strategies, institutional reform, capacity development for national ownership.

Furthermore, the UN will support the government and line ministries, agencies and commissions (MACS) to implement on-budget/on-system execution; ensure stronger accountability mechanisms, policy and regulatory frameworks, including citizens feedback mechanisms and reporting. The UN will leverage its convening role to shift project execution to upstream policy advocacy and development, capacity building, and development financing, ensuring flagship/joint programmes with pooled or parallel financing aligned to integrated national financing framework (INFF).



Key to national ownership and sustainability, the UNCT will support the rationalization and implementation largely of the National Implementation Modality (NIM) by UN personnel working closely priority ministries and county teams to advance structural and institutional capacity-development interventions. The UNCT will also engage with the private sector and civil society organizations to enhance social accountability and last-mile service delivery.

Fundamentally, the UNCF is designed as a roadmap to support long-term, transformative change beyond the 2026–2030 period, leveraging the six SDG transition pathways and introducing a multidimensional development paradigm that shifts from fragmented projects to integrated joint programming and policy-level support. A key challenge to sustainability lies in strengthening national systems and institutions to ensure that UN support is effectively managed and maintained. To address this, explicit strategies for transition and capacity development will be formulated during the UNCF 2026-2030 implementation phase. As the UN Secretary-General's UN80 reform agenda advances, the evolving mandates and roles of UN entities may require adjustments to implementation and coordination arrangements.

The UNCF 2026-2030 also integrates a development–peace–humanitarian approach to address risks and vulnerabilities while tackling the root causes of crises and implementation of the UN secretary general prevention agenda. Emphasis on resilience across communities, institutions, the economy and the environment, together with strengthened Disaster Risk Reduction (DRR) and capacity building at national and local levels, will be central to sustaining the impact of UN interventions.

SDG Trade-offs and Interlinkages

The Framework recognizes the potential trade-offs between industrialization and environmental sustainability (e.g., mining expansion versus forest conservation, agriculture, or education). The UNCT will support the Government in establishing an inter-ministerial policy platform to manage these trade-offs through evidence-based dialogue and programme interventions.

1. SDG Trade-offs

Liberia's ARREST Agenda for Inclusive Development (AAID 2025–2029) and the UN Cooperation Framework (UNCF 2026–2030) aim to accelerate SDG progress through a systems approach that links growth, inclusion and sustainability. However, the transition toward the SDGs involves unavoidable trade-offs and synergies that require deliberate management and policy coherence. Key trade-offs include:

- **Growth versus Environmental Sustainability (SDGs 8 and 13/15)**

  Expanding mining, forestry and agriculture is essential for jobs and fiscal revenue, but unchecked extraction and deforestation threaten biodiversity, water security and climate resilience. Balancing this requires enforcement of the Land Rights Act (2018), promotion of sustainable agriculture and incentives for renewable energy and green industry investment.

- **Infrastructure Expansion versus Fiscal Sustainability (SDGs 9 and 17)**

  Critical investment in roads, energy and connectivity competes with limited fiscal space and rising debt service. The Integrated National Financing Framework (INFF) seeks to address this by mobilizing blended finance, PPPs and climate finance while safeguarding macroeconomic stability through IMF-supported reforms.

- **Immediate Social Spending versus Long-term Human Capital Investment (SDGs 1, 3, 4, 8)**

  Social protection scale-up and humanitarian response can constrain resources needed for long-term reforms in health, education and skills. The UNCT promotes a "continuum approach" linking humanitarian, development and peace financing to ensure immediate protection alongside sustained capacity building.

- **Urban Growth versus Territorial Equity (SDGs 10 and 11)**

  Rapid concentration of population and services in Monrovia risk deepening spatial inequalities. UNCT support for decentralization, local governance and rural investments in WASH, agriculture and social services aims to rebalance growth and advance the Leave No One Behind principle.



2. SDG Interlinkages and Synergies

Liberia's national plan and UN frameworks highlight several positive SDG interlinkages:

- **Human Capital and Economic Transformation (SDGs 3, 4, 5, 8)**

  Investments in health, education and gender equality directly enhance productivity and job creation, particularly for women and youth. UNCF flagship programmes on adolescent girls, digital learning and entrepreneurship reinforce this virtuous cycle.

- **Food Systems and Climate Action (SDGs 2, 13, 15)**

  The SheFeeds Liberia Flagship integrates agriculture, nutrition and climate resilience, aligned with AAID Pillar 1. Sustainable land management and value-chain strengthening increase livelihoods while reducing emissions.

- **Governance, Peace and Justice (SDGs 16, 17)**

  Strengthening rule of law, anti-corruption measures and local accountability improve citizen trust and investor confidence. UNCT and PBF support under AAID Pillar 5 advances this synergy.

- **Digital Transformation as a Cross-cutting Enabler (SDGs 4, 8, 9, 16)**

  Digital infrastructure expansion under the Liberia Digital Transformation Strategy (2024–2030) enhances innovation, transparency and youth employment, and strengthens data systems for SDG monitoring.

3. SDG Transition Pathways in Liberia

All six global SDG transition pathways are reflected in AAID and UNCF 2026-2030 priorities:

- **Food Systems**

  Climate-resilient agriculture, food value chains, nutrition security (SheFeeds).

- **Energy Access**

  Renewable energy and decentralized solar solutions.

- **Digital Connectivity**

  Digital economy, e-governance and youth innovation.

- **Education**

  Foundational learning, digital skills and TVET.

- **Jobs and Social Protection**

  Green jobs, MSMEs and expanded social protection.

- **Climate Action**

  Adaptation, ecosystem restoration and blue economy.

4. Managing the Trade-offs

To address these trade-offs and maximize interlinkages, the UNCT will:

- **Strengthen inter-ministerial coordination through MFDP-led policy dialogues.**
- **Use integrated SDG modelling tools to forecast cross-sector reform impacts.**
- **Embed predictive analytics and policy scans in UNCT advisory systems.**
- **Facilitate a joint Government–UN–IFI platform to align macroeconomic policies with SDG transitions.**

Effective implementation of the AAID and the UN Cooperation Framework require balancing short-term growth pressures with long-term sustainability. Through systems-based policy advice, integrated modelling and predictive analytics, the UNCT will help ensure that progress across the six SDG transition pathways—food systems, energy, digital connectivity, education, jobs and social protection, and climate action—remains inclusive, green and resilient as Liberia advances toward middle-income status.

2.8 Cooperation Framework Cross-Cutting Principles

To ensure effective contribution towards the three strategic outcomes of the UNCF 2026-2030, the United Nations system in Liberia will intentionally place emphasis on building capacities and strengthening institutions at national, sub-national and sectoral level. This endeavor will principally be guided by a set of cross-cutting principles designed to enhance the effectiveness, coherence and relevance of UN interventions. These principles will shape the design and delivery of support, ensuring that development efforts are responsive, inclusive and aligned with Liberia's evolving needs and priorities:

1. Partnerships

Grounded in the principle of national ownership, the UNCF 2026-2030 will be implemented through strong partnerships that place Liberians at the forefront of their inclusive and sustainable development journey. The UN system will collaborate closely with the Government, its primary partners, as well as development partners, private sector, civil society organizations, international financial institutions (IFIs), academia, and communities. This collective approach is essential for achieving transformational results and ensuring the sustainability of interventions through shared responsibility, coordinated action, and long-term commitment.



While Liberia has made steady progress in stabilizing its economy and strengthening democratic governance, persistent structural constraints continue to limit the pace and inclusiveness of development outcomes. Within the context of the United Nations Cooperation Framework (UNCF) 2026–2030, several emerging opportunities offer strong entry points for SDG acceleration and transformational change. The African Continental Free Trade Area (AfCFTA) presents a strategic platform for Liberia to expand its productive base, diversify exports, and integrate into regional value chains—particularly in agriculture, light manufacturing, and services. The ongoing development of the regional energy corridor offers the potential for more reliable, affordable, and sustainable power, which is critical for private-sector growth, industrialization, and digital transformation.

The rapid evolution of the digital economy provides additional avenues for expanding access to services, strengthening public-sector efficiency, and creating jobs for youth and women—especially if investments in digital connectivity, e-governance systems, and digital literacy are scaled up. Liberia's extensive coastline and marine resources offer significant blue-economy potential, including sustainable fisheries, coastal tourism, and enhanced port competitiveness. Moreover, the Liberian diaspora remains an important yet underutilized partner for investment, innovation, and skills transfer, particularly through structured diaspora financing instruments, remittance-leveraging mechanisms, and support to micro-, small-, and medium-sized enterprises.

Positioning Liberia on a resilient, inclusive, and green growth pathway will require strengthened governance, deeper private-sector engagement, and accelerated reforms. By leveraging these opportunities through coordinated UN support—aligned with national priorities and the AAID (2025–2029)—the UNCF 2026-2030 will unlock transformative results and move Liberia closer to becoming a competitive and sustainable lower-middle-income country.

2. Leave No One Behind

The UNCF 2026-2030 places a strong emphasis on ensuring that no one is left behind, with a particular focus on the most vulnerable and, in some contexts, marginalized groups, who are often excluded from development planning and impact. The vulnerable and marginalized groups include women, children, persons with disabilities, persons living with HIV/AIDs, the elderly, youth, minority groups, migrants, rural populations and economically disadvantaged persons. It supports community-based development to strengthen local governance, in alignment with SDG 10 (Reducing Inequalities), the UN system will prioritize equitable access to resources, services, and opportunities for sustainable development. All programmes and policies will be designed to promote inclusivity, addressing intersecting factors such as poverty, gender, disability, age and geographical location. Guided by the principle of equity, the UNCF 2026-2030 recognizes that some groups may require targeted support to overcome systemic barriers and access opportunities. As such, the UN will carry out a joint UN program to enhance the availability, accessibility and use of disaggregated data to inform program and policy implementation.

Inclusive decision-making will be promoted by encouraging the active participation of underrepresented groups in processes and decisions that affect their lives. To strengthen the effectiveness of these efforts, the UN will invest in improving data systems, including the use of disaggregated data, to identify those being left behind and to better understand and respond to their specific needs.

3. Human Rights-Based Approach

The UNCF 2026-2030 places the protection and promotion of fundamental human rights at its core, ensuring that all people in Liberia can fully enjoy their rights as enshrined in international human rights treaties and the constitution of Liberia. Liberia is party to seven of the nine core human rights conventions. These treaties cover a wide range of human rights, including civil and political rights, economic, social and cultural rights, and the rights of women, persons with disabilities, children, and minorities. These international human rights instruments will be used as the standard to guide compliance and implementation as they contain the minimum normative level or content of entitlements and obligations against which duty-bearers at all levels of society—but especially organs of the State—can be held accountable. In line with its normative role, the UN will apply a human rights-based approach across all aspects of its work, guided by the principle of "do no harm" to avoid any unintended impacts on vulnerable individuals or groups. Through the implementation of the UNCF, the UN will prioritize support to the Government of Liberia and its partners in upholding international human rights standards, strengthening the capacity of "duty-bearers" to fulfill their obligations, and empowering "rights-holders" to claim their rights. Inclusive participation, especially of marginalized and underrepresented groups, will be actively promoted in decision-making processes that affect their lives.

4. Disability inclusion and participation

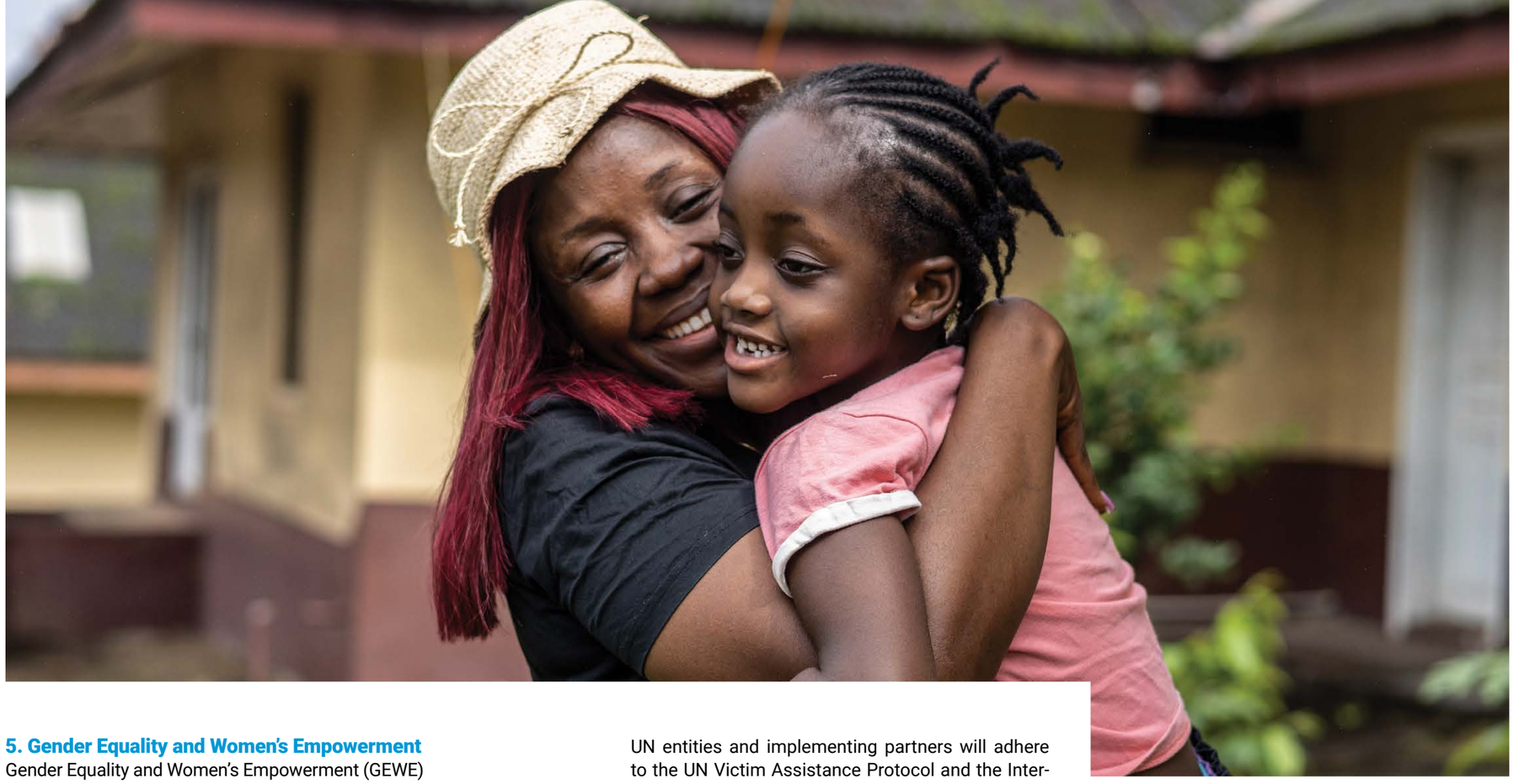
Globally, the Convention on the Rights of Persons with Disabilities (CRPD) remains the cornerstone of the UN's normative commitment, obligating Member States to respect, protect, and fulfill the rights of people with disabilities. The CRPD emphasizes equality before the law, participation, accessibility, and inclusive development. Liberia ratified the CRPD in 2012, committing to domesticate its provisions across national policies and plans.

The UN Cooperation Framework is anchored in the principle of leaving no one behind and places disability inclusion at the center of Liberia's journey toward inclusive development. Guided by the UN Disability Inclusion Strategy (UNDIS) and Liberia's commitments under the Convention on the Rights of Persons with Disabilities (CRPD), UNCT has established a disability inclusion group that will continue to ensure that persons with disabilities participate meaningfully in all stages of programming and decision-making.

The UNCT will work with the Government and Organizations of Persons with Disabilities to strengthen national capacity, collect and use disability-disaggregated data, and make all programmes and facilities accessible. Disability inclusion will be mainstreamed across all outcomes — from education and employment to digital transformation and climate resilience — ensuring that Liberia's development transition is equitable, accessible, and inclusive for all.

Liberia is also a signatory to the African Union's Protocol on the Rights of Persons with Disabilities in Africa (2018) and the Continental Plan of Action on the African Decade of Persons with Disabilities (2010–2019), which continue to guide inclusive governance and development planning across the continent. These frameworks reinforce the integration of disability inclusion into education, employment, social protection, and political participation. The ARREST Agenda for Inclusive Development (AAID) explicitly recognizes disability inclusion as a cross-cutting enabler for human capital development and social protection. The National Commission on Disabilities (NCD) and the Ministry of Gender, Children and Social Protection (MGCSP) lead national efforts to implement the National Disability Act (2022) and operationalize the Liberia National Action Plan for the Inclusion of Persons with Disabilities (2024–2028).

Under the new UN Cooperation Framework (2026–2030), UNCT will ensure disability inclusion throughout all programmes, and ensure policy and governance reform, by supporting the Government of Liberia to domesticate and implement CRPD provisions and to operationalize the National Disability Act (2022) and National Disability Inclusion Policy. UNCT will also strengthen national coordination through the NCD, MGCSP, and CSO platforms representing people with disabilities and ensure that all UN-supported policies and programmes mainstream disability inclusion. UNCT will further strengthen national data systems (LISGIS, EMIS, HMIS) to collect, analyze, and report disability-disaggregated data to integrate disability indicators in education, health, WASH, and governance programmes. The government will be supported to expand inclusive education, skills training, and employment initiatives for persons with disabilities, especially youth, children and women; promote access to assistive technologies and rehabilitation services as well as promote civic participation and inclusion of people with disabilities at local and national levels. The Disability Inclusion Working Group will continue to ensure coherence and capacity-building across agencies and programmes.



5. Gender Equality and Women's Empowerment

Gender Equality and Women's Empowerment (GEWE) will serve as a foundational and cross cutting principle throughout the implementation of this UNCF. The UN and GoL will ensure that gender considerations are systematically elevated and integrated into all aspects of planning, implementation and evaluation across all three strategic priorities: human capital development, inclusive economic growth, and accountable governance. To uphold accountability, gender analyses will inform interventions addressing specific needs, roles and contributions of men, women, and girls. Gender-responsive targets will be embedded in outcomes and outputs, while resource allocation, monitoring, evaluation and reporting, will include clear gender specific indicators. Capacity building efforts will also prioritize gender competencies across institutions and implementing partners, reinforcing the UN's commitment to inclusive and transformative development outcomes for women and girls.

6. Protection from Sexual Exploitation and Abuse (PSEA)

The UNCT in Liberia upholds a zero-tolerance policy on sexual exploitation and abuse. The UNCT will integrate PSEA across all programme design, implementation, and monitoring processes, ensuring community awareness, safe reporting mechanisms, survivor-centered response, and accountability. All UN entities and implementing partners will adhere to the UN Victim Assistance Protocol and the Inter-Agency Standing Committee (IASC) PSEA Minimum Operating Standards. PSEA focal points across UN agencies to coordinate prevention, response, and capacity-building efforts with government and civil society. The UNCT has established a PSEA Task Force, co-chaired by the Resident Coordinator's Office and one UN agency, to monitor compliance with PSEA standards, harmonize feedback mechanisms, and report regularly to the UNCT. This Task Force will integrate and monitor PSEA risks and assumptions into joint programmes and across the UN system.

7. Resilience

Under the UNCF 2026-2030, the UN will strengthen resilience, prioritizing the capacity of individuals, communities, and systems to prepare for, withstand, and recover from shocks and stresses linked to environmental, economic, social, and political challenges. This will strengthen early warning and resilience systems at individual, community, and systemic levels, enabling populations to adapt to changing circumstances and thrive. For this purpose, the UNCF 2026-2030 will emphasize inclusion, local ownership, integrated approaches, data and scientific knowledge that catalyze decision-making and collaboration.

8. Sustainability and Transition Plan

Anchored in the principles of sustainable development approach, the UNCF 2026-2030 seeks to meet the needs of the present without compromising the ability of future generations to meet their own. Sustainability will be reinforced through strategic, interconnected interventions that uphold environmental integrity, promote equity and inclusivity, and adopt a long-term outlook.

9. Accountability

In upholding its accountability standards, the UN will remain fully committed to fulfilling its obligations and being answerable for its actions throughout the implementation of the UNCF 2026-2030. The UN will demonstrate its dedication to advancing human rights and development goals through transparent and responsible engagement with all partners. To ensure accountability across all sectors involved, appropriate mechanisms will be established and operationalized, enabling clear oversight of decisions and performance to reinforce trust, promote shared responsibility, and ensure that interventions are both effective and aligned with the principles of good governance.

2.9 UN Comparative Advantages and UNCT Configuration

The UN is widely recognized as a trusted development partner in Liberia, grounded in its long-standing presence and decades of experience supporting peacebuilding, governance, and development. This trust was reaffirmed through the final evaluation of the UNCF 2020-2025 and high-level policy dialogues. Under the UNCF 2026-2030, the UN commits to working in a more integrated and coherent manner, leveraging its comparative advantages, namely: convening power to foster inclusive dialogue among stakeholders; technical assistance through evidence-based policy support and access to global expertise; normative leadership in promoting human rights, gender equality, and democratic governance; community development and decentralization, including the One UN Hub in Zwedru, which serves as a model for integrated service delivery at the community level.

a) Convening power: to foster dialogue among stakeholders,

b) Technical assistance: through evidence-based policy support and access to global expertise,

c) Normative Leadership: promoting human rights, gender equality and democratic governance,

d) Decentralized reach: including the One UN Decentralized Hub in Grand Gedeh, which serves as a model for integrated service delivery at the community level.

The UN Value proposition is further anchored in its contributions to peace and development, SDGs acceleration, global cooperation mechanisms, and its unique human resource capacity—mobilizing national and international volunteers to bridge skills and funding gaps. In 2025, the UN Country Team (UNCT) conducted a capacity mapping exercise to align resources with the new UNCF outcomes, identifying opportunities for enhanced collaboration in health, education, governance, food systems, youth empowerment, climate action, migration, and human rights.

The UNCT configuration is guided by principles of needs-based and adaptive engagement, integration and scale, innovative financing, private sector engagement, and climate resilience. These principles underpin the UN's commitment to transformative, inclusive, gender-responsive, and sustainable development support.

The UN system will continue to support Liberia through the UNCF 2026–2030. The focus will be on strengthening national institutions and community-level programming and prioritized field-based coordination to ensure inclusive service delivery. Regional expertise and embedded technical advisors will support joint programming and the Flagship Programs (FSPs), reinforcing the UN's normative agenda and operational effectiveness.

The UN Country Team in Liberia comprises the following eighteen (18) agencies, funds and programmes: 1. Food and Agriculture Organization of the United Nations (FAO); 2. International Fund for Agricultural Development (IFAD); 3. International Labour Organization (ILO); 4. International Organization for Migration (IOM); 5. United Nations Human Rights Office (OHCHR); 6. Joint United Nations Programme on HIV/AIDS (UNAIDS); 7. United Nations Development Programme (UNDP); 8. United Nations Economic Commission for Africa (UNECA); 9. United Nations Environment Programme (UNEP); 10. United Nations Educational, Scientific and Cultural Organization (UNESCO); 11. United Nations Population Fund (UNFPA); 12. United Nations Children's Fund (UNICEF); 13. United Nations Industrial Development Organization (UNIDO); 14. United Nations Office on Drugs and Crime (UNODC); 15. United Nations Office for Project Services (UNOPS); 16. United Nations Entity for Gender Equality and the Empowerment of Women (UN Women); 17. World Food Programme (WFP); 18. World Health Organization (WHO).

Three of the agencies will be non-resident entities, namely UNECA, UNEP and UNOPS. They will provide technical assistance and other support through regional offices and specific projects, in collaboration with government institutions and resident agencies. UNV and UNCDF are embedded in UNDP, and they will continue to support the UNCT through technical, financial, operational and other services, while UNAIDS mechanism of operation and support will be defined later. All UN entities, resident or non-resident will have active programs in the country to enable national and community-level programming. Strengthening coordination at national level and field-based coordination remains a priority to ensure effective and inclusive support.

The UNCT configuration is strategically designed to support Liberia's vision, and national plan as well as to accelerate the implementation of the SDGs. It reflects a unified UN value proposition aligned with national development priorities and guided by the principle of LNOB. Implementation of the UNCF 2026-2030 will be organized and monitored through Results Groups, thematic groups, supported by a streamlined and restructured UNCT configuration that enhances coherence, rationalizes thematic working groups, and strengthens national and field-level coordination[5].

The UN's support model will shift and mainly focus on upstream policy, systems strengthening and catalytic support focused on long-term structural transformation and sustainable development, leaving non one behind.

a) High-Value Policy Advice and Normative Leadership: The UNCT will deliver sophisticated, integrated policy expertise across key areas essential for economic diversification, domestic resource mobilization (DRM), public financial management (PFM), and strengthening independent oversight institutions, leveraging global normative mandates to advance human rights, gender equality, and international environmental standards, embedding these in national laws and policies.

b) Innovative Financing and Private Sector Crowding-in: Recognizing that Official Development Assistance (ODA) is diminishing and must be replaced by sustainable, domestic resource mobilization and investment, the configuration prioritizes leveraging innovative financing models like blended finance, Public-Private Partnerships (PPPs), and climate financing (such as the Green Climate Fund), diaspora bonds and other non-traditional ways of financing development. The UN will act as a de-risking and structuring agent to crowd-in private capital for development, supporting the implementation of Liberia's Integrated National Financing Framework (INFF).

c) Digital, Data, and Systemic Capacity Building: The UNCT will streamline its operational footprint while embedding technical experts in strategic national institutions to build lasting capacity in data collection, digital governance, and technology-driven service delivery. The UN support will be institutionalized and contribute directly to robust, digitally enabled, and decentralized public administration capable of sustaining development gains beyond the CF period.



5 UNCT Configuration Session PPT, June 2025

Chapter 3
Cooperation Framework Implementation and Mechanisms

3.1 Purpose and Overall Approach

The UNCF 2026-2030 implementation strategy and mechanisms outlines how the United Nations system will jointly support the **Government of Liberia** to deliver the **ARREST Agenda for Inclusive Development (AAID)** and advance progress toward the **Sustainable Development Goals (SDGs)** during 2026–2030. Implementation follows a **whole-of-government** and **whole-of-UN ("One UN")** approach, emphasizing coordinated planning, delivery, monitoring, and evaluation across all UN entities.

The strategy prioritizes:

- **Systems strengthening and institutional capacity development**
- **High-quality technical assistance and policy coherence**
- **Community-based and decentralized programming**
- **Targeted catalytic investments to enable scalable and sustainable outcomes**

3.2 Programming Sequencing

The UNCF 2026-2030 implementation is sequenced around three interlinked pillars:

1. **National policy and institutional support**
   Strengthening governance, policy frameworks, and state institutions to ensure sustainability and national ownership.

2. **County-level service delivery and localization**
   Expanding decentralized, people-centred service delivery aligned with county development agendas.

3. **Data-driven learning, adaptation, and course correction**
   Using evidence, analytics, and continuous learning to improve effectiveness, accountability, and results.

3.3 Partnerships and Stakeholder Engagement

Implementation is anchored in strong national ownership and partnerships with:

- **President's Office**
- **Vice President's Offices**
- **Ministry of Foreign Affairs**
- **Ministry of Finance and Development Planning (MFDP) and AAID governance bodies**
- **Line ministries, agencies and county/district authorities**
- **Independent oversight institutions**
- **Civil society and community-based organizations, including women's and youth participation**
- **Private sector, international financial institutions (World Bank, AfDB, IMF), academia and diaspora**
- **Development partners**

A dedicated **Partnership and Financing Strategy** will guide coordination, shared accountability, innovative financing, and private-sector engagement, including de-risking mechanisms and multi-tier coordination platforms.

3.4 Decentralization and Regional Cooperation

To extend impact beyond Monrovia, the UN will scale up the **One UN Hub model** (piloted in Zwedru, Grand Gedeh County) for integrated county-level programming, particularly in southeastern Liberia.

The UN will also engage regional and sub-regional institutions such as **ECOWAS, Mano River Union (MRU), AU, UNOWAS, and the Gulf of Guinea Commission,** leveraging South–South and Triangular Cooperation to address cross-border priorities, including climate resilience and maritime security.

3.5 Flagship Programmes

The UNCF 2026-2030 outcomes will be delivered through **four Flagship Programmes,** designed around joint programming, common results frameworks, shared monitoring systems, and pooled or aligned financing:

EduSkills
Learning and Skills for Jobs
Strengthens foundational education, improves market-relevant skills, and supports school-to-work transitions, with a strong focus on girls, rural learners, digital inclusion, and persons with disabilities.

Adolescent Girls First
Health and Well-being
Reduces maternal and neonatal mortality and adolescent pregnancy while expanding access to SRHR, GBV services, mental health, and supportive policy and legal frameworks.

Inclusive Digital Liberia
Accountability, rule of law and service delivery, powered by technology
Advances digital governance, public financial management, accountability, rule of law, and service delivery through technology-enabled systems and civic participation.

SheFeeds Liberia
Climate-Smart and Inclusive Food Systems
Promotes climate-resilient agriculture, nutrition, and women-led value chains, linking food systems with school feeding, social protection, natural resource management, and regional trade integration.

All flagships mainstream gender equality, disability inclusion, digital access, and climate resilience.

3.6 Joint and Complementary Programmes

Beyond the flagships, the UN will continue or initiate joint programmes/projects to achieve the outcomes and outputs, including:

- **Social protection and cash transfers**
- **Youth empowerment and peacebuilding**
- **Migration and diaspora engagement**
- **GBV prevention and response**

The Results Groups will develop annual joint work plan for implementation of the outcomes and outputs and the joint and flagship programmes.



3.7 Delivery and Accountability Modalities

Implementation will prioritize **national execution and government systems** to strengthen long-term capacity and sustainability. At the sub-national level, interventions will align with county development agendas and supported by integrated field missions and joint assessments.

Efficiency and sustainability will be guided by the **Business Operations Strategy (BOS),** including common services and common premises. Strong accountability to affected populations, civil society monitoring, and systematic **Protection from Sexual Exploitation and Abuse (PSEA)** measures will be enforced across all operations.

3.8 The Cooperation Framework Governance and Coordination Structure

The United Nations development system in Liberia will be governed through a multi-tiered collaborative structure involving the Government of Liberia, development partners, civil society and private sector. The UN Resident Coordinator will provide overarching leadership and strategic direction to the UNCT, ensuring coherent, coordinated, and results-driven implementation of the Cooperation Framework in alignment with national priorities and the SDGs.

The UNCT, composed of the heads of all UN agencies, funds, and programmes operating in Liberia, holds collective responsibility for the effective implementation and achievement of the Cooperation Framework's outcomes. The UNCT will harness the full spectrum of capabilities and resources from both resident and non-resident UN entities, as well as regional and global bodies, to ensure a coherent, coordinated, and impactful response aligned with Liberia's development priorities.

3.8.1. Joint UN/GoL Steering Committee
The Government of Liberia and the United Nations system share mutually accountability for the successful implementation and achievement of the UNCF 2026-2030. Oversight will be provided by the Joint Steering Committee, which serves as the highest-level governance body of the UNCF. The Joint Steering Committee is responsible for providing strategic policy leadership, guiding implementation, and addressing emerging issues. The Committee will convene at intervals determined by its leadership to:

- **Review progress against planned outcomes**
- **Provide policy direction**
- **Recommend adjustments to ensure continued relevance and effectiveness**

The GoL is represented in the Joint Steering Committee at the highest level of leadership and will include representatives from:

- Ministers and Sectoral Leads
- Heads of UN Agencies,
- Development Partners,
- CSOs,
- Private Sector Representatives,
- Academic institutions.

To ensure balanced representation and shared leadership, the Joint Steering Committee is chaired by the Minister of Finance and Development Planning (MFDP) and UN Resident Coordinator (RC). The UN team will also actively participate in the coordination structures of the national development plan for effective implementation of the AAID and the UNCF 2026-2030.

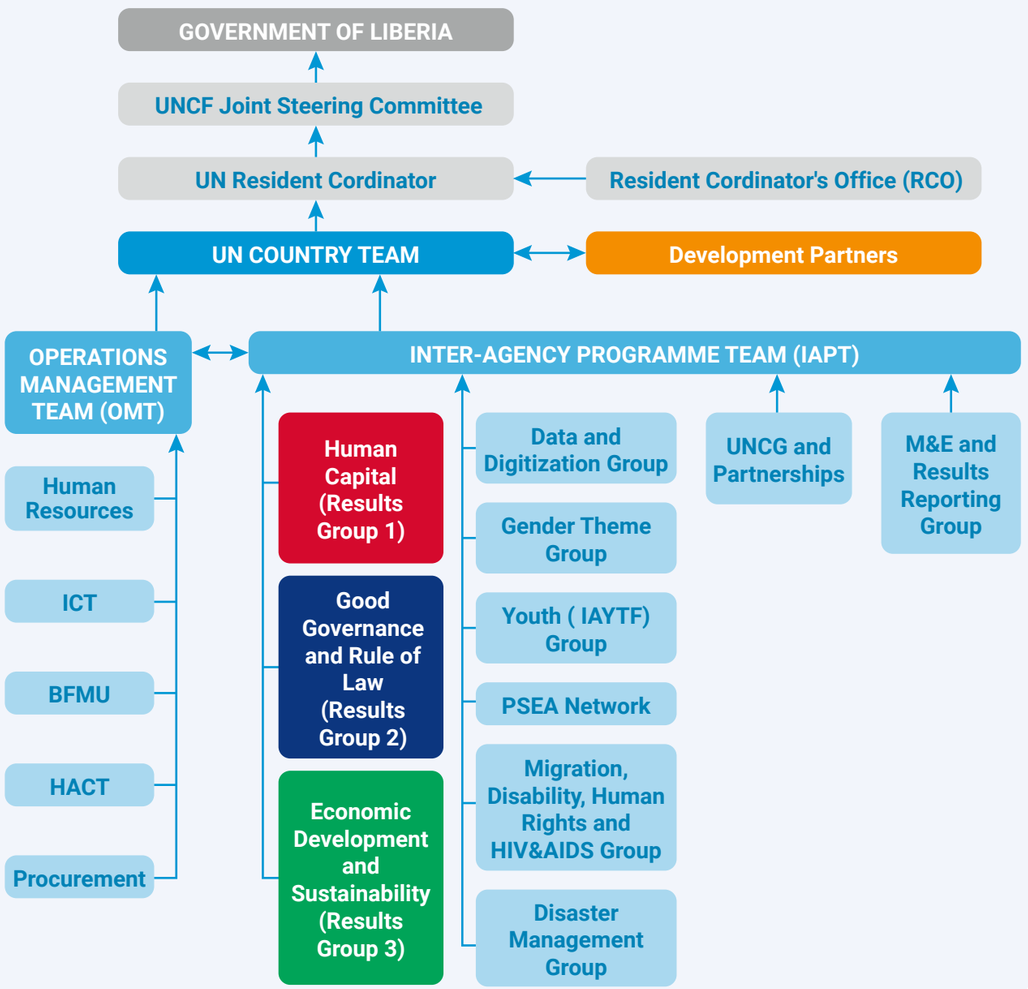
3.8.2. The UN Country Team
Under the leadership of the Resident Coordinator, the UN Country Team in Liberia, comprising the heads of agencies, funds, and programmes signatory to the UNCF 2026–2030, will operate as a unified decision-making body responsible for the strategic implementation of the cooperation framework. The UNCT will take collective decisions on joint programming, resource mobilization and allocation, coordinated responses to emerging issues, and operational matters. This body will also provide oversight and policy guidance across the UNCF 2026–2030 coordination architecture, which includes the Inter-Agency Programming Team, the three Results Groups, the Gender Theme Group (GTG), the Youth Group–IAYTF, the Monitoring and Evaluation Working Group, the Data/Digital Group, the Communications, Partnerships & Private Sector Group, the Disaster Management Group, the Prevention of Sexual Exploitation and Abuse Group (PSEA), the Migration, Disability, Human Rights & HIV/AIDS Group and other groups established by UNCT. These structures will ensure that implementation remains inclusive, coherent, and responsive to Liberia's development priorities, while promoting sustainability, human rights, and gender equality across all pillars of the UNCF 2026–2030.

3.8.3. Inter-Agency Programme Team (IAPT)
The Inter-Agency Programme Team (IAPT) will play a central role in guiding the programming cycle of the UNCF 2026–2030, including programming, planning, implementation, monitoring, reporting, evaluation, and knowledge management. Co-chaired by two deputy representatives (UNDP and UNFPA) serving as *ex officio* members of UNCT, with membership from deputies or senior programme officers of all agencies and co-chairs of results groups, the IAPT works in close coordination with the UNCT, OMT and the Resident Coordinator's Office to ensure coherent and results-oriented execution of the UNCF 2026–2030. The IAPT also serves as a key mechanism for identifying and elevating emerging issues to the UNCT for strategic policy guidance and decision-making.

3.8.4. UNCF 2026-2030 Results Groups (Pillars)

The UNCF 2026–2030 will be operationalized through three Results Groups, each aligned with one of the UNCF's strategic outcomes. These groups will be responsible for driving the achievement of their respective outcome areas through coordinated joint work planning, implementation, monitoring and reporting of their results and achievements through UNINFO. Co-chaired by deputy heads of UN agencies or senior programme staff, the composition of each Results Group will reflect the comparative advantages and technical relevance of participating agencies. Each group will jointly develop and implement an annual workplan, structured by outputs and activities, and will report progress through the UNINFO platform to ensure transparency and accountability. Regular updates will be provided to the IAPT and the UNCT, enabling strategic oversight and timely course correction. Through this structure, the UNCT will advance coherence, efficiency, coordination and effectiveness in delivering the UNCF 2026-2030. Other thematic groups, as indicated in the structure, have been created to further enhance coordination and collaboration, mainly on cross-cutting issues and other enablers for the effective implementation of the UNCF. In addition, there will be thematic groups aligned with some cross-cutting issues, as indicated in the diagram below.

UNCF 2026-2030 Coordination Structure



UNCF 2026-2030 Results/Thematic Groups

No.	Results/Thematic Groups	Chairs	Co-chairs	Member Agencies
1	**Results Group 1**	UNICEF	WFP	FAO, ILO, UNAIDS, UNCDF, UNDP, UNECA, UNESCO, UNFPA, UNICEF, UNIDO, UNOPS, UN Women, WFP, WHO
2	**Results Group 2**	UNDP	OHCHR	LO, IOM, OHCHR, UNDP, UNESCO, UNFPA, UNICEF, UNODC, UNOPS, UN Women
3	**Results Group 3**	FAO	IFAD	FAO, IFAD, ILO, IOM, OHCHR, UNDP, UNECA, UNEP, UNESCO, UNFPA, UNICEF, UNIDO, UNOPS, UN Women, WB
4	**Gender Theme Group (GTG)**	UNWOMEN	UNDP	UNDP, UNFPA, UNICEF, UNW, WHO
5	**Youth Group -IAYTF**	UNFPA	UNIDO	UNDP, UNFPA, UNIDO, UNW, WHO
6	**M&E/Results Group**	UNICEF	FAO	All agencies
7	**Data/Digital Group**	UNFPA	UNDP	All agencies
8	**Communications, Partnerships & Private Sector Group**	UNWOMEN	IFAD	All agencies
9	**Disaster Management Group**	WFP	UNDP	FAO, IFAD, UNDP, UNFPA, WFP, WHO
10	**Prevention of Sexual Exploitation and Abuse (PSEA)**	UNICEF	UNWOMEN	UNDP, UNFPA, UNICEF, UNW, WHO
11	**Migration, Disability, Human Rights & HIV/ AIDS Group**	WHO	IOM	IOM, OHCHR, UNDP, UNFPA, WHO

3.8.5. Operations Management Team (OMT)

The Operations Management Team (OMT) is responsible for the development and implementation of the second-generation Business Operations Strategy for Liberia, which underpins the operational delivery of the UNCF 2026-2030. The OMT advises the UN Country Team on key operational matters, including efficiency, cost-effectiveness, and the adoption of innovative business solutions that enhance programmatic implementation. This includes oversight of shared operational platforms such as the One UN House, which supports the UN's physical and environmental footprint. The OMT also develops an Annual Business Operations Work Plan, derived from the Business Operations Strategy (BOS), and coordinates the provision of common back-office services through fee-for-service model, ensuring streamlined support across UN entities and contributing to the overall sustainability and effectiveness of the UNCF 2026-2030 implementation. It is co-chaired by a deputy head of operations of UNDP and UNFPA, and its members include deputy heads of operations or senior operations officers from UN agencies.



3.9 Financing the Cooperation Framework

The indicative UNCF resource envelope for the period 2025–2029 is estimated at US$874.5 million, comprising agency core and non-core resources, government cost-sharing and other contributions. A Common Budgetary Framework (CBF) will be used to track financial needs, available resources, and mobilize funding by outcomes and flagship programmes. A comprehensive Resource Mobilization and Partnership Strategy will be developed to support the effective implementation of the UNCF. Resource mobilization efforts will prioritize: (i) aligning partners behind Government-led programmes; (ii) leveraging pooled financing instruments such as the UN Peacebuilding Fund, Joint SDG Fund and MPTF windows; (iii) catalyzing private finance, diaspora contributions and blended finance to accelerate SDG-related investments; and (iv) supporting domestic resource mobilization and other innovative financing models, PFM and expenditure tracking to ensure that financial flows are transparent, accountable, and contribute to sustainable development outcomes.

Where feasible, the UN will help the Government in exploring pooled funding for AAID priorities and expand results-based financing in health, education and local development as well as other sectors, while ensuring all financial partnerships adhere to strict due diligence, anti-corruption measures, and conflict-sensitive safeguards.

A Multi-Year Financing Roadmap will be developed linking the Common Budgetary Framework (CBF) to Liberia's Integrated National Financing Framework (INFF), ensuring annual resource mobilization targets, financing gaps, and partner contributions, including climate funds, diaspora bonds, and blended finance pipelines and develop mechanisms for tracking progress. The UN will support the Government to conduct a financing landscape assessment to inform the development of the Integrated National Financing Framework and SDGs' Financing Strategy for Sustainable and Inclusive Development and to strengthen Public Finance and Climate Change coherence (Fiscal Policy Coherence Framework) in Liberia.

3.10 Communication for the Cooperation Framework

A joint Communications and Advocacy Plan will position the CF and its flagship programmes with citizens, duty-bearers and partners. Coordinated by the UN Communications Group, efforts will focus on unified messaging, digital storytelling, and visibility, and programs advocacy, leveraging the One UN Hub and county-level platforms to spotlight results and local voices. Strategic narratives will showcase Liberia's leadership, the UN's technical and programmatic contributions, and transferable lessons for regional platforms such as ECOWAS, Gulf of Guinea commission and the MRU. Regular public briefs will communicate progress, evaluations and learning While all communications will adhere to "do no harm" principles, ethical standards for data and imagery, and accessibility for persons with disabilities and non-English speakers.

Chapter 4

Monitoring, Evaluation and Learning



4.1 Monitoring, Reporting and Learning Plan

The Liberia UN Cooperation Framework (CF) Results Framework links three impact-level goals to time-bound, measurable outcomes and outputs, supported by indicators with established baselines and 2030 targets (see Annexes 3 and 4). Performance will be tracked through the UNINFO platform and agency-specific systems, triangulated with national data sources—including LISGIS, administrative records, household surveys—and supplemented by third-party monitoring where appropriate.

The UN Country Team (UNCT), through the Results Groups (RGs), will develop and implement annual Joint Work Plans (JWPs), which will detail outputs, budgets, risks, and management measures. RGs will regularly collect and analyze indicator data and program activities to report progress and achievements via UNINFO. This platform will be fed by national statistical systems and data generated by UN agencies and partners, providing a country-level overview of progress toward CF outcomes.

The Monitoring and Evaluation and Results Monitoring Group will provide technical support to ensure the quality and consistency of monitoring data and offer guidance to RGs and the Inter-Agency Programme Team (IAPT) on evidence-based reporting. The Common Country Analysis (CCA) serves as the baseline for monitoring and evaluation and will be updated annually to inform strategic reviews of the CF. A centralized UN data and analysis repository, housed in the Resident Coordinator's Office, will support analytical products with SDG-related data and insights produced and shared by UN agencies.

Joint monitoring missions will be conducted in intervention areas to enable first-hand assessment of results achieved under joint programmes and projects. Where feasible, digital tools will be deployed to enable real-time monitoring, including mechanisms to capture beneficiary feedback from diverse groups—such as youth, women, persons with disabilities, civil society, and the private sector—on the UN's field-level interventions.

A culture of joint learning will be embedded through annual reviews, county-level learning clinics, and communities of practice focused on key thematic areas such as data, digital innovation, gender equality, and social protection. Insights from these processes will systematically inform planning, resource allocation, and adaptive management throughout the implementation of the CF.

Monitoring, Evaluation and Learning (MEL) Plan

Description of Activities	Lead + Contributors	Timeline					
		Frequency	2026	2027	2028	2029	2030
Planning & Monitoring							
Develop and monitor Result Groups Joint Work Plans	RGs, M&E, all agencies	Annually	•	•	•	•	•
Conduct joint monitoring missions to UN-supported joint programs or flagship programs and projects, assess implementation progress, and document best practices and lessons learned, project factsheets, and briefs.	M&E+UNCG	Bi-annual	•	•	•	•	•
Support Results Groups and thematic WG meetings	RCO+M&E	Annually	•	•	•	•	•
Support the convening of joint steering committee's annual performance review meetings	RCO, M&E, UNCT	Annually	•	•	•	•	•
Data Collection and Analytics							
Update the Common Country Analysis	RCO +UNCT	Annually	•	•	•	•	•
UN Gender Equality SWAP Scorecard	UNW, UNFPA, UNDP, UNICEF	Annually	•	•	•	•	•
Liberia Gender Equality Profile	UNW	Regular		•		•	
Support the Multiple Indicators Cluster Survey (MICS), DHS, and other key sectoral surveys, reviews, and assessments	UNICEF, UNFPA + others	Once		•			
Develop the Youth2030 annual scorecard	RCO+ IAYTF (UNFPA)	Annually	•	•	•	•	•
Develop the Disability Inclusion Scorecard	RCO + DIWG	Annually	•	•	•	•	•
Review and Reporting							
Quarterly reporting into UNINFO by all UN entities	RGs, M&E+ all agencies	Quarterly/ Annually	•	•	•	•	•
Annual Performance Review of Cooperation Framework	RGs + TWG	Annually	•	•	•	•	•
Preparation of the UN annual country results report	RGs + M&E Group + all agencies	Annually	•	•	•	•	•
Support the national voluntary reviews to assess progress towards SDGs acceleration	RCO+M&E Group	Every two years	•		•		•
Conduct a Mid-Year Review of the Cooperation Framework to assess progress, identify gaps, and recommend strategic adjustments	RCO	Once			•		
Evaluation							
Support the conduct of independent evaluations of the joint programmes/Projects	Lead agencies	Annually, depending on JPs		•		•	•
Conduct an independent evaluation of individual UN entity country programs, documents, or strategic notes	All agencies	Once, for each CP					•
Conduct final independent evaluation of UN Cooperation Framework		Once					•
Learning							
Conduct refresher training on UNINFO for RGs and TWGs members on results reporting	RCO	Bi-annual	•	•	•	•	•
Conduct Results-Based Management (RBM) Refresher Training for M&E and RGs Groups	RCO	Annually	•	•	•	•	•
Create and maintain a knowledge management repository of M&E reports, briefs, lessons learned, etc., accessible to all UNCT members.	UNCG		•	•	•	•	•

4.1.1. Data Management for the Cooperation Framework

The UN through the Data for Development and Digitization Group will collaborate closely with LISGIS and relevant sector ministries to strengthen national data and statistical systems and institutions, focusing on improved data production, quality assurance, interoperability, and open access. The UN will leverage existing data sources, including the 2022 Population and Housing Census, the Agriculture Census, and other priority surveys to develop a joint data and statistical programme to strengthen the national statistical office (LISGIS), administrative data systems and other data producing institutions. Data partnerships will emphasize disaggregation by sex, age, and disability; geospatial analysis for targeted interventions; citizen-generated data; and adherence to robust safeguarding standards, including privacy, data protection, and ethical use of artificial intelligence. A jointly developed "Data Compact" will establish clear standards for data sharing, metadata management, and timely publication. In areas where data gaps persist, such as gender-based violence, adolescent well-being, learning outcomes, climate risk, and border dynamics, the UN will support methodological enhancements and apply proxy indicators until comprehensive systems are in place.

4.1.2. Results Monitoring and Reporting

The UNCT will use UNINFO as the authoritative platform for planning, monitoring, and reporting, and will publish an Annual Results Report, Common Country Analysis and other thematic analysis summarizing progress toward outcomes, financial delivery, and contributions to the ARREST Agenda for Inclusive Development (AAID) and SDG acceleration. Each Results Group will produce quarterly performance updates, while flagship initiatives will issue semi-annual dashboards detailing outputs, expenditures, pipeline status and geographic coverage. The UNCT will also track joint commitments on gender equality and women's empowerment (UNCT-SWAP), protection from sexual exploitation and abuse (PSEA), disability inclusion, and environmental safeguards, with annual reporting to the Government–UN Steering Committee. A beneficiary feedback and accountability framework will aggregate complaints, satisfaction levels, and access barriers, providing actionable recommendations to inform management decisions and improve service delivery.

4.1.3. Monitoring and Evaluation Cycle of the Cooperation Framework

A final independent evaluation of the Cooperation Framework will be conducted in the penultimate year of its implementation, leading up to the preparation of the next programming cycle. The CF will adhere to a structured evaluation and review cycle comprising the following key components:

Periodic programmatic monitoring, on-site reviews and spot checks of joint programs, flagship programs and agency standalone initiatives following the UN system agencies' standards and guidance for site visits and field monitoring,

Joint Annual Reviews: Conducted in collaboration with the Government and relevant stakeholders, aligned with AAID review milestones.

Mid-Term Review (MTR): Scheduled for 2028 to support strategic adjustments and inform financing decisions.

Decentralized Evaluations: Including outcome evaluations and thematic or flagship assessments, conducted as needed.

Independent Final Evaluation: A final independent evaluation of the Cooperation Framework will be conducted in the penultimate year of its implementation, leading up to the preparation of the next programming cycle.

Evaluation management will be guided by United Nations Evaluation Group (UNEG) norms and standards, ensuring inclusive stakeholder engagement and the application of gender-responsive and human rights-based methodologies. All evaluations will include mandatory management responses as key accountability tools for addressing recommendations and will publicly release the evaluation report for transparency. Findings and lessons learned will be systematically integrated into policy dialogue, programme design, and partnership development strategies.

4.2 Risk Management

A live, enterprise Risk Register will be maintained to systematically capture and monitor contextual, programmatic, fiduciary, safeguarding, and security risks. Each identified risk will have clearly defined ownership and mitigation strategies. The UNCT will review risks quarterly and escalate to the Steering Committee as needed for joint action.

Identified Risk	Strategic Mitigation Measures	Responsible Entities	Monitoring Indicators / Triggers
Socio-political instability and limited adherence to constitutional norms	Enhance conflict-prevention and early-warning systems; Promote peaceful and credible electoral processes; Support civic education and inclusive dialogue for social cohesion	Government of Liberia (GoL): Ministry of Internal Affairs (MIA); UN: UNDP, UN Peacebuilding Fund	Number of reported conflict incidents; Indicators of electoral-related violence
Challenges in public administration (skills gaps, turnover, resource constraints)	Advance civil service reform and retention strategies; Implement targeted capacity-building in key areas (PFM, HR, M&E); Deploy technical advisers and promote institutional twinning	GoL: Civil Service Agency (CSA), Ministry of Finance and Development Planning (MFDP); UN: UNDP, UNICEF	Vacancy and turnover rates; Public Financial Management (PFM) performance index
Security concerns affecting rural communities and partners	Strengthen community policing and peace committees; Apply conflict-sensitive programming; Enhance land tenure systems and dispute resolution mechanisms	GoL: MIA, Ministry of Justice (MoJ); UN: FAO, WFP, UN Women	Number of security-related incidents; Rural crime statistics
Exposure to natural hazards and climate-related shocks	Develop early-warning systems; Adopt climate-resilient infrastructure standards; Pre-position contingency supplies; Conduct response simulations	GoL: National Disaster Management Agency (NDMA), Environmental Protection Agency (EPA); UN: UNEP, NDMA	NDMA preparedness score; Economic losses attributed to disasters
Insufficient investment in critical infrastructure	Facilitate Public-Private Partnerships (PPPs) and concessional financing for priority corridors; Strengthen project preparation and procurement transparency; Coordinate development partners under Infrastructure SWAP	GoL: Ministry of Public Works (MPW), Liberia Electricity Corporation (LEC); UN: UNOPS, UNCDF; Partners: African Development Bank (AfDB)	Percentage of capital budget executed; Kilometers of roads/electricity connections delivered
Declining external funding and fragmented partner coordination	Strengthen Development Partner Coordination Platform co-chaired by MFDP and UN; Explore blended finance and diaspora bond instruments	GoL: MFDP; UN: RCO, UNDAP; Partners: International Financial Institutions (IFIs)	ODA-to-GDP ratio; Domestic revenue-to-GDP ratio
Macro-fiscal volatility	Implement scenario planning, adaptive management protocols, and diversified financing strategies	GoL: MFDP; Central Bank; Partners: International Financial Institutions (IFIs)	GDP ratio; Domestic revenue-to-GDP ratio
Climate and epidemic-related shocks (e.g., Mpox)	Apply scenario planning and surge protocols; Strengthen duty-of-care measures and adaptive response mechanisms	GoL: NDMA, NPHIL, MIA, EPA, MOH, Development Partners	Number of early warning and response systems;
Governance and integrity challenges	Utilize scenario planning and adaptive management; Promote transparency and diversified financing	GoL: LACC, GAC, PPCC, LRA, Office of a War and Economic Crimes Court, AREPT, Development Partners	Number and quality of accountability reports
Gaps in data quality and availability	Strengthening data systems and supply chains; Apply scenario-based planning	GoL: LISGIS, MOH, Development Partners	Frequency of sector data publications
Operational and logistical constraints outside Monrovia	Implement surge protocols and robust duty-of-care measures; Apply scenario planning	GoL, Development Partners	Number of decentralized entities with capacity to deliver and report
Protection from Sexual Exploitation and Abuse (PSEA)	Conduct partner vetting; Enforce Codes of Conduct; Establish safe reporting mechanisms and survivor-centered GBV services; Implement joint monitoring	GoL: MGCSP, MOH, MOJ, MIA, LNP, Development Partners	Number of reports on the implementation of the PSEA policy

Annexes

Annex 1 Cooperation Framework 2026-2030 Results Framework

Strategic Priority 1

Human Capital Development

Outcome 1

By 2030, people in and of Liberia, especially children, young persons, women and people with disabilities- have achieved equitable human capital development with increased access to quality and affordable social services, leveraging digital solutions, rights-based approaches and transformative strategies to achieve their full potential.

Outcome Indicators	BASELINE (2025)	TARGET (2030)	DATA SOURCE/ MOV	ASSUMPTIONS
Human Capital Index *This is a composite index for (1) Probability of survival to age 5, (2) Expected years of school, (3) Harmonized test scores, (4) Survival rate from Age 15 to 60 & (5) Fraction of children under 5 not stunted*	0.32	0.37	World Bank human capital project report.	Not a SDG indicator but a composite indicator that is very much relevant to pillar 1 focusing on Human Capital Development.
SDG 3.1.1 Maternal mortality ratio (per 100,000 live births)	742 (LDHS 2019/20) 854 (Census 2022) maternal deaths per 100,000 live births	Target: 440 deaths per 100,000 live births	LDHS / Population Census	In case LDHS data is old, the data can be sourced from the latest Census or MICS for MOV.
SDG 3.2.2 Under-five mortality rate	93 (LDHS) and 92.6 (Census 2022) per 1000 Live births	*47 per 1000 live births*	LDHS/ Population Census	In case LDHS data is old, the data can be sourced from the latest Census or MICS for MOV.
SDG 3.8.1 Coverage of essential health services	45% (2023)	80%	WHO/World bank UHC Report	
SDG 4.1.2 Completion rate (primary /Elementary education, lower secondary/ Junior High and upper secondary/ Senior High level)	Primary: 24% Lower Secondary: 18.5% Upper Secondary: 28%	Primary: 46.3% Lower Secondary: 45% Upper Secondary: 45%	EMIS report	Baseline from ESIP and Targets from AAID
SDG 5.2.1 Proportion of ever-partnered women and girls subjected to physical and/or sexual violence by a current or former intimate partner in the previous 12 months.	55% (2019/20 DHS)	44%	55% (2019/20 DHS)	
SDG 5.3.2 Proportion of girls and women aged 15–49 years who have undergone female genital mutilation/cutting, by age	38% (2019/20 DHS)	19%	38% (2019/20 DHS)	

Outputs	Output Indicators	Baseline (2025)	Target (2030)	Data sources/ MoV	Assumptions
Output 1.1: evidence-based human capital and digital policies are strengthened and implemented, ensuring transformative education, healthcare and social services to meet the required development skills.	**SDG 3.3.5_1** Number of national policies on health (including overall health or specific health areas such as sexual and reproductive health, non-communicable and communicable diseases), in accordance with human rights standards are developed and adopted, supported by the UN	15	25	MOH and NPHIL Programme reports	NHP, HSSP, EPHSII, RMNCAH Investment Plan, Malaria, TB, HIV, NCD Master Plan, National Medicines policy, EML, NSTGs, PHC strategy, ,NIS, HRH, HIS, Health Financing, National Community Health Program Policy, ENA, WASH
	1.1.1_2 Number of new or revised national social protection policies to extend coverage, enhance comprehensiveness and/ or increase adequacy of benefits, with UN support	**0**	**1**	Ministry of Gender/ Policy document	
	4.1.1_5 Number of sector policy, planning and financing frameworks reviewed and aligned with SDG 4 with UN support *(including basic, secondary and TVET)*	**1**	**2**	Ministry of Education/ Policy Document	
Output 1.2: human capital governance and management strengthened and data-driven, transforming the systems, experience and performance of education, health and other social services.	**SDG 1.2.1_1** Number of institutions with improved capacity to deliver rights-based, gender, diversity, disability and age-responsive social protection acquired with UN support	30	40	Government ministries annual reports. Judiciary annual reports. MoV: Desk review. Key informant interviews.	
	SDG 4.1.2_1 Extent to which the education system is inclusive and gender equitable for access to learning opportunities and in accordance with international human rights standards, with UN's support (scale 0-4)	2	3		Aligned with UNICEF CSI at a scale of 0-4; with 1 as weak and 4 as championing.

Outputs	Output Indicators	Baseline (2025)	Target (2030)	Data sources/ MoV	Assumptions
Output 1.2	**SDG 3.8.1_2** Number of people benefitting from UN supported health services: a) Communicable diseases; b) Non-communicable diseases (NCD); c) Sexual and reproductive health (SRH); d) Integrated management of childhood illnesses services; e) Other	**e)** Malaria treatment ACT 80% ARI 193,725 EPI 88% (Penta 3) MCV1 83% MCV2 45% ANC3 61% SBA 136,351(x%) TB 88%(7,461) HIV 80/98/95 **e)** 127 (mental health/ substance use) Cancers 477 CVD 7489 Diabetes 2548 COPD/ Asthma? 216 **e)** Family Planning: 368,420 Sexual Reproductive Health: 49,930 **e)** U5 yrs who are stunted: 30% **e)** IMCI coverage 42%	**e)** Malaria 90% ARI 1,000,000 EPI 90% MCV1 90% MCV2 60% ANC3: 700,000(90%) SBA (750,000)90% TB 95%(TBC) HIV 100/100/100 **e)** 5000 Cancer 1,500 CVD 21,000 Diabetes 9000 COPD 3000 **e)** Family Planning: 500,000 u Sexual Reproductive Health: 400,000 **e)** U5 yrs who are stunted: 18% **e)** IMCI coverage 80%		e) Others to include Menstrual Hygiene management and Female Genital Mutilation (FGM), and Gender Based Violence (GBV)
	SDG 2.1.1_2 Number of governmental and non-governmental institutions having increased capacity to design, implement and fund policies preventing and reducing malnutrition and promoting healthy diets, with UN support.				
	SDG 16.9.1_3 Country has a national Civil Registration and Vital Statistics (CRVS) strategic plan that has adopted a life-course approach to strengthened civil registration and vital statistics systems including birth, marriage, divorce and death, following the United Nations Principles and Recommendations on Vital Statistics Systems and as part of an integrated approach to strengthened population data systems with UN support	No	Yes	National CRVS Strategic Plan	

Outputs	Output Indicators	Baseline (2025)	Target (2030)	Data sources/ MoV	Assumptions
Output 1.3: communities are empowered to demand access and benefit from gender-responsive, inclusive and affordable social services and protection systems.	**SDG 3.1.1_9** Country has a functioning inter-agency coordination mechanism or platform to address: (a) Gender-based violence (GBV); (b) Sexual and reproductive health and reproductive rights; and c) Gender-mainstreaming accountability across sectors, with UN support	**b)** 1 **b)** 1 **c)** 1	**b)** 3 **b)** 3 **c)** 3	Data Source: MOG MoV: Desk review. Key informant interviews	
Output 1.3	**SDG 1.4.1_1** Number of people accessing basic services, with UN support (by sex and sector)	0.75 (OPD utilization per capita 2024 MOH) Water(basic) 4,082,400 (75.6% of 2022 census Population) Sanitation: 1,215,000 (22.5% of 2022 census Population) Hygiene (basic) 183,600 (3.4% of 2022 census Population) Education: 85,000	3 (OPD utilization per capita) Water 4,860,000 (90% of 2022 census Population) Sanitation 3,240,000 (60% of 2022 census Population) Hygiene(basic) 1,620,000 (30% of 2022 census Population) Education: 250,000	The sector reports (health, water, education)	Basic services include Access to Health, Water and Sanitation, Nutrition, Social Protection, Education, (Baseline, target and report to be done by sectors) Lead agencies: Health WHO and UNICEF; Education: UNESCO, WFP & UNICEF; WASH: UNICEF & WHO; Social Protection: WFP.
	SDG 5.b.1_3 Number of people using digital technologies and services aimed at improving their lives, with UN support	1,101	TBD		
	SDG 2.1.1_5 Number of people reached through interpersonal social, and behavior change communication (SBCC) approaches, with UN support		UNICEF Target for SBCC: 500,000		To be reported by sectors and agencies

Strategic Priority 2

Good Governance & Rule of Law

Outcome 2

By 2030, people in and of Liberia, particularly children, young persons, women and people with disabilities- effectively participate in and benefit from policies that promote trust, ensure peace gains are sustained, rule of law enforced, and social cohesion and accountability systems strengthened both at national and sub-national level.

Performance Indicators	Baseline (2025)	Target (2030)	Data Source/ MOV	Assumptions
The Corruption Perceptions Index of Liberia UNDP, OHCHR	27/100	31.25/100	Transparency International	GoL has commitment to combating corruption and improving its standing on the Corruption Perceptions Index.
SDG 16.3.1 Proportion (Number) of victims of a) physical, b) psychological and/or c) sexual violence in the previous 12 months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms Source: SDG global framework UN Women, UNFPA, UNDP, OHCHR	a) 1,395 (LNP Report 2024, excl. SGBV) b)TBD c).3,204 (2023, MOG)	c) TBD c) TBD c) TBD	MOJ, LNP, Supreme Court. Administrative Data, annual reports	
SDG 16.3.3 (Number) Proportion of the population who have experienced a dispute in the past two years and who accessed a formal or informal dispute resolution mechanism, by type of mechanism UNDP, OHCHR	Formal: 16,999 (2020-2022) Data from 2023/2024 (pending) Informal: pending	Formal: TBD Informal: TBD	MOJ, LNP/ Annual progress reports, Administrative records	
SDG 16.6.2 Proportion of population satisfied with their last experience of public service UNDP, OHCHR	TBD	TBD	MOLG, MOJ, Supreme Court Annual progress reports, Administrative records	
SDG 5.5.1 Proportion of seats held by women in (a) national parliaments and (b) local governments c) executive positions/ cabinet/executive d) managerial positions e) Judiciary (SDG5.5.2) \ (SDG 16.7.1) by sex, age, persons with disabilities and population groups Note: SDG 16.8.1 Indicator and SDG Global indicator framework UN Women, UNDP, UNECA	(a) 10.7%, (b) 11%, (c) 35%, (d) TBD (e) ?	(a) 30%, (b) 30% (c) 30%, (d) TBD, (e) AAID	Official government records (Executive mansion National Elections Commission)	Political will by the government to promote women's effective and equal representation in leadership

Outputs	Performance Indicators	Baseline (2025)	Target (2030)	Data sources/ MOV	Assumptions
Output 2.1: Legal frameworks and institutional policies are created and strengthened to uphold human rights, gender equality, rule of law, transparency and accountability, people-centered governance, decentralized public services, peacebuilding and social cohesion initiatives.	**16.2 (SDG 1.1.1-1)** Number of laws and regulations, based on international human rights norms and standards, developed with UN support to: a) Eliminate violence against women and girls (EVAWG) including harmful practices (HP); b) promote equal access to sexual and reproductive health (SRH) care, information and education UN Women, UNFPA, UNDP	1[1]	3[2]	Official government record	
	16.3 (SDG16.1.2) Number of gender-responsive, conflict-sensitive development institutions, policies, plans, or cross-border initiatives in place, with UN support that, promote and protect human rights, prevent systemic human rights violations to: a) Address conflict drivers; b) Strengthen social cohesion; c) Prevent risk of conflict, including climate security; and d) End all forms of violence, promote the rule of law, and ensure equal access to justice for all UNDP, OHCHR, UNECA	Institutions: 20 Policies/Plans: 23 Cross border: 1 Total: 44	Target: TBD		Continued commitment of the GOL to promote peace, good governance and rule of law. Continued support by development partners and international communities to peace, governance, accountability, transparency and rule of law initiatives.
	SDG 1.6.1_20 Number of substantive submissions to 1) Treaty bodies 2) Special procedures, and 3) Human Rights Council (UPR) by a) Total, b) NHRI, c) Civil society organizations and d) Individuals e) UN entities, supported by the UN Overall alignment with SDG Output Indicator 16.6.1_14 and 16.6.1_15 OHCHR, UNDP, UN Women, UNICEF	TBD	3 (CEDW, UPR, Maputo Protocol)	Reports are publicly posted on OHCHR website	Continued effort and commitment to ensure the systematic reporting to Human Rights Mechanisms including the UPR.

Outputs	Performance Indicators	Baseline (2025)	Target (2030)	Data sources/ MOV	Assumptions
Output 2.1	**5.5.1_1** Extent that measures developed/implemented to advance women´s and girl's leadership and equal participation in decision-making, with UN support, in: a) Public institutions; b) Elected positions, including legislators; c) Judiciary; d) Mediation, reconciliation and peacebuilding mechanisms Corresponding indicator SDG 5.1.1_1 Scale 0 = Not in place, 1 = Work started, 2 = Work in progress, 3 = Work almost complete, 4 = In place UN Women, UNDP	Work in progress	In place	NEC, Legislature, MGCSP	The assumption is that the government and institutions are willing and able to adopt and implement effective measures to promote.
Output 2.2: Institutional capacity is strengthened through physical and digital infrastructure to mitigate corruption and impunity for SGBV and other human rights violations, and to deliver timely, fair, equitable and transparent justice and other public services	**SDG 16.5.1_2** Number of capacity building activities for government agencies to ensure a people-centered, accountable, gender-sensitive, transparent and effective judiciary, parliament, public administration and independent institutions conducted, with UN support UNDP, UN Women, UNECA	TBD	TBD	UN Agencies, Judiciary, MOJ, MFDP	
	16.6.1_21 Extent to which the country had, with UN support a) constitutional making process mechanisms with civic engagement b) Electoral Management Bodies with strengthened capacity to conduct inclusive, peaceful and credible elections (c) legislature with improved capacities to undertake inclusive, effective and accountable law-making, oversight and representation 0 = Not in place, 1 = Work started, 2 = Work in progress, 3 = Work almost complete, 4 = In place UNDP, OHCHR, UN Women	c) 2 c) 3 c) 1	c) 3 c) 4 c) 3		Government support to democratic institutions continue; Development Partners continue to support interventions on governance and accountability.

Outputs	Performance Indicators	Baseline (2025)	Target (2030)	Data sources/ MOV	Assumptions
Output 2.2	**SDG 16.6.1_2** The extent to which authorities have enhanced capacities to ensure rule of law, access to justice, safety and security, with UN support **0 = No capacity enhancement** – No improvements or actions have been taken. **1 = Minimal enhancement** – Initial efforts have begun, but progress is limited. **2 = Moderate enhancement** – Capacities are being developed, with some improvements evident. **3 = Significant enhancement** – Substantial progress has been made, with most capacities strengthened. **4 = Fully enhanced** – Authorities have effectively strengthened capacities, and systems are operational and sustained. UNDP, OHCHR, UN Women	2	4	Civil Society Reports Global Rule of Law Index/ Report	
	SDG 17.1.1_2 Number of effective measures under UN support to strengthen accountability (including social accountability), prevent and mitigate corruption risks, and integrate anti-corruption in the management of public funds, service delivery and other sectors at: a) National level; b) Sub-national level; and c) Sectoral level UNDP	a) 10 b) 16 c) TBD	a) TBD b)TBD c)TBD	LACC	There is a political commitment to promoting transparency, accountability, and anti-corruption reforms
Output 2.2	**SDG 5.1.1_5** Number of national partners with capacities to apply Gender Responsive Budgeting tools in the budget cycle, through UN support		19 (18 Ministries and legislature)	MFDP, MGCSP/ Annual report	Political will by the government to promote gender responsive budgeting principles and tracking system
	SDG 16.3.1_2 Number of national institutions with increased capacities for dispute resolution acquired with UN support UNDP, OHCHR	2024: 14	TBD	MOJ, NEC, Annual report	

Outputs	Performance Indicators	Baseline (2025)	Target (2030)	Data sources/ MOV	Assumptions
Output 2.3: Communities, especially at-risk/ marginalized groups, are empowered to access and benefit from gender-responsive justice services and governance institutions, fostering trust, accountability, and the realization of their rights.	**SDG 16.3.2** Pre-trial detainees as a proportion of overall prison population UNDP	63% (December 2024)	50% (TBC with government)	MOJ	
	16.6 (16.3.1_1) Number of people supported, who have access to justice with UN support (disaggregated by sex) Number of people provided with free legal aid services disaggregated by sex Overall alignment to SDG Output Indicator 16.3.1_1	UNDP Data (legal aid) Baseline: 18,438 women:7,375; men:11,063 (2024)	UNDP Data (legal aid) Target: 28,438 women:11,375; men:17,065 (2029)	Ministry of Justice, UNDP Rule of Law Programme Evaluation Report; Liberia National Bar Association (LNBA) Reports; AFELL Reports	Victims of violations and abuses feel confident in lodging complaints through the criminal justice chain
	Number of voters registered in compliance with international standards, disaggregated by sex and location Overall alignment to SDG Output Indicator 16.7.1_3 UNDP, UN Women, IOM	Total: 2,471,617 Male: 1,234,360 Female: 471,617 Person with disability: 12,399	Total: 2,797,870 Male: 1,397,295 Female: 1,400,575 Person with disability: TBD	NEC/ Annual reports, Administrative records	Government support to undertake free, transparent and inclusive elections with active engagement of all political parties; Development Partners continue to support interventions on governance and accountability.
	SDG 5.5.1_3 Number of women with increased capacity to a) participate in public life and exercise leadership; and b) to access managerial positions in the public sectors acquired through programmes developed / implemented with UN support Correspondent Indicator: SDG 5.5.1_2 UN Women	a) 161 b)1800	a) 500 b) 4000	Programme report/ MGCSP	Political will by the government to promote women's effective and equal representation in leadership

Strategic Priority 3

Economic Development and Sustainability

Outcome 3

By 2030, people in and of Liberia, especially children, young persons, women and people with disabilities benefit from an economic model that is founded on synergy among socio-economic and environmental policies and systems, lifted out of poverty and enhancing their access to decent jobs and agri-food systems.

PERFORMANCE INDICATORS	BASELINE (2025	TARGET (2030)	DATA SOURCE/MOV	ASSUMPTIONS
Proportion of population living below the national poverty line, by sex and age	45 percent (Source: 2024)	36 percent	HIES, MFDP annual report, MPI, survey, HDI, GHI, Administrative data from social protection programs, Poverty assessments, etc.	Data on poverty is accurate and consistently collected. The government prioritizes poverty reduction. Liberia maintains economic growth. Liberia avoids significant external disruptions.
Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES)	47 percent (Source: Food security and Nutrition surveys – 2022)	37 percent	Comprehensive Food security and Nutrition surveys, Global Hunger Index, FOA	Food security surveys are conducted regularly
Annual GDP per capita income	$849.3 (Source: AAID – 2025)	1,050.3	World Bank, IMF, AfDB reports, CBL National Accounts Statistics, MFDP, AAID document	GDP data is accurate and consistently measured. GDP figures are released regularly. Reliable population estimates are available.
Proportion of small-scale industries with a loan or line of credit	8 percent (Source: Program for Advancing Youth Entrepreneurship Investment, Appraisal Reports - 2023)	11 percent	Central Bank of Liberia Reports Program for Advancing Youth Entrepreneurship Investment, Appraisal Reports	"Small-scale industries" is clearly defined. Reliable data on loans to small-scale industries is available. Data includes all types of lenders. The Agriculture Enterprise Development Bank is established
Renewable energy share in the total final energy consumption	67 percent (National Energy Compact for Liberia – 2025)	75 percent by 2030	Mines and Energy reports; Rural Energy Agency (REA) Reports, National Energy Compact for Liberia	Reliable data on energy consumption, disaggregated by source, is available. Consistent reporting of renewable energy data is in place. Liberia can effectively manage and analyze energy data.

Outputs	Performance Indicators	Baseline (2030)	Target (2030)	Data sources/ MOV	Assumptions
Output 3.1: Laws and policies and other frameworks that underpin sustainable food systems, employment, environment and climate action are strengthened and implemented to ensure economic growth, productivity and livelihood	**1.1.1** Number of gender-responsive policies that promote sustainable and inclusive economic growth, productive employment and decent work, based on international human rights norms and standards, adopted with UN support	5	7	NADP report, NDC 3.0, LEDS, NC, BTR, ccGAP	Government commitment to gender-responsive policies remains strong. Adequate funding and staff are allocated. Government institutions have the expertise for policy work. Effective collaboration exists among agencies. Reliable data is available for tracking. Stability: A stable environment supports policy work. UN assistance continues.
	1.1.2 Extent that policy measures are in place to enable the enhancement and/ or implementation of Nationally Determined Contributions (NDCs) under the Paris Agreement with UN support	2	4	NDCs, National Climate Change Policy and Related Legislation, NAP and National Communications, Sectoral Policies and Plans, Monitoring and Evaluation Frameworks, UNFCC report	Political and economic stability prevail. International aid continues. Institutions have the needed expertise. Reliable data is available. Private sector and communities participate.
	1.1.3 Existence of a national disaster risk reduction (DRR) strategy adopted with UN support and implemented by the Government, in line with the Sendai Framework for DRR	2	5	NDMA and EPA reports (NDCs, National Climate Change Policy and Related Legislation, NAP and National Communications, Sectoral Policies and Plans, Monitoring and Evaluation Frameworks, etc)	Government prioritizes DRR. Funding is sufficient. Collaboration is effective. Institutions are capable. Communities participate. Reliable data exists. Environment is stable.
	1.1.4 Number of measures implemented with UN support to: a) Eliminate gender-based discrimination and segregation in labour market; b) Increase women's access to and use of digital technologies, digital finance, e-commerce and digital value chains; c) Ensure women's employment; and d) Promote the recognition, reduction, and redistribution of unpaid care and domestic work	a) 0 b) 14% (Source: DataReporter.com – 2024) c) 5,160 (Source: UNWOMEN and UNDP annual reports) d) 0	c) 5% c) 20% c)	a). MGCSP annual report; UNWOMEN D4WEE project b). LTA reports, DataReporter.com c). Labor surveys, UN agencies reports d) TBD	Government prioritizes gender equality. Funding and staff are sufficient. Collaboration is effective. Institutions are capable. Reliable data exists. Harmful norms are addressed. UN assistance continues.

Outputs	Performance Indicators	Baseline (2030)	Target (2030)	Data sources/ MOV	Assumptions
Output 3.2: Institutional capacity strengthened to foster sustainable and inclusive wealth creation, especially from natural resources, and to promote a climate-smart, water and energy efficient production infrastructure	**1.2.1** Number of entities with strengthened capacities which aim to increased secure access to land or water sources (tenure security over land, secure access to water, or to water bodies), with UN's support: a) National entities; b) Sub-national entities; c) Civil Society Organizations (CSOs); and d) Private sector	7	10	AAID annual report, Agriculture census, LLA reports	Political will and supportive policies exist for tenure security. Sufficient funding and personnel are available. Key actors (communities, government, leaders) are engaged. Security and political environment remain conducive. Qualified trainers and technical support are accessible. Entities recognize the need and are willing to participate. Capacities are maintained and utilized long-term. Existing frameworks support tenure security improvements. CSOs have the capacity to use strengthened skills effectively. Private sector is motivated to adopt responsible practices. Customary tenure is respected and included. Land dispute mechanisms are addressed. Gender equality is prioritized. Environmental sustainability is promoted.
	1.2.2 Number of institutions with improved capacity aim to empower the (rural) poor and remove barriers to access by poor men and women to productive resources, services, technologies and markets, with UN support	5 (Institutions: CDA, MOA, MGCSP, MOCI, Trade Union)	10	Project/ Program Reports, Institutional Assessments, Field Visits and Spot Checks, Case Studies, Partnership Agreements/ MoUs, Government Reports/Statistics, etc.	Continued commitment to poverty reduction and support for UN efforts. Active engagement of target institutions. Sufficient funding and resources for capacity building. Receptiveness and participation from target communities. Continued security and no major external shocks. Project/program addresses gender considerations. Chosen approaches are effective. Reliable data for monitoring.

Outputs	Performance Indicators	Baseline (2030)	Target (2030)	Data sources/ MOV	Assumptions
Output 3.2	**1.2.3** Existence of national, regional and sub-national authorities and entities that incorporate, with UN support, biodiversity and ecosystem-based approaches into development and sectoral plans, policies and processes for the sustainable management and/ or restoration of terrestrial, freshwater, marine areas coastal defense	4 (Institutions: NAFAA, FDA MARITIME Authority, EPA)	7	Liberia's Vision 2030, AAID, Sectoral Plans and Policies, Legislative Acts and Regulations, Project Documents and Reports, Academic Studies and Reports, etc.	Genuine government commitment and resource allocation for integrated approaches. Sufficient capacity exists for effective implementation. UN support effectively facilitates integration. Relevant data is available and accessible. Meaningful stakeholder engagement occurs.
Output 3.3: Communities and digital societies are capacitated and empowered in an enabling business environment where they can access finance and create opportunities for decent work and resilient agribusiness value chains	**1.3.1** Number of people benefiting from income generating activities with UN support	Female 6,190, Male 2,240 (Source: UNDP, WFP and UNWOMEN 2024 reports)	Females 15,160, Male 7,440	Project/Program Records, Financial Records, Project/ Program Evaluations, Surveys and Assessments, Partner Reports, Case Studies; UNDP annual report	Reliable beneficiary and activity records are maintained. "Income-generating activity" and "beneficiary" are consistently defined. Benefits are directly attributable to UN support.
	1.3.2 Number of enterprises, entrepreneurs, farmers and low-income workers accessing formal financial services with UN support UN UNDP, UNWOMEN, UNIDO, FAO, IFAD	Female 5,820, Male 1,680 (Source: UNDP, WFP, UNWOMEN reports) Less than 10% (Source: AAID doc)	Female - 9,400, Male – 3800 Increase services to entrepreneurs by 30% (AAID target)	UNDP annual report/Surveys and Assessments, Reports from Implementing Partners,	UN agencies maintain support for financial inclusion programs. Financial institutions, government, and partners cooperate on data collection. Implementing partners have capacity for effective data management. Political and economic stability prevails. Financial services are available to meet increased demand. Target groups are willing to engage with formal finance. Consistent definitions and methodologies are used.

Outputs	Performance Indicators	Baseline (2030)	Target (2030)	Data sources/ MOV	Assumptions
Output 3.3	**1.3.3** Number of people with improved access to quality, reliable, sustainable and resilient infrastructure/ infrastructure-related services (including digital, energy infrastructure), with UN support	a). Digital = 1,600,000 / 30% (Source: DataReporter.com – 2024) b). Energy = 31.8% (Source: World Bank – 2022)	a). Digital – 55% b). 55% (AAID target)	Surveys, Community Feedback Mechanisms, LTA, CBL	Continued UN funding for projects. Active government cooperation. Stable security and political environment. Reliable data available or readily collectible. Active community engagement. Environmentally and socially responsible projects. Long-term maintenance mechanisms in place. Adequate capacity of implementing partners. No major natural disasters.
	1.3.4 Number of local financial institutions that provide financial services by integrating Poverty-Environment and Gender Nexus considerations with a human rights approach, supported by the UN	3	7	BRAC, Financial Institution Reports, Assessments/ Audits, Surveys/ Focus Groups, CBL reports, Partnership Agreements/ MoUs	Continued UN engagement. Financial institutions are willing to integrate. Institutions have or can build capacity. Supportive regulations and policies. Data available or collectible
	1.3.5 Number of hectares (ha) under sustainable management degraded forest under a) Rehabilitation; b) Restoration, supported by the UN	a) b). 45,814hac NDC report	100,848 ha	FDA annual report, REDD+ report	Continued UN support. Government cooperation. Active community participation. No major environmental shocks. Effective implementation
	1.3.6 Number of tons of CO2 equivalent reduction from UN-assisted expansion of renewable energy access and energy efficiency	Baseline: 1300 tCO2eq (2025	2959 tCO2 eq direct, 255410 tCO2 eq indirect (2030)	UNDP, EPA Annual Reports	Implementing enabling regulations for clean energy investments as well as adequate funding from UN-supported programs and partners for renewable energy projects and energy efficiency interventions.

Annex 2: UNCF 2026-2030 Common Budget Framework

No	Agency	Required Resources (Estimates)	Resources Available (Estimates)	Resources to be mobilized (Estimates)
1	**UNICEF**	$76,577,000	$34,500,000	$42,077,000
2	**UNDP**	$335,300,000	$273,000,000	$62,300,000
3	**UNFPA**	$34,100,000	$22,100,000	$12,000,000
4	**UN Women**	$32,769,133	$15,611,072	$17,158,061
5	**FAO**	$60,000,000	$60,000,000	-
6	**IFAD**	$151,000,000	$51,000,000	$100,000,000
7	**WFP**	$61,140,000	$6,200,000	$54,940,000
8	**WHO**	$13,040,000	$5,268,000	$7,772,000
9	**ILO**	$7,850,000	$360,000	$7,490,000
10	**OHCHR**	$12,617,463	$12,317,463	$300,000
11	**UNIDO**	$48,000,000	$33,000,000	$15,000,000
12	**UNEP**	$31,800,000	$1,800,000	$30,000,000
13	**IOM**	$3,210,000	$960,000	$2,250,000
14	**UNODC**	$4,500,000	$1,500,000	$3,000,000
15	**UNAIDS**	$400,000	$350,000	$50,000
16	**UNESCO**	$2,025,000	$25,000	$2,000,000
17	**UNECA**	$150,000	$75,000	$75,000
18	**UNOPS**	-	-	-
TOTAL		**$874,478,596**	**$518,066,535**	**$356,412,061**

Annex 3: Legal Annex

This Legal Annex refers to the cooperation or assistance agreements or other agreements that are the already existing legal basis for the relationship between the Government of LIBERIA and each UN organization supporting the country to deliver on the United Nations Cooperation Framework (2026 to 2030).

Whereas the Government of Liberia (hereinafter referred to as "the Government") has entered the following relationships:

a) With United Nations Development Programme (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP's assistance to the country (Standard Basic Assistance Agreement (SBAA) or other agreement depending on country), which was signed by both parties on 27th April 1977. Based on Article I, paragraph 2 of the SBAA, UNDP's assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP's Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of 'execution' and 'implementation' enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the UNDG simplification and harmonization initiat4ive. In light of this decision this UNDAF together with a work plan (which shall form part of this UNDAF and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA [or other appropriate governing agreement].

b) With the United Nations Children's Fund (UNICEF) a Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF on July 20, 2021.

c) With the United Nations Office of the High Commissioner for Human Rights (OHCHR) a Host Country Agreement was signed in 2018 with the Government of the Republic of Liberia for the establishment and functioning of OHCHR Country Office in accordance with the Charter of the United Nations and the mandate of the United Nations High Commissioner for Human Rights as set out in the General Assembly Resolution 48/141 of 20 December 1993.

d) With the World Food Programme, a Basic Agreement concerning assistance from the World Food Programme, which Agreement was signed by the Government and WFP on 5th April 2012.

e) With the United Nations Population Fund (UNFPA), The Basic Agreement concluded between the Government and the United Nations Development Programme on 27th April 1977 (the "Basic Agreement") *mutatis mutandis* applies to the activities and personnel of UNFPA, in accordance with the agreement concluded by an exchange of letters between UNFPA and the Government which entered into force on November 9th, 2004. This UNDAF together with any work plan concluded hereunder, which shall form part of this UNDAF and is incorporated herein by reference, constitutes the Project Document as referred to in the Basic Agreement.

f) With UNIDO, Liberia is a Member State since 10 May 1990 and has officially joined since that date by ratifying UNIDO's constitution. Being a Member State of UNIDO, Liberia participates in setting the organization's policies, programs, and principles through the General Conference and receives UNIDO's technical cooperation and policy advisory services. Liberia is covered by the UNIDO Country Office based in Accra, Ghana

g) With the Food and Agriculture Organization of the United Nations, the exchange of letters regarding the arrangements for the establishment of the FAO office in Liberia and the appointment of FAO representative, was constituted by the letter of the FAO Director General dated 4 February 1977, and the letter from the Ministry of Agriculture of the Republic of Liberia dated 31 March 1977". The opening of the FAO Representation in Liberia was on 30/06/1977.

h) With UN Women - the Basic Agreement concluded between the Government and the United Nations Development Programme on 27 April 1977 (the "Basic Agreement") *mutatis mutandis* applies to the activities and personnel of UN WOMEN, in accordance with the agreement concluded by an exchange of letters between UN WOMEN and the Government which entered into force on 06 May 2015. Assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of UN Women's governing structures.

i) With the International Fund for Agriculture Development (IFAD), the exchange of letters regarding the arrangements for the establishment of the IFAD office in Liberia, was constituted by the letter of the IFAD Director General in 2009 and the letter from the Ministry of Agriculture of the Republic of Liberia in 2009. The official opening of the IFAD Representation/office in Liberia was in 2023.

j) With IOM the Agreement between the Government of Liberia and [relevant Ministry] for the establishment of the IOM Office as established in [YEAR], if a Standard Basic Cooperation Agreement (SBCA) has been concluded with the Government concerned, a reference to it should be included instead of or in addition to the Country Office Agreement.

k) With UNODC the Agreement between the Government of Liberia and [relevant Ministry] for the establishment of the UNODC Office as established in [YEAR], If a Standard Basic Cooperation Agreement (SBCA) has been concluded with the Government concerned, a reference to it should be included instead of or in addition to the Country Office Agreement.

l) With UNESCO the Agreement between the Government of Liberia and [relevant Ministry] for the establishment of the UNESCO Office as established in [YEAR], If a Standard Basic Cooperation Agreement (SBCA) has been concluded with the Government concerned, a reference to it should be included instead of or in addition to the Country Office Agreement.

m) With UNOPS the Agreement between the Government of Liberia and [relevant Ministry] for the establishment of the UNOPS Office as established in [YEAR], If a Standard Basic Cooperation Agreement (SBCA) has been concluded with the Government concerned, a reference to it should be included instead of or in addition to the Country Office Agreement.

n) With UNEP the Agreement between the Government of Liberia and [relevant Ministry] for the establishment of the UNEP Office as established in [YEAR], If a Standard Basic Cooperation Agreement (SBCA) has been concluded with the Government concerned, a reference to it should be included instead of or in addition to the Country Office Agreement.

o) With UNAIDS the Agreement between the Government of Liberia and [relevant Ministry] for the establishment of the UNAIDS Office as established in [YEAR], If a Standard Basic Cooperation Agreement (SBCA) has been concluded with the Government concerned, a reference to it should be included instead of or in addition to the Country Office Agreement.

p) With UNECA, the Agreement between the Government of Liberia and (relevant Ministry) for domestic resource mobilization .

q) With RCO using UNDP SBAA *mutatis mutandis.*

For all agencies: Assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UN system agency's governing structures [Add in references to other UN system agencies as appropriate]. The COOPERATION FRAMEWORK will, in respect of each of the United Nations system agencies signing, be read, interpreted, and implemented in accordance with and in a manner, that is consistent with the basic agreement between such United Nations system agency and the Host Government. The Government will honor its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in paragraph on the basis of the relationship.

Without prejudice to these agreements, the Government shall apply the respective provisions of the Convention on the Privileges and Immunities of the United Nations (the "General Convention") or the Convention on the Privileges and Immunities of the Specialized Agencies (the "Specialized Agencies Convention") to the Agencies' property, funds, and assets and to their officials and experts on mission. The Government shall also accord to the Agencies and their officials and to other persons performing services on behalf of the Agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government. In addition, it is understood that all United Nations Volunteers shall be assimilated to officials of the Agencies, entitled to the privileges and immunities accorded to such officials under the General Convention or the Specialized Agencies Convention. The Government will be responsible for dealing with any claims, which may be brought by third parties against any of the Agencies and their officials, experts on mission or other persons performing services on their behalf and shall hold them harmless in respect of any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular Agency that such claims and liabilities arise from gross negligence or misconduct of that Agency, or its officials, advisors or persons performing services.

Without prejudice to the generality of the foregoing, the Government shall insure or indemnify the Agencies from civil liability under the law of the country in respect of vehicles provided by the Agencies but under the control of or use by the Government.

(a) "Nothing in this Agreement shall imply a waiver by the UN or any of its Agencies or Organizations of any privileges or immunities enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising of this Agreement".

(b) Nothing in or relating to this document will be deemed a waiver, expressed or implied, of the privileges and immunities of the United Nations and its subsidiary organs, including WFP, whether under the Convention on the Privileges and Immunities of the United Nations of 13th February 1946, the Convention on the Privileges and Immunities of the Specialized Agencies of 21st November 1947, as applicable, and no provisions of this document or any Institutional Contract or any Undertaking will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities.

Annex 4: Description of Flagship programmes

Flagship Programme 1

EduSkills

Learning and Skills for Jobs

GOAL

Strengthen sustainable, community-driven learning and skills ecosystems that provide children and youth with the knowledge, competencies and values to realize their potential and contribute to Liberia's human capital.

Strategic Objectives

- Build integrated, community-owned education and skills systems governed by local committees and supported by ministries and UN agencies.
- Review curricula to integrate civic education and strengthen links between schooling, TVET and work-readiness (including agribusiness pathways).
- Leverage school feeding to reduce drop-out, increase enrolment/retention and improve nutrition outcomes for school-age children.
- Develop youth and women empowerment pathways through market-relevant digital, entrepreneurial and vocational training.
- Leverage technology and innovation (solar-powered learning hubs, blended learning, mobile apps) to expand access and quality.
- Foster social and behavior change for education and civic responsibility, including life-skills for adolescents.

Key Interventions

- Strengthen and integrate the "Back to My Classroom" campaign, focusing on out-of-school children, adolescent girls, street-connected children and learners with disabilities in underserved counties.
- Scale community-based model learning and skills centers that integrate nutrition and home-grown school meals, WASH infrastructure, clean cooking, SRHR awareness and school data digitalization.
- Roll out teacher and trainer professional development: recruit and incentivize community educators, combine digital training with on-site mentoring and peer-learning circles.
- Deliver technical and vocational programmes: digital skills (coding, design, digital entrepreneurship), climate-smart agribusiness and processing, and trades (construction, carpentry, tailoring, renewable energy systems).
- Implement participatory Monitoring Evaluation and Learning MEL and pilot-then-scale approach through One UN Hub and/ or counties where agencies have got geographical convergence of programmes and build sustainability via social-enterprise models (e.g., agri-processing, digital kiosks).

Flagship Programme 2

Adolescent Girls First

Adolescent Girls' Health and Well-being

GOAL

Reduce maternal and neonatal mortality and adolescent pregnancy by improving adolescent girls' health, nutrition and empowerment, and by strengthening quality, adolescent-friendly services and community accountability.

Strategic Objectives

- Prevent teenage pregnancy through comprehensive sexuality education, school and community-based prevention and improved access to SRH commodities.
- Improve safe motherhood services for adolescent girls, including ANC/PNC, skilled birth attendance and emergency referral.
- Strengthen adolescent nutrition, mental health and psycho-social well-being.
- Enhance adolescent girls' knowledge, agency and protection to increase service access and utilization, including GBV response.

Key Interventions

- Three access-point model: (i) Adolescent Health and Well-being School Clubs extended into community and digital platforms; (ii) Adolescent-friendly health facilities with priority scheduling, triage and outreach; (iii) Community Action Plans and Commissions for Adolescent Girl Protection.
- Expand availability of SRH, GBV and MHPSS services; integrate confidential reporting and survivor-centered referral pathways.
- Mobilize women-led and youth networks for social accountability and demand creation, support community dialogues with parents and traditional leaders.
- Deploy targeted communication and cash/transport enablers to reduce financial and distance barriers for adolescents in rural and hard-to-reach areas.

Flagship Programme 3

Inclusive Digital Liberia

Digital, Accountable, legal and Service-oriented Government

GOAL

Consolidate an inclusive and trustworthy digital ecosystem that improves governance effectiveness and public integrity, upholds the rule of law, and ensures all people can access and benefit from transparent and efficient online public services.

Strategic Objectives

- Foster digital mindsets, digital literacy and a skilled public service capable of delivering services.
- Deploy digital workflows and citizen-facing service solutions across core government functions in the judiciary, legislature and executive.
- Close digital divides, expand participation in the digital economy, and safeguard human rights online.
- Promote responsible data governance, interoperability, cybersecurity and oversight of emerging technologies (including AI).
- Empower citizens through accessible digital identity and public information platforms that enhance transparency and accountability.

Key Interventions

- Support national digital identity and core registries (civil registration, passports, driver licenses, voter ID, police clearance).
- Scale priority e-government services: e-procurement, e-tax filing and payments, case-management and digital records.
- Digitalize judiciary, police and legislature for open justice and citizen oversight; deploy transparency dashboards (AID and climate finance, performance contracting, procurement portals).
- Build a professional digital cadre across MDAs and counties; integrate digital literacy in school curricula and youth skills centers (linking to Flagship 1 & 2).
- Strengthen interoperability and security of systems; partner with IFIs/private sector on infrastructure while the UN focuses on rights-based governance and safe use.
- Pilot "smart villages" to combine connectivity, renewable energy and community e-services (health, education, agriculture).

Flagship Programme 4

SheFeeds Liberia

Climate-Smart and Inclusive Food Systems (Women Farmers & Cooperatives)

GOAL

Enhance productivity, climate resilience and livelihoods for smallholder women farmers and youth cooperatives through sustainable, nature-based food systems, improved market access and nutrition linkages.

Strategic Objectives

- Promote climate-smart, nature-based agriculture and regenerative practices to raise productivity and resilience.
- Break cycles of poverty and food insecurity by connecting women farmers to information, finance and markets.
- Foster agri-business innovation and value addition, including circular-economy approaches and food safety.
- Strengthening research, extension and cooperative systems to serve smallholders effectively; improve women's equitable access to resources.

Key Interventions

- Deploy digital platforms for extension, finance and market linkages tailored to women farmers and youth cooperatives.
- Train on climate-smart production, post-harvest handling and food safety; expand access to drought-resilient seeds and inputs.
- Support value-addition and circular economy models (processing, storage, renewable-energy cold chains, waste-to-value).
- Link producers to the Home-Grown School Feeding Programme and social protection schemes to create stable demand and better nutrition outcomes.
- Advocate policy and regulatory reforms that reduce barriers to formalization and improve women's land, finance and cooperative governance access.

Annex 5: Strategic Partnerships and Innovative Financing Modalities

I. Succinct Partnership Strategy Overview

The UNCF's transformative impact relies on deep, structured partnerships. The UN will leverage its convening power (Comparative Advantage) to manage multi-stakeholder platforms, moving beyond traditional donor-recipient relationships to mutual responsibility and shared risk.

Partner	Core Role in UNCF 2026-2030	Key Risk/Mitigation	Strategic Benefit	MOUs/Incentivization
Government of Liberia (GoL)	Policy leadership, PFM reforms, national execution, accountability to citizens.	**Risk:** Capacity gaps in decentralized PFM and delivery. **Mitigation:** Embedded technical advisors (Pillar 3) and PFM support.	National ownership, long-term sustainability, policy buy-in.	**MOUs:** UNCF Legal Annex (Basic Agreements [1]), Joint Annual Work Plans, formal inclusion in Results Groups. **Incentive:** Upstream policy advice joint resource mobilization.
Private Sector	Investment (domestic/FDI), job creation, technical innovation (Digital Liberia FSP), market linkages.	**Risk:** High transaction costs, short-term profit focus, non-alignment with ESG standards. **Mitigation:** De-risking instruments (see Section II), clear SDG/ESG covenants.	Catalytic capital injection, economic diversification, employment, digital expertise.	**MOUs:** Project-specific Public-Private Partnership (PPP) Agreements, adherence to UN Global Compact Principles. **Incentive:** UN de-risking, policy advocacy, access to UN global/local market intelligence.
International Financial Institutions (IFIs)	Large-scale lending, co-financing, sector reform programs (e.g., energy, PFM).	**Risk:** Slow disbursement, lack of local alignment/presence. **Mitigation:** Joint policy analysis/convening, UN local presence and technical support.	Scale of finance, alignment with national budget support and sovereign debt strategy.	**MOUs:** Joint Analytical Frameworks, Co-financing Agreements, UN participation in IFI sector working groups. **Incentive:** UN's technical policy advice (Pillar 1), local implementation and monitoring capacity.
Civil Society Organizations (CSOs)	Local service delivery, community mobilization, accountability (Human Rights/LNOB), advocacy.	**Risk:** Fiduciary/governance capacity limitations. **Mitigation:** Targeted capacity building, use of streamlined Programme Cooperation Agreements (PCAs).	Local trust, grassroots reach (LNOB assurance), independent monitoring.	**MOUs:** Standard PCAs, formal representation in decentralized UNCF platforms. **Incentive:** Direct funding, inclusion in joint programming/results groups.

II. Planned International Financial Institution (IFI) Linkages

The UN will strategically align its high-value policy advice and technical assistance with the large-scale investment portfolios of the African Development Bank (AfDB) and the World Bank to maximize complementarity and avoid duplication. The primary entry point is the Integrated National Financing Framework (INFF).

IFI Partner	Strategic Entry Point in UNCF	Specific Focus/Action (CF Pillar)
World Bank (WB)	**Strategic Priority 1 (Human Capital) & 2 (Governance)**	**Focus:** Supporting World Bank's long-term investments in health, education, and institutional capacity. **Action:** UN provides upstream policy advice (Pillar 1) on social protection systems and PFM reforms, ensuring WB investments are inclusive and LNOB-compliant. UN also supports local capacity building (Pillar 3) at the sub-national level to facilitate WB project implementation and monitoring.
African Development Bank (AfDB)	**Strategic Priority 3 (Economic Development) & Flagship 4 (Food Systems)**	**Focus:** Infrastructure, energy, and private sector development. **Action:** UN leverages its expertise in climate resilience to support AfDB's climate financing and green infrastructure pipeline (Pillar 2). UN/FAO, through Flagship 4, provides technical assistance on climate-smart agriculture and value chain governance, ensuring AfDB agribusiness loans reach smallholders and women's cooperatives.

Photo gallery









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