

PRESIDENT METER REPORT 2025



Tracking the **ARREST** Agenda for Inclusive Development (**AAID**)

Tracking Promises, Driving Change

Annual Report Period Covered:
January–December 2025

LIBERIA



www.naymote.com



Sweden
Sverige

PRESIDENT METER REPORT 2025

DISCLAIMER: The views, analyses, and positions expressed in this President's Meter report are those of Naymote Partners for Democratic Development. They do not necessarily reflect the official positions or policies of the Swedish International Development Cooperation Agency (Sida) or the Embassy of Sweden. Naymote Partners for Democratic Development bears full responsibility for the content of this report.

MFETER

TABLE OF CONTENTS

FOREWORD.....	3
ACRONYMS AND ABBREVIATIONS.....	4
1. EXECUTIVE SUMMARY.....	5
2. INTRODUCTION.....	10
3. METHODOLOGY.....	13
4. OVERALL, AAID IMPLEMENTATION STATUS.....	20
5. PILLAR-BY-PILLAR ANALYSIS.....	26
6. CROSS-CUTTING ANALYSIS.....	39
7. CITIZEN ENGAGEMENT AND PUBLIC PERCEPTION.....	44
8. KEY FINDINGS AND IMPLICATIONS.....	47
9. COMPREHENSIVE RECOMMENDATIONS.....	49
10. MONITORING AND EVALUATION FRAMEWORK.....	53
11. CONCLUSION.....	54
12. APPENDICES.....	57

FOREWORD

President Joseph Nyuma Boakai, Sr launched the ARREST Agenda for Inclusive Development (AAID) on January 15, 2025, a bold path champion to achieve inclusive growth, improved governance, and enhanced service delivery covering 378 interventions, 52 core programs, across 6 strategic pillars. Twelve months later, this inaugural President Meter Annual Report on the AAID answers the critical question: **Is the AAID being fully implemented, or is it poised to become another blueprint of good intentions left unrealized?**

The current assessment of the ARREST Agenda for Inclusive Development (AAID) reveals concerning trends in implementation:

- **Completed Interventions:** Only 3 interventions (0.8%) have been fully completed.
- **Ongoing Interventions:** 165 interventions (43.7%) are currently ongoing.
- **Not Started:** 76 interventions (20.1%) have not started.
- **Not Rated:** 134 interventions (35.4%) could not be rated due to unavailable implementation data.

In total, **44.5% of interventions** have seen at least some action, while **55.5%** of the AAID remains either not started or not rated. These findings underscore the urgent need for enhanced monitoring, reporting, and accountability to ensure that the strategic objectives of the AAID are realized.

While Naymote Partners for Democratic Development's initial assessment of the County Service Centers revealed perhaps the most critical evidence: 60.7% of government services supposedly available at county level are completely unavailable, and 85.7% still require citizens to travel to Monrovia. Decentralization remains a rhetoric, and not reality. The post-assessment results reinforce the persistent challenge of weak service delivery, showing that 60.7% of services remain entirely unavailable, with 30.9% are fully operational, and 8.3% partially functional. Additionally, 89.3% still require in-person submissions and live signatures from Heads of MACs, perpetuating paper-based bottlenecks and slowing operational efficiency at these county service centers (Bong, Grand Bass, and Margibi).

However, progress is possible. The War Crimes Court office, Ombudsman establishment, 710,000 biometric ID enrollments, e-procurement pilots and onboarding processes, and legislative reforms prove that political will, resources, and capacity can deliver impact-driven results. At this current pace, the Liberian government will miss most if its targets toward 2029. The completion rate must accelerate 22-fold. This is achievable only if government treats the AAID as the existential priority it claims to be.

Naymote commits to monitoring every intervention quarterly through 2029, publishing findings transparently, and holding power accountable. **Our democracy depends on it. Our development demands it. Our children deserve it.**

Nevertheless, the ARREST Agenda can arrest underdevelopment, but only if a collective action is considered over apathy, transparency over secrecy, and results over rhetoric.

Eddie D. Jarwolo
Executive Director

ACRONYMS AND ABBREVIATIONS

Acronym	Full Name
AAID	ARREST Agenda for Inclusive Development
ADR	Alternative Dispute Resolution
AfDB	African Development Bank
ARREST	Agriculture, Roads, Rule, Education, Sanitation, & Tourism
CBL	Central Bank of Liberia
CPI	Corruption Perceptions Index
CSC	County Service Center
CSO	Civil Society Organization
EIA	Environmental Impact Assessment
EPA	Environmental Protection Agency
FDA	Forestry Development Authority
FDI	Foreign Direct Investment
FOI	Freedom of Information
GAC	General Auditing Commission
GDP	Gross Domestic Product
GBV	Gender-Based Violence
IIAG	Ibrahim Index of African Governance
LACC	Liberia Anti-Corruption Commission
LRA	Liberia Revenue Authority
M&E	Monitoring and Evaluation
MACS	Ministries, Agencies, Commissions, State-Owned Enterprises
MFDP	Ministry of Finance and Development Planning
MME	Ministry of Mines and Energy
MOA	Ministry of Agriculture
MOCI	Ministry of Commerce and Industry
MOJ	Ministry of Justice
MSME	Micro, Small and Medium Enterprise
NaFAA	National Fisheries and Aquaculture Authority
PPP	Public-Private Partnership
PPCC	Public Procurement and Concessions Commission
PSIP	Public Sector Investment Programs
SDG	Sustainable Development Goal
TIN	Tax Identification Number
TVET	Technical and Vocational Education and Training
UNDP	United Nations Development Programme

1. EXECUTIVE SUMMARY



A. Overview of the President Meter Project

The President Meter Project represents Naymote's flagship initiative for monitoring, tracking, documenting, and reporting on government performance. This initiative aims to provide an independent assessment on the implementation of the ARREST Agenda for Inclusive Development (AAID), launched by President Joseph Nyuma Boakai, Sr., in January 2025 to fulfill the social contract between the President and voters.

Previously tracking presidential campaign promises, the President Meter Project transitioned in 2025, after extraction and revision of interventions, to comprehensively monitor and track the AAID Liberia's primary development framework. This evidence-based monitoring program has developed mechanisms and seeks to: systematically track all 378 interventions across 52 core programs and 6 pillars, promote transparency through a public dashboard and quarterly reporting, amplify citizen voices using community feedback integration, and provide actionable recommendations for accelerating implementation (Naymote,2025).

Implemented under the Democracy Advancement Program (DAP), its overarching goal is to enhance democratic governance for inclusive development in Liberia, with a strategic objective of increasing demand on the government to deliver on its political, development, and campaign promises and/or interventions. The program operates based on a **Theory of Change that posits: IF a government is accountable, THEN the quality of democracy is improved, and THEN citizens benefit from their participation in democratic processes.** The 2025 report evaluates

the performance of the government's national development plan, during the second year of President Joseph Nyuma Boakai, Sr., as part of Naymote's Democracy Advancement Program.

B. Key Findings Across Six AAID Pillars

Liberia's 2025 reform landscape reflects a broad, interconnected wave of institutional strengthening, as part of the efforts for economic revitalization and citizen-centered development.

Key findings drawn from AAID's interventions demonstrate a reasonable move toward improving systems, expanding economic opportunities, and reinforcing public accountability. Major national initiatives such as the National Rice Harvesting Season Campaign, the \$900 million Agriculture Legacy Investment Program, renewed Line of Credit–MSME financing, and the passage of the National Tourism Act signal a strategic drive to expand the economy, reduce import dependence, and stimulate local production. These efforts are complemented by other important reforms, including AfCFTA implementation strategy and Youth Entrepreneurship and Investment Bank (YEIB) launched, a \$19.4 million Agro-Industrial Processing Zone launched in Buchanan, fisheries modernization facility in Little Bassa, training of 120 fishmongers, and construction of 17,000-cubic-meter gasoline tank and petroleum testing laboratory, together shaping the Liberian economy.

Infrastructure and energy expansion advanced through road rehabilitation, urban resilience projects, community and regional electrification, and renewed investment in renewable energy, all of which support mobility, productivity, and service delivery across communities.

Parallel reforms in justice, peace, and governance, include: establishment of the War and Economic Crimes Court and full operations of Ombudsman offices, Witness Protection Unit, digital court systems, national security strategy consultations, revision of the national human rights and business action plan, biometric ID enrollment, adoption of Revenue Sharing Regulations, and e-procurement rollout, jointly toughen transparency, rule of law, and governance.

Environmental sustainability also progressed, with strengthened regulatory enforcement, decentralized EPA operations in counties, climate adaptation planning, and community-based forestry initiatives aimed at safeguarding natural resources and improving climate resilience. Equally so, there are notable improvements in human development, such as, passage of TVET Commission Act by the House of Representatives awaiting concurrence from the Senate, construction of Regional Diagnostic Centers in Bong & Margibi, teachers' and administrators' capacity-building trainings, youth internship pathways expanded by Executive Mansion and Ministry of Finance & Development Planning, and support for 17 women-led agricultural cooperatives.

Together, these reforms demonstrate Ministries, Agencies and Commissions' commitments to advancing institutional readiness and contributing to AAID objectives and implementation.

The table below presents the verified implementation status of all 378 AAID interventions after twelve months (January – December 2025), providing the structured, data-driven overview of government performance across the six pillars.

Table 1: AAID Annual (January-December 2025) Performance

Pillar	Interventions	Completed	Ongoing	Not Started	Not Rated	Activation/ Progress Rating
Economic Transformation	80	2 (2.5%)	26 (32.5%)	2 (2.5%)	50 (62.5%)	35%
Infrastructure Development	47	0 (0%)	26 (55.3%)	18(38.3%)	3 (6.4%)	55.3%
Rule of Law	35	1 (2.9%)	16 (45.7%)	7 (20%)	11 (31.4%)	48.6%
Governance & Anti-Corruption	58	0 (0%)	33 (56.9%)	12 (20.7%)	13 (22.4%)	56.9%
Environmental Sustainability	30	0 (0%)	17 (56.7%)	5 (16.7%)	8 (26.7%)	56.7%
Human Capital Development	128	0 (0%)	47 (36.7%)	32 (25%)	49 (38.3%)	36.7%
Overall	378	3 (0.8%)	165 (43.7%)	76 (20.1%)	134 (35.4%)	44.5%

C. Overall Implementation Progress

Aggregate Status and Implementation Gaps

A review of twelve-month performance reveals significant challenges. According to the monitoring submissions, only 0.8% of interventions have been completed, while 43.7% show significant effort by the government in the first year with ongoing activities. Meanwhile, 20.1% have not started, and 35.4% is not rated lacking sufficient reporting, underscoring systemic transparency and coordination gaps.

Key gaps include:

1. Extremely low completion (0.8%): Only 3 interventions have been completed after twelve months, indicating minimal conversion from planning to delivery.
2. Modest activation (43.7%): Fewer than half of all interventions show actions taken on interventions, while the majority remain either inactive or lack sufficient reporting.
3. High inactivity (20.1%): One-fifth of commitments have not started.
4. Massive transparency gap (35.4%): Over one-third of interventions are not rated due to inadequate reporting, weak monitoring systems, and inconsistent data submissions from MACS.

Major Progress

Digital Governance – Digital transformation accelerated across government:

1. 710,000 citizens were enrolled in the national biometric ID, about 14% of the population.
2. E-procurement was piloted in 6 MACS and onboarding additional 50 MACs with over 500 officers trained across four counties.
3. Court digitization expanded in selected courts, and regional passport hubs became operational in Bong and Grand Gedeh Counties.

Legislative Reforms:

1. Alternative Dispute Resolution Act was validated.
2. National Tourism Act was passed.
3. Ministry of Local Government Act was passed by the Liberian Senate, awaiting concurrence from the House of Representatives.

Service Delivery Programs delivery improvements include:

1. Expansion of capacity building training for teachers and school administrators.
2. Disbursement of US\$4 million PSIP support to 500 farmers, at US\$1,000 per farmer.
3. Delivery of 400+ water pipe segments to support water supply expansion.
4. Connection of 39,792 new Liberia Electricity Corporation customers.

Anti-Corruption Activities:

1. The Liberia Anti-Corruption Commission completed 24 investigations and secured 3 convictions.
2. Asset declarations recorded 90% compliance among senior officials.
3. Integrity training sessions were conducted for civil servants and journalists.

D. Critical Gaps – Service Delivery Failures:

Naymote's County Service Centers' performance initially documented that 60.7% of county-level services remain unavailable, and 85.7% require travel to Monrovia, underscoring persistent centralization. The post-assessment outcome also points to the same effect of poor service delivery, with 60.7% entirely unavailable, 30.9% fully operational, and 8.3% partially functional. Moreover, 89.3% of services continue to demand in-person submissions and live signatures from Head of MACs, resulting in paper-based restrictions and delays in operations.

Coordination Breakdown:

1. Ineffective AAID coordination mechanism
2. Fragmentation among Ministries, Agencies and Commissions, (MACs)
3. Weak county-national linkages

Resource Constraints:

1. Chronic underfunding across pillars
2. Low budget execution rates (60%-70%)
3. Health sector budget remains below continentally 15% recommended budget threshold (AU, 2001).
4. Education sector remains below 20% of the national budget.
5. County governments remain severely under-resourced.

Infrastructure Crisis:

1. 38.3% of infrastructure interventions have not started.
2. Financing gaps for roads, energy, water, etc.
3. Limited execution capacity for complex projects.

Human Capital Underinvestment: Human Capital Development continues to underperform, with 55.5% of interventions not started or not rated, weak inter-ministerial coordination, and limited outcome data.

E. High-Level Recommendations

1. Established and Empowered a Dedicated AAID Coordination Secretariat reporting directly to the President/designee.
2. Accelerate high-impact interventions, especially digital identity, e-procurement, infrastructure, school feeding, and healthcare.
3. Strengthen transparency and accountability through mandatory quarterly reporting and a unified public dashboard.
4. Mobilize adequate resources, improve domestic revenue, donor financing, and Public-Private-Partnership structuring.
5. Deepen decentralization by fully operationalizing Revenue Sharing Regulations and transferring real-time authority to counties in alignment with LGA-2018.
6. Address the infrastructure crisis with financing for shovel-ready projects and strengthened execution capacity.
7. Transform human capital investment to meet 15% health and 20% education allocations and scale coordinated programs across ministries, agencies, and commissions.



2. INTRODUCTION

2.1 About Naymote Partners for Democratic Development



Naymote is Liberia's leading civil society organization dedicated to strengthening democratic governance, promoting political accountability, and empowering citizens. For over two decades, Naymote has built a reputation for excellence in enhancing governance, fostering citizen participation, building institutional and youth capacity, and facilitating collaboration among key stakeholders all contributing to measurable improvements in Liberia's democratic processes. Founded on principles of integrity, accountability, and citizen engagement, Naymote has played a pivotal role in advancing democratic reforms and ensuring that citizens remain at the heart of Liberia's governance. www.naymote.com

2.2 Vision, Mission and Mandate

Naymote envisioned a society where democratic dividends are guaranteed and leadership are held accountable.

Naymote's mission is to strengthen accountable democratic governance, leadership, and inclusive development in Liberia and across the West African region. This mission is pursued through five core areas:

1. **Electoral Integrity:** Comprehensive election observation, voter education, and advocacy for electoral reforms, consistent with best practices outlined by international democratic institutions.
2. **Governance Accountability:** Monitoring government performance, tracking public spending, and promoting transparency through public information access mechanisms.
3. **Civic Engagement:** Strengthening citizen understanding of rights, roles, and responsibilities, and promoting meaningful public participation in decision-making.
4. **Policy Advocacy:** Advancing evidence-based reforms to improve transparency, accountability, and inclusive public-sector performance.
5. **Coalition Building:** Convening civil society, media, traditional leaders, and marginalized groups to amplify voices and strengthen advocacy.

Naymote's Impact on Governance and Civic Empowerment

Naymote's interventions have strengthened governance accountability, empowered citizens, and fostered collaboration among key stakeholders, producing a measurable impact on Liberia's democratic processes. For the first time, government and presidential performance has been

systematically tracked and reported, enabling citizens to hold leaders accountable and demand delivery on their commitments.

The institution also monitors and reports on the performance of the Liberian Legislature, promoting transparency and legislative accountability. Beyond Liberia, Naymote has trained 1,230 emerging young politicians and civic leaders across 14 African countries, equipping a new generation with the skills and knowledge to advance democracy, good governance, and civic participation.

2.3 The President Meter Project

The President Meter Project is a pioneering democratic governance tool designed to monitor and report on the implementation of the ARREST Agenda for Inclusive Development (AAID). As the Ministry of Finance and Development Planning affirms, the AAID serves as Liberia's primary development blueprint. The President Meter Project provides an independent mechanism to track all 378 interventions documented within the AAID, thereby enhancing transparency, citizen engagement, and political accountability.

The launch of the AAID on January 15, 2025, created both opportunity and necessity for robust monitoring. Liberia's history of development planning, range from the Poverty Reduction Strategy to the Agenda for Transformation, and the Pro-Poor Agenda for Prosperity and Development reveals recurring challenges such as weak monitoring systems, limited transparency, poor citizen engagement, and underwhelming implementation outcomes.

2.4 The ARREST Agenda for Inclusive Development (AAID) 2025-2029

The ARREST Agenda for Inclusive Development (AAID) represents the Government of Liberia's comprehensive five-year national development strategy aimed at transforming the country's socio-economic landscape. As outlined by the Ministry of Finance and Development Planning, the AAID was launched on January 15, 2025, to guide Liberia's transition toward lower-middle-income status by 2030 through targeted reductions in poverty, unemployment, and governance deficits.

The ARREST acronym represents the government's priority sectors: **Agriculture, Roads, Rule of Law, Education, Sanitation, and Tourism**. While previous national development plans such as the Poverty Reduction Strategy (PRS), Agenda for Transformation, (AfT) and the Pro-Poor Agenda for Prosperity and Development (PAPD) were implemented, the AAID introduces a stronger focus on private sector-led growth, human capital investment, decentralization, digital transformation, transparency and accountability, environmental sustainability, and results orientation.

Notably, the AAID is the first national development agenda in Liberia to be independently tracked by a civil society organization, ensuring that progress, implementation, and accountability can be monitored and reported to citizens.

Structure: 6 Pillars, 52 Core Programs, and 378 Interventions.

Pillar One: Economic Transformation (80 interventions, 13 programs)

1. **Lead: Ministry of Finance and Development Planning**
2. **Focus:** Investment promotion, job creation, industrialization, agricultural productivity, trade expansion
3. **2029 Targets:** 5-7% GDP growth, poverty below 40%, 500,000 jobs created US\$2B FDI

Pillar Two: Infrastructure Development (47 interventions, 8 programs)

1. **Lead: Ministry of Public Works**
2. Focus: Road construction, energy expansion, port/airport modernization, water and sanitation, and ICT infrastructure, among others
3. 2029 Targets: 1,500km roads rehabilitated, 50% electricity access, 40% broadband access.

Pillar Three: Rule of Law (35 interventions, 4 programs)

1. **Lead: Ministry of Justice**
2. Focus: Judicial reform, alternative dispute resolution, security sector professionalization, transitional justice
3. 2029 Targets: 50% case backlog reduction, 6-month average case resolution, 20 war crimes prosecutions.

Pillar Four: Governance and Anti-Corruption (58 interventions, 7 programs)

1. **Lead: Governance Commission**
2. Focus: Institution strengthening, corruption reduction, decentralization, citizen-government relations.
3. 2029 Targets: CPI rank improved to 135/180, 80% biometric ID enrollment, 100% e-procurement adoption.

Pillar Five: Environmental Sustainability (30 interventions, 4 programs)

1. **Lead: Environmental Protection Agency**
2. Focus: Environmental governance, forestry management, ecosystem conservation, renewable energy
3. 2029 Targets: Zero primary deforestation, 100,000 hectares restored, 250MW renewable energy.

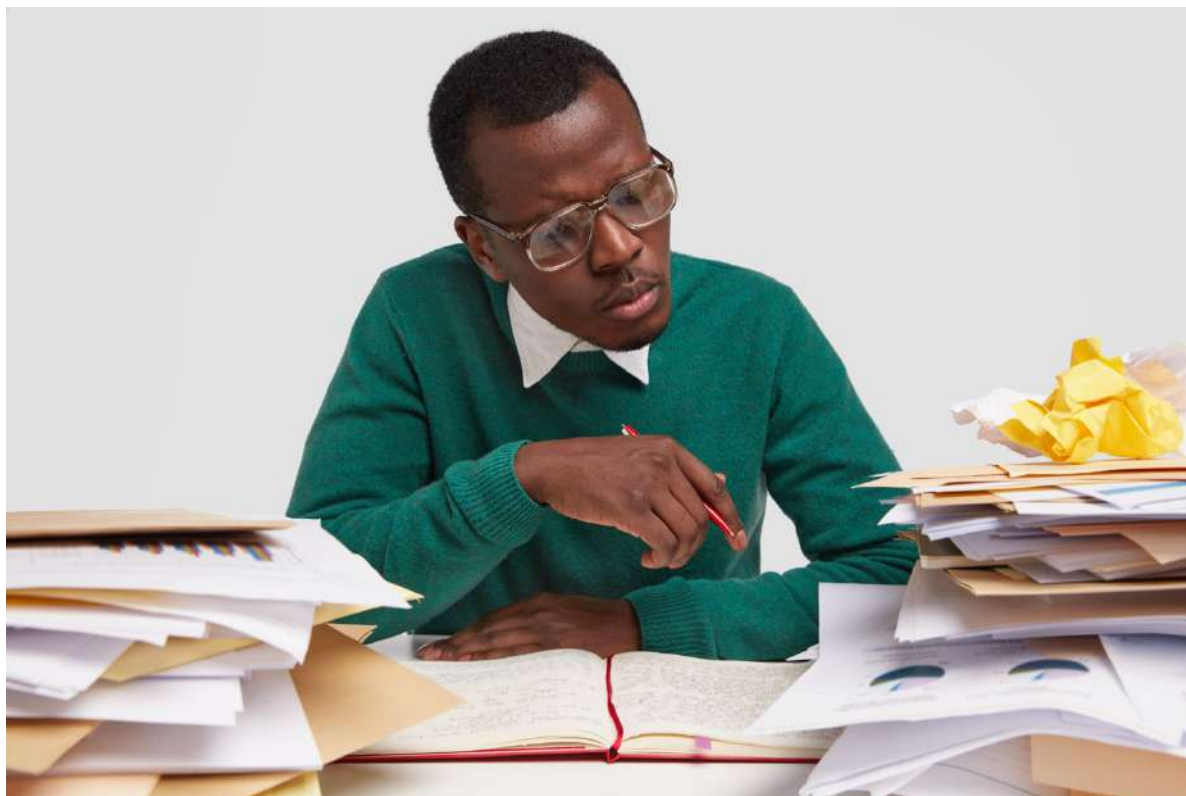
Pillar Six: Human Capital Development (128 interventions, 16 programs)

1. **Co-lead: Ministries of Education and Health**
2. Focus: Education, healthcare, skills training, social protection, youth/women empowerment
3. 2029 Targets: 15% health budget, 85% enrollment rate, 30% maternal/child mortality reduction.

Alignment with Global/Regional Frameworks – The AAID aligns with:

1. **United Nations SDGs:** Direct contribution to 15+ goals including poverty, hunger, health, education, gender equality, clean energy, decent work, infrastructure, reduced inequalities, climate action, peace and justice.
2. **Africa's Agenda 2063:** Supporting African Union aspirations for prosperous, integrated, peaceful, and people-driven Africa.
3. **ECOWAS Vision 2050:** Contributing to regional integration, economic competitiveness, good governance, social cohesion, environmental sustainability.

3. METHODOLOGY



The credible monitoring of a national development agenda as important as the AAID requires methodological rigor that balances breadth with depth, integrates quantitative measurement with qualitative insight, and triangulates government reports with verifiable field data. As widely recommended in governance monitoring literature, mixed methods and triangulated approaches ensure accuracy, reliability, and contextual depth. This section outlines how Naymote designed and implemented the President Meter Project's monitoring framework, including the research design, data collection tools, sources consulted, assessment criteria applied, and limitations encountered, with international standards for governance monitoring:

1. **Extraction:** All interventions were systematically extracted from the AAID to ensure an objective foundation for analysis.
2. **Media Monitoring:** Real-time data was drawn from both local and international media outlets, enabling triangulation with official government communications.
3. **Field Visits:** Verification missions were conducted to assess physical infrastructure and development projects.
4. **Online Surveillance:** Monitoring included digital platforms such as the Executive Mansion website, MACs websites, and official social media channels.
5. **Official Correspondence:** Letters and formal communication were issued to Ministries, Agencies, Commissions and State-Owned Enterprises (MACS) to request detailed progress reports.

6. **Database and Data Triangulation:** A master database was developed wherein all data sources were cross-checked using triangulation: Naymote primary data, CSO reports, media accounts, and key-informant interviews.

Guiding Principles – The implementation of the President Meter Project is grounded in three core principles:

- **Non-Partisan:** Ensuring impartiality and avoiding political bias.
- **Objectivity:** Conclusions are based solely on verifiable evidence.
- **Evidence-Based:** All findings are triangulated from at least three credible sources, reflecting due diligence and methodological rigor.

3.1 Research Design

Monitoring 378 interventions across 6 pillars, and 52 core programs, require a research design robust enough to capture national trends while also revealing local realities. Consistent with best practices for democratic accountability monitoring, Naymote employed a comprehensive mixed research method, combining quantitative rigor, qualitative depth, and participatory engagement since each methodological approach addresses different monitoring imperatives.

A. Budget–Pillar Mapping Note

Given that the FY2025 national budget is not structured according to the AAID pillars, this report adopts a proxy budget-mapping method to estimate how public expenditure aligns with AAID clusters. Similar approaches have been used in multi-sector development assessments where program-based budgets are not yet institutionalized.

Sectoral appropriations were grouped into the most closely related AAID pillars based on institutional mandates and programmatic linkages:

- **Human Capital Development:** Education, Health, Youth & Sports, Gender, Children, and Social Protection.
- **Infrastructure Development:** Public Works, Energy, Water & Sewer, Transport.
- **Rule of Law:** Justice, Judiciary, security-sector institutions.
- **Governance & Anti-Corruption:** GAC, LRA, LACC, NEC, MCC, MOFA, Internal Affairs.
- **Environmental Sustainability:** EPA, Forestry, renewable-energy appropriations.
- **Economic Transformation:** Agriculture, Commerce & Industry, Tourism, CBL, LISGIS, etc.

This mapping provides a transparent and reasonable estimate of how FY2025 resources supported AAID implementation. It does not represent official government classification and carries inherent limitations due to inconsistent reporting and the absence of pillar-based budgeting.

B. Quantitative Methods: Establishing Measurable Benchmarks

Quantitative analysis provides the accountability backbone of the monitoring system. When the government commits targets such as 80% citizens' biometric ID enrollment or 1,500 km of rehabilitated roads, progress must be measured numerically.

Key quantitative tools include:

- **Structured tracking matrices:** Assign “Completed,” “Ongoing,” “Not Started,” or “Not Rated” classifications to all 378 interventions, enabling comparison across pillars.
- **Statistical analysis:** Calculates progress percentages, trends, and inter-pillar comparisons. For instance, Infrastructure's 38.3% “not started” rate significantly exceeds that of Human Capital which rate 25%.
- **Budget analysis:** Examines appropriations, disbursements, and execution rates to reveal disparities between commitments and actual spending, an issue commonly highlighted in public finance reviews.

Quantitative data identifies patterns and scale but cannot explain *why* progress is slow or uneven. That requires qualitative methods.

C. Qualitative Methods: Understanding Context, Causation, and Complexity

Quantitative data answers “what” and “how much,” while qualitative research addresses “why” and “how” the contextual factors, causal mechanisms, and implementation dynamics that explain patterns observed in the numbers.

Major qualitative tools include:

- **Semi-structured interviews:** Conversations with program managers, county officials, and development partners reveal hidden factors such as procurement bottlenecks, political delays, and capacity constraints.
- **Focus group discussions:** Citizen perspectives clarify service quality and accessibility. For example, citizens report long delays in receiving biometric ID cards despite high enrollment numbers.
- **Document analysis:** Reviews of policies, legislation, budgets, and institutional reports help verify claims and track reforms.
- **Field observation and engagement:** Visits to service centers, project sites, townhall meetings, radio programs, dialogues, and county offices provide first-hand verification of reported activity.

These methods reinforce transparency and ensure shared ownership of development outcomes.

D. Longitudinal Tracking: Measuring Progress Over Time

Development is inherently longitudinal, as such, changes unfold over months and years, not days and weeks. The President Meter Project's long-term approach tracks AAID implementation from launch through 2029, enabling: baseline establishment in January 2025 and documenting starting conditions, quarterly monitoring every three months capturing implementation dynamics, annual review, providing perspective impossible in shorter timeframes and trend analysis comparing data across multiple periods.

Tracking Dashboard – a comprehensive online AAID Tracking Dashboard makes development data publicly accessible, featuring:

1. Real-time status for all 378 interventions with color-coded indicators.
2. Performance status by pillar, program, and intervention.
3. Interactive features with filters and downloadable datasets.
4. Citizen feedback portal and document repository.
5. Transparent methodology documentation.

E. Data Collection Periods

Table 2: AAID Monitoring Cycle (2025 monitoring cycle followed this strategic timeline):

Timeframe	Background
January-February 2025	Foundation phase with baseline data collection, tool development, team training.
March-May 2025	First quarter monitoring with desk research, preliminary interviews, initial field work.
June-August 2025	Second quarter with County Service Center assessments (July 28-August 1), infrastructure visits, community surveys.
September-December 2025	Third quarter monitoring, comprehensive analysis, report preparation.

Reporting Timeline

1. **Monthly Updates:** Dashboard updates, websites, social media, media briefings.
2. **Quarterly Reports:** Comprehensive analysis, budget tracking, citizen satisfaction results.
3. **Annual Reports:** Full-year assessment, cross-cutting analysis, thematic deep-dives, strategic recommendations.
4. **Pillar Briefs:** Focused policy briefs on specific pillar (s).
5. **Validation Workshops:** Semi-annual stakeholder convening for feedback and dialogue.

3.2 Data Sources

Official Government Reports

1. AAID 2025-2029 official document
2. Quarterly progress reports from implementing MACS (not regularly published)
3. Annual MACs reports
4. Budget documents and supplementary appropriations
5. Sectoral plans and strategies

6. Legislative records, presidential addresses, and executive orders

Budget Documents and Financial Records

1. National budget appropriation acts
2. Budget execution reports
3. Audit reports
4. Development partners' financing data
5. Public procurement records

Administrative Records and official correspondences from Ministries, Agencies, Commissions, and State-Owned Enterprises (MACS)

1. Written responses to information requests detailing status, activities, outputs, budgets
2. Administrative data on enrollments, service delivery, infrastructure measurements
3. Project documents including proposals, plans, monitoring reports
4. Inter-agency communications revealing coordination dynamics

County Service Center Assessments

1. 28 core government services examined in Margibi, Bong, Grand Bassa (July 28-August 1, 2025, and November 18, - 21, 2025)
2. Methods: facility observations, service inventory, staff interviews, document reviews, workflow mapping
3. Data: availability status, processing requirements, turnaround times, fees, citizen satisfaction.

Stakeholder Interviews and Consultations

1. Government officials (ministers, directors, program coordinators, county superintendents)
2. Development partners (UN agencies, IFIs, bilateral donors, INGOs)
3. Civil society organizations (national CSO networks, county-based groups, advocacy organizations)
4. Private sector (business associations, companies, contractors)

Field Visits

1. Infrastructure sites (roads, bridges, energy facilities, water systems)
2. Service facilities (County Service Centers, hospitals, schools, courthouses)
3. Project locations (agricultural projects, tourism sites, restoration areas)

Online Surveillance

1. Government websites monitoring for announcements, reports, policy documents
2. Social media tracking government agency updates and citizen feedback
3. News aggregators following AAID-related developments
4. Development partner platforms monitoring project information
5. Public procurement platforms reviewing tenders and awards

Media Monitoring

1. Print media (FrontPage Africa, Liberian Investigators, Daily Observer, New Dawn, Inquirer, etc.)
2. Radio (community stations, national broadcasters)
3. Television (national and international coverage)
4. Online news platforms and investigative journalism
5. Official press releases

3.3 Assessment Framework

A. Rating Criteria

Naymote assessed all 378 AAID interventions using four standardized rating categories aligned with global monitoring and evaluation practices:

1. **Completed:** Verified evidence confirms full implementation and achievement of stated targets.
2. **Ongoing:** Activities have started, budgets or staff are assigned, and measurable progress is visible.
3. **Not Started:** No evidence of initiation, resource allocation, or activity.
4. **Not Rated:** Insufficient information reported by responsible MACS to determine status and research.

B. Performance Indicators

Each pillar is assessed using indicators drawn from AAID interventions, including:

1. **Output:** activities delivered (e.g., trained teachers, ID enrollments).
2. **Outcome:** service improvements (e.g., case-resolution times, access levels).
3. **Impact:** long-term results (e.g., poverty reduction, governance scores).

This framework ensures consistency, transparency, and comparability across all AAID interventions.

3.4 Limitations and Constraints

A. Data Availability Challenges

Most significant constraint is limited availability of comprehensive, timely data:

1. Many MACS have not published quarterly progress reports with only 10 of 28 responding to Naymote's correspondence.
2. 35.4% of interventions "Not Rated" due to information insufficiency.
3. Annual reports are often delayed or incomplete.

4. Weak Implementation of the Freedom of Information Act
5. No unified government monitoring system.
6. Each MAC uses different reporting formats, transparency deficits with MACS viewing monitoring as adversarial.

B. Methodological Constraints

1. AAID launched in January 2025; establishing comprehensive baselines are challenging.
2. Attribution difficult isolating AAID contribution from other initiatives.
3. Twelve months represents short period; premature to assess outcomes for many interventions.
4. Resource constraints limit scope of field assessments and surveys.
5. Some interventions lack clear, measurable indicators.
6. Self-reported government data may be biased toward positive reporting

C. Analytical Considerations

While the President Meter is built on verified data, Year One analysis was shaped by the availability and quality of official information. The report reflects only evidence that could be independently validated. Where information gaps existed, particularly for “Not Rated” interventions these were transparently documented to maintain the integrity of the assessment. This approach ensures accuracy over assumption, transparency over speculation, and separation of evidence from narrative claims.



4. OVERALL, AAID IMPLEMENTATION STATUS



This section provides an aggregate view of implementation progress across all 378 interventions before diving into pillar-specific analysis. The overall picture reveals concerning patterns: extremely low completion rates, modest activation, high inactivity, and a transparency gap preventing assessment of 35.4% of interventions.

4.1 Aggregate Progress Analysis, after twelve months (January–December 2025), comprehensive tracking reveals:

A. Summary Statistics Across 378 Interventions

TABLE 3: Summary Statistics of AAID Pillars

Status	Number	Percentage	Assessment
Completed	3	0.8%	Very Low
Ongoing	165	43.7%	Moderate
Not Started	76	20.1%	High Inactivity
Not Rated	134	35.4%	Critical Gap
Total	378	100%	—

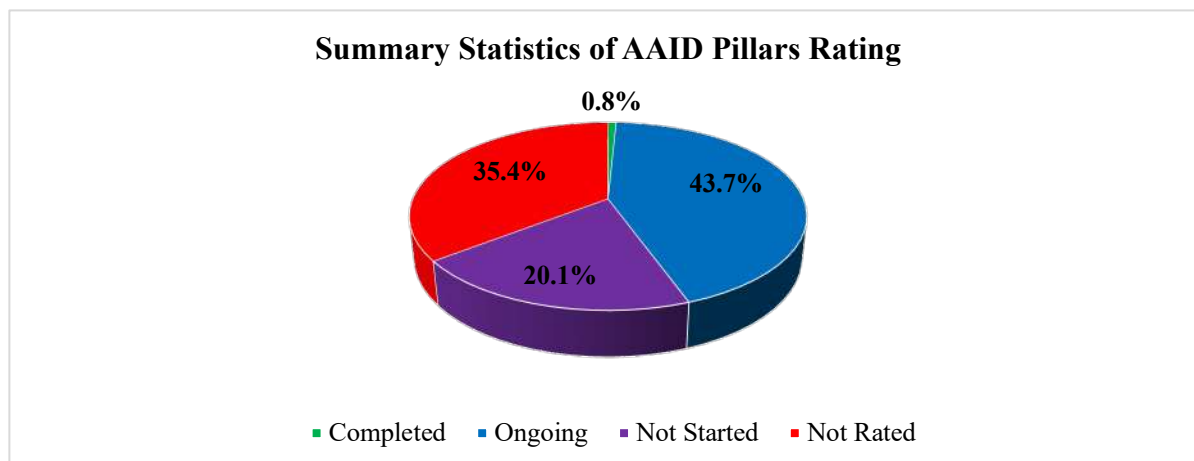


Chart 1: Summary Statistics of AAID Pillars' Rating – Pie Chart

B. Key Insights

Very Low Completion (0.8%): Only three (3) interventions completed after twelve months, given that:

1. Some interventions are policy reforms achievable within months.
2. 2029 targets require average annual completion of over 93 interventions.
3. Current pace suggests many targets will be missed.
4. **Completed interventions:** Construction of a 17,000-cubic-meter gasoline tank and a modern petroleum testing laboratory, 2025 Liberia National Tourism Act, and National Action Plan on Business and Human Rights.

Modest Activation (43.7%): 165 interventions showing ongoing implementation represent genuine momentum but:

1. 210 interventions remain either not started or not rated.
2. Activation concentrated on specific pillars (Infrastructure 55.3%, Governance 56.9%, Environment 56.7%) while others lag.
3. Many “ongoing” interventions in early stages with limited outputs.
4. Sustained effort needed to maintain and accelerate momentum.

High Inactivity (20.1%): 76 interventions have not started after twelve months indication:

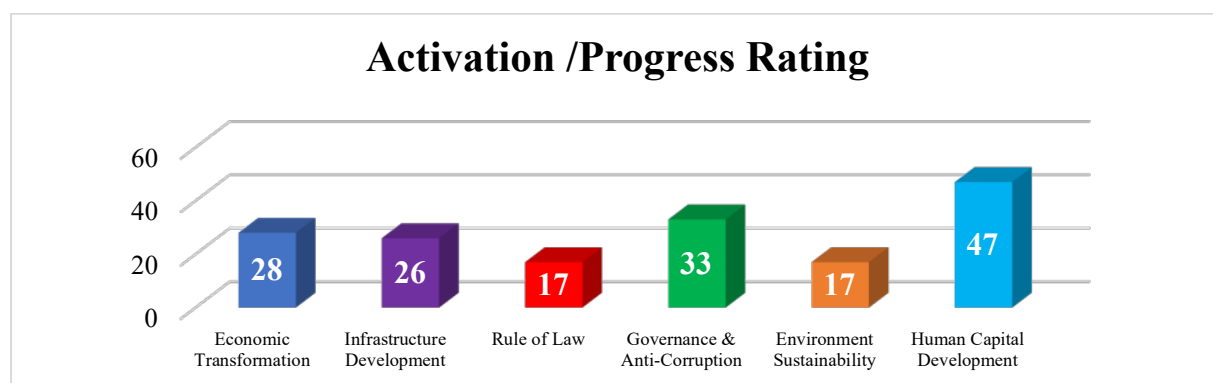
1. Planning and preparation deficiencies.
2. Resource mobilization challenges.
3. Coordination failures leaving interventions orphaned.
4. Possible lack of political will for certain interventions.

Transparency Gap (35.4%): 134 interventions are not rated due to insufficient information representing:

1. Fundamental accountability failure, government cannot demonstrate progress on nearly half the development agenda.
2. Weak monitoring systems within implementing MACs.
3. Information hoarding prevents independent assessment.
4. Citizen exclusion without information, citizens cannot engage or hold government accountable.

C. Cross-Pillar Comparative Analysis

Chart 2: Pillar Activation Rates Bar Chart



D. Best Performing Pillars:



Governance and Anti-Corruption: 33 Interventions (56.9% activation/progress rating): Strong political prioritization, substantial development partner support, institutional momentum from anti-corruption institutions, and digital governance initiatives with clear visibility.

Environmental Sustainability: 17 Interventions (56.7% activation/progress rating): Significant donor financing for renewable energy and climate adaptation, strong EPA leadership, and partnership with international environmental organizations.

Infrastructure Development: 26 Interventions (55.3% activation/progress rating): Strong donor support towards construction and rehabilitation of roads, 24-hour marine operations at the National Port Authority, improvement in water supply, expansion of electricity under the Light Up South-East project and solar farm in

Harrisburg, launched the National Digital Portal Address System (NDPAS), and renewed Executive Order establishing the National Railway Authority, among others.

E. Modest Performing Pillar:

Rule of Law, 17 Interventions (48.6% activation/progress rating): Ongoing efforts showed that digital court-management technologies have been introduced, and the ADR law has been validated, but reforms to a larger extent remain slow, particularly in fully implementing these systems across all courts and improving broader access to justice.

F. Worst Performing Pillars:

Economic Transformation: 28 Interventions (62.5% not rated): Ministry of Finance and Development, Commerce, and Agriculture, amongst others are not publishing regular reports. Private sector-led interventions are harder to monitor.

Human Capital Development: 47 Interventions (36.7% activation/progress rating): 63.3% either not started (25%) or not rated (38.3%). Chronic underfunding, weak inter-ministerial coordination, limited implementation capacity, and poor monitoring systems, etc.

G. Transparency Variations:

Infrastructure Development (6.4% not rated): Physical projects are more visible and verifiable. However, visibility does not translate to implementation.

Table 3: AAID 2025 MACS Key Activities Implementation Timeline

Phase	Period	AAID Milestones (Government-Led)	Verified Sector Highlights (MAC Reports)
1. Foundation & Early Implementation	January – March 2025	<ul style="list-style-type: none"> • AAID officially launched (Jan 15, 2025) • AAID document disseminated to MACS • Pillar coordination teams established • Initial FY2025 budget allocations issued • Development partner coordination meetings held 	<ul style="list-style-type: none"> • 67,000 citizens enrolled in biometric ID. • E-procurement training initiated for procurement officers. • ADR Act validation workshops conducted. • County Development Agendas finalized in all 15 counties. • National Tourism Act progressed through review processes. • School feeding expansion planning initiated
2. Assessment & Adjustment Phase	April – December 2025	<p>April – June (Q2)</p> <ul style="list-style-type: none"> • Mid-year budget execution reviews issued • Initial performance reporting templates circulated to MACS • County Service Center operational issues escalated to MIA & MFDP <p>July – September (Q3)</p>	<p>April – June (Q2)</p> <ul style="list-style-type: none"> • Biometric ID enrollment reached 710,000 (14% population). • E-procurement pilot extended to six ministries. • LACC completed 24 investigations. • Revenue Sharing Regulations disseminated with training workshops. • Renewable energy projects advanced with donor commitments

		<ul style="list-style-type: none"> • MACS submitted Q3 progress briefs • Budget execution mid-year summaries published (some delays) • Inter-agency technical meetings held to address bottlenecks • Preparations commenced for the 2025 AAID Annual Review Forum <p>October – December (Q4)</p> <ul style="list-style-type: none"> • Q4 implementation reviews conducted within MACS • End-of-year sector performance meetings held • Draft 2026 sectoral budgets aligned with AAID priorities 	<ul style="list-style-type: none"> • War & Economic Crimes Court Office formally established. <p>July – September (Q3)</p> <ul style="list-style-type: none"> • War & Economic Crimes Court began preliminary investigations • Ombudsman issued first recommendations including administrative actions • National Rice Harvesting Season campaign launched • Priority road rehabilitation commenced in selected corridors • Diplomatic engagements expanded (new bilateral partnerships) • Maternal & child healthcare outreach scaled through MOH • TVET enrollment increased through expanded youth programs <p>October – December (Q4)</p> <ul style="list-style-type: none"> • Court digitization expanded to additional locations • Local Government Act operational steps advanced through MIA • Environmental permitting and compliance strengthened through EPA • Biometric ID printing backlog reduction initiated in key counties
--	--	--	---

4.2 Implementation of Pace Assessment

Current pace raises serious concerns about achieving 2029 targets:

Completion Pace:

1. **Current rate:** 3 interventions completed in 12 months (0.25 per month).
2. Required rate for 2029: 375 interventions in 48 remaining months (7.8 per month).
3. Gap: Current pace is 31 times slower than required.

Activation Pace:

1. **Current rate:** 165 interventions ongoing after 12 months
2. Desired rate: 300+ interventions ongoing simultaneously by end of 2025
3. Gap: Activation needs to nearly triple in next quarter

4.3 Cross-Cutting Themes

Coordination Challenges

Ineffective AAID coordination represents a major implementation obstacle:

Fragmented Implementation:

1. Each MAC operates independently with minimal horizontal coordination.
2. No central authority with mandate to convene MACs, resolve conflicts, and enforce integrated planning.
3. Development partner coordination remains donor-driven rather than government-led.

Coordination Failures:

1. Infrastructure is not synchronized with service delivery programs.
2. Economic transformation disconnected from human capital development.
3. Environmental considerations are inadequately integrated.
4. Digital governance systems developed in silos.

National-County Disconnect:

1. Limited vertical coordination between MACs and county authorities.
2. Resources and authority remain centralized despite rhetoric.

4.4 Resource Allocation and Performance Patterns

Resource distribution does not correlate with intervention numbers, strategic priorities, or budget allocation:

1. Human Capital (33.9% of interventions) receives disproportionately low funding.
2. Infrastructure absorbs substantial resources with at least 55.3% activation.
3. Governance receives fundings, driving 56.9% activation.
4. Economic Transformation allocation unclear due to private sector expectations.

Budget Execution:

1. Average execution rate is 60-70% across national and local government.
2. Slow disbursement processes delay implementation.
3. Procurement bottlenecks prevent timely contracting.
4. County-level execution is particularly weak.

Geographic Inequity:

1. Montserrado receives 40-50% of resources but contains only 36.7% of population.
2. Rural counties systematically remain underfunded.
3. Per capita spending varies enormously across counties.

Transparency and Accountability, 35.4% “Not Rated” interventions reflect fundamental transparency deficiencies:

Information Availability Crisis:

1. Most MACs fail to publish regular progress reports.
2. No standardized reporting template and inefficient reporting schedule.
3. Information requests are often ignored.
4. Weak Implementation of the Freedom of Information Act.
5. ARREST Agenda is not read by most officials,

Government Monitoring Systems:

1. No unified AAID tracking dashboard.
2. Each MAC uses different indicators and formats.
3. M&E units are understaffed and under-resourced.
4. No consequences for non-reporting.

Accountability Gaps:

1. No formal consequences for MACs failing to implement interventions.
2. Budget execution failures rarely investigated.
3. Performance not linked to ministry leadership retention.
4. Legislative oversight remains sporadic and inconsistent.

5. PILLAR-BY-PILLAR ANALYSIS



While the aggregate view reveals overall implementation challenges, performance varies dramatically across the AAID's 6 strategic pillars. This segment considers each pillar in detail,

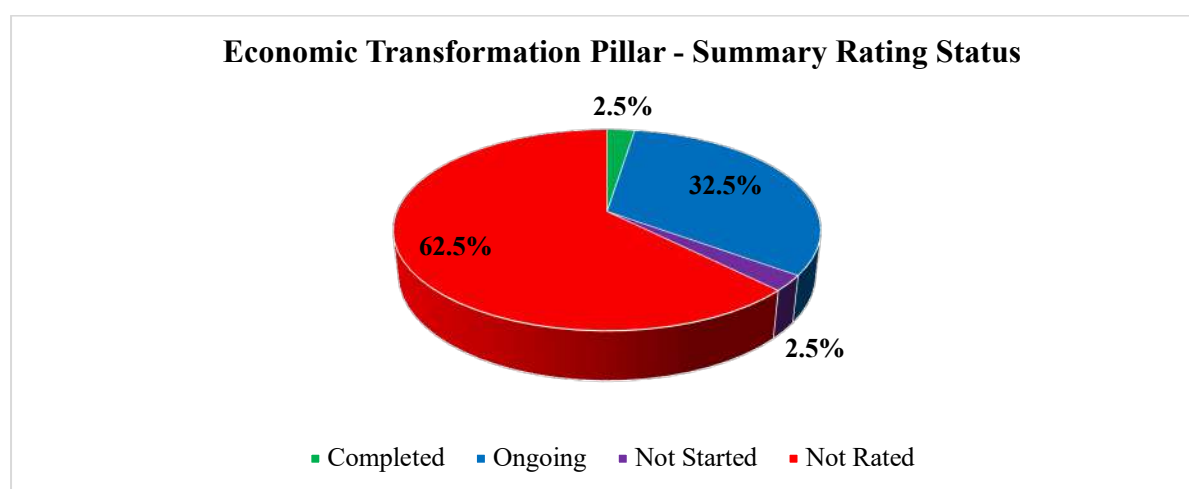
assessing progress, documenting achievements, identifying challenges, and providing targeted recommendations.

5.1 Pillar One: Economic Transformation (80 Interventions)

Progress Assessment

❖ **Completed: 2** (2.5%) | **Ongoing: 26** (32.5%) | **Not Started: 2** (2.5%) | **Not Rated: 50** (62.5%)

Chart 3: Pillar Summary Rating Status – Pie Chart



Key Progress

National Rice Harvesting Season: Comprehensive campaign launched in Sehyikepa, Nimba County promoting local rice consumption and supporting domestic farmers. Initiative includes technical support, public awareness, market linkages with 6,500 hectares across Lofa (1,200ha), Nimba (1,700ha), and Bong (1,500ha).

National Tourism Act Passage: President Boakai signed the Act into law (August 15, 2025), establishing Liberia National Tourism Authority with board members appointed, including Director General Princess Eva Cooper and other designees.

Agriculture Investment Program: Government unveiled \$900 million Legacy Investment Program at Africa Food Systems Forum 2025, focusing on rice (50,000ha), maize (20,000ha), coffee (15,000ha), cassava (20,000ha), and oil palm (18,000ha) to reduce import reliance and create employment.

PSIP and Agricultural Support: US\$4 million disbursed at US\$1,000 per farmers to 500 farmers across eight counties for inputs, extension services, and market access. Seeds4Liberia Project launched (EU-funded) to produce 6,000 tons certified rice seeds. Twenty-three MOA staff trained in China on agricultural processing and preservation.

MSME Credit Expansion: Phase II MSME Line of Credit launched (July 31, 2025) with seven participating financial institutions. Youth Entrepreneurship and Investment Bank (YEIB) launched with AfDB support (July 22, 2025).

Trade and Industrial Development: Liberia launched AfCFTA Implementation Strategy (August 14, 2025) aligned with AAID. Special Economic Zones launched including a \$19.4M Agro-Industrial Processing Zone in Buchanan. Fifteen landmark agreements signed with Morocco strengthening bilateral ties.

Fisheries Modernization: Modern fish processing facility inaugurated in Little Bassa, Grand Bassa County (September 26, 2025) with Japanese Government and FAO support. Over 120 fishmongers trained with 100 outboard engines and safety equipment provided.

Oil and Gas Development: Four Production Sharing Contracts signed with Total Energies for offshore Blocks LB 6, 11, 17, and 29. President Boakai broke ground for 17,000-cubic-meter gasoline tank and petroleum testing laboratory construction at LPRC Bushrod Island, while construction completed late 2025.



Challenges Identified

High Proportion Not Rated (62.5%), MACs are not publishing regular reports. Private sector interventions are harder to monitor. Weak Monitoring & Evaluation systems. Commercial sensitivity limiting disclosure.

Weak Coordination: Agriculture, Commerce, Finance ministries operate independently. No integrated economic development coordination. Trade promotions are disconnected from industrial policies.

Limited Performance Monitoring: Output data available but outcome data (jobs created, productivity increased, investments attracted) remains largely absent. Employment generation claims unsubstantiated.

Insufficient Private Sector Engagement: Public-private dialogue is sporadic. Government incentives are insufficient for significant Foreign Direct Investment. Local business community underutilized.

Recommendations

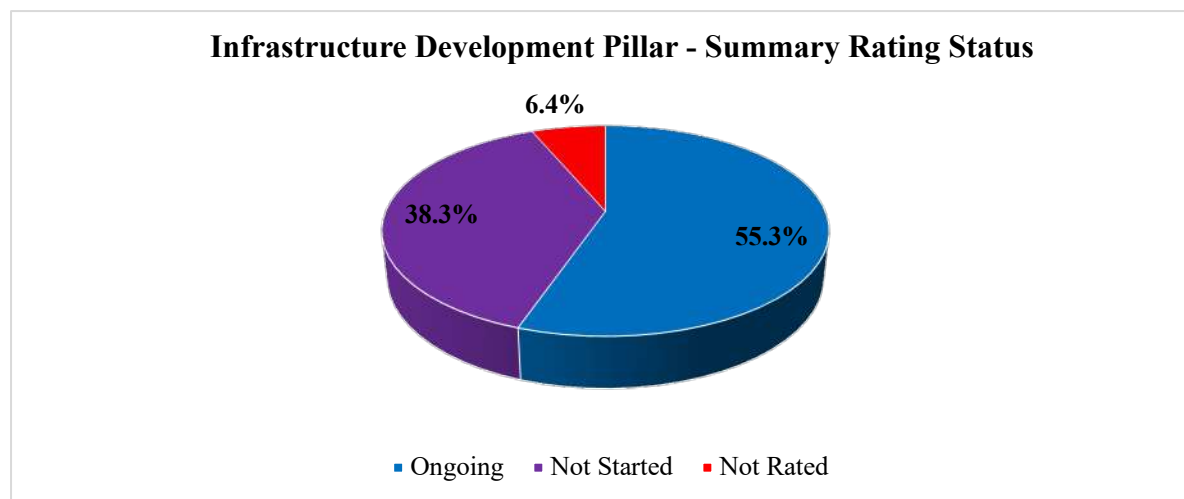
1. Establish Economic Transformation Council chaired by President/senior cabinet official convening Finance, Commerce, Agriculture, quarterly.
2. Enhance transparency through mandatory quarterly public reporting from economic ministries.
3. Increase private sector-driven initiatives via National Competitiveness Council, concrete business environment reforms, targeted incentives.
4. Prioritize agriculture by scaling Private Sector Investment Program (PSIP), investing in rural infrastructure, and supporting value chains.
5. Accelerate tourism development by operationalizing Tourism Board, developing flagship sites, investing in infrastructure.

5.2 Pillar Two: Infrastructure Development (47 Interventions)

Progress Assessment

❖ **Completed:0** (0%) | **Ongoing: 26** (55.3%) | **Not Started:18** (38.3%) | **Not Rated:3** (6.4%)

Chart 4: Pillar Summary Rating Status – Pie Chart



Key Progresses:

Road Rehabilitation: Groundbreaking ceremony for 63 communities across Montserrado, Margibi, and Bomi covering 103km roads with 238 culverts (March 20, 2025). Phase One covers 28 communities, 18 roads, 42km with 100 culverts. Caldwell Road rehabilitation contract signed (June 10, 2025) with work in progress. Urban Resilience Project launched for Paynesville, SKD Boulevard, Police Academy, and Sinkor belt.

Renewable Energy: Grid-connected and off-grid solar installations commissioned. Rehabilitation of small hydropower facilities. Community-scale mini-grids in remote areas. Policy framework strengthened with feed-in tariffs and net metering.

Community Electrification: Grid extension to peri-urban communities. Off-grid solar systems provided to clinics and schools. Community electrification plans developed for prioritized locations.

Challenges Identified

Moderate “Not Started” Problem (38.3%): Enormous financing requirements exceed available resources. Complex project preparation incomplete. Long times lead from concept to construction. Risk-averse approaches waiting for complete financing.

Limited Execution Capacity: Ministry of Public Works severely understaffed. Weak project management systems. Limited technical expertise. Inadequate equipment and machinery. A few qualified contractors.

Planning and Financing Constraints: Inadequate shovel-ready project pipeline. Even priority projects lack secured financing. Limited domestic capital budget. Fragmented donor support.

Maintenance Neglect: Roads deteriorate rapidly due to inadequate maintenance. No systematic asset management. Maintenance chronically underfunded.

Recommendations:

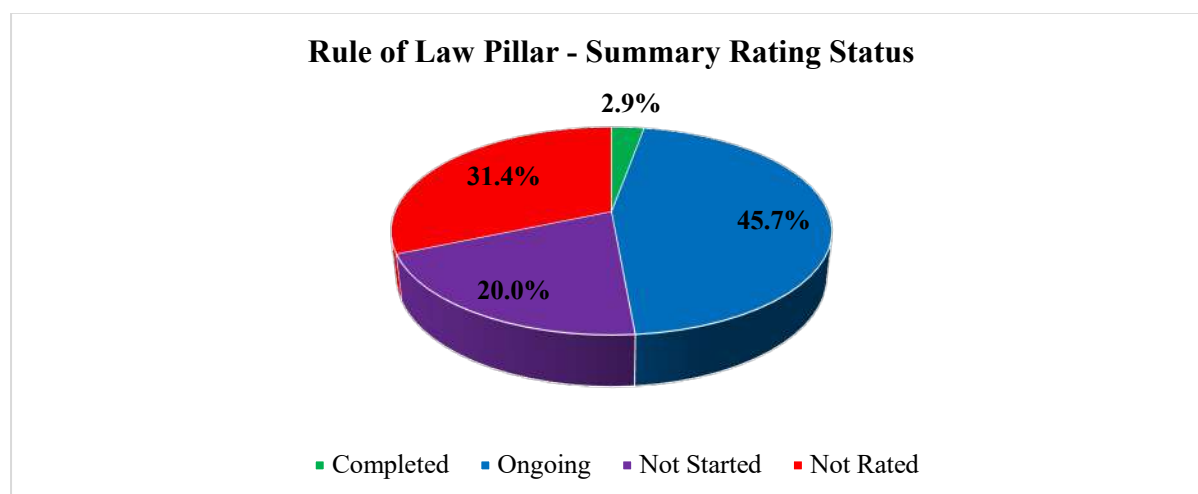
1. Address planning gaps through Infrastructure Preparation Facility for feasibility studies, designs, EIAs.
2. Improve financing via increased capital budget allocation, packaged programs for development partners, viable Public-Private-Partnerships, and concessional financing.
3. Strengthen coordination through National Infrastructure Commission and unified master plan.
4. Accelerate high-priority projects: Main highways (Gbarnga–Mendikorma, Ganta–Tappita–Zwedru, Freeport–St. Paul Bridge Corridor–Bo Waterside, ELWA–RIA), urban roads, effective power generation, and efficient electricity distribution.
5. Mainstream maintenance ensures that funds generated by the National Roads Fund (NRF) are specifically used for roads maintenance, and an additional 15%-30% of national budget is solely dedicated to Road Fund.

5.3 Pillar Three: Rule of Law (35 Interventions)

Progress Assessment

❖ **Completed: 1** (2.9%) | **Ongoing: 16** (45.7%) | **Not Started: 7** (20%) | **Not Rated: 11** (31.4%)

Chart 5: Pillar Summary Rating Status – Pie Chart



Key Progresses

ADR Act Validation: Alternative Dispute Resolution Act of 2024 validated through comprehensive stakeholder consultations. Provides legal framework for community-based dispute resolution, reducing formal court pressure.

War and Economic Crimes Court: Office formally established with initial staffing and budget. Conducting preliminary investigations. Demonstrates government commitment to accountability for civil war atrocities.

Court Digitization: Case management systems introduced in select courts. Electronic filing pilots. Digital archiving launch to improve record preservation. Online access to court calendars.

Security Sector Training: 500 security personnel trained in professional standards including human rights, community policing, ethics, gender sensitivity.

Ombudsman Office: Fully operational with budget, staff, physical office. Receiving citizen complaints regarding government misconduct. Early recommendations were issued, including official removals.

National Security Strategy Development: Nationwide stakeholder consultations launched (October 7, 2025) preparing strategy ahead of 2026-2027 UN Security Council term.

Challenges Identified

Seven Interventions Not Initiated: Some legislative reforms have not advanced. Infrastructure projects are not contracted. Planned training programs have not been launched. Specialized units are yet to be established.

Information Gaps: Justice sector institutions publish limited performance data. Court statistics are not systematically available. ADR implementation statistics are not tracked.

Case Backlog Persists: Thousands of cases pending. Average resolution time far above six-month target. Prolonged pre-trial detention. Limited judges, prosecutors, and public defenders.

Access to Justice Barriers: Courts concentrated in county capitals. Court fees, lawyer costs prohibitive. Legal literacy rates remain low. Language barriers in English-only proceedings.

Recommendations

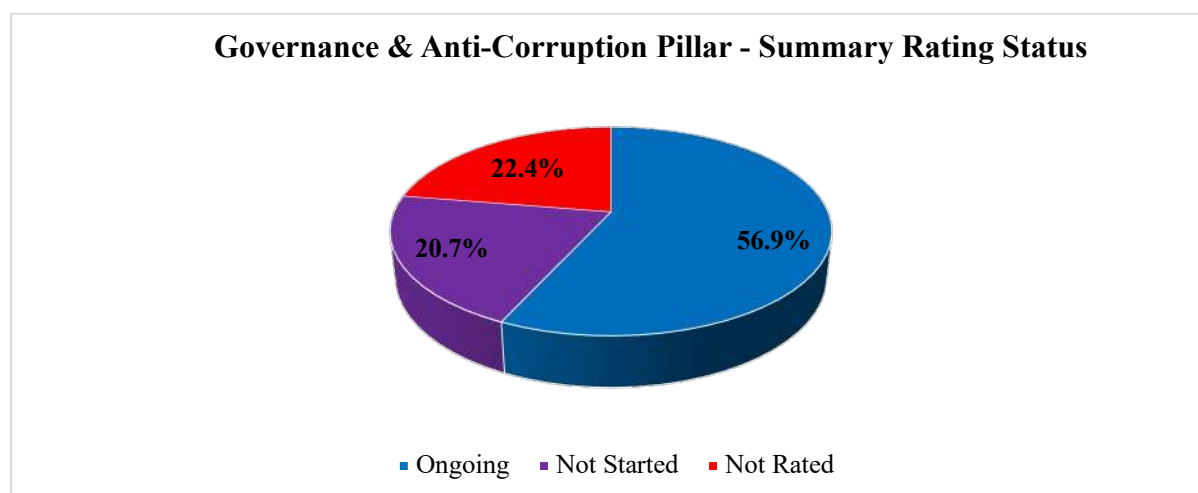
1. Adopt comprehensive justice sector reform strategy coordinating all interventions across institutions.
1. Create systems that are open, inclusive, and efficient by improving geographic access with circuit or mobile courts, expanding financial access through legal aid, and promoting legal literacy campaigns.
2. Enhance transparency by publishing quarterly court statistics, making judgments publicly accessible.
3. Scale ADR nationwide after full enactment, training traditional leaders, establishing centers in all counties.
4. Accelerate War Crimes Court securing adequate financing, witness protection, negotiating international cooperation.

4.4 Pillar Four: Governance and Anti-Corruption (58 Interventions)

Progress Assessment

❖ **Completed: 0** (0%) **Ongoing: 33** (56.9%) **Not Started: 12** (20.7%) **Not Rated: 13** (22.4%)

Chart 6: Pillar Summary Rating Status – Pie Chart



Key Progresses

Biometric ID Enrollment: 710,000 citizens enrolled (14% of 5.2 million population) as of June 2025. Mobile registration units are deployed to all 15 counties. Foundational system enabling government services, financial inclusion.

E-Procurement Pilot: System deployed in six ministries. Onboarding additional 50 MACs, and 500+ practitioners trained in online tendering and electronic evaluation. Benefits include increased competition, reduced cycle time, enhanced transparency.

LACC Anti-Corruption: 24 investigations conducted, 3 convictions secured during first half 2025. Asset declarations published for public officials. Integrity training conducted.

Ombudsman Office: Fully established and funded. Receiving citizen complaints, conducting investigations, issuing recommendations including official removals.

Ministry of Local Government Act: Passed by the Liberian Senate, awaiting House of Representatives concurrence establishing legal basis for local government ministry and decentralization framework.

County Development Agendas: Launched for all 15 counties through participatory planning. Provides basis for county budgetary allocation and implementation.

Revenue Sharing Regulations: Validated August 2024, establishing formula for sharing national revenue with counties.

Diplomatic Expansion and Consular Services: New bilateral agreements signed. Streamlined consular and document services with clear processing timelines, passports and visas processed in 7 days (or 24–3 hours expedited), while consular services in 10 days.

Liberia's UN Security Council Election: Elected to UN Non-permanent seat for 2026-2027 term, marking historic international reemergence.

County Service Center Assessment: Critical Findings

Naymote's comprehensive field assessment (July 28-August 1, 2025) in Margibi, Bong, and Grand Bassa counties reveals strict service delivery failures:

Service Availability (28 services examined):

1. Entirely Unavailable: 60.7% (17 services)
2. Fully Operational: 32.1% (9 services)
3. Partially Functional: 7.1% (2 services)

Services Entirely Unavailable at County Level: Business registration, marriage certificates, ECOWAS work permits, school operation licenses, vehicle registration, driver's licenses, national identification card, and adoption documentation, amongst others.

Workflow Bottlenecks:

1. 85.7% require in-person submission in Monrovia
2. 75% require Minister/Director live signature
3. 67.9% involve multiple agency approvals
4. 60.7% take 30+ days to complete
5. 53.6% cost US\$50+ in total fees/travel

Effectiveness Disparities: Services with pre-signed forms or delegated county authority achieve 100% operational effectiveness. Services requiring central approval show 0% availability at county level.

Meanwhile, a post-assessment conducted at the three Counties in lately November 2025, the results however, reinforce the persistent challenge of weak service delivery, showing that 60.7% of services remain entirely unavailable, with 30.9% are fully operational, and 8.3% partially functional. Furthermore, 89.3% still require in-person submissions and live signatures from Heads of MACs, perpetuating paper-based bottlenecks and slowing operational efficiency at these county service centers (Bong, Grand Bass, and Margibi).

A. Citizen Impact:

1. Travel costs US\$30-50+ prohibitive for most
2. Days away from work, farm, family
3. Multiple trips are often required
4. Economic opportunities foregone
5. Poor people excluded from services needed for better livelihoods

B. Performance Indicators by 2029

Table 4: Governance Performance Indicators

Indicator	Baseline	Current (June 2025)	2029 Target
Biometric ID Enrolled	0	710,000 (14%)	4M (80%)
MACs Using E-Procurement	0	6	100+
LACC Investigations	40/year	24 (H1)	100/year
Conviction Rate	12.5%	12.5%	50%
Services Fully Operational at CSCs	—	32.1%	100%
Services Requiring Monrovia Travel	—	85.7%	0%

C. Challenges Identified

Centralized Card Printing: Biometric cards are printed in Monrovia creating bottleneck. Citizens wait weeks to months for cards defeating system purpose.

Fragmented E-Procurement: System not integrated with IFMIS, payment processing, contract management. Limits efficiency gains.

Institutional Inertia: Multiple agencies with overlapping anti-corruption mandates. Weak coordination. Resistance to reform.

Underfunded Counties: County treasuries severely underfunded despite Revenue Sharing Regulations. County Service Centers operational budgets are insufficient.

Persistent Centralization: Despite decentralization rhetoric, genuine authority devolution efforts seem minimal. Ministers are reluctant to delegate signature authority.

D. Recommendations

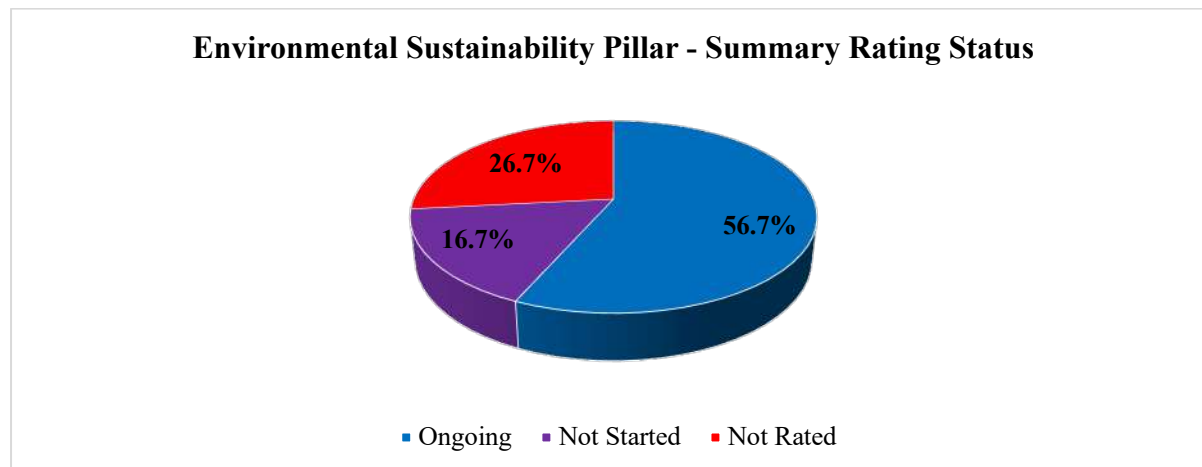
1. **Accelerate high-impact interventions:** Decentralized biometric ID printing (card issuance in 2 weeks not months), nationwide e-procurement rollout to 30 MACs by end-2025.
2. **Ensure system integration:** Unified e-government platform linking ID, e-procurement, budget management, payment processing.
3. **Strengthen decentralized service delivery:** Delegate routine approvals to counties, provide county officials with specimen signatures and approval authority, digitize workflows with e-signatures.
4. **Operationalize Revenue Sharing fully:** Automatic quarterly transfers based on formula, build county financial management capacity.
5. **Strengthen anti-corruption enforcement:** Increase LACC capacity, grant prosecutorial authority, improve conviction rates, enhance witness protection.

5.5 Pillar Five: Environmental Sustainability (30 Interventions)

Progress Assessment

❖ **Completed: 0** (0%) | **Ongoing: 17** (56.7%) | **Not Started: 5** (16.7%) | **Not Rated: 8** (26.7%)

Chart 7: Pillar Summary Rating Status – Pie Chart



Key Progresses

Renewable Energy Expansion: First utility-scale solar plant launched. Tariff exemptions for solar products. A 4.0 MWp solar PV plant with a 9.4 MWh battery storage system launched. Community mini grids deployed. Feed-in tariff policy developed.

Strengthening Regulatory Frameworks: Environmental Protection and Management Law, implementation regulations developed. Sapo National Park Management Advanced. Nationally Determined Contribution 3.0 updated. Forest Sector Strategy developed.

Decentralizing Environmental Services: EPA regional offices established/strengthened in counties. Climate Integration and Financing Office launched.

Climate Adaptation: National Adaptation Plan developed identifying vulnerabilities and priorities. Climate-resilient agriculture promoted. Coastal protection measures are implemented.

Challenges Identified

Capacity Constraints: EPA severely understaffed relative to oversight responsibilities. Technical expertise limited. Equipment and logistics inadequate.

Ineffective Enforcement: Environmental violations documented but prosecutions rare.

Penalties are insufficient to deter illegal activities. Political connections shield violators.

Slow Restoration: Deforestation continues despite zero-deforestation target. 100,000-hectare restoration target requires intensive effort. Funding limited.

Competing Development Pressures: Mining expansion creates degradation. Agricultural expansion drives deforestation. Infrastructure impacts ecosystems.

Recommendations

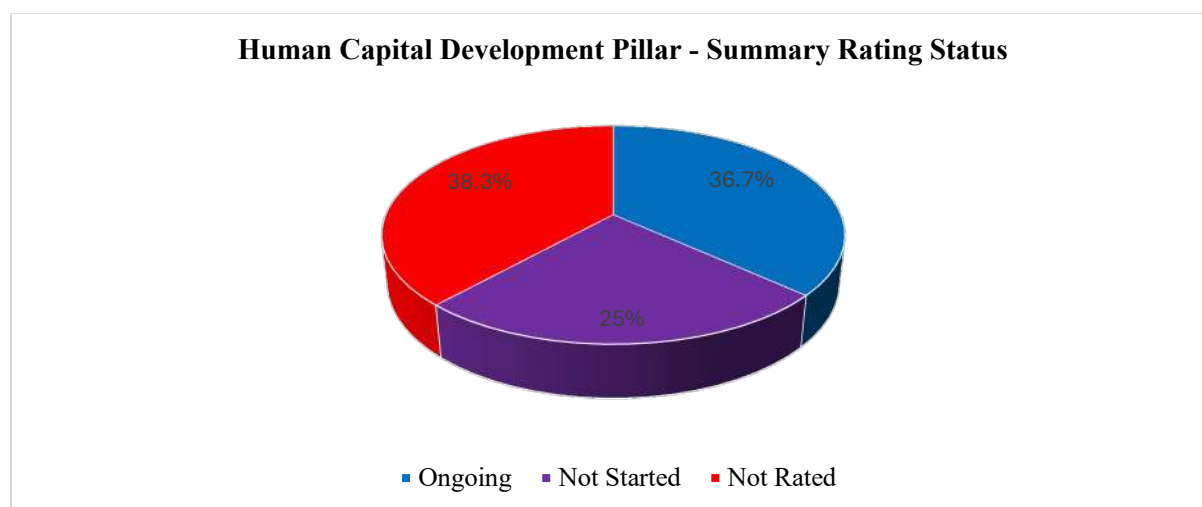
1. **Address institutional gaps:** Increase EPA/FDA staffing, provide training and equipment, establish coordination committee.
2. **Strengthen enforcement:** Grant EPA prosecutorial authority, increase penalties, empower community monitoring, deploy satellite monitoring.
3. **Accelerate restoration:** Access international climate financing, engage communities as implementers, prioritize critical watersheds.
4. **Integrate environment across AAID:** Promote green economy, ensure infrastructure safeguards, strengthen environmental law enforcement.
5. **Accelerate renewable energy transition:** Finalize policies, mobilize financing, upgrade grid, scale off-grid solutions.

5.6 Pillar Six: Human Capital Development (128 Interventions)

Progress Assessment

❖ **Completed:** 0 (0%) | **Ongoing:** 47 (36.7%) | **Not Started:** 32 (25%) | **Not Rated:** 49 (38.3%)

Chart 8: Pillar Summary Rating Status – Pie Chart



Key Progresses

Capacity Building: Expansion of capacity building training for teachers and school administrators.

TVET Expansion: Landmark Act to establish Liberia Technical and Vocational Education and Training (TVET) Commission passed, awaiting Senate concurrence.

Healthcare delivery: Construction of Regional Diagnostic Center and National Clinical Diagnostic and Treatment Laboratory in Gbalatuah, Bong and EBK Military Barracks, Margibi County, respectively.

Policy Regulation: Validation of the National Solid Waste Management Policy (NSWMP). Bill to ban harmful traditional practices.

Women and Youth Empowerment: Launched Youth Professional Internship Program (YPIP) and Executive Mansion Communication Internship Program 2025–2026. 17 women-led farming cooperatives received solar-powered agricultural equipment.

Challenges Identified

High Proportion Not Started/Not Rated (63.3%): 32 interventions (25%) not started, include infrastructure projects that have not commenced, service delivery programs that are not launched, and policy reforms that are not initiated while and 49 interventions (38.3%) not rated, revealed that MACs are not publishing reports, weak M&E systems, and high data collection challenges.

Funding Constraints: Health budget remains 7-10% far below 15% target. Education budget is inadequate. Social protection spending extremely low. Massive infrastructure backlogs (schools, health facilities, WASH).

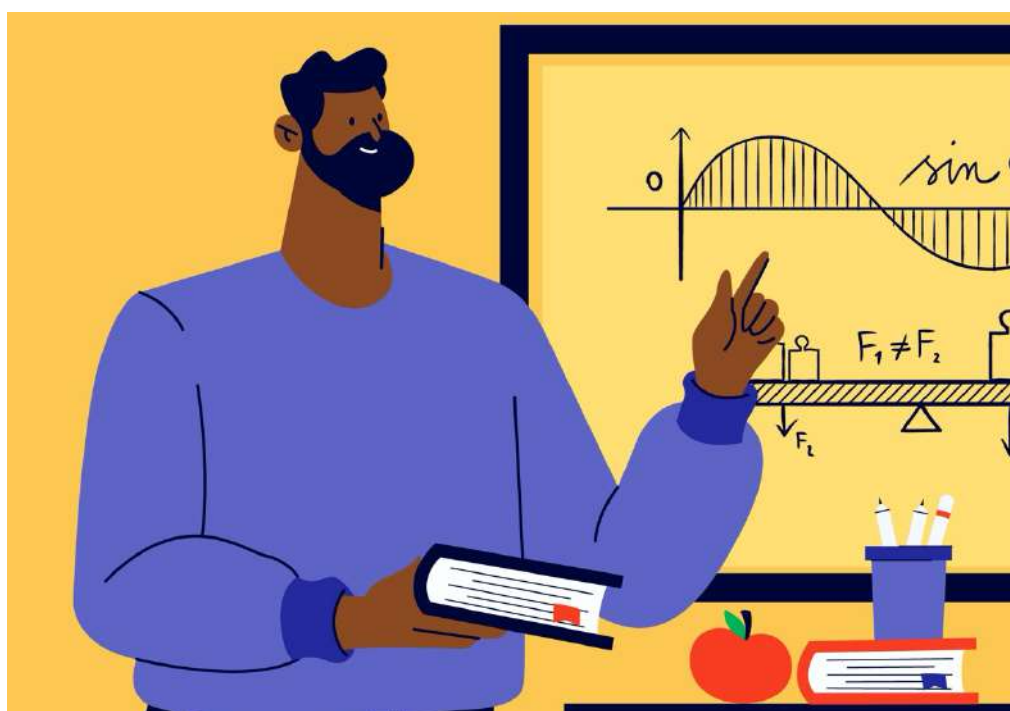
Weak Coordination: Education, Health, Gender, Youth ministries operate independently. No effective coordination mechanism. Duplication of efforts, gaps in coverage. Fragmented social protection programs.

Limited Data Reporting: Education statistics delayed/incomplete. Health information systems are inadequate. No comprehensive labor force data. Program monitoring weak. Impact evaluations rarely.

Gaps in Equitable Service Delivery: Health facilities and schools concentrated in Montserrado and urban areas. Rural counties are severely underserved. Staffing challenges. County variations in mortality and enrollment rates.

Recommendations

1. **Prioritize funding:** Achieve 15% health budget by 2027, increase education investment, scale social protection to reach 500,000 households.
2. **Enhance coordination:** Create Human Capital Development Council chaired by Vice President, implement integrated programs (school health, adolescent services, ECD), establish unified social protection system.
3. **Develop robust M&E:** Strengthen Education/Health Management Information Systems, train ministry staff, establish M&E units, and commission impact evaluations.
4. **Ensure equitable distribution:** Develop equity-based allocation formulas, target underserved counties/populations, implement mobile services, ensure accessibility.
5. **Scale proven programs:** Expand school feeding to all primary schools, scale community health workers nationwide, rapidly expand TVET capacity.
6. **Accelerate infrastructure:** Implement crash program for at least 500 schools over 5 years, construct health facilities in underserved areas, accelerate WASH infrastructure.
7. **Improve education quality:** Update curriculum, strengthen teacher development, implement regular learning assessments.
8. **Address youth unemployment:** Expand TVET, provide entrepreneurship support, establish employment service centers, implement public works programs.



6. CROSS-CUTTING ANALYSIS



Beyond pillar-specific challenges, certain systemic issues affect AAID implementation across all sectors. This section examines five cross-cutting themes that either enable or constrain progress regardless of sector.

6.1 Coordination and Institutional Capacity

A. Inter-Agency Coordination Challenges

1. No empowered central AAID coordination mechanism exists. Consequences include:
2. Implementation inefficiencies through duplication and gaps
3. Missed synergies (infrastructure not synchronized with services)
4. Citizen misunderstanding about agency responsibilities
5. Weak national-county coordination excluding counties from planning

B. Institutional Capacity Constraints

Human Resource Gaps: Most MACs are sternly understaffed. Key positions remain vacant. High turnover. Technical expertise limited. County-level staffing acute.

Systems and Processes: Weak planning capacity. Budget preparation rushed. Procurement bottlenecks. Antiquated financial management. M&E units are under-resourced.

C. Overlapping Mandates

Multiple agencies assigned similar functions without clear delineation. Example: Anti-corruption mandate shared among LACC, GAC, Ombudsman, Civil Service Agency creating confusion and turf administration quarrels.

D. Recommendations

1. Establish empowered AAID Coordination Secretariat reporting to President with authority to convene, resolve bottlenecks, monitor, hold MACS accountable.
2. Rationalize institutional mandates through comprehensive review eliminating overlaps.
3. Strengthen national-county coordination via county implementation committees, regular communication, joint monitoring.
4. Build institutional capacity through recruitment, competitive compensation, comprehensive training, and performance management.

6.2 Resource Allocation and Budget Execution

The AAID's first year of implementation was supported primarily through the FY2025 National Budget, which allocated resources across core sectors under the 6 AAID pillars. While the national budget does not explicitly categorize expenditures by AAID pillar, sectoral and institutional allocations provide a reasonable basis for estimating overall funding alignment.

The analysis reveals significant disparities between the distribution of AAID interventions and the distribution of fiscal resources, highlighting structural funding imbalances that affected implementation momentum during the reporting year.

A. Estimated FY2025 Budget Alignment with AAID Pillars

This comparative analysis of the 6 strategic pillars of the AAID demonstrates clear variations in intervention volumes, implementation performance, and budgetary allocations for the FY2025 national budget. Human Capital Development leads the intervention volume, it received a lower proportional allocation far below its intervention share, indicating that many activities are rationed at lower costs, resulting in implementation constraints, as reflected in its **36.7 percent activation rate**.

Economic Transformation secured the largest budgetary allocation, highlighting a focus on capital-intensive growth projects. In contrast, **62.5 percent** of its performance monitoring was **"not rated"** due to limited reporting. Infrastructure Development and Rule of Law received comparatively higher funding allocations relative to their number of interventions under the AAID—which reflect the inherently high costs associated with physical construction, judicial reforms, and security operations. Given these important strides, especially under Infrastructure Development, both pillars also demonstrated moderate and extreme progress, with activation rates standing at **55.3 percent** and **48.6 percent**, respectively.

However, the Governance & Anti-Corruption and Environmental Sustainability pillars with modest funding but managed to achieve strong implementation performance (**56.9**

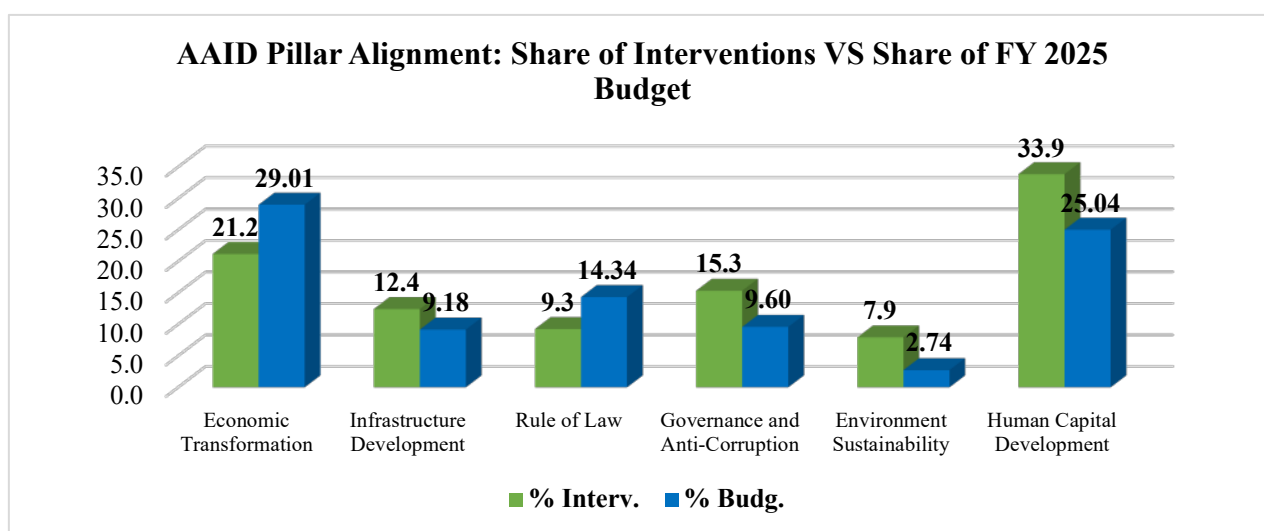
percent and 56.7 percent activation rates), demonstrating effective execution of policy-oriented and reform-driven activities with strong leadership and donor-focused support.

Based on the FY2025 National Budget's classification by spending entities and/or sectors, the estimated allocation per pillar is summarized below:

Table 5: AAID Intervention Share and Budget Allocations

Pillars	Interventions	% of Interventions	FY/2025 Budget	% FY/2025 Budget
Economic Transformation	80	21.2%	\$255,472,850	29.01%
Infrastructure Development	47	12.4%	\$80,832,333	9.18%
Rule of Law	35	9.3%	\$126,250,430	14.34%
Governance and Anti-Corruption	58	15.3%	\$84,517,166	9.60%
Environment Sustainability	30	7.9%	\$24,102,191	2.74%
Human Capital Development	128	33.9%	\$220,487,932	25.04%

Chart 9: 2025 Budget Alignment Comparison Across Pillar



Infrastructure receives largest share but shows poor performance. Human Capital severely underfunded relative to need.

Budget Execution – Government-wide execution estimated 60-70% meaning 30-40% of appropriated resources not spent. Causes: delayed disbursements, procurement bottlenecks, absorptive capacity limits, and external factors.

Geographic Inequity – Montserrado receives 40-50% of resources but contains only 36.7% of population. Rural counties systematically underfunded.

Recommendations

1. Increase domestic revenue mobilization: Strengthen tax administration, broaden tax base, combat evasion.
2. Improve budget execution: Early budget approval, timely disbursements, streamlined procurement, multi-year contracting.
3. Adopt performance-based budgeting: Link allocation to results, reward high performers.
4. Ensure equitable allocation: Equity-based formulas incorporating need indicators, target underserved areas.

6.3 Transparency and Accountability

Access to Information – Most MACs do not publish regular progress reports. 35.4% “Not Rated” reflects transparency crisis. FOI Act poorly implemented. Culture of secrecy persists.

Accountability Gaps – No formal consequences for MACs failing to implement interventions. Performance not linked to ministry leadership retention. Legislative oversight sporadic.

Recommendations

1. Mandate public reporting: Quarterly reports from all MACs with standardized templates, publication deadlines, consequences for non-compliance.
2. Strengthen FOI implementation: Designate FOI officers, training, sanctions for improper denials.
3. Establish unified AAID dashboard: Online platform showing real-time status, citizen feedback portal, downloadable data.
4. Enhance budget transparency: Publish budgets online, procurement information, audit reports promptly.

6.4 Digital Transformation Progress

Digital Infrastructure: Internet penetration 15-20%. Mobile coverage is incomplete. Broadband is slow and costly, and limits device usage. Rural areas are largely disconnected. Electricity access remains low (28%).

E-Government Initiatives: Biometric ID (710,000 enrolled), e-procurement (6 ministries), e-visa (pilot), court digitization (select courts) demonstrate feasibility but require scaling.

Technology Adoption Barriers: Infrastructure constraints, capacity gaps (digital literacy, technical expertise), financial constraints (high costs, limited budget), systemic barriers (regulations requiring physical signatures, resistance to change, fragmentation).

Recommendations

1. **Accelerate digital infrastructure:** Complete national fiber optic backbone, expand last-mile connectivity, address electricity constraints.
2. **Develop unified e-government architecture:** Interoperability standards, shared services, integration strategy.
3. **Scale e-government services:** Nationwide e-procurement, decentralized ID printing, government service portal.
4. **Build digital capacity:** Training for government workforce, citizen digital literacy, recruit ICT professionals.
5. **Establish digital governance framework:** Digital signature law, data protection act, cybersecurity law, e-government authority.

6.5 Decentralization Implementation

Fiscal Decentralization: Revenue Sharing Regulations enacted but implementation slow. Actual transfers far below requirements. Counties lack own-source revenue collection capacity.

Service Delivery Decentralization: County Service Center assessment revealed 60.7% services unavailable and 85.7% require central approval.

County Capacity: Severe staffing gaps. Key positions vacant. Qualified professionals reluctant to serve in counties. Limited infrastructure and equipment. Weak planning and financial management capacity.

Political Economy: Central government reluctance to lose control. Concerns about county corruption/mismanagement. Revenue motivations. Legal/regulatory barriers.

Recommendations

1. **Operationalize Revenue Sharing Regulations fully:** Automatic quarterly transfers, build county financial management capacity, expand own-source revenue.
2. **Delegate routine authority for service delivery:** Eliminate central approval requirements, establish county service standards, pilot delegation.
3. **Build county capacity systematically:** Recruit qualified personnel, provide infrastructure/equipment, develop systems.
4. **Phased, performance-based approach:** Pilot counties, performance incentives, scale based on results.
5. **Strengthen accountability:** Regular County reporting, audits, citizen oversight, county legislative caucuses

7. CITIZEN ENGAGEMENT AND PUBLIC PERCEPTION



Development ultimately succeeds or fails based on whether it improves citizens' lives and earns their trust. This section examines the AAID from citizen perspective assessing public awareness of the development plan, documenting service delivery experiences, measuring trust in government institutions, and evaluating opportunities for participatory monitoring.

7.1 Citizen Awareness of AAID

Public Knowledge: Limited awareness undermines ownership and accountability. Urban-rural divide with Monrovia residents somewhat aware but county/rural populations largely unaware. Elite-mass gap with government officials knowledgeable but ordinary citizens unfamiliar.

Communication Gaps: Government conducted launch but insufficient follow-up. Limited use of mass media and community channels. Information in English/technical language excluding many. Physical documents are inaccessible.

Recommendations

1. Launch comprehensive public awareness campaign: Multi-channel (radio, TV, social media, community), accessible formats (plain language, local languages, visual), grassroots mobilization.
2. Develop accessible AAID materials: One-page summaries by pillar, county-specific summaries, visual materials, local language translations.

3. Engage citizens in monitoring: Train community monitors, public forums, feedback mechanisms.
4. Integrate AAID into civic education: School curriculum, adult literacy programs.

7.2 Service Delivery Experience

County Service Center Performance (CSC) already detailed: 60.7% services unavailable, 85.7% require Monrovia travel, costs prohibitive (US\$100+), multiple trips required.

Citizen Satisfaction, Estimated at approximately 30% or less. Dissatisfaction deepens with access barriers, costs, delays, disrespect. Rural residents are particularly dissatisfied.

Access and Equity Issues, Geographic inequality (Montserrado advantage vs. county disadvantage). Socioeconomic exclusion (poverty barrier, informal sector concentration). Gender dimensions (women's mobility/safety constraints). Disability exclusion (accessibility barriers). Age-related constraints (elderly, youth).

Recommendations

1. Urgent CSC reform: Delegate authority, adequate resources, monitor performance.
2. Expand mobile services: Mobile registration units, mobile clinics/schools.
3. Improve service quality: Customer service training, process simplification, feedback mechanisms.
4. Address equity barriers: Fee waivers/reductions, targeted outreach, accessibility improvements.

7.3 Trust in Government Institutions

Public Confidence: Trust in government weak and fragile. Legacy of war and bad governance. Limited trust despite democratic progress. Institutional variations (relatively higher for Presidency, lower for Legislature/Judiciary).

Perception of Corruption: CPI ranking 145/180 indicates perceived high corruption. Citizen experiences of petty corruption (bribes for services, police checkpoints). Grand corruption (procurement scandals, embezzlement). Corruption perceptions undermine trust and reform credibility.

Accountability Mechanisms: Formal accountability (legislative oversight, judicial, audit/anti-corruption agencies) insufficient. Informal accountability (media, civil society, citizen action) important but constrained.

Recommendations

1. **Deliver visible results:** Quick wins, communicate progress, show responsiveness.
2. **Intensify anti-corruption:** High-profile prosecutions, preventive measures, cultural change.

3. **Strengthening accountability institutions:** Adequate resourcing, independence, consequences for non-compliance.
4. **Enable citizen participation:** Participatory budgeting, social accountability, feedback mechanisms.

7.4 Participatory Monitoring Opportunities

Citizen Feedback Mechanisms: Currently limited. Some government hotlines but effectiveness varies. Naymote's dashboard with feedback portal. Other CSO initiatives conduct sector-specific monitoring.

Civil Society Engagement: Government sometimes views CSOs skeptically. CSO access to information constrained. Participation is often symbolic. CSO capacity constraints (resources, technical skills, geographic concentration, sustainability).

Recommendations

1. **Institutionalize CSO participation:** CSO representation on AAID Coordination Committee, sector working groups, public consultations.
2. **Support independent monitoring:** Government funding for monitoring (through independent basket fund), simplified information access, regular dialogue.
3. **Build CSO capacity:** Training in monitoring methodologies, technology for monitoring, county network development.



8. KEY FINDINGS AND IMPLICATIONS



After examining implementation across all pillars, cross-cutting themes, and citizen perspectives, this section synthesizes the monitoring into essential insights that stakeholders need to understand.

8.1 Major Progress

Despite challenges, notable progress includes:

1. Institutional establishment (War Crimes Court, Ombudsman, County Development Agendas)
2. Digital governance (710,000 biometric ID enrollments, e-procurement pilots)
3. Legislative reforms (ADR Act, Tourism Act, Local Government Act, Revenue Sharing Regulations)
4. Anti-corruption activity (24 LACC investigations, 3 convictions)
5. Service delivery expansion (school feeding, TVET, maternal/child health)

8.2 Critical Gaps and Bottlenecks

Implementation Crisis:

1. Only 0.8% completed, 43.7% ongoing, 20.1% did not start, and 35.4% not rated.
2. Infrastructure 38.3% did not start; Human Capital 55.5% did not start/not rated.

Service Delivery Failure:

1. 60.7% of services are unavailable, 85.7% require centralized processing.
2. Persistent centralization despite decentralization rhetoric.

Coordination Breakdown:

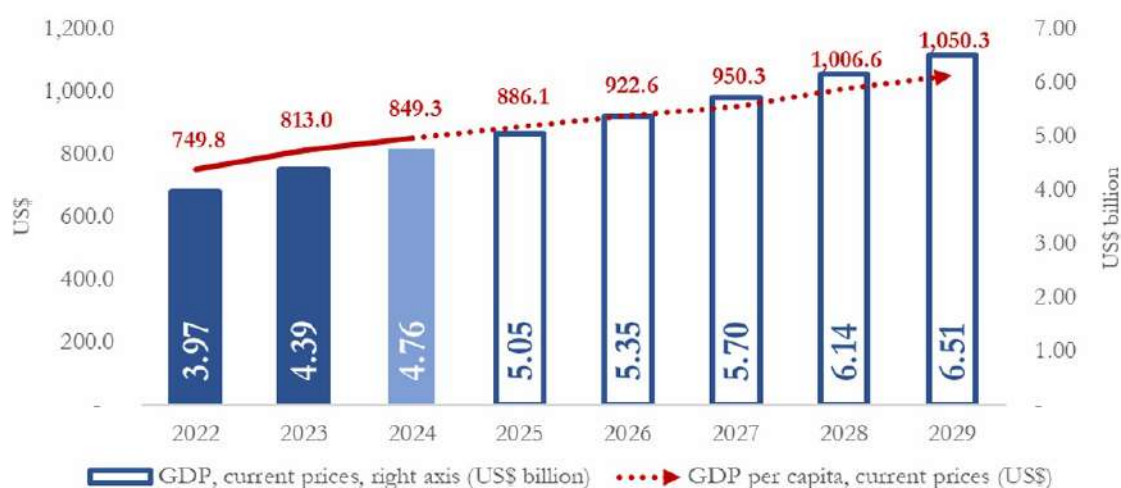
1. No empowered AAID coordination mechanism.
2. MACS in Silos, national county disconnect.

Resource Constraints:

1. Chronic underfunding, 60-70% budget execution, counties under-resourced.

Transparency Crisis:

1. 35.4% of interventions are not rated, weak reporting, FOI poorly implemented.

8.3 Implications for 2029 Targets

Source: MFDP and IMF.

At current pace, most 2029 targets will be missed:

1. Completion rate must accelerate 31-fold (from 0.5 to 7.55 per month)
2. Infrastructure targets moderately unlikely (38.3% not started)
3. Human Capital targets unattainable without dramatic acceleration (55.5% inactive)
4. Governance targets better trajectory but require acceleration

Required course corrections: Immediate activation of not-started interventions, 10x acceleration in completion, massive resource mobilization, fundamental system reforms, political will for transformation.

8.4 Lessons Learned**What Works:**

1. Strong political prioritization drives results (Governance pillar)
2. Digital solutions improve efficiency/transparency (biometric ID, e-procurement)
3. Development partner support critical for financing/technical assistance
4. Civil society monitoring creates accountability pressure

What Does Not Work:

1. Cosmetic reforms without authority transfer (County Service Centers)
2. Plans without adequate resources (Infrastructure, Human Capital)
3. Implementation without coordination (all pillars)
4. Transparency rhetoric without disclosure

Opportunities:

1. Citizen enthusiasm for digital services suggests scaling potential
2. Anti-corruption momentum if sustained could transform governance
3. County Development Agendas provide foundation for genuine decentralization
4. Private sector interest in opportunities, if enabling environment created

9. COMPREHENSIVE RECOMMENDATIONS



Evidence without action is merely documentation of failure. This section translates monitoring findings into actionable recommendations organized by timeframe and stakeholder. To support rapid decision-making, the following Priority Action Matrix highlights the top five interventions that must be immediately accelerated to place the AAID back on track for 2029 targets.

Priority Action Matrix (Top 5 Immediate Interventions)

For Rapid Acceleration of AAID Implementation (January–June 2026): This matrix synthesizes the highest-impact recommendations into a decision-ready format for senior policymakers, development partners, and oversight bodies. Each action directly addresses documented implementation gaps and is tied to measurable outcomes.

9.1 Immediate/Priority Action Matrix (0-6 months)

Table 6: Priority Action Matrix

Priority Action	Primary Gap Addressed	Expected Outcome	Lead Stakeholders	Timeframe
1. Establish a Central AAID Coordination Secretariat	Fragmented implementation; siloed MAC operations; absence of cross-government leadership	Unified coordination; timely problem-solving; improved reporting; accelerated implementation across all pillars	Executive Mansion, MFDP	0–3 months
2. Launch Nationwide Transparency & Reporting Framework (Quarterly reporting + standardized templates)	36% “Not Rated” interventions; widespread data gaps; limited transparency	Full visibility on progress; reduced “Not Rated” interventions; stronger accountability	MFDP, MACs, Governance Commission	0–6 months
3. Accelerate Digital Public Service Delivery (Biometric ID printing in counties, e-procurement expansion)	Slow service delivery: 85.7% of services still requiring travel to Monrovia; procurement delays	Faster citizen services; reduced centralization; improved procurement integrity	NIR, PPCC, CSA, MACs	0–6 months
4. Address County Service Center Bottlenecks (Delegated signatures, automated approvals, workflow reforms)	60.7% services unavailable; 89.3% requiring in-person signatures; decentralization failure	Increased local service access; reduced travel cost; improved citizen satisfaction	MIA, CSCs, CSA, MFDP	0–6 months
5. Activate High-Impact Citizen-Facing Interventions	Low completion rate (1%); slow	Visible progress; strengthened public	MOE, MOH, MPW, MYS,	0–6 months

(School feeding, TVET, maternal health, roads)	activation across pillars	trust; improved human capital and livelihoods	Development Partners	
--	---------------------------	---	----------------------	--

9.2 Short-term Reforms (6-12 months)

1. Operationalize Revenue Sharing fully with automatic quarterly transfers.
2. Increase health budget allocation toward 15% target through phased increase.
3. Strengthen LACC prosecutorial capacity or grant direct prosecution authority.
4. Accelerate infrastructure project preparation through Infrastructure Preparation Facility.
5. Expand school feeding and TVET programs to additional schools/counties.

9.3 Medium-term Strategies (1-2 years)

1. Unified e-government platform with digital signatures enabling remote approvals.
2. Comprehensive county capacity building through recruitment, training, and equipment.
3. Human capital coordination mechanism via Council chaired by Vice President.
4. Performance-based budgeting system linking allocation to results.
5. National infrastructure master plan prioritizing investments, ensuring complementarity.

9.4 Long-term Vision (2-4 years)

1. Genuine decentralization with devolved authority and resources to counties.
2. Transformed service delivery that is citizen-centered, efficient, equitable.
3. Results-oriented government measured on outcomes not activities.
4. Inclusive development reaching all counties and populations.
5. Sustainable financing through domestic revenue mobilization.

9.5 Stakeholder-Specific Recommendations

For Government:

1. Demonstrate political will through actions
2. Empower coordination mechanisms
3. Invest in human capital as priority
4. Embrace transparency as foundation

For Legislature:

1. Strengthening oversight through regular MAC performance hearings

2. Link budget allocations to performance
3. Enact enabling legislation for digital government, decentralization

For Development Partners:

1. Align financing with AAID priorities
2. Support government coordination capacity
3. Provide technical assistance for capacity building
4. Balance accountability with partnership

For Civil Society:

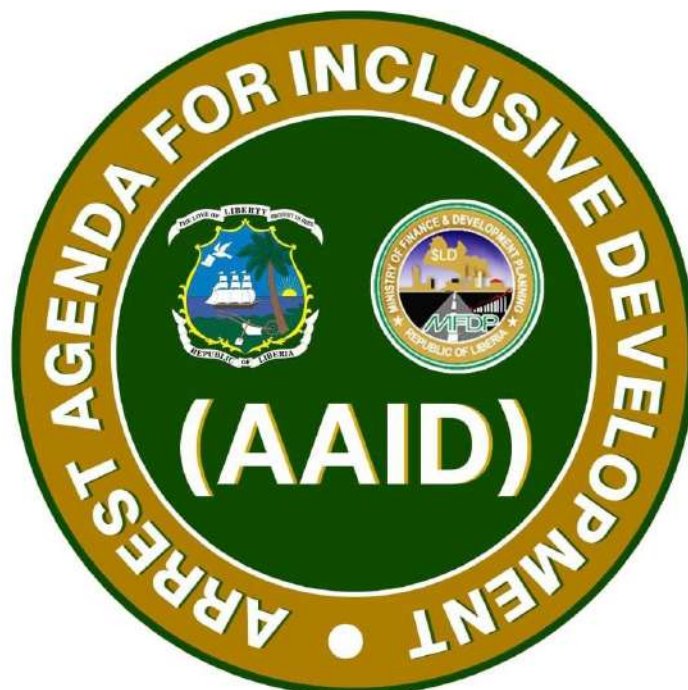
1. Continue independent monitoring and constructive engagement
2. Build county CSO capacity for local monitoring
3. Amplify citizen voices through documentation and advocacy
4. Collaborate with government while maintaining independence

For Private Sector:

1. Engage meaningfully in public-private dialogue
2. Create jobs and invest in communities
3. Partner in service delivery and skills training
4. Support integrity and transparency initiatives

For Citizens:

1. Stay informed about AAID commitments
2. Hold government accountable through feedback and advocacy
3. Participate in monitoring and planning processes
4. Report on corruption and service delivery failures



10. MONITORING AND EVALUATION FRAMEWORK



Accountability requires sustained monitoring, not one-time assessment. This section describes the monitoring infrastructure Naymote has established for tracking AAID implementation through 2029.

10.1 Naymote's Tracking Dashboard

The comprehensive AAID Tracking Dashboard (accessible online) features:

1. Real-time status of all 378 interventions with color-coded indicators (Green: Completed, Blue: Ongoing, Purple: Not Started, Red: Not Rated)
2. Performance indicators by pillar with baseline, current status, and 2029 targets
3. County-disaggregated data identifying regional disparities
4. Interactive features with filters by pillar, program, sector, timeline, implementing MAC, county, status
5. Citizen feedback portal for reporting progress, problems, and recommendations
6. Document repository with downloadable reports, datasets, methodology documentation
7. Update logs showing when information was added/revised with explanations.

10.2 Performance Indicators by Pillar

Table 7: Comprehensive Performance Indicators

Pillar	Interventions	Completed	Ongoing	Not Started	Not Rated	Activation/ Progress Rating
Economic Transformation	80	2 (2.5%)	26 (32.5%)	2 (2.5%)	50 (62.5%)	35%
Infrastructure Development	47	0 (0%)	26 (55.3%)	18(38.3%)	3 (6.4%)	55.3%
Rule of Law	35	1 (2.9%)	16 (45.7%)	7 (20%)	11 (31.4%)	48.6%
Governance & Anti-Corruption	58	0 (0%)	33 (56.9%)	12 (20.7%)	13 (22.4%)	56.9%
Environmental Sustainability	30	0 (0%)	17 (56.7%)	5 (16.7%)	8 (26.7%)	56.7%
Human Capital Development	128	0 (0%)	47 (36.7%)	32 (25%)	49 (38.3%)	36.7%
Overall	378	3 (0.8%)	165 (43.7%)	76 (20.1%)	134 (35.4%)	44.5%

10.3 Citizen-Feedback Integration

Naymote integrates citizen voices across its work by combining county-level service center assessments with nationwide community consultations, real-time online and townhall meetings, focused discussions with service users, and satisfaction surveys that capture lived service delivery experiences. These insights are geographically tagged to specific locations and interventions and aligned with SDG 16.6.2, ensuring evidence-driven accountability rooted in the perspectives of ordinary Liberians.

CONCLUSION

10.4 Summary of Key Findings

The inaugural President Meter Report on the AAID's implementation reveals the agenda being in its earliest stages of activation. After twelve months of implementation, only 0.8% of interventions have been completed, 43.7% are ongoing, 20.1% have not started, and 35.4% remain not rated due to inconsistent reporting and poor information sharing across government institutions. Progress differs markedly across pillars. Governance and Anti-Corruption, Environmental Sustainability, and Infrastructure Development demonstrate comparatively stronger activation rates, while Economic Transformation and Human Capital Development continue to face significant information gaps and slow implementation. Service delivery remains heavily centralized, with 60.7% of county-level services unavailable and 85.7% requiring citizens to travel to Monrovia for processing, increasing both financial and accessibility burdens (Naymote, 2025).

Despite these challenges, this year demonstrates that meaningful progress is achievable, if recommendations are highly taken. Institutional establishments such as the Office of the Ombudsman and the War and Economic Crimes Court Secretariat, digital reforms including biometric ID enrollment expansion and e-procurement pilots, judicial modernization efforts, and selected social program advancements, amongst others confirm that results are attainable when political will, resources, and technical capacity align. Overall, 2025 represents a

foundation-building year for AAID. The findings highlight both opportunities for transformational progress and risks of stagnation if coordination, data management systems, and implementation discipline are not significantly strengthened.

10.5 Path Forward

AAID can still succeed, but only through decisive and systemic shifts that directly address the coordination gaps, resource constraints, and implementation weaknesses documented throughout this report. First, the government must establish an empowered central coordination mechanism, ideally a high-level AAID Secretariat operating under the Executive Office with the authority to convene, direct, and hold MACS accountable for timely, accurate, and results-oriented implementation. Second, high-impact interventions must be accelerated including biometric ID expansion, e-procurement rollout, priority road corridors, school feeding expansion, and healthcare service delivery since these generate visible benefits and unlock progress across multiple pillars.

Third, Liberia must implement genuine decentralization, granting counties real fiscal and administrative authority through the operationalization of Revenue Sharing Regulations, delegated approval systems, and strengthened county capacity. Fourth, closing Liberia's implementation gap requires adequate and predictable financing, achieved through expanded domestic revenue mobilization, stronger development partner alignment, viable public-private partnerships, and significant improvements in budget execution.

Fifth, transparency and accountability must be institutionalized, including quarterly public reporting, a unified AAID tracking dashboard, systematic citizen feedback integration, and consequences for persistent non-performance. Sixth, the government must build implementation capacity across MACS, including workforce strengthening, training, systems development, and performance management reforms aligned with AAID requirements.

Finally, the AAID's success depends on the transformation of human capital investment, acknowledging that Liberia's people are its greatest asset. This requires meeting the target of allocating 15% of the national budget to health, scaling proven social programs, coordinating education-health-youth interventions, and ensuring equitable service delivery across counties. Without these structural shifts, the AAID risks falling into the pattern of previous plans that promised much but delivered little.

Without these shifts, the AAID risks joining previous development plans as unfulfilled promises rather than catalysts for transformation. The choice is clear: incremental adjustments will not suffice transformative action is required.

10.6 Naymote's Continued Commitment

Naymote Partners for Democratic Development reaffirms its commitment to impartial, evidence-based monitoring of AAID implementation through 2025–2029. The institution will continue tracking all 378 interventions using a standardized methodology, triangulated data sources, and independent verification procedures (Naymote, 2025). It will publish quarterly updates and annual performance reports to inform national dialogue, support transparency, and enhance citizen-government engagement.

Naymote will also strengthen county-level data systems, expand stakeholder consultations, and provide analysis that supports improved planning, implementation, and accountability. While

maintaining constructive engagement, Naymote will continue exercising its independent watchdog role, as robust accountability remains essential for democratic governance and effective service delivery.

10.7 Call to Action

To Government: Deliver on AAID commitments with urgency, transparency, and measurable results. Empower counties with real authority and resources. Prioritize human capital as the foundation of Liberia's long-term development. Break with the cycle of plans that promise much but deliver little.

To Citizens: Democracy demands participation. Stay informed, monitor local AAID commitments, provide feedback, and hold leaders accountable through available civic channels.

To Development Partners: Align financing and technical support with AAID priorities, strengthen national coordination capacity, including the proposed AAID Secretariat and uphold accountability and harmonization principles.

To Civil Society: Continue independent monitoring grounded in county realities. Amplify citizen voices, expand county-level monitoring networks, and collaborate across sectors to improve service delivery outcomes.

To the Private Sector: Engage actively in public-private dialogue, job creation, workforce training, and ethical business practices. Corruption and weak governance undermine investment and growth.

To the Legislature: Strengthen oversight, link budget allocations to measurable performance, enact enabling reforms, and ensure public resources are used effectively and transparently.

The AAID remains Liberia's roadmap to inclusive development and a pathway toward lower-middle-income status by 2030. Whether this vision becomes reality depends on decisions made now. With only 42 months remaining to implement 378 interventions, accelerated action is essential. The findings in this report highlight both what is possible and what is at risk. The recommendations provide direction; the responsibility lies with all stakeholders acting rightly.

Naymote will continue monitoring, reporting, and advocating throughout the AAID cycle, to ensure accountability strengthens democracy, drives development, and protects the future Liberians deserve.

Appendix E: Bibliography and Sources (Complete list of documents reviewed, websites monitored, reports analyzed)

African Union Commission. (2024). *Agenda 2063: Second Ten-Year Implementation Plan (2024–2033)*. AU Commission.

ECOWAS Commission. (2024). *ECOWAS Vision 2050: Building a peaceful and prosperous region*. ECOWAS.

Government of Liberia. (2024). *FY2025 National Budget*. Ministry of Finance and Development Planning. <https://www.mfdp.gov.lr>

Government of Liberia, Ministry of Finance and Development Planning. (2024). *Fiscal outturn report: FY2024–2025*. MFDP.

Government of Liberia, National Identification Registry. (2025). *Biometric enrollment and digital ID progress report*. NIR.

Government of Liberia, Office of the President. (2025). *ARREST Agenda for Inclusive Development (AAID) 2025–2029*. Executive Mansion.

Governance Commission. (2024). *Governance and anti-corruption assessment report*. GC Liberia.

Liberia Anti-Corruption Commission. (2024). *Annual investigation and enforcement report*. LACC.

Liberia Revenue Authority. (2024). *Domestic resource mobilization and tax modernization update*. LRA.

National Elections Commission. (2024). *Voter roll and civic engagement summary report*. NEC.

Naymote Partners for Democratic Development. (2025). *President Meter tracking methodology and monitoring framework*. Naymote.

Transparency International. (2024). *Corruption Perceptions Index 2024*. Transparency International. <https://www.transparency.org>

United Nations. (2023). *Sustainable Development Goals progress report*. United Nations.
United Nations Development Programme. (2023). *Handbook on democratic accountability and governance monitoring*. UNDP.

World Bank. (2024). *Liberia economic update: Restoring macroeconomic stability and service delivery*. World Bank Group.



Sweden
Sverige

PRESIDENT METER REPORT 2025

Tracking the ARREST Agenda for Inclusive Development (AAID) Tracking Promises, Driving Change

Naymote Partners for Democratic Development
Monrovia, Liberia
Contact: +231886510479
Eddie D. Jarwolo, Executive Director
eddie@naymote.com

Published: January 2026

**© 2026 Naymote Partners for Democratic Development.
All rights reserved.**

This report may be freely reproduced, distributed, and cited with proper attribution to Naymote Partners for Democratic Development.