



World Food Programme
Programme Alimentaire Mondial
Programa Mundial de Alimentos
برنامج الأغذية العالمي

Executive Board
Annual session
Rome, 22–26 June 2026

Distribution: General	Agenda item 8
Date: 16 April 2026	WFP/EB.A/2026/8-A/3/DRAFT
Original: English	Operational matters – Country strategic plans For decision

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Draft Liberia country strategic plan (2026–2030)

Duration	1 July 2026–31 December 2030
Total cost to WFP	USD 69,789,530
Framework on accountability for results score*	3.2

* The framework on accountability for results is a performance measurement approach that incorporates programme and financial tracking and delivers a results-based approach to people-centred programming.

Executive summary

Liberia faces significant human capital challenges, with food insecurity, malnutrition and limited access to quality education affecting a large share of its young people. Chronic poverty, climate-related shocks, volatility in food markets and uneven access to basic services continue to limit social and economic progress, despite sustained peace and relative political stability.

Heavy dependence on food imports leaves households highly exposed to regional and international price changes, with even moderate inflation sharply eroding purchasing power among already food-insecure populations. These pressures are compounded by weak infrastructure, limited market access and recurrent flooding, which constrain rural livelihoods and restrict economic opportunities. As a result, an estimated 21 percent of the population is chronically food insecure, with the highest prevalence in remote rural areas where households rely heavily on subsistence agriculture and have few alternative livelihood options.

Liberia has one of the highest stunting rates in sub-Saharan Africa, with 26 percent of children under 5 affected and significant disparities between rural and urban areas. School attendance is lowest in areas facing the greatest food and nutrition challenges, while widespread micronutrient deficiencies and poor dietary diversity further undermine children's growth and cognitive development. These converging challenges underscore the need for integrated programming that strengthens food security and nutrition and builds resilience in communities and food systems.

The Government's ARREST Agenda for Inclusive Development and the United Nations sustainable development cooperation framework for 2026–2030 call for greater investment in human capital,

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poverty reduction and improved food security and nutrition. This country strategic plan for 2026–2030 addresses these priorities by building government capacity and support for a phased transition to nationally led systems for school meals, disaster risk management and health supply chains.

In line with WFP's strategic plan for 2026–2029 and corporate results framework, implementation of the country strategic plan will seek to produce the following two integrated outcomes:

- *Outcome 1: Crisis-affected populations are able to meet their food and nutrition needs before, during and after shocks.* Complementing national response efforts, WFP will deliver assistance to people affected by shocks to meet their basic food and nutrition needs in times of crisis while also working to strengthen national and local readiness capacity.
- *Outcome 2: Government systems are enabled to deliver sustainable, nutrition-sensitive safety nets that enhance human capital and advance inclusive local food systems by 2030.* WFP will support a nationally led, nutrition-sensitive school meal programme as a core component of Liberia's social protection system, providing predictable, safe and nutritious meals while working with the strengthening government capacity to plan, manage and gradually finance the delivery of the programme. In parallel, WFP will work to strengthen health supply chains to enable the consistent delivery of nutrition and essential health commodities, including to hard-to-reach areas.

This country strategic plan presents a pragmatic but ambitious pathway. It seeks to protect vulnerable populations from shocks and improve nutrition and learning for the next generation, thereby building a foundation for human capital development and strengthening national systems that can sustain impact beyond the duration of the plan. The plan prioritizes partnerships, data-driven decision-making and a progressive transition to government ownership, with the aim of supporting Liberia's long-term stability, human development and economic growth.

Draft decision*

The Board approves the Liberia country strategic plan (2026–2030) (WFP/EB.A/2026/8-A/3) at a total cost to WFP of USD 69,789,530.

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

1. Country analysis and needs assessment

1. Despite progress in recent years, Liberia remains a low-income, food-deficit country facing persistent structural challenges and recurrent shocks. Two decades after the end of civil conflict, fragile institutions and limited fiscal space continue to slow efforts to reduce poverty and vulnerability. Liberia ranks 177th of 193 countries on the Human Development Index (0.510)¹ and 167th of 172 countries on the 2023 Gender Inequality Index (0.646),² underscoring persistent gaps in education, health and economic participation. With 41.5 percent of the population under the age of 18 and an annual population growth rate of 2.5 percent,³ the youth cohort is projected to expand by 28 percent by 2032, increasing pressure on already strained social services and on an economy with limited capacity to create jobs.
2. An estimated 52 percent of the population live in multidimensional poverty, with rates more than twice as high in rural areas as in urban centres.⁴ Poverty is most acute in the interior counties and is closely linked to food insecurity and limited livelihood opportunities, disproportionately affecting households headed by women and persons with disabilities.⁵ Chronic food insecurity affects roughly 21 percent of the population, placing Liberia 112th of 123 countries in the 2025 Global Hunger Index;⁶ rural counties have the highest prevalence.⁷
3. Although stunting has declined from a peak of 42 percent in 2008, it still affects 26.3 percent of children aged 6–59 months, including 10.3 percent who are severely stunted, with rates rising to 32.3 percent in rural areas.⁸ In rural communities, limited market access, seasonal food shortages and reliance on a narrow range of staple foods such as rice, cassava, plantains and palm oil contribute to low dietary diversity and micronutrient deficiencies. In urban and peri-urban areas, meanwhile, increased consumption of inexpensive, energy-dense processed foods contributes to the double burden of malnutrition.^{9, 10} Only 6.7 percent of girls and women aged 10–49 meet minimum dietary diversity, consuming foods from at least five of the eight recommended food groups.¹¹
4. The International Monetary Fund projects real growth in gross domestic product (GDP) of 4.6 percent in 2025, rising to 5.4 percent in 2026, driven by expanded mining activity and a recovery in the agricultural sector.¹² Inclusive development is constrained by fiscal pressures, however, including a narrow domestic revenue base, rising debt service costs and limited fiscal space for social sector investment.¹³ Inflation is easing but continues to weaken purchasing power and raise the cost of essential imports, including food. Structural barriers, including weak transport and energy infrastructure and slow private-sector

¹ United Nations Development Programme. 2023. [Human Development Index: Liberia](#).

² United Nations Development Programme. 2025. [Gender Inequality Index](#).

³ Liberia Institute of Statistics. 2023. [2022 Liberia Population and Housing Census: Final Results](#).

⁴ World Bank. 2023. [Liberia Poverty Assessment: Towards a More Inclusive Liberia](#).

⁵ Liberia Ministry of Agriculture and WFP. 2025. *Comprehensive food security and nutrition survey 2025* (not available online).

⁶ Concern Worldwide, Welthungerhilfe and the Institute for International Law of Peace and Armed Conflict. 2025. [Global Hunger Index: Liberia](#).

⁷ *Ibid.*

⁸ Liberia Ministry of Agriculture and WFP. 2025. *Comprehensive food security and nutrition survey 2025* (not available online).

⁹ *Ibid.*

¹⁰ The double burden of malnutrition is defined by the World Health Organization as the “the co-existence of undernutrition along with overweight and obesity”. World Health Organization. [Malnutrition in All its Forms](#).

¹¹ Liberia Ministry of Agriculture and WFP. 2025. *Comprehensive food security and nutrition survey 2025* (not available online).

¹² International Monetary Fund. 2025. [IMF Country Report No. 25/290: Liberia](#).

¹³ *Ibid.*

development, limit economic diversification and job creation for the rapidly growing youth population.¹⁴

5. Although more than 70 percent of Liberians depend on agriculture,¹⁵ the sector contributes only 36.9 percent of GDP. Productivity remains low due to limited access to improved inputs, weak extension services and high post-harvest losses – estimated at 30–40 percent for perishable food.¹⁶ Women, who make up an estimated 75 percent of the total agricultural workforce, continue to face significant barriers to owning land and accessing credit and inputs.¹⁷ For smallholder farmers, poor feeder roads, minimal aggregation and processing capacity, limited access to financing and weak links to buyers remain key barriers to commercialization.¹⁸ Domestic production consistently falls short of demand, leaving Liberia heavily dependent on imported staples¹⁹ and vulnerable to global price volatility and shifts in trade conditions.
6. The education system continues to face major constraints in access, quality and equity, holding back human capital development, particularly for children in rural and other underserved communities. In 2023, the primary net enrolment rate was 46 percent,²⁰ and nearly 30 percent of children aged 6–15 were out of school. Rural areas face the greatest disadvantages: nearly 40 percent of rural young people have no schooling, and rural girls face out-of-school rates of up to 75 percent and some of the lowest literacy levels in the country.²¹ Poverty, food insecurity and limited access to basic services contribute to absenteeism and dropout across counties. This education crisis poses a significant risk to long-term development, and without urgent structural investment, Liberia risks a generational loss of human capital.
7. Liberia is highly exposed to climate and environmental shocks, including recurring floods, coastal erosion and irregular rainfall patterns, ranking 166th of 187 countries on the Notre Dame Global Adaptation Initiative climate vulnerability index.²² Low-lying urban areas face especially high flood risk due to the density of settlements, inadequate drainage and limited planning, resulting in recurrent displacement and humanitarian needs.
8. Power dynamics influence economic participation and household well-being, with women and girls facing uneven access to land, financing, education and decision-making spaces. Women are central to agriculture and household food security but perform a disproportionate share of unpaid domestic labour. Adolescent girls face elevated risks of early marriage and school dropout, shaping their long-term health and education outcomes.²³

¹⁴ World Bank Group. 2025. *Liberia Country Economic Memorandum – Escaping the Natural Resource Trap: Pathways to Sustainable Growth and Economic Diversification in Liberia*.

¹⁵ World Bank. 2022. *Improving Agricultural Service Delivery in Liberia*.

¹⁶ Food and Agriculture Organization of the United Nations, European Union and Centre for International Research for Agricultural Development. 2024. *Food systems profile – Liberia: Catalysing the sustainable and inclusive transformation of food systems*.

¹⁷ *Ibid.*

¹⁸ *Ibid.*

¹⁹ World Bank. 2022. *Improving Agricultural Service Delivery in Liberia*.

²⁰ Data on 2021/22 from the [Liberia Education Management Information System](#).

²¹ United Nations. 2025. *Liberia Common Country Analysis 2023–2024*.

²² Notre Dame Global Adaptation Initiative. 2023. [ND-GAIN Country Index, Vulnerability and Readiness](#).

²³ United Nations. 2024. *Liberia Common Country Analysis 2023–2024*.

2. National priorities and collective assistance

9. The Liberia country strategic plan (CSP) for 2026–2030 is grounded in Liberia’s national development priorities and was informed by the United Nations sustainable development cooperation framework for 2026–2030 (UNSDCF), as well as by extensive consultations with national and subnational authorities, development partners, United Nations entities, international financial institutions, non-governmental organizations, and community and private-sector actors. Liberia’s development vision focuses on people living in poverty and seeks to foster inclusive growth in order to rebuild state capacity, expand economic opportunity and improve social outcomes, as articulated in the country’s ARREST Agenda for Inclusive Development.²⁴
10. Agriculture remains central to Liberia’s development agenda, yet persistent underinvestment, at around 1 percent of the national budget, continues to limit the sector’s performance,²⁵ which falls well short of the 10 percent to which the Government committed in signing the Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods.²⁶ To address this gap, government strategies emphasize value chain development, agricultural diversification and stronger market links.²⁷ Development banks and bilateral partners, including the World Bank, the International Fund for Agricultural Development (IFAD), the African Development Bank and the European Union, support these priorities through investments in climate-smart agriculture, agribusiness and rural infrastructure, closely complementing WFP’s role in expanding home-grown school feeding and facilitating safe and predictable market links for smallholders farmers.
11. The Government’s commitment to improving nutrition is articulated in the country’s multisectoral nutrition costed strategic plan for 2024–2028,²⁸ implementation of which is coordinated by the Office of the Vice-President under the Scaling Up Nutrition movement and supported by United Nations entities including WFP, the United Nations Children’s Fund (UNICEF), the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP), the World Health Organization (WHO) and the United Nations Population Fund. The plan recognizes that reducing stunting requires integrated action across the nutrition, health, education, agriculture, social protection and water, sanitation and hygiene sectors. Priorities include improving access to diverse diets, strengthening service delivery, promoting appropriate infant and young child feeding practices and expanding school-based nutrition and social and behaviour change communication interventions.
12. School meals have a long history in Liberia and now sit firmly within the Government’s human capital agenda. Until 2024, school meals were delivered entirely through external partners, reaching more than 261,000 children in 1,380 schools across 13 counties, or 42 percent of all children enrolled in public pre-school and primary schools, with an increasing share implemented through home-grown approaches. In a context of declining external financing in 2025, the Government signalled a clear shift towards national ownership, positioning school meals as a strategic investment in education, nutrition and social protection and as a platform for strengthening local food systems. A USD 1 million

²⁴ Government of the Republic of Liberia. 2025. *Towards Liberia Vision 2030 ARREST Agenda for Inclusive Development 2025–2029*.

²⁵ World Bank. 2022. *Improving Agricultural Service Delivery in Liberia*.

²⁶ African Union. 2014. *Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods*.

²⁷ Liberia Ministry of Agriculture. 2023. *Liberians Feed Yourselves Agenda: National Agriculture Development Plan 2024–2030*.

²⁸ Liberia Ministry of Health. 2023. *Liberia Multi-Sectoral Nutrition Costed Strategic Plan (LMNCSP) 2024–2028*.

allocation in the 2025 national budget marks the start of the transition, with further increases planned from 2026.

13. This policy shift is reinforced through Liberia's membership in the Global School Meals Coalition and is reflected in national policy frameworks, including the ARREST Agenda for Inclusive Development and the education sector plan for 2022–2027,²⁹ and the establishment of an autonomous national food assistance agency in July 2025.³⁰ These instruments prioritize the expansion of home-grown school feeding, the strengthening of school-based health and nutrition services and the establishment of a nationally led programme with dedicated domestic financing. In parallel, complementary initiatives supported by United Nations partners, such as the 2025 national Back-to-School campaign, aim to increase enrolment, attendance and retention among the most disadvantaged children by addressing the financial and social barriers faced by vulnerable households, with the objective of returning 250,000 out-of-school children to the classroom by 2027.³¹
14. Despite strong policy commitments and active partner engagement, systemic challenges continue to limit the scale and inclusiveness of efforts to improve nutrition. Resource constraints within ministries, fragmented implementation, limited capacity for multisectoral coordination, gaps in shock-responsive social protection and weaknesses in food safety, market infrastructure and quality control systems constrain programme effectiveness. While sector coordination mechanisms exist at the national level,³² capacity and coordination gaps constrain effective planning and implementation at the county level. These challenges underscore the need for sustained capacity strengthening, improved coordination and targeted operational support.
15. In this context, the CSP is positioned to complement government and partner efforts by filling critical capacity gaps and reinforcing national ownership across school meals, disaster risk management and health supply chain functions. The CSP is aligned with national strategies and the UNSDCF, focusing support where systems require reinforcement while leveraging WFP's operational footprint to strengthen coherence across sectors.

3. WFP's comparative advantage, capacity and ability in Liberia

16. WFP's comparative advantage in Liberia is rooted in its operational reach, partnerships with the Government and communities, and technical strengths in food security analysis, market monitoring, local procurement and supply chain management. The evaluation of the CSP for Liberia for 2019–2026³³ confirms that these capabilities were critical in maintaining essential services and adapting programmes during the period evaluated in a context characterized by weak infrastructure, recurrent shocks and resource constraints.
17. Recent programme implementation provides clear evidence of WFP's ability to deliver essential services at scale while helping to build sustainable national systems. During the coronavirus disease 2019 pandemic and subsequent economic and flood-related shocks, WFP reached more than two million food insecure people through cash-based assistance that was market-responsive, dignified and supportive of local economies. Through home-grown school feeding, WFP reached more than 90,000 children in the most

²⁹ Liberia Ministry of Education. 2022. *Education Sector Plan 2022/23–2026/27*.

³⁰ Liberia Broadcasting System. 2025. [Press release: Gov. of Liberia, FAO, to Design Five-Year Strategic Plan for Nat'l Food Assistance Agency](#).

³¹ Liberia Ministry of Education. 2025. [Ministry of Education Relaunches "Back to My Classroom" Campaign to Advance Inclusive Learning Across Liberia](#).

³² National coordination forums include the food security and nutrition technical working group, the education and health sector working groups, the nutrition technical coordinating committee and the disaster-management group.

³³ "Summary report on the evaluation of the country strategic plan for Liberia (2019–2026)" (WFP/EB.A/2026/7-H/1) (forthcoming).

underserved areas while progressively shifting towards market-based procurement models that strengthened links with local producers and cooperatives and increased the share of locally sourced food for the school meal programme. Since 2023, WFP has also managed Liberia's Central Medical Store and the nationwide distribution of essential health and nutrition commodities, ensuring reliable last-mile delivery while strengthening national systems and capacity for progressively greater government ownership.

18. The evaluation of the CSP for 2019–2026 concluded that WFP's impact would be further strengthened by more firmly anchoring its support in national systems. To that end, WFP will accelerate the shift from directly implementing interventions to enabling nationally led programmes; articulate clearer pathways to government ownership; sequence assistance in line with subnational capacity and vulnerability; and strengthen portfolio integration to improve efficiency, coherence and impact.
19. WFP's comparative advantage is further reinforced by its use of digital tools and adaptable delivery systems, including SCOPE, School Connect and School Meal Planner PLUS. WFP's beneficiary information tools strengthen verification and targeting accuracy, while routine food security and market monitoring inform operational adjustments. Digital inventory and tracking tools introduced at the Central Medical Store strengthen accountability and planning. Together with WFP's nationwide logistical reach, these tools enable responsive delivery while supporting more resilient national systems.
20. Building on these foundations, the new CSP sets out a focused programmatic offer that prioritizes integration, sequencing and capacity strengthening across school meal activities, disaster risk management and health supply chains. Assistance will be tailored to vulnerability, government capacity and operational feasibility, with a clear shift from direct delivery to strengthening government delivery systems for selected programmes within the broader social protection system.

4. Strategic positioning, programme priorities and partnerships

Country strategic plan direction and intended impacts

21. Given the chronic and widespread nature of food insecurity and undernutrition in Liberia, WFP's priority under the CSP for 2026–2030 is to support government-led solutions that can reach vulnerable populations at scale and sustainably over time. The CSP will focus on strengthening nationally anchored safety net programmes, with particular focus on school meals that improve access to nutritious food for children and adolescents. Across the portfolio, WFP will use a food-systems approach to expand local procurement, link schools to reliable local value chain actors and more systematically integrate nutrition considerations and social and behaviour change communication interventions in order to promote improved dietary practices and healthy behaviours.
22. In line with its localization commitments,³⁴ WFP will support the development of a national school meal programme as a scalable delivery platform designed to adapt to diverse operational contexts, ranging from hard-to-reach rural areas to peri-urban and urban settings, while ensuring equitable access and consistent adherence to nationally defined minimum standards for food quality, safety and nutrition. WFP will also work with community-based organizations and local private sector actors to build their capacity to independently engage in the school meal delivery chain and expand their participation in the local food economy. Through strengthened systems, tools and institutional arrangements, including support for county administrations and the National Food Assistance Agency, the CSP will support a phased handover of existing activities to government institutions and local authorities.

³⁴ "[Localization policy](#)" (WFP/EB.A/2025/5-A).

23. Cost efficiency will be a central consideration in programme design and delivery. WFP will apply evidence-based sourcing decisions to maximize coverage and meal quality within available resources, drawing on market analysis, supply chain expertise and experience in local procurement. This will include assessing the most cost-effective mix of locally sourced and externally produced foods, balancing value for money with opportunities for smallholder farmers and local food businesses to participate. As national systems are strengthened, this approach will help reduce costs, improve the predictability of supply and support the gradual integration of school meals into local markets while aligning with complementary investments by the Government and partners such as IFAD, FAO, development banks and bilateral donors.
24. To underpin these shifts, WFP will use data and analysis to inform programme design and operational decisions. Analysis of needs, vulnerabilities, markets and delivery contexts will guide targeting, prioritization and the selection of assistance modalities, enabling WFP to optimize efficiency, improve effectiveness and support evidence-driven national systems.

Programme integration

25. School meals provide the central platform through which WFP will integrate food security, nutrition, education and local economic development. Through the national school meal programme, WFP will support the delivery of regular, safe and nutritious meals that improve enrolment, attendance and retention. School-based value chains will link schools with local farmers, cooperatives and small businesses, promoting the use of locally produced, nutritious foods, including fresh vegetables, and generating reliable income opportunities for rural communities. Schools will also serve as entry points for wider community engagement.
26. Nutrition will be integrated as a cross-cutting strategic driver, shaping programme design and coherence across emergency responses, school meals and food system interventions. By focusing on nutrition, the CSP will align short-term food security objectives with long-term improvements in dietary quality and utilization, strengthening the contribution of national systems and markets to sustainable nutrition outcomes.
27. Across all activities, and in line with WFP's strategic plan for 2026–2029, interventions will be designed to reach women, children, persons with disabilities and other marginalized groups in a protection sensitive manner. School meals and value chain interventions will intentionally create opportunities for women to participate, including through food preparation, aggregation and small-scale supply arrangements, with a focus on women-led cooperatives and farmer groups. These approaches will strengthen skills, improve access to markets and enhance livelihoods, while implementation across all activities will be informed by integrated context analysis and risk assessments to ensure that access to assistance is safe and equitable.

Strategic engagement with partners

28. Through capacity strengthening, WFP will work to enhance strategic and operational coordination with key partners, including government institutions, community-based organizations, youth groups, academia, the private sector, other United Nations entities, international financial institutions and bilateral donors. Engagement with partners, including local and international non-governmental organizations, at the national and subnational levels will be critical to strengthening delivery capacity, clarifying roles and supporting the gradual establishment of a national school meal programme.
29. WFP's engagement is closely aligned with the UNSDCF, which prioritizes human capital development through education, nutrition and the government-led school health and nutrition programme alongside strengthened social protection systems and economic development. The UNSDCF's cross-cutting focus on disaster risk management and resilience

reinforces WFP's role in supporting shock-responsive national systems and emergency preparedness and response capacity.

30. Working under the leadership of the Office of the Vice-President through the Scaling Up Nutrition movement, WFP will engage in structured and complementary partnerships with WHO, UNICEF, FAO, UNDP and relevant line ministries to advance a coherent national nutrition agenda. Through this collaboration, WFP will leverage school meals and safety net platforms as system entry points for improved nutrition outcomes while aligning with partners' mandates to strengthen service delivery, policy coherence and institutional capacity.
31. WFP will transition from direct support for smallholder production capacity towards a market focused model that reinforces national value chains and complements large-scale investments by IFAD, FAO, the World Bank, the African Development Bank and bilateral donors. By prioritizing predictable institutional demand, aggregation and structured procurement, WFP will help to create stable market opportunities for cooperatives and agribusinesses while creating conditions conducive to private sector participation. Consistent with strengthened Rome-based agency collaboration, FAO and IFAD will lead on farmers' productive capacity and climate-resilient livelihoods, while WFP will focus on its comparative advantage in shaping institutional demand, market integration and nutrition outcomes. Together, this complementary approach will support rural transformation and more resilient national food systems.
32. To improve food safety and quality, WFP will work with the United Nations Industrial Development Organization (UNIDO), FAO and WHO, alongside relevant line ministries and national standards bodies, to strengthen national food quality, safety and fortification systems. UNIDO will provide technical expertise on food processing, fortification and quality infrastructure; FAO will support food safety and regulatory coherence across the food system; and WHO will provide normative guidance on nutrition and public health standards. Leveraging its institutional demand, particularly through school meals and safety net platforms, WFP will align these contributions to increase compliance with national standards, strengthen market confidence and contribute to resilient, nutrition-sensitive national food systems.

Country strategic plan outcomes and activities

Country strategic plan outcome 1: Crisis-affected populations are able to meet their food and nutrition needs before, during and after shocks.

33. *Activity 1:* Under activity 1, WFP will prioritize the strengthening of national and subnational capacity for emergency preparedness and response, working closely with the National Disaster Management Agency, food assistance coordination bodies and relevant line ministries. Support will focus on building practical systems, tools and institutional capabilities for early warning, emergency logistics, rapid needs assessments and coordinated response planning at the national and county levels. Preparedness measures will include anticipatory action protocols (e.g. pre-positioned assistance based on triggers related to flooding) to protect livelihoods and reduce food security impacts before peak lean-season losses occur.
34. Where shocks exceed national response capacity, WFP will provide time-bound, life-saving assistance to affected people, complementing government-led efforts. This will include up to three months of assistance provided through unconditional cash-based transfers to address food and nutrition needs in the hardest-hit areas, enabling vulnerable households to meet basic food needs through local markets while supporting early recovery. The assistance will include preventive supplementation for children under 2 and pregnant and breastfeeding women and girls, with the cash top-up value informed by the availability and market prices of the recommended nutritious foods. Delivery will leverage

WFP's operational footprint, digital systems and established coordination arrangements with government authorities. Where feasible, WFP will use or reinforce government delivery systems, align transfer values with parameters set through a government-led process, and, subject to data protection standards, leverage national social registries for targeting to enable horizontal or vertical expansion of safety nets during shocks.

35. At the same time, WFP will continue its programme in border areas with Sierra Leone, which is supported by the United Nations Peacebuilding Fund and addresses food insecurity among conflict-affected and at-risk communities while contributing to stability in sensitive border zones. Working with local authorities, community structures and peacebuilding partners, including the International Organization for Migration and UNDP, WFP will provide targeted food assistance alongside measures that strengthen local capacity for conflict-sensitive planning, early warning and community-level dialogue in order to reinforce social cohesion, support local market functioning and promote peaceful cross-border coexistence.
36. Across activity 1, WFP will prioritize the use of cash-based transfers, shifting to digital delivery modalities where market conditions permit, in order to improve efficiency, transparency and local economic impact. A people-centred approach will guide implementation, prioritizing safety, dignity and equitable access, while nutrition-sensitive and conflict-sensitive approaches will be mainstreamed throughout, informed by continuous monitoring, risk analysis and close engagement with national counterparts.
37. Implementation will take place in a context where duty-of-care risks remain salient, particularly with regard to staff safety and mobility, accommodation conditions and health and psychosocial exposure during flood responses and surge deployments, necessitating sustained attention to risk mitigation measures.

Alignment with national priorities

38. CSP outcome 1 is aligned with WFP's strategic outcome 1, on effective emergency preparedness and response, with UNSDCF strategic priority 3, on economic development and sustainability, and with pillar 1 of the national development plan, on economic transformation.

Country strategic plan outcome 2: Government systems are enabled to deliver sustainable, nutrition-sensitive safety nets that enhance human capital and advance inclusive local food systems by 2030.

39. Under CSP outcome 2, WFP will prioritize the strengthening of government institutions and systems, scaling and consolidating the models and frameworks piloted under the CSP for 2019–2026.
40. Under activity 2, WFP will support the Government in establishing a sustainable, nationally led school meal programme grounded in the forthcoming school feeding policy and guided by a Systems Approach for Better Education Results assessment conducted in 2025. In line with government priorities and a direct request from the Ministry of Education, WFP will help to operationalize the policy by working to strengthen the regulatory, coordination, operational and financing arrangements required for national ownership. This will include the establishment of a national procurement system that links schools with local value chain actors, the expansion of the national evidence base and digital information systems, and targeted training for ministries, county administrations and school-level practitioners.
41. Building on the existing home-grown school feeding model, WFP will gradually expand access to safe and nutritious meals as a predictable safety net, prioritizing counties with chronic food insecurity and the highest levels of poverty and systematically tracking increases in government cost share over time to ensure sustainability; by 2030, up to 135,000 schoolchildren in more than 500 schools across eight counties will be reached. As the Ministry of Education's lead technical partner, WFP will support this scale-up while

refining the delivery model to improve efficiency, food quality and nutrition outcomes. To promote retention, WFP will provide targeted and seasonal take-home rations in areas with high food insecurity and low attendance rates.

42. In the initial phase of the CSP, WFP will continue direct implementation of home-grown school feeding in priority counties while national systems are being developed and consolidated. Capacity development will focus on school management committees, county education and agriculture offices, district authorities and the National Food Assistance Agency to enable them to assume procurement, delivery, monitoring and reporting responsibilities. Updated operational procedures and digital tools — such as School Connect for enrolment, attendance and supply chain tracking — will be rolled out to improve accountability and transparency. As capacity is strengthened, a phased transition will progressively shift operational roles to government ministries, county administrations and communities, embedding school meals within national frameworks, budget processes and long-term service delivery systems.
43. To improve dietary diversity and strengthen the school health platform, WFP will work with the Government, UNICEF, the other Rome-based agencies and local authorities to enhance the nutritional adequacy of school meals. Drawing on evidence obtained through corporate monitoring and analytical tools such as MPlus, ENHANCE and Fill the Nutrient Gap, locally adapted, diverse and environmentally friendly menus will be introduced, complemented by fortified staple foods where feasible.³⁵ These improvements will be supported by social and behaviour change communication and skill building activities for parents' associations, cooks, teachers and students, complemented by community outreach to caregivers and local leaders, alongside investments in clean cooking and access to safe water and sanitation in collaboration with UNICEF. Nutrition education, school gardens and the introduction of clean, fuel-efficient cookstoves ("ecostoves") will reinforce healthy behaviours, reduce environmental impacts and contribute to more resilient school-based food systems.
44. WFP will simultaneously work to ensure a predictable and safe supply of nutritious foods for schools while supporting rural livelihoods. Working closely with the ministries responsible for agriculture and education, Liberia's cooperative development agency, FAO and local authorities, WFP will work to enhance structured links between schools and smallholder farmers, cooperatives, small and medium-sized enterprises and traders. Predictable contracting will encourage production planning, reduce transaction costs and improve affordability by lowering unit costs along the supply chain while stimulating rural markets.
45. Under activity 3, WFP will seek to ensure the uninterrupted delivery of essential health and nutrition commodities nationwide by managing the Central Medical Store and leading all cycles of distribution to public health facilities, including those in hard-to-reach areas. Building on its established logistics network, fleet capacity, warehousing systems and partnerships with the Ministry of Health and key technical agencies, WFP will maintain a regular four-cycle distribution model that covers all 15 counties. This will include end-to-end responsibility for storage, dispatch planning, transport, last-mile delivery and inventory control, with the application of strict accountability measures to safeguard stocks, reduce losses and ensure the continuity of life-saving supplies.
46. To modernize health supply chain operations and support long-term system strengthening, WFP will introduce and scale up digital logistics solutions, including electronic logistics management and inventory tracking platforms, real-time monitoring tools and digitized facility level reporting to improve accuracy, transparency and planning efficiency. As part of a structured transition, WFP will work closely with the Ministry of Health, county health

³⁵ Ministry of Agriculture & Ministry of Commerce and Industry, [Liberia National Cassava Sector Strategy](#).

teams and national institutions to progressively transfer operational responsibilities, building capacity in warehouse management, fleet operations, information systems and supervision. This phased approach will ensure that government entities are equipped to manage a resilient, efficient and accountable national health supply chain system over time.

Alignment with national priorities

47. CSP outcome 2 is aligned with WFP's strategic outcome 3, to enable government and partner programmes, with UNSDCF strategic priority 1, on human capital development, and with pillar 6 of the national development plan, on human capital development.

5. Prioritization and sustainability

Prioritization approach³⁶

48. In the context of constrained humanitarian and development financing, the CSP adopts a disciplined prioritization strategy in order to maximize system-level impact and support credible pathways to national ownership. The core criterion for prioritization is sustained government commitment, particularly where domestic financing is secured or planned. WFP's engagement is anchored in nationally led systems, ensuring that interventions are aligned with government priorities and benefit from multi-year partner support. Rather than rely on fragmented, short-term projects, the CSP leverages bilateral partnerships selectively to support the design, consolidation and scale-up of priority programmes.
49. The CSP's five-year resource envelope assumes sustained government financial commitment to establish a national school meal programme, as well as prospects for continued engagement and interest from development partners supporting local food system investments. Resources required to sustain the health supply chain have been incorporated into the national budget, following advice from the International Monetary Fund.³⁷
50. Geographic and programmatic prioritization are driven by severity of need, strategic relevance and capacity to absorb and effectively utilize resources. School meal support is concentrated in regions where food insecurity, nutrition risk and education vulnerabilities overlap and where interventions will have the greatest impact on human capital outcomes. Should funding shortfalls arise, resources will be further concentrated on the most vulnerable districts, safeguarding essential outcomes and the continued ability to respond to evolving government capacity and policy direction.
51. To support diversified resource mobilization and long-term sustainability, WFP has developed a partnership and resourcing strategy that provides for structured engagement with government ministries, bilateral and multilateral donors, trust funds and private sector actors. The strategy prioritizes partnerships that reinforce nationally led systems, enable joint programming under the UNSDCF and support the scale-up of school meals and food system interventions. WFP will continue to explore private sector and foundation partnerships, particularly those relating to local food value chains, logistics and food fortification, in order to support innovation and the gradual development of a more diversified and sustainable funding base for national programmes.

Sustainability and transition strategies

52. Central to the CSP is support for a phased transition from WFP-led implementation towards a nationally owned, financed and managed system; such support will be informed by and aligned with the Government's commitment to establishing a national school meal

³⁶ The detailed prioritization plan for this CSP is available through WFP's [CSP data portal](#).

³⁷ International Monetary Fund. 2025. *IMF Country Report No. 25/290 – Liberia*.

programme and WFP's corporate shift towards an enabling role that seeks to embed food security and nutrition outcomes within national systems.

53. WFP will implement dedicated transition strategies for activities 2 and 3, guided by a sequenced capacity-building agenda that focuses on policy and regulatory frameworks, planning and budgeting, supply chain management, monitoring systems and subnational delivery capacity. For activity 2, WFP will continue implementation throughout the CSP period, with a gradual reduction in direct implementation from year four onwards as financial and operational responsibilities are progressively assumed by the Government in line with the national school meal capacity-building strategy. For activity 3, WFP will complete implementation and handover to government counterparts by the end of 2028, following a structured transition plan aligned with national capacity development.
54. A credible financing pathway will underpin this transition, building on the Government's first dedicated budget allocation for school meals and its commitments under the School Meals Coalition to progressively expand domestic financing, with a national financing strategy to be developed in 2026 to support scale-up. WFP will pursue strategic partnerships with UNICEF, FAO, international financial institutions and other partners to support evidence-based advocacy for increased investment in nutrition and school meals as core human capital interventions.

ANNEX I

SUMMARY LINE OF SIGHT OF THE LIBERIA COUNTRY STRATEGIC PLAN FOR 2026–2030		
Goal	Ending hunger	Ending hunger
Focus area	Crisis response	Root causes
CSP outcome	CSP outcome 1: Crisis-affected populations are able to meet their food and nutrition needs before, during and after shocks.	CSP outcome 2: By 2030, government systems are able to deliver sustainable, nutrition sensitive safety nets that enhance human capital and advance inclusive local food systems by 2030.
Activity	Activity 1: Deliver life-saving food and nutrition assistance to crisis-affected populations and strengthen national and local systems to prepare for and respond to shocks.	Activity 2: Provide nutritious school meals to targeted children and strengthen government capacity to manage a national school meal programme that promotes market linkages and provides structural demand for locally produced foods.
		Activity 3: Deliver critical health commodities and implement capacity-building activities to enable a phased transition to government-led management.

ANNEX II

Monitoring, evaluation, evidence and risk management

Monitoring, evaluation and evidence generation arrangements

1. WFP will apply a multi-layered monitoring and evaluation approach that combines field-based monitoring and digital solutions to track outputs, processes and outcomes across all CSP activities. Independent third-party monitors will be used to complement WFP and government monitoring, extend geographic reach and enhance cost efficiency. Monitoring will comply with WFP corporate standards and minimum requirements, using WFP's country office tool for managing effectively (COMET) for programme design, implementation and performance management. For school meals, WFP will progressively expand the use of its School Connect digital platform to support real-time monitoring of enrolment, attendance, meal delivery and supply chain performance. Data will be disaggregated by sex, age and disability and complemented by qualitative analysis to inform adaptive programming and accountability.
2. As part of building a nationally led school meal programme, WFP will work with government systems to strengthen their monitoring and evaluation capacity, working closely with the Ministry of Education, county education offices and district-level structures. Joint monitoring arrangements will be established to support school assessments and the routine supervision of and reporting on school meal delivery, with county and district officers progressively assuming greater responsibility for data collection and validation. Monitoring findings will inform programme adjustments, budget planning and policy decisions and will be shared through dashboards, periodic reviews and joint field missions.
3. To support evidence-based engagement with local value chain actors, WFP will reinforce market monitoring and supplier performance tracking. This will include regular price, quality and availability monitoring to inform sourcing decisions, as well as annual capacity assessments for cooperatives, traders, processors and retailers participating in school meal and safety net programmes. These assessments will guide decisions on contracting levels, capacity-strengthening needs and the promotion of local sourcing while safeguarding food quality, safety and cost efficiency.
4. WFP will continue to invest in deeper analysis and evidence generation in collaboration with the Ministry of Agriculture and academia, including technical leadership and analytical support for comprehensive food security and nutrition assessments, contributions to national nutrition surveys and joint analyses of trends in food access, diets and market functionality. To support the scale-up of school meals, WFP will also conduct value-for-money and cost-benefit analyses with Ministry of Education and academia, providing evidence to inform programme design, financing strategies and advocacy for increased investment.
5. WFP will continue to operate an accessible community feedback mechanism, including toll-free hotlines and community-level feedback mechanisms, ensuring that beneficiaries and stakeholders can raise concerns, provide feedback and receive timely responses. As part of the transition process, WFP will support the integration of feedback protocols into government systems, with appropriate safeguards for data protection and accountability.
6. A mid-term review will be conducted in 2027 to assess CSP performance and inform possible course corrections. A decentralized evaluation will be commissioned in 2028 to assess transitioned activities, focusing on the school meal programme, while a centralized CSP evaluation will be conducted in 2030 to assess the overall effectiveness, sustainability and impact of WFP's support for nationally led systems.

Risk management and mitigation measures

7. WFP will mitigate diversion and fiduciary risks through digital tools for registration, verification, reconciliation and monitoring, including SCOPE, and community feedback mechanisms. Investments in School Connect, COMET, digital logistics systems and data-quality assurance will enhance traceability and improve interoperability with government systems in line with WFP corporate data protection and privacy standards. WFP will apply its global assurance framework and ensure compliance with minimum assurance measures across all operations.
8. To mitigate risks related to insufficient technical capacity for delivery and system strengthening, WFP will undertake a staffing review ahead of CSP implementation in July 2026. Dedicated technical capacity for school meals, supply chain management, market analysis, nutrition and monitoring has already been identified through diagnostic and capacity-building assessments conducted in 2025 to ensure that the country office is adequately resourced to deliver high-quality programmes while supporting a phased transition to government ownership.
9. Rising food price inflation and exposure to regional and global market volatility pose risks to the affordability and reliability of the school meal programme. To address these risks, WFP will strengthen market and price monitoring to inform timely evidence-based sourcing decisions, the management of cost pressures, the safeguarding of programme continuity and quality, and efforts to reduce exposure to supply disruptions while supporting market functioning and local value chains.
10. Persistent poverty, inflation and fuel shortages may spark protests and localized violence, particularly in urban centres, potentially disrupting programme implementation, constraining staff movement and affecting community acceptance. WFP will closely monitor socioeconomic and political developments through inter-agency coordination and sustained community engagement, apply conflict-sensitive approaches, and activate contingency measures to adjust operational modalities and field presence during periods of heightened tension.
11. Constraints in the banking and financial sector, including liquidity shortages, foreign exchange fluctuations and limitations in the capacity and reach of financial service providers, may affect WFP's ability to make timely payments to staff, partners and suppliers and to deliver assistance, which will be provided primarily through cash-based transfers. WFP will continue to strengthen risk mitigation measures and contingency arrangements, including alternative payment channels, to maintain service continuity and minimize programme disruption.
12. To address risks related to funding volatility, WFP will pursue a diversified resourcing approach combining domestic financing, multi-year donor support and strategic partnerships with other United Nations entities and international financial institutions. Evidence generation, cost-efficiency analyses and value-for-money assessments will support advocacy for increased and sustained investment in school meal, nutrition and food system interventions as core human capital priorities.
13. Risks involving duty of care such as those related to staff safety, well-being and operational continuity will be identified and mitigation measures introduced, with clear accountabilities in place and related costs reflected in the country portfolio needs budget.

Social and environmental safeguards

14. To prevent sexual exploitation and abuse, WFP will reinforce safeguards by maintaining trained focal points in its offices, strengthening reporting and referral mechanisms and using protection from sexual exploitation and abuse self-assessments for cooperating partners. Community engagement will include awareness-raising on rights, entitlements and reporting channels aimed at ensuring that programmes remain safe, inclusive and sensitive to protection-related risks.
15. To mitigate potential environmental and social risks associated with WFP's programme activities and support operations, the country office will apply the standards of WFP's environmental and social sustainability framework throughout the programme cycle.¹ All CSP activities will be screened for environmental and social risks, and proportionate mitigation measures will be identified and implemented as part of activity design and delivery. This will include integrating environmental and social requirements into logistics, warehousing and transport contracts, thus promoting low-emission and resource-efficient practices across procurement and delivery. Building on ongoing renewable energy and waste management initiatives, the country office will continue to work towards enhancing the sustainability of its own premises and infrastructure in line with corporate reduction targets. Programmatic measures will include the introduction of clean cooking solutions, such as ecostoves, in rehabilitated school kitchens in order to reduce environmental impact and improve safety and efficiency.

¹ WFP. 2021. [Environmental and Social Sustainability Framework](#).

ANNEX III**Country portfolio needs budget and cost breakdown by CSP outcome**

TABLE 1: COUNTRY PORTFOLIO NEEDS BUDGET (USD)							
CSP outcome	Activity	2026	2027	2028	2029	2030	Total
1	1	451 178	592 640	1 051 838	1 039 893	1 023 120	4 158 668
2	2	7 955 526	15 778 778	15 831 869	11 619 025	9 711 016	60 896 214
	3	1 162 284	2 368 497	1 203 866	–	–	4 734 647
Total		9 568 988	18 739 915	18 087 573	12 658 918	10 734 135	69 789 530

TABLE 2: INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (USD)			
	WFP strategic outcome 1	WFP strategic outcome 3	Total
	CSP outcome 1	CSP outcome 2	
Focus area	Crisis response	Root causes	
Transfers	2 930 193	48 236 386	51 166 579
Implementation	519 856	6 996 111	7 515 967
Direct support costs	454 804	6 681 693	7 136 497
Subtotal	3 904 853	61 914 191	65 819 044
Indirect support costs	253 815	3 716 670	3 970 486
Total	4 158 668	65 630 861	69 789 530

ANNEX IV

TABLE 3: BENEFICIARIES BY YEAR						
	2026	2027	2028	2029	2030	Total
Total beneficiaries (without overlaps)	123 272	150 664	184 976	118 250	98 295	448 498

ANNEX V

FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY						
	CSP outcome 1			CSP outcome 2		
	Activity 1			Activity 2		
Beneficiary type	Disaster affected	Conflict affected	Nutrition top-up	School meals	Take-home rations	School gardens
Modality	CBTs	CBTs	CBTs	CV	CBTs	CBTs
Cereals						
Pulses						
Oil						
Salt						
Sugar						
Super Cereal						
Super Cereal Plus						
Micronutrient powder						
Total kcal/day						
% kcal from protein						
Cash (USD/person/day)	0.3	0.3	0.33	0.3	0.1	0.8
Number of feeding days per year	92	30	92	195	180	36

Abbreviations: CBTs = cash-based transfers; CV = cash and vouchers.

ANNEX VI

Links to technical and related resources

More operational and budgetary information is available through the [CSP data portal](#).¹

Specific information will be provided for the full duration of the CSP and will be updated annually, including the following:

- a) the transfer modality for each CSP outcome and activity;
- b) an overview of beneficiaries, broken down by age group, sex and residence status, and data on beneficiaries disaggregated by beneficiary group, sex and transfer modality for each CSP outcome and activity;
- c) the distribution of food rations or transfers for each CSP outcome and activity;
- d) a breakdown of transfers by modality;
- e) quantitative information in US dollar value for each CSP outcome and activity and by tonnage where applicable; and
- f) a prioritization plan calibrating implementation plans to reflect the resource outlook.

¹ As mandated by the 2016 [policy on country strategic plans](#).

Acronyms

COMET	country office tool for managing effectively
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GDP	gross domestic product
IFAD	International Fund for Agricultural Development
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNSDCF	United Nations sustainable development cooperation framework
WHO	World Health Organization