



REPUBLIC OF LIBERIA
MINISTRY OF FINANCE AND DEVELOPMENT PLANNING

Budget Call Circular FY2024
January 1-December 31, 2024

**Guidelines on the Processes and Procedures for the
Preparation of the National Budget**

February, 2024



TO: ALL CENTRAL GOVERNMENT INSTITUTIONS

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MINISTRY OF FINANCE AND DEVELOPMENT PLANNING

DATE: February 10, 2024

SUBJECT: ISSUANCE OF FY2024 BUDGET CALL CIRCULAR

PURPOSE

1. This Call Circular is issued pursuant to Section 17 of the Amendment and Restatement of the Public Financial Management Act of 2009. It provides guidelines for the processes and procedures to be followed when preparing the FY2024 Draft National Budget. The guidelines apply to all Spending Entities, Autonomous and Semi-Autonomous Agencies, State-Owned Enterprises, the National Legislature, and the Judiciary.
2. The purpose of this Call Circular is to communicate guidelines and instructions, budget ceilings for both recurrent and capital expenditures, as well as critically compressed timelines for the resubmission of budgetary proposals for the ensuing fiscal year FY2024.
3. It contains the following key sections:
 - (a) Background
 - (b) Macroeconomic Outlook
 - (c) Medium-Term Fiscal Framework
 - (d) Recurrent Budget Ceilings
 - (e) Capital Budget Ceilings
 - (f) Counterpart Funding
 - (g) Budget Priorities
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 - (i) Budget Policy Notes
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 - (n) Budget Classification
 - (o) Public Grants and Subsidy Policy
 - (p) Fiscal Decentralization
 - (q) Fiscal Transparency and Accountability
 - (r) SOEs Budget Performance & Financial Proposals
 - (s) BPN Guidelines and Instructions and Checklist
 - (t) Budget Reforms and Fiscal Transparency Initiatives
 - (u) Roles of Budget Management Committees
 - (v) Revised Budget Calendar (Timetable)
 - (w) Annexures
 - (x) Contact list of resource persons at MFDP

BACKGROUND

FY2024 Draft National Budget marks the fourth Budget of the new fiscal year (January 1 – December 31), consistent with Section 65(1) of the Amendment and Restatement of the PFM Act of 2009.

Considering the timing of the resubmission and approval, all planning and budgeting processes under both phases (Strategic and Operational) of the budget cycles have been consolidated into a single phase. However, consultations will be held through the Cabinet and decisions therefrom will be communicated to all Spending Entities.

MACROECONOMIC OUTLOOK

Liberia's economy expanded to 4.8 percent in 2022 despite widespread global contractions from the war on Ukraine, high global inflation, and subdued demand in advanced economies. The expansion was largely driven by mining, agriculture, services, and manufacturing. When compared to growth estimates in 2021, growth declined modestly by 0.2 percentage points in 2022. Growth is expected to decline to 4.6 percent in 2023, reflecting increased global uncertainties and commodity price shock, before reaching an average of 6.0 percent over the medium term (2024-26) as the country benefits from investments in mining and structural reforms in sectors such as energy, trade, transportation, and financial services.

Despite the 14.0 growth in mining output for 2022, there was a 3.6 percentage point decline in the sector when compared to the 2021 growth estimates (from 17.6 percent to 14.0 percent) on account of a steep fall in gold production from 33.0 percent in 2021 to 22.0 percent in 2022. Mining sector growth is projected to further decline to 5.2 percent in 2023 on account of subdued gold extraction. It is expected to rise to 9.1 percent in the medium term beyond 2024.

The agriculture sector is projected to grow modestly to **0.7** percent in 2023, down from an estimated growth of 1.2 percent in 2022. The anticipated dip from 2022 to 2023 is based on a projected fall in rubber and palm oil production. Growth in this sector is expected to surge to 5.9 in 2024 before edging further to 6.6 percent in the medium term. The expected surge in agricultural output in 2024 will be fueled largely by growth in the production of cassava and palm oil.

The services sector realized a growth of 4.8 percent in 2022, up from 1.9 percent in 2021. This was a result of a 9.0 percent surge in Trade and Hotel services, an 8.0 percent increase in Construction services, a 5.0 percent increase in Transportation and Communication services, and a 4.0 percent increase in the activities of financial institutions. Despite these positive performances, the Water and Electricity sub-sector experienced a negative growth of 4.8 percent, compared to a positive 3.8 percent realized in 2021. For 2023, the Services sector is projected to grow at 6.9 on account of a strong expansion in Electricity and Water distribution. The sector is projected to grow by 6.0 percent in the medium term.

Growth in the Manufacturing sector is expected to surge by 4.2 percentage points in 2023 when compared to 2022 growth estimates (from 2.2 percent in 2022 to 6.4 percent in 2023). This growth is mainly on account of an anticipated Draft Abridged Budget FY2024 xxv rise in cement production and an increase in the production of Beverages & Beer. This is projected to fall slightly to 4.8 percent in 2024 before moving up to 6.3 percent in the medium term.

Despite the pressure from global fuel and food prices, inflation remained contained in 2022. Annual average inflation slowed to 7.6 percent in 2022, down from 7.8 percent in 2021. Food prices declined by 1.6 percent thanks to relatively good agriculture harvests, whereas non-food inflation reached 10.6 percent primarily due to energy prices. The inflation outlook was projected to deteriorate in 2023 to a double-digit of 10.6 percent before moderating to an average of 6.4 percent in the medium term.

The government's fiscal position worsened in 2022. The deficit is estimated to have risen to 6.9 percent of GDP in 2022, up from 2.4 percent in 2021. This was partly a reflection of the change in IDA lending policy (specifically the decline in grants, which were accounted for "above the line", by 2.9 percentage points of GDP) and lower-than-expected royalties from iron ore due to delayed expansion of the Arcelor Mittal mining project, expenditure overruns on goods and services, transfers, and subsidies. With a debt-to-GDP ratio projected at 57.0 in 2023 up from 55.3 in 2022, Liberia is assessed to be at moderate risk of external debt distress and high risk of overall debt distress.

Liberia's current account balance worsened in 2022, mainly on account of higher food and fuel prices). It further worsened to 22.9 percent of GDP in 2023. Despite robust foreign direct investment (7.4 percent of GDP in 2022), the financing of the current account deficit was challenging as disbursements in project grants declined and net disbursement of loans decreased as well. The overall balance of payment showed a deficit of 1.1 percent of GDP . The reserve coverage declined to 3.5 months of import cover in 2022, from 4.0 months in 2021. The Liberian dollar appreciated by 8.0 percent against the US Dollar between 2021 and 2022.

The monetary policy stance has remained appropriately tight in 2022, but responsive to overall conditions. The Central Bank of Liberia (CBL) kept reserve requirements unchanged in 2022. The policy rate was held at 20.0 percent from January to July before being cut to 15.0 percent in August. Commercial banks were typically in compliance with prudential capital and liquidity requirements in 2022. By December 2022, the share of nonperforming loans (NPL) fell from 22.9 percent to 16.4 percent.

Downside risks include the prolongment of Russia's invasion of Ukraine and deterioration of terms of trade on gold and rubber. Possible mitigation measures include stepping up support to the vulnerable population and sectors of the economy, and investing in agriculture, roads, ports, tourism and cheaper electricity to mitigate supply-side bottlenecks.

Table 1: Medium-term Macroeconomic Indicators

Liberia: Medium-term Macro Indicators	Estimates			Projection			
	2020	2021	2022	2023	2024	2025	2026
Real GDP Growth	-3.0	5.0	4.8	4.6	5.3	6.4	6.4
Nominal GDP (billions of dollars)	3.0	3.5	4.0	4.3	4.6	4.9	5.3
Nominal GDP (growth)	-0.1	0.2	0.1	0.1	0.1	0.1	0.1
Nominal Non-mining GDP (millions of US\$)	507.0	567.0	625.0	659.0	653.0	677.0	610.0
Inflation-Period Average	17.0	7.8	7.6	10.6	8.0	5.8	5.4
Inflation-End of Period	13.1	5.5	9.2	12.1	6.0	5.6	5.3

Source: Liberian Government and IMF Authority

MACROECONOMIC ASSUMPTIONS

1. Macroeconomic condition is expected to remain favorable with Real GDP growth averaging around 6.0 percent over the next 3 years (2024 – 2026);
2. Export is projected to rise due to an anticipated increase in major commodities outturn and all major sectors of the economy;
3. Import is expected to increase as economic activity booms;
4. Government revenue is projected to increase given the expected rise in primary commodity export;
5. Government expenditure is projected to rise because of capital expenditure and the need for improved service delivery;
6. Inflation is expected to be moderate but remain in single digits; and
7. Medium-term exchange rate is expected to remain stable.

Table 2: Medium-term Fiscal Framework (FY2024-2026)

USD'000	FY2022 Approved Budget	FY2023 Approved Budget	FY2024 Approved Budget	FY2025 Projection	FY2026 Projection
TOTAL REVENUE ENVELOP	744,095	771,700	692,409	675,549	712,139
Core Revenue	606,777	661,700	649,975	675,549	712,139
Domestic Revenue	606,777	661,700	649,975.00	675548.5807	712138.563
External Resources	134,000	110,000	42,434	-	-
Carry Forward	0	0	0	0	0
Contingent Revenue				0	0
Domestic Revenue	0	0	0	0	0
External Resources	0	0	0	0	0

Table 3: Medium-term Expenditure Framework by Economic Classification (FY2024-2026)

USD'000	FY2022 Actual	Budget	Budget	FY2025 Projection	FY2026 Projection
Total Revenue Forecast	808,832	771,700	692,409	675,549	712,139
Domestic Revenue Forecast	614,167	661,700	649,975	675,549	712,139
External Resources Projections	133,337	110,000	42,434	-	-
Total Expenditure Forecast	808,832	771,699	692,409	675,549	712,139
Domestic Liabilities	53,930	43,349	69,176	69,176	69,176
Foreign Liabilities	39,668	56,460	59,824	59,824	59,824
Compensation	298,284	296,476	297,030	297030	297,030
Goods and Services	281,875	112,268	90,189	73383	73,498
Subsidy	13,482	10,167	1,664	1498	1,348
Grants	76,289	84,920	101,686	101686	101,686
Social Benefits	19,315	16,525	17,947	16152	16,152
Non- Financial Recurrent	2,990	7,378	3,002	3002	3,002
Public Investment Plan(PSIP)	23,000	144,156	51,890	53797	90,422

Table 4: FY2024 Aid Projection by Aid, Budget Sectors, and Development Partners

SECTORS AND DEVELOPMENT PARTNERS	FY2024		FY2024 TOTAL PROJECTIONS
	Grant	Loan	
AGRICULTURE	8,183,770.44	33,339,397.91	41,523,168.35
African Development Bank	1,913,987.40		1,913,987.40
IFAD		6,390,384.60	6,390,384.60
International Development Association		26,949,013.31	26,949,013.31
Sweden	6,269,783.04		6,269,783.04
EDUCATION	10,900,803.50		10,900,803.50
France	3,200,000.00		3,200,000.00
Germany	450,000.00		450,000.00
International Development Association	2,376,572.50		2,376,572.50
United Nations Children Fund	4,874,231.00		4,874,231.00
ENERGY AND ENVIRONMENT	4,571,920.56	13,426,895.07	17,998,815.63
African Development Bank	1,264,383.80	1,987,031.97	3,251,415.77
Germany	1,000,000.00		1,000,000.00
International Development Association		11,439,863.10	11,439,863.10
Norway	565,190.52		565,190.52
Sweden	1,742,346.24		1,742,346.24
HEALTH	14,038,583.42	17,601,242.40	31,639,825.82
African Development Bank	231,835.68		231,835.68
Germany	3,000,000.00		3,000,000.00
International Development Association	1,862,905.50	17,601,242.40	19,464,147.90
Sweden	2,503,042.24		2,503,042.24
United Nations Children Fund	6,440,800.00		6,440,800.00

INDUSTRY AND COMMERCE	3,109,433.84	6,536,101.00	9,645,534.84
African Development Bank	2,812,630.40		2,812,630.40
International Development Association		6,536,101.00	6,536,101.00
Sweden	296,803.44		296,803.44
INFRASTRUCTURE AND BASIC SERVICES	7,366,215.44	20,207,425.08	27,573,640.52
African Development Bank	4,976,870.68	10,546,159.18	15,523,029.86
Germany	1,400,000.00		1,400,000.00
International Development Association		9,661,265.90	9,661,265.90
Sweden	989,344.76		989,344.76
MUNICIPAL GOVERNMENT	23,664,181.24	6,886,811.90	30,550,993.14
International Development Association	11,116,666.60	6,886,811.90	18,003,478.50
Sweden	2,714,514.64		2,714,514.64
United Nations Children Fund	9,833,000.00		9,833,000.00
PUBLIC ADMINISTRATION	2,434,274.57		2,434,274.57
African Development Bank	2,434,274.57		2,434,274.57
SECURITY AND RULE OF LAW	2,095,521.67		2,095,521.67
Norway	61,549.88		61,549.88
Sweden	1,898,448.10		1,898,448.10
USAID	135,523.69		135,523.69
SOCIAL DEVELOPMENT SERVICES	17,972,857.30		17,972,857.30
France	88,506.00		88,506.00
Germany	1,750,000.00		1,750,000.00
International Development Association	4,068,571.30		4,068,571.30
Sweden	3,518,800.00		3,518,800.00
United Nations Children Fund	8,546,980.00		8,546,980.00
TRANSPARENCY AND ACCOUNTABILITY	1,146,065.52		1,146,065.52
Sweden	1,146,065.52		1,146,065.52
Grand Total	95,483,627.50	97,997,873.36	193,481,500.86

Budget Priorities FY2024

All Spending Entities' plans, programs, and activities should be tailored to the National Budget Priorities of FY2024. Therefore, spending entities' policies and budgetary proposals must be in sync with their budget ceilings.

The FY2024 Draft National Budget will consider the government's priorities in the following areas:

- (a) Service public debts that have matured for FY2024, fulfilling all central obligations and clear arrears.
- (b) Adjustments for personnel and related costs, consistent with the objectives of the National Wage Bill Reform program.
- (c) Capital investments, including infrastructure and social services including education and health care delivery.
- (d) Maintaining allocations for domestic resource mobilization and systems enhancement.
- (e) Prioritizing a few of the ongoing projects which contribute to the potential socio-economic benefits of the country.

Recurrent Budget Ceilings

The budget baseline ceilings (**Annex 1**) are meant to serve as a basis against which Spending Entities set their priorities consistent with policy areas in line with national priorities. They are also required to design programs and activities and prepare Budget Policy Notes for the FY2024 National Budget. These ceilings were derived based on the performance of the FY2023 Budget and year-to-date FY2024 using the following methodology:

- (a) Outer year one (FY2023) projection of the FY2023 Approved Budget served as baseline
- (b) All one-off expenditures were removed
- (c) Non-discretionary expenditure allocations such as contractual obligations were protected
- (d) Allocations for compensation were adjusted to reflect current payroll levels

Capital Budget Ceilings

Allocations for capital investment were informed by a past performance review of FY2022 and FY2023 National Budgets and ongoing projects in FY2023 consistent with the ARREST agenda. Each entity is expected to work with the Public Investment Unit (PIU) at the Ministry of Finance and Development Planning, using the approved project proposal templates to develop a detailed project proposal. It must consider spending entity's details, project summary, problem/situation analysis, strategic link to national or global plans, project objectives, expected results, work breakdown schedule, project management and implementation arrangement, results framework, monitoring and evaluation matrix, risk analysis, sustainability plan, spending/cash plan, PPCC-approved procurement plan and detailed budget. The projects will be appraised for completeness and compliance with national standards as a pre-requisite for approval. All entities construction designs and drawing must be approved by MPW. Only full developed project will be considered for implementation for FY2024 Budget. All sector entities responsible for the implementation of projects must refer to Annex 2 for the full list of projects and their corresponding indicative ceilings.

Counterpart Funds

A database of all donor-financed projects held by the Division of External Resources and Debt Management was examined, and the total obligation of the Government's contributions has been determined to be US\$5,200,000 million. Consistent with the Government's policy and priorities for FY2024, counterpart funds are provided for infrastructures, education, municipal & local government, and energy sectors. Refer to **Annex 3** for the full list of counterpart funding projects and their expenditure ceilings;

FY2024 Budget Policies

The government's policies are aimed at ensuring macroeconomic stability, expanding the domestic tax base, increasing capital formation, as well as facilitating private sector development. For effective, efficient service delivery, and budgetary controls, the following policies guided budgetary allocations:

- a. Adequate budgetary allocations for non-discretionary and high-priority expenditures for basic food supplies, drugs and medical consumables, fuel for generators and vehicles for health, education and security institutions,
- b. Provision for legal obligations (i.e. rental, contribution to international organizations, jury service, etc.), domestic resource mobilization, pandemic, and epidemic response,
- c. Alignment of performance targets as agreed under the Performance Management and Compliance Systems (PMCS);
- d. Hiring of consultants and management of consultancy services are restricted to the Civil Services Agency;
- e. Reducing the cost of recurrent expenditures through a continuous review of rental and lease agreements by the General Services Agency;
- f. Foreign and domestic travels are limited to only statutory and presidential-mandated. Use of virtual applications for non-statutory meetings;
- g. All projects financed by the World Bank shall not require a counterpart funding modality by the Government of Liberia.
- h. All other projects requiring counterpart funding related to roads other than the World Bank are financed through the National Road Fund.

Budget Policy Note

The preparation of budgetary proposals shall be guided by the following:

- (a) Consideration of the institution's operational environments (constraints – budgetary and time) within which they operate.
- (b) Allocations for projects should consider the medium-term budget planning implications, and the underlying assumptions should reasonably consider the current economic constraints.
- (c) Project interventions or activities should be linked to the priorities of the Government

Due to compressed timelines, Spending Entities' technicians are to work closely with their budget counterparts at the Department of Budget and Development Planning in meeting deadlines as stipulated in the revised Budget Calendar below

Reintroduction of the Medium-Term Expenditure Framework Budgeting

The Government has learned a great deal of lessons since the introduction of the MTEF budgeting in 2012. There have been numerous independent but separate evaluations of the MTEF program by the World Bank and IMF missions, as well as a self-assessment conducted by the government in 2019 and 2021.

To reintroduce MTEF, an MTEF Capacity Needs Assessment was conducted with support from the World Bank and partners and the recommendations have been accepted by the Government.

As part of the implementation of the recommendations, the new MTEF program provides an opportunity to depart from Line-Item Budgeting to Program-Based Budgeting and will integrate Gender Responsive Planning and Budgeting, Climate Change Adaptation, and Performance Management and Compliance System interventions.

- (a) Establishment of prerequisite institutional structures at the Department of Budget and Development Planning, and nine other Spending Entities
- (b) Build the technical and logistical capacities of the Medium Terms Expenditure Framework (MTEF) Core Team at the Department of Budget and Development Planning
- (c) Develop National Planning and Budgeting Tools for integrating Gender Responsive Planning and Budgeting (GRP), Climate Change Adaption (CCA), and Performance Management and Compliance Systems (PMCS)
- (d) Develop forecasting models for revenue and expenditure
- (e) Strengthen external relations with key stakeholders through partnerships

For PMCS, the following are guidelines for all Spending Entities to follow when preparing the below-listed performance targets:

- (a) Develop an institutional Strategic Plan, aligned to the outcomes, goals, and objectives of the Sector Strategic Plan and the National Development Plan
 - (b) Develop and publish an institution Service Delivery Charter (SDC). A standard format will be issued by the Cabinet Secretariat
- (a) Create a Repository of all existing Policies within your institution, emphasizing policies, regulations, and laws enacted from 2018 to date. A standard format will be issued by the Cabinet Secretariat
 - (b) Spending Entities must prioritize these requirements and allocate resources from within their budgetary ceilings
 - (c) Compliance with the PMCS requirements will form part of the evaluation criteria/checklist for enabling access to allotments.
 - (d) The Cabinet Secretariat will provide hands-on support, including refresher training and workshops in completing the various templates and developing the Performance Targets
 - (e) Timelines for the Completion of the Performance Targets and submission to the Cabinet Secretariat shall be the same timeline as indicated in the revised budget calendar

Government's Wage Bill Reforms

The goal of the GoL Pay Reforms is to establish equity in the pay system (based on proper position grading and appropriate pay assignment across the government) establish control over the size of government and the attending wage bill. The aim is to continuously implement measures to reduce the size of the wage bill, while at the same time responding to the need for effective and efficient service delivery to the public by:

- (a) Payroll automation and cleaning;
- (b) Implementing retirement savings;
- (c) Severely limiting new employment; and
- (d) Regularly reviewing staffing levels and needs, through a process of manpower hearings, which will continuously assess the optimal level of staffing and address both staffing wastages and needs among the various agencies of government.

A major part of the regular payroll cleaning process aims to improve the integrity of the payroll, starting now and into the first few months of the next fiscal year, the General Auditing Commission (GAC) will begin a thorough process of physical verification of all employees of the Government as well as assess the efficiency and integrity of the current GoL automated payroll system.

Migration to IFMIS Platform for Budget Planning, Management and Execution

In November 2023, a Training Needs Assessment was conducted for technicians or users of the IFMIS Platform in the 24 pilot entities. The IFMIS Budget Module go-live was officially launched on July 28, 2023. The Budget Module alongside the legacy system (The Budget Management System) will be used side by side for the preparation of the FY2024 Budget and will continue up to 2025. As the usage of the two systems requires side by side require additional hours of work, Spending Entities shall be required to avail themselves of the budget preparation process, by the appointment of dedicated staff who will participate in the Budget preparation process.

The Department of Budget and Development Planning will communicate with all spending entities regarding the training of technical staff in the usage of the Budget Module.

Gender Statements

For the ongoing GRPB pilot initiatives, all spending entities in the program are to consider the following when preparing their budget policy notes and expenditure proposals:

Preparation and submission of work plan in line with the GRPB policy

Budget proposal should reflect gender disaggregated data

Refer to **Annex 4** for a list of pilot institutions under this program.

Budget Classification

5. The use of budget codes must be consistent with the Chart of Accounts which has met the standard requirements of Government Financial Statistics (GFS) of 2014. This presentation of budget classification applies to all Spending Entities irrespective of whether or not they manage projects or have recurrent expenditures.
6. Request for the creation of new codes or the introduction of additional codes must be directed to the relevant Unit at the Department of Budget and Development Planning for guidance and provincial approval.

Implementation of the Public Grants and Subsidies Policy

7. The government's policy on the implementation of the approved Public Grants and Subsidy Policy shall continue to remain in effect until further notice. **Hence, the Ministries of Health, Education, Youth & Sports, Information, Cultural Affairs & Tourism, and Gender, Children & Social Protection** are urged to continue implementation of this Policy. Furthermore, the above-mentioned entities are to ensure that grants and subsidy recipients meet the criteria and therefore submit to the Ministry of Finance and Development Planning those Entities' list for prudent fiscal measures. Additionally, Grants and Subsidies recipients should provide details for the amount appropriated.

Fiscal Decentralization and the Implementation of the Local Government Act of 2018

8. The Government of Liberia has made significant progress on fiscal decentralization and has taken another giant step with the passage of the Local Government Law. Full implementation of the Local Government Act shall begin following the formation of the Government Ministry of Local Government.
9. However, implementation of the County Development Funds, Social Development Funds, Forestry Revenue Sharing Agreements, and other types of revenue-sharing agreements as well as special funds shall be governed by provisions of the Local Government Act of 2018.

Fiscal Transparency Initiatives (Public Access and Public Participation)

10. The Government of Liberia remains committed to continued improvements of its fiscal transparency and public participation indices, as well as PFM ratings. As part of the effort in this regard, the development of a dedicated online platform as well as public engagement mechanisms, and the strengthening of the Fiscal Transparency Advisory Group will be fully implemented beginning FY2024.
11. Furthermore, to ensure improvements in Liberia's fiscal transparency indices, spending entities are required to ensure the comprehensiveness and timely availability of budgetary information.

State-Owned Enterprise Budget Performance and Financial Proposals

12. Section 45.3 of the PFM Act of 2009, states that the “*Minister of Finance shall present a statement of the overall performance of State-Owned Enterprises (SOEs) to the Legislature alongside the budget proposals of the ensuing financial year.*” In addition, Section 44 of the PFM Act states that “*the strategic and annual financial plans of each State-Owned Enterprise shall be approved by the board and copies thereof submitted to the Sector Minister and the Minister.*”
13. Therefore, SOEs are required to submit their Board-approved Financial Plans for the FY2024 National Budget, utilizing the format of the National Budget, within the timetable outlined in this Call Circular. The financial plans should include:
 - (a) *Actual Performance Budget of FY2022***
 - (b) *Approved FY2023***
 - (c) *Estimated Outturn for FY2023***
 - (d) *FY2024 Budget Estimates***
 - (e) *FY2025 Budget Projections***
 - (f) *FY2026 Budget Projections***

Roles of Budget Management Committee

14. The role of the Budget Management Committee is provided for in the Public Financial Management Regulations. Each head of government agency is required to establish a Budget Committee, which will be responsible for budget formulation, implementation, monitoring, and evaluation. The MFDP will hold the Budget Committee responsible for the exercise of this mandate. Budget Committees are composed of:
 - (a) The Head of Government Agency (Chairperson)**
 - (b) Heads of Budget Management Centers or Cost Centers**
 - (c) Assigned Budget and Planning Analysts as forum facilitators, and**
 - (d) Finance and Procurement Officers and other such officers as may be deemed necessary for broad participation which assures budget credibility, comprehensiveness, and realistic estimates.**
15. The Budget Management Committee must approve all submissions to ensure the incorporation of Gender Responsive Planning and Budgeting (GRPB), Climate Change Adaptation (CCA), and Performance Management Compliance System (PMCS) are provided, and be prepared to defend its proposals at the Executive Budget Hearings as may be required by Cabinet. The following templates are required for submission of the budget proposals for FY2024:
 - (a) Budget Preparation Checklist signed by the Head of the Entity**
 - (b) Budget Policy Note**
 - (c) Gender Budget Statements**
 - (d) Performance Management and Compliance System (PMCS)**

Budget Policy Notes and Checklist

16. Budget Policy Notes (BPNs) are key outputs required from each Spending Entity from both the strategic and operational phases of the budget cycle. It outlines the key policy priorities of the Spending Entity as well as provides key performance indicators and planned activities for the next fiscal year.
17. BPNs will be used by MFDP to verify whether policies, programs, and budget estimates are aligned with GOL priorities as stated therein. Spending Entities are required to provide copies of any specific acts or regulations relating to their operation as supporting documentation to their BPNs.

Counterpart Funding

18. Estimating the cost of projects and programs with cost-sharing implications on the National Budget contributes to budget credibility and comprehensiveness. To do so, please refer to **Annex 3** of the projects for Counterpart Funding and their associated budget ceilings.
19. The Checklist for preparing Budgetary Proposals, signed by the Head of the Spending Entity must accompany the detailed submissions. This checklist is designed to assist and guide the Spending Entity in order to ensure that all the requirements are met and formalizes ownership of the submission as final prior to submission to the MFDP.
Checklists NOT signed by the appropriate authority before submission will be rejected.
Please refer to **Annex 6** for full copy of the Checklist.

Annex 1: Budget Ceiling

SPENDING ENTITY	COMPENSATION	GOOD AND SERVICES	SUBSIDIES	GRANTS	SOCIAL BENEFITS	NON-FINANCIAL ASSETS	DOMESTIC LIABILITIES	FOREIGN LIABILITIES	GRAND TOTAL
01 - Public Administration	71,758,855	33,126,244	723,696	29,431,232	9,557,628	5,591,174	69,176,032	59,823,968	279,188,829
101-National Legislature	25,785,311	6,842,340	-	3,228,924	-	2,520,000	-	-	38,376,575
102-Ministry of State for Presiden	3,853,848	3,973,018	-	341,821	-	1,500,000	-	-	9,668,687
103-Office of the Vice President	1,620,623	765,500	-	-	-	-	-	-	2,386,123
107-Civil Service Agency	3,044,146	1,357,796	-	269,700	9,557,628	-	-	-	14,229,270
108-General Services Agency	1,454,808	113,766	-	-	-	-	-	-	1,568,574
109-Ministry of Information, Cultu	2,136,129	277,323	-	390,040	-	-	-	-	2,803,492
111-Ministry of Foreign Affairs	9,613,831	7,707,675	180,708	-	-	-	-	-	17,502,214
112-Liberia Inst. of Public Admin.	790,681	315,348	-	-	-	-	-	-	1,106,029
114-Liberia Inst. of Stat & Geo-In	1,616,630	62,196	-	20,000	-	-	-	-	1,698,826
115-Bureau of State Enterprises	446,000	24,608	-	-	-	-	-	-	470,608
130-Ministry of Finance and Dev Pl	9,418,310	8,499,114	542,988	24,180,747	-	1,311,174	69,176,032	59,823,968	172,952,333
140-Liberia Revenue Authority(LRA)	11,709,250	3,160,178	-	1,000,000	-	260,000	-	-	16,129,428
141-Tax Appeal Board	144,743	27,382	-	-	-	-	-	-	172,125
315 -National Food Assistance Agenc	124,545	-	-	-	-	-	-	-	124,545
02 - Municipal Government	15,218,984	714,967	-	9,739,309	-	1,116,496	-	-	26,789,756
105-Ministry of Internal Affairs	10,330,795	301,400	-	9,739,309	-	50,000	-	-	20,421,504
127-National Council of Chief/Elde	226,840	14,765	-	-	-	-	-	-	241,605
142-National Identification Registry	739,972	82,686	-	-	-	26,496	-	-	849,154
143-National Disaster Management Ager	599,409	129,204	-	-	-	-	-	-	728,613
318-Monrovia City Corporation	2,841,053	36,912	-	-	-	900,000	-	-	3,777,965
325-Paynesville City Corporation	480,915	150,000	-	-	-	140,000	-	-	770,915

03 - Transparency and Accountability	17,065,434	4,149,190	-	20,000	-	-	-	-	21,234,624
110-General Auditing Commission	4,252,986	1,502,067	-	-	-	-	-	-	5,755,053
113-National Elections Commission	3,366,436	98,060	-	-	-	-	-	-	3,464,496
117-Governance Commission	1,133,969	199,216	-	20,000	-	-	-	-	1,353,185
1118-Public Procure. \& Concess. Com	721,253	517,226	-	-	-	-	-	-	1,238,479
119-Center for National Documents,	535,099	30,608	-	-	-	-	-	-	565,707
123-Liberia Anti-Corruption Comm.	1,200,075	866,736	-	-	-	-	-	-	2,066,811
128-Independent Information Comm	214,744	6,153	-	-	-	-	-	-	220,897
129-Liberia Land Authority	1,696,951	24,608	-	-	-	-	-	-	1,721,559
132-Internal Audit Agency	3,105,658	560,000	-	-	-	-	-	-	3,665,658
431-Financial Intelligence Agency	657,055	312,084	-	-	-	-	-	-	969,139
451-Liberia Extr. Ind.Inst (LEITI)	181,208	32,433	-	-	-	-	-	-	213,641
04 - Security and Rule of Law	59,881,113	25,616,203	-	1,856,704	8,389,166	419,493	-	-	96,162,679
124-Law Reform Commission	556,081	71,304	-	-	-	-	-	-	627,385
201-Judiciary	7,600,982	1,744,816	-	-	8,389,166	-	-	-	17,734,964
202- Ministry of Justice	30,170,860	5,807,748	-	605,704	-	419,493	-	-	37,003,805
203-Ministry of National Defense	11,987,383	5,509,604	-	900,000	-	-	-	-	18,396,987
204- National Security Agency	989,116	10,000,000	-	-	-	-	-	-	10,989,116
205-Executive Protection Services	6,448,872	1,939,608	-	-	-	-	-	-	8,388,480
208-Human Rights Commission	1,019,868	62,304	-	351,000	-	-	-	-	1,433,172
448-Liberia National Commission on Arr	627,951	370,530	-	-	-	-	-	-	998,481
451-National Center for Coordination Re	480,000	110,289	-	-	-	-	-	-	590,289
05 - Health	57,110,060	10,398,287	460,000	6,782,853	-	750,000	-	-	75,501,200
310-Ministry of Health \& Soc. Welf	41,950,905	8,135,200	460,000	6,575,253	-	750,000	-	-	57,871,358
311-John F. Kennedy Medical Center	6,484,628	687,773	-	-	-	-	-	-	7,172,401
312-Phebe Hospital \& School of Nur	873,099	177,600	-	27,600	-	-	-	-	1,078,299
336-Liberia Board for Nurse Midwifer	153,876	8,613	-	-	-	-	-	-	162,489
337-Liberia Pharmacy Board	120,855	6,152	-	-	-	-	-	-	127,007
338-Liberial Medical Dental Coun	187,529	44,304	-	-	-	-	-	-	231,833
339-Liberia College of Physicians	1,077,240	261,701	-	-	-	-	-	-	1,338,941
434-Liberia Med.\& Health Prdts Reg	1,272,129	122,304	-	-	-	-	-	-	1,394,433
435-National Aids Commission	556,774	38,142	-	-	-	-	-	-	594,916
436-Jackson F Doe Hospital	1,746,716	632,701	-	-	-	-	-	-	2,379,417
437-National Public Health Institute of L	2,686,309	283,797	-	180,000	-	-	-	-	3,150,106

08 - Energy and Environment	7,236,656	5,857,416	-	997,292	-	4,173,926	-	-	18,265,290
120-Environmental Protection Agenc	1,260,927	193,539	-	-	-	500,000	-	-	1,954,466
134-National water sanitation and Hygi	641,200	250,000	-	-	-	-	-	-	891,200
305- Forestry Training Institute	137,250	308,450	-	-	-	-	-	-	445,700
407-Forestry Development Authority	2,837,244	24,608	-	746,292	-	-	-	-	3,608,144
413-Liberia Water and Sewer Corp.	-	4,056,000	-	-	-	473,926	-	-	4,529,926
416-Liberia Electricity Corp.	-	785,000	-	-	-	3,000,000	-	-	3,785,000
438-Rural Renewable Energy Agency	339,385	18,456	-	-	-	200,000	-	-	557,841
443-Ministry of Mines & Energy	2,020,650	221,363	-	251,000	-	-	-	-	2,493,013
09 - Agriculture	4,216,958	601,880	-	56,084	-	750,000	-	-	5,624,922
131-Liberia Agriculture Commodity Regu	456,510	24,608	-	-	-	-	-	-	481,118
401-Ministry of Agriculture	2,167,639	247,545	-	56,084	-	750,000	-	-	3,221,268
405-Cooperative Development Agency	425,907	65,807	-	-	-	-	-	-	491,714
426-Central Agriculture Research Institut	1,110,044	224,608	-	-	-	-	-	-	1,334,652
441-Rubber Development Fund Incorpora	56,858	39,312	-	-	-	-	-	-	96,170
10 - Infrastructure and Basic Servi	9,928,631	1,281,507	-	341,301	-	33,146,111	-	-	44,697,550
212-Liberia Broadcasting System	837,341	620,000	-	-	-	-	-	-	1,457,341
324-National Housing Authority	693,186	24,608	-	-	-	-	-	-	717,794
404-Ministry of Post and Telecomm.	1,624,370	73,824	-	21,750	-	105,000	-	-	1,824,944
406-Ministry of Transport	1,792,318	199,864	-	319,551	-	-	-	-	2,311,733
409-Ministry of Public Works	2,871,483	246,079	-	-	-	32,427,744	-	-	35,545,306
415-National Transit Authority	1,480,263	104,830	-	-	-	300,000	-	-	1,885,093
419-National Housing \& Savings Ban	57,176	-	-	-	-	-	-	-	57,176
429-Liberia Airport Authority	572,494	12,304	-	-	-	313,366	-	-	898,164
11 - Industry and Commerce	5,535,425	594,632	-	263,300	-	265,000	-	-	6,658,357
116- National Investment Commission	756,986	184,656	-	-	-	-	-	-	941,642
403-Ministry of Commerce and Industry	1,923,120	222,053	-	171,500	-	265,000	-	-	2,581,673
408-Ministry of Labour	1,200,012	61,521	-	91,800	-	-	-	-	1,353,333
420- Liberia Industrial Free Zone Authori	22,623	-	-	-	-	-	-	-	22,623
422-National Insurance Corporation.of	241,858	11,922	-	-	-	-	-	-	253,780
425-National Lottery	215,538	14,951	-	-	-	-	-	-	230,489
432-National Bureau of Concessions	917,711	94,608	-	-	-	-	-	-	1,012,319
440-Liberia Intellectual Property Office	257,577	4,922	-	-	-	-	-	-	262,499
GRAND TOTAL	297,029,939	90,189,534	1,845,139	101,505,222	17,946,794	54,892,199	69,176,032	59,823,968	692,408,827

Annex 2: List of PSIP

Projects	FY2024
Agriculture Sector	750,000
Agriculture Value Chain Project	500,000
CPF: Rural Economic Transformation Project	250,000
Education Sector	3,000,000
CPF:Support to Peace Corps	250,000
Scholarships Arrears Payment (Local and Foreign students)	1,000,000
Youth capacity building in ICT	1,750,000
Energy and Environment Sector	4,173,926
CPF: CLSG Allocation	3,000,000
CPF: Monrovia Metropolitan Climate Resilience Project	500,000
CPF: River Gee Hydropower project	200,000
Restoration of Water and Cleaning up of Sewage Spillage	473,926
Health Sector	750,000
Establishing Regional Diagnostic Center	250,000
National Mental Health project	500,000
Industry and Commerce Sector	265,000
Enhancing the Business Environment and Services	265,000
Vulnerable Small Business Support Programme	-
Infrastructure and Basic Services Sector	33,146,110
CPF: GOL Roads Obligation-SECRAM	500,000
Meteorological services data equipment	313,366
National Digital Cyber Forensic Lab	105,000
National Road Fund	26,320,156
Pliable Roads Intervention	5,607,588
Purchase of Spare Parts	300,000
Municipal Government Sector	1,116,496
Clean Cities Campaign	400,000
Landfill and Urban Sanitation Project	640,000
National Roadmap to Enroll all Residents into (NBIS)	26,496
Strengthening Decentralization County Service Centers (CSsC)	50,000
Public Administration Sector	2,588,780
Assets Recovery Task Force	1,500,000
Digitizing Revenue Transaction Systems Across Government (DRTS)	260,000
National and County Plan Development	725,000
Support to M&E for PSIP monitoring (0.002%)	103,780
Security and Rule of Law Sector	419,493
KUSH must go Project” (Fight against illicit drugs)	325,787
Regional Hub Support	93,706
Social Development Services Sector	5,680,000
SGBV Roadmap Implementation Programme	500,000
CPF: Accelerated Community Development Project	1,000,000
CPF: Ccontribution to At Risk Youth Rehabilitation Programme	500,000
District Development Projects	3,600,000
Reactivation of National Call Center to Support (GBV)	80,000
Grand Total	51,889,805

Annex 3: Counterpart Funding

COUNTERPATH FUNGING	FY2024 BUDGET CEILINGS
NON-FINANCIAL ASSETS	
CPF: Rural Economic Transformation Project	250,000
CPF:Support to Peace Corps	250,000
CPF: CLSG Allocation	3,000,000
CPF: CLSG Non-RAP Payment	-
CPF: River Gee Hydropower project	200,000
CPF: GOL Roads Obligation-SECRAM	500,000
CPF: Accelerated Community Development Proj	1,000,000
GRAND TOTAL	5,200,000

Annex 4: List of Institutions under the GRPB Pilot Implementation Program

No.	Name of Institutions
1.	Ministry of Gender, Children and Social Protection
2.	Ministry of Justice
3.	Ministry of Health
4.	Ministry of Education
5.	Ministry of Agriculture
6.	Ministry of Finance and Development Planning
7.	Governance Commission
8.	Liberia Institution of Statistics and Geo-Information and System
9.	Ministry of Internal Affairs

Annex 5: List of Cabinet –Level Institutions

No.	Name of Institution
•	Ministry of Agriculture
•	National Investment
•	Ministry of Health
•	Ministry of Commerce and Industry
•	Ministry of Finance and Development Planning
•	Ministry of Labor
•	Ministry of Education
•	Ministry of State for Presidential Affairs
•	Ministry of Youth and Sports
•	Ministry of Gender, Children and Social Protection
•	Civil Service Agency
•	Ministry of Justice
•	Ministry of Defense
•	Ministry of Internal Affairs
•	Ministry of Posts and Telecommunication
•	Ministry of Foreign Affairs and internal corporations
•	Ministry of Mines, Lands and Energy
•	General Services Agency
•	Ministry of Public Works
•	Ministry of Transport
•	Ministry of information, Culture and Tourism

Annex 6: FY2024 Budget Preparation Checklist

Please submit this checklist, signed by the Head of the Spending Entity, alongside the three templates required for FY2024 budget preparation.

Budget Management Committee

(please tick)

Does your entity have a Budget Management Committee ?	
If so, did your Budget Management Committee meet to review the budget policy notes in order to formulate a detailed budget estimates during Budget Preparation for FY2024?	
Is there a gender focal point on the Budget Management Committee as member?	

Performance Management and Compliance System (For Cabinet Members Only)

Is your institution a Cabinet Level Institution? If no, write “n/a” in succeeding columns	
Have you completed the PMCS Template (template xxx)?	
Have you completed Draft Performance Contract with the Cabinet Secretariat?	
Have you completed negotiations and signed your Performance Contract for FY2024?	

Sector Strategic Plan

Have you participated in the Sector Working Group meetings?	
Are there any counterpart funding requirements for FY2024?	
<ul style="list-style-type: none"> Are the requirements specified in terms of cash value or in-kind value? 	
If so, have you completed and attached the requirements (template xxx)?	
Have you been awarded funding for ongoing projects in the PSIP?	
<ul style="list-style-type: none"> Do all ongoing projects have updated work plans, spending plans and procurement plans? 	
Are there new projects recommended for the FY2024?	
<ul style="list-style-type: none"> Have you provided a concept note of each new project? Has the concept note been approval by your sector or Steering Committee of the PAPD? 	

Budget Policy Note

Have you completed and attached your institution's Budget Policy Note ?	
Are the strategic objectives in the BPN aligned to the National Development Plan (Pro-Poor Agenda for Prosperity and Development)?	
Are the activities consistent with your entity's routine function and in line with planned objectives?	

Gender Responsive Planning and Budgeting (For Pilot Institutions Only)

Have you updated your responses to the questions regarding gender-sensitive analysis on institutional assessment/appraisal in the BPN ?	
Have you updated your responses to the specific questions regarding gender-sensitive analysis on budgeting or resource allocations, including utilizing "Conditional Transfer" allocations in the BPN ?	
Have you provided a revised Annual Work Plan for FY2024 to the GRPB National Coordination Unit?	

Supporting Legal Document

Have you attached copy (soft or hard) of the Act of Legislature creating your entity as supporting legal document to this BPN?	
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SIGNED (head of spending entity): _____

DATE: _____

Annex 7: Contact List of Resource Persons

Budget Planning Offices	Contact Persons	Contacts
Economic Services Unit (ESU)	Stanley Boah, Director Patrick Togba, Assistant Director Roland S. Gaye, Assistant Director	088 626 1015 088 656 8263
Social and Community Services Unit (SCSU)	Saye-Maye Cole, Director Yassah C. Solo, Assistant Director Julius Thompson, Assistant Director Samuel Cummings, Assistant Director	077 722 3333 088 061 4271 088 642 9562 0770654590
General Administrative Services Unit (GASU)	John Monger, Director Tarnue B. Jallah, Assistant Director Menwo Kallon, Assistant Director Leo Wilson, Assistant Director	088 656 3465 088 665 3474 088 651 4526 088 070 0922
Budget Policy and Coordination Unit (BPCU)	Julius M. Boakai, Assistant Director Musa Barmadia, Assistant Director Carolyn Myers Zoduah, Assistant Director	088 859 5869 088 693 1460/077 710 8445 077 758 2850 0886814181/0770814181
Plan Development and Coordination Unit (PDCU)	Saliho Donzo, Director Numene B. Reeves, Assistant Director Mulbah Sakah, Assistant Director	088 665 3704 088 671 6666 077 755 9182
Public Investment Unit (PIU)	Emmanuel Williams, Director Sedekie Kamara, Assistant Director Odecious Fatoma, Senior Project Appraisal Analyst	088 651 3670 077 637 6145 077 052 4369
Monitoring & Evaluation Unit (M&EU)	Jerry Zangar, Director Robert Gaye, Assistant Director	088 6551628 -----
Gender Responsive Planning and Budgeting Unit (GRPB)	Kpanah L. Mason/ Act. Coordinator	0886536169

Medium Term Expenditure Framework (MTEF) Budgeting	Wellington Barchue, MTEF Coordinator	077 026 0231
Compensation and Expenditure Control Unit	Adwoa Prempeh, Director Amelia M. Gweh, Assistant Director	0886909014/0770120105 0886454015