

Annex 1. Terms of reference

TERMS OF REFERENCE FOR TERMINAL EVALUATION OF UNDP LIBERIA COUNTRY PROGRAMME 2004 – 2007

Programme Evaluation Period: 2004 – 2007

Programme Areas : Peace building, reintegration and sustainable recovery,
Good Governance; HIV/AIDS, Tuberculosis and Malaria,
Environment

Management Arrangement: Direct Execution (DEX)

1. Purpose of the Evaluation

In line with Country Programme evaluation plan for 2004-2007, UNDP Liberia Country Office is preparing to carry out a Terminal evaluation of the Country Programme in February 2008. The purpose of the proposed Terminal Evaluation is to measure UNDP Liberia Country Programme 2004-2007's contribution to the national objectives of achieving peace and security and to UNDP's corporate (MYFF) goals of reducing poverty and achieving MDGs with a view to inform, guide and fine-tune the new Country Programme 2008-2012 strategy. This will support learning lessons about UNDP's contribution to the Country Programme cycle so as to design a better assistance strategy for the next Country Programme 2008-2012. The CO Evaluation Management Committee, comprising Government of Liberia Ministry of Planning and Economic Affairs and other national partners will review and adopt evaluation report and follow up implementation of evaluation recommendations by tracking actions through UNDP Liberia CO Management Response and Tracking matrix to ensure these feed into the Country Programme Strategy, 2008-2012.

2. Social, Economic and Political context

The peace agreement signed on 18 August 2003, the subsequent departure of Charles Taylor and the UN Security Council Resolution 1509 provided a renewed chance for peace and stability in Liberia, after many years of destructive war. The establishment of the National Transitional Government of Liberia (NTGL) and the implementation of the Results Focused Transitional Framework (RFTF) facilitated the subsequent holding of landmark national elections culminating in the accession to the Presidency of Liberia in January 2006 of Mrs. Ellen Johnson Sirleaf, the first democratically elected female President in Africa. The government and people of Liberia, with the enormous support of the international community has made tremendous progress towards achieving its vision of enhancing peace and security, revitalizing economic and social infrastructures, restoring the rule of law and democratic governance and improving basic service delivery. The government has produced an Interim-Poverty Reduction Strategy (iPRSP) which was endorsed at the Partner's Forum in Washington in February 2007. The document is founded on four strategic pillars: security, economic revitalization, governance and rule of law and basic services and infrastructure. A full Poverty Reduction Strategy (PRS) will be completed by December 2007 to cover the period 2008 – 2012 and is expected to provide a framework for medium to longer term socio-

economic development infused with a strong conflict analysis as a basis for framing interventions.

Despite the laudable achievements realized so far in restoring peace and stability in the country, the critical issues of exclusion and marginalization, corruption, ethnic and class animosities and rivalries which were the main roots of the conflict have not been fully addressed. This situation is compounded by the lack of robust economic growth necessary for effectively addressing the widespread poverty in the country.

The Human Development Index for Liberia was estimated at 0.319 (NHDR 2006). The National Human Development Report (NHDR), 2006 (www.lr.undp.org/nhdr/2006), estimates that half of the estimated population of 3.6 million people, lives on less than half a US dollar per day with 86 per cent living in rural areas. Unemployment in the formal sector is estimated at 80 per cent, characterised by pervasive youth unemployment. These factors have a serious negative impact on national security.

The country has some of the world's worst social indicators: infant mortality stands at 157 per 1,000 live births, under-five mortality at 235 per 1,000 live births and maternal mortality at 578 per 100,000 live births (1999/2000 LDHS). Only an estimated 32% of the entire population of Liberia has access to safe drinking water and less than 24% to adequate sanitation (WFP 2006). Adult literacy is 37% (50% male and 24% female) and gross enrollment in primary school is estimated at 69.5% (MOE School Census 2005/2006). HIV/AIDS is on the rise with the sero-prevalence estimated at 5.7 per cent (Liberia's Global Fund Proposal). Liberia's first MDGR, published in 2004 (www.lr.undp.org/MDGR/2004) concludes that most of the MDG targets might not be achieved by 2015. However, there is still a lack of nationally representative updated and disaggregated data on key socio-economic indicators to facilitate effective planning and decision-making.

The iPRS indicates that Liberia's economy has experienced a downward trend since the 1980s. GDP per capita declined from \$1,269 in 1980 to \$163 in 2005- an 87 per cent decline. Revenue from exports also plummeted from \$486 million in 1978 to about \$10.3 million in 2004. External debt is about \$3.7 billion (mid-2005) which is equivalent to 800 per cent of GDP and 3,000 per cent of exports. Domestic debt, including salary arrears, is estimated at about \$700 million, a significant part of which is owed to the banks, including the Central Bank of Liberia .

Sustaining the current governance reforms will be crucial to the consolidation of peace and stability, revitalising the economy and fighting poverty. To this end, the Armed Forces of Liberia and the Liberia National Police are undergoing restructuring with assistance from the international community. The Government has produced, through UNDP support, a national security strategy. However, success in the security sector reform process will also be contingent on the necessary legal, judicial and constitutional reforms as well as the effective completion of the Rehabilitation and Reintegration components of the Disarmament, Demobilization, Rehabilitation and Reintegration programme which operationally ended in September 2007.

Liberia suffers from enormous institutional and human capacity constraints which require effective and sustained national leadership and ownership of the development processes. The public service and other state enterprises are decimated, civil servants are inadequately

remunerated, have poor morale, and in the overall, ill-equipped to support the delivery of basic services to the people. The skilled manpower required to steer the reforms reside outside the country as there is not yet an enabling environment and incentives to attract them back. Donor resource utilisation is not optimum. Rebuilding Liberia requires a holistic capacity building agenda targeting individuals, institutions and the entire society.

3. Subject of the evaluation

UNDP Country Programme 2004-2007 focused on six strategic programme areas, namely, i) Disarmament, Demobilization, Reintegration and Rehabilitation (DDRR); ii) democratic governance, iii) community based recovery, iv) human rights, protection and gender; v) capacity building for HIV/AIDS response; and vii environmental management. A total of \$119.356 million was expended in support of national programmes and projects.

3. Evaluation Objectives and Scope

The proposed Terminal Evaluation evaluation will assess the extent to which “Peace and Security and UNDP’s corporate (MYFF) goals of reducing poverty and achieving MDGs” outcome have been achieved, reasons for their achievement or otherwise in a Liberia country context, and assess UNDP’s contribution through projects, programmes, non-project activities and "soft" assistance within and outside of projects. The Terminal evaluation will also assess how these results contribute, together with the assistance of other partners, to a change in development conditions clarify underlying factors affecting the situation, highlighting unintended consequences either positive or negative, recommending actions to improve performance in future programming, and generating lessons learned. The Terminal evaluation will cover UNDP Country Programme 2004-2007, focusing on six strategic programme areas, namely, i) Disarmament, Demobilization, Reintegration and Rehabilitation (DDRR); ii) democratic governance, iii) community based recovery, iv) human rights, protection and gender; v) capacity building for HIV/AIDS response; and vii) environmental management .

The overall objective of the Terminal evaluation will be to assess how UNDP Liberia Country Programme 2004-2007 results contributed, together with the assistance of partners, to a change in development conditions in Liberia.

More specifically, this Terminal evaluation therefore seeks to achieve the following objectives, namely;

- a) Assess progress towards the achievement of the outcome, the extent to which the Country Programme outcome resulting from the inputs and outputs have been achieved
- b) Determine contributing factors and impediments and extent of the UNDP contribution to the achievement of the results
- c) Assess key UNDP contributions to results, including those produced through "soft" assistance,
- d) Assess the viability and effectiveness of partnership strategies in relation to the achievement of the results.
- e) Assess sustainability of CO Programme interventions

4. Evaluation Questions

It will examine the extent to which UNDP Country Programme results have been achieved. This Terminal Evaluation will assess progress towards the UNDP results, the factors affecting the results, key UNDP contributions to results and assess the partnership strategy. The following broad questions need to be addressed;

- ✓ Have the right things been done? (was the UNDP results and associated programmes and projects relevant, appropriate and strategic to national goals and the UNDP mandate?)
- ✓ Have things been done right? (were the actions to achieve the results effective and efficient?)
- ✓ Are the results sustainable? (will the results lead to benefits beyond the life of the existing programmes(s)/projects(s) ?
- ✓ How might we do things better in the future? (which findings may have relevance for future programming or for other similar initiatives elsewhere?)

Outcome status: Determine whether or not the outcome has been achieved and, if not, whether there has been progress made towards its achievement, and also identify the challenges to the attainment of the outcome. Identify innovative approaches and capacities developed through UNDP assistance. Assess the relevance of UNDP outputs to the outcome.

Underlying factors: Analyze the underlying factors beyond UNDP's control that influenced the outcome. Distinguish the substantive design issues from the key implementation and/or management capacities and issues including the timeliness of results, the degree of stakeholders and partners' involvement in the completion of results, and how processes were managed/carried out.

Strategic Positioning of UNDP: Examine the distinctive characteristics and features of UNDP Liberia Country programme and how it has shaped UNDP's relevance as a current and potential partner. The Country Office (CO) position will be analyzed in terms of communication that goes into articulating UNDP's relevance, or how the CO is positioned to meet partner needs by offering specific, tailored services to these partners, creating value by responding to partners' needs, mobilizing resources for the benefit of the country, demonstrating a clear breakdown of tailored UNDP services and having comparative advantages relative to other development organizations in the six strategic programme areas indicated.

Partnership strategy: Ascertain whether UNDP's partnership strategy has been appropriate and effective. What were the partnerships formed? What was the role of UNDP? How did the partnership contribute to the achievement of the outcome? What was the level of stakeholders' participation? Examine the partnership among UN Agencies and other donor organizations in the relevant field.

This will also aim at validating the appropriateness and relevance of the Country Programme results to the country's needs and the partnership strategy and hence enhancing development effectiveness and/or decision making on UNDP future programming and role.

Lessons learnt: Identify lessons learnt and best practices and related innovative ideas and approaches in programming, and in relation to management and implementation of activities

to achieve related outcomes. This will support learning lessons about UNDP's contribution to the Country Programme cycle so as to design a better assistance strategy for the next Country Programme 2008-2012.

5. Evaluation Approach

Based on the objectives mentioned above, the lead consultant will propose a methodology and plan for this assignment, which will be approved by UNDP Liberia CO senior management. A design matrix approach relating objectives and/or outcomes to indicators, study questions, data required to measure indicators, data sources and collection methods that allow triangulation of data and information often ensure adequate attention is given to all study objectives.

However, it's recommended that the methodology should take into account the following, namely;

- Strategic Results Framework (SRF) for a description of the intended results, the baseline for the results and the indicators and benchmarks used. Obtain information from the country office gathered through monitoring and reporting on the outcome. This will help inform evaluation of whether change has taken place.
- Examination of contextual information and baselines contained in project documents, the CCF (for older programmes) or the Country Programme (for newer programmes), Common Country Assessment/United Nations Development Assistance Framework (CCA/UNDAF) and other sources. These documents speak to the outcome itself, as opposed to what UNDP is doing about it, and how it was envisaged at certain points in time preceding UNDP's interventions.
- Validation of information about the status of the results that is culled from contextual sources such as the SRF or monitoring reports. To do this, consultant(s) may use interviews or questionnaires during the evaluation that seek key respondents' perceptions on a number of issues, including their perception of whether an outcome has changed.
- Probing the pre-selected outcome indicators, go beyond these to explore other possible outcome indicators, and determine whether the indicators have actually been continuously tracked.
- Undertake a constructive critique of the outcome formulation itself (and the associated indicators). This is integral to the scope of outcome evaluation. The consultants can and should make recommendations on how the outcome statement can be improved in terms of conceptual clarity, credibility of association with UNDP operations and prospects for gathering of evidence.
- Desk review of existing documents and materials such as support documents, evaluations, assessments, and a variety of temporal and focused reports. In particular it will review mission, programme/project reports, the annual reports and the consultant's technical assessment reports.
- Interviews with key informants including gathering the information on what the partners have achieved with regard to the outcome and what strategies they have used including focus group discussions.
- Field visits to selected sites; and briefing and debriefing sessions with UNDP and the Government, as well as with donors and partners.

6. Expected Products

The consultant(s) will produce a report (in line with UNDP evaluation report format and quality control checklist for its content), with an executive summary describing key findings and recommendations. The assessment will entail, *inter alia*:

- 1) A report containing (Hard copy, a soft copy in MS Word and Acrobat reader, Times New Roman, Size 12, Single Spacing):
 - Executive summary
 - Introduction, description of the evaluation methodology
 - An analysis of key interactions (the outcome, substantive influences, UNDP's contribution and how UNDP works with other relevant actors) and associations between variables measuring the outcome,
 - Key lessons learnt, highlighting key factors that might hamper the impact of CO programmes and projects and suggesting possible recommendations,
 - Conceptual Framework to the Country Programme in terms of future programming and policy
 - Assumptions made during the evaluation and study limitations, and
 - Conclusions and recommendations
 - Annexes: ToRs, field visits, people interviewed, documents reviewed, etc
- 2) Provide a draft report before leaving Liberia, and submit a final report within two weeks
- 3) Debrief UNDP, Government of Liberia, other UN agencies and development partners in Liberia

UNDP obligations

UNDP will:

- Provide the consultant with all the necessary support (not under the consultant's control) to ensure that the consultant(s) undertake the study with reasonable efficiency.
- Appoint a focal point in the programme section to support the consultant(s) during the evaluation process.
- Collect comprehensive background documentation and inform partners and selected project counterparts.
- Meet all travel related costs to project sites as part of the programme evaluation cost.
- Support and identify key stakeholders to be interviewed as part of the evaluation.
- The programme staff members will be responsible for liaising with partners, logistical backstopping and providing relevant documentation and feedback to the evaluation team
- Organize inception meeting between the consultants, partners and stakeholders, including Government prior to the scheduled start of the evaluation assignment.

7. Composition, skills and experience of the evaluation team

The evaluation team shall consist of four consultants: an International consultant (team leader) and three national consultants. The national consultants will facilitate initial data collection prior to arrival of the Team/Lead evaluator. The Team Leader (International) will have the responsibility for the overall co-ordination of the evaluation and for the overall quality and timely submission of the evaluation report to the UNDP Liberia Country Office.

International Senior Consultant (1)

- Possesses advanced university degree, demonstrate strong understanding of the Post-conflict development concepts and prior experience in programming in a post-conflict setting
- Proven experience of a minimum of 15 years at the international level, preferably with UN experience
- Proven knowledge of evaluation methodology and tools and demonstrate solid experience in evaluation
- Strong knowledge of the political, cultural and economic situation in West Africa
- Excellent writing and analytical skills
- Ability to meet tight deadlines
- Fluency in English.

Responsibilities

- Documentation review
- Leading the evaluation team in planning, conducting and reporting on the evaluation.
- Deciding on division of labour within the evaluation team
- Use of best practice evaluation methodologies in conducting the evaluation
- Leading presentation of the draft evaluation findings and recommendations in-country
- Conducting the debriefing for UNDP and Partners
- Leading the drafting and finalization of the evaluation report

National Consultants (3)

- Possess Post graduate university degree in one of the relevant subject areas (Governance, Conflict Prevention & Recovery and HIV/AIDS)
- Demonstrate sound understanding of the political environment and challenges in post-conflict development issues in Liberia
- Previous experience in conducting similar evaluations
- Excellent writing and analytical skills
- Ability to meet tight deadlines
- Computer literacy
- Fluency in English

Responsibilities

- Documentation review
- Informing on the social, economic and political context
- Contributing to the development of the evaluation plan and methodology
- Conducting those elements of the evaluation determined by the lead consultant
- Contributing to presentation of the evaluation findings and recommendations at the

evaluation wrap-up meeting

- Contributing to the drafting and finalization of the evaluation report.

8. Tentative Plan for evaluation implementation

Tentative Scheme for proposed 60- day Evaluation mission

- Deskwork at UNDP Liberia Country Office in Liberia (5 days)
- Mission planning, schedule of work in Monrovia (3 day)
- Documents review (5 days)
- UNDP CO, MPEA, UNCT etc briefing (5 days)
- Consultations in Monrovia, meetings with major stakeholders and partners (5 days)
- Collecting inputs and feedback of in-country donors (5 days)
- Visit to project sites, information gathering and analysis (10 days)
- Preparation of draft evaluation report (5 days)
- Briefing and debriefing sessions with UNDP CO, Government, donors and partners (5 days)
- Evaluation report finalisation and submission (10 days)
- Final Review and adoption by CO Evaluation Management Committee (2 days)

Annexes. The following documents will be provided to the Evaluation Team

- ✓ UNDP Quality Criteria for Evaluation Report
- ✓ Ethical Code of Conduct for Evaluation in UNDP
- ✓ UNDP Guidelines for Outcome Evaluators
- ✓ Mid Term Outcome Evaluation; LDDRRP, Capacity Building and Human Rights Awareness, Community Based Recovery report prepared Dr Fuat Andic in collaboration with Messrs Dan Saryee, Francis Maweah and Eric Nyanzeh in February 2006.
- ✓ Evaluation of the Preparatory Assistance Small Arms Control and Micro-Disarmament Programme in Liberia, Evaluation done for UNDP/BCPR Small Arms and Disarmament Unit, undertaken by Dr Abiodun Alao in September 2006
- ✓ External Mid Term Evaluation Report of the Disarmament, Demobilisation, Rehabilitation and Reintegration Programme in Liberia, written by Christian Bugnion, Director, Subur Consulting S.L., External Consultant and Team Leader; Luc Lafniere, UNDP BCPR Geneva; Sam Gbaydee Doe, External Consultant ESCU-UNMIL; Hirut Tefferi, External Consultant, UNICEF; Cerue Garlo, Consultant, Gender Activist for Peace and Human Rights in October 2006
- ✓ Programme and Project Documents
- ✓ Annual Reports

Annex 2. Documents reviewed

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Annex 3. Interview guide / questionnaire

UNDP Liberia Country Programme 2004 - 2007 Terminal Evaluation

INTERVIEW GUIDE / QUESTIONNAIRE

You have been selected as a key source for input for a terminal external evaluation of the UNDP Liberia Country Programme from 2004 to 2007. The evaluation covers six strategic programme areas:

1. Disarmament, Demobilization, Rehabilitation and Reintegration (DDRR)
2. Community-based Recovery (CBR)
3. Democratic Governance (DG)
4. Building Capacity for HIV/AIDS Response (HIV)
5. Human Rights / Protection / Gender (HRPG)
6. Environmental Management (EM).

The review is being carried out by a team of independent consultants:

- Meg Gawler (meg@artemis-services.com); tel: +231 77 200 255
- Alaric Tokpa (alamintogba@yahoo.com); tel: +231 6 817 444
- Varney A. Yengbeh, Jr. (vyengbeh@yahoo.com); tel: +231 6 514 552.

The purpose of this interview guide is to provide quantitative and qualitative data to the evaluation. There are 14 questions on the programme from 2004 to 2007.

All interviews and questionnaires will be treated in the strictest confidence. They will not be passed on to anyone. Information will be aggregated by stakeholder group, synthesized, and presented in a report to UNDP. If direct citations are used, the identity of the respondent will be kept anonymous. **Your views are extremely valuable for this exercise. We realize that your time is precious, and we thank you very much for your input to the review.**

IDENTIFICATION	
Your LAST Name:	
Your First Name:	
Position*:	
Organization*:	
Location*:	
Your email:	
Your telephone:	
Male / female:	
Please indicate which stakeholder group you belong to:	<input type="checkbox"/> UNDP
	<input type="checkbox"/> Government
	<input type="checkbox"/> Civil society organization / NGO / private sector
	<input type="checkbox"/> Direct beneficiaries
	<input type="checkbox"/> Donors
Please indicate which programme area(s) you will be responding to:	<input type="checkbox"/> Disarmament, Demobilization, Rehabilitation and Reintegration (DDRR)
	<input type="checkbox"/> Community-based Recovery (CBR)
	<input type="checkbox"/> Democratic Governance (DG)
	<input type="checkbox"/> Building Capacity for HIV/AIDS Response (HIV)
	<input type="checkbox"/> Human Rights / Protection / Gender (HRPG)
	<input type="checkbox"/> Environmental Management (EM)
* during the time you were involved with the UNDP Programme	

Date:	
-------	--

Interviewed by: _____

IN THE TABLES, PLEASE SUMMARIZE YOUR VIEWS ON THE FOLLOWING BROAD STATEMENTS BY IDENTIFYING THE PROGRAMME AREA(S) ON THE LEFT THAT YOU ARE FAMILIAR WITH; THEN TICK THE APPROPRIATE BOX TO THE RIGHT THAT BEST SUMMARIZES TO WHAT EXTENT YOU AGREE, AND THEN EXPLAIN.

Your Organization - Please complete this questionnaire if you were involved in UNDP's Programme during 2004, 2005, 2006, 2007:

0. How and when was your organization involved with the UNDP Liberia Programme from 2004 to 2007?

Did your organization receive funds from UNDP or that passed through UNDP?

Most Significant Change

1. Thinking about all the effects that this Programme Area had from 2004 to 2007, what, in your opinion, has been the most significant change of all? Why is this change important?

Design and Relevance

2. The programme area responded to the priority issues of the country from 2004 to 2007.

Prog. Area		Don't know		Strongly disagree	Disagree	Neutral or Mixed Opinion	Agree	Strongly agree
DDRR								
CBR								
DG								
HIV								
HRPG								
EM								

Please explain:

Partnership Strategy

3. The programme area had an effective partnership strategy from 2004 to 2007.

Prog. Area		Don't know		Strongly disagree	Disagree	Neutral or Mixed Opinion	Agree	Strongly agree
DDRR								
CBR								
DG								

HIV							
HRPG							
EM							

Please explain:

4. What was UNDP's contribution – financial and “soft” assistance (from 2004 to 2007)?
5. What was the Government's contribution – financial and “soft” assistance (from 2004 to 2007)?
6. What was the contribution of Partners – financial and “soft” assistance (from 2004 to 2007)?

Effectiveness

7. The programme area achieved its desired outcomes from 2004 to 2007.

Prog. Area		Don't know		Strongly disagree	Disagree	Neutral or Mixed Opinion	Agree	Strongly agree
DDRR								
CBR								
DG								
HIV								
HRPG								
EM								

Please explain:

Efficiency

8. The programme area achieved results at a reasonable cost in terms of human and financial resources from 2004 to 2007.

Prog. Area		Don't know		Strongly disagree	Disagree	Neutral or Mixed Opinion	Agree	Strongly agree
DDRR								
CBR								
DG								
HIV								
HRPG								
EM								

Please explain:

Degree of Change

9. The programme area enhanced peace and security in Liberia from 2004 to 2007.

Prog. Area		Don't know		Strongly disagree	Disagree	Neutral or Mixed Opinion	Agree	Strongly agree
DDRR								
CBR								
DG								
HIV								
HRPG								
EM								

Please explain:

10. From 2004 to 2007 the programme area made a substantial contribution to the Millennium Development Goals.

Prog. Area		Don't know		Strongly disagree	Disagree	Neutral or Mixed Opinion	Agree	Strongly agree
DDRR								
CBR								
DG								
HIV								
HRPG								
EM								

Please explain:

Sustainability

11. The results of the programme area from 2004 to 2007 were sustainable during 2008 without further support.

Prog. Area		Don't know		Strongly disagree	Disagree	Neutral or Mixed Opinion	Agree	Strongly agree
DDRR								
CBR								
DG								
HIV								
HRPG								
EM								

Please explain:

12. Please identify the strengths and/or weaknesses of the programme area from 2004 to 2007, as you see them:
13. What lessons were learned from this programme area from 2004 to 2007 that might have generic application?
14. What recommendations would you make for the next phase?

Is there anything else you would like to tell us?

THANK YOU FOR TAKING THE TIME TO PARTICIPATE IN THIS EVALUATION!

Annex 4. List of evaluation respondents

LAST Name	First Name	Acronym	Organization, Location	Position	Gender	Stakeholder Group	Strat. Prog. Area
ACKATIA	Patrick	CCC	Concerned Christian Community, Monrovia	Program Officer	M	CSO / NGO / PS	CBR
AIBINU	Adermi	UNDP	United Nations Development Programme, Monrovia	Technical Coordinator, DDDR	M	UNDP	DDRR
AL-MASUD	Mohammed	UNDP	United Nations Development Programme, Monrovia	Head of M&E	M	UNDP	All
ARKU	Moses S.	CESP	Christian Empowerment and Sustainable Program – Voinjama, Lofa Country	Project Officer	M	CSO / NGO / PS	DDRR
ASSALE	Philippe	UNDP	United Nations Development Programme, Monrovia	Programme Support Specialist DDDR	M	UNDP	DDRR
ASUMANA	Patrick M.	CU	Cuttington University - Suacoco, Bong County	Piggery Trainer	M	CSO / NGO / PS	DDRR
BADIO	Moses	NACP	National AIDS STD Control Program, Monrovia	Data Manager	M	Government	HIV
BAO-IN	Joan	UNDP	United Nations Development Programme, Monrovia	Project Support Officer	F	UNDP	DDRR
BAYO	Manaseh S. K.	UNDP	United Nations Development Programme, Monrovia	Programme Manager, HRPG	M	UNDP	HRPG
BAYON	Esther	TTGM	Toe's Town General Market, Grand Gedeh County	Marketer	F	Direct Beneficiary	CBR
BAYSAH	Jallah K.	CU	Cuttington University – Suacoco, Bong County	Interim Committee Chairman; Major in Nursing	M	Direct Beneficiary	DDRR
BARCO	Atu	ACU	Alakaminee Credit Union – Salayea, Lofa County	Marketer	F	Direct Beneficiary	HRPG
BEST	Kenneth Y.	LOC	Liberian Observer Corporation, Monrovia	Publisher & Managing Director	M	Direct Beneficiary	DG
BLACKIE	Alex	ULAH	Ulah Community, Bong County	Member	M	Direct Beneficiary	EM

BOYE	Thorvald	Norway	Norwegian Embassy, Abidjan	Counselor	M	Donors	DDRR, HRPG
BOYEE	ORETHA	TTGM	Toe's Town General Market, Grand Gedeh County	Marketer	F	Direct Beneficiary	CBR
BROWN	J. Gbleh-bo	UNDP	United Nations Development Programme, Monrovia	Project Coordinator CBR	M	UNDP	CBR
BROWN	James	LOAF	Liberia Orphans of AIDS Foundation, Monrovia	Client	M	Direct Beneficiary	HIV
BRYANT	Charles Gyude	NTGL	National Transitional Government of Liberia, Monrovia	Chairman & Head of State, 2003 – 2005	M	Government	All
CAESAR	Hon. Dr. Ruth G.	NCDDRR	National Commission for Disarmament, Demobilization, Rehabilitation and Reintegration, Monrovia	Deputy Executive Director for Operations	F	Government	DDRR
CARLON	Dr. S. Jabaru	GC	Governance Commission, Monrovia	Commissioner	M	Government	DG
CATAKAW	B. Miller	LUP / COTOL	LUP/COTOL, Monrovia	Acting Secretary General	M	Direct Beneficiary	DG
CHAPIN	Rachel	NACP	National AIDS STD Control Program, Monrovia	Training Coordinator	F	Government	HIV
COLE	Samuel	NEC	National Elections Commission, Monrovia	Director of Civic and Voter Education	M	Government	DG
COLE	Winifred	WCU	Woulamai Credit Union – Voinjama, Lofa County	Marketer	F	Direct Beneficiary	HRPG
COOPER	Josephine	LOAF	Liberia Orphans of AIDS Foundation, Monrovia	Client	F	Direct Beneficiary	HIV
DANIELS	Adolphus K.	CU	Cuttington University – Suacoco, Bong County	Junior Student, Accounting & Management	M	Direct Beneficiary	DDRR
DANNIE	David	ULAH	Ulah Community, Bong County	Member	M	Direct Beneficiary	EM
DARPOH	Josephine	LOAF	Liberia Orphans of AIDS Foundation, Monrovia	Caregiver	F	Direct Beneficiary	HIV
DARWOLO	John G.	NEC	National Elections Commission, Monrovia	Manager of Human Resources	M	Government	DG
DARZAKOLU	Youngor	ZODWOCA	Zorzor District Women Care – Zorzor, Lofa County	Chief	F	Direct Beneficiary	HRPG
DAVIES	Kruba	LOAF	Liberia Orphans of AIDS Foundation,	Client	F	Direct	HIV

			Monrovia			Beneficiary	
DAYLUE-BERNARD	Atty. Zeor	AFELL	Association of Female Lawyers of Liberia, Monrovia	First Vice President	F	CSO / NGO / PS	HRPG
DENNIS	John R.	NCDDRR	National Commission for Disarmament, Demobilization, Rehabilitation and Reintegration, Monrovia	Special Assistant/Assistant Executive Director	M	Government	DDRR
DOGBEY	James	NEC	National Elections Commission, Monrovia	Director of Information Technology	M	Government	DG
DOGOOD	Kou	ULAH	Ulah Community, Bong County	Member	F	Direct Beneficiary	EM
DOGOOD	Namie	ULAH	Ulah Community, Bong County	Member	F	Direct Beneficiary	EM
DOGOOD	Noun	ULAH	Ulah Community, Bong County	Member	F	Direct Beneficiary	EM
DOLO	Esther	ULAH	Ulah Community, Bong County	Member	F	Direct Beneficiary	EM
DOLO	Yatee	ULAH	Ulah Community, Bong County	Member	F	Direct Beneficiary	EM
DOMAH	Reuben	KENC	Kakata Environmental Nature Club - Kakata, Margibi County	Acting President	M	CSO / NGO / PS	EM
DONNIE	Ben Turtur	EPA	Environmental Protection Agency, Monrovia	Executive Director	M	Government	EM
DUNBAR	Ernest J.	NACP	National AIDS STD Control Program, Monrovia	IT Manager	M	Government	HIV
DUO	Edna	TTGM	Toe's Town General Market, Grand Gedeh County	Marketer	F	Direct Beneficiary	CBR
DUO	Korpo	WCU	Woulamai Credit Union – Voinjama, Lofa County	Marketer	F	Direct Beneficiary	HRPG
ENTSUA	George	LOAF	Liberia Orphans of AIDS Foundation	Project Manager	M	CSO / NGO / PS	HIV
FAHNBALLEH	D. Ambulai	JUNDU	Jundu Community, Grand Cape Mount County	Member	M	Direct Beneficiary	EM
FAHNBALLEH	Maima	JUNDU	Jundu Community, Grand Cape Mount County	Member	F	Direct Beneficiary	EM
FAHNBULEH	Saybah	WCU	Woulamai Credit Union – Voinjama, Lofa County	Marketer	F	Direct Beneficiary	HRPG

FAYIA	Kumba	WCU	Woulamai Credit Union – Voinjama, Lofa County	Marketer	F	Direct Beneficiary	HRPG
FELLO, II	John B.	CEGCM	Civic Education and Good Citizenship Movement, Monrovia	Executive Director	M	CSO / NGO / PS	DG, HRPG
FLOMO	Lorpu	ACU	Alakaminee Credit Union – Salayea, Lofa County	Chief, DDC Representative & Marketer	F	Direct Beneficiary	HRPG
FODAY, SR.	David G.	CCC	Concerned Christian Community, Monrovia	Deputy Executive Director	M	CSO / NGO / PS	CBR
FORKPAH	Gayduo	ZODWOCA	Zorzor District Women Care – Zorzor, Lofa County	Client	F	Direct Beneficiary	HRPG
FORKPAH	Vesselee	NUCE	Nuukili United Construction Enterprise – Kolahun, Lofa County	Supervisor	M	CSO / NGO / PS	CBR
FROMYAN	Hon. James M.	NEC	National Elections Commission, Monrovia	Chairman	M	Government	DG
GAYAH	Mama	ZODWOCA	Zorzor District Women Care – Zorzor, Lofa County	Client	F	Direct Beneficiary	HRPG
GBADEKOLU	Lorpu	ZODWOCA	Zorzor District Women Care – Zorzor, Lofa County	Client	F	Direct Beneficiary	HRPG
GBALAKPAH	Yassah	ACU	Alakaminee Credit Union – Salayea, Lofa County	Marketer	F	Direct Beneficiary	HRPG
GBAYGULO	Doris	TTGM	Toe's Town General Market, Grand Gedeh County	Marketer	F	Direct Beneficiary	CBR
GBOLEH	Mama	ZODWOCA	Zorzor District Women Care – Zorzor, Lofa County	Client	F	Direct Beneficiary	HRPG
GEETEH	Jerry	GPS	Gbanway Public School, Lofa County	Canteen Manager	M	Direct Beneficiary	CBR
GENAYAN	Korto	ACU	Alakaminee Credit Union – Salayea, Lofa County	Marketer	F	Direct Beneficiary	HRPG
GOLOKAI	Nessie	UNDP	United Nations Development Programme, Monrovia	Assistant Resident Representative/Programme – ARR/Governance	F	UNDP	DG
GONTEE	Joseph	ULAH	Ulah Community, Bong County	Member	M	Direct Beneficiary	EM
GONTEE	Voin	ULAH	Ulah Community, Bong County	Member	F	Direct Beneficiary	EM

GOUYAN	Jallah A. M.	NDS	National Drug Service, Monrovia	M & E Coordinator	M	Government	HIV
GOWEE	Kebbeh	ACU	Alakaminee Credit Union – Salayea, Lofa County	Member of Management Committee	F	Direct Beneficiary	HRPG
GOWEE	Lorpu	ACU	Alakaminee Credit Union – Salayea, Lofa County	Marketer	F	Direct Beneficiary	HRPG
GREAVES	Frances	WONGOSOL	Women NGOs Secretariat of Liberia, Monrovia	2 nd Vice Chair, Board of Directors	F	CSO / NGO / PS	HRPG
GUAN	Doris	TTGM	Toe's Town General Market, Grand Gedeh County	Marketer	F	Direct Beneficiary	CBR
GULLEY	Tom N.	NDS	National Drug Service, Monrovia	Managing Director	M	Government	HIV
GUYAN	Alice	WCU	Woulamai Credit Union – Voinjama, Lofa County	Marketer	F	Direct Beneficiary	HRPG
HARRIS	Elizabeth	ACU	Alakaminee Credit Union – Salayea, Lofa County	Marketer	F	Direct Beneficiary	HRPG
HARRIS	Gayduo	WCU	Woulamai Credit Union – Voinjama, Lofa County	Marketer	F	Direct Beneficiary	HRPG
HASSAN	Vivian Kemah	CU	Cuttington University – Suacoco, Bong County	Senator, College of Nursing	F	Direct Beneficiary	DG
HERBERT	Christian G.	MPEA	Ministry of Planning & Economic Affairs, Monrovia	Minister of Planning, 2004-2006; Leadership on RIMCO issues (now Transport Economist/Consultant at Ministry of Public Works)	M	Government	All
HOWARD	Roosevelt	NACP	National AIDS STD Control Program, Monrovia	Volunteer	M	Government	HIV
IONKOVA	Kremena	WB	World Bank, Monrovia	Urban Specialist, Urban and Water Group, Africa Region	F	Donors	WB
JACKOLLIE	Mulbah S.	BWI	Booker Washington Institute, Kakata	Principal	M	CSO / NGO / PS	DDRR
JACKSON	Louise T.	CU	Cuttington University – Suacoco, Bong County	Junior Student; Management & Economics	F	Direct Beneficiary	DDRR
JALLABAH	Siennah	LOAF	Liberia Orphans of AIDS Foundation,	Client	F	Direct	HIV

			Monrovia			Beneficiary	
JALLAH	Alice	WCU	Woulamai Credit Union – Voinjama, Lofa County	Marketer	F	Direct Beneficiary	HRPG
JALLAH	Oretha	WCU	Woulamai Credit Union – Voinjama, Lofa County	Marketer	F	Direct Beneficiary	HRPG
JOHANSEN	Hilde	NORWAY	Ministry of Foreign Affairs (Norway), Oslo	Senior Adviser	F	Donors	DDRR, HRP
JOHNSON	Boye	UNDP	United Nations Development Programme, Monrovia	Programme Assistant	M	UNDP	EM
JOHNSON	Daniel D.	FIND	Foundation for International Dignity, Monrovia	National Program Officer	M	CSO / NGO / PS	DDRR, CBR, HRP
JOHNSON	Lewis	CU	Cuttington University – Suacoco, Bong County	Junior Student, Nursing	F	Direct Beneficiary	DDRR
JONES	JanJay	NACP	National AIDS STD Control Program, Monrovia	Deputy Program Manager M & E Surveillance	M	Government	HIV
JOSIAH	Dennis G.	NACP	National AIDS STD Control Program, Monrovia	M & E Assistant	M	Government	HIV
KAHNPLAYE	B. Wilson	CU	Cuttington University – Suacoco, Bong County	Senior	M	Direct Beneficiary	DG
KALLON	Tejanie	LOAF	Liberia Orphans of AIDS Foundation, Monrovia	Client	M	Direct Beneficiary	HIV
KAMARA	Massam	WCU	Woulamai Credit Union – Voinjama, Lofa County	Marketer	F	Direct Beneficiary	HRPG
KAMARA	Sedekie B.	CU	Cuttington University – Suacoco, Bong County	Representative, Sophomore Class	M	Direct Beneficiary	DG
KANDA	Ndomanii Saa	RIMCO	Results-Focused Transitional Framework Implementation & Monitoring Committee, Monrovia	National Planning and Policy Advisor, 2004-2006 (now National Programme Officer with UNAIDS)	M	Government	DG
KARNUE	Oliver M.	CU	Cuttington University – Suacoco, Bong County	President of JIU Students; Senior Student, Agriculture	M	Direct Beneficiary	DDRR
KEATING	Maria-Threase	UNDP	United Nations Development	Deputy Resident	F	UNDP	All

			Programme, Monrovia	Representative/Program me			
KESSELY	Bleedee	LOAF	Liberia Orphans of AIDS Foundation, Monrovia	Mother & Client	F	Direct Beneficiary	HIV
KESSELY	Gayduo	ZODWOCA	Zorzor District Women Care – Zorzor, Lofa County	Client	F	Direct Beneficiary	HRPG
KESSELY	Kebbeh	ZODWOCA	Zorzor District Women Care – Zorzor, Lofa County	Client	F	Direct Beneficiary	HRPG
KIALAIN	Dr. David	GC	Governance Commission, Monrovia	Senior Public Sector Manager	M	Government	DG
KIAZOLU	Massa	JUNDU	Jundu Community, Grand Cape Mount County	Member	F	Direct Beneficiary	EM
KING	Albert	YWCA	YWCA – Buchanan, Grand Bassa County	Trainee	M	Direct Beneficiary	DDRR
KOLLIA	Nemiah	ULAH	Ulah Community, Bong County	Member	F	Direct Beneficiary	EM
KOLLIE	Joseph M.	CESP	Christian Empowerment and Sustainable Program – Voinjama, Lofa County	Trainer, Auto Mechanics	M	CSO / NGO / PS	DDRR
KOLLIE	Kormassa	WCU	Woulamai Credit Union – Voinjama, Lofa County	Marketer	F	Direct Beneficiary	HRPG
KOLLIE	Momo G.	ZODWOCA	Zorzor District Women Care, Monrovia	Finance Officer	M	CSO / NGO / PS	HRPG
KOLLIE	Varbah	ACU	Alakaminee Credit Union – Salayea, Lofa County	Marketer	F	Direct Beneficiary	HRPG
KOLUBAH	Abraham D.	GPS	Gbanway Public School, Lofa County	Principal	M	Direct Beneficiary	CBR
KONAH	Korpo	ZODWOCA	Zorzor District Women Care – Zorzor, Lofa County	Client	F	Direct Beneficiary	HRPG
KONIAHSAYE	SULAH	ULAH	Ulah Community, Bong County	Member	F	Direct Beneficiary	EM
KORMAH	Saybah	CESP	Christian Empowerment and Sustainable Program – Voinjama, Lofa County	Trainee	F	Direct Beneficiary	DDRR
KORTIMAI	Agnes F.	ZODWOCA	Zorzor District Women Care, Monrovia	Executive Director	F	CSO / NGO / PS	HRPG

KORTIMAI	Korpo Solbor	ZODWOCA	Zorzor District Women Care, Monrovia	Assistant Coordinator for Human Rights	F	CSO / NGO / PS	HRPG
KORTU	Esther	WCU	Woulamai Credit Union – Voinjama, Lofa County	Acting Chair Lady	F	Direct Beneficiary	HRPG
KORVAH	Prince M.	UMUSU	United Methodist University Student Union, Monrovia	President	M	Direct Beneficiary	DG
KPAIWON	Joseph V.	GPS	Gbanway Public School, Lofa County	Teacher	M	Direct Beneficiary	CBR
KRAYEE	Sarah	TTGM	Toe's Town General Market, Grand Gedeh County	Marketer	F	Direct Beneficiary	CBR
KROMAH	Miatta	JUNDU	Jundu Community, Grand Cape Mount County	Member	F	Direct Beneficiary	EM
KUMEH	Agnes	LOAF	Liberia Orphans of AIDS Foundation, Monrovia	Client	F	Direct Beneficiary	HIV
KUMEH	Yvonne	LOAF	Liberia Orphans of AIDS Foundation, Monrovia	Client	F	Direct Beneficiary	HIV
LABLAH	Moses J.	GPS	Gbanway Public School, Lofa County	Teacher	M	Direct Beneficiary	CBR
MADY-YUU	Moses B.	NDM	New Deal Movement, Monrovia	Acting National Chairman	M	Direct Beneficiary	DG
MAIWEIN	Garmai	ZODWOCA	Zorzor District Women Care – Zorzor, Lofa County	Client	F	Direct Beneficiary	HRPG
MAMA	Lorpu	ZODWOCA	Zorzor District Women Care – Zorzor, Lofa County	Client	F	Direct Beneficiary	HRPG
MAMAI	Sonnie	WCU	Woulamai Credit Union – Voinjama, Lofa County	Marketer	F	Direct Beneficiary	HRPG
MASON	Sonnie	ACU	Alakaminee Credit Union – Salayea, Lofa County	Clan Chief & Marketer	F	Direct Beneficiary	HRPG
MASSAH	Moses	UNDP	United Nations Development Programme, Monrovia	Programme Manager Energy and Environment	M	UNDP	EM
MASSALEY	Korpo	ACU	Alakaminee Credit Union – Salayea, Lofa County	Marketer	F	Direct Beneficiary	HRPG
MASSAQUOI	James K.	GBAG	Grand Bassa Agricultural Group – Buchanan, Grand Bassa County	Administrator	M	CSO / NGO / PS	DDRR
MASSAQUOI	Molly	CU	Cuttington University – Suacoco, Bong County	Assistant Farm Manager	M	CSO / NGO / PS	DDRR

MATHEWS	Lancedell	NARDA	New African Research and Development Agency, Monrovia	Executive Director	M	CSO / NGO / PS	DDRR, CBR, DG, HRP
MATOR, JR.	David K.	CU	Cuttington University – Suacoco, Bong County	Chief Accountant	M	CSO / NGO / PS	DDRR
MATTHEWS	Juebah V.	CU	Cuttington University – Suacoco, Bong County	Junior, Nursing	M	Direct Beneficiary	DDRR
MAWOLO	James	CESP	Christian Empowerment and Sustainable Program – Voinjama, Lofa County	Trainee	M	Direct Beneficiary	DDRR
MENDOABO	Sarah Z.	TMHS	Tappeh Memorial High School – Tappita, Nimba County	Mayor of Tappita	F	Direct Beneficiary	CBR
MIANTONA	G. Edward	TMHS	Tappeh Memorial High School – Tappita, Nimba County	Registrar of Tappeh Memorial High School	M	Direct Beneficiary	CBR
MIENWIPIA	Abraham	BENC	Buchanan Environmental Nature Club – Buchanan, Grand Bassa County	General Secretary	M	CSO / NGO / PS	EM
MORIBAH	Simeon	MPEA UNDP	Ministry of Planning & Economic Affairs; United Nations Development Programme, Monrovia	Deputy Minister for Economic Affairs and Policy, 2006-2008; Assistant Resident Representative/Program me (now with the Mano River Union as Deputy Secretary General)	M	Government	All
MOMO	TUON	RADP	Rural Agricultural and Development Programme	Secretary	F	CSO / NGO / PS	CBR
MULBAH	Soko	CU	Cuttington University – Suacoco, Bong County	Upper Junior Student, Theology & Sociology	M	Direct Beneficiary	DDRR
MULBAH	Victoria	WCU	Woulamai Credit Union – Voinjama, Lofa County	Marketer	F	Direct Beneficiary	HRPG
NEH	Cornelius	LOAF	Liberia Orphans of AIDS Foundation, Monrovia	Client	F	Direct Beneficiary	HIV
NEH	Rufina	LOAF	Liberia Orphans of AIDS Foundation, Monrovia	Client	F	Direct Beneficiary	HIV
NELSON	Tovian Estella	LIWOMAC	Liberia Women Media Action	Executive Director	F	CSO / NGO /	HRPG

			Committee, Monrovia			PS	
NEOR	Marthaline	LOAF	Liberia Orphans of AIDS Foundation, Monrovia	Client	F	Direct Beneficiary	HIV
N'GELE	Edward M. O.	CU	Cuttington University – Suacoco, Bong County	Assistant Director & Curator of Africana Museum	M	CSO / NGO / PS	DDRR
NIELSEN	Jenny	UNDP	United Nations Development Programme, Monrovia	Procurement Specialist	F	UNDP	WB
NOMBIAH	Augustus	ULAH	Ulah Community, Bong County	Acting Town Chief	M	Direct Beneficiary	EM
NOMBIAH	Dyrus	ULAH	Ulah Community, Bong County	Member	M	Direct Beneficiary	EM
NOMBIAH	Mucy	ULAH	Ulah Community, Bong County	Member	F	Direct Beneficiary	EM
NOMBIAH	Sphean	ULAH	Ulah Community, Bong County	Member	M	Direct Beneficiary	EM
NUAH	Veronica	LOAF	Liberia Orphans of AIDS Foundation, Monrovia	Client	F	Direct Beneficiary	HIV
NYALEY	Gertrude W. K.	FDA	Forestry Development Authority, Monrovia	Administrative Assistant	F	Government	EM
NYANAMA	Roland	UNDP	United Nations Development Programme, Monrovia	M & E Officer Global Fund	M	UNDP	HIV
NYELLA	James T.	CU	Cuttington University – Suacoco, Bong County	Mobilizer; Major in agriculture	M	Direct Beneficiary	DDRR
OSTMAN	Anders	SIDA	Swedish International Development Cooperation Agency	Minister of Swedish Embassy (now Country Manager for Liberia)	M	Donors	DDRR, CBR, DG, HRP
PAJIBO	Sarah	TTGM	Toe's Town General Market, Grand Gedeh County	Market Superintendent	F	Direct Beneficiary	CBR
PARLEH	Augustine	NACP	National AIDS STD Control Program, Monrovia	M & E Assistant	M	Government	HIV
PAYE	John	CU	Cuttington University – Suacoco, Bong County	Upper Junior Student, Theology & Education	M	Direct Beneficiary	DDRR
PEWEE	Famatta	ZODWOCA	Zorzor District Women Care – Zorzor, Lofa County	Client	F	Direct Beneficiary	HRPG

PRATT	Victor	LOAF	Liberia Orphans of AIDS Foundation	Administrative Assistant	M	CSO / NGO / PS	HIV
QUEBEHN	John G.	GPS	Gbanway Public School, Lofa County	Teacher	M	Direct Beneficiary	CBR
QUELLU	Paul V. S.	RADP	Rural Agricultural and Development Programme – Gbarnga, Bong County	President	M	CSO / NGO / PS	CBR
QUOI	Boima	JUNDU	Jundu Community, Grand Cape Mount County	Member	M	Direct Beneficiary	EM
QUOINGEWU	Kebbeh	ZODWOCA	Zorzor District Women Care – Zorzor, Lofa County	Client	F	Direct Beneficiary	HRPG
RAILEY	Olivia	BENC	Buchanan Environmental Nature Club – Buchanan, Grand Bassa County	Member	F	CSO / NGO / PS	EM
REEVES	Wilmot A.	UNDP	United Nations Development Programme, Monrovia	National Economist	M	UNDP	DG
RYAN	Jordan	UNMIL	United Nations Mission in Liberia, Monrovia	Deputy Special Representative of the Secretary-General and UN Resident Coordinator in Liberia	M	UNMIL	All
SAAH	Tawah	WCU	Woulamai Credit Union – Voinjama, Lofa County	Marketer	F	Direct Beneficiary	HRPG
SAM	Dominic	UNDP	United Nations Development Programme, Monrovia	Country Director	M	UNDP	All
SANKAITUAH	Joseph Jimmy	FLY	Federation of Liberian Youth, Monrovia	President	M	CSO / NGO / PS	DG
SARKOR	Evangeline S.	NACP	National AIDS STD Control Program, Monrovia	M & E Data Processor	F	Government	HIV
SARYEE	Dan	LDI	Liberia Democratic Initiative, Monrovia	Executive Director	M	CSO / NGO / PS	DG
SATURDAY	Baindu T.	WONGOSOL	Women NGOs Secretariat of Liberia, Monrovia	1 st Vice Chair, Board of Directors	F	CSO / NGO / PS	HRPG
SAWYER	Dr. Amos C.	GC	Governance Commission, Monrovia	Chairman	M	Government	DG
SAYE-KEHNEL	Julius Y.	CU	Cuttington University – Suacoco, Bong County	President, Nimba University Student	M	Direct Beneficiary	DG

SEI-KORKPOR	N. Sam	ZADC	Zao Development Council, Ganta City	Association General Coordinator	M	CSO / NGO / PS	CBR
SENGBE	Dr. W. Kpangbala	NCDDRR	National Commission for Disarmament, Demobilization, Rehabilitation and Reintegration, Monrovia	Psychotherapist/Program Manager	M	Government	DDRR
SESAY	Kollie	CESP	Christian Empowerment and Sustainable Program – Voinjama, Lofa County	Class President	M	Direct Beneficiary	DDRR
SEVELEE	Robert B.	GBAG	Grand Bassa Agricultural Group – Buchanan, Grand Bassa County	Program Officer	M	CSO / NGO / PS	DDRR
SHAH	Zainulabedin	UNDP	United Nations Development Programme, Monrovia	Finance Manager GFATM/UNDP	M	UNDP	HIV
SHANNON	Dr. Eugene	MLME	Ministry of Lands, Mines & Energy, Monrovia	Minister	M	Government	EM
SHERIFF	Boima	JUNDU	Jundu Community, Grand Cape Mount County	Member	M	Direct Beneficiary	EM
SHERIFF	Fatima	KENC	Kakata Environmental Nature Club – Kakata, Margibi County	Financial Secretary	F	CSO / NGO / PS	EM
SHERIFF	Haja	CESP	Christian Empowerment and Sustainable Program – Voinjama, Lofa County	Trainee	F	Direct Beneficiary	DDRR
SHERIFF	Makula	CESP	Christian Empowerment and Sustainable Program – Voinjama, Lofa County	Trainee	F	Direct Beneficiary	DDRR
SHERIFF	Mayama	WCU	Woulamai Credit Union – Voinjama, Lofa County	Marketer	F	Direct Beneficiary	HRPG
SHERIFF	Zoe	JUNDU	Jundu Community, Grand Cape Mount County	Member	F	Direct Beneficiary	EM
SHERMAN	Ben	JUNDU	Jundu Community, Grand Cape Mount County	Teacher	M	Direct Beneficiary	EM
SIAFFA	Amelia	LOAF	Liberia Orphans of AIDS Foundation, Monrovia	Client	F	Direct Beneficiary	HIV
SIEH	Sonpon B.	NACP	National AIDS STD Control Program, Monrovia	Acting Deputy Program Manager for Programs	M	Government	HIV
SIENNEH	Klubo	ZODWOCA	Zorzor District Women Care – Zorzor, Lofa County	Client	F	Direct Beneficiary	HRPG
SIRLEAF	George	ACDRSI	All Christian Development & Relief Services International, Brewerville City	Executive Director	M	CSO / NGO / PS	CBR

SIRLEAF	Hawa K.	CU	Cuttington University – Suacoco, Bong County	Vice President; Junior Student, Management & Economics	F	Direct Beneficiary	DDRR
SIRLEAF	Sando	CU	Cuttington University – Suacoco, Bong County	Senior Student, Nursing	M	Direct Beneficiary	DDRR
SOLON	James S. N.	RADP	Rural Agricultural and Development Programme	Executive Director	M	CSO / NGO / PS	CBR
SONII	Massa	JUNDU	Jundu Community, Grand Cape Mount County	Member	F	Direct Beneficiary	EM
SONII	Varney	JUNDU	Jundu Community, Grand Cape Mount County	Member	M	Direct Beneficiary	EM
SORSOR	Mary	WCU	Woulamai Credit Union – Voinjama, Lofa County	Marketer	F	Direct Beneficiary	HRPG
SULUNTEH	G. Kevin	CU	Cuttington University – Suacoco, Bong County	Accountant	M	CSO / NGO / PS	DDRR
SUMO	Garmai	ZODWOCA	Zorzor District Women Care – Zorzor, Lofa County	Client	F	Direct Beneficiary	HRPG
TAIKERWEYAH	Olive Y.	CU	Cuttington University – Suacoco, Bong County	Sophomore Student, Accounting & Management	F	Direct Beneficiary	DDRR
TAMAGNINI	Andrea	RRR – UNMIL	United Nations Mission in Liberia (UNMIL), Monrovia	Director of Reintegration, Rehabilitation and Recovery – RRR	M	UNDP	DDRR
TAMBA	Samuel	JUNDU	Jundu Community, Grand Cape Mount County	Member	M	Direct Beneficiary	EM
TARNUE	Rufus	MLME	Ministry of Lands, Mines & Energy, Monrovia	Director, Department of Energy	M	Government	EM
TEWOLDE	Assefan	UNDP	United Nations Development Programme, Monrovia	Head of DEX Service Centre 2004-2008	M	UNDP	WB
TOCLO	Arthur S.	BENC	Buchanan Environmental Nature Club – Buchanan, Grand Bassa County	Students Coordinator, St. Peter Claver's Catholic High School	M	CSO / NGO / PS	EM
TOE	Sametta S.	CU	Cuttington University – Suacoco, Bong County	Upper Junior, Nursing	F	Direct Beneficiary	DDRR
TOEKPEI	Paye M.	ZADC	Zao Development Council (ZADC), Inc. Ganta City	Deputy Coordinator of Administration and	M	CSO / NGO / PS	CBR

				Finance			
TOGBA	Jappa	SAH	Society for the Advancement of Humanity, Inc., Monrovia	Executive Director	M	CSO / NGO / PS	CBR
TOKPA	Lisa	SP	Samaritan's Purse International Relief, Monrovia	OVC Program Coordinator	F	CSO / NGO / PS	HIV
TRAORE	Mariam H.	UNDP	United Nations Development Programme, Monrovia	Program Manager GFATM/UNDP	F	UNDP	HIV
TUGBA	Samuel T.	CU	Cuttington University – Suacoco, Bong County	Senator of Junior Class	M	Direct Beneficiary	DG
VASSELEE	Mary	GPS	Gbanway Public School, Lofa County	Vice Principal	F	Direct Beneficiary	CBR
VESSELEE	Krubo	ACU	Alakaminee Credit Union – Salayea, Lofa County	Marketer	F	Direct Beneficiary	HRPG
VOWU	Lorpu	ZODWOCA	Zorzor District Women Care – Zorzor, Lofa County	Client	F	Direct Beneficiary	HRPG
WAH	G. E. Theophilus	CU	Cuttington University – Suacoco, Bong County	Senior Accountant/Facilitator/JI U/2006-2007	M	CSO / NGO / PS	DDRR
WAMAH, JR.	G. Morris	LIDS	Liberia Initiative for Developmental Services – Gbarnga, Bong County	Administrative Assistant	M	CSO / NGO / PS	CBR HRPG
WASHINGTON	Abraham	CESP	Christian Empowerment and Sustainable Program – Voinjama, Lofa County	Trainee	M	Direct Beneficiary	DDRR
WASHINGTON	Kebbeh	ZODWOCA	Zorzor District Women Care – Zorzor, Lofa County	Client	F	Direct Beneficiary	HRPG
WAYONGAR	Samuel G.	VHI	Volunteers for Homeless International, Monrovia	Executive Director	M	CSO / NGO / PS	CBR
WEAFAR	Reginald P.	GPS	Gbanway Public School, Lofa County	General Secretary	M	Direct Beneficiary	CBR
WEAH	Danica	LOAF	Liberia Orphans of AIDS Foundation, Monrovia	Client	F	Direct Beneficiary	HIV
WENSAYA	YEAH	ULAH	Ulah Community, Bong County	Member	F	Direct Beneficiary	EM
WESLEY	Gayduo	ZODWOCA	Zorzor District Women Care – Zorzor, Lofa County	Client	F	Direct Beneficiary	HRPG
WILLIAMS	George Sie	ULSU	University of Liberia Student Union,	President	M	Direct	DG

			Monrovia			Beneficiary	
WILLIE	Charstane	ULAH	Ulah Community, Bong County	Member	M	Direct Beneficiary	EM
WILLIE	James	ULAH	Ulah Community, Bong County	Member	M	Direct Beneficiary	EM
WILLIE	John M.	LIDS	Liberia Initiative for Developmental Services – Gbarnga, Bong County	MED Supervisor	M	CSO / NGO / PS	CBR HRP
WILLIE	Kruba	ACU	Alakaminee Credit Union – Salayea, Lofa County	Assistant Chair Person & Marketer	F	Direct Beneficiary	HRPG
WILLIE	Mater	ULAH	Ulah Community, Bong County	Member	F	Direct Beneficiary	EM
WILLIE	Stanie	ULAH	Ulah Community, Bong County	Member	M	Direct Beneficiary	EM
WILSON	Korpo	WCU	Woulamai Credit Union – Voinjama, Lofa County	Marketer	F	Direct Beneficiary	HRPG
WILSON	Terri	LOAF	Liberia Orphans of AIDS Foundation, Monrovia	Client	F	Direct Beneficiary	HIV
WITHERSPOON, SR.	Rev. Jervis A.	NCDDRR	National Commission for Disarmament, Demobilization, Rehabilitation and Reintegration, Monrovia	Executive Director	M	Government	DDRR
WOHN-A-NEHN	Yaularia B.	CU	Cuttington University – Suacoco, Bong County	Junior Student; Nursing	F	Direct Beneficiary	DDRR
WOLO	Yvonne N. J.	UNDP	United Nations Development Programme, Monrovia	Programme Associate M&E	F	UNDP	All
WOLOBAH	Lorpu	ZODWOCA	Zorzor District Women Care – Zorzor, Lofa County	Client	F	Direct Beneficiary	HRPG
WOODS	John T.	FDA	Forestry Development Authority, Monrovia	Managing Director	M	Government	EM
YAMAH	Klubo	ZODWOCA	Zorzor District Women Care – Zorzor, Lofa County	Client	F	Direct Beneficiary	HRPG
YARKPAWOLO	John V.	GPS	Gbanway Public School, Lofa County	Teacher	M	Direct Beneficiary	CBR
YARKPAWOLO	Nennie	ZODWOCA	Zorzor District Women Care – Zorzor, Lofa County	Client	F	Direct Beneficiary	HRPG
YARSIAH	Kebbeh	ACU	Alakaminee Credit Union – Salayea, Lofa County	Marketer	F	Direct Beneficiary	HRPG

YENNEH	Dormuwa	WCU	Woulamai Credit Union – Voinjama, Lofa County	Marketer	F	Direct Beneficiary	HRPG
YORGOLDMER	Rev. Salome V.	FHS	Firestone Health Services, Firestone	RN, Coordinator/Counselor	F	CSO / NGO / PS	HIV
YOUNQUOIE	D. Rufus	ULAH	Ulah Community, Bong County	Teacher	M	Direct Beneficiary	EM
YOUNQUOIE	Gbatar	ULAH	Ulah Community, Bong County	Member	M	Direct Beneficiary	EM
ZAWU	Garmai	ZODWOCA	Zorzor District Women Care – Zorzor, Lofa County	Client	F	Direct Beneficiary	HRPG
ZAWU	Kebbeh	ZODWOCA	Zorzor District Women Care – Zorzor, Lofa County	Client	F	Direct Beneficiary	HRPG
ZAYZAY	Rev. Mulbah F.	SP	Samaritan's Purse International Relief, Monrovia	Program Manager, HIV/AIDS	M	CSO / NGO / PS	HIV
ZEAN	Albertha	TTGM	Toe's Town General Market, Grand Gedeh County	Marketer	F	Direct Beneficiary	CBR
ZEKIEH	James C. Z.	GBAG	Grand Bassa Agricultural Group – Buchanan, Grand Bassa County	Field Technician	M	CSO / NGO / PS	DDRR
ZOLUE	G. Moses	CU	Cuttington University – Suacoco, Bong County	Speaker of the 7 th Student Legislative Council	M	Direct Beneficiary	DG

Annex 5. Status of intended programme outcomes

DDRR – Programme outcomes

Outcome	Indicator(s)	Baseline/Status 2003	Status end 2007	Sources of verification	Comments
Improvement in peace and state of security achieved	Disarmament of combatants	Existence of armed factions/intense confrontation between armed factions and government forces	Warring factions and government forces disarmed and disbanded	Comprehensive Peace Agreement, Accra, Ghana, August 18, 2003; UN resolution 1509; External Mid-Term Evaluation Report of the DDRR in Liberia; UNDP annual report 2004/2007	There is still the proliferation of small arms and light weapons, but these are not connected to the existence of warring factions.
Creation of enabling environment for the promotion of national security	Demobilization of ex-fighters	Combatants under military command structures	Fighters de-linked from commanders	DDRR Trust Fund Activity Report – September 2005 to March 2005; UNDP Annual Report 2004	
	Rehabilitation of ex-combatants	Combatants traumatized and unpredictable	Ex-combatants rehabilitated	Bugnion et al, External Mid-Term Evaluation Report of the DDRR IN Liberia, July 2006; DDRR Trust Fund Activity Report – September 2004 to March 2005; UNDP Liberia DDRR Programme (See http://www.lr.undp.org/ddrr.htm , July 2008)	Rehabilitation not developed for adults
	Reintegration of ex-combatants into communities	Combatants outside organized community life	Socio-economic integration of ex-combatants into civilian communities	UNDP Annual Report 2007 DDRR Trust Fund Activity Report – September 2004 to March 2005;	Considerable number of ex-combatants have since returned to their communities of origin or choice
	Participation of ex-combatants in social and economic life of civilian communities	Reliance on arms as means of livelihood	Considerable number of ex-combatants in small income earning business	UNDP Liberia DDRR Programme (See http://www.lr.undp.org/ddrr.htm , July 2008)	Significant number of ex-fighters engaged in economic activities that meet daily survival

	Participation in non-violent political expression	Violent competition for power	Democratic quest for power	James Pugel, What the Fighters Say: A Survey of Ex-Combatants in Liberia (February-March 2006), April 2007	needs Diminishing level of violence involving firearms
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CBR – Programme outcomes

Outcomes	Indicators	Baseline/Status 2003	Status end 2007	Sources of Verification	Comments
Improved local and municipal governance structures and planning tools ensuring fullest representation of local population	<p>CBR programmes designed and operational.</p> <p>Community governance structures revived, re-established, trained and operational</p>	<p>Very weak or little capacity of governance systems and institutions</p> <p>Low human and institutional capacities existed at all levels</p>	<p>By the end of 2004, a total of 17 DDCs were set up in three counties: Bong (8), Nimba (6) and Grand Geddeh (3)</p> <p>A total of 73 DDCs were established in 15 counties by the end of 2006.</p> <p>In 2007, a total of 110 micro projects successfully implemented</p> <p>Capacity Building: 1,022 DDC members and 60 local government officials trained; 73 DDCs in the 15 counties strengthened; staff of 60 national NGOs trained</p> <p>Rehabilitation and Basic Services: 80 km farm-to-market roads rehabilitated; 21 bridges constructed; 36 schools built; 1 hospital, 1</p>	<p>Proposed/Revised CPO Extension for UNDP Liberia 2004-2006</p> <p>UNDP Liberia Annual Reports 2004-2007</p>	<p>Signed in 2004 between GOL and UNDP, the CBR programme supported the rehabilitation of infrastructure for the delivery of basic services.</p> <p>A total of 547,000 rural Liberians are now benefiting from these facilities</p>

			health centre and 4 clinics rehabilitated; 3 markets reconstructed; 119 safe drinking water wells and 135 four-access latrines constructed		
Improved capacity of community social structures to deliver basic services and livelihood opportunities	About 60% of beneficiary community members having access to basic social services and sustainable livelihood opportunities	Very weak or little capacity of governance systems and institutions Low human and institutional capacities existed at all levels	Key areas of interventions were education, health, water and sanitation, roads/bridges, market buildings, sustainable livelihood and training the DDCs.	Proposed/Revised CPO Extension for UNDP Liberia 2004-2006 CPO UNDP Liberia 2003-2005	

DG – Programme outcomes

Outcomes	Indicators	Baseline/Status 2003	Status end 2007	Sources of Verification	Comments
Enhanced national capacity to articulate, formulate and implement good governance principles and policies	Governance Commission established and public sector reform effectively pursued	Very weak capacity of governance systems and institutions	GC is active in consultative process, research & conceptualization of major governance policies	Final Review Report, Capacity Building for Governance and Economic Management Project ID: 00013426 April 2004 – March 2008	Governance Commission received considerable support from international community
	Improved efficiency and equity in the delivery of public services	Low human and institutional capacities existed at all levels None exist in terms of policy and regulatory	Short-term capacity building programmes established and fully operational Long-term capacity building	Proposed/Revised CPO Extension for UNDP Liberia 2004-2006	Civil Service Agency and Ministry of Planning & Economic Affairs were responsible for managing various

		framework	commenced		capacity building initiatives
	Improved efficiency, accountability, and transparency in the civil service	Low human and institutional capacities existed at all levels	GEMAP & SMP established and fully operational	Proposed/Revised CPO Extension for UNDP Liberia 2004-2006 Poverty Reduction Strategy	
Institutional and electoral framework conducive to free and fair elections in place and operational and supported by international standards	A functioning independent electoral management commission with the capacity to conduct free and fair elections established	None exist in terms of institutional capacities Bad governance and poor economic management were identified as major causes of conflict	National Elections Commission established Legislative and presidential elections held Liberia had a successful transition and accession to power of democratically elected government, which is headed by female President and Legislators in January 2006	Proposed/Revised CPO Extension for UNDP Liberia 2004-2006 CPO UNDP Liberia 2003-2005	National Elections Commission received considerable support from international community
	An electoral law adopted that provides for a free and fair process	None existed	The Electoral Reform Law 2004 which was an act suspending certain provisions of the Constitution of Liberia and amending specific sections of the New Elections Law 1986 and approving new provisions relating to the budget appropriations of the National Elections Commission	CPO UNDP Liberia 2003-2005	
	Increased citizens participation	Low human and institutional capacities existed at all levels	High voters turned out during presidential and general elections	Proposed/Revised CPO Extension for UNDP Liberia 2004-2006	Today, Liberians are far more worried about current

	in electoral processes		Low citizens involvement and high voters apathy in subsequent by- and run-off elections		economic realities than their participation in political life
	Increased participation of women candidates in national and local elections	Low human and institutional capacities existed at all levels	Liberian Presidency is headed by a woman. Legislature Senators (30); Male (25) & Female (5) Representatives (64); Male (56) & Female (8) Executive (Cabinet Ministers) (19); Male (14) & Female (5)	Proposed/Revised CPO Extension for UNDP Liberia 2004-2006 UNDP Liberia Annual Reports 2004-2007	Women gained major political leadership positions including the Presidency, Legislature and Cabinet
Enhanced economic stimulus environment for sustainable growth and development	Requisite private sector development strategies developed and adopted	High unemployment rate (formal sector) 85% High external and domestic debts GDP per capita (in 2005 US\$ and PPP\$) 130 Real GDP growth rate (2005) 5.3% Inflation rate (2005) 11.1%	High unemployment rate (formal sector) 80% External and domestic debts total (US\$ Billion) reduced GDP per capita (in 2007 US\$ prices) 195 Real GDP growth rate (2007) 7.9% Inflation rate 11.4%	Final Review Report, Capacity Building for Governance and Economic Management Project ID: 00013426 April 2004 – March 2008 UNDP Liberia Annual Reports 2004-2007 NHDR 2006 Central Bank of Liberia 2007 Poverty Reduction Strategy	Economic stimulus has achieved only marginal success because the government and international partners focused principally on the consolidation of peace and stability, and instituting governance and security sector reforms
	Human and institutional capacity building undertaken at national and	Low human and institutional capacities existed at all levels	Various emergency capacity-building programmes were instituted including TOKTEN, LECBS, and SES	Final Review Report, Capacity Building for Governance and Economic Management Project ID: 00013426 April 2004 – March 2008	

	local levels				
	Effective government ownership of the mobilization and management of external resources flows	None existed in terms of human and institutional capacities	Government has improved its aid coordination mechanism. But much more still needs to be done in terms of direct budgetary support and fighting corruption	Proposed/Revised CPO Extension for UNDP Liberia 2004-2006 CPO UNDP Liberia 2003-2005	UNDP Liberia is primarily using Direct Execution (DEX) modality to implement projects, while National Execution (NEX) modality remains a major challenge for government due to issues of human and institutional capacities, as well as corruption
	Efficient and effective programming of the Public Investment Programmes (PIPs) and Public Expenditure Programmes (PEPs) of the government	Poor economic management was identified as a major cause of conflict	150-day action plan, iPRS and PRS, as well as Public Financial Management System put in place as a benchmark for fighting corruption	CPO UNDP Liberia 2003-2005	
	Strengthened capacity of MPEA for economic data collection, analysis and reporting	No data available	LISGIS, an autonomous national statistical office, was established and fully operational	CPO UNDP Liberia 2003-2005 Poverty Reduction Strategy	LISGIS conducted major surveys including LDHS, CWIQ, PPA, CFSNS and National Census in 2008

HIV – Programme outcomes

Outcome	Indicator(s)	Baselines/Status 2003	Status end 2007	Sources of verification	Comments
Increase in HIV/AIDS awareness and prevention	Preparation of national HIV/AIDS policy, guidelines and legislation	Increase in spread of HIV/AIDS (8.2%) with upward trend	Existing as policy reference point, but lack of capacity on part of National AIDS Control Program to execute its mandate	Proposed CPO Extension for UNDP/Liberia 2004-2006; country Programme Outline, UNDP Liberia 2003-2005	
Strategies to prevent the spread of and mitigate the impact of HIV/AIDS	Planning and policy development for combating HIV/AIDS	Poor policy implementation framework	Policy formulated and concrete actions started	Country Programme Outline, UNDP Liberia	National capacity for addressing issue still low
	Decentralization of HIV/AIDS intervention programs	Poor attempts	Attempts underway	Final Report, Strengthening of HIV and AIDS Prevention, Care and Treatment: LBR-202 –H-GO1-00, 25 July 2007	Need to be confirm through concrete observation of programs outside Monrovia
	Promotion of information, education and communication (IEC) as well as Behaviour change communication (BCC) strategies	Poor campaign	Appreciable campaign	UNDP Liberia HIV/AIDS Programme (See http://www.lr.undp.org/aids.htm)	Not clear extent to which campaign affects countryside
	Building capacity of counsellors by institutions involved with HIV/AIDS prevention, care and treatment	No capacity	Some capacity	Final Report, Strengthening of Tuberculosis Control and the Management of People with TB/HIV Co-infection, 25 July 2007	Capacity still low (minimum commitment from Government)
	Reduction in stigma associated with HIV/AIDS	Very high stigma	Reduction in stigma	Andic et al, Mid-Term Outcome Evaluation LDDRRP, Capacity Building and Human Rights Awareness, Community-Based Recovery, HIV/AIDS, February 2006;	

				UNDP Liberia HIV/AIDS Programme (See http://www.lr.undp.org/aids.htm , July 2007)	
	Behaviour change awareness campaigns	Poor awareness	Increased awareness	UNDP Liberia HIV/AIDS Programme (See http://www.lr.undp.org/aids.htm , July 2007)	Change in old habit of denial and individual actions to prevent HIV/AIDS

HRPG – Programme outcomes

Outcome	Indicator(s)	Baselines/Status 2003	Status end 2007	Sources of verification	Comments
Increased awareness and recognition of human rights, protection and gender issues	Strong advocacy on human rights, protection and gender issues by human rights institutions	low	High: Period saw strong advocacy by local and international institutions	UNDP Human Rights, Protection and Gender Programme (See http://www.lr.undp.org/hr.htm , July 2007)	
	Increased government capacity to address human rights and protection issues	Very low	Low capacity and weakness of justice system	UNDP Human Rights, Protection and Gender Programme (See http://www.lr.undp.org/hr.htm , July 2007); Andic 2006	
	Support to the TRC process	National policy decision	Implementation of TRC process underway	UNDP Human Rights, Protection and Gender Programme (See http://www.lr.undp.org/hr.htm , July 2007)	Still ongoing
	Promotion of human rights and the rule of law	Human rights violation widespread	Civil society human rights education programmes reaching general public in period, but incidents of human rights violations still evident		

EM – Programme outcomes

Outcome	Indicator(s)	Baseline/Status 2003	Status end 2007	Sources of Verification	Comments
A comprehensive approach to environmentally sustainable development integrated in national development planning and linked to poverty reduction	Poverty-environment linkages reflected in CCA and UNDAF	Low human and institutional capacities existed at all levels None exist in terms of policy and regulatory framework	Three legal instruments for environmental management enacted; Environmental Protection Agency established and functioning; Environment and renewable energy concerns integrated into the PRS and arrangements concluded between UNDP and UNEP for poverty and environment works in Liberia	Proposed/Revised CPO Extension for UNDP Liberia 2004-2006 UNDP Liberia Annual Reports 2007	
Improved awareness and understanding among decision-makers and the public of linkages between environmental sustainability and human poverty and well-being	Increased media coverage of environmentally sustainable issues	Low human and institutional capacities existed at all levels None exist in terms of policy and regulatory framework	Regional environmental awareness raising workshops held, school-based nature clubs established and print and electronic media activities carried out resulted to improved public understanding on environmental issues. Policy-makers were less targeted during the period, making it difficult to put environmental issues on the radar screen of government.	Proposed/Revised CPO Extension for UNDP Liberia 2004-2006 Final Review, Energy and the Environment Project ID: 00044606 May 2005 – March 2008 UNDP Liberia Annual Report 2007 PRS	
Improved environmental management through renewable	Pilot projects in solar power technology implemented in two rural communities	Low human and institutional capacities existed at all levels None exist in terms of	Two pilot projects in solar energy technology implemented by installing 123 pieces of solar panels in schools, 2 community halls, 1	Final Review, Energy and the Environment Project ID: 00044606 May 2005 – March 2008 UNDP Liberia Annual Report 2007	

energy technologies and capacity-building initiatives		policy and regulatory framework	clinic and 1 midwifery centre. These projects turned over to the local communities after training. One is operational and other isn't.	Site visits	
	Stakeholders from private, public and civil society organizations trained in Environmental Impact Assessment	Low human and institutional capacities existed at all levels None exist in terms of policy and regulatory framework	Environmental impact assessment trainings were conducted in partnership with UNEP; as a result of the trainings there are now twelve EPA certified independent EIA consultants in the country.	Final Review, Energy and the Environment Project ID: 00044606 May 2005 – March 2008 UNDP Liberia Annual Report 2007	
	State of the environment report is elaborated and launched	None exist in terms of policy and regulatory framework	The first State of the Environment (SoE) report was produced and launched on 5 June 2007.	Final Review, Energy and the Environment Project ID: 00044606 May 2005 – March 2008 UNDP Liberia Annual Report 2007	

Annex 6. Status of intended programme outputs

DDRR – Programme outputs

Outcome:	Improvement in peace and state of security achieved				
Output	Extent Achieved				Comments – What happened?
	Not	Partly	Mostly	Fully	
Collection of arms from combatants			✓		Evidence of arm proliferation after formal disarmament ended; prevalence of armed robbery
Demobilization of combatants			✓		Some combatants still loosely attached to their formal commanders;
Educational support and skills training for combatants		✓			Some benefited, but was not a comprehensive programme covering all
Financial assistance to some ex-combatants		✓			Some benefited

CBR – Programme outputs

Outcome:	Improved local and municipal governance structures and planning tools ensuring fullest representation of local population				
Output	Extent Achieved				Comments – What happened?
	Not	Partly	Mostly	Fully	
Established community structures (District Development Committees) with capacity to serve the members				✓	A total of 73 DDCs established in 15 counties to strengthen their outreach to communities and smooth functioning
Outcome:	Improved capacity of community social structures to deliver basic services and livelihood opportunities				
Output	Extent Achieved				Comments – What happened?
	Not	Partly	Mostly	Fully	
225 micro projects implemented focusing on rehabilitation of schools (89), clinics/health centres (34), water and sanitation (85), market facilities (6) and access roads (11) benefiting some 400,000		✓			A total of 110 micro projects were successfully completed. It appears that 110 of 225 or 48 % achieved A total of 547,000 rural Liberians are now benefiting from

persons in rural communities					these facilities
CBOs and NGOs managing effective micro-credit programme and agricultural production and processing system established		✓			At the middle of CBR programme, UNDP established a different programme unit to handle micro-loans. CBR provided the training.

DG – Programme outputs

Outcome:	Enhanced national capacity to articulate, formulate and implement good governance principles and policies				
Output	Extent Achieved				Comments – What happened?
	Not	Partly	Mostly	Fully	
Governance Commission established and operational				✓	
Public sector reform strategy developed and operational. A reformed public sector agenda being pursued by the government			✓		
Policy framework papers and public investment programmes prepared by the government			✓		Joint needs assessment conducted and RFTF short-term stabilization plan put in place in 2004
Technical and logistical support provided to government		✓			
RIMCO established				✓	
New civil service rules and procedures prepared			✓		
Rooster of civil servants prepared				✓	
Outcome:	Institutional and electoral framework conducive for free and fair elections established and operational and supported by international standards				
Output	Extent Achieved				Comments – What happened?
	Not	Partly	Mostly	Fully	
Reconstituted electoral body with capacity to carry out free and fair elections			✓		National Elections Commission established and fully operational
Adequate technical and logistical support provided to the National Elections Commission to function effectively		✓			National Elections Commission received considerable support from international community
Draft revised electoral laws prepared and approved			✓		Electoral law was enacted

Increased awareness of the population on their rights and responsibilities		✓			Number of registered voters is 1.3 million people. It is estimated that 900,000 Liberians or 69 per cent of population actually turned out for elections in 2005.
Civic and voter education programmes conducted in all parts of the country			✓		Massive civic and voter education conducted by the National Elections Commission and CSOs
Voter turnout for elections high			✓		2005 elections were declared free and fair by international observers
Increase in proportion of women candidates in political parties. Women fully involved in government holding elected and appointed positions		✓			Liberia is governed by a democratically elected female president. Legislature has 30 senators of which 5 are females while 25 are males; 64 representatives of which 8 are females while 56 are males. Executive (Cabinet ministers) has 5 females while 14 are males
Vibrant women organizations operational		✓			
Outcome:	Enhanced economic stimulus environment for sustainable growth and development				
Output	Extent Achieved				Comments – What happened?
	Not	Partly	Mostly	Fully	
Development management action plan prepared				✓	
Dialogue initiated by the Ministry of Commerce and Industry on enhancing private sector development			✓		Ongoing process
Draft entrepreneurial project documents prepared by the Ministry of Commerce		✓			
Aid coordination mechanism established and operational. Government prepared and approved policy and framework for aid coordination		✓			
Technical and logistical support provided to the Ministries of Planning and Finance, and the Budget Bureau for preparation of Public Investment Programmes (PIPs) and Public Expenditure Programmes (PEPs) and for instituting fiscal and budgetary reforms		✓			
Annual development budget efficiently prepared		✓			
Regular reports on public expenditure prepared and	✓				

disseminated					
Public Investment Programmes and Public Expenditure Programmes procedure manual prepared	✓				
A functional statistical delivery system and/or national database established		✓			

HIV – Programme outputs

Outcome:	Increase in HIV/AIDS awareness and prevention				
Output	Extent Achieved				Comments – What happened?
	Not	Partly	Mostly	Fully	
Assistance to people living with HIV/AIDS		✓			National capacity for addressing the issue of HIV/AIDS still low
Concrete actions regarding HIV/AIDS awareness and prevention campaigns in media			✓		Effectiveness of campaign reflected in action not only of males but females in adopting preventive measures
HIV/AIDS policy adopted and coordinating/monitoring mechanism established				✓	Effectiveness of policy implementation not certain
HIV/AIDS prevention part of school curriculum	✓				Policy conceptualized but no implementation yet
National development plan and budget integrate HIV/AIDS				✓	See 2005 and 2006 budget

HRPG – Programme outputs

Outcome:	Increased awareness and recognition of human rights, protection and gender issues				
Output	Extent Achieved				Comments – What happened?
	Not	Partly	Mostly	Fully	
Strong campaigns against violation and abuse of human rights			✓		Many NGOs, INGOs and some government institutions in campaign
Punitive action against some offenders		✓			Capacity of justice system poor and weak; corruption in justice system

Protection of IDPs			✓		
Support to human rights organizations		✓			
Support to TRC process			✓		
Economic support for women programmes		✓			

EM – Programme outputs

Outcome:	A comprehensive approach to environmentally sustainable development integrated in national development planning and linked to poverty reduction				
Output	Extent Achieved				Comments – What happened?
	Not	Partly	Mostly	Fully	
State of environment report prepared				✓	The first state of the environment report for Liberia launched on July 5, 2007 in Buchanan, Grand Bassa County to coincide with World Environment Day
National Environmental Action Plan prepared	✓				UNDP Liberia Annual Report of 2007 states that “Support to the development of the National Environmental Action Plan” was a priority for 2008. However, it was never funded.
Sustainable environment and energy issues reflected in PRSP				✓	PRS fully supports the provision of affordable, reliable and sustainable environmental and energy services to all Liberians. See PRS Priority Action Matrices such as Land & Environmental Policy, Energy, Forestry, Mining, etc.
Institutional framework for sustainable environmental management and energy development established				✓	Three legal instruments include Environmental Protection and Management Law of Liberia, Act creating EPA, and the National Environmental Policy of Liberia
Outcome:	Improved awareness and understanding among decision-makers and the public of linkages between environmental sustainability and human poverty and well-being				
Output	Extent Achieved				Comments – What happened?
	Not	Partly	Mostly	Fully	
Training in environmental impact assessment conducted				✓	Major stakeholders from private, public and civil society organizations trained in environmental impact assessment (EIA)
Environmental awareness workshops held				✓	

Outcome:		Improved environmental management through renewable energy technologies and capacity-building initiatives			
Output	Extent Achieved				Comments – What happened?
	Not	Partly	Mostly	Fully	
Enhanced capacity of Environmental Protection Agency (EPA) with its policy council established and Board of Directors setup, thus making its functions and activities relative to environmental governance more visible				✓	EPA serves as key government partner on environmental governance issues
Increased environmental awareness promoted at both national and local levels leading for the establishment of nature clubs		✓			Capacity building for national and academic institutions did not receive significant support as envisaged by the project due to limited funding. However, minimum support provided to some national and academic institutions set the basis for conducting further assessments to determine priority areas of focus for future capacity building
Provided basic and useful information on the state of environment including biodiversity, climate variability, energy sector and water resources			✓		The report serves as a baseline for future research work on the Liberian environment
Implemented pilot projects in solar power technology in two rural communities				✓	Two pilot project created public awareness on the use of renewable energy and provided an entry point for future investment with clear understanding on the cost and benefits analysis to beneficiary communities

Annex 7. Summary of programme budgets and expenditures

Explanation:

- White rows represent budgets.
- Grey rows represent expenditures.
- C = Funds utilized from core budget though no budget was approved.
- D = Donor resources were mainly utilized instead of UNDP core resources.
- E = Funds were utilized mainly from UNDP core support. Balance resources from donors were carried forward to the following year.

UNDP Liberia country programme budgets and expenditures 2004-2007 (in USD)

Strategic Programme Area	2004		2005		2006		2007		Total UNDP Core	Total Through UNDP	GRAND TOTAL (2004-2007)
	UNDP Core	Through UNDP	UNDP Core	Through UNDP	UNDP Core	Through UNDP	UNDP Core	Through UNDP			
DDRR	2,200,051	19,216,246	C	21,148,906	70,000	22,239,332	2,126,504	9,595,426	4,396,555	72,199,911	76,596,466
	2,666,405	19,079,044	55,855	19,741,498	D	20,145,342	1,572,081	9,084,539	4,294,343	68,050,425	72,344,768
CBR	1,918,303	571,429	1,149,547	3,122,449	85,325	4,142,000	74,453	2,731,998	3,227,628	10,567,876	13,795,504
	415,554	E	783,265	2,339,211	88,933	3,656,669	74,453	2,250,502	1,362,206	8,246,382	9,608,588
DG	1,696,410		1,600,000	4,579,377	1,495,000	3,082,033	1,462,324	1,932,696	6,253,734	9,594,107	15,847,842
	1,491,051		805,632	2,884,141	1,382,960	1,223,965	1,440,270	954,831	5,119,913	5,062,938	10,182,852
HIV	358,421		350,000		400,000		155,000	72,603	1,263,421	72,603	1,336,024
	375,050		283,790		310,143		150,039	71,843	1,119,022	71,843	1,190,865
HRPG	476,385		583,707	270,000	393,095	855,561	325,029	909,549	1,778,216	2,035,110	3,813,326
	454,524		454,462	251,636	312,513	383,217	320,079	442,139	1,541,578	1,076,993	2,618,572
EM		18,381	200,000		330,000	20,000	366,050	22,341	896,050	60,722	956,772
		18,381	108,936		310,971	19,000	195,113	21,183	615,021	58,564	673,585
Infrastructure (World Bank)						1,641,987		14,693,364		16,335,351	16,335,351
						991,245		12,574,773		13,566,018	13,566,018
GRAND TOTAL	6,649,570	19,806,056	3,883,254	29,120,732	2,773,420	31,980,913	4,509,361	29,957,979	17,815,605	110,865,681	128,681,286
	5,402,585	19,097,425	2,491,942	25,216,487	2,405,521	26,419,439	3,752,035	25,399,813	14,052,085	96,133,165	110,185,250

Annex 8. Photographs



Figure 1. The beneficiaries of DDRR auto mechanics training are grateful to have learned new skills (Voinjama, Lofa County)

(photo © Varney A. Yengbeh, Jr.)



Figure 2. Women marketers (CBR beneficiaries) work together across tribal lines for their economic survival (Toe's Town, Grand Gedeh County)

(photo © Varney A. Yengbeh, Jr.)



Figure 3. According to these DG beneficiaries, student government leaders from Cuttington University, participatory democracy is vital for building a more peaceful and stable Liberia (Suacoco, Bong County)

(photo © Varney A. Yengbeh, Jr.)



Figure 4. HIV/AIDS awareness campaign, Firestone Hospital

(photo © ARTEMIS Services / Meg Gawler)



Figure 5. Beneficiaries of HRPG micro-loan programme hope to grow their new businesses (Woulamai Credit Union, Lofa County)

(photo © Varney A. Yengbeh, Jr.)



Figure 6. Beneficiaries of the EM solar panel pilot project feel privileged for their new school, church and midwifery facility (Ulah, Bong County)

Annex 9. Profiles of the evaluators

Meg Gawler

Meg Gawler has long experience in the design, monitoring and evaluation of development projects and programmes. She is trained in programme evaluation, strategic planning, project cycle management, goal oriented project planning, logical frameworks, focus groups and workshop facilitation. To date, she has worked on short- and long-term assignments over 60 countries (25 in Africa), and has good multi-cultural and interpersonal abilities. She has over 15 years experience as an evaluator, and this has become the focus of her work for the last ten years. Meg has carried out over 45 evaluation exercises worldwide, 35 of which as the team leader or sole evaluator – in English and/or French – and with a wide variety of stakeholders and objectives, including:

- ❖ project and programme evaluations
- ❖ organizational assessments
- ❖ meta-evaluations – analysing and drawing lessons learned from a portfolio of evaluations
- ❖ defining organizational standards for evaluations
- ❖ developing organizational strategies for monitoring and evaluation, and
- ❖ providing training in participatory monitoring and evaluation.

In carrying out evaluations, Meg's emphasis is on a humanistic and analytical process that enhances institutional learning and builds capacity for the project team who are at the heart of the evaluation. She is a member of the American Evaluation Association, the European Evaluation Society and the International Development Evaluation Association.

Varney A. Yengbeh, Jr.

Varney A. Yengbeh, Jr. is an international affairs expert with proven knowledge and leadership in business, policy analysis, strategic planning, project management, programme evaluation, technology, and research and development. He has more than twenty years experience as a consultant, engineer, strategist and technical advisor to firms in the United States and Africa. In 2004, he gave up an accomplished professional career in the United States to devote his life to policy-oriented research and development, and advocacy for Liberia's future.

He holds a M.A. in international relations from the Fletcher School of Law and Diplomacy at Tufts University, a MSEE from the University of Massachusetts Lowell, a BSEE from the University of Massachusetts Amherst and Distinction Diploma in forestry from the Mano River Union Forestry Training Institute.

Yengbeh recently embarked on setting up Afrivision Corporation as a privately held business services and management consulting firm, as well as The Liberia Institute, an independent public policy research and development think tank. His research interests include exploring creative approaches that link market reforms and democratization,

and the role of private enterprises and the informal sector in building democratic governance systems. He has published papers on various policy issues about Liberia.

Additionally, Yengbeh brings executive leadership and board membership experience from non-governmental organizations. Trained originally as a forester, he has a deep appreciation of the rich biodiversity and ecosystems of Liberia. He is a member of AfricanLiberty.org, the African Evaluation Association, the American Evaluation Association, and the International Development Evaluation Association.

Alaric Tokpa

As Assistant Professor of political science, Alaric Tokpa also lectures social science research methods at the University of Liberia. In addition, he provides consultancy services for national and international organizations, in which his tasks have included directing research projects, designing monitoring and evaluation of NGO and CSO projects, organizing workshops and writing reports. He facilitates technical report writing in the writing workshop for NGOs and CSOs in Liberia.

He is Associate Director for Research, Documentation and Publication in the Center for Security and Development Studies in Liberia. He is also National Investigator of Afrobarometer, an institution which collects and disseminates information on the views of Africans on democracy, governance, economic reform, civil society, and quality of life.