

UNITED NATIONS DEVELOPMENT PROGRAMME

LIBERIA



**Country Programme Action Plan (CPAP)
Mid-Term Review
2008-2012**

**REPORT
OF
THE INDEPENDENT CONSULTANTS**

July 26, 2010

Acknowledgments

I would like to thank very much Mr. Moustapha Soumaré, Deputy Special Representative of the Secretary-General (Recovery and Governance), UN Resident Coordinator, Humanitarian Coordinator and UNDP Resident Representative for inviting me to undertake this important assignment. I would also like to thank the UNDP Country Office (Liberia) management particularly Mr. Dominic Sam, Country Director and Ms. Maria-Threase Keating Deputy Resident Representative (Programmes) and staff for their advice and support throughout. In particular, a special word of thanks goes to Mr. Julius Togba, National Consultant for all his help in the field visits, meetings and information collection and collation. I would like to extend my appreciation to Mr. Teakon Williams, Ms. Yvonne Wolo, Mr. Mohammed Al-Masud and Mr. Vijay Parmer for giving me their time and their helpful inputs, and also to Ms. Gmaniteh Gibson for assistance in organising meetings.

To all others involved with the UNDP Country Programme and CPAP inside and outside, who met me and shared their perspective and information, my thanks for your most kind assistance and co-operation.

To one and all, I extend my sincere thanks.

Michael Dalton

Monrovia
26 July 2010

The inputs and feedback considered in this report are those received by 26 July 2010.

ACRONYMS AND ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
ARR	Assistant Resident Representative
ASL	Authorised Spending Limit
ATLAS	The UN system's financial management and budgeting platform
C4D	Communications for Development
CCA	Common Country Assessment (UN)
CCU	Cooperative Credit Unions
CDA	County Development Agenda
CDO	County Development Officer
CD – PGA	Capacity Development for Pro-Poor Growth and Accountability (UNDP)
CDW	Consolidation, Drawdown and Withdrawal (benchmarks)
CO	Country Office
CP	Country Programme
CPAP	Country Programme Action Plan(s)
CPD	Country Programme Document
CSSC	Community Security and Social Cohesion
CSO	Civil Society Organisation
CSR	Civil Service Reform
CST	County Support Team
CWIQ	Core Welfare Indicators and Questionnaire
DaO	"Delivering as One" (UN)
DDC	District Development Committee
DDRR	Disarmament, Demobilisation, Reintegration and Rehabilitation
DEX	Direct Execution (by UN agency)
DIM	Direct Implementation (by UN agency)
DSRSG	Deputy Special Representative of the Secretary-General
EC	European Commission
EPA	Environmental Protection Agency
ERU	Emergency Response Unit (LNP)
FAO	UN Food and Agriculture Organisation
FLY	Federation of Liberian Youth
GBS	General Budget Support
GC	Governance Commission
GEMAP	Governance and Economic Management Assistance Programme
GEWEE	Gender Equality & Women's Economic Empowerment
GFATM	Global Fund against AIDS, Tuberculosis and Malaria
GOL	Government of Liberia
HC/RC	Humanitarian Coordinator / Resident Coordinator
HIV	Human Immunodeficiency Virus
HIPC	Highly Indebted Poor Countries
HOFO	Head of Field Office (UN)
HSTF	Human Security Trust Fund
IAPT	Inter-Agency Programming Team (UN)
IDP	Internally Displaced Person(s)
IMF	International Monetary Fund
INGO	International Non-Governmental Organisation
IP	Implementing Partner
ISF	Integrated Strategic Framework
JIMS	Judicial Information Management System
JP	Joint Programme
KMV	Kokoyah Millennium Villages projects
LACC	Liberia Anti-Corruption Commission
LDLD	Liberia Decentralisation and Local Development Programme
LECBS	Liberia Emergency Capacity Building Support

LEITI	Liberia Extractive Industries Transparency Initiative
LFS	Labour Force Survey
LISGIS	Liberia Institute for Statistics and Geo-Information Services
LNP	Liberia National Police
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MFI	Micro-Finance Institution
MGD	Ministry of Gender and Development
MIA	Ministry of Internal Affairs
MOE	Ministry of Education
MOF	Ministry of Finance
MOFA	Ministry of Foreign Affairs
MOHSW	Ministry of Health and Social Welfare
MOJ	Ministry of Justice
MPEA	Ministry of Planning and Economic Affairs
MTR	Mid-Term Review
MYS	Ministry of Youth and Sport
NARDA	New African Research and Development Agency
NCDS	National Capacity Development Strategy
NDRC	National Disaster Response Commission
NEAP	National Environmental Action Plan.....
NEX	National Execution
NGO	Non-Governmental Organisation
NIM	National Implementation
NSDS	National Statistical Data Service
OMT	Operations Management Team
PBF	Peace-Building Fund
PFM	Public Finance Management
PRINCE2	Programme/project management method used by UNDP
PRS	Poverty Reduction Strategy
RCO	UN Resident Coordinator's Office
ROAR	Results Oriented Annual Report
ROL	Rule of Law
SEA	Sexual Exploitation and Abuse
SES	Senior Executives Service
SGBV	Sexual and Gender-based Violence
SPU	Strategy and Policy Unit (UNDP)
TOKTEN	Transfer of Knowledge Through Expatriate Nationals
TOT	Training of Trainers
TRC	Truth and Reconciliation Commission
TSF	Transition Trust Fund
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCG	United Nations Communications Group (in Liberia)
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIAP	United Nations Inter-Agency Programme
UNMIL	United Nations Mission in Liberia
UNOPS	United Nations Office for Project Services
US\$	United States Dollar
USAID	United States Agency for International Development
WFP	World Food Programme
WHO	World Health Organisation

EXECUTIVE SUMMARY

During the course of 2009 and early 2010, a number of major initiatives were undertaken by both the Government and the UN, beginning with the PRS Review and Cabinet Retreat in August 2009, followed by the UNDAF Technical Review in November 2009 and the Senior Management Retreat in January 2010, which endorsed the revised UNDAF. In early 2010 the United Nations received an official request from the Government of Liberia to become a self-starter country for the “*Delivering as One*” (DaO) initiative, and which was endorsed by the United Nations in New York. This makes Liberia the first country in the world to implement the DaO approach in a post-conflict integrated mission context. On the programmatic side, the emphasis for the UN is changing to focus on strengthening integrated planning, monitoring and reporting in the context of the revised UNDAF.

In order to (1) establish the extent to which the CPAPs are progressing as intended, (2) assess the continued relevance and alignment of CPAPs with UNDAF and PRS, (3) make informed decisions about necessary changes to the CPAPs and future programming processes, and (4) in preparation for the UNDAF Annual Review 2010 to take place later in the year, UNDP and UNFPA agreed to sustain the collaborative effort by holding a Joint Mid-Term CPAP Review in 2010. UNICEF had already deployed an international consultant to Liberia to commence work on its CPAP in April 2010. The UNICEF international consultant arrived back in Liberia late June 2010, and this provided an opportunity for the UNDP and UNFPA consultants to liaise closely with him and share observations and findings under the respective UNDP, UNFPA and UNICEF reviews.

Over the course of a nine-week consultancy (23 May – 26 July 2010), the mission met a wide range of stakeholders either on an individual basis or collectively. In total no less than 88 meetings of a substantive nature were held. Meetings were held jointly with UNFPA, including one site visit. In addition, the mission visited implementation sites and local UN offices in four counties (Bomi, Bong, Grand Bassa and Nimba). For completeness and given the move towards “*Delivering as One*”, it was appropriate to look briefly at the five joint programmes currently being undertaken by members of the UN Country Team, as there is an independent review of these shortly.

The PRS (2008-2011) was intended to build upon the Government’s first 150-day action plan and iPRS, and has been formulated through broad-based consultation with Liberian citizens. The Government did not see the PRS as an end in itself, but as the next step in a process toward long-term development that will continue well beyond 2011, when it will develop the next phase of its strategy. The institutional arrangements for implementing and overseeing the PRS-related interventions are an integral part of the PRS itself. An inclusive governance structure was adopted, with Cabinet at the apex.

Going back to the roots of the UN Development Assistance Framework (UNDAF) (2008-2012), in July 2006, the UN Country Team and Mission completed a Common Country Assessment (CCA), which along with the iPRS and the consultations regarding the full PRS, were instrumental in formulating a UN Development Assistance Framework (UNDAF). This is the common strategic framework for UN support to Liberia, providing a collective response to national needs and priorities. The original document was revised and updated in June 2008 to ensure that it was fully aligned with the PRS, and in this case, corresponding approximately to the timeframe of the PRS. Importantly, it was agreed between Government and the UN that the UNDAF would be considered a “living” document, which could be revisited at any time so as to remain responsive to the evolving situation, needs and priorities.

Informed by the preceding country programme, the UNDP Administrator’s Corporate Strategic Plan (2008-2012), the priorities set by the Government of Liberia and the formulation of the original UNDAF, UNDP drafted its current programme. The overall objective of the programme was to promote an integrated approach to peace building, recovery, reconstruction, sustainable economic growth and development of Liberia with the view of accelerating progress towards the MDGs. Capacity development remained the strategic foundation on which all UNDP support would be built, in line with the UN reforms and the imperatives of UNDP’s region-wide strategy of promoting local capacity development for pro-poor growth and accountability. As a result the country programme has two components:

- (1) **Democratic Governance**, closely aligned with UNDAF Outcome 1: Peace and Security, and Outcome 3: Good Governance and the Rule of Law, which in turn are related to PRS Pillars I and III, and
- (2) **Pro-Poor Economic Growth**, closely aligned with UNDAF Outcome 2: Equitable Socio-Economic Development, which is related to PRS Pillars II and IV.

The Country Programme Action Plan (CPAP) is a formal agreement between the Government and UNDP, in the form of a five-year framework defining mutual cooperation, in this case for the period 2008 – 2012. It defines in outline terms the joint goals to be achieved within an agreed financial envelope. Programme components are set out by outcomes in the UNDAF, supplemented by programme outputs. Activities needed to produce these outputs are organised on an annual basis, derived from individual programmes and projects, and presented in Annual Work Plans (AWP). Following the structure set out in the CPAP, there are eight AWP's under Pillar I: Pro-Poor Economic Development, and four AWP's under Pillar II: Democratic Governance, as follows:

Pillar I: Pro-Poor Economic Development

- *Economic Policy and Management:*
 - AWP - 1: Economic Policy and Development
 - AWP - 2: Aid Coordination
 - AWP - 3: Support to National Capacity Development
 - AWP - 4: Communication for Development
- *Sustainable Local Economic Recovery:*
 - AWP - 5: Community-Based Recovery and Development
 - AWP - 6: Strengthening Local Capacity for Climate Change and Natural Resource Management in Liberia
 - AWP - 7: Launch an Inclusive Financial Sector in Liberia
 - AWP - 8: Youth Empowerment and Employment

Pillar II: Democratic Governance

- *State Capacity and Institutional Strengthening:*
 - AWP - 9: Strengthen Public Administration Reform and Promotion of Civic Engagement
 - AWP -10: Strengthening the Rule of Law and the Administration of Justice
 - AWP -11: Liberia Decentralisation and Local Development (LDLD + CST)
- *Peace and Security Consolidation:*
 - AWP -12: Enhancing Community Security and Social Cohesion

Since 2007, members of the UN Country Team have been exploring the possibility of designing and implementing joint programmes with Government and local partners. To date, five joint programmes have been formulated, signed and funded, and all are currently under implementation with a sixth (HIV/AIDS) is ready for signing by the Government at this time. UNDP is part of all such programmes either through direct funding under the programmes or with its own parallel programmes.

In summary, AWP's are progressing but not at the same rate. This is not surprising given the different nature, scope and complexity of each AWP across such a range of focus areas and differences in funding levels. Nevertheless, good progress can be seen, with some AWP's doing better than others. Probably the one common challenge remains the constraint issues in terms of counterpart capacity and financial resources for operations. At the top in ministries and agencies, there is a strong sense of national ownership and leadership of the overall work being supported by each AWP and UNDP being perceived as a valued partner. The areas of intervention covered by each AWP continue to be relevant for 2010, as are the activities undertaken, there being no criticism of UNDP working on non-priority needs. If anything, people would like to see more activities, which is not surprising with the rural needs being so great.

There are likely to be many opportunities for "joining the dots" across all AWP's, and getting greater leverage out of all available resources. One or more brain-storming sessions, nationally and regionally, could tease out such potential linkages. Sustainability of AWP outputs and outcomes hinges on both human and financial resources. These are in short supply and are part of the Government's central strategies on national capacity development and national budget improvements, which is greatly relying on economic activity to raise and spread GDP. Efficiency, as reflected through programme delivery, is discussed in Chapter V below. A detailed discussion on issues, constraints and opportunities is presented in Chapter VI below, including the conclusions that can be drawn from them.

With this mid-term review of the UNDP CPAP coupled with the increasing momentum towards "Delivering as One" and the phased withdrawal of UNMIL, there is now a genuine opportunity to begin re-positioning UNDP. UNMIL has been drawing down gradually since 2009, and the situation calls out for strong, comprehensive support to the Resident Coordinator as he leads and coordinates the UN Country Team in this

UNMIL phasing-out stage and beyond. UNDP would take the lead in moving towards One Programme and One Budget, and by extension monitoring and evaluation (M&E) of the One Programme. However, attention needs to be given, starting as soon as possible, to rationalisation of the twelve AWP's under the current UNDP CPAP. There are two approaches to rationalising here – top-down and bottom-up, of which the top-down approach is more likely to yield more strategic results:

Top-down Approach Options to Rationalisation

- (1) Within the framework of the two CP Pillars and the four components, which themselves should be re-examined for relevance and potential for revision, set a limit on no more than one or two AWP's per existing or revised component;
- (2) Within the framework of the revised five UNDAF Outcome Areas and the 18 UN (not UNDP) Country Programme Outcomes, filter all current AWP's and activities against these., keeping in mind that the UNDAF itself is due to be reviewed by the end of 2010 and most probably revised once the successor document to the current PRS has been endorsed;
- (3) Take a top-down approach and rigorously filter all current AWP's and activities against UNDP's five thematic work areas namely, Democratic Governance, Poverty Reduction, Crisis Prevention and Recovery, Energy and Environment, and HIV/AIDS.

Option (1): Retaining some of the current CP structure, reducing to seven AWP's for January 2011

Under this approach there would be two Pillars and three components from before, but now including up to six revised or composite AWP's. This could be considered as *stage one*, reducing to just one AWP per component in *stage two*, aligning with the review of the PRS and its successor strategic document, while facilitating the transition to a One (UN) Programme:

- **Pillar I: Pro-Poor Economic Development**
 - Component (1): Economic Policy and Management
 - AWP (1): Economic and Development Policy and Data Management and Aid Coordination
 - Component (2): Sustainable Local Economic Recovery
 - AWP (2): Energy, Climate Change Adaptation, Environmental Governance and Water
 - AWP (3): Poverty Reduction (incorporating a streamlined and interlinked Micro-Finance and Youth Empowerment and Employment)
- **Pillar II: Democratic Governance**
 - Component (3): State Capacity and Institutional Strengthening
 - AWP (4): Public Administration Reform including Local Government
 - AWP (5): National Capacity Development
 - Component (4): Effective Administration of Justice
 - AWP (6): Strengthening the Rule of Law and Administration of Justice (incorporating Community Security and Social Cohesion aligned with the overarching Administration of Justice principles)

(b) Option (2): Retaining the current UNDAF Structure in 2011 until such time as the PRS is revised and also the UNDAF

Under this approach one might retain the five thematic areas in the UNDAF on an interim basis in 2011 until the PRS is reviewed and replaced, with the UNDAF following suit. This could have up to six AWP's, and as such may be streamlined in terms of transitional rationalisation leading to the One (UN) Programme.

Peace and Security

No separate AWP; refer to AWP (5) below.

Socio-economic Development

- AWP (1): Economic and Development Policy and Data Management, including Aid Coordination
- AWP (2): Energy, Climate Change Adaptation, Environmental Governance and Water
- AWP (3): Poverty Reduction (incorporating a streamlined and interlinked Micro-Finance and Youth Empowerment and Employment)

Good Governance and Rule of Law

- AWP (4): National Capacity Development and Public Administration Reform including Local Government

AWP (5): Strengthening the Rule of Law and Administration of Justice (incorporating Community Security and Social Cohesion aligned with the overarching Administration of Justice principles)

Infrastructure and Basic Services

- No AWP, as UNDP's comparative advantage lays elsewhere. Nevertheless, as infrastructure and facilities are woven into ROL and CBRD, it would not be unreasonable for UNDP to accept funding and to partner UNOPS for implementation here.

HIV and AIDS Prevention, Treatment and Care

- Scope, outcomes, outputs, activities and budget to be determined on how best (i) to build national capacity to mobilise all levels of Government and civil society for a coordinated and effective response, and (ii) to protect the rights of people living with AIDS. These could be part of one or more of the AWP's above.

(c) Option (3): Working within UNDP's Thematic Work Areas

The ultimate rationalisation is that there will be no more than the five UNDP thematic work areas or goals framing just five AWP's, doing away with the need for the two Pillars and four components. This would bring UNDP closer to the overall One Programme.

Democratic Governance:

AWP (1) - incorporating National Capacity Development and Public Administration Reform including Local Government,

Poverty Reduction:

AWP (2) - incorporating (i) upstream initiatives such as ECOMAN and Aid Coordination, and (ii) downstream such as interlinked Micro-Finance and Youth Empowerment and Employment.

Crisis Prevention and Recovery:

AWP (3) - Strengthening the Rule of Law and Administration of Justice (incorporating Community Security and Social Cohesion aligned with the overarching Administration of Justice principles)

Energy and Environment:

AWP (4) - Energy, Climate Change Adaptation, Environmental Governance and Water

HIV/AIDS:

AWP (5) – Scope, outcomes, outputs, activities and budget to be determined on how best (i) to build national capacity to mobilise all levels of Government and civil society for a coordinated and effective response, and (ii) to protect the rights of people living with AIDS.

There are 32 **Recommendations** in total, presented under the following categories:

- Findings (- 1 recommendation)
- Government Expectations and Priorities (- 6 recommendations)
- Issues and Constraints Facing Government (- 1 recommendations)
- CPAP and Annual Work Plans (- 11 recommendations)
- Development Partnerships (- 3 recommendations)
- Looking Ahead (- 5 recommendations)
- Options for Rationalisation (- 2 recommendations), and
- Re-Positioning UNDP (- 3 recommendations)

In summary, the next two years are going to be a critical period for Liberia, strongly influenced by the holding of the elections in October 2011, following up on the TRC recommendations, the UNMIL drawdown and the rate at which key economic drivers actually improve the economy nationwide. Poverty reduction, achieving the MDGs and maintaining the peace are intertwined, and UNDP has an unprecedented opportunity to deepen the impact of its multifaceted and valued partnership with Government and civil society by rationalising and refocusing its interventions and re-positioning itself so as to be of maximum support to the UN family as it moves firmly towards Delivering as One.

~*~*~

~ TABLE OF CONTENTS ~

	Page
• Acknowledgments	(i)
• Acronyms and Abbreviations	(ii)
• Executive Summary	(iv)
 THE REPORT	
1. Overview	1
1.1 Background to the CPAP Mid-Term Review	
1.2 The Methodology	
1.3 The Schedule	
1.4 Report Structure	
2. Context, Government's Priorities and UNDP's Response	4
2.1 The Context	
2.2 The Government's Priorities - the Poverty Reduction Strategy (2008 – 2011)	
2.3 UNDAF, Country Programme, CPAP and AWP	
2.4 Joint Programmes	
3. UNDP Processes, Organisation and Management	13
3.1 Key Processes and Systems	
3.2 Organisational Structure	
3.3 Monitoring and Evaluation, Reporting and Oversight	
3.4 Development Partnerships	
4. Results	17
4.1 The Annual Work-Plans – Progress in 2008 and 2009	
4.2 The Annual Work-Plans – Progress in 2010	
4.3 The Joint Programmes	
4.4 CPAP– Overall Progress (January 2008 – June 2010)	
4.5 Progress towards UNDAF Outcomes	
5. Funding and Related Considerations	32
5.1 Sources of Funding	
5.2 Trust Funds	
5.3 Programme Delivery	
5.4 Delivering as One and Joint Programming	
6. Findings, Analysis, Discussion and Conclusions	39
6.1 Findings	
6.2 Analysis, Discussion and Conclusions	
6.3 Rationalisation and Repositioning UNDP	
7. Recommendations	53
7.1 Findings	
7.2 Government Expectations and Priorities	
7.3 Issues and Constraints Facing Government	
7.4 CPAP and Annual Work Plans	
7.5 Development Partnerships	
7.6 Looking Ahead	
7.7 Options for Rationalisation	
7.8 Re-Positioning UNDP	

THE APPENDICES

(A) Assignment-specific:

- | | |
|---|----|
| 1. Terms of Reference of the Independent Consultant | 57 |
| 2. Persons Met during Assignment | 61 |

(B) CPAP-specific:

- | | |
|---|----|
| 1. Current List of Programmes and Projects by AWP | 67 |
| 2. Progress Achieved in the Period: January – June 2010 | 69 |
| 3. CPAP – Overall Progress at 30 June 2010 | 79 |
| 4. Programme Delivery:
(a) 2008; (b) 2009; (c) January – June 2010 | 83 |

List of Figures:

- | | | |
|--------------|----------------------------------|----|
| • Figure 3.1 | Hierarchy of Strategic Documents | 12 |
|--------------|----------------------------------|----|

List of Tables:

- | | |
|---|----|
| • Table 2.1: Comparison between the Original and Revised UNDAF | 10 |
| • Table 5.2: Programme Delivery - 2008 | 35 |
| • Table 5.3: Programme Delivery - 2009 | 35 |
| • Table 5.4: Programme Delivery January – June 2010 | 36 |
| • Table 5.5: Summary of Programme Delivery Jan 2008 – June 2010 | 37 |

THE REPORT

1. OVERVIEW

1.1 Introduction

In 2007 and 2008, the Government of Liberia in close consultation with its development partners, prepared a Millennium Development Goal (MDG)-oriented Poverty Reduction Strategy (PRS) covering the period May 2008 – April 2011, building upon an existing interim PRS. The United Nations Development Assistance Framework (UNDAF) (2008-2012), which builds on the analysis of the UN-led Common Country Assessment (CCA), is the principal UN document setting out broad areas of UN response to national priorities, particularly the PRS. With the UNDAF as source, and bearing in mind the Corporate Strategic Plan of each agency, funds and programmes, various member agencies have prepared their country programmes and annual work-plans.

UNDP and EX-Com agencies UNFPA, UNICEF and UNIFEM in Liberia have harmonised their programming cycles, beginning from 2008 to 2012 through Country Programme Documents (CPDs) which are aligned with the UNDAF and have been approved by their respective Executive Boards. The Country Programme Action Plans (CPAPs) define the implementation of the multi-year programme for the respective agencies. The general concept is that the UNDAF is a 'living' and flexible document, as are the CPAPs, which allow the UN system to respond to changes in national policies and priorities as they evolve. The preparation of the CPAPs was undertaken in parallel with the preparations and consultations of the Poverty Reduction Strategy, under the leadership of the Government of Liberia.

During the course of 2009 and early 2010, a number of major initiatives were undertaken by both the Government and the UN, beginning with the PRS Review and Cabinet Retreat in August 2009, followed by the UNDAF Technical Review in November 2009 and the Senior Management Retreat in January 2010, which endorsed the revised UNDAF. It was during this period that the United Nations received an official request from the Government of Liberia to become a self-starter country for the “*Delivering as One*” initiative. On the programmatic side, the emphasis for the UN is changing to focus on strengthening integrated planning, monitoring and reporting in the context of the revised UNDAF.

In order to (1) establish the extent to which the CPAPs are progressing as intended, (2) assess the continued relevance and alignment of CPAPs with UNDAF and PRS, (3) make informed decisions about necessary changes to the CPAPs and future programming processes, and (4) in preparation for the UNDAF Annual Review 2010 to take place later in the year, UNDP and UNFPA agreed to sustain the collaborative effort by holding a Joint Mid-Term CPAP Review in 2010. UNICEF had already deployed an international consultant to Liberia to commence work on its CPAP in April 2010. The UNICEF international consultant arrived back in Liberia late June 2010, and this provided an opportunity for the UNDP and UNFPA consultants to liaise closely with him and share observations and findings under the respective UNDP, UNFPA and UNICEF reviews.

- The Terms of Reference are attached as Appendix A.1 -

1.2 The Methodology

The methodology adopted was to commence with a review (desk study) of key background documents – PRS, UNDAF, CPD and AWP prior to the international consultant arriving in Liberia. Once here, the international consultant, the national consultant and UNDP agreed a tentative list of consultations, and to continue reviews of other pertinent documents including monitoring reports, UNDAF annual reviews, PRS evaluative activities and a sample of completed evaluations. In addition there was agreement on the sources of information to be used in the review, such as routine monitoring data, studies/surveys reports, evaluations, papers, websites, and such like. The Monitoring and Evaluation Unit of UNDP coordinated the provision of progress and financial data, with input from the Operations Unit and information from the various AWP teams, with an agreed cut-off date of 30 June 2010, which meant that there were no duplicate requests for information.

Over the course of the mission, the consultants met a wide range of stakeholders either on an individual basis or collectively. In total no less than 88 meetings of a substantive nature were held, which included 22 with ministries and Government agencies, eleven with implementing partners and beneficiaries, four with available donors, 23 with other UN agencies and the UN Mission in Liberia, and 28 with management and staff in the UNDP Country Office. A few meetings were held jointly with UNFPA, including one site visit. In addition, the consultants visited implementation sites and local UN offices in four counties (Bomi, Bong, Grand Bassa and Nimba). The consultations with stakeholders were open-ended discussions around a few key questions, thus encouraging participants to comment as they saw fit on the responsiveness and performance of UNDP on the current CPAP and AWP. The areas of valued support and those of concern requiring improvement were equally identified to the consultants. In turn, the consultants made enquiries at UNDP as to the background to the concerns raised, thus ensuring as whole a picture was obtained for consideration in the round.

- A list of Persons Met is attached as Appendix A.2 -

As the UNDP programme in Liberia is one of the largest and wide-ranging in Africa, it was important to look at how the organisation was set up to deal with this challenge. Looking at documents alone would not have yielded the scale and quality of analysis and reflection needed and expected. The consultants were informed of the Country Office Transformation Plan that had taken place within the Country Office, and had some opportunity to see how key processes and systems worked in delivering programmes and projects. For completeness and given the move towards “*Delivering as One*”, it was appropriate to look at the five joint programmes currently being undertaken by members of the UN Country Team. This was not a definitive review of the suite of joint programmes, which is to be the subject of a separate independent evaluation shortly. Rather it was a means to ascertain, if only in indicative terms, the usefulness of the joint programming modality for enhancing collaboration and effectiveness, and by extension, the implications for any revision of the CPAP and AWP that might arise.

1.3 The Schedule

The international consultant commenced the document review off-site on 23 May 2010, and was in regular communication with the UNDP Country Office as required. He commenced in Monrovia on 01 June, where he was joined by a national consultant (Mr. Julius Togba) on a full-time basis undertaking consultations, site visits and further document reviews. The initial draft UNDP-specific CPAP report submitted on 13 July for UNDP senior management initial review and comments. These were given on 21-25 July and were given due consideration in finalising the report.

Discussions were held with the UNFPA review team at various points. In addition, the three individual international consultants for UNDP, UNFPA and UNICEF respectively met on 05 July to identify and deliberate on issues, constraints and opportunities common to the three agencies' CPAPs. In collaboration with the UNFPA international consultant, a concise and focused report was prepared that looks at joint thematic interventions, successes and lessons learned from the UNDP and UNFPA perspective. A draft joint report was submitted to the two agencies on 21 July. Upon receipt of feedback, the international consultant will finalise the joint report in consultation with the UNFPA international consultant and re-submit.

1.4 Report Structure

As there was no specific report format required, the consultant developed a provisional format in close consultation with UNDP senior management early on, so as to give structure and focus to the consultations, site visits and document reviews. This was adjusted over time, and the final structure agreed as the consultant commenced writing.

Chapter Two establishes the post-conflict context of Liberia over the recent period and the re-affirmation of the Government's priorities. It discusses UNDP response to Government's priorities, and

how this was done within the framework of the wider UN approach and processes, such as the Common Country Assessment (CCA) and the UNDAF. It also takes into account the changing nature of the UN Mission in Liberia (UNMIL) mandate and schedule. This sets out “the Why and the What?”. Chapter Three outlines the key processes and systems in UNDP for managing and implementing programmes and projects in Liberia. It also covers the strategy, organisational structure and partnerships adopted for addressing the very large portfolio of interventions. This is the “How?” Chapter Four examines the results to date in terms of relevance and performance (including effectiveness, efficiency and impact). This is the “Where and When, and to What Effect?” Chapter Five looks at the different funding mechanisms, the actual disbursement rate of funds against budget, and how the new “*Delivering as One*” approach might impact current arrangements. This is the “With Which Resources?”. Chapter Six sets out and discusses in a structured manner, the conclusions that are drawn from the previous chapters and the best practices that apply to UNDP’s work if not already adopted. Finally, in Chapter Seven a number of recommendations are made, following the same structure as the conclusions chapter.

2. CONTEXT, GOVERNMENT'S PRIORITIES AND UNDP'S RESPONSE

2.1 The Context

To properly understand the context of the UNDP's country programme and related action plans (2008 – 2012), one must look at what drivers led to the current formulation. An appropriate starting point is the signing of the Accra Peace Accord¹ followed by the passing of UN Security Council Resolution 1509². These together set the foundation for the peace and stability experienced today. After the national elections in 2005 and accession of the President in January 2006, the national vision was one of genuine hope that the people of Liberia would be able to rightfully regain what they lost in terms of securing a sustainable peace as well as economic and social recovery in the widest sense of the term. When coupled with high public expectations, the necessity to address a wide range of issues at the national and sub-national levels placed considerable pressure on the new Government and its development partners including the United Nations Mission and Country Team.

By 2007, initial and measurable progress was being made. Key to strategising this and bringing focus to a wide range of activities and actors was the formulation of an interim Poverty Reduction Strategy (iPRS)³. This was soon followed by a full Poverty Reduction Strategy⁴ providing a framework for medium to long term socio-economic development, starting with a three-year period April 2008 – June 2011. This period was deemed of critical importance as the country moved from post-conflict stabilisation to laying the foundation for inclusive and sustainable growth, poverty reduction, and progressing toward the Millennium Development Goals (MDGs). However welcome this may have been, there were nevertheless legacy issues from the conflict such as exclusion and marginalisation, corruption, ethnic and class animosities and rivalries, which were not being tackled in the manner required. This was compounded by a lack of robust economic growth in both urban and rural areas, with unemployment including under-employment in the formal sector of the order of 80%, particularly characterised by youth unemployment.⁵

Not surprisingly, the national socio-economic indicators at the time were below the West African average, with some among the lowest in the world. A 2004 report⁶ concluded that the most of the Millennium Development Goals (MDGs) would not be achieved by 2015, due to the lost period of the conflict. A further and direct conflict-related result was that the country suffered from significant institutional, organisational and human capacity constraints, with an inadequate and underpaid public service unable to deliver the basic services.

This was the challenging post-conflict context in which the United Nations Mission and Country Team were required to respond to the Government's priorities.

2.2 The Government's Priorities – Poverty Reduction Strategy (2008-2011)

The PRS was intended to build upon the Government's first 150-day action plan and iPRS, and has been formulated through broad-based consultation with Liberian citizens. The Government did not see the PRS as an end in itself, but as the next step in a process toward long-term development that will continue well beyond 2011, when it will develop the next phase of its strategy. The PRS looked at the income and consumption dimensions of poverty in Liberia, as well as the non-income dimensions such as infrastructure, food security and nutrition, health and education. The disparity between rural and urban poverty was also highlighted, as well as inequalities in the pre-conflict economy that were to be avoided in any recovery.

¹ 18 August 2003

² 19 September 2003

³ Endorsed at the Partners' Forum in Washington in February 2007

⁴ Endorsed at the Partners Forum in Berlin in June 2008

⁵ UNDP Country Programme (2008 – 2012): Situation Analysis (p.2)

⁶ Liberia Millennium Development Goals Report

In process terms, the Government, with support from the UN, held consultations in no less than 132 districts across the 15 counties, and had three major regional consultation workshops, in an effort to determine local and national needs and priorities. These consultations led to the formulation of Country Development Agendas (CDA) in each of the 15 counties, and these documents continue to focus development activities locally. The general expectation was that the PRS would be better informed, more targeted and more likely to be effectively implemented because of the consultative and participatory processes on which it was built.

One of the most important messages on the way forward for Government and development partners alike was that during the PRS period the key to reducing poverty would lie in promoting “*rapid, inclusive and sustainable growth but (recognising that) rapid growth alone does not guarantee poverty reduction.*”⁷ What was needed was a holistic approach that encapsulated the various drivers of peace, stability, growth and inclusion appropriate for Liberia. In this regard, the strategy articulated in the PRS sets out four Pillars⁸ that are both mutually reinforcing and interdependent, explicitly recognising that progress in one area facilitates progress in the others, but with the attendant corollary that constraints and unresolved issues in the same area hinder progress in the others. The four Pillars that frame the range of enabling and substantive interventions are:

- P-I Security
- P-II Economic Revitalisation
- P-III Governance and Rule of Law
- P-IV Infrastructure and Basic Services

The institutional arrangements for implementing and overseeing the PRS-related interventions are an integral part of the PRS itself. An inclusive governance structure was adopted, with Cabinet at the apex. The key body is the Liberia Reconstruction and Development Committee (LRDC), chaired by the President with membership from key ministries and development partners. It has four sub-committees, one for each Pillar and chaired by a key ministry, plus a further 17 Pillar working groups and six cross-cutting working groups in total.

A PRS progress review was undertaken in 2009, which concluded that progress was noted but more needed to be done more quickly. Key to this was believed to be adopting a revised, re-sequenced, prioritised list of interventions with a realistic timetable broken down into 90-day Deliverable cycles for implementation. These amongst other information, were fed into the consultations and discussions regarding the Government’s vision and approach for the medium and long-term development strategy, culminating in a wide-ranging workshop held recently⁹.

2.3 UNDAF, Country Programme, CPAP and Action Plans

In order to understand the UNDP response, one must look at the hierarchy of strategic and operational documents that inform and guide UNDP as well as taking cognizance of the wider UN institutional arrangements for operating in this country. In Liberia, the United Nations is made up of the UN Mission, the UN Country Team made up of specialised agencies, funds and programmes, as well as the World Bank and the International Monetary Fund (IMF)

2.3.1 The UN Development Assistance Framework (2008 – 2012)

(a) The Original Document

⁷ Poverty Reduction Strategy (2008-2011), Section 4.1 paragraphs 1 + 2

⁸ Poverty Reduction Strategy (2008-2011), Figures 5.3 + 5.4 and accompanying text

⁹ Government/Partners workshop, held at the Krystal Oceanview Hotel, Monrovia (11 June 2010)

In July 2006, the UN Country Team and Mission completed a Common Country Assessment (CCA), which along with the iPRS and the consultations regarding the full PRS, were instrumental in formulating a UN Development Assistance Framework (UNDAF). This is the common strategic framework for UN support to Liberia, providing a collective response to national needs and priorities. The original document was revised and updated in June 2008 to ensure that it was fully aligned with the PRS, and in this case, corresponding approximately to the timeframe of the PRS. Importantly, it was agreed between Government and the UN that the UNDAF would be considered a “living” document, which could be revisited at any time so as to remain responsive to the evolving situation, needs and priorities.

In summary the UNDAF adopted and reflected the Government’s development priorities as articulated in the four pillars of the PRS (2008-2011). In addition to establishing peace and security, ensuring equitable socio-economic development, supporting governance and the rule of law and improving health and education, the UN identified combating HIV/AIDS as a fifth UNDAF Outcome Area, HIV/AIDS being reflected in the PRS as a cross-cutting theme. The overall goal is to support national counterparts to develop capacities to own, lead, manage, achieve and account for national development priorities, as well as human rights obligations in ratified UN conventions and treaties. The Five Outcomes, with concomitant UN Outcome Groups, are:

- Outcome 1: Peace and Security
- Outcome 2: Equitable Socio-Economic Development
- Outcome 3: Good Governance and the Rule of Law
- Outcome 4: Education and Health
- Outcome 5: HIV and AIDS Prevention, Treatment and Care

In preparing the UNDAF, the UN has strived to conform to a set of guiding principles, derived from a human rights-based, conflict-sensitive peace-building approach. This requires continuous monitoring of strategies, policies and programmes to ensure that interventions, however well-intended, do not exacerbate or even revive conflict locally or nationally.

First and foremost, explicitly and implicitly, must be a commitment to “doing no harm”¹⁰. This applies to both the UN and the Government, and by extension, to other development partners. Secondly, there must be the promotion and reinforcement of human rights principles¹¹ and conflict-sensitive development strategies including addressing the causes of the conflict, seeking to empower and enhance dignity and respect, looking at the needs of the socially marginalised and disadvantaged, and seeking social and political inclusion and participation. Thirdly, there needs to be the adopting of context-sensitive management, consultation and monitoring techniques, and having flexibility in programme design, implementation and funding, to respond in a timely manner to evolving changes and emerging needs and priorities.

(b) Revised Version (2010)

As a result of three important developments – the PRS review in 2009, the UN in Liberia moving towards becoming a Delivering as One self-starter country, and the planning for UNMIL’s phased withdrawal from Liberia – a technical review¹² of the original UNDAF document was undertaken with the objective of strengthening integrated planning and reporting within the UN system in Liberia. The review confirmed the UNDAF’s appropriateness regarding the revised PRS, accommodated the shift by the Government to PRS-related 90-day implementation cycles, and linked the UNDAF to UNMIL’s Consolidation, Drawdown and Withdrawal (CDW) benchmarks. The revision exercise also resulted in a major re-alignment of the M&E framework to bring indicated outputs and outcomes of the UNDAF into line with those of the PRS. In addition it permitted the UN in Liberia to assess the UNDAF against the minimum Integrated Strategic Framework (ISF) standards. The conclusion was that the

¹⁰ The Karin Anderson principle of “doing no harm”

¹¹ Equality, Empowerment, Accountability, Indivisibility and Interdependence

¹² 23 – 25 November 2009

UNMIL – UNCT joint vision was fully captured in the UNDAF, and was endorsed by the Integrated Mission Task Force at headquarters level in January 2010.

There were no proposed changes to the five UNDAF Outcomes with the exception of adding “Infrastructure” to Outcome Four and renaming it. However, additions or adjustments were made to some of the country programme outcomes and outputs, with six additional outcomes less one deletion, and eight new outputs. These changes are summarised as follows:

Table 2.1 Changes to the United Nations Development Assistance Framework

UNDAF Outcome	Original version (2008)	Revised version (2010)
1.	Peace and Security: CP Outcomes 1.1 – 1.3 Outputs = 13 no.	Peace and Security: CP Outcomes 1.1 – 1.2 Outputs = 9 no.
2.	Socio-Economic Development: CP Outcomes 2.1 – 2.3 Outputs = 13 no.	Socio-Economic Development: CP Outcomes 2.1 – 2.4 Outputs = 17 no.
3.	Good Governance and ROL: CP Outcomes 3.1 – 3.3 Outputs = 15 no.	Good Governance and ROL: CP Outcomes 3.1 – 3.4 Outputs = 18 no.
4.	Education and Health: CP Outcomes 4.1 – 4.2 Outputs = 11 no.	Infrastructure and Basic Services: CP Outcomes 4.1 – 4.4 Outputs = 16 no.
5.	HIV and AIDS Prevention: CP Outcomes 5.1 – 5.3 Outputs = 11 no.	HIV and AIDS Prevention: CP Outcomes 5.1 – 5.4 Outputs = 11 no.
<i>summary</i>	<i>CP Outcomes = 14 no. Outputs = 63 no</i>	<i>CP Outcomes = 18 no. Outputs = 71 no.</i>

It is noted that (i) there was no linkage of the UNDAF end-date (i.e. 2012) in terms of the end of the current PRS (i.e. 30 June 2011), and (ii) in the original UNDAF, UNDP is identified in 13 of the 14 CP Outcomes as well as being a member of the UN Theme Group on HIV and AIDS for the remaining Outcome. Under the revised UNDAF, UNDP is identified in 15 of the 18 CP Outcomes. A further review of the UNDAF is scheduled for later in 2010.

2.3.2 The UNDP Country Programme (2008 – 2012)

(a) The Preceding Programme

To understand the current Country Programme, one must first look at the preceding one to see what areas were addressed, what success was achieved and what lessons were learned.

In its previous country programme (2003 – 2007), which had a humanitarian approach on emergency and recovery needs, UNDP focused on six strategic programme areas, namely, (i) disarmament, demobilisation, 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 (vi) environmental management. The combined effect of these programme areas contributed to the national objectives of achieving peace and security and to UNDP’s corporate (MYFF) goals of reducing poverty and achieving the MDGs. In excess of US\$ 200 million was expended in support of national programmes and projects.

Of particular significance, amongst others, were the disarmament, demobilization, rehabilitation and re-integration (DDRR) of 103,019 ex-combatant under the direction of the National Commission on DDRR, support to the National Elections Commission that facilitated the holding of peaceful, free and fair elections of October and November 2005 and support to the Truth and Reconciliation Commission

(TRC). Other interventions included support to communities across the country, enhancing transparency in governance at different levels, support to the civil service census, review of functions, mandates and structures of 18 ministries and three agencies, facilitating the drafting of a code of conduct for public servants as well as a national anti-corruption strategy, and security sector reform¹³. An important lesson learned, amongst others, was that in addition to the post-crisis situation itself, a large number of inadequately capacitated national implementing partners reduced the expected impact of the programme. The use of Direct Execution (DEX) modality enabled UNDP to achieve results nonetheless, given these inadequacies.

The expectation was that the new programme would seek to build the capacity of national institutions by setting up more robust partnership arrangements, increasing networking with partners, and streamlining execution and implementation modalities of programmes in line with UN reform¹⁴.

(b) The Current Programme

Informed by the preceding country programme and the formulation of the original UNDAF, UNDP drafted its current programme. The overall objective of the programme was to promote an integrated approach to peace building, recovery, reconstruction, sustainable economic growth and development of Liberia with the view of accelerating progress towards the MDGs. Capacity development remained the strategic foundation on which all UNDP support would be built, in line with the UN reforms and the imperatives of UNDP's region-wide strategy of promoting local capacity development for pro-poor growth and accountability. The two priority areas of focus for the proposed programme were to be: (i) Democratic Governance and (ii) Pro-Poor Economic Growth. The shift from six strategic areas in 2004 – 2007 to two in the new programme was premised on the desire to consolidate and to ensure alignment with UNDP's corporate strategic direction¹⁵. In addition, to ensure effectiveness and sustainability within the programme, three over-arching themes, namely, gender equality and women's empowerment, the fight against HIV-AIDS, and developing responses to climate change, were to orient programme formulation and implementation. As a result the country programme has two components:

(1) **Democratic Governance**, closely aligned with UNDAF Outcome 1: Peace and Security, and Outcome 3: Good Governance and the Rule of Law, which in turn are related to PRS Pillars I and III, and

(4) **Pro-Poor Economic Growth**, closely aligned with UNDAF Outcome 2: Equitable Socio-Economic Development, which is related to PRS Pillars II and IV.

Under Component One are two sub-components – (1.1) Institutional Capacity Strengthening, and (1.2) Support to the Process of Political Consolidation, each with a number of areas of intervention. Under Component Two are also two sub-components – (2.1) Economic Policy and Management, and (2.2) Sustainable Local Economic Recovery.

It was envisaged that increased Government and civil ownership and performance would be addressed by applying the National Execution (NEX) modality. This was circumscribed by the proviso that this approach would be preceded by an assessment of Government and civil society organisation's (CSO) capacity to implement in accordance with sound fiduciary management.

The UNDP Country Programme (2008 – 2012) was approved by the Executive Board of UNDP and UNFPA in September 2007.

2.3.3 The UNDP Country Programme Action Plan

¹³ UNDP Country Programme Document for Liberia (2008 – 2012), page 3, paragraph 10

¹⁴ UNDP Country Programme Document for Liberia (2008 – 2012), page 3, paragraph 12

¹⁵ UNDP Country Programme Document for Liberia (2008 – 2012), page 4, paragraph 13

The Country Programme Action Plan (CPAP) is a formal agreement between the Government and UNDP, in the form of a five-year framework defining mutual cooperation, in this case for the period 2008 – 2012. It defines in outline terms the joint goals to be achieved within an agreed financial envelope. Programme components are set out by outcomes in the UNDAF, supplemented by programme outputs. Activities needed to produce these outputs are organised on an annual basis, derived from individual programmes and projects, and presented in Annual Work Plans (AWP).

Capacity development is a cross-cutting strategic planning focus of the CPAP, in line with the UN reforms, the UNDP Strategic Plan (2008 – 2011) and the UNDP's Africa-wide strategy of promoting local Capacity Development for Pro-Poor Growth and Accountability (CD – PGA). The CPAP, derived from the Country Programme, has two Pillars¹⁶ with components:

Pillar I: Pro-Poor Economic Development

- *Economic Policy and Management:*
consisting of policy support and economic management, aid coordination and statistical development, and national capacity building
- *Sustainable Local Economic Recovery:*
including community-based recovery and development, sustainable management of the environment and pro-poor financial services.

Pillar II: Democratic Governance

- *State Capacity and Institutional Strengthening:*
focusing on democratic governance and rule of law, public administration reform, electoral administration and management, legislative strengthening, CSOs' strengthening, youth and leadership development, and decentralisation and local capacity development.
- *Peace and Security Consolidation:*
including peace-building and community security and social cohesion.

The intention was that particular attention would be paid to linkages between the two Pillars, and to related opportunities for joint programming. In addition gender, HIV and AIDS, and volunteerism were to be key cross-cutting concerns of special focus, integrated into activities across the CPAP, along with development of national capacities, enhancing national ownership, advocacy for an enabling policy environment and forging partnerships for crossing issues. The CPAP describes in some detail various aspects of the two Pillars¹⁷.

Under a section on Programme Management¹⁸, it is stated that UNDP will execute the (country) programme using a mixture of Direct Implementation (DIM) by UNDP and National Implementation (NIM) by Government ministries, NGOs and INGOs, under the overall coordination of the Ministry of Planning and Economic Affairs. The AWP's were to describe the specific results to be achieved and were to form the basic agreement between UNDP and each implementing partner on the use of resources. To the extent possible, UNDP and partners were to use a minimum of documentation (i.e. the signed CPAP and the signed AWP's) to implement programme initiatives. However, as necessary and appropriate, project documents would be prepared using relevant text from the CPAP and AWP's. All cash transfers to implementing partners were to be based on the AWP's agreed between the implementing partner and UNDP. Three methods of making transfers were given.

¹⁶ It is not explained in the CPAP why the order of the Pillars in the CPAP does not follow the order set out in the Country Programme.

¹⁷ Country Programme Action Plan (2008 – 2012), pages 5 – 11 (paragraphs 19 - 43)

¹⁸ Country Programme Action Plan (2008 – 2012), page12 (paragraphs 50 - 54)

Under a section on Monitoring and Evaluation¹⁹, it is indicated that monitoring and evaluation of the CPAP will be undertaken in line with the UNDAF Results Matrix and the monitoring and evaluation plan. There is to be a joint annual programme review exercise every December, which will inform the preparation of the following year's AWP. UNDP committed to use US\$18 million of regular resources for the CPAP over the five-year period, and also committed to mobilise US\$100 million of other resources, subject to donor interest, some of which will be used for joint programming activities²⁰. This has already been achieved. UNDP has been the Principal Recipient of the Global Fund (GFATM) during the CPAP period under review for HIV/AIDS, Tuberculosis and Malaria, although this has not been captured under the AWP format.

2.3.4 The Annual Work Plans

Following the structure set out in the CPAP, there are eight AWP under Pillar I: Pro-Poor Economic Development, and four AWP under Pillar II: Democratic Governance. The listing of AWP is as follows:

Pillar I: Pro-Poor Economic Development

- *Economic Policy and Management: ("Upstream")*
 - AWP - 1: Economic Policy and Development
 - AWP - 2: Aid Coordination
 - AWP - 3: Support to National Capacity Development
 - AWP - 4: Communication for Development
- *Sustainable Local Economic Recovery: ("Downstream")*
 - AWP - 5: Community-Based Recovery and Development
 - AWP - 6: Strengthening Local Capacity for Climate Change and Natural Resource Management in Liberia
 - AWP - 7: Launch an Inclusive Financial Sector in Liberia
 - AWP - 8: Youth Empowerment and Employment

Pillar II: Democratic Governance

- *State Capacity and Institutional Strengthening:*
 - AWP - 9: Strengthen Public Administration Reform and Promotion of Civic Engagement
 - AWP -10: Strengthening the Rule of Law and the Administration of Justice
 - AWP -11: Liberia Decentralisation and Local Development (LDLD + CST)
- *Peace and Security Consolidation:*
 - AWP -12: Enhancing Community Security and Social Cohesion

Underlying each AWP are one or more programmes or projects, including UNDP components and deliverables under the Government / UN joint programmes - refer to Figure 2.1. The current list, AWP by AWP, is given in *Appendix B.1*. Not all interventions are encapsulated under AWP; for instance several gender-related actions are captured under some of the joints programmes and the closing out of GFATM projects are outside the AWP frame. Similarly with projects previously handled by the former DEX Service Centre such as the World Bank-funded Emergency Infrastructure programme, and the Transition Trust Funds I and II.

2.4 Joint Programmes

¹⁹ Country Programme Action Plan (2008 – 2012), page13 (paragraphs 55 - 60)

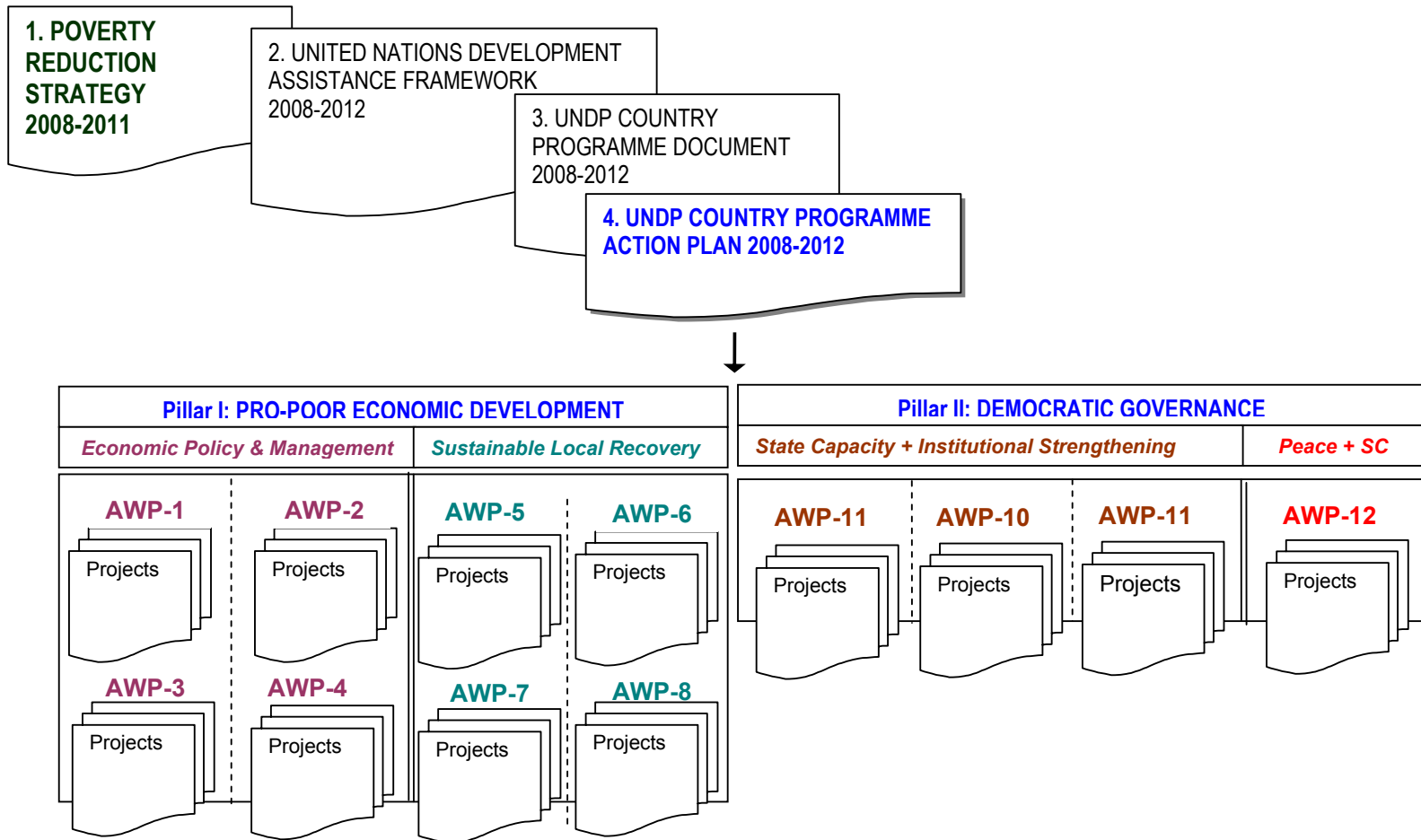
²⁰ Country Programme Action Plan (2008 – 2012), page13 (paragraphs 61 - 62)

Since 2007, UN Country Team members have been exploring the possibility of designing and implementing joint programmes with Government and local partners. To date, five joint programmes have been formulated, signed and funded, and all are currently under implementation. A sixth programme – HIV/AIDS - is now finalised and ready for signing. UNDP is part of all such programmes, which are:

1. Strengthening the Capacity of Sub-National Administration in Liberia through UN County Support Teams.
2. Programme to Prevent and Respond to Sexual and Gender-Based Violence.
3. Gender Equality and Women's Economic Empowerment.
4. Programme on Food Security and Nutrition
5. Programme for Employment and Empowerment of Young Women and Men in Liberia.

UNDP activities relating these joint programmes are expected to be reflected in the appropriate AWP. The UN Country Team is planning a review of all Joint Programmes sometime in the second half of 2010.

FIGURE 2.1: HIERARCHY OF DOCUMENTS



3. UNDP PROCESSES, ORGANISATION AND MANAGEMENT

3.1 Key Processes and Systems

The UNDP has key corporate and country-specific goals. To achieve these goals it signed the new CPAP (2008-2012) with Government, which focuses programmatically on building national and sub-national capacity to deliver in the areas of security consolidation, economic revitalisation, rule of law and restoration of basic services, as well as providing technical and operational support. It also provides a range of services to other UN agencies as required, playing a leadership role in several functional groups such as the Inter-Agency Programming Team (IAPT), the Operations Management Team (OMT), the UN Communications Group (UNCG) and leading the Inter-Agency Working Group on Monitoring and Evaluation (M&E) as well as a coordinating role in the Inter-Agency Network for the Prevention of Sexual Abuse and Exploitation (SEA).

In order to deliver the programmatic elements of its mandate and commitments, UNDP has a number of key business processes supported by systems. Perhaps the most important of these are (i) ATLAS for financial planning, management and accounting, and (ii) PRINCE2 project management method. In addition there are other systems such as the online Results Oriented Annual Report (ROAR) and the new system under development locally that is bringing an interface between project planning and management under the AWP and procurement planning and financial management. At present, funding, budgets and spending authorisations are covered by individual programmes and projects entered in ATLAS, and planning and progress monitoring are covered at AWP and programme/project level under PRINCE2. The two major sections in UNDP – Programme and Operations – are endeavouring to rationalise the important interface between ATLAS and PRINCE2, so that implementation planning, procurement and authorisation are harmonised in a timely manner, leading to proper procurement execution meeting the needs of each AWP in terms of scope, quality, cost and timing.

The template for preparing an AWP is standard drawing on PRINCE2²¹ terminology and processes, and is available in Ms WORD format for ease of use by UNDP personnel. ATLAS, on the other hand, is a proprietary software programme²² and is used throughout UNDP worldwide. UNDP formulates each AWP by thematic or functional area, unlike some other UN agencies that formulate an AWP around each key implementing partner.

3.2 Organisational Structure

3.2.1 UNDP – An Organisation Transformed

As mentioned above, up to and including 2007, UNDP was requested by the Government to assist it in executing some of its projects across a number of areas, some of which would not normally be considered within UNDP's area of comparative advantage. However, given the urgency and the need, UNDP obliged. It established the DEX Service Centre within UNDP, which was in effect a procurement, contracting and recruitment bureau for Government-prioritised projects. The scale of the work undertaken by the DEX Service Centre was such that it overshadowed the work of supporting UNDP's own programmes. With changes in UNDP senior management in 2008, steps were taken to correct this. With advice and assistance from UNDP's Regional Bureau for Africa (RBA) and the Change Management Team office in New York, a Transformation Plan was developed in close association with the UNDP Liberia CO Staff Association and a change management team mobilised to advise on implementing the organisational changes over a realistic timeframe (2008-2009)

The key was taking it step-by-step towards getting the balance right between strategic change objectives and the rate of change. UNDP's business strategy has three streams – programmes, strategy

²¹ PRINCE2 is a copyrighted product of the Office of Government Commerce (OGC), United Kingdom

²² Developed and licensed by PeopleSoft Inc.

and policy, and operational support services for UNDP and others, and the challenge was to maintain momentum towards the change objectives in an open information environment but at a rate that allowed the existing commitments to be honoured while reverting and strengthening UNDP's programme delivery. It is a subject of ongoing discussion not only in UNDP (Liberia) but elsewhere namely how to optimise and recognise the planning, management and internal coordination of the programme portfolio when a not insignificant proportion of budget and effort is spent in procurement, recruitment and contracting.

UNDP undertook the necessary organisational changes from mid-2008. Central to the plan was the strengthening of key positions in the Programme Unit, with the appointment of two national Assistant Resident Representatives, and in the Operations Unit, with the appointment of three very experienced international Specialists – Finance, Human Resources and Procurement. In addition, with support from the Bureau of Crisis Prevention and Recovery (BCPR), two international Advisors – Gender, and Rule of Law, were appointed, reporting to the Country Director. As of end-2009 the transformation was considered complete with all posts filled, and more or less fit-for-purpose.

3.2.2 Arrangement for Managing the CPAP and AWP

The UNDP in Liberia is led by the UNDP Resident Representative, who is also the Deputy Special Representative of the Secretary General (DSRSG) regarding Recovery and Governance as well as being UN Humanitarian Coordinator (HC) and Resident Coordinator (RC). The general organisation for the UNDP Country Office under the Country Director follows the conventional structure of country offices namely, three Units – Programme, Operations, and Strategy and Policy. There are functions that report to the Country Director such as the Monitoring and Evaluation (M&E) Unit, as well as specialist advisors such as the Gender Advisor, the Rule of Law Advisor, the Resource Mobilisation and Partnerships Specialist.

The CPAP is operationalised through the management and implementation of the AWP, and reported annually through the ROAR and the UNDP Annual Report. The management arrangements for each AWP (envisaged as a programme or project) are presented in the document as component 3. These identify who will execute the AWP, with responsibility for accountability, transparency, implementation, management and achieving the programme/project objectives or results with oversight by a Programme of Project Board. The Chair of the Board is Ministry of Planning and Economic Affairs (MPEA), with Co-Chair by UNDP. Other members include relevant ministries, agencies, institutions and organisations as stakeholders. Each Project Board meets on a quarterly basis, and is supported by a Programme/Project Manager who is directly supervised and reports to the UNDP-designated lead for the appropriate Component under the UNDAF / CPAP Pillars discussed in (2.3.4) above. In most but not all AWP, there is a description, following PRINCE2 processes, of the role and responsibilities of the various entities – Programme/Project Board, Executive, Programme/Project Manager, Project Support, Senior Supplier and Project Assurance.

For CPAP Pillar I, component 1: *Economic Policy and Management*, the Unit in UNDP with overall responsibility is the Strategy and Policy Unit. For CPAP Pillar I, component 2: *Local Economic Development*, the Unit in UNDP with overall responsibility is the Pro-Poor Economic Growth Unit in the Programme Unit. For CPAP Pillar II, component 1: *State Capacity and Institutional Strengthening*, and component 2: *Peace and Security Consolidation*, the Unit in UNDP with overall responsibility is the Governance Unit in the Programme Unit.

3.3 Monitoring, Evaluation, Reporting and Oversight

Monitoring, reporting and oversight take place at different levels in UNDP. The first level is at AWP level. Under each AWP (component 4 in the text) there is a description of how monitoring, evaluation and reporting are to be undertaken. Reports on progress and finance are to be submitted on a regular basis to the Programme/Project Board for consideration at its quarterly meeting. There is also

an Annual Work Plan Monitoring Tool template attached as an annex to the AWP, to be completed by the Programme/Project Manager.

The second level, in terms of monitoring and oversight, is where each component team holds regular meetings under the head of the respective Unit - Economic Advisor for SPU; ARR for Pro-Poor Economic Growth Unit, and ARR for Governance Unit both in the Programme Unit. At these meetings overall compliance with the programme design, plans and specifications are continuously assessed, the progress and constraints of each AWP in the component are reviewed. The third level is where there is a monthly Programme review meeting, chaired by the Deputy Resident Representative (Programme) for those AWPs that fall within the remit of the Pro-Poor Economic Growth Unit and the Governance Unit. Gender-related activities inside and outside the AWPs are overseen by the Gender Advisor. The four AWPs covering Economic Policy and Development are, as mentioned above, subject to regular review by the Economic Advisor for SPU.

In addition to the AWP quarterly reports, there is also timely tracking of finance through ATLAS by UNDP M&E Unit, which allows inspection and comparison of progress vs. expenditures. On an annual basis, UNDP produces the ROAR in the prescribed format, as well as the UNDP Annual Report, which is more comprehensive and narrative in nature.

There are two further mechanisms for monitoring and reporting on progress towards higher level outcomes such as the UNDAF and broader UN themes. The first is the Resident Coordinator's Workplan, which is a workplan adopted by the UN Country Team to plan and monitor progress against five key results areas²³. There is a progress report prepared quarterly and annually, which is fed by progress updates from the individual UN agencies. The second mechanism is the UNDAF Outcome Groups, of which the UNDP Country Director is the chair of Outcome Group (II): Economic Recovery. There is also a quarterly report prepared by the secretariat/convenor of the Outcome Group, who is the UNDP's National Economist.

3.4 Development Partnerships

3.4.1 Bilateral and Multilateral

UNDP has been at the forefront of mobilising partnerships and funding for Liberia. As well as working with Government and other UN agencies across the twelve AWPs and in the five joint programmes to date, it has worked closely with and received funding from partners such as Belgium, Denmark, European Commission, Germany, Greece, Iceland, Ireland, Japan, Netherlands, Norway, Sweden (SIDA), Spain, Switzerland, United Kingdom (DFID) and the United States of America (BPRM and USAID).

3.4.2 The World Bank

The UNDP and the World Bank have a close working relationship, building on each institution's comparative advantage, which goes back to the Comprehensive Peace Agreement²⁴. In October, 2005, Liberia elected the first democratically-elected female head of state in Africa. Not unreasonably, expectations from the population at large were high, but the country's capacity and resources to meet these expectations were severely limited. This created an obligation for international community and perhaps for the World Bank in particular, to respond quickly, visibly and substantially in support of the new President and Government. However, there was a procedural problem that had first to be addressed. As a result of past arrears, Liberia was not eligible for normal Bank funding. Nevertheless, money from a special fund for *Low-Income Countries under Stress Trust Fund* (LICUS TF) was made available to finance a grant through the Transition Support Fund (TSF). This is discussed in more detail in section 5.2.1 below.

²³ (1) Coordination for Results; (2) Emergency Preparedness and Relief; (3) UN Advocacy and Resource Mobilisation; (4) Security Management; and (5) Non-Resident UN Agencies.

²⁴ Accra (October, 2003)

Initially, the Government did not have the capacity to implement the TSF grant. As a result of consultations and negotiations at the highest level, it was agreed that that the UNDP (Country Office) would implement the grant on behalf of Government. An MOU²⁵ outlined the purposes and activities of the grant with (i) the Bank acting as the financier, and (ii) UNDP as the implementer of the grant with general responsibilities for implementation and procurement, the allocation of the grant, accounts and auditing procedures. In this regard the UNDP's DEX Centre was to be responsible for the execution of projects under the TSF grant.

However, there was a misunderstanding along the way. The allocation of the grant made specific reference to the UNDP Management Fee, but did not specify what that would or would not cover, particularly project management. The addition of US\$6.7m to the original project significantly expanded the need for additional resources from UNDP to implement the project, again particularly project management. This led to some considerable discussion between the parties as to the meaning, intent and scope of the management fee. This misunderstanding became the source of some difficulty both the World Bank and UNDP, which was eventually resolved. Thankfully it did not detract from the ultimate success of the various projects funded under the TSF, and the World Bank and UNDP continue to work closely in a number of areas to date. Other initiatives involving the World Bank and UNDP include the following:

- (i) The Emergency Infrastructure Supplemental Project (EIPSC) also under the TSF, covering mainly civil engineering works for infrastructure (with a total value of US\$17 million). There is currently a US\$ 1.5 million project for an urban drainage project in Monrovia; and
- (ii) Closing out the final procurement actions as part of the Support to the Resource Management Unit (RMU) in the Ministry of Finance.

²⁵ June 2006

4. RESULTS

4.1 The Annual Work Plans– Progress in 2008 and 2009

The CPAP (2008 – 2012) as a five-year mutual cooperation framework between Government and UNDP was signed on 11 March 2008 by the then Minister of Planning and the then UNDP Resident Representative²⁶. Starting in the 2008, operationalising the CPAP was through twelve AWP (see 2.3.4 above) and the joint programmes. The mechanism for reporting progress annually is the UNDP Annual Report and also the Results Oriented Annual Report, which is an internal format that requires UNDP Country Offices to report on progress against specific UNDP corporate goals and objectives.

The progress and achievements in 2008 and 2009 presented here are derived from the UNDP Annual Report 2008 and Annual Report 2009²⁷, relevant sections in the ROARs for 2008 and 2009, and supplemented by the various site visits and the numerous meetings mentioned in section 1.2 above.

4.1.1 Progress and Achievements in 2008

Key to understanding UNDP's activities this year was that this was a year of change for UNDP itself. UNDP (Liberia) underwent the process of re-organising itself, with the completion of a country office-wide functional review, drafting, endorsing and implementing a Transformation Plan, which included recruiting a number of experts, and to increase technical inputs in a number of thematic areas. There were also important institutional changes such as the merging of the Resident Coordinator's Office with the office of the DSRSG at UNMIL, forming the Integrated Office of the DSRSG/RC, which amongst others, was to ensure that the principles of integration were adhered to by the various section in UNMIL and also by UNCT members. The functions of the former RC Office were incorporated in the Planning and Coordination Unit (PCU). Operationally, there was the launching of the first integrated UN field office in Voinjama, Lofa County in June 2008 under the CST project as it was at that time. Greater emphasis was placed on (i) joint programming and (ii) "Delivering as One", in an effort to better capture the added value of UN agencies, individually and collectively. In this regard, UNDP was very active in identifying opportunities for joint programming, formulating strategies and policies, as well as acting as Administrative and Managing Agent regarding fund flow mechanisms for a number of joint programmes.



²⁶ Hon. Toga McIntosh and Mr. Jordan Ryan respectively.

²⁷ Being finalised by the Country Office at time of writing this MTR report.

The core focus of the Government in 2008 was not only launching the PRS in April 2008 but also generating momentum and widest possible support. UNDP responded fully to this call, having been a core member of the support team to the PRS process from the outset. Within the CPAP framework and completing stand-alone legacy projects, UNDP made significant progress and achieved success in many areas including:

- Completion of approximately 100 micro-projects for a range of infrastructure in eight counties, benefitting over 200,000 Liberians;
- Provision of temporary employment to over 6,000 people through renovation of schools in Montserrado County, and waste management in Monrovia using the World Bank Transition Support Fund;
- Launch of the Millennium Villages project in Kokoyah District in Bong County;
- Support for - the completion of a strategic development plan for the National Legislature, - finalisation and launch of a national NGO Policy and regulatory framework, - draft Public Sector Reform Policy, - draft Decentralisation Policy, - establishing the Liberia Anti-Corruption Commission;
- With Government and other UN agencies, preparing and endorsing Joint Programmes to (i) prevent and respond to sexual and gender-based violence, and (ii) food security and nutrition.
- Training of 30,000 former ex-combatants with vocational skills for future employment.

(a) Pro-Poor Economic Development

Under **AWP-1: Policy Support and Economic Management**, the following were achieved: (i) provision of technical, financial and operational support to Government in the preparation of the PRS, including for the Berlin forum held in June 2008; (ii) the 3rd edition of the draft National Human Development Report (NHDR) was prepared and discussed with stakeholders; (iii) the National Statistical Data Service (NSDS) was completed and launched by Government, and (iv) a participatory Monitoring and Evaluation (M&E) strategy for the PRS commenced.

Under **AWP-2: Aid Coordination**, the following were achieved: (i) support for the Paris Declaration survey consultations and donors data collection; (ii) support for Government's preparation for and attendance at the Accra High Level Forum on Aid Coordination²⁸; (iii) substantial technical support for the Development Ministers' Forum held in Monrovia, immediately after the Accra Forum; and (iv) completion of the technical assessment of the web-based Aid Management Platform and implementation commenced.

Under **AWP-3: Support to National Capacity Development**, the following were achieved: (i) under TOKTEN an additional ten Liberian professionals were recruited and mobilised; (ii) under LECBS, another 23 professionals were mobilised; (iii) under SES, 70 were recruited. (iv) the Human Capacity Development Strategy component of the NCDS and Action was drafted and in the process of being fully validated by stakeholders; and (v) establishment of a National Capacity Development Unit within MPEA.

Under **AWP-4: Communication for Development (C4D)**, the achievements were as follows: (i) provision of training to the national Media in investigative journalism, SGBV reporting, including IT equipment; (ii) establishment of resource centres in the Ministry of Information, Culture and Tourism, Press Union of Liberia and the Department of Mass Communications at the University of Liberia; and (iii) attachment of four Liberian journalists to leading media institutions in Ghana, Kenya, South Africa and Uganda.

(b) Sustainable Local Economic Recovery

Under **AWP-5: Community-Based Recovery and Development**, the achievements were as follows: (i) initial approval of projects agreed under the County Development Agenda; (ii) approximately 55 micro-projects relating to rural infrastructure (clinics, water wells, latrines, feeder roads, bridges and

²⁸ 2-4 September 2008

markets were completed in eight counties, targeting 200,000 beneficiaries; and (iii) the Cooperative Credit Unions has supported and promoted recovery through sustainable livelihoods projects, enabling over 3,000 women to access micro-credit.

Under **AWP-6: Strengthening Local Capacity for Climate Change and Natural Resources Management**, the achievements were as follows (i) a National Environmental Action Plan (NEAP) and a policy to establish a National Disaster Response Commission (NDRC) were completed and validated with stakeholders; (ii) validation and adoption of an Integrated Contingency Plan for Disaster Response by stakeholders; (iii) support to the Environmental Protection Agency (EPA) for setting up four field offices with appropriate laboratory equipment; and (iv) launching of the Sustainable Land Management Project with full logistics support.

Under **AWP-7: Launching an Inclusive Financial Sector**, the following progress was made: (i) official launch by the President of the inclusive financial sector in Liberia; (ii) introduction of a foundation course in micro-finance at Cuttington University Graduate School, with an initial enrolment of 30 students, the majority of whom were interns with micro-finance institutions; (iii) an additional 16 interns attended and benefited from the second cycle of the foundation course, also held at the United Methodist University; (iv) implementation by the Cooperative Credit Unions (CCU) established under the CBRD, of a number of innovative sustainable livelihood projects, which enabled over 3,000 women to access micro-credit facilities as well as receiving psychosocial counselling. Approximately 4,900 women in all six districts of Lofa Country benefited from a replicated project.

Under **AWP-8: Youth Empowerment and Employment**, the following progress was made: (i) capacity building support was extended to the Federation of Liberian Youth (FLY) and the Ministry of Youth and Sport (MYS) to strengthen their role in addressing the needs of youth; (ii) mapping of youth organisations in five counties was completed; (iii) formation of youth secretariats in the counties continued; and (iv) establishing a National Youth Development Trust Fund.

(c) State Capacity and Institution Strengthening

Under **AWP-9: Public Administration Reform and Promotion of Civic Engagement**, the achievements were as follows: (i) supporting MPEA in developing the National NGO Policy and Regulatory Framework; (ii) creation of an NGO database; (iii) establishment of an NGO Office within MPEA; (iv) support for the creation of the NGO Council of Liberia; (v) support to the National Elections Commission to operationalise its mandate; and (vi) support for CSOs to promote the participation of women in leadership as well as encouraging them to participate in local and national elections.

Under **AWP-10: Strengthening the Rule of Law and the Administration of Justice**, the achievements were as follows: (i) support for the establishment of a Roving Prosecution Unit and SGBV at the Ministry of Justice; (ii) support for the County Attorney Offices in five counties; (iii) support for establishing the Judicial Management Information System (JIMS) for effective case management; (iv) fully equipping a resource centre, (v) pilot assessment of court facilities conducted; (vi) providing technical support for the development of a National Gender Policy; (vii) provision of institutional support to the Truth and Reconciliation Commission including 15 local offices; (viii) capacity building support to CSOs for advocating and promoting human rights in communities; (ix) support to the National Union of the Organisations of the Disabled for the ratification of the UN Convention on the Rights of Persons with Disability; (x) support for the drafting of the Anti-Corruption Act, which led to the establishment of the Liberian Anti-Corruption Commission; and (xi) supporting a number of initiatives with the National Legislature.

Under **AWP-11: Decentralisation and Local Capacity Development**, the achievements were as follows: (i) preparation, printing and distribution of CDAs for all 15 counties; (ii) construction, furnishing and systems of six administrative buildings; (iii) training of officials in 15 counties, in a range of topics relevant to proper public administration; (iv) training of approximately 26,000 people in a range of life skills; (v) support for development of a national decentralisation policy and submission to Cabinet for review and endorsement; (vi) establishment of nine Information Management Offices to generate

statistics for more effective county development planning; (vii) strengthening of the County Development Support Secretariat in MIA; (viii) preparatory work for installing VSATs in all counties; and (ix) adoption of three pilot counties (Gbarpolu; River Gee; River Cess) for utilisation of the Local Development Fund, with a draft set of guidelines prepared and issued.

(d) **Peace and Security Consolidation**

Under **AWP-12: Community Security and Social Cohesion**, the achievements were as follows: (i) initiation of a community security mechanism in four locations (Gbarnga; Sinje; Paynesville; New Kru Town) in three counties (Bong; Cape Mount; Montserrado); (ii) initiation of a programme on armed violence reduction; (iii) construction of ten police barracks and ten police stations in ten counties; (iv) construction of seven classrooms and a male dormitory at the National Police Training Academy; (v) operational and logistical support for the Emergency Response Unit (ERU), with 74 new recruits undergoing training; (vi) support to the ERU in providing a range of training programmes; and (vii) final phase of the re-integration and rehabilitation component of the DDDR process for ex-combatants.

Results Oriented Annual Report – Key Outcomes (2008)

In the area of **Capacity Development**, UNDP provided support for the conducting of a comprehensive capacity assessment in both the public and private sector, as well as development of the National Capacity Development Strategy and Action Plan (NCDS). This involved many local specialists – academics, consultants and practitioners. At the same time UNDP supported Government through short-term intervention mechanisms such as LECBS, SES and TOKTEN (under **AWP-3: Support to National Capacity Development**), in collaboration with other development partners, with the introduction of highly competent Liberian professionals to such positions as Government ministers, professors, medical doctors, economists, engineers and management specialists. The consensus view in Government and elsewhere is that these interventions have made a real impact in such areas as preparation of key policy documents and strengthening regulatory frameworks.

In the area of **Gender Equality and Women's Empowerment**, UNDP provided support to the Ministry of Gender and Development and the Ministry of Justice, to address a number of issues and opportunities such as informing the National Security Strategy, economic advancement and social development. No less than 16,000 women benefited from access to micro-credit schemes under UNDP in 2008. A range of critical activities were included here under **AWP-5: Community-Based Recovery and Development**, **AWP-7: Launch an Inclusive Financial Sector in Liberia**, **AWP-8: Youth Empowerment and Employment**, **AWP-9: Strengthening Public Administration Reform and Promotion of Civic Engagement**, **AWP-10: Strengthening the Rule of Law and the Administration of Justice**, and **AWP-12: Enhancing Community Security and Social Cohesion**. Similar and further support is envisaged under several of the joint programmes.

In the area of **South-South Solutions**, this form of cooperation continued to actively advanced by UNDP as a mechanism for enhancing development effectiveness through information sharing on core knowledge and best practices. There was considerable input to Government's peace-building and conflict resolution initiatives through visits to South Sudan, and a range of visits to regional and sub-regional meetings (under **AWP-12: Enhancing Community Security and Social Cohesion** collaboration with Nigeria and Mali regarding exchange visits and technical missions regarding the Kokoyah Millennium Villages (under **AWP-5: Community-Based Recovery and Development**). A delegation from the Governance Commission (established with support under **AWP-9: Strengthening Public Administration Reform and Promotion of Civic Engagement**) and three key ministries (MIA, MOF, MPEA), visited decentralisation programmes in Rwanda and Kerala State in India, to learn of best practices, opportunities and constraints regarding decentralisation (supported under **AWP-11: Liberia Decentralisation and Local Development (LDLD + CST)**). In addition the Ministry of Foreign Affairs was supported with its innovative "development diplomats" initiative, with training in Egypt and in Liberia (under **AWP- 3: Support to National Capacity Development**).

4.1.2 Progress and Achievements in 2009

2009 was a challenging year with a number of transitions both at the national level and within the UN system, especially at UNDP. For the country there was the transition from post-conflict to early recovery gaining momentum. In the UN system the planning for the eventual UNMIL draw-down begun in earnest, coupled with the departure of the DSRSG – Recovery and Governance in March and the arrival of the new DSRSG in September. Among the achievements was the support to the Government in successfully planning and hosting the widely-acclaimed International Women’s Colloquium (7-10 March, 2009), the drafting of the National Capacity Development Strategy, the review of the PRS, the review and proposed revision of the UNDAF in line with amendments to the PRS and the UNMIL CDW benchmarks.

UNDP was also working closely with the Heads of Field Office (HOFO), an important result of a revised, integrated field structure in each of the 15 counties. A Joint Programme Workshop was held in August 2009 which brought together key UNMIL, UNCT and Government staff, to share experiences and draw lessons learned with regard to their preparation and implementation. A key outcome of the workshop was the recommendation to review the Joint Programmes with a view to refining their focus and increasing their efficiency as truly joint programmes. Having said that, there was good progress made in launching several joint programmes, bringing the number up to five in total under implementation.

2009 saw the completion of the Disarmament, Demobilisation, Reintegration and Resettlement (DDRR) programme, one of the largest programmes of its kind. Approximately US\$2.465 million was expended in this the final year of the programme, with in excess of 103,000 ex-combatants overall successfully processed and assisted both through the UNDP multi-donor trust fund for DDRR plus INGOs’ parallel funded programmes. This substantial multi-donor supported initiative has had a positive and widely acknowledged impact on conflict reduction.

(a) Economic Policy and Management

Throughout 2009, UNDP continued its assistance in the implementation of the PRS. Here UNDP’s support has been focussed on the PRS economic revitalization pillar (under **AWP-1: Policy Support and Economic Management**) and on monitoring and evaluation and tracking aid flows (under **AWP-2: Aid Coordination**). Support was extended for the development of a web-based aid tracking tool that is being piloted to improve data collection on donor funding and strengthening of development reporting mechanisms. An aid management unit has been established at the Ministry of Finance to facilitate the implementation of the system. As there is a lack of sufficient data to inform the implementation and monitoring of the PRS, UNDP supported the collection of data and analysis efforts regarding the profile of poverty across the country, for poverty targeting and assessment of progress toward the attainment of the MDGs. In particular UNDP’s support (under **AWP-2**) included the data analysis and printing of the National Housing and Population Census and also the ongoing Core Welfare Indicators and Questionnaire (CWIQ) and Labour Force (LFS) Surveys with LISGIS. Work on the National Human Development Report (NHDR) was completed, with the MDG Report launched and disseminated; the MDG Needs Assessment report was also completed to feed into policy consideration. Amongst a range of policy advice and support offered by UNDP to key ministries were for example, (i) support to the Ministry of Commerce and Industry in Formulating a National Trade Policy and an Industrial Trade Policy, and (ii) support for four Pillar Technical Advisors to ensure the Liberia Reconstruction and Development Committee (LRDC) Secretariat remained fully functional as a central coordinating point for PRS deliverables.

Under **AWP-3: Support to National Capacity Development**, there have been a number of achievements – (i) finalization of initial working draft NCDS, and initiation of validation exercise; (ii) National Capacity Development Unit established at the Ministry of Planning, fully staffed and functional; (iii) ‘Grooming Development Diplomats’ initiative successfully launched as part of overall Foreign Service Reform; four young Liberians recruited and deployed with Liberian Embassies in MRU countries and Ghana to be groomed as ‘Development Diplomats’; (iv) revitalization of internal control system at Ministry of Foreign Affairs; (v) recruitment of cadre of SES professionals fully completed; (vi) monitoring

of PRS implementation and Country Development Agenda (CDA) decentralized and strengthened at the county level; (vii) successful development of the GEMAP Exit Strategy, that was tentatively endorsed by the Cabinet; (viii) Liberia's Aid Policy developed; (ix) progress in implementing the Public Financial Management Act (2009); (x) adoption of a new chart of accounts, establishment of a debt management committee and unification of the accounting function in the Ministry of Finance; and (xi) improved the planning capability namely for post-PRS, post-HIPC and for National Visioning.

Under **AWP-4: Communication for Development**, in collaboration with the CST joint programme, the C4D project completed the establishment of the first County information Centre in Gbarnga, Bong County. The first group of county officials (10) received computer literacy training in December 2009 and more training is expected to continue in 2010 targeting vulnerable groups including the disabled, women and youths. The United Nations Communications Group (UNCG) and the Government of Liberia worked closely in defining the media's role in the implementation of the PRS. In collaboration with the Knight International Foundation, journalists were trained in PRS reporting and on the negative impact of sexual and gender-based violence in Liberian society. In support of the Freedom of Information Act and the Media Regulatory Bill presently at the Liberian Senate for enactment, a three-day symposium bringing together media executives was convened in Monrovia to review ethical issues in the media and to chart the roadmap for the implementation of legislation once enacted by the National Legislature. UNDP with ECOBANK and the Press Union of Liberia has launched the coveted "Development Journalism Award".

(b) Sustainable Local Economic Recovery

Under **AWP-5: Community-Based Recovery and Development**, the following results were achieved: (i) rehabilitation and/or construction of basic services infrastructure - 20 education facilities; 15 health facilities; two markets; 14 food security structures (seed storage, and agro-processing facilities); seven sustainable livelihood skills training and micro-credit projects; and the rehabilitation of approximately 200km of road were completed; (ii) skills training and micro-enterprise development - 300 participants were trained and have received micro-loans for self employment. Four workshops in arts and crafts skills training, auto mechanics, electrical mechanics, jewellery and weaving as well as pastry and tailoring was conducted. 426 participants (males and females) graduated in skills training in Sinoe County; (iii) Support to the Government - the role of the District Development Committees (DDCs) was supported and two-way communications between national and local levels enhanced. For the **Kokoyah Millennium Villages**, there have been a number successful interventions in agriculture, health and education, including trained 20 national agriculture technicians and 109 community-based master farmers on NERICA production and improved agronomic practices, 12,000 children were vaccinated for Polio, Vitamin A, and de-worming, as well as launching the construction of two primary health clinics – in Yolo Town and Rock Crusher, assessed the physical condition of educational facilities in the district, including the qualification of teaching staff, the existence and functionality of PTAs, and trained 25 community-based sanitation promoters and 25 hand-pump mechanics, and repaired 31 damaged hand-pumps in 18 towns/villages.



Under **AWP-6: Strengthening Local Capacity for Climate Change and Natural Resources Management**, the achievements were as follows: (i) finalised disaster risk management policy, a national action plan and a prepared emergency response operations guide, conducted capacity needs assessment followed by training of over 300 persons (women constituting about 40%) in disaster risk management while about five persons including one female gained international training and exposure in disaster risk management in South Korea and Swaziland respectively; (ii) developed environmental guidelines and regulations for four sectors; (iii) promoted the use of renewable energy (solar power/energy) through the electrification of two HIV/AIDS Voluntary Counselling and Testing centres in Grand Cape Mount, Robertsport (St. Timothy Hospital) and Bong County (Salala Health Centre) which led to an improved health service delivery at the two centres and increased awareness on the importance of renewable/alternative energy services; (iv) trained 30 persons (10 teachers and 20 farmers) from communities around the East Nimba Nature Reserve in the areas of sustainable agriculture practices and environmental education, and three FDA personnel in cane rat breeding thus improving livelihood and nutrition opportunities at that same time; (v) developed and obtained preliminary approval of a US\$3.3m climate change adaptation project proposal for implementation in 2010, so as to increase attention of Government to climate change issues and pledges made to include climate change in the next CDAs; (vi) with the Multilateral Fund for the implementation of the Montreal Protocol supported the successful transfer of ozone-friendly technologies to eleven companies in Liberia and set up three retrofitting centres valued over US\$43,000 in Kakata, Buchanan and Gbarnga, significantly helping Government to meet the global deadline for phasing out all ozone-depleting substances (ODS); and (vii) under the UNDP/GEF Small Grant scheme, provided support to twelve nonGovernmental organizations (NGOs) and Community Based Organizations (CBOs).

Under **AWP-7: Launching an Inclusive Financial Sector**, the following progress was made: (i) supported two Micro-finance Institutions with USD\$1,086,000 to lend to active client base of 18,975 from Montserrado, Bong, Margibi, Nimba and Bomi Counties; (ii) launched an Internship programme with the University of Liberia, Cuttington University and the United Methodist University where the first batch of 21 students were hired by financial institutions such as Ecobank, LBDI, LEAP, Liberty Finance and the Central Bank of Liberia; (iii) initiated a Micro-finance Foundation Course at Cuttington University for the purpose of providing personnel with the necessary technical expertise in micro-finance with the first batch of 50 students completing the micro-finance course; (iv) supported five Liberians selected from partner institutions to acquire knowledge in Applied Micro-finance, in Mombassa, Kenya; (v) successfully launched the Village Savings & Loan Association Scheme in two counties; 25 women were trained in Gbarma District, Gbarpolu County and additional 25 female rock crushers trained in Paynesville City; (vi) established a Micro-finance Documentation Centre at the Central Bank of Liberia with the purpose of disseminating micro-finance best practices in the sector. The Centre is currently

being used by University students and other individuals doing research in micro-finance; (vii) supported stakeholders in micro-finance to produce a National Strategy for financial inclusion; and (viii) provided support to the Liberia Marketing Association to review their constitution and establish the appropriate management structure.

Under **AWP-8: Youth Empowerment and Employment**, the following progress was made: (i) support to the scaling up of the National Youth Volunteer Service piloted in 2007. Since the official launch of this programme, more than 203 national volunteers have been deployed to all 15 counties over a one-year period to work with elementary schools and clinics well as agricultural programmes; (ii) Volunteers for Peace initiative (managed by UNDP-Liberia under the Peace-Building Fund) led to the training and deployment of 31 National Peace Ambassadors in the fields of conflict prevention, conflict resolution, land dispute facilitations and in community-based healing; (iii) supporting Peaceful Reintegration of youth through 'Code of Conduct' training on motorbikes is also UNDP-managed under the Peace Building Fund. In 2009, 985 youths were trained and qualified under the YMCA training component of the project in Bomi County. During the same period, an additional 700 youth underwent training in Bong County with the YMCA in the area of Code of Conduct for motorbike drivers; (iv) youth employment under the Tumutu Agricultural Project in Bong County funded by the Peace-Building Fund, executed by the UK based NGO Land Mines Action has been successful in training 400 unemployed youth in agricultural production techniques and in assisting the youth and also communities to secure land on a long-lease basis; (v) more than 5,000 youth supported directly in 2009 under the UNDP-managed final phase of the Disarmament, Demobilization, Rehabilitation and Reintegration Programme with targeted youth (up to 35 years of age which is the official cut-off age for youth in Liberia) of which more than 2,000 were women; (vi) scaling up of the supported Center Songhai Liberia Initiative in Bensonville, Monserrado County and Harper, Maryland County for the empowerment of underprivileged as well as unproductive rural youth and to create the basis for sustainable community development; (vii) support to Youth Employment and Empowerment in Hot Spots (Guthrie Rubber Plantation) in Cape Mount and Bomi Counties - this project is in its initiation stage with the recruitment of key project staff, including the project manager; (viii) support from Core Funds to Federation of Liberian Youth (FLY) to assist with establishment of FLY Youth Secretariats in 9 counties; and (ix) support to the Government of Liberia Community Development Initiative of the 2009 Vacation Job Programme under the MYS led to almost 1,000 youth in 60 brigades been recruited and deployed across the counties in Liberia to improve waste management/garbage collection / improving the environment at the community level. Some 250 young women in Margibi, Bomi and Monserrado of the 1,000 youth also benefited from training in tie-dye, hairdressing, baking and tailoring.



(c) **State Capacity and Institutional Strengthening**

Under **AWP-9: Public Administration Reform and Promotion of Civic Engagement**, the achievements were as follows: (i) support to the Governance Commission is changing the dynamics of public service in Liberia, ensuring that new civil service mechanisms are properly formulated and fit-for-purpose; (ii) a Land Reform Commission has been established to address latent threats to peace and stability, and to promote land reform initiatives; (iii) Public sector reform policy reviewed to ensure consistency with draft decentralization policy and finalized. Policy has been approved by cabinet; (iv) recommendations on the Mandates, Missions and Organization Structures of Govt. Ministries and some agencies defined and submitted to Cabinet; (v) logistical support to the LACC (2 jeeps, office furniture, 10 computers, 2 printers, 2 photocopying machines, 1 scanner, LAN networking) and well as capacity building support (One Commissioner and three members of the Secretariat received training at various institutions and for a in USA, Swaziland and Botswana); (vi) support to LACC to conduct public awareness and information campaigns as well as county consultations and dialogue which enhanced the public awareness of the institution, its roles and mandates. One key outcome of this has been that private citizens and civil society have forwarded cases to the LACC; (vii) Supported NEC election observation mission South Africa; (viii) supported the NEC to prepare a comprehensive and costed electoral budget, timeline and logistics plan; (ix) in consultation with the NEC, international partners and other stakeholders prepared the comprehensive project document on support to the upcoming 2011 elections; and (x) support to the planning and organization of the Montserrado Senatorial by-elections.

Under **AWP-10: Strengthening the Rule of Law and Administration of Justice**, the achievements were as follows: (i) institutional support to Government rule of law institutions (the Judiciary, the Ministry of Justice, the Law School, and the Bureau for Corrections) and the Commissions (the Law Reform Commission and the Independent National Human Rights Commission); (ii) capacity development through technical and logistical support for the Ministry of Justice and national human rights institutions; and capacity development through training of different professional groups of the judicial system, including support to the organization of four regional consultation and one National Conference on the draft TRC report. (iii) institutional support to civil society (the Liberian Bar Association, NGOs/CBOs); (iv) support for harmonisation of customary and formal systems of justice; (v) support for increasing the capacity of national institutions to address SGBV crimes, implement the recommendations of CEDAW and the Action Plans on SCR 1325 and the National Gender Policy to promote gender equality.

Examples of specific support has been (i) to improve prosecution services, contribute to establishing a functioning and credible criminal justice system capable of ensuring that criminals are fairly prosecuted, the innocent are acquitted, and victims have fair and effective redress through the justice system; (ii) supporting the Human Rights Division of the Ministry of Justice, ensuring its proper staffing and that its mandate is clarified to avoid overlap with the Independent Human Rights Commission's work; (iii) logistical support to the MOJ head office and roving prosecutors; (iv) also provided capacity development support to the newly established specialized Sexual Gender Based Violence Unit (SGBV) at the Ministry of Justice including staff salaries. The support to the Judiciary continues strengthening the dispensing of equitable justice in a transparent manner. Support has included training for Public Defenders, provision of logistics (14 vehicles) which facilitated the deployment of public defenders to the county of deployment and facilitated their movement within the county, as well as furniture and office supplies. The Judiciary Information Management System (JIMS), which is the court resource information system comprising of a database dedicated to the Judiciary. This resource centre was equipped with computer lab and internet connectivity for the use of legal research, and a website. There was ongoing support to CSOs for raising awareness, sensitising the public about the Rule of Law, and monitoring and reporting about the overall justice system, the rule of law and human rights. There was also support to the Liberian National Bar Association to develop and commence implementation of strategic plan, including in-service course and advocacy of members.

Under **AWP-11: Decentralisation and Local Capacity Development**, the achievements were as follows: (i) a training-of-trainers (TOT) workshop on six leadership competencies for service delivery

was conducted for County Development Officers (CDOs), Civil Affairs Officers, M&E Assistants and Database /Administrative Assistants for the 15 counties. As a follow-up from this TOT workshop, 15 county-based training workshops for line ministries and agencies were held; (ii) 15 Monitoring and Evaluation Assistants (M&E Assistants) and 15 County based Database and Administrative assistants deployed all the fifteen counties; (iii) Local Development Fund (LDF) Guideline was revised based on a review workshop organized by MIA with the participation of communities and local administrations from the six pilot counties; (iv) orientation training for county superintendents, procurement and financial officials was conducted as part of on-the-job training to strengthen public expenditure management system at 15 counties; (v) computer training programme encouraged MIA and other institutions with limited computer capacity to participate and improve their computer skills; (vi) civic education brochure on decentralization has been prepared by GC to raise public awareness of the decentralization process at the county and districts levels; (vii) the Governance Commission was supported to organize the County-to-County Civic education dialogue workshop to explain the decentralization policy document in Gbarpolu, Bomi, Buchanan, Rivercess, and Sinoe Counties; (viii) training facility established at MIA with IT systems, furniture and accessories provided. The syllabus, trainers, certification, training schedule etc. finalized for the computer training for 60 MIA and the remaining 110 staff from the rest of the eleven counties; (ix) the Expenditure Department – (MOF) responsible for monitoring and financial reporting under local development - county development fund, provided with computing facilities to computerize their work; and (x) MIA and PPCC supported to organise procurement courses in the counties.



(d) Peace and Security Consolidation

Under **AWP-12: Community Security and Social Cohesion**, the achievements were as follows: (i) support LNPTA to sustain a professional and operational effective LNP presence that can service communities throughout Liberia. 142 officers completed Basic Training (Class 34: 94 females; 47 males); 153 recruits in Class 36 (51 females and 102 males) started Basic Training. Advanced/ Specialized trainings of 606 officers (515 males and 91 females) completed; Emergency Response Unit (ERU), Class one to four - 393 (3 females and 390 males) completed training; (ii) enhanced capacity of national and local authorities through provision of logistical support: 1 – vehicle to Police Standards Division (PSD); 2 – buses for Bureau of Corrections; 3 – Patrol vehicles

to the Police Support Unit (PSU); 2 – Renault trucks to the ERU; 4 – Pick – up trucks to the Bureau of Immigration & Naturalization (BIN); Hand – over of BIN bus; (iii) supported women through micro-finance to enhance community security and reduce poverty. Funds in the amount of US\$200,000.00 through Liberty Finance and LEAP were given to individuals in Sinje, New Kru Town, Paynesville, and Gbarnga City; (iv) supported crime reduction through Truth FM radio “Crime Watch” programme held daily 12:00 a.m. – 4:00 a.m. Community and police collaborate to track and reduce crime; (v) through ECOWAS Peace and Development Programme, CSSC supported several communities by providing furniture, water supply and rehabilitated schools; (vi) support to training of 24 Middle level LNP Officers in the United Kingdom; (vii) support to Media in combating crime-Truth FM; (viii) construction and handover of police stations (7) and barracks (6) in the counties and classrooms & dormitories at the police academy; and (ix) logistical and training support to police (e.g. training and equipping of the PSU).

Results Oriented Annual Report – Key Outcomes (2009)

In the area of **Capacity Development**, UNDP provided support for enhancing the capacity of over 600 local Government officials in service delivery-related competencies in accordance with the Government’s phased approach to decentralisation. There was also continued support to completing the draft National Capacity Development Strategy and Action Plan (NCDS) for sharing and stakeholder review. Continued support to meet Government’s specific requests for Liberian expertise was achieved using the short-term intervention mechanisms of LECBS, SES and TOKTEN.

In the area of **Gender Equality and Women’s Empowerment**, UNDP provided support to the Ministry of Gender and Development to complete the development of a National Gender Policy, which when implemented, should guide planning and implementation for achieving gender equity and equality, building and utilising the potential of both women and men, girls and boys, in pursuing and benefiting from national development goals.

In the area of **South-South Solutions**, UNDP in collaboration with the Special Unit for South-South Cooperation of UNDP headquarters continued to assist Liberia in South-South engagement. A key initiative was the holding by the Government of Kenya of the second²⁹ of a series of high-level meetings for oil-producing countries of the South. The outputs of the meeting included documentation of South-South experiences, methods and approaches of existing and potential oil/gas producers, reaffirmation of the continued need for a formal network mechanism of like-minded countries in areas of common concern, preparation of case studies, presentations and reports that should form the basis of a second volume on “Effective Hydrocarbon Management” to be prepared by UNDP, finalisation of the meeting report capturing best practices, lessons learned and priority areas of interest, and endorsement of the inter-regional capacity building project on South-South hydrocarbon management.

4.2 The Annual Work Plans - Progress in 2010

The progress achieved against each output, AWP by AWP, in the period January – June 2010 is presented in *Appendix B.2*. The inputs to this tabulation were coordinated by the Monitoring and Evaluation Unit, UNDP.

In summary, AWP are progressing but not at the same rate. This is not surprising given the different nature, scope and complexity of each AWP across such a range of focus areas. Nevertheless, good progress can be seen, with some AWP doing better than others. There are a number of reasons for this, some of which are common and others which are particular to the AWP focus area, institutions and geographic locations. There are in at least one instance, reportedly issues of funding from other

²⁹Nairobi, 12 – 15 October 2009

partners not being available to a national counterpart, thus affecting the impact of the UNDP intervention. Probably the one common challenge remains the constraint issues in terms of counterpart capacity and financial resources for operations. At the top in ministries and agencies, there is a strong sense of national ownership and leadership of the overall work being supported by each AWP and UNDP being perceived as a valued partner. The areas of intervention covered by each AWP continue to be relevant, as are the activities undertaken, there being no criticism of UNDP working on non-priority needs. If anything, people would like to see more activities, which is not surprising with the rural needs being so great.

From field visits and discussions there are a number of observations regarding effectiveness and sustainability, which have elements of interconnectedness. In terms of interaction and response to needs, field interventions such as community markets and warehouses, feeder road rehabilitation or construction including related short-term employment, hand-pumps, support through cash or food for communities including ex-combatants clearing and planting new areas, access to micro-finance for traders and service providers, volunteers working in schools and with communities, operationalising security and safety in communities, and so much more along these lines are undoubtedly effective in a direct manner namely peoples' lives are improved, some immediately and some after a little while once say, new crops have been grown and markets are opened. All of this is admirable and rightly so.

What seems to be missing is a sense of questioning by implementing partners and by UNDP, on how to extract even greater value and effectiveness from the interventions. The missing link can best be described as "joining the dots" in terms of seeing opportunities in one area and joining up them with the activities and outputs in another area. It also has implications for sustainability, which is discussed below. Examples of low-cost / no-cost "joining the dots" are:

- Traders (mainly women) in Ganta are taking loans under the micro-finance initiative (under AWP-7) and some are using this to purchase imported rice bought from Monrovia. Nearby, there is a community scheme to grow low-land rice (under AWP-5) and made accessible with a community-built feeder road (also under AWP-5). The community is hoping to sell its surplus rice to the P4P programme run by WFP. This is a short-term solution. However, the women traders in Ganta are not aware that the rice is being grown locally with UNDP assistance and did not know whether this was an opportunity or not, and how they should respond. This is where the two local AWP teams should get together and see if the community could give a few small sample bags (~ 0.5 Kg) of rice to the traders, for them to try at home and see if the taste is something the traders' customers might like, or whether the quality of the milling might be improved. Similarly, the communities might wish to experiment with packaging their surplus rice into small bags so that a trader should not be afraid of taking on too much risk if the trader takes say, five – ten bags at a time.
- There may be an opportunity for the community above, possibly with a small micro-finance loan to make small and medium-sized organic bags for selling not only their rice but other items such as vegetables and fruits.
- There may be an opportunity for the AWP teams together to promote market surveys on what the local markets are selling and what the sellers would like to sell more of. This information can then be shared with communities, helping them to decide what to else to grow.
- Practically all those taking loans through the micro-finance schemes were traders and intended to continue trading. Very few were service providers or manufacturers. There should be an opportunity, again with focused market surveys and technical input on establishing simple manufacturing or repair outfits, to get more economic production going locally. This approach could also bring in people who had learned a skilled or semi-skilled construction trade under the feeder roads and markets projects, with a view to establishing small local building firms.

- Another opportunity area that seemed to be under-explored was how to capture in some way the yearly flow of unemployed graduates coming out of universities that are not part of the 200+ graduates participating in the National Volunteer Programme who work as engineers, teachers, nurses etc. There may not be funds available to pay them even Government rates, and even if there were, care would need to be taken not to inadvertently undermine civil service salary scales. What seems to be missing are ideas for harnessing the knowledge, energy and enthusiasm of fresh graduates to do some work - to apply what they have learned and to see how more experienced professionals go about their work. It is not a case of there being a one-size-fits-all solution, but each sector and location will have special conditions. Examples include (i) law graduates working with Public Defenders one or two days a week for say six months, learning how the administration of justice works, with the prospect of training and travel/accommodation allowances; (ii) business graduates working with local administrations to undertake market surveys such as those described above.

There are likely to be many more opportunities for “joining the dots” across all AWP, and getting greater leverage out of all available resources. One or more brain-storming sessions, nationally and regionally, could tease out such linkages. At a strategic level, “joining the dots” can be seen as an enabling element of **area-based development**, in which all interventions (i.e. AWP) are examined systematically, rigorously and regularly for potential synergies and increasing returns.

Sustainability of AWP outputs and outcomes hinges on both human and financial resources. These are in short supply and are part of the Government’s central strategies on national capacity development and national budget improvements, which is greatly relying on economic activity to raise and spread GDP.

Efficiency, as reflected through programme delivery, is discussed in Chapter V below. A detailed discussion on issues, constraints and opportunities is presented in Chapter VI below, including the conclusions that can be drawn from them.

4.3 Joint Programmes

UNDP is part of five joint programmes, and activities relating to these JPs are reflected in the appropriate AWP. A progress review of five JPs is given below. UNDP is the Administrative Agent for pooled funds for three JPs – (i) CST; (ii) FS&N; and (iii) GEWEE, while UNFPA is Administrative Agent for the SGBV JP, and UNICEF is the Administrative Agent for YEE.

4.3.1 Joint Programme (1): *Strengthening the Capacity of Sub-National Administration in Liberia through UN County Support Teams*

Originally this was a UNDP-managed project, and only became a joint programme in March 2009, with a transition that was seamless.

In 2008 there were: (i) preparation, printing and distribution of CDAs for all 15 counties; (ii) construction, furnishing and systems of six administrative buildings; (iii) training of officials in 15 counties, in a range of topics relevant to proper public administration; (iv) training of approximately 26,000 people in a range of life skills; (v) support for development of a national decentralisation policy and submission to Cabinet for review and endorsement; (vi) establishment of nine Information Management Offices to generate statistics for more effective county development planning; (vii) strengthening of the County Development Support Secretariat in MIA; (viii) preparatory work for installing VSATs in all counties; and (ix) adoption of three pilot counties (Gbarpolu; River Gee; River Cess) for utilisation of the Local Development Fund, with a draft set of guidelines prepared and issued.

In 2009, there were: (i) a training-of-trainers (TOT) workshop on six leadership competencies for service delivery was conducted for County Development Officers (CDOs), Civil Affairs Officers, M&E Assistants and Database /Administrative Assistants for the 15 counties. As a follow-up from this

TOT workshop, 15 county-based training workshops for line ministries and agencies were held; (ii) 15 Monitoring and Evaluation Assistants (M&E Assistants) and 15 county-based Database and Administrative Assistants deployed to all counties; (iii) Local Development Fund (LDF) Guideline was revised based on a review workshop organized by MIA with the participation of communities and local administrations from the six pilot counties; (iv) orientation training for county superintendents, procurement and financial officials was conducted as part of on-the-job training to strengthen public expenditure management system in all counties; (v) computer training programme encouraged MIA and other institutions with limited computer capacity to participate and improve their computer skills; (vi) civic education brochure on decentralization prepared by GC to raise public awareness of the decentralization process at the county and districts levels; (vii) the Governance Commission was supported to organize the County-to-County Civic Education dialogue workshop to explain the decentralization policy document in Gbarpolu, Bomi, Grand Bassa, River Cess, and Sinoe Counties; (viii) training facility established at MIA with IT systems, furniture and accessories provided. The syllabus, trainers, certification, training schedule etc. finalized for the computer training for 60 MIA and the remaining 110 staff from the rest of the eleven counties; (ix) the Expenditure Department – (MOF) responsible for monitoring and financial reporting under local development - county development fund, provided with computing facilities to computerize their work; and (x) MIA and PPCC supported to organise procurement courses in the counties.

In 2010 to date, there have been: (i) under the leadership of UN Habitat the Ministry of Internal Affairs was supported to review the structure, mandate and functions at the Ministry and at the county and district administration level, leading to the formulation of a two-year Capacity Development Plan, (ii) three Regional Local Elected Leadership workshops conducted with follow up workshops planned (July-September) on country based as well as administrative districts, clans, towns, chiefdoms, etc., and (iii) training dates are being set with the MPEA for the conduct of Regional workshops in Local Economic Development.

4.3.2 Joint Programme (2): *Programme to Prevent and Respond to Sexual and Gender-Based Violence*

In 2008 there were: (i) support for the establishment of a Roving Prosecution Unit and SGBV at the Ministry of Justice; and (ii) support for the County Attorney Offices in five counties by UNDP with funding under the Peace-Building Fund.

In 2009 there were: (i) support for increasing the capacity of national institutions to address SGBV crimes, and (ii) in collaboration with the Knight International Foundation, journalists were trained in PRS reporting and on the negative impact of sexual and gender-based violence in Liberian society.

In 2010, there have been (i) week-long training for 17 female journalists on improving news reporting skills, (ii) SGBV reporting training on 30 June – 2 July targeting 40 journalists, (iii) training formerly launched in Ganta, Nimba County, brought together District Attorneys, City Solicitors, Immigration Officers, Corrections Officers, other Ministry of Justice Prosecutors assigned in the Counties, and National Police Investigators throughout the Country, (iv) paying the Salaries of three staff of the SGBV Unit including the Prosecutor of the SGBV assigned at the Criminal Court “E” where SGBV cases are prosecuted, (v) gender has been mainstreamed in Rule of Law Annual Work Plan including Gender Marking, and (vi) training for prosecutors, city solicitors, district attorneys, and police investigators throughout the country (225 people participated in this training divided into three regions). Special focus on SGBV and juvenile cases has been made.

4.3.3 Joint Programme (3): *Gender Equality and Women’s Economic Empowerment*

In 2008, there were: (i) implementing the recommendations of CEDAW and the Action Plans on SCR 1325 and the National Gender Policy to promote gender equality, (ii) the Cooperative Credit Unions supported and promoted recovery through sustainable livelihoods projects, enabling over 3,000 women to access micro-credit; (iii) successfully launched the Village Savings & Loan Association

Scheme in two counties; 25 women were trained in Gbarma District, Gbarpolu County and additional 25 female rock crushers trained in Paynesville City, (iv) approximately 55 micro-projects relating to rural infrastructure (clinics, water wells, latrines, feeder roads, bridges and markets were completed in eight counties, targeting 200,000 beneficiaries (male and female); (v) skills training and micro-enterprise development - 300 participants were trained and have received micro-loans for self employment. Four workshops in arts and crafts skills training, auto mechanics, electrical mechanics, jewellery and weaving as well as pastry and tailoring was conducted. 426 participants (male and female) graduated in skills training in Sinoe County.



In 2009, UNDP provided support to the Ministry of Gender and Development to complete the development of a National Gender Policy, which when implemented, should guide planning and implementation for achieving gender equity and equality, building and utilising the potential of both women and men, girls and boys, in pursuing and benefiting from national development goals.

In 2010, there have been (i) support to Civil Society Advisory Group for county level sensitization and the formation of the NGO Council, (ii) the Micro-finance Unit has initiated the Village Savings & Loan Association (VSLA) in Pleebo and Harper in Maryland County and Gakloh and Greenville in Sinoe County with the training of over 100 women in village savings, (iii) Studies ongoing with the Central Bank of Liberia by the two major micro-finance institutions in Liberia on transition from NGOs to Non-Bank Financial Institutions (NBFIs), (iv) carried on series of advocacy meetings on MDGs and gender sensitization with community participation; and (vi) a TOT workshop was held and 32 farmers benefited (male & female).

4.3.4 Joint Programme (4): *Programme on Food Security and Nutrition*

In 2008, there were approximately 55 micro-projects relating to rural infrastructure (clinics, water wells, latrines, feeder roads, bridges and markets were completed in eight counties, targeting 200,000 beneficiaries.

In 2009, there were: (i) rehabilitation and/or construction of two markets; 14 food security structures (seed storage, and agro-processing facilities); and (ii) successful interventions in agriculture, health and education, including trained 20 national agriculture technicians and 109 community-based master farmers on NERICA production and improved agronomic practices.

In 2010, there have been: (i) two markets; 14 food security structures (seed storage, and agro-processing facilities); 7 sustainable livelihood skills training & micro-credit projects; and the rehabilitation of approximately 200km of road were completed; (ii) 65 metric tons of seed rice was distributed

amongst 2,220 farmers (male & female). Assorted farming tools were given to 16 farming groups (male & female); and (iii) a TOT workshop was held for 32 farmers (male & female).

4.3.5 Joint Programme (5): *Programme for Employment and Empowerment of Young Women and Men in Liberia*

In 2008, there were: (i) capacity building support extended to the Federation of Liberian Youth (FLY) and the Ministry of Youth and Sport (MYS) to strengthen their role in addressing the needs of youth; (ii) mapping of youth organisations in five counties was completed; (iii) formation of youth secretariats in the counties continued; and (iv) establishing a National Youth Development Trust Fund.



In 2009, there were: (i) support to the scaling up of the National Youth Volunteer Service piloted in 2007. Since the official launch of this programme, more than 203 national volunteers have been deployed to all counties over a one-year period to work with elementary schools and clinics well as agricultural programmes; (ii) Volunteers for Peace initiative (managed by UNDP-Liberia under the Peace-Building Fund) led to the training and deployment of 31 National Peace Ambassadors in the fields of conflict prevention, conflict resolution, land dispute facilitations and in community-based healing; (iii) supporting Peaceful Reintegration of youth through 'Code of Conduct' training on motorbikes is also UNDP-managed under the Peace Building Fund. In 2009, 985 youths were trained and qualified under the YMCA training component of the project in Bomi County. During the same period, an additional 700 youth underwent training in Bong County with the YMCA in the area of Code of Conduct for motorbike drivers; (iv) youth employment under the Tumutu Agricultural Project in Bong County funded by the Peace-Building Fund, executed by the UK based NGO Land Mines Action has been successful in training 400 unemployed youth in agricultural production techniques and in assisting the youth and also communities to secure land on a long-lease basis; (v) more than 5,000 youth supported directly in 2009 under the UNDP-managed final phase of the Disarmament, Demobilization, Rehabilitation and Reintegration Programme with targeted youth (up to 35 years of age which is the official cut-off age for youth in Liberia) of which more than 2,000 were women; (vi) scaling up of the supported Center Songhai Liberia Initiative in Bensonville, Monserrado County and Harper, Maryland County for the empowerment of underprivileged as well as unproductive rural youth and to create the basis for sustainable community development; (vii) support to Youth Employment and Empowerment in Hot Spots (Guthrie Rubber Plantation) in Cape Mount and Bomi Counties - this project is in its initiation stage with the recruitment of key project staff, including the project manager; (viii) support from Core

Funds to Federation of Liberian Youth (FLY) to assist with establishment of FLY Youth Secretariats in 9 counties; and (ix) support to the Government of Liberia Community Development Initiative of the 2009 Vacation Job Programme under the MYS led to almost 1,000 youth in 60 brigades been recruited and deployed across the counties in Liberia to improve waste management/garbage collection / improving the environment at the community level. Some 250 young women in Margibi, Bomi and Monserrado of the 1,000 youth also benefited from training in tie-dye, hairdressing, baking and tailoring.

In 2010, there have been: (i) 130 National Volunteers provided direct services to 30 rural public schools, 4 clinics and 5 agriculture projects in 6 counties and they provided other services including peace building initiatives through peace talks and outdoor activities to foster unity and tolerance in 40 rural communities and a draft document is being prepared for the turning over of NYVS in November 2010 to the Government, and (ii) rehabilitation work at the Bensonville Center is 90% completed. The Processing building, Staff quarter duplex and Generator house, the School building, the Administrative and Director's Residence are all fully completed.

4.4 CPAP: Overall Progress (January 2008 – June 2010)

Using the Results and Resources Framework presented in the original CPAP document³⁰, an attempt has been made to link the progress to date with the Framework benchmarks, and this is presented in *Appendix B.3* below. In summary, the UNDP-supported national and local interventions are contributing towards achieving the desired outcomes.

However, there is a concern with using the Framework as it is. When one tries to see whether the progress observations recorded against specific Outputs, Output Targets and Indicators adequately reflect the range and quality of the work done across the twelve AWPS in the last 30 months or so that the CPAP has been in force, the answer must be a reluctant "Unsure". There appears to be a disconnection between the original CPAP Results Framework details and what the UNDP has been doing and achieving. Possible explanations are that the originally choice of Outputs / Targets / Indicators made in the Results Framework was inadvertently limited, or that the CPAP may perhaps have not been jointly reviewed in detail every December³¹. It is noted that there was a retreat of major stakeholders³² in mid-2009 at which the CPAP was reviewed in detail. As the CPAP is a "living document"³³, there should be nothing preventing the Government and UNDP from reviewing, revising or updating the Outputs / Targets / Indicators at the end of each year, before the formulation of and agreement on the following year's set of AWP. By doing this, one retains the structure of the country programme components and expected outcomes for as long as these are relevant and endorsed, but also one has the flexibility to adjust the list of Outputs / Targets / Indicators to reflect changes in Government's emerging priorities, fine-tune UNDP's support and better capture the progress and results of that support over the course of the year.

The challenge for Government and UNDP is to truly make the CPAP a "living" and relevant document, guiding joint decision-making and policy regarding how best to apply UNDP's comparative advantage and resources for the greatest impact.

4.5 Progress towards UNDAF Outcomes

As mentioned in section 2.3.1 (b) above, in the original UNDAF, UNDP is identified in 13 of the 14 CP Outcomes as well as being a member of the UN Theme Group on HIV and AIDS for the remaining CP Outcome. Under the revised UNDAF, UNDP is identified in 15 of the 18 CP Outcomes. Not surprisingly, with anywhere up to 14 agencies including the World Bank identified as participating implementers under an Outcome in the revised UNDAF, it is difficult to disaggregate the contribution

³⁰ CPAP (March 2008) – Annex II

³¹ CPAP, Section VII: Monitoring and Evaluation, page 13 (paragraph 56)

³² Monrovia, 6 August 2009

³³ CPAP, page 1 (paragraph 2)

any one agency such as UNDP to the overall effort. However, even without a focused review³⁴ Output by Output, Outcome by Outcome, one can observe that (i) UNDP activities, amongst those of other actors, have been and are being undertaken regarding CP Outputs, and (ii) as a result progress is being made towards the CP Outcomes, which in turn is leading towards the achieving of the five medium - term UNDAF Outcomes. UNDP has had a greater contribution in some areas than other areas where other actors have a greater comparative advantage and presence, and this is widely recognised. Certainly, Liberia is a better place as a result of the UN family, including UNDP, working with Government towards the achieving of the UNDAF Outcomes as a subset of the higher-level PRS Outcomes.

³⁴ such as that planned by the UNCT before the end of 2010,

5. FUNDING AND RELATED CONSIDERATIONS

5.1 Sources and Amount of Funding

The UNDP country programme is funded in a number of ways. There are the core funds from UNDP itself, funds from thematic programmes, cost-sharing, other UN agencies, programme and project-specific funding, including joint programmes, and from donors (bilateral and private). All sources of funding are identified in the Budget Details in the front of each AWP as well as being itemised by activity in the Budget Sheet.

In overall terms, according to the latest UNDP Executive Snapshot³⁵, the total approved programme budget in 2008 was US\$ 68,284 million of which US\$ 55.788 million was expended; in 2009 the total approved programme budget was US\$ 67.456 million of which US\$ 68.979 million was expended. The approved budget for 2010 (to 30 June) is US\$ 37.026 million, with an Approved Spending Limit (ASL) of US\$ 27.561 million. A further US\$ 20 million in external funding is expected to be received in the weeks ahead.

5.1.1 UNDP Regular Funding

Again from the latest UNDP Executive Snapshot, regular resources for the UNDP country programme in 2008 were US\$ 7.382 million, in 2009 were US\$ 7.654 million, and in 2010 (to 30 June) in ASL terms were US\$ 7.80 million.

5.1.2 Thematic Programmes

These are the programmes of the UNDP Bureau for Crisis Prevention and Recovery (BCPR), UN Bureau for Development Policy (UNBDP), UN Capital Development Fund (UNCDF), the Global Environmental Facility (GEF), the Global Fund to Fight Against HIV/AIDS, Tuberculosis and Malaria (GFATM), as well as the Montreal Protocol fund.

The BCPR is funding interventions in a number of areas such as disaster risk reduction and environmental protection piloting, youth employment and empowerment, rule of law and the administration of justice, and community security and social cohesion. The UNBDP is supporting interventions in environmental protection. The UNCDF is supporting micro-finance initiatives as well as initiatives in support of decentralisation and local development. The GEF is supporting activities in the environmental sector. The GFATM administered by UNDP as Principal Recipient has been supporting interventions regarding the three diseases by a number of implementing partners. The Montreal Protocol Fund is supporting also supporting activities in the environmental sector.

5.1.3 Donor Funding

There are 16 non-core donors supporting UNDP. Bilateral donors include: Belgium, Denmark (DANIDA), Germany (GTZ), Greece, Iceland, Ireland, Japan, Netherlands, Norway, Spain, Sweden (SIDA), Switzerland, United Kingdom (DFID) and United States of America (Bureau for Population, Refugees and Migration; USAID).

5.2 Trust Funds

There have been several trust funds either administered by UNDP or where funds were given to UNDP to execute projects. These are the Transition Support Fund (TSF) administered by the World Bank, the Human Security Trust Fund (HSTF), the Peace-Building Fund (PBF), and the Justice and Security Trust Fund.

³⁵ 24 July 2010

5.2.1 Transition Support Fund

The purpose of the TSF grant was to help the GOL consolidate peace and recovery through supporting the Government in undertaking governance reform, promoting Government accountability and the delivery of core services. The activities of the grant fell within the broad scope of: economic or governance reform; governance stakeholder support; and pilot activities for visible results. The total budget for the TSF was US\$8.5m. The original grant, signed in July 2007, was for US\$1.8m, and an amendment in July 2008 added US\$6.7m. The project ended on 30 April, 2009.

The first phase of the grant (TSF I) began in July 2006 and involved UNMIL, MOF, a local NGO, and four INGOs. An important institutional innovation in the TSF grant was the collaboration of the Bank, UNMIL and the GOL. At the request of the GOL, the Bank, UNDP and UNMIL collaborated in a joint UN activity to rehabilitate the first 95km section of a major road network in the interior of the country. The TSF also provided US\$3,240,000 for UNDP to procure 27 Bailey bridges for the GOL to temporarily replace bridges destroyed during the war. In keeping with the purpose of the TSF grant, the four INGOs implemented a wide range of smaller infrastructure projects whose primary object was to be highly visible, labour-intensive and rapidly implemented. These included: market rehabilitation, school construction, road rehabilitation, well construction with pumps, latrine construction with public health training, school rehabilitation with school furniture, and making school uniforms. Activities took place in Lofa, Nimba, Grand Bassa, Grand Gedeh and Margabi Counties

The second phase of the grant, TSF II, built on the success of the activities of TSF I implemented by NGOs and replicated many of the same type of projects as school renovation, environmental health improvement, construction of a health clinic and rehabilitation of markets. TSF II also continued technical assistance to the MOF, and a variety of small urban works in Monrovia, such as cleaning of drainage ditches, cleaning of parks and beaches, painting of bridges.

5.2.2 Human Security Trust Fund

The HSTF in Liberia was launched in October 2006 and closed in December 2009. It was to be funding mechanism for supporting FAO, UNDP and WFP interventions that addressed human security needs (freedom from fear and want, as well as freedom to live in dignity) of conflict-affected communities. A quadripartite Memorandum of Understanding was signed³⁶ by the Ministries of Finance and of Planning and Economic Affairs, the Embassy of Japan (Accra) and UNDP, endorsing the main objective namely, to contribute to the consolidation and sustaining of peace by (i) identifying and addressing frictions and flash-points, and (ii) avoiding risks of possible relapse, through the provision of employment opportunities and enhancing community participation in local level decision-making.

The project aimed at responding directly to the expressed needs of the target beneficiaries through a demand-driven approach. All of the one hundred thirty-six (136) approved micro-projects were identified directly by the assisted communities through the DDCs or the beneficiary communities. This approach encouraged local initiatives and promoted self-reliance in response to locally identified needs. The capacity building of local partners and community members in participatory project identification, formulation, planning and monitoring contributed to making the interventions more demand-driven and therefore potentially sustainable.

In total approximately US\$ 3.86 million was received and expended in the project period, covering activities across all 15 counties and benefitting over 390,000 inhabitants through improvements in basic services, rural infrastructure, livelihoods and community security. A mid-term review was held in May 2008, and some adjustments were made, particularly on the matter of agency staff costs. For its part, UNDP focused on two areas of support: (i) rehabilitation or restoration of basic infrastructure such as access roads, facilities – health education, and drinking water, and also capacity building of district development committees including establishment, equipment and training.

³⁶ 18 November 2006

5.2.3 Peace-Building Fund

A Peace-Building Fund Liberia Priority Plan was jointly developed by the Liberian Government and the UN. The plan was reviewed and approved by the Peace-Building Support Office (PBSO), which then allocated US\$ 15 million to Liberia, of which UNDP was allocated 46% against proposals submitted. UNESCO, UNHCR and UNICEF also received funding against the remaining balance. Programming commenced in 2008. UNDP is the primary recipient agency for PBF funding in Liberia and manages the largest portion of the fund. The PBF is a considerable additional responsibility. In total, some 20 staff members all funded by UNDP, including focal points for human rights, gender, procurement, and programming, are directly involved. Thus far, PBF projects managed by UNDP have yielded tangible results across 13 projects, with over US\$ 5.3 million expended by UNDP as of 30 June 2010 out of an actual budget of US\$ 7.1 million.



The PBF was evaluated in early 2010. The summary findings of the independent consultants³⁷ were that (i) the expenditure delivery rate to end-2009 was 70%; (ii) all projects undertaken were relevant, addressing the drivers of conflict; (iii) the nature of the PBF is to some extent supply-driven, but even still, there are gaps in areas such as strengthening state capacity for peace consolidation in rural areas, support to youth at risk, reintegration of ex-combatants, and psychosocial support; (iv) most projects were established efficiently, although some constraints were noted; (v) a small number of projects need to increase their efficiency and focus; (vi) sustainability and taking over by the Government is an issue; (vii) due to a lack of disaggregating data, it is not possible to ascertain the quality of gender sensitivity; and (viii) in general, recipient agencies were transparent but both project monitoring and information sharing are weak. UNDP is understood to have endorsed these findings and is taking appropriate action. However, overall the PBF Evaluation gave a very positive rating to the UN family in Liberia on progress and delivery.

5.2.4 Justice and Security Trust Fund

³⁷ Mr. Richard Snellen international consultant (team leader), Mr. Oscar Bloh and Mr. Julius Togba national consultants.

The Government, along with its development partners, recognised the need for a mechanism and vehicle that can facilitate a comprehensive, flexible and coordinated approach to implementing Justice and Security Sector Reform in Liberia, specifically addressing the key areas of policing, corrections, and immigration. Given the above and the strong desire from the Government, the donor community and the UN Integrated mission to have a mechanism and a vehicle to facilitate this comprehensive and well managed approach, UNDP established a new “Open Trust Fund” for Justice and Security in Liberia in late 2009 at the Country Office level. It was launched by the Special Representative of the Secretary-General (SRSG) on 09 September 2009 to the donor community in New York. Since then it has attracted much interest but has been operationally challenged (i.e. lack of staff) in getting the Fund fully operational. The approved Terms of Reference³⁸ call for the mobilisation of additional resources to enhance UNDP programme activities relating to the strategic reconstruction of the LNP, BCR and the Bureau for Immigration and Nationality, within the framework of the PRS and the National Security Strategy.

5.3 Programme Delivery

The programme delivery information system is managed and maintained by the Monitoring and Evaluation Unit. It is an important management tool used by UNDP Senior Management and the CPAP implementation managers. For consistency and to facilitate readers and end-users, the financial information presented in this section of the Report is based on this tool. The details are presented in tabular format in Appendix B.4, and are summarised below. The key elements are presented using the same structure and order of projects under the twelve AWP as used previously, each project with its unique ATLAS identification code. The data categories are (i) Authorised Spending Limit (ASL), (ii) Approved Budget; (iii) Total Utilised to Date; (iv) Unspent Budget Balance; and (v) Percentage Utilisation (i.e. Total Utilised as a percentage of Approved Budget). As with the progress information presented in *Appendix B.3*, the cut-off date is 30 June 2010.

5.3.1 Programme Delivery: 2008

Refer to *Appendix B.4 (a)* for details. The information in Table 5.1 has been prepared from data compiled by the UNDP M&E Unit.

Table 5.1: Programme Expenditure Delivery Summary (2008) (in US\$)

CP Pillar and Component	Approved Budget	Total Utilised	Unspent Balance	% Utilisation
Pro-Poor Economic Development				
Economic Policy and Management	9,361,450	5,491,293	3,570,157	58.7
Sustainable Local Economic Development	10,555,174	6,872,847	3,421,299	65.1
Democratic Governance				
State Capacity and Institutional Strengthening	9,798,504	8,514,648	1,283,856	86.9
Peace + Security Consolidation	10,045,882	5,670,407	4,375,475	56.4
Other Areas outside AWP Structure				
Global Fund	12,618,968	12,146,779	472,189	96.3
Gender and Human Rights	5,434,790	4,137,196	1,297,593	76.1
DDRR Projects	2,752,525	2,038,335	714,190	74.1

³⁸ 10 July 2010

CP Pillar and Component	Approved Budget	Total Utilised	Unspent Balance	% Utilisation
Others	12,314,588	10,112,162	2,201,426	82.1
Total	72,881,881	54,983,667	17,336,185	75.4

It is to be noted that in the table above there may be slight differences in total figures, column by column, due to rounding to the nearest US\$.

There were very high delivery rates for (i) State Capacity and Institutional Strengthening, (ii) Global Fund, and (iii) Other Projects. The lowest was for Economic Policy and Management, where the key projects were just being launched under the innovative “gap filling” initiatives such as TOKTEN, SES and LECBS. Also the “Approved Budget” for the CSSC and others may have reflected total multi-year funding grouped as one rather than disaggregated annual funding. Under Sustainable Local Economic Development, there were many small and micro-projects being undertaken, and there appear to have been issues relating to implementation, particularly with construction-related projects, which are discussed in Chapter VI.

5.3.2 Programme Delivery: 2009

Refer to *Appendix B.4 (b)* for details. The information in Table 5.2 has been prepared from data compiled by the UNDP M&E Unit.

Table 5.2: Programme Expenditure Delivery Summary (2009) (in US\$)

CP Pillar and Component	Approved Budget	Total Utilised	Unspent Balance	% Utilisation
Pro-Poor Economic Development				
Economic Policy and Management	11,736,323	10,768,840	967,483	91.8
Sustainable Local Economic Development	9,595,141	7,906,944	1,678,197	82.4
Democratic Governance				
State Capacity and Institutional Strengthening	7,881,886	7,752,386	129,500	98.4
Peace + Security Consolidation	7,265,815	6,900,021	365,794	94.9
Other Areas outside AWP Structure				
Global Fund	18,050,360	16,894,745	1,155,615	93.6
Gender and Human Rights	3,917,177	3,575,725	341,452	91.3
DDRR	3,462,652	3,042,225	420,427	87.9
Other Projects	12,412,527	11,092,985	1,318,543	89.4
Total	74,321,881	67,933,869	6,377,012	91.4

It is to be noted that in the table above there may be slight differences in total figures, column by column, due to rounding to the nearest US\$.

Overall, with the transformation of the Country Office coming into play, plus a greater focus on more effective programme and project management, has seen the higher utilisation rates across all components.

5.3.3 Programme Delivery: January – June 2010

Refer to *Appendix B.4 (c)* for details. The information in Table 5.3 has been prepared from data compiled by the UNDP M&E Unit.

Table 5.3: Programme Expenditure Delivery (Jan – June 2010) (in US\$)

CP Pillar and Component	Approved Budget	Total Utilised	Unspent Balance	% Utilisation
-------------------------	-----------------	----------------	-----------------	---------------

CP Pillar and Component	Approved Budget	Total Utilised	Unspent Balance	% Utilisation
Pro-Poor Economic Development				
Economic Policy and Management	8,078,469	4,941,211	3,137,258	61.2
Sustainable Local Economic Development	7,313,805	3,180,050	4,133,755	43.5
Democratic Governance				
State Capacity and Institutional Strengthening	7,666,374	3,204,683	4,461,691	41.8
Peace + Security Consolidation	5,214,347	1,637,907	3,576,440	31.4
Areas outside current AWP Structure				
Global Fund	4,105,325	4,496,530	(391,205)	109.5
Gender and Human Rights	1,559,090	840,451	718,639	52.6
DDRR	0	26,265	(26,265)	n/a
Other Projects	3,049,026	(465,940)	3,514,966	n/a
Total	36,986,436	17,861,157	19,125,279	48.3

It is to be noted that in the table above there may be slight differences in total figures, column by column, due to rounding to the nearest US\$.

It is important to look behind the figures (refer to *Appendix B.4 (c)*), to understand what is happening. It looks as if just two elements (**Economic Policy + Management; Global Fund**) account for approximately 52.8% of the programme expenditures to date. Under “Other Projects” it seems as if whatever is happening is overshadowed by funds are being returned in just one project. What then does this say about overall delivery this year to date? Some programmes and projects are expending faster than expected, but whether this reflects overall progress is by no means clear, as expenditure figures may or may not correspond to physical or capacity development progress. Whilst acknowledging that some projects and programmes are performing, management will be keen to understand why all are not performing. Given that there are regular pillar review meetings these are understood to be the forum for pillar team members to discuss and address problems including sharing lessons learned. Examining each component in turn:

(1) At first glance, it would appear that the Economic Policy and Management component is well ahead of schedule. However, the biggest single source of expenditure here is the LECBS, which has an 89.4% utilisation rate of the annual amount. An explanation could be that it is paying the salaries and expenses of more people than expected or paying the budgeted number of people a greater amount than budgeted, unless the project is either scheduled to finish by the end of July 2010 or a further tranche is expected before the end of 2010. Similarly, the TOKTEN and SES projects also have high utilisation percentages, which could be interpreted in the same way as LECBS.

(2) Under the Sustainable Local Economic Development component, expenditure looks to be approximately 14% below target. Looking at the relevant cohort of projects in *Appendix B.4(c)*, it would appear that there are several programmes and projects low in expenditures and hence, possibly in progress. In AWP-5 there are the HSTF project – Rebuilding Communities, the Community Based Recovery project, and Improving Food Security (joint programme); in AWP-6: the Disaster Management and Climate Change project and in AWP-8: the Tumutu Agricultural project.

(3) Under the State Capacity and Institutional Strengthening component, there is under-expending which may or may not be a reflection of slow progress or unanticipated constraints. In AWP-9, there are the Public Administration project, and the Supporting Anti –Corruption project; in AWP-10 there are the Rule of Law and Administration project and the Strengthening Public Defenders project, and in AWP-11 there is the Capacity Strengthening project.

(4) Originally there was an additional AWP – Peace-Building under this component. There has been no active Peace-Building AWP here in 2010; all related projects are located in the other AWP. The US\$ 7.1 million from the PBF was installed in other AWPs and thus, as of January 2011, this AWP will no longer exist. Looking at the component as it now is, the utilisation rate is the lowest of all components. From the project details in Appendix B.49 (c), under the AWP-12 cohort there are two projects where no expenditures have taken place, in addition to four medium projects and one major programme (Enhancing Community Security and Social Cohesion) with low expenditures. There may be perfectly acceptable explanations for these variances. Nevertheless, the situation would seem to be in need of a review of risks and constraints and possibly the strategies being adopted.

5.3.4 Summary: January 2008 – June 2010

Table 5.4: Programme Expenditure Delivery (Jan 2008 – June 2010) (in US\$)

CP Pillar and Component	Approved Budget (AB)	Total Utilised to date	AB as % overall Programme	rank
Pro-Poor Economic Development				
Economic Policy and Management	29,176,242	21,201,344	15.8	2
Sustainable Local Economic Development	27,464,120	17,959,841	14.9	4
Democratic Governance				
State Capacity and Institutional Strengthening	25,346,764	19,471,717	13.8	5
Peace + Security Consolidation	22,526,044	14,208,335	12.2	6
Areas outside current AWP Structure				
Global Fund	34,774,653	33,538,054	18.9	1
Gender and Human Rights	10,911,057	8,553,372	5.9	7
DDRR	6,215,177	5,106,825	3.4	8
Other Projects	27,776,141	20,739,207	15.1	3
Total	184,190,198	140,778,695		

From Table 5.5 it can be seen that after the Global Fund, which is a special case in any event, the four components are quite close in terms of gross allocations, which would indicate a balanced approach to addressing the Government's priorities. The fine-tuning of allocations occurs at the level of the underlying programmes and projects and reflected in the AWPs.

5.4 UN Delivering as One and Joint Programmes

Although Liberia was not among the pilot countries for UN "Delivering as One" (DaO) reform, the Government in early 2010, elected to become a "self-starter country" to shadow the piloting process, and the first post-conflict country in the world to do so. The UN Country Team (UNCT) led by the Resident Coordinator is ensuring translation of this on the ground.

At the heart of the Delivering as One approach lie the concept of one programme and one budget. This requires that joint programming principles are rigorously applied. There is a feeling amongst some observers that notwithstanding genuine cooperative and coordinated planning, currently the five joint programmes are perhaps mechanisms for ensuring that all participating agencies receive funding for their activities. This is as distinct from a programmatic approach whereby on a needs-driven output-by-output basis, only the UN agency with the comparative advantage in each case would receive funding. Key to promoting and rewarding an "honest" approach to joint programming, as well as enforcing discipline, is adopting a single pooled fund for all activities not funded by agencies' core

funding. Hence, the danger of a “me too” approach (i.e. soliciting the earmarking of funds) should be greatly reduced if not eventually eliminated.

It is somewhat optimistic to expect all UN agencies to close out current programmes and projects by a certain not-too-distant date. Nevertheless steps need to be taken from now on by all agencies in anticipation of and preparation for the One UN Programme, One Budget and one pooled fund, over a transition period. This has particular implications for UNDP as it reviews its CPAP and the large portfolio of projects under the suite of twelve AWP. It also has implications for how the UN collectively (i) migrates or closes out current funding arrangements on a programme or project basis, and (ii) raises funds for the pooled fund for the One UN Programme, bearing in mind the need for and perhaps pressure on all agencies’ country offices to support their respective headquarters with a sufficient overhead charge remittance.

6. FINDINGS, ANALYSIS, DISCUSSION AND CONCLUSIONS

6.1 Findings

As a result of the extensive range of substantive meetings and discussions held with the independent consultant, the key findings are:

- (1) UNDP continues to be a well-respected and valued partner by Government, donors, implementing partners and by UN agencies and mission.
- (2) Counterparts and partners are very appreciative that UNDP has been in Liberia all this time, particularly in this critical period as the Government and the people try to reconstruct the state.
- (3) UNDP's areas of expertise and comparative advantage are known, as well as its efforts to help the Government in whatever way it can. In certain instances, UNDP was the partner of only resort, and its understanding and responsiveness in these circumstances have been particularly appreciated.
- (4) UNDP's willingness to engage in earnest debate on the issues, constraints and opportunities facing Liberia and to respond as best it can to Government's priorities are acknowledged.
- (5) UNDP's senior management team has always maintained an open-door policy, and this has been greatly appreciated. Some staff members have received considerable praise from Government for their efforts.
- (6) The CPAP and the AWP's have been developed jointly and have been demand-driven from the Government's side, not influenced by supply-side considerations.
- (7) UN agencies appreciate UNDP's efforts to facilitate them regarding common services and also in the provision of specialist services. Its communications, coordination and openness have been welcomed.
- (8) The general structure and content of the CPAP (2008 – 2012) as a response to the priorities in the PRS and the UNDAF are valid and remain relevant. This situation is likely to continue until such time as the PRS is revised in mid-2011 at least.
- (9) What is by not clear is the continuing validity of having twelve thematic AWP's. Accepting that there is so much to be done and all AWP's have varying degrees of effectiveness and impact to date, concerns remain that there are opportunity costs in maintaining the current breath and structure of AWP's.
- (10) Overall progress to date towards the country programme objectives is in the right direction with some particular successes. However, there are variances in performance across AWP's and one cannot conclude from progress reports and programme delivery rates that all AWP's are efficient.
- (11) There is a widespread concern that sustainability remains a major issue for Government. The challenge is finding the balance between accelerating investment in infrastructure and facilities to meet people's expectations and not having the human resources and the recurrent budget, sector by sector, county by county, institution by institution, to staff, operate and maintain them afterwards.
- (12) A widely held concern is that if rationalisation is not introduced in a timely manner it may prevent UNDP from playing its leading role in the transition of the UNCT to operationalising the "Delivering as One" concept.

(13) As might be expected for an agency undertaking a wide range of activities in a complex post-conflict environment, some concerns were raised:

- a. UNDP is perceived as (i) overly bureaucratic in its business processes, particularly procurement, (ii) not transparent in explaining why it takes the steps it takes and why it seems to take so long, and (iii) unwilling to purchase more locally.
- b. A perceived lack of attention to the need for UNDP transparency in reporting back on a more regular basis that the Board Meetings, and in explaining AWP budgets, expenditures and availability of unspent balances for joint reallocation as appropriate. This does not take from the close working together for and at the Board Meetings. Government is part of the oversight of every AWP, and is party to all documentary inputs.
- c. Managing resources is not the same as actually implementing successfully.
- d. A perception that there was a reluctance to move more quickly from direct execution (DEX) to national execution (NEX) with those key ministries and agencies that could demonstrate leadership through their readiness or at least near-readiness to assume more responsibility for execution with full transparency and accountability. (Having said that, this does not seem to take into account that UNDP has advanced over US\$6 million to Government in 2009, as part of an accelerated transition from DEX to NEX/NIM.
- e. The perception that UNDP has over-extended itself in attempting to do so much for Government, rather than acknowledging and signalling that it may not have a comparative advantage in certain areas.
- f. The perception that its internal organisational arrangements and coordination may have unresolved issues and constraints that affect its ability to deliver combined with weaknesses in human resources.

6.2 Analysis, Discussion and Conclusions

6.2.1 Government Expectations and Priorities

Liberia is not a normal post-conflict country. It has had a prolonged period of reducing economic activity, lost a generation of public servants and institutional competence at all levels - national, county and district - and has suffered from not having a shared national vision and leadership with integrity until recently. Indications are that the country has truly moved into a post-conflict stage, and barring significant problems in the run up to and the holding of the next general election³⁹, the scene is set for further securing of the peace on a long-term basis. The challenge for the Government is reconstructing the state and delivering on the MDGs.

The UN – agencies and mission alike – is recognising the continuous loss of the public administration's institutional memory and core competencies, and thus the ongoing need to sensitise and train new civil service personnel as they come into the public administration. UNDP, with its core mandate on capacity development, has a particular responsibility here. But this is not the only expectation. Leadership in Government is demanding change and improvement from the UN and has raised expectations in this regard. The HIPC Completion point was recently achieved, and Government wants to accelerate an inclusive development programme. People, particularly the poor and the vulnerable in rural areas, need to see more operationalised programmes from their Government in delivering local security, basic services, infrastructure, and an enabling environment for promoting livelihoods and engaging in economic activity.

Several ministries and agencies have expressed frustration at UNDP bureaucracy and the lengthy procedures in procurement. This may be a misapprehension that may be down to a lack of understanding of how international public procurement works in practice and in the UNDP in particular. Continuous awareness-raising should be able to address the main concerns here, as well as offer UNDP the chance to see areas of improvement such as better procurement planning and prioritisation.

³⁹ anticipated sometime around October 2011

Government and UNDP may be prone to miscommunication and misunderstanding, thus care should be given to this aspect.

Government wants to visibly lead national development execution. Notwithstanding the challenges to implementing the Public Financial Management Act (2009), the Government wants to know why the UNDP, as the major UN agency involved in rehabilitation and development, appears to be slow in moving from DEX to NEX, even though in the signed CPAP (2008-2012) the mode of execution is specified as DEX. This does not seem to take into account the work that UNDP has done to date to transition from DEX to NEX/NIM. There is for instance the DEX2NEX Unit at MPEA, as well as the Capacity Development Unit in the Ministry of Internal Affairs (MI) as well, which is seeking ways with UNDP advice on how to take on more responsibilities for NEX/NIM. There have been concerns in several quarters on what appears to some as a lack of transparency in public procurement to date, and Government will be mindful of the need for UNDP to protect its integrity and not rush into promoting execution and implementation modalities for which it may well be blamed at a later stage should there be any evidence of mis-procurement by public administration with funds entrusted to UNDP.

The National Human Development Report (NHDR) is probably the key instrument in determining MDG progress and next priorities. Key issues are likely to continue to be - avoiding relapse into conflict, local security, employment, food security, gender mainstreaming, climate change, environmental protection and natural resource management. The MPEA, as co-signatory to the CPAP and the twelve AWP, is keen for UNDP to work closely with it and other ministries and agencies to have a more effective planning process. In this regard the not unreasonable suggestions from Government are: (i) AWP preparations should start in October each year, with a review of the CPAP, thus giving time to check achievements and trends in the current year, consult stakeholders on needs and priorities, and to determine resource gaps; (ii) AWP must be more results-oriented, and not automatically rolled over from one year to the next. They should not be a list of disconnected activities and resources; (iii) care must be made to prevent activities be inserted into the AWP that are not relevant to achieving the stated outputs; (iv) there needs to be flexibility to adjust an AWP during the course of the year; (v) each AWP should have an exit strategy, and (vi) the need for better joint quarterly reviews of the AWP.

6.2.2 Issues and Constraints facing Government

There are a number of issues and constraints facing Government that set the backdrop for development partners. Politics and economic prioritisation and decision-making are intertwined, and Liberia is no different in this respect. Turnover of public servants is high. There continues to be weak accountability, monitoring and progress and financial reporting. County teams may have only two/three really experienced personnel at present. There are concerns that some counties may not be economically and administratively viable for the foreseeable future. Implementing the decentralisation policy is a work-in-progress, and cannot be divorced from fiscal considerations. In addition to the institutional and capacity constraints there is the issue of sustainable funding of the recurrent budget, vital for meeting staff costs, operations and consumables, spare parts and maintenance. There is a need to adopt an asset management approach to sustaining public infrastructure. This also ties into the need to bring funding from all sources onto the Budget even if not in the Budget.

6.2.3 CPAP and Annual Work Plans

(a) General

As might be expected, there are areas for improvement in the current AWP and in how they are operationalised. Some AWP projects are legacy and do not necessarily fit neatly into the AWP in which they are logged in ATLAS. The level of PRINCE2 understanding and competence in UNDP is unclear, as is the linkage to ATLAS. Within UNDP it is not always appreciated that an AWP is an "umbrella document" not a project document *per se*. By copying straight from the PRINCE2 manual, one is left with a "Project Board" in the Management Arrangements and not an "AWP Board". By applying the same management organigram to all AWP, no account is taken of the four AWP that are the responsibility of the Strategy and Policy Unit. The situation is not helped by the AWP pro-forma which

requires a "Project ID" be entered. It would appear that the correct wording is "AWP ID", but different AWP teams enter different information; some enter the ID of an existing project, others enter two or more existing projects' ID. There is also a concern that on the AWP Budget Sheet, there is no identifier of which is the underlying project contributing to a given budget line. Some AWP teams show funding source (i.e. core; BCPR; EC, etc.) but not the project ID. In addition given the number of old projects still open in ATLAS, there must be an opportunity for the UNDP Programme and Operations Units to sit together and close-out these projects. Separately, there are varying degrees of coordination with Head of Field Offices (HOFO), and as a general rule, more information sharing and coordination with them are better than less.

Not everything can be anticipated prior to each January, and not surprisingly people tend to be conservative and enter more activities in AWP teams than probably can be completed, in an attempt to ensure that there is sufficient budget for the year. This can result in too many activities being attempted or scheduled, even if they are not all of the highest priority to Government. For example, there is a perception in some parts of Government that UNDP sometimes focuses too much on awareness-raising, planning and research (important as they may be in the scheme of things), and not enough on helping ministries to operationalise policies through programmes that impact the lives of the people. There is also some confusion on how to incorporate new projects into AWP teams. This should be straightforward, if the Project Board (or perhaps more correctly "AWP Board") is presented with a proposal to amend the AWP incorporating one or more new projects at the quarterly or six-monthly Board meeting. At the same time, the opportunity should be taken to review and update indicators.

Operationally, there is some differences of opinion on whether SPU might not be the appropriate unit to manage the four AWP teams under the Economic Policy and Management component of Pillar I: Pro-Poor Economic Development. There could be a case for consolidating all AWP teams under the Programme Unit. However, given the benefits of managing such important entry points with key ministries, and the success to date by the SPU team in managing this portfolio openly acknowledged by Government, one would be reluctant to lose valuable hands-on expertise needed to inform policy advisors and drafters of the realities and challenges of implementing policy on the ground. If the underlying concern is that the SPU is understaffed, then rather than curtail a high added-value activity, one could seek to add an additional staff member to SPU.

Under AWP-9: Public Administration Reform and Promotion of Civic Engagement, there is a challenge in mobilising donor funds to help the Legislature implement a modernisation plan as a tool to raise awareness and focus, as well as representatives knowing more precisely their role and function. It is not clear what support there can be for LIPA in the light of previous difficulties regarding financial reporting, which may or may not be satisfactorily resolved at this time. Under AWP-10: Rule of Law and Administration of Justice, there is a need to review the Rule of Law AWP internal staffing arrangements with a view to earliest harmonisation. In addition, there was (i) a request from the Judiciary for UNDP to identify that portion of individual budget lines assigned to support the Judiciary, and (ii) a request from the MOJ for more guidance on initiating budgeted activities and accessing the funds in a timely manner, and for regular programme reviews at the operational level.

(b) Government / UN Joint Programmes

Joint Programmes are an integral part of UNDP's activities and the related activities are found in specific AWP teams, as discussed in section 4.3 above. Focusing on the MDGs is crucial here.

As mentioned elsewhere, there is expected to be an independent evaluation of the five joint programmes shortly. Higher level concerns to date have been that UN agencies are working in parallel and possibly agency-focused, and as a result harmonisation is not perceived as working as well as it could. There is concern at there being insufficient resources being sought and mobilised for the joint programmes overall, and that a lack of funding can be disruptive and distracting from the substantive aspects. Further concerns are that there is insufficient capacity for implementing in the field on some programmes, a lack of momentum and vision for the joint programmes overall, and the monitoring and evaluation function being seen as underperforming.

(c) Construction

An area where UNDP has been involved is construction, which would not be considered as part of its comparative advantage. Some of the construction-related programmes and projects were legacies from the previous programme, and where the Terminal Evaluation⁴⁰ made a strategic recommendation that: *“UNDP should not itself engage in large-scale infrastructure projects such as road-building, as this is not its area of core competence and expertise. UNDP should rather avoid getting involved in such undertakings large infrastructure work does not make best use of UNDP’s comparative advantage”*.

Understanding the background to UNDP’s involvement is important. As mentioned elsewhere, UNDP was requested by Government to cover some construction programmes and projects. This it initially attempted to do through the DEX Service Centre (discussed in section 3.2 above), but with what appears to have been little or no project management staffing or expertise. It must be remembered that after the conflict there were almost no construction contractors with national capacity, coupled with a dearth of qualified engineers and very weak engineering graduates coming on the market. Sensing an opportunity many NGOs set themselves up as construction organisations with little or no competence. There was weak vetting process, which did not help. All this must be set in context regarding the impact of a six-month-long rainy season, when a considerable part of the country is isolated due to roads being impassable, thus preventing the delivery of construction materials and head office personnel accessing remote sites.

UNDP senior management became so concerned with the state of affairs that it initiated two reviews and prepared two internal reports⁴¹. There is under the CBRD programme no less than 22 abandoned projects covering schools, clinics and such like, where contractors have abandoned the sites and often absconded with funds. UNDP has estimated that it will cost an additional US\$ 420 thousand or so to complete these projects as the works-to-completion will have to be re-tendered, contracted, implemented and maintained for the designated maintenance period.

For its part, the UNDP Country Office has been following the UNDP’s Corporate Strategic Guidance note from the then Administrator in late 2007, on UNDP not working outside its core mandate and staying within the area of its comparative advantage. In this regard, UNDP now has a global MOU with UNOPS for the provision of construction-related services. In Liberia, UNOPS has re-established itself and UNDP is increasing the portfolio of construction projects to UNOPS as an Implementing Partner, but only if it is part of a well thought-out and comprehensive package. This approach appears to be a win-win solution, with a lot of mutual confidence building achieved, so that there is no re-occurrence of the problems of the past, the lessons learned from the TSF experience being salutary.

(d) UNDAF Cross-Cutting Issues

For the UN family the cross-cutting issues in Liberia are youth, gender equality and women’s empowerment, environment, human rights, conflict security and capacity development⁴². UNDP, by its mandate and through its policy and programmatic interventions, has been addressing these issues in a number of ways.

- **Youth**

Through AWP-4: Community-based Recovery and Development and AWP-8: Youth Empowerment and Employment, UNDP is directly targeting both male and female youths, seeking to give them life-skills as well as enhancing employability and self-starting or community economic activity through agricultural and semi-skilled vocational training and tools.

- **Gender Equality and Women’s Empowerment,**

⁴⁰ UNDP Country Programme (2004-2007) Terminal Evaluation Final Report - page 103, paragraph 9

⁴¹ (i) November 2008, and (ii) March 2010

⁴² UNDAF 2008-2012; Table: Cross-Cutting Issues and UNDAF Outcomes (pages 22-23)

Through AWP-1: Economic Policy and Development, AWP-5: Community-based Recovery and Development, AWP-7: Inclusive Financial Sector and AWP-8: Youth Empowerment and Employment, a whole range of interventions from the macro (i.e. Gender policy; PRS), through the meso (i.e. support to the MGD, MOJ and LNP) to the micro (i.e. access to micro-finance; support for tools and work on-site in preparing agricultural land and small rural infrastructure). A key focus is on gender mainstreaming in programmes and budgets, getting better monitoring and reporting systems, tools and skills in place particularly a framework for MGD for monitoring gender equality, and promoting women's participation in decision-making and representation in terms of "voice" and "rights" amongst others.

- **Environment**

This is being dealt with through initiatives at various levels under AWP-6: Strengthening Local Capacity for Climate Change and Natural Resource Management, from policy advice, institution strengthening, pilot projects in endangered areas (i.e mangroves), as well as awareness raising, and looking at key issues such as water governance, planning and prioritisation. The issue of water governance is being advanced as a priority.

- **Human Rights**

This is being explicitly addressed and mainstreamed under AWP-4: Communication for Development, AWP-10: Strengthening the Rule of Law and the Administration of Justice, and AWP-12 Enhancing Community Security and Social Cohesion. An important initiative is the institutional support for the National Human Rights Commission secretariat, the commissioner having not yet been appointed by the Government.

- **Conflict Security**

This is a major focus of AWP-12: Enhancing Community Security and Social Cohesion, with support from AWP-10: Strengthening the Rule of Law and the Administration of Justice, and AWP-4: Communication for Development.

- **Capacity Development**

This is at the heart of UNDP's core mandate, and figures prominently in three major AWP's namely, AWP-3: Support to National Capacity Development and AWP-9: Strengthening Public Administration Reform and Promotion of Civic Engagement. In addition, there are a host of very practical interventions (SES, LECBS, TOKTEN) and related activities being undertaken through AWP-1: Economic Policy and Development.

(e) Issues in Revising the CPAP and UNDAF

The CPAP is clearly linked to and subordinate to the UNDAF. Whilst the clarity on hierarchy is welcome, this interdependence means that one cannot really look at revising the CPAP without first reviewing and revising the UNDAF. At present it is unlikely that this link will be set aside. However, for the UNDP (Liberia) there are a number of additional drivers of change coming from UNDP headquarters that must be given due consideration. First, there is the Action Agenda arising out of the UNDP Senior Managers' Retreat⁴³, in which seven areas were identified as warranting reform. These include:

- (i) managing performance and development staff capacity;
- (ii) positioning UNDP as a world-class knowledge-based organisation;
- (iii) measuring and managing by results;
- (iv) building new strategic partnerships;
- (v) facilitating South-South cooperation;
- (vi) improving internal and external communications; and
- (vii) promoting and leading greater UN coordination.

Secondly, there is the MDG Breakthrough Strategy to Accelerate and Sustain MDG Progress⁴⁴, which proposes three pillars of intervention for UNDP:

⁴³ February 2010

⁴⁴ May 2010

- (i) to accelerate existing MDG achievements by supporting scaled-up implementation of proven and innovative initiatives;
- (ii) to build a foundation to sustain progress achieved and mitigate the risks of going backwards rather than forwards towards the MDGs; and
- (iii) to strengthen advocacy, partnerships and resources.

Hence, UNDP is obliged to look at not just revising the CPAP from a strictly programmatic / efficiency perspective but also from the perspective of corporate objectives and imperatives. This can be done at the same time, using a “matrix” approach of aligning priority interventions of a thematic and programmatic nature with the corporate drivers of change, ensuring that there are no planned interventions outside the matrix.

(f) Measuring Progress and Delivery

Measuring progress in a meaningful manner is a challenge for many development programmes and projects. Even those of a mainly physical nature such as building roads, markets, stores, clinics, schools, police stations and such like, there is a divergence between when recording of money being expended and degree of completion of physical progress. For instance, in a building project there has to be the purchase of construction materials in advance of undertaking the actual construction itself. Hence, expenditures in relative terms will normally be ahead of completed work. Where it gets complex is when for instance, a project is supporting a ministry or agency with say, the purchase of off-road vehicles, or ICT equipment. Procurement will be in accordance with UNDP rules and regulations, which most probably require international purchasing. However, the expenditure is recorded before the new vehicles arrive in country, have cleared customs, delivered to the various locations of the designated ministry or agency, and actually put to use. Hence, if the procurement process is commenced early and payment is recorded as expenditure, can one say that ... % progress has been made on that project? What about delays in purchasing certain IT equipment or the holding of workshops until the latter part of the year? In those instances will the corresponding low rate of expenditure in the first two or three quarters be a fair reflection of what may well have been genuine achievements in institution building, national policy or strategy development, data collection and analysis that have taken place, but in money terms might suggest that overall progress is behind the overall annual schedule?

There are variations on these issues, and not surprisingly, there are different solutions adopted by organisations to deal with them. One is not to use the term “Programme Delivery” when one means programme expenditure, unless expenditure is the key measure, which may be at the expense of other indicators of programme achievement. Another is to have two measures – (i) actual progress against planned targets for each output on the annual bar-chart, and (ii) actual vs. planned expenditures on the financial plan or budget targets. By examining potential targets very carefully before confirming the plan and budget, it is possible to have realistic targets. Furthermore, it is possible to assess the importance of and work content of activities and outputs, and assign weights to each.

Hence, if for a simple project there were say ten activities running throughout the year, to assign a 10% weighting to each is too crude. There may well be two or three out of the ten that have much greater value / importance, and as such contribute to the overall completion and outcome of the project. It is prudent to allocate different weights to different activities and outputs. By examining both substantive progress and financial expenditure, one can be used to inform decision-making regarding the other and *vice-versa*. Project management organisations across different sectors plot the planned and actual figures for a year or the life of project, yielding what are known as “S-curves” due to the shape of plots. UNDP could move towards this more nuanced approach by establishing S-curves for each AWP, and monitoring both substantive progress and financial expenditures from say, 01 July onwards. By choosing the same scale, the two plots can be examined side-by-side, with divergences and trends more readily visible.

(g) Monitoring, Evaluation and Reporting

Increasing the level, range and quality of monitoring, evaluation and reporting are likely to be key, but not exclusively so, to strengthening UNDP overall. The driver for improvement is UNDP senior management requesting the M&E team to provide or improve upon the following, amongst others:

- (i) seeing how to make PRINCE2 more UNDP-specific and user-friendly, in consultation with the Programme and Operations Units, plus input from UNDP headquarters on lessons learned from other countries and regions;
- (ii) more regular monitoring and assessment of how well the AWP is used as a planning and management tool by the AWP teams and Operations Unit, direct supervision (ARRs), senior management and also how Government uses it and expects it to be used for Government / UNDP discussions, prioritisation and funding allocation;
- (iii) looking at how well each AWP is used as the key input to the development, implementation and monitoring of the procurement plan associated with the AWP, and reviewing constraints and possible solutions on the ATLAS / AWP interface. It is noted that there are steps afoot to operationalise a new software interface, with training and coaching sessions underway;
- (iv) devising an early warning system of key indicators to capture project delivery, expenditure and efficiency constraints, working with the ARRs on how to monitor;
- (v) thorough analyses of progress - project / programme / AWP and joint programmes, and analysing patterns in issues and constraints – focus area, geographic area, functional area, period of the year, AWP design, funding, personnel, management, etc.
- (vi) looking at how MDGs and cross-cutting issues are being progressed through the AWP and joint programmes, and assessing, in consultation with the thematic advisors, what the implications of constraints are and what needs to be done to address them;
- (vii) looking at the individual AWP progress reports, interrogating the statements on progress achieved and what remains to be done, and seeking ways with the ARRs and DRR (Programmes) to validate;
- (viii) reviewing the appropriateness of targets and indicators used for the AWP, and offering independent advice on how to improve their range and scope;
- (ix) preparing periodic progress and financial consolidation reports including analysis of results and trends, by component and Pillar, as required by senior management and other users;
- (x) preparation of quarterly analysis on CPAP outcomes, results and trends;
- (xi) reviewing, updating and improving risk profiles and possible mitigation across thematic and geographic areas, as well as by AWP, in consultation with ARRs, Operations Unit and SPU;
- (xii) through detail analysis, consultation and brainstorming, seeking opportunities for cross-fertilisation (“joining the dots”), particularly with respect to sustainability and added value;
- (xiii) feeding into the work of the SPU, regarding major analyses and reports;
- (xiv) acting as advisor on and auditor of the information systems with the Country Office, checking that they are fit-for-purpose and user-friendly, and
- (xv) consulting and working with M&E units and personnel in other UN agencies and also at the key ministries and agencies, to obtain a better insight into their perspective and needs on these and related issues, particularly progress towards the MDGs.

There will other areas of interest from within and outside UNDP, which will require monitoring and reporting. There is an opportunity to re-position the M&E function as a centre of reference regarding information at the micro and meso levels, with SPU looking at the macro level data and information.

Already, the current M&E Unit is the Learning Manager, and this can be deepened by becoming the in-house management consulting centre driven by senior management (and corporate) demands. It is senior management who define how well its products and services are fit-for-purpose and meet not only the current UNDP needs but also the emerging needs as UNDP moves towards embracing and leading the way for UN agencies on Delivering as One.

6.2.4 Development Partnerships

The nature of development assistance is changing, and the global downturn is affecting Liberia as much as anywhere else. Globally, external contributions are going down, as donors seek more confirmation that grants and soft loans are applied to the highest unmet priorities for addressing, security, equality and poverty reduction. One concern raised has been whether Government and development partners looking at sustainability seriously enough. Another is what is happening to assets once built and transferred? Is there an asset management approach and policy? There is also the challenge of getting donors to share information of all sorts, and this attitude is impacting negatively on efficient planning and allocation of resources, not just by Government but also by development partners. A lot more mapping of basic services facilities needs to be done, to avoid duplication and wastage of time and effort of partners in development.

UNDP has the results of the recent UNDP partnership survey, which are generally positive. In addition, the review mission noted that there was a sense that some, but not all donors did not seem to be impressed with UNDP's implementation, and they wondered why UNDP did not appear to be addressing this and underlying issues more actively. A further concern is that as far as donors can ascertain, UNDP has weak risk analysis and mitigation. There is a commonly held sentiment that UNDP should not be doing construction. Whatever the reasons for it undertaking such works in the past, the situation has changed with UNOPS now on the ground. Some donors wonder what efforts the UN (i.e. UN agencies and UNMIL) are making to strengthening local contractors, in building their managerial, technical and financial skills, processes and procedures.

They also seem to experience difficulty in getting sufficient reporting on time and with sufficient detail from UNDP regarding programmes or project that they are funding. In fairness to UNDP, this concern must be seen in the context of donor dynamics and contradictory positions. One donor may insist on maintaining transparency of that donor's funds and visibility for the donor at all stages, whereas another donor's perspective is that funds should be fungible within a project, programme or trust fund, with no need for donor disaggregation as the combined funds are subject to donor-accepted UNDP fiduciary management and audit processes and procedures. Indeed, separate accounting and reporting can disrupt efficient and timely overall reporting. In terms of visibility, particularly in Liberia, it is important for securing the peace that it is Government leadership and ownership in rehabilitation and development that receive visibility in the eyes of the people.

With the move of the UN towards Delivering as One, some donors are concerned that they may not be able to respond flexibly to UN harmonisation and rationalisation of projects. In their view, one needs to find the correct balance and a suitable phasing out or migration.

6.2.5 Looking Ahead

Given how quickly Liberia is changing, 2010 is different from 2008, and 2012 can expect to be different again. This strongly suggests that flexibility will be crucial in partnering Government effectively so as to respond to both emerging and changing needs and priorities. It will be important to help Government, coordinated closely with other partners, to look closely at building on what it has, in terms of infrastructure, institutions and human capacity, as well as getting the balance right between investment and making provision for sustainability and recurrent costs.

There is little doubt about the sense of ownership and leadership. The tenets of the Paris Declaration⁴⁵ and the Accra Agenda for Action⁴⁶ require Governments and donors to work together, strengthening national ownership of and processes and systems for development. The challenge for Liberia is how, when dealing with scarce human, technical, financial and logistical resources, best to proceed. One could adopt a paced approach that first and foremost builds on and builds up national resources and experience, ministry by ministry, agency by agency. In this regard it is important that valued partners such as UNDP, amongst others, do not to withdraw precipitously from important areas

⁴⁵ Paris High-Level Forum on Aid Effectiveness, 28 February – 02 March 2005

⁴⁶ Accra High-Level Forum on Aid Effectiveness, 02 – 04 September 2008

of support for development before national actors have had a realistic opportunity to truly establish, in the operational sense, their core processes, systems and organisations. Simultaneously, on the DEX2NEX project implementation, UNDP has the opportunity for working more closely with the MOF, the MPEA and also the World Bank technical staff on allied issues.

Government continues to set demanding challenges for both host country organisations - public, private and civil society - and development partners to accelerate the width and rate of national execution, tempered with due deference to proper fiduciary management. There will be a minimum set of criteria for Government to apply in assessing whether a given organisation is ready or not (i.e. the threshold) to take direct responsibility for national and external financial resources, taking into account the nature of the sector or sub-sector, how it works and what its priorities are. The main thing is to encourage those organisations which are ready or close to ready, to get started and to learn by doing. Development is not a risk-free undertaking, but that does not mean that weaknesses in processes and systems should be ignored. Transparency, accountability and personal responsibility are vital.

A very important development for Liberia is the forthcoming elections, provisionally scheduled for October 2011. This is a turning point for the country and for the Government. The previous elections (2005) were held under the auspices of UNMIL. On this occasion, the Government through the National Elections Commission (NEC) will be solely in charge. UNDP, working closely with the Office of the DSRSG (Governance and Recovery), has been advising and assisting the Government. At this time an estimated US\$ 38 million is required to support the holding of the elections, of which total pledges as of mid-July 2010, of US\$ 32.44 million have been received. Ensuring the necessary support arrives on time and is fit-for-purpose is a major undertaking for UNDP, which corporately has a wealth of experience in this field.

For the UN Country Team and for UNDP in particular, given the breadth of its portfolio of programmes and projects, the focus shall be firmly on results – overall and for the agency. There is the distinct possibility that “less can be more” if areas of support and entry points are selected judiciously. The key is likely to be reducing new projects, phasing out or migrating old projects but increasing and exploiting potential synergies. Examples include (i) the need for members of the UNCT to seek out green and appropriate technology solutions, and (ii) adopting a holistic approach (as one programme) regarding the administration of justice. Security sector reform cannot be treated in isolation from strengthening all key institutions involved in the administration of justice namely the ministry, the judiciary, the prison service, the immigration authorities, and professional, academic and training organisations. There can be little or no rationale for going back to what has been perceived as accepting all projects requests and being fund-driven.

What is needed now is for the Government and the UNDP, in addition to addressing institutional and human capacity strengthening, to seek out green and appropriate technology solutions, to tackle climate change issues, and to provide enabling infrastructure (i.e. roads, power, telecoms and water) for development. Formulation of UNDP-supported interventions should be done with greater conflict sensitivity and inclusiveness such as:

- (i) programming that recognises differentials in power and attempts to address inequality of distribution of interventions in a non-discriminatory manner, such as avoiding concentration in and around Monrovia;
- (ii) understanding the context better through consultations with leadership and communities locally;
- (iii) translating international standards of democracy, governance, security, peace, human rights, economic and human development into a framework that can be understood and agreed upon by all;
- (iv) recognising that “quick fix” approaches are most unlikely to address deep-seated and unresolved resentments and conflicts. Interventions must be relevant and acceptable to communities and not imposed;
- (v) ensuring participation of women on equal terms with men, which concerns both policy interventions as well as programmes and projects on the ground;

- (vi) demanding that women receive equal benefits of interventions, where equality is not on a 50:50 basis but on a more nuanced targeting informed by analysis of problems that have different impacts on women's and men's lives;
- (vii) seeking to realise women's full potential as equal partners and not as mere victims,
- (viii) addressing sustainability issues regarding benefits gained by women so that there will be no relapse into subjugation, oppression and division;
- (ix) insisting that men are involved and actively promote women's participation and equal rights to resources and opportunities; and
- (x) ensuring that the contributions of recovery and development interventions are measured in terms of their potential and actual to promote gender equality and women's empowerment.

There is recognition among the UN Country Team that a common Government / UN "language" (i.e. development terminology vs. emergency terminology) is needed to properly articulate shared objectives and commitments, and to communicate these with one voice to Government, other partners and the people of Liberia. One UN also needs different building blocks and a period of transition or migration from current projects, joint programmes and AWP's into One Programme, the schedule for which is being deliberated at this time by the UN Country Team led by the DRSRG (Governance and Recovery).

Finally, there is a lack of predictability of resources that is affecting planning, and this impinges on UNDP as much as any other UN agency. The challenge is getting resources for the transition. This was reinforced in the UNDP Administrator's recent message to the UNDP at large⁴⁷, which said that: "... Delegations at the same time underscored that further improvements and the strengthening of UNDP's performance and results-based report (are) urgently needed to convince Governments and the public to provide increasing funding to UNDP ..."

6.3 Options for Rationalisation and Re-positioning UNDP

6.3.1 Options for Rationalisation

Methodology

As discussed in sections 6.2.3 (d) above, there is a need to balance reform to meet UNDP corporate objectives and revision of the CPAP and by extension, the AWP's, as informed by the UNDAF, to meet programmatic / efficiency objectives. When looking at the corporate objectives as described in the two strategic documents from UNDP headquarters, it can be seen that many of these are generic and process-oriented. Hence, it should be possible to rationalise the AWP's in the context of revisions to the CPAP and UNDAF, within UNDP corporate reforms and focusing on the MDGs.

Improving programmatic delivery and efficiency in UNDP's general work areas are being addressed on an ongoing basis, and are being driven by management at all levels, with even more emphasis on results-based management. Specifically, for strengthening UNDP's focus more closely on corporate objectives, there are two types of approaches for looking at rationalisation of the current twelve AWP's under the CPAP. Both approaches take on board the growing desire, willingness and capacity of Government at different levels to take on a stronger role in not only planning for development but delivering development either directly or through implementing partners.

(A) Top-down (i.e. core strategic areas) Approaches

- (1) Within the framework of the two CP Pillars and the four components, which themselves should be re-examined for relevance and potential for revision, set a limit on no more than one or two AWP's per existing or revised component;

⁴⁷ 08 July 2010 after the Annual session of the UNDP/UNFPA Executive Board; paragraph 6

- (2) Within the framework of the revised five UNDAF Outcome Areas and the 18 UN (not UNDP) Country Programme Outcomes, filter all current AWP and activities against these., keeping in mind that the UNDAF itself is due to be reviewed by the end of 2010 and most probably revised once the successor document to the current PRS has been endorsed;
- (3) Take a top-down approach and rigorously against UNDP's five thematic work areas namely, Democratic Governance, Poverty Reduction, Crisis Prevention and Recovery, Energy and Environment, and HIV/AIDS.

(B) Bottom-up (i.e. zero-based budgeting) Approaches

- (4) Examine each AWP, seeing with which other AWP or AWP it could be amalgamated and then streamline and refocus the new composite AWP;
- (5) Assess and score each AWP against a set of criteria (i.e UNDP core mandate, comparative advantage, programme delivery, added value, etc.), stripping out those activities that fail to meet a minimum threshold, and then amalgamating the remaining activities into a more focused range of AWP.

Within whichever approach above is chosen, one must look at practical considerations such as (a) how to combine ROL and CSSC in an appropriate manner for greater effectiveness, bringing a holistic approach to the sector, (b) how to combine CST and LDLD in an appropriate manner for greater effectiveness, such as a joint workplan focusing on greater information gathering and planning with LISGIS, plus joint/coordinated training (strategic with operational) and complementary institution strengthening, and (c) reducing the number of AWP with stand-alone projects, if there is another AWP in which the project could be placed.

In order to apply rigorous discipline and achieve true rationalisation and focus, it is appropriate to start with the top-down approaches. The bottom-up approaches could be used as a cross-check afterwards to see if any significant needs or priorities have been missed or execution challenges to be addressed.

(a) Option (1): Retaining some of the current CP structure, reducing to six AWP for January 2011

Under this approach one would start with two Pillars and three components from before, and could have up to six revised or composite AWP. This should be considered only as *stage one*, reducing to just one AWP per component in *stage two*, aligning with the review of the PRS and its successor strategic document, while facilitating the transition to a One (UN) Programme:

Pillar I: Pro-Poor Economic Development

Component (1): Economic Policy and Management

AWP (1): Economic and Development Policy and Data Management, and Aid Coordination

Component (2): Sustainable Local Economic Recovery

AWP (2): Capacity for Climate Change and Natural Resources Management

AWP (3): Poverty Reduction (incorporating a streamlined and interlinked Micro-Finance and Youth Empowerment and Employment)

Pillar II: Democratic Governance

Component (3): State Capacity and Institutional Strengthening

AWP (4): Public Administration Reform including Local Government

AWP (5): National Capacity Development

Component (4): Effective Administration of Justice

AWP (6): Strengthening the Rule of Law and Administration of Justice (incorporating Community Security and Social Cohesion aligned with the overarching Administration of Justice principles)

(b) Option (2): Retaining the current UNDAF Structure in 2011 until such time as the PRS is revised

Under this approach one might retain the five thematic areas in the UNDAF on an interim basis in 2011 until the PRS is reviewed and replaced, with the UNDAF following suit. It can be seen that this could have up to six AWP, and as such may be insufficiently streamlined in terms of transitional rationalisation leading eventually to the One (UN) Programme.

Peace and Security

No separate AWP; refer to AWP (5) below.

Socio-economic Development

- AWP (1): Economic and Development Policy and Data Management, including Aid Coordination
- AWP (2): Capacity for Climate Change and Natural Resources Management
- AWP (3): Poverty Reduction (incorporating a streamlined and interlinked Micro-Finance and Youth Empowerment and Employment)

Good Governance and Rule of Law

- AWP (4): National Capacity Development and Public Administration Reform including Local Government
- AWP (5): Strengthening the Rule of Law and Administration of Justice (incorporating Community Security and Social Cohesion aligned with the overarching Administration of Justice principles)

Infrastructure and Basic Services

- No AWP, as UNDP's comparative advantage lays elsewhere. Nevertheless, as infrastructure and facilities are woven into ROL and CBRD, it would not be unreasonable for UNDP to accept funding and to partner UNOPS for implementation here.

HIV and AIDS Prevention, Treatment and Care

- Scope, outcomes, outputs, activities and budget to be determined on how best (i) to build national capacity to mobilise all levels of Government and civil society for a coordinated and effective response, and (ii) to protect the rights of people living with AIDS. These could be part of one or more of the AWPs above.

(c) Option (3): UNDP's Thematic Work Areas

The ultimate rationalisation is that there will be the five UNDP thematic work areas or goals framing up to four AWPs, doing away with the need for the two Pillars and four components. This would bring UNDP closer to the overall One Programme.

Democratic Governance:

AWP (1) - incorporating National Capacity Development and Public Administration Reform including Local Government,

Poverty Reduction:

AWP (2) – incorporating (i) upstream initiatives such as ECOMAN and Aid Coordination, and (ii) downstream such as interlinked Micro-Finance and Youth Empowerment & Employment.

Crisis Prevention and Recovery:

AWP (3) - Strengthening the Rule of Law and Administration of Justice (incorporating Community Security and Social Cohesion aligned with the overarching Administration of Justice principles)

Energy and Environment:

AWP (4) – Energy, Climate Change Adaptation, Environmental Governance and Water

HIV/AIDS:

– Scope, outcomes, outputs, activities and budget to be determined on how best (i) to build national capacity to mobilise all levels of Government and civil society for a coordinated and effective response, and (ii) to protect the rights of people living with AIDS. These could be part of one or more of the AWP's above.

6.3.2 Repositioning UNDP - Issues and Opportunities

With this mid-term review of the UNDP CPAP coupled with the increasing momentum towards “Delivering as One” and the phased withdrawal of UNMIL, there is now a genuine opportunity to begin re-positioning and strengthening UNDP to support the Resident Coordinator in coordinating and managing the One UN Programme in Liberia. UNMIL is about to commence drawing down and the situation requires leadership and coordination of the highest level, for this transitional UNMIL phasing-out stage and beyond. The Resident Coordinator and the UN agencies look to UNDP to take the lead in moving towards One Programme and One Budget, and by extension monitoring and evaluation (M&E) of the One Programme. To ensure Government ownership there is the opportunity for further strengthening national participation in programme formulation and also M&E as well as key ministries’ and agencies’ M&E function. This means that UNDP continues with its three-pronged business model (programmes; strategy and policy; operations support services), but more focused on managing performance and seeking greater efficiency in service delivery. There will be a greater need to three elements once the DaO approach is progressed towards a set deadline.

Until now Government has been coming to UNDP with a variety of requests treating it as a form of public works and procurement agency, which might have been understandable previously. However, there are less and less reasons why this situation should continue. As the One UN approach rolls out, the “Delivering as One” approach under Government leadership with One Programme and One Budget, it is the whole UN Country Team who in future will be able to determine where the necessary expertise and comparative advantage lie in the Team, and to respond accordingly to *ad-hoc* requests. UNDP has comparative advantage in a number of areas, so as a substantive policy and programming agency, it has a lot to offer to Government and civil society, as well as the range and depth of its expertise in operations support for UN agencies. In the meantime, UNDP cannot be everywhere, doing everything so to speak. Key questions then are (i) where to focus – on strategy and policy only? As a broker and fund manager/administrator? On policy and capacity development? Some combination of the above? (ii) – can upstream activities (i.e. strategies and policies) be divorced from downstream demonstration or intervention? The conclusion is that UNDP needs to move more upstream into strategy and policy, but not at the expense of breaking that vital link between upstream strategy and policy and downstream implementation of strategy and policy. It is this link that brings results for the Government and UNDP partnership, through coherence, realism, efficiency, learning-by-doing with real-time feedback and the opportunity for timely adjustment. Hence, there should be greater and stronger linkages between upstream and downstream work along the continuum.

Government and development partners alike, flag UNDP’s particular comparative advantage and added value, amongst others, as being **strengthening institutions and human capital** in the broadest sense. If this is accepted as the lens through which UNDP’s contribution should be seen, then the focus should be strategic support for strengthening the development and sustainability of institutions, organisations, individuals and enabling environment, for key actors. In this regard, UNDP can apply the framework in the National Capacity Development Strategy (NCDS), focusing on the four Strategic Outcomes, exploiting the Capacity Development Entry Points, and helping Government to Coordinate Capacity Development Initiatives. In this regard Rule of Law and Administration of Justice combined with Public Administration Reform following the Civil Service Reform Strategy plus the NCDS could frame most if not all other UNDP interventions, and also allow for the planned support to the National Elections in 2011.

7. RECOMMENDATIONS

The recommendations presented below follow the flow and structure of the findings, analysis, discussion and conclusions in Chapter VI. The recommendations are numbered sequentially according to the section in which they fall.

7.1 Findings

- R.1.1 UNDP to take cognizance of the concerns raised by Government and other development partners (refer to Chapter VI, page 33, paragraph (13)).

7.2. Government Expectations and Priorities

- R.2.1 UNDP and Government to work closely on how best to stem the loss of institutional memory and core competencies in key ministries and agencies, and to ensure that there is a cycle of awareness-raising and training events on key processes and systems at least once a year, tailored to the needs of specific institutions.
- R.2.2 UNDP Operations Unit to prepare and hold awareness-raising events on how the UNDP processes and systems work, and the rules and regulations, which apply to UNDP procurement including recruitment.
- R.2.3 Separately or as part of the UNDP's response to R.2.2, UNDP to hold awareness events on how the DEX2NEX project will be taken forward and when this will take place.
- R.2.4 UNDP to work closely with MPEA in utilising the forthcoming National Human Development Report (2009), as a key input to planning and prioritisation at different levels.
- R.2.5 UNDP to work closely with MPEA in implementing the Government's suggestions on how and when to review the progress of the AWP's and the overall CPAP in a timely manner before the end of each calendar year.
- R.2.6 UNDP to support Government in its visioning process and development of the medium-term Capacity Development Plan.

7.3 Issues and Constraints facing Government

- R.3.1 UNDP to see how it can strengthen its support for Government's implementation of the decentralisation policy given the shortfall in donor funding, and taking note of the need for close linkage to fiscal decentralisation considerations for sustainability.

7.4 CPAP and Annual Work Plans

(a) General

- R.4.1 UNDP to assess the level of awareness and competence of its Programme and Operations staff in the PRINCE2 method, and to take steps, perhaps with the support of UNDP headquarters as needed, to tailor the method to the needs of the Country Office (Liberia).
- R.4.2 UNDP to review and revise as appropriate the Management Arrangements in each AWP, ensuring roles and responsibilities are clearly spelt out, and that the organisation chart reflects correctly the roles and responsibilities of all parties involved.
- R.4.3 The AWP's – current and planned - to be tidied up by UNDP in terms of (i) correcting or correctly entering the "AWP ID" on the cover sheets, and (ii) also entering the project ID in the column "Source of Funds" before or after the text (i.e. core, BCPR, EC, etc.).
- R.4.4 UNDP Programme Unit and Operations Unit should endeavour to jointly review and close out old projects that are still recorded in ATLAS as being open.

- R.4.5 UNDP Programme Unit to ensure that HOFOS get electronic copies of all AWP's relating to their respective counties without delay, and also keeps each HOFOS informed of planned and actual visits to his or her county.
- R.4.6 UNDP and Government to ensure that only agreed activities are shown in the AWP, and that Government counterparts are aware of why certain activities such as awareness-raising, research and surveys may add value.
- R.4.7 UNDP and the relevant counterpart ministry or agency plus MPEA to ensure that revisions required to the AWP's are prepared in advance of any quarterly or six-monthly Board Meeting at which they should be endorsed.
- R.4.8 UNDP to address the issues raised under (i) gaps in AWP-9: Public Administration Reform and Promotion of Civic Engagement, (ii) the request from the Judiciary to disaggregate the budget lines, offering advice to MOJ on instigating actions and expenditure, and holding more regular operational meetings, under AWP-10: Rule of Law and Administration of Justice.
- R.4.9 UNDP to review and harmonise the internal staffing arrangements for AWP-9: Rule of Law

(b) Government / UN Joint Programmes

- R.4.10 Notwithstanding that there is to be an independent review of the joint programmes before long, UNDP should begin looking at its own approach and performance with regard to (i) working in parallel and being too agency-focused; (ii) better harmonisation⁴⁸ with other UN agencies, (iii) helping the RC Office address the shortfall in funding for the joint programmes, which is disruptive and distracting from the substantive aspects; (iv) insufficient capacity for implementing in the field in some cases; (v) not accounting to JP Programme Managers, again in some cases; and (vi) contributing to strengthening the monitoring and evaluation function, currently perceived as underperforming.

(c) Construction

- R.4.11 UNDP no longer to undertake construction work as per UNDP corporate guidelines, directives and priorities, but to seek ways of including it as and when it arises in more strategic programmes and projects, as part of a comprehensive package or packages with UNOPS as Implementing Partner.

7.5 Development Partnerships

- R.5.1 UNDP to take cognizance of donors' concern regarding weak risk analysis and mitigation, to assess how it currently manages risk, and to identify and make the necessary improvements.
- R.5.2 UNDP to consult donors on how (i) issues regarding timeliness of progress and financial reporting could be addressed, and (ii) harmonisation of progress and financial reporting can be done in support of reforms.
- R.5.3 UNDP to consult donors on the AWP rationalisation exercise, and to jointly review how to migrate projects and funds and on closing out projects.

7.6 Looking Ahead

- R.6.1 UNDP to look at strengthening its role in helping Government to achieve the MDGs.
- R.6.2 UNDP to continue to be more focused on achieving tangible results and outputs and not just inputs and activities, take cognizance of the UNDP Administrator's recent message on the need for strengthening UNDP's performance and results-based report.
- R.6.3 UNDP to move away from placing too much weight on assessing performance by funds expended (i.e. "programme delivery"), recognising that is insufficiently nuanced, and possibly misleading in some cases, a measure.

⁴⁸ Refer to the Joint MTR Report on UNDP/UNFPA Common Areas (July 2010)

- R.6.4 UNDP to formulate future revisions and new interventions with greater attention to conflict sensitivity and inclusiveness
- R.6.5 UNDP to lead the way in promoting a common “language” (i.e. terminology) with Government and other partners that is more development-sensitive and responsive.

7.7 Options for Rationalisation

- R.7.1 UNDP to take cognizance of UNDP corporate objectives and guidance as well as the forthcoming reviewing and revising of the joint programmes, UNDAF and PRS. This should include core working areas such as strategy and policy, rural economic development, rule of law and the administration of justice, strengthening institutions and human capital, and energy, environment, water governance and climate change.
- R.7.2 Under the top-down approach UNDP to decide which option regarding structure and content it feels captures best the way forward for UNDP as a valued partner to Government and others.

7.8 Re-positioning UNDP

- R.8.1 UNDP to move more upstream, but not at the expense of breaking that vital link between upstream strategy and policy and downstream implementation of strategy as appropriate. There should be greater and stronger linkages between UNDP upstream and downstream work.
- R.8.2 UNDP to strengthen its capability and capacity to support the Resident Coordinator in coordinating and managing the One UN Programme in Liberia under the “Delivering as One” approach.
- R.8.3 UNDP to re-examine how its monitoring and evaluation function should be strengthened so as to form the backbone of the UNDP Country Office in its support to the Resident Coordinator, as a world-class knowledge-based organisation able to contribute to transformational change for Liberia through the UN Delivering as One approach.

~~*

..

THE APPENDICES

(A) Assignment-specific:

1. **Terms of Reference of the Independent Consultant**
2. **Persons Met during Assignment**

(B) CPAP-specific:

1. **Current List of Programmes and Projects by Pillar, Component and AWP**
2. **Progress Achieved in the Period: January – June 2010**
3. **CPAP – Overall Progress at 30 June 2010**
4. **Programme Delivery:**
(a) 2008; (b) 2009; (c) January – June 2010

International Consultant for Joint Mid-Term Review of UNDP and UNFPA Country Programme Action Plans (CPAPs) in Liberia

Terms of Reference

Background:

The UN Development Assistance Framework, which builds on the analysis of the UN Common Country Assessment (CCA), is the principal UN document setting out broad areas of UN response to national priorities.

UNDP and UNFPA in Liberia have harmonized their programming cycles, beginning from 2008 to 2012 through Country Programme Documents (CPDs) which are approved by their respective Executive Boards and are aligned with the UNDAF. The Country Programme Action Plans (CPAPs) define the implementation of the programme for the respective agencies.

The UNDAF is a 'living' and flexible document, as are the CPAPs, and allow the UN system to respond to changes in policies and priorities as they evolve. The preparation of the CPAPs was undertaken in parallel with the preparations and consultations of the Poverty Reduction Strategy, under the leadership of the Government of Liberia.

In the course of 2008, 2009 and in early 2010, a number of major initiatives were undertaken by both the Government and the UN, beginning with the PRS Review and Cabinet Retreat in August 2009, followed by the UNDAF Technical Review in November 2009 and the Senior Management Retreat in January 2010.

Furthermore, the United Nations has received the official request from the Government of Liberia to become a self-starter country for the "Delivering as One" initiative. On the programmatic side, the emphasis will be on strengthening integrated planning, monitoring and reporting in the context of the revised UNDAF.

In order to 1) establish the extent to which the CPAPs are progressing as intended, 2) assess the continued relevance and alignment of CPAPs with UNDAF and PRS, 3) make informed decisions about necessary changes to the CPAPs and future programming processes, and 4) in preparation for the UNDAF Annual Review 2010, UNDP and UNFPA have agreed to sustain the collaborative effort by holding a Joint Mid-Term CPAP Review in 2010. UNICEF has already deployed its International Consultant to Liberia to commence work on the Joint Review and in late June 2010, the international consultant will be back in Liberia, providing an opportunity for the UNDP and UNFPA consultants to liaise closely with him and share observations and findings under the UNDP and UNFPA reviews.

The Mid Term Review:

The review will be conducted in such a way that the CPAPs (2008-2012) of UNDP and UNFPA will be reviewed, ensuring appropriate attention to agency specific achievements and challenges as well as compliance with each agency's requirements – but in addition, the review process will include analysis of those specific areas identified as common thematic intervention areas between UNDP, UNICEF and UNFPA for example 1) support to national data gathering and analysis 2) implementation of infrastructure to improve access to health and education and 3) Support to mitigation of SGBV. Broader cross cutting issues such as capacity development at the national and local level, adoption of a human rights approach as well as gender mainstreaming will also be reviewed.

The MTR will focus on questions shaping the overall direction and strategic choices of the CPAPs. The following should be considered:

- The scope of changes (as necessary) that can be made to the CPAPs mid-stream, vis-a-vis rules and regulations, has to be clear (to ensure appropriateness and usefulness of recommendations for changes);
- Stakeholder involvement is required (GoL, UN agencies, I/NGOs, and other partners);
- Field visits are required including face to face contact with a sampling of target beneficiaries;
- Comparison of findings between UNDP and UNFPA (and UNICEF to a restricted degree during the last week of June 2010) across different approaches, types or sources of information, methods of data collection and types of analysis.

Overall outcome:

The intended outcome of the Joint MTR of the UNDP and UNFPA CPAPs is to assess CPAP implementation progress, and to inform and guide decision making for the achievement of intended results by the end of both agencies Country Programme cycles, in 2012. This includes information about the relevance of the CPAPs vis-a-vis the needs of the Liberian people, as identified in the PRS among others, challenges and constraints that require attention and action, the achievements and lessons learned that should be built on, as well as ways in which the design of the CPAPs can be improved for better programme management, and implementation.

Recommendations on priority areas of focus for UNDP, UNFPA for the next CPAP in 2012 to 2016 would also be highly welcomed as well as visioning for the future of both agency programmes.

Objectives:

The Joint Mid-Term CPAP Review will have the following objectives:

- Assessment of progress so far towards achievement of the outcomes and outputs in the UNDP CPAP (2008-2012) based on inputs and activities, looking at targets, and using indicators when possible;
- Identify implementation constraints, lessons learned, and best practices across UNDP AWP's;
- General assessment of the evolving contextual situation in Liberia, and changes since inception of the CPAPs that are relevant for the continuation of the implementation of the CPAPs, e.g. changes that pose specific challenges and/or opportunities for the continued implementation (security, political, legal, economic, administrative and cultural situation, and implications);
- Degree to which UNDP's mandate and programme has successfully delivered on national priorities in the UNDAF and PRS;
- Review UNDP CO resource mobilisation efforts 2008/2009, results and future opportunities;
- Review from a UNFPA/UNDP 'effective partnership' standpoint, those areas identified as joint thematic intervention areas, such as a) Support to the recent National Census and statistical development of LISGIS b) Support under the UN Joint Programme for Sexual and Gender based violence c) Support under the UN Joint programme for Gender Empowerment and Equality and d) Youth Empowerment and Employment. *Noting that in July 2010 there will be a full Review of UN Joint Programmes deployed by the UN Resident Coordinators Office.*
- Both UNFPA and UNDP have also been engaged in implementing independently (*due to time frame differences and different project cycles*) Programmes under the UN Human Security Trust fund – respective experiences and lessons learnt should be reflected in the Joint Review Document.
- Review of lessons learned in terms of added value of joint efforts, opportunities for synergies, etc.
- Develop concrete action plan for ways to strengthen collaborations among UN agencies, looking particularly at UNDP and UNFPA, and build on achievements in the context of One UN;
- Demonstrate, for the first time in Liberia, the added value of joint CPAP MTR

- Based on the above, identification of priority actions – for improved programme design and implementation

Outputs:

- One Document Review by the UNDP Consultant on UNDP's performance at the Mid-Point of the CPAP (2009-2012) also containing recommendations on way forward for programming for the remaining two years of the CPAP. This document will be sent to UNDP HQ.
- One Joint 10-12 page (maximum) Joint Document produced by the UNFPA and UNDP International Consultant concerning 'common areas of programming' under the CPAP .

Roles and responsibilities:

- The MTR process will be by guided by the leadership of the UNDP Resident Representative and the UNFPA Resident Representative, supported by UNDP and UNFPA technical staff.
- UNDP will be the overall lead agency of the Joint MTR.
- A 'Technical Team' will be established to conduct the MTR. Each UNDP and UNFPA Team will consist of one International consultant supported by one National consultant.

Method:

Specifically the Technical Team will be tasked with the following responsibilities:

- Document review (desk study) of AWP reports (one week at beginning of mission) other monitoring reports, UNDAF annual reviews, PRS evaluative activities or completed evaluations.;
- Meetings, internally to the Country Offices;
- Meetings, with IPs incl. GoL – jointly where useful and appropriate
- Visits to IPs' project sites – jointly where useful and appropriate
- Identification of methods and sources of information to be used in the review, such as routine monitoring data, studies/surveys reports, evaluation, etc.
- Prepare the MTR report for the agencies (UNDP) and (UNFPA) as well as agency specific report.
- Provide recommendations on how coordination and cooperation can be enhanced and strengthened.

Process outline:

The MTR will start on 23rd May 2010 and continue for a 7 week period with some 4 weeks in Liberia and 3-4 weeks writing from place of recruitment.

1. Conduct desk review from place of recruitment of UNDP AWP's, CPAP, CPD, PRS for Liberia, previous evaluation or assessments on projects etc (**first week before departure to Liberia**)
2. Conduct situational analysis for comparison of contexts for implementation of CPAPs; at the time of the inception in 2008, and now, mid-term (**first week in country**);
3. Consultations with GoL and Implementing Partners, based on background review reports, and preparation of reports (one weeks) – joint where relevant (**second week in country**)
4. UNDP Consultant to undertake at least 1 site visit for each of the 12 AWP's and meet with stakeholders and beneficiaries (of which 5 should be joint with UNFPA Consultants on common programme areas) (**3rd and 4th week in Country**)

5. Consultations with UNICEF CPAP Consultant in Liberia (**4th week in country**)
6. Commencement of writing of Individual Agency UNDP and UNFPA reports by respective consultants; (**4th & 5th week at home base**)
7. UNDP/UNFPA consultants to draft 10-12 page maximum paper on joint mid-term review common areas, observation and recommendations for the remaining years of CPAP and beyond (**6th week in country**)
8. Joint CPAP Mid-Term Review meeting: Presentation of the individual UNDP and UNFPA reports as well as the one Joint MTR report for discussion and validation with Government, Donors, the wider UN system and Implementing partners implementing partners (Two-day meeting) – **7th week in country**.
9. **Finalization of UNDP report for NY as Joint MTR Report with UNFPA (7th week – in Liberia)**

The Joint CPAP MTR Exit Meeting will focus on the following:

- Changes in planning assumptions, risks and emerging opportunities;
 - Continued relevance of CPAP targets and outputs in relation to national priorities and broader country context;
 - Corresponding adjustments of targets and outputs as well as indicators;
 - Recommendations for revision of strategies, planned activities, partnerships and resource allocations.
 - Recommendations for strengthened coordination and increased synergies between UNDP and UNFPA, as well as with other relevant UN agencies.
-

Persons Met during Assignment

A. Government of Liberia

Judiciary

Hon. Johnny Lewis	Chief Justice
Cllr. Ernestine Morgan-Awar	Court Administrator
Mr. John Sarkorn	Comptroller
Cllr. Baryogar Jenius	Chief – Public Defenders' Office

Ministry of Agriculture

Hon. Charles McClain	Minister (Designate)
Hon. Richard Mitchell Snr.	Deputy Minister (Designate) - Regional Development

Ministry of Commerce and Industry

Hon. Miata Beyesolow	Minister
Hon. Frederick Norkeh	Deputy Minister

Ministry of Finance

Mr. William Towah	Director – Aid Management Unit
Ms. Princetta Clinton-Varmah	Deputy Director – Aid Management Unit

Ministry of Foreign Affairs

Hon. Olubanke King-Akerele	Minister of Foreign Affairs
Ms. Vivian Doe	UNDP National Consultant – Bureau of Archives
Ms. Angela Cassell-Bush	Consultant – Inspectorate & Internal Audit

Ministry of Gender and Development

Hon. Annette Kiawu	Deputy Minister (Research and Technical Affairs)
Hon. Patricia Kamara	Assistant Minister (Research and Technical Affairs)

Ministry of Internal Affairs

Hon. Harrison Karnwea Snr.	Minister of Internal Affairs
----------------------------	------------------------------

Ministry of Justice

Hon. Christina Tah	Minister of Justice
--------------------	---------------------

Ministry of Planning and Economic Affairs

Hon. Sebastian Muah	Deputy Minister – Economic Affairs and Policy
Hon. James Dorbar Jallah	Deputy Minister – Sectoral and Regional Planning

National Disaster Risk Management Commission

Mr. Dweah Nyenpan	Director – NDRC (acting)
Ms. Louise Davies-Morris	Coordinator

Civil Service Agency

Hon. William Allen	Director-General
--------------------	------------------

Environmental Protection Agency

Mr. Romeo Quioh	Executive Director (acting)
Mr. Henry Williams	Deputy Executive Director (acting)
Mr. Johansen Voker	Manager (acting) – Planning, Policy & Legal Affairs
Mr. Benjamin Karmorh	National Focal Point – Climate Change

Forestry Development Agency

Mr. Myer Jargbah	Manager – SPU
Mr. John Kantor	Technical Manager – Research and Development
Mr. Roger Luke	Chief Park Warden

Mr. Darlington Tuagben Chief Park Warden – Lake Piso Reserve
Mr. Bernard Bropleh Comptroller

Governance Commission

Mr. Yarsuo Weh-Dorliae Acting Chair/Commissioner for Decentralisation
Dr. Jabaru Carlon Commissioner for Public Sector Reform
Mr. David Kilalain Senior Programme Manager – Public Sector Reform
Dr. Dominic Trapeh Consultant - Public Sector Reform

Liberia Anti-Corruption Commission

Mr. Joseph Kollie Acqui Acting Chairperson
Mr. Osman Kannah Commissioner – Oversight of Enforcement Division
Mr. Moulai Reeves Commissioner – Oversight of Administration Division
Mr. Daniel Tipayson Executive Director

LEITI

Mr. Edward Brown Deputy Head of Secretariat/Procurement Analyst
Ms. Hnede Berrian Administration Manager
Mr. Koneh Karmu Project Accountant

LISGIS

Mr. Francis Wreh Deputy Director-General for Statistics
Mr. Augustine Fayiah National Coordinator (County Statistics & Info. Offices)

Liberia Reconstruction and Development Commission

Mr. James Kollie Deputy National Coordinator
Mr. Theo Addey National Programme Specialist

National Election Commission

Hon. Jonathan Weedor Commissioner

B. UN Agencies and Mission

(i) UNDP

Mr. Moustapha Soumaré DSRSG, UNDP Resident Representative & UN HC/RC
Mr. Dominic Sam Country Director
Ms. Maria-Threase Keating Deputy Resident Representative (Programmes)
Mr. Fitsum Abraha Head of Strategy and Policy Unit
Mr. Christopher Anderson Deputy Country Director (Operations)
Ms. Shipra Bose Senior Gender Advisor
Ms. Sue Tatten Senior Technical Advisor – Rule of Law
Mr. Cleophas Torori Senior Policy Specialist (SPU)
Mr. Stanley Kamara Assistant Resident Representative (SPU)
Ms. Monique Cooper Programme Analyst (SPU)
Mr. Teakon Williams Monitoring & Evaluation Specialist
Mr. Mohammed Al-Masud Monitoring & Evaluation Programme Officer
Ms. Yvonne Wolo Monitoring & Evaluation Programme Associate
Ms. Claudette Hakizimana Finance Specialist (Operations)
Ms. Jennifer Nielsen Procurement Specialist (Operations)
Mr. Joseph Harmon Procurement Database Associate (Operations)
Ms. Nessie Golakai Assistant Resident Representative (Governance)
Mr. John Walker Assistant Resident Representative (Pro-Poor)
Ms. Angelance Brown National Programme Officer/UNCDF
Mr. Cyrus Saygbe Finance & Administration Officer – Inclusive Finance
Mr. Ishmail Doodoo Programme Operations Specialist
Mr. William Barnes Programme Analyst – Democratic Governance
Mr. James Verdier Programme/Project Manager – Rule of Law
Mr. Nelson Mbu Programme Specialist – Rule of Law
Mr. Douglas Jones Programme Associate – Rule of Law
Ms. Bendu Zaizay Development Assistant - CBRD
Mr. Monroe Outfield Programme Analyst / Coordinator – Youth
Mr. Issac Bropleh Project Manager – NYVS project

Mr. Aminu Waziri	Project Manager – VFP project
Mr. Moses Massah	Programme Manager - Environment and Energy
Mr. James Murombedzi	Chief Technical Advisor - Environment and Energy
Mr. Samuel Boakai	National Coordinator– Environment and Energy
Mr. Boye Johnson	Programme Assistant - Environment and Energy
Mr. Morrison Chelleh	National Consultant - Disaster Risk Management
Mr. Emmanuel Roberts	Finance and Administrative Assistant
Mr. Abibu Tamu	Programme Manager – CST programme
Mr. KNS Nair	Chief Technical Advisor – LDLD programme
Mr. John Dennis	Monitoring Officer – LDLD programme

BCPR

Ms. Sudha Srivastara	Chief, Programme & Operations Support Cluster (NY)
Mr. Elly Oduol	Regional Officer, Dakar

Regional Bureau for Africa

Ms. Violet Baffour	RBA Country Officer – Liberia
--------------------	-------------------------------

(ii) UNAIDS

Mr. David Chipanta	Country Coordinator
--------------------	---------------------

(iii) UNFPA

Ms. Esperance Fundira	Resident Representative
Dr. Philderald Pratt	Assistant Resident Representative
Ms. Stella Twea	UNFPA CPAP Review Consultant (team leader)
Ms. Cecilia Morris	UNFPA CPAP Review Consultant
Ms. Angela Sawyer	UNFPA CPAP Review Consultant
Mr. Abel. Massallee	UNFPA CPAP Review Consultant

Quality Assurance – MTR

Dr. Esther Muia	Deputy Resident Representative (Tanzania)
Ms. Line Friberg Nielsen	Monitoring and Evaluation Officer (Liberia)

(iv) UNHCR

Mr. Ibrahima Coly	Resident Representative
-------------------	-------------------------

(v) UNICEF

Ms. Isabel Crowley	Resident Representative
Ms. Susan Ngongi	Deputy Resident Representative (Programmes)
Mr. Ibrahim Sassay	Chief – Child Protection
Mr. Boudewijn Mohr	UNICEF CPAP Review consultant

(vi) UNOPS

Mr. Lakis Papastavrou	Head of Country Office & Chief Technical Advisor
-----------------------	--

(vii) WHO

Dr. Nestor Ndayimirije	Country Representative
------------------------	------------------------

(viii) WFP

Mr. Louis Imbleau	Country Representative
-------------------	------------------------

(ix) UNMIL

Ms. Henrietta Mensa-Bonsu	DSRSG – Rule of Law
Mr. Francis Kai-Kai	Chief – Civil Affairs Section
Ms. Alison Jolly	Deputy Chief – Human Rights & Protection Section
Ms. Catherine Barley	Special Assistant to the DSRSG – Rule of Law

(x) UN Resident Coordinator's Office

Ms. Smaro Skoulikidis	Head, Resident Coordinator's Office
-----------------------	-------------------------------------

UN Joint Programmes

Ms. Madhumita Sarkar	Programme Manager – SGBV
----------------------	--------------------------

Ms. Emily Stanger Programme Manager – GEWEE
Mr. Dennis Zulu Programme Manager – Youth Employment & Empowerment

C. Donors and Related Agencies

European Union

Mr. Martin Jenner Head of Operations, EU Delegation
Ms. Anna Harvala Project Manager – Political Section
Ms. Francesca Varlese Programme Manager – Governance

Norway

Mr. Torveld Boye Counsellor, Royal Norwegian Embassy, Abidjan

Sweden / SIDA

Mr. Peter Svenssen Programme Officer – Governance + Human Rights

World Bank

Mr. Ohene Nyanin Country Manager

D. Other Organisations

Cuttington University (Monrovia)

Ms. Precious Brownell-Dennis Associate Vice-President – Professional Studies
Dr. Naima Acting Chair – Graduate School of Studies

Liberia Institute of Public Administration

Prof. Harold Monger Director-General

NARDA

Ms. Ruth Myers Acting Programme Officer

E MET DURING FIELD VISITS

Bomi County (11 June, 2010)

Hon. Mohammed Massaley Superintendent: Bomi County
Hon. Rebecca Benson Assistant Superintendent (Development): Bomi County
Mr. George Kollie County Development Support Secretariat – MIA
Mr. Hilary Vomowood County Development Support Secretariat – MIA
Mr. James Duwo Project Management Team – Beajah, Bomi County
Ms. Rebecca White Consultant – Ministry of Internal Affairs
Mr. Musa Sheriff Acting Commissioner – Sinjeh District, Bomi County
Mr. Monsaray Momoh Procurement Specialist – Ministry of Internal Affairs
Mr. Gregory Johnson Finance Specialist – Ministry of Internal Affairs

Bong County (14 + 15 June, 2010)

Joint Meeting with UNFPA on SGBV & Psychosocial Counselling

Mr. Jonah Boykai Programme Coordinator – Psychosocial Programme
Ministry of Health & Social Welfare
Mr. Michael Kamau Psychosocial Specialist – UNFPA
Mr. Cartor Tamba Counsellors' Trainer – ARC
Mr. Edward Gblee Programme Manager – ARC
Ms. Esther R. Beneficiary – SGBV Psychosocial Counselling
Ms. Mamie K. Beneficiary – SGBV Psychosocial Counselling
Ms. Lorpu M. Beneficiary – SGBV Psychosocial Counselling

Bangla – Bong Agro Cottage (Paddy Rice Project)

Mr. John Kerkula Farm Manager – Bong Youth for Development

Mr. Tayee Choloplay	Farm Technician – Bong Youth for Development
Mr. Arthur Bondo	Farm Coordinator – Bong Youth for Development
Mr. Mark Dowee	Coordinator – Bong Youth for Development
Ms. Klubo Akoi	Chairperson – Paddy Rice Project

Phebe Hospital

Dr. Samson Arzoaquoi	CHO/Acting Medical Director
Mr. Stephen Cooper	Acting Director for Community Health
Mr. Morris Davis	Laboratory Manager
Mr. Arthur Loryoun	Pharmacy Store Supervisor

HOFO – Bong County

Mr. Karimu Bukari Yorose	Head of Field Office – UNMIL
Mr. Lisulo Lisulo	Human Right Officer – UNMIL
Ms. Cora Hare	Legal & Judicial System Monitor – UNMIL
Mr. Sampson Dolo	Development Assistant – UNDP
Mr. Josaphat Mshighati	Training Coordinator – NYVS, UNDP

Office of the Superintendent

Hon. Ranney Jackson	Superintendent – Bong County
Ms. Lucia Herbert	Development Superintendent – Bong County
Ms. Monica Honore	County Agriculture Coordinator – Bong County
Ms. Anita Rennie	Gender Coordinator – Bong County
Mr. Nat Queelyme, Sr.	Project Planner – Bong County
Ms. Esther C. Wennah	Secretary Development Superintendent, Bong County
Mr. Tim Kwenah	Advisor to the Superintendent

Kokoya Millennium Villages

Mr. Quoi Wamah	Development Superintendent – Kokoya District
Mr. Nixon Kpee	Administrative Assistant to the Superintendent
Mr. Stephen Kolee	Project Manager – KMV
Ms. Scholastica Jasy	Administrative Clerk – Kokoya Millennium Villages
Ms. Ruth Ballayan	Gender Assistant – Kokoya Millennium Villages
Mr. Samuel Davis	Project Engineer – Kokoya Millennium Villages
Mr. Francis Kempseh	Community Development Assistant – KMV
Mr. Joseph Gweemei	Health Coordinator – KMV
Mr. Ciapha Dorley	Agriculture Assistant – KMV
Mr. Wehyi Kollah	Education Officer – KMV
Mr. Alex Suah Mulbah	Agriculture Coordinator – KMV
Mr. Courtney Cooper	National Security Assistant – KMV

CBRD Project Site in Palala

Ms. Ida Moore	Coordinator – Beneficiaries Group
Mr. Willie Johnson	Project Engineer – CBRD

Nimba County (16 June, 2010)

CBRD Project in Flumpa

Ms. Dorothy Yenneh	Coordinator – Concerned Rural Women (Leewehpea)
Ms. Alice Harris	Member – Concerned Rural Women (Leewehpea)
Ms. Susana Ben	Secretary – Concerned Rural Women (Leewehpea)

Meetings with Local Enterprise Assistance Programme in Ganta

Mrs. Marie Suah	Individual Business Client – LEAP
Ms. Makoya Jabateh	Jabateh Group Client Leader – LEAP
Mr. Steve Dugbeh	Loan Officer – LEAP
Mr. Fredrick Gaylah	Supervisor – LEAP
Ms. Lydia Dahn	Teller – LEAP
Mr. Turwah Gonguoi	Loan Officer – LEAP
Mr. Julian Mason	Loan Officer – LEAP
Mr. Baryogar Davis	Loan Officer – LEAP
Mr. Aaron Johnson	Loan Officer – LEAP

Ms. Ashia Kamara	Mandingo Group Client – LEAP
Ms. Patience Samuels	Good Will Group Client – LEAP
Mr. Patrick Gono	Good Will Group Client – LEAP
Ms. Doris Zuku	Good Will Group Client – LEAP
Ms. Cecelia Balue	Good Will Group Client – LEAP
Ms. Kou Nehwon	God Have Group Client – LEAP
Ms. Kou Yelehgar	God Have Group Client – LEAP
Mr. Erasmus Teekpeh	Trust Group Client – LEAP
Mr. Jefferson Domah	Able God Group – LEAP
Mr. Allison Dahn	Faith Group Client – LEAP
Mr. Youkulo Korboi	Remember Group Client – LEAP
Ms. Mamie Zogbay	Let's Pray Group Client – LEAP
Mr. Anthony B. Clinton	ABC Business Client – LEAP
Ms. Fanta Kpahn	Let's Pray Group Client – LEAP
Ms. Mariam Doe	Ma Mariam Group Client – LEAP

Meeting in Saniquelle

Mr. Michael Dixon Technical Support & Coordination Manager – UNOPS

Grand Bassa County (18 June, 2010)

UN Buchanan Field Office

Mr. Oliver Baka'di	Head of Field Office – UN
Mr. Jerry Mulbah	Project Engineer – CBRD/UNDP
Mr. Joe Gbasakollie	Country Programme Officer – NYVS/UNDP

Meeting with NYVS Beneficiaries

Ms. Comfort Kollie	Principal – 4 Houses Public School
Ms. Evita George	Volunteer Teacher – NYVS
Ms. Weedor Davis	Volunteer Teacher – NYVS
Mr. Noah Rally Kollie	Volunteer Teacher – NYVS
Ms. Yassah. Miller	Volunteer Teacher – NYVS
Mr. Charles Doe	NYVS Coordinator – Ministry of Youth and Sports
Mr. Matthew Bryant	County Coordinator – Federation of Liberian Youth
Ms. Hadiatu Kanneh	Peace Ambassador – Volunteer for Peace Programme
Mr. Alex Flomo	Peace Ambassador – Volunteer for Peace Programme
Mr. Amos Gibson	Programme Director – Brumskine High School

Meeting with Bassa Public Defender

Cllr. Paul Philip Jarvan Public Defender – Grand Bassa County

F. Contacted but Not Met

A number of UN agencies, development partners and implementing partners were contacted with a view to meeting the MTR team. However, it was not possible for them to meet the team in the timeframe available.

..

APPENDIX B.1: LIST OF PROGRAMMES AND PROJECTS BY PILLAR, COMPONENT AND AWP

ATLAS ID	DESCRIPTION	ATLAS ID	DESCRIPTION
PILLAR I : PRO-POOR ECONOMIC DEVELOPMENT			
<ul style="list-style-type: none"> Economic Policy and Management (Upstream) 		<ul style="list-style-type: none"> Sustainable Local Economic Recovery: (Downstream) 	
AWP – 1 : Economic Policy And Development		AWP – 5 : Community Based Recovery and Development	
00061364	Economic Policy and Management	00062398	Millennium Development Villages
00047119	Capacity Building for National Development	00053280	HSF – Rebuilding Communities
00055457	The D4D Project	00059843	Community-Based Recovery
00062387	PSIA Decentralization	00069491	Improve Food Security
00058878	Participatory Poverty Assessment	AWP - 6: Strengthening Local Capacity for Climate Change & Natural Resource Mgmt	
AWP – 2 : Aid Coordination		00051828	PIMS 3387-LD-PDFA-Lib
00061379	Aid Coordination	00057358	PIMS 3918 BD MSP:GLO Support
AWP – 3 : Support to National Capacity Development		00059640	LIR/PHA/53/INV/13
00051305	Liberia Emergency Capacity	00061519	Environment and Natural Resource
00051547	HIC Transition	00062701	Disaster and Climate Change
00053114	TOKTEN	00063817	PIMS 1839 CAN for imp
00055823	Senior Executive Service	00064087	PEI-Liberia
00061536	National Capacity Development	00070581	PIMS 3975-LDCF Enhancing
00062447	Support to Strengthening	AWP – 7 : Launch an Inclusive Financial Sector in Liberia	
00071939	TOKTEN USAID Grant	00046754	UNDP Micro Finance Project
00057476	Liberia Decentralization	AWP – 8 : Youth Empowerment and Employment	
00071201	Strengthening the Capacity	00056596	Liberia NV Youth Service
00051045	Decentralization Reform Project	00061400	Youth Empowerment
AWP - 4: Communication for Development		00063760	Tumutu Agricultural
00060885	Communication for Development	00070078	Volunteer for Peace
		00071058	Supporting Peaceful Reintegration
Pillar II: DEMOCRATIC GOVERNANCE			
<ul style="list-style-type: none"> State Capacity and Institutional Strengthening: 		<ul style="list-style-type: none"> AWP – 11 : Liberia Decentralization and Local Development and County Support Teams 	
AWP – 9 : Strengthening Public Administration Reform and Promotion of Civic Engagement		00052947	Strengthening the Capacity
00056031	Legislative Strengthening	00057476	Liberia Decentralization
00061530	Public Administration	00071201	Strengthening the Capacity
00070484	Supporting Anti-Corruption Commission	00051045	Decentralization Reform Project
AWP - 10: Strengthening Rule of Law and Administration of Justice		<ul style="list-style-type: none"> Peace and Security Consolidation: 	
00060881	Strengthening Rule of Law	AWP – 12 : Enhancing Community Security and Social Cohesion	
00061341	Strengthening Rule of Law and Adm.	00052996	Restructuring and Training of Liberia National Police
00069513	Rule of Law and Administration	00056648	EC Support to Police
00070485	Improving Prosecution	00056952	Support to Implementation of ECOWAS PADEP
00070496	Strengthening Public Defenders	00061002	Community Security and Social Cohesion
		00071085	Enhancing Relationship between Police and Civilians

ATLAS ID	DESCRIPTION	ATLAS ID	DESCRIPTION
PROJECTS NOT UNDER AWP IN THE CPAP			
Global Fund		Gender and Human Rights	
00055825	Strengthening HIV/AIDS	00049118	Economic Empowerment of Women
00061434	Malaria Control	00051422	Enhance Capacity of TRC
00061437	Tuberculosis Control	00058107	Addressing SEA and GBV
Other Projects		00059191	USAID Support to TRC
00052308	EPPR	00059578	Support to TRC with SIDA Funds
00052989	The Liberian Transit	00062494	Sweden Support Empowerment
00055427	Coordination for Resident	00062852	Finnish Contribution to Colloquium
00055430	Coordination Capacities	00063207	EC Support to International Women Colloquium
00055667	Emergency Infrastructure	00069642	Global gender Equality
00056156	Liberia Development Forestry	00070543	Norway support to National Colloquium
00057795	Support to MOF	00070659	TRC Final Reconciliation
00070827	Strengthening State Capacity for (Woodrow Wilson)	00071324	Gender Equality and Economic Empowerment

APPENDIX B.2: PROGRESS IN THE PERIOD JANUARY – JUNE 2010

(data collection and consolidation by UNDP M&E Unit)

Pillar I: Pro-Poor Economic Development	
Outcomes	<p><u>ECOMAN</u></p> <ul style="list-style-type: none"> ❖ Strengthened national policy dialogue and advisory services ❖ Enhanced national capacity in socio-economic analysis and economic management; and ❖ Enhanced national capacity for collating and disseminating accurate and relevant data and statistics in support of informed decision-making. <p><u>Aid Coordination</u></p> <ul style="list-style-type: none"> ❖ National mechanisms and capacities for MDG-based, conflict-sensitive planning, analysis and monitoring strengthened. <p><u>National Capacity Development</u></p> <ul style="list-style-type: none"> ❖ Governance systems reformed to promote and sustain democratic principles with strengthened decentralized capacity and participation of disadvantaged groups.
Outcome Indicators	<p><u>ECOMAN</u></p> <ul style="list-style-type: none"> ❖ Key PRS Deliverables Supported ❖ NHDR Report Finalized ❖ MDGs Need Assessment Finalized ❖ Launch of 2nd MDG Report ❖ Increased MDG Advocacy and Public Awareness Campaigns ❖ National Statistical System Strengthened <p><u>Aid Coordination</u></p> <ul style="list-style-type: none"> ❖ Functional Aid Mgmt System & Coordination Structure ❖ PRS Reporting and Pillar Coordination <p><u>National Capacity Development</u></p> <ul style="list-style-type: none"> ❖ A 10-Year NCDS developed ❖ Establishment of adequate capacity and governance system within GOL that is democratic, accountable participatory, inclusive and able to drive the reforms

Planned Results	Achievement
PRO-POOR ECONOMIC GROWTH (Upstream)	
• Economic Policy and Management	
AWP-1: Economic Policy and Management	
Output 1.1: Key PRS activities, linked to policy and economic management, supported	<ul style="list-style-type: none"> • National industrial policy for MoCI going through national validation from July 2010 • Discussions ongoing with MoCI to outline support needed for strategic plan • Awareness raising and outreach materials such as t-shirts and stationery provided to the LEITI secret
Output 1.2: The 3 rd NHDR finalized and policy advocacy articulated as well as human development dialogue enhanced around the report	<ul style="list-style-type: none"> • The draft NDHR was sent for editing, layout and printing; the contract for this service has been awarded to Bulk Press Ghana. We have received and are reviewing the first two drafts of the editing and layout before reverting for final editing and eventually printing
Output 1.3: MDGs/Gleneagles Scenario activities supported	<ul style="list-style-type: none"> • Ongoing
Output 1.4: Strengthened research department at the University of Liberia through support to the strategic plan, institutional systems and focused economic research	<ul style="list-style-type: none"> • Accelerating Achievement of MDGs in Liberia –analysis of the Challenges and the Opportunities research completed. The department of economics has submitted a request for support undertake on the role of women in food security as means to build

Planned Results	Achievement
	<p>capacity around gender based research within the wider context of support to department's economic and financial research with emphasis on gender.</p> <ul style="list-style-type: none"> • The research will commence this June. The University of Liberia has also submitted a request for IT logistics for the strengthening financial and accounting system such as a the automation of the financial management system at the Business and Finance Office under the office of the Vice President for Fiscal Affairs. • The University also presented a draft list of equipments it needs for the implementation of an IT Resource Center of Excellence. The IT folks at the UNDP will take a look at the document and prepare a proposal.
<p>Output 1.5 At least two economic policy and strategy related research studies conducted</p>	<ul style="list-style-type: none"> • Both the Ministry of Planning and Economic Affairs and UNDP are firming their discussion on the approach to the conduct of a study on the impact of the PRS and CDA in 30 communities across Liberia. • A proposal with action plan has been fully developed. This research will bring to two, research work that has been completed having previously completed one on the MDG. • The unit has also completed two others- one on the budget and the other on the impact of the crisis. Other activities on the policy front include national visioning and economic growth. • The national visioning planning framework has been officially announced and the Unit has shared a concept note on national visioning with Government. • The UNDP has recruited and deployed a senior policy advisor whose works among others include support to the national visioning secretariat.
<p>Output 1.6: : Liberia's National Statistical System capacity enhanced and strengthened to deliver on monitoring and evaluating PRS/CDA implementation and tracking of progress on the MDGs.</p>	<ul style="list-style-type: none"> • Training provided in CSIO training workshop for Director, Cartographers and Research Assistants from the 15 counties. • Training provided for media practitioners in development journalism training workshop. • Provided 15 GPS units, 15 projectors and 15 cameras to the CSIOs to enhance information gathering and dissemination. • Providing support to the ongoing thematic census analysis (2008 NPHC). • Providing support to data processing of the CWIQ and Labour Force Surveys. • Provided support to the training of 4 ICT Technicians in LISGIS. • Providing support to the development of Poverty Lab by linking census data to localities. • Providing technical and logistical support to the next edition of Liberia Statistical Bulletin. • Provided technical and financial support to the National Account Survey. • Providing technical support to the drafting of national data sharing and dissemination policy. • Providing support to the updating of version 2 of LiberiaInfo (a customized version of DevInfo). • Support to management and maintenance of LISGIS Website provided. • As well as support to the provision of LISGIS local area network. • Provided logistical support to the AID Management Unit at MoF to develop aid data based system to track aid flows. • Provided support customized vehicle for information dissemination.
<p>AWP-2: Aid Coordination</p>	
<p>Output 2.1: Functional aid management system for improving donor assistance monitoring, tracking and</p>	<ul style="list-style-type: none"> • AMP mgmt system being used in pilot phase and quarterly donor reports are being generated by the Aid Management Unit of MoF.

Planned Results	Achievement
planning, operational, backed by national aid strategy.	<p>The AMP team fielded a mission in mid May to review moving the AMP towards full roll-out.</p> <ul style="list-style-type: none"> • 2 day high-level Aid/NGO summit held in Monrovia end April 2010 to present national aid policy • 4 day technical working session held in Accra with GoL stakeholders to finalize national aid policy
Output 2.2: Periodic and effective reporting and analysis on PRS pillars(use of sex disaggregated data)	<ul style="list-style-type: none"> • PRS one year annual review printed and disseminated • Work commencing for year 2 PRS review publication • 4 pillar technical advisors continue to ensure regular pillar and sector working group meetings and activity coordination
Output 2.3: Technical working-level strategic policy dialogue forum for enhanced aid effectiveness established	<ul style="list-style-type: none"> • Roll-out is awaiting finalization of the national aid policy
AWP-3: Support to National Capacity Development	
Output 3.1: CD Support provided to GOL M/As to effectively carry out their assigned functions through the use of skilled expatriate nationals as well as locally available experts (TOKTEN/LECBS) / fully functional TOKTEN-LECBS secretariat	<ul style="list-style-type: none"> • Successful facilitation of monthly payments to project beneficiaries of the TOKTEN and LECBS • Continuous capacity building (procurement/logistical, etc) and capacity development (training, technical support, advice, etc) to the project secretariat of the LECBS/TOKTEN • Successful completion of the High Level Ethical Leadership Forum for Cabinet Ministers under the LECBS • Completion of “ Sharing of Experience and best Practices” for TOKTEN beneficiaries working in GOL ministries and agencies • Quarterly and Semi-Annual Progress and Fund Utilization Reports to donors up to date • TOKTEN: stepped up support to over 30 professionals through salary payouts, performance monitoring, support to the project secretariat; preparation of donor reports, revision of project document and launch of resource mobilization including support to CSA in launching fresh request and justification for an additional \$250,000 from USAID; • LECBS: continued support to over 34 beneficiaries across over 25 ministries and agencies, continued tracking of results and performance monitoring; support to the successful design and roll-out of Ethical Leadership Forum 8 June
Output 3.2: 2 GOL's capacity to catalyze and drive strategic reforms bolstered by continuous support to 100 personnel with qualification and skills as new standards for the public service	<ul style="list-style-type: none"> • SES: successful completion of MTR, success stories documentation exercise in partnership with UNMIL and CSA; continued support to over 95 SES professionals across 29 Ministries and agencies (months salary payouts, performance monitoring, etc); continued support to the SESPIU through monthly work plans and budget monitoring; revision of project document and resource mobilization; • Continuous capacity building (procurement/logistical, etc) and capacity development (training, technical support, advice, etc) to the project management units (secretariats) of the SES. • Under SES support to MPEA's CDOs, PRS/CDA tracking templates develop at the county level (i.e. for all of the 15 counties) thereby decentralizing monitoring
Output 3.3: National Capacity Development Strategy and action plan (NCDS), finalized, launched and Implementation commenced	<ul style="list-style-type: none"> • Capacity mapping exercise concluded and development of database advanced at NCDU • CD baselines and targets developed and fused into the NCDS • Draft of National Capacity Development Strategy completed and the process of national validation scheduled to start through a Nation Capacity Summit on 22 June 2010 • National Capacity Development Unit at the MPEA fully established and functional with staffing needs met and additional resource mobilization launched; • Strategic engagement in strategic initiatives maintained with

Planned Results	Achievement
	<p>necessary input made including WB/UNDP Joint initiative; preparation of Morocco Capacity is Development event; support to NCDU participation in high level CD event in SA;</p>
<p>Output 3.4: Support to residual high-impact 'quick wins' institutional capacity building initiatives consolidated finalized, and evaluated and links established with the CSR and NCDS</p>	<ul style="list-style-type: none"> • Phase one of MOFA's "Grooming Development Diplomats" Project successfully completed, trainees (beneficiaries) returned with full reports submitted and trainees absorbed by MOFA • Phase two of MOFA's "Grooming Development Diplomats" in final stages to commence on 1 July 2010; • Support to successful completion of six months training programme on Protocol and Etiquette with over 40 graduates • VSAT installation for MOFA completed and a fully computerized and networked ministry being realized by end of June • Internal control and other relevant (technological) link with foreign missions established • Archives at MOFA fully revitalized and Printing Bureau re-capacitated through acquisition of heavy duty printer
<p>AWP-4: Communication for Development</p>	
<p>Output 4.1: Media trained and capable of influencing policies to ensure accountability and transparency in the governance process.</p>	<ul style="list-style-type: none"> • Week-long training for 17 female journalists on improving news reporting skills • SGBV reporting training planned for 30 June – 2 July targeting 40 journalists
<p>Downstream</p>	
<p style="text-align: center;">• Sustainable Local Economic Recovery</p>	
<p>AWP-5: Community-Based Recovery and Development</p>	
<p>Output 5.1: Access to basic infrastructure facilities and sustainable livelihood improved for half of the 3.5 million people in rural areas within SIX counties in the south Western areas</p>	<ul style="list-style-type: none"> • 20 education facilities; 15 health facilities; 2 markets; 14 food security structures (seed storage, and agro-processing facilities); 7 sustainable livelihood skills training & micro-credit projects; and the rehabilitation of approximately 200km of road were completed.
<p>Output 5.2: Vocational and micro-enterprise skills training successfully conducted.</p>	<ul style="list-style-type: none"> • 300 participants were trained and have received micro loans for self employment; 4 workshops in arts and crafts skills training, auto mechanics, electrical mechanics, jewellery and weaving as well as pastry and tailoring was conducted; 426 participants (males and females) graduated in skills training- Sinoe County
<p>Output 5.3: The Kokoyah Millennium Villages Project: (KMVP) Enhanced access to basic social services in the community.</p>	<ul style="list-style-type: none"> • 65 metric tons of seed rice was distributed amongst 2,220 farmers (males & females). Assorted farming tools were given to 16 farming groups (Males & females). Carried on series of Advocacy on community participation, education, and MDG and gender sensitization. A TOT w/s was held and 32 farmers benefited (Males & females).
<p>AWP-6: Strengthening Local Capacity for Climate Change and Natural Resource Management in Liberia</p>	
<p>Output 6.1: Climate change/ renewable energy policy appropriate to Liberia developed and implementation begun</p>	<ul style="list-style-type: none"> • Two regional workshops on climate change awareness for key local Government officials held in two regions (Zwedru for the South-eastern and Gbarnga for the Central) with the participation of over 100 persons; • Terminal phase-out management plan (TPMP) project reviewed, evaluated and successfully closed, thus bringing to end the project; • Providing technical and financial support. To the Rural Renewable Energy Agency (RREA) in the development of rural renewable energy master plan. • PCA signed between ProForest and UNDP for providing training on REDD to FDA and other relevant ministry and agencies. • GEF approved USD2.9 million for climate change adaptation coastal project.
<p>Output 6.2: Local capacities for environment and natural resource management strengthened through technical, logistical and policy support to national environment/NRM, biodiversity and land management institutions and</p>	<ul style="list-style-type: none"> • FDA and EPA supported in the observance and celebrations of National Tree Planting Day (May) and World Environment Day (June) and this has created an increased awareness on the importance of the environment and our individual roles in

Planned Results	Achievement
initiatives	sustainably managing and protecting the environment as a whole; <ul style="list-style-type: none"> • Cane rat project in the East Nimba Nature Reserve dedicated. • Procurement of logistical items (computers, desks, printers, generators, etc in progress for two EPA field offices. • Four persons (3 from Government and 1 from UNDP) trained to manage biodiversity website and a domain website set up for populating. • Recruitment of national and international consultants for development of SLM NAP started.
Output 6.3: Institutions and legal systems capacities for disaster risk management developed	<ul style="list-style-type: none"> • DRM Policy and Preparedness and emergency response operational guide validated and submitted to the National Government for endorsement; • A high level advocacy and sensitization workshop on disaster risk reduction held involving about 80 participants including cabinet ministers, legislators, private sector and UN agencies representatives; • Four participants from Government institutions (LISGIS and Ministry of Internal Affairs) supported and their capacities strengthened in the use of GIS for risk assessment, hazards mapping and vulnerability analysis in Nairobi, Kenya; • Eight women networks established across Liberia to be trained in disaster management with 250 women targeted; • Assessment for the establishment of disaster loss database in three field offices of LISGIS (Grand Cape Mount, Nimba and Grand Gedeh) completed.
AWP-7: Launch and Inclusive Financial Sector in Liberia	
Output 7.1: Microfinance institutions putting steps in place to mobilize deposits.	<ul style="list-style-type: none"> • Studies ongoing with the Central Bank of Liberia by the two major Microfinance Institutions in Liberia on transition from NGOs to Non-Bank Financial Institutions (NBF).
Output 7.2: Innovations for financial products development and extension to the rural areas supported.	<ul style="list-style-type: none"> • Studies ongoing with the Central Bank of Liberia by the two major Microfinance Institutions in Liberia on transition from NGOs to Non-Bank Financial Institutions (NBF)
Output 7.3: Access by women to financial services in the rural areas (especially South-East Liberia) improved.	<ul style="list-style-type: none"> • The Microfinance Unit has initiated the Village Savings & Loan Association (VSLA) in Pleebo and Harper in Maryland County and Gakloh and Greenville in Sinoe county with the training of over 100 women in Village savings.
Output 7.4: National Microfinance Network Strengthened	<ul style="list-style-type: none"> • Deferred to 3rd Quarter 2010.
Output 7.5: Microfinance Centre under the University of Liberia and Cuttington University Established	<ul style="list-style-type: none"> • The Foundation Course in Microfinance commenced and ran for a four month period with over 45 students receiving certificates in Microfinance at the Graduate level. 30 of these students were sponsored by the Unit as a means of building the capacity of the Microfinance Sector in Liberia.
Output 7.6: The capacity of local technical services providers built.	<ul style="list-style-type: none"> • Deferred for 3rd quarter.
Output 7.7: An appropriate regulatory framework for MFI and credit unions by CBL and CDA in place.	<ul style="list-style-type: none"> • The Microfinance regulatory and supervision framework has been completed and circulated. The CBL has begun holding discussions with the CDA and LCUNA to build a networking system for various Credit Unions in the Country.
Output 7.8: Improve the skills of regulators.	<ul style="list-style-type: none"> • To commence 3rd quarter.
Output 7.9: The capacities of the Ministry of planning and economic affairs Strengthened.	<ul style="list-style-type: none"> • The Ministry has identified some weaknesses that need to be improved. There are plans by the project to post some Microfinance Interns at the Ministry as a means to help jump-start its capacity building initiative.
Output 7.10: A coordination mechanism to harmonize stakeholders' interventions Established.	<ul style="list-style-type: none"> • Discussions have begun with the various stakeholders in the sector and will be concretized during the visit of HRH Princess Maxima, the UN special envoy on Financial Inclusion.
AWP-8: Youth Empowerment and Employment	
Output 8.1: National Youth Programmes, coordination and policy frameworks and institutional capacity strengthened	<ul style="list-style-type: none"> • Workshop conducted to review PRS deliverables and hiring of a national consultant to be assigned with the Federation of Liberian

Planned Results	Achievement
	Youth almost finalized
Output 8.2: Centre Songhai Liberia Initiative (CSLI) established with functional management team in place.	<ul style="list-style-type: none"> The rehabilitation work at the Bensonville center is 90% completed. The Processing building, Staff quarter duplex and Generator house, the School building, the Administrative and Director's Residence are all fully completed
Output 8.3: Project Management Team and monitoring and evaluation (M&E) mechanism set up	<ul style="list-style-type: none"> In progress
Output 8.4 National Youth Volunteer (NYV) scheme developed and implemented	<ul style="list-style-type: none"> 130 National Volunteers provided direct services to 30 rural public schools, 4 clinics and 5 agriculture projects in 6 counties and they provided other services including peace building initiatives through peace talks and outdoor activities to foster unity and tolerance in 40 rural communities and a draft document is being prepared for the turning over of NYVS in November 2010 to the Government of Liberia
Output 8.5: Socio-economic reintegration of high risk youths operating in informal transport services (motorcycle) and the promotion of mechanism for resolving conflict among motorcycle riders, the community and the Police enhanced.	<ul style="list-style-type: none"> Training conducted in April 2010 in Kakata, Margibi County for 200 motorbike riders and 16 staff of the livestock department of the Ministry of Agriculture also benefited from the training but not received project materials such as helmet and transparent reflected jackets. To date, the project has trained a total of 855 motorbike riders from Tubmanburg, Bomi County, Gbarnga, Bong County and Kakata, Margibi County have benefited from the project
Output 8.6: Gender friendly agriculture center rehabilitated and vocational training conducted	<ul style="list-style-type: none"> Workforce to undertake labor intensive work mobilized and brushing of site and felling & cross cutting finished
Output 8.7: - not used in original AWP	- not applicable -
Output 8.8: Youth employment through Tumutu agriculture strengthened	<ul style="list-style-type: none"> Agriculture training in cash crop/vegetable production completed for an estimated 800 youth followed by issuance of packages to trainees and having them resettled into communities to commence rural farming work.

Pillar II: Democratic Governance	
Outcomes	<ul style="list-style-type: none"> ❖ By 2012 democratic, accountable and transparent governance is being advanced in a participatory and inclusive manner and in accordance with human rights standards ❖ National and local levels authorities increasingly have the capacity to provide security, manage conflict and prevent violence, respecting human rights
Outcome Indicators	<ul style="list-style-type: none"> ❖ Governance systems reformed to promote and sustain democratic principles with strengthened decentralized capacity and participation of disadvantaged groups ❖ Effective, responsive, accessible and fair justice systems promote the rule of law, uphold human rights, including both formal and informal processes, with due consideration on the rights of the poor, women and vulnerable groups ❖ Accountable security sector established and functioning; Government and civil society have capacity for conflict prevention, management and conflict-sensitive development at national and local levels

Planned Results	Achievements
State Capacity and Institutional Strengthening:	
AWP-9: Strengthening Public Administration Reform and Promotion of Civic Engagement	
Output 9.1: Mandates of ministries and agencies aligned with core functions of Government in line with Civil Service Reform Strategy (2008-2011)	<ul style="list-style-type: none"> The Project is providing support for the conduct of sensitization and awareness campaign on National Public Sector Reform Statement (NPSRPS) Support has been provided for the completion of the National Public sector Reform Strategy Document and for purposes of validation. The project is providing support for activities, ensuring that the mandates and functions review of selected ministries and agencies of the GOL aligned with CSA Reform Strategy. Provided support for the vetting and finalization of the draft policy framework across the 15 counties of Liberia.

Planned Results	Achievements
<p>Output 9.2: To enhance the capacity of LACC to investigate allegations of corruption and collaborate with other national institutions of integrity, and strengthen institutional capacity</p>	<ul style="list-style-type: none"> • Conducted the Cape Mount County Forum • Conducted Bomi and Gbarpolu Counties forums • Conducted nationwide assessments for the conducts of county forums. • Provided support for the initial establishment of an Anti-corruption monitoring tools and checklist. • Provided support for anti-corruption systems, network. • Procured and Distributed Anti-Corruption T-shirts and Banners for the County Forum • Provided funding for Assessment (County Forums) • Sponsored working visit and capacity development initiative for three (3) executives of LACC to the EFFC of Nigeria • Conducted/ conducting anti-corruption national-wide radio and television talk shows
<p>Output 9.3: Improved institutional and administrative capacity of NEC</p>	<ul style="list-style-type: none"> • Finalized 2 year project support document for NEC to cover 2011 election • Recruited Consultants to provide support in the areas of planning and operations.
<p>Output 9.4: Improved institutional and technical capacity of Civil Society for effective partnership with GoL for promoting peace, gender equality, stability and sustainable development in Liberia</p>	<ul style="list-style-type: none"> • Provided support to CS Advisory Group for county level sensitization and the formation of the NGO Council
<p>AWP-10: Strengthening the Rule of Law and the Administration of Justice</p>	
<p>Output 10.1: Institutional support to Government rule of law institutions (the Judiciary, the Ministry of Justice, the Law School, and the Bureau for Corrections) and the Commissions (the Law Reform Commission and the Independent National</p>	<ul style="list-style-type: none"> • Conducted training for prosecutors, city solicitors, district attorneys, and police investigators throughout the country (225 people participated in this training divided into three regions). Special focus on SGBV and juvenile cases has been made. • Support for the Office of the Solicitor General – provision of computers, a generator, and office furniture. • Support MOJ's Human Rights Unit through a consultant to enhance its operational and functional capacity • Supported the Office of the Legal Council in the Office of the Solicitor General at the Ministry of Justice • Second phase of training conducted for Public Defender involving 14 Public Defenders and the provision of salaries for the eight public defenders under the project. Additionally, provision of maintenance and repair. • UNDP and the Ministry of Justice have ended three regional Criminal Justice training events for prosecutors, Correction Officers, and National Police Investigators around the country. • The trainings formerly launched in Ganta, Nimba County 3 weeks ago, brought together District Attorneys, City Solicitors, Immigration Officers, Corrections Officers, other Ministry of Justice Prosecutors assigned in the Counties, and National Police Investigators throughout the Country.

Planned Results	Achievements
Output 10.2: Institutional support to civil society (the Liberian Bar Association, NGOs/CBOs)	<ul style="list-style-type: none"> Logistical support including office equipment; computers, desk and chairs have been provided to the Liberian Bar Association. Two NGOs (RECEIVE and Transitional Justice Working Group) are carrying out Human Rights awareness in three counties.
Output 10.3: Harmonization of customary and formal systems	<ul style="list-style-type: none"> The Rule of Law Programme is a member of the Taskforce on Harmonization of Customary and Formal Systems. Attended 2 sessions on discussions around accommodation of some of the methods of Justice.
Output 10.4: Increased capacity of national institutions to address SGBV crimes, implement the recommendations of CEDAW and the Action Plans on SCR 1325 and the National Gender Policy to promote gender equality.	<ul style="list-style-type: none"> Rule Law Programme is currently paying the Salaries of three staff of the SGBV Unit including the Prosecutor of the SGBV assigned at the Criminal Court "E" where SGBV cases are prosecuted. Gender has been mainstreamed in Rule of Law Annual Work Plan including Gender Marking.
AWP-11: Liberia Decentralization and Local Development (LDLD + CST)	
Output 11.1: National decentralization policy in place and legal frameworks established and implemented with full participation of key stakeholders	<ul style="list-style-type: none"> The Governance Commission followed extensive dialogue and consultations on the expectations and aspirations of Liberians on Decentralization linking the process to the CDA and PRS formulation prior to drafting the Decentralization Policy to ensure the Policy is home grown thereby ensuring the Liberian ownership and leadership
Output 11.2: Strengthened capacity of MIA and county administrations to lead and implement decentralization and to support local development	<ul style="list-style-type: none"> Under the leadership of UNHabitat the Ministry of Internal Affairs was supported to review the structure, mandate and functions at the Ministry and at the county and district administration level leading to the formulation of a two-year Capacity Development Plan
Output 11.3: Local investment projects implemented in 6 pilot counties following CDD approach and capacity of county administrations strengthened to coordinate and manage service delivery in an equitable manner (gender, ethnicity, people with special needs)	<ul style="list-style-type: none"> Funding conditions for LDF established for four counties. This includes the annual investment plan, annual work plan, project briefs and project budgets. Gender, environment and other concerns are mainstreamed.
Output 11.4: Effective project management, monitoring and mid-term evaluation	<ul style="list-style-type: none"> Ongoing staff costs covered
Output 11.5: MIA Institutional Training Capacity enhanced	<ul style="list-style-type: none"> Training Centre established at Ministry of Internal Affairs with 21 networked computers, printer, projector, furniture and accessories as well as internet and email facilities. 168 staff from the ministry and other line ministries have been trained so far. Computerization plans for most of the departments and sections are in place for the Ministry.
Output 11.6: Sub-national Administrative, Technical and Institutional Capacity for service delivery strengthened	<ul style="list-style-type: none"> Three Regional Local Elected Leadership (LEL) workshops conducted with follow up workshops planned (July-September) on country based as well as administrative districts, clans, towns, chiefdoms, etc. Training dates are being concluded with the Ministry of Planning & Economic Affairs for the conduct of Regional workshops in Local Economic Development.
Output 11.7: District Administrative Buildings constructed in three pilot districts	<ul style="list-style-type: none"> Two of the three model district administrative buildings (Sinjeh- Bomi County and Compound No. 3, Grand Bassa County) have been completed and handed over the local authorities through the Ministry of Internal Affairs. The latter has been completed and awaiting hand over. Procurement process for the supply of furniture to these three buildings is well underway.
Output 11.8: County capacity for independent field based monitoring of PRS/CDA deliverables and outcomes enhanced.	<ul style="list-style-type: none"> Fifteen (15) Monitoring and Evaluation (M/E) assistants have been recruited under the Ministry of Planning &

Planned Results	Achievements
	<p>Economic Affairs monitoring/tracking of PRS/CDAs deliverables at the county level with support from the United Nations County Support Team Joint Programme.</p> <ul style="list-style-type: none"> • Fifteen (15) motorbikes and a Toyota land cruiser have been turn over to the Ministry of Planning & Economic Affairs as support to the M/E Unit • 15 LaserJet Printers and Dell laptops handed over to the Ministry of Planning & Economic Affairs for use by the County Development Officers (CDOs) and M/E Assistants respectively, with wireless internet access.
Output 11.9: - <i>not used in original AWP</i> -	<i>Not applicable</i>
Output 11.10: County capacity for gathering and managing protection information enhanced through gradual handover of UNHCR/NRC supported protection monitoring capacities to responsible line ministry (-ies).	<ul style="list-style-type: none"> • Two Hundred and twenty-five (225) field monitors originally managed by NRC/UNHCR have been recruited and deployed under the M/E Unit of the Ministry of Planning & Economic Affairs with support from UNCST. • Six (6) regional refresher workshops have kick-up as a means of building more synergies/collaboration between of the M/E Assistants, CDO and the Field Monitors.
<ul style="list-style-type: none"> • Peace and Security Consolidation: 	
AWP-12: Enhancing Community Security and Social Cohesion	
Output 12.1: Gender-sensitive community security (CS) approach introduced, monitored and developed in Liberia	<ul style="list-style-type: none"> • Conducted 3 community security workshops in pilot areas; completed based line survey and presented threats/risks assessment findings to pilot communities; conducted consultation on community security with high participation of women and youths; identified CS project (multi-purpose Youth Center) to be constructed in 4 pilot communities (Sinje, New Kru Town, Paynesville, & Gbarnga).Conducted one training support to Public Safety Unit of the MOJ Crime Prevention workplace violence; completed research on private security and prepare draft publication for editing and publication; conducted follow-up on micro-credit scheme provided to develop capacity of relevant actors especially women and youth groups.
Output 12.2: Achievement of operationally effective LNP presence in 50 per cent of Liberia that service communities introduced monitored and developed.	<ul style="list-style-type: none"> • Completed 90% of construction work on 4 model stations in (Gbartala, Totota, Mt. Barclay and SKD Complex; procured equipments, office furniture, stationary, riot & defensive gears, motor bikes for equipping and furnishing Model station
Output 12.3: Introduced, monitored and developed and Improved LNP Officer performance and professionalism; and delivery of public service to all citizens.	<ul style="list-style-type: none"> • Completed training and graduation of LNP recruits class 35 & 36; printed training manuals, calendars, duty manuals, registry, LNP SOP, procured food, training gears; provided stipend for recruits and operational support; procured radios, rain coats, mega phones, uniforms, to improve LNP officers performance and professionalism
Output 12.4: Introduced, monitored and developed Armed violence and enhancing community security.	<ul style="list-style-type: none"> • Completed construction and renovation of Salayea Guest House and Kolahun administrative building; both development project have been handed over; continue the process of voluntary arms collection for development; completed three month massive public awareness campaign in Lofa and collected more weapons; support the Truth FM Crime watch programme to reduce crimes in communities; signed MOU with Youth Crime Watch to conduct public awareness in greater Monrovia on crime and violence reduction.
Output 12.5: National Police Training Academy (NPTA) rehabilitated equipped and furnished; regional classrooms constructed, ongoing training programmes continue at NPTA	<ul style="list-style-type: none"> • Technical assessment conducted on LNPTA for construction and rehabilitation of Classroom buildings, dormitories, firing range, fencing of compound and sports

Planned Results	Achievements
through FY2010.	facilities; Ongoing support. Training at various levels underway. Delay in the signing of the agreement with the main donor.
Output 12.6: Police Stations HQ and WACP Units equipped and furnished.	<ul style="list-style-type: none"> • LNP HQ WACPS currently under construction; to be completed by September.
Output 12.7: One hundred sixty five stakeholders / beneficiaries (males and females) with new skills, enabling them to effectively work within communities to foster community – police cooperation necessary for improved security.	<ul style="list-style-type: none"> • Trained 110 LNP officers and community leaders with skills to effectively establish and sustain community policing meeting groups in communities; conducted one week best practice retreat to produce community policing practical guide manual; editing draft CP manual for publication; handed over 16 motor bikes to LNP; launched public awareness on community policing enhancing relationship between police and civilians in Bong, Bassa, Montserrado counties; 15 LNP depots identified - renovation.
Output 12.8: Comprehensive HR Policy for LNP developed and implemented	<ul style="list-style-type: none"> • Designed four workshops for HR training at LNP to develop policy and procedure manuals; provided logistical support to LNP HR Unit; HR resource consultant recruited by LNP.
Output 12.9: Comprehensive LNP WACPU Section Policy and Procedures for SGBV Investigations enhanced and implemented	<ul style="list-style-type: none"> • Designed three workshops for WACPS at LNP to develop policy and procedure manuals; workshops taking place in June/July

..

APPENDIX B.3: CPAP – Overall Progress at 30 June 2010
(using the Results Table format in the original CPAP)

Expected Outcomes	Expected Outputs	Outputs Targets and Indicators	Observations
1.0 Economic Policy and Management			
1.1 National mechanism and capacity for MDG-based, conflict-sensitive planning analysis and monitoring strengthened	<p>1.1.1 Aid coordination and development management system to promote MDG based strategies strengthened</p> <p>1.1.2 Government capacity for economic governance established to adhere to internationally acceptable standards of transparent financial management, procurement practices and granting of concessions</p> <p>1.1.2 LISGIS and relevant national entities are better able to generate and manage national disaggregated statistics and information management systems</p> <p>1.1.3 MDGs and human rights standards mainstreamed into local and national development planning processes and human development approach adopted as the overarching and long-term planning framework</p>	<p>Donor coordination mechanism established and sector working groups for full PRS created</p> <p>MDGs awareness strengthened at national and local level</p> <p>National MDG report developed and disseminated</p> <p>Capacity of LISGIS strengthened</p> <p>Gender disaggregated data exists</p>	<ul style="list-style-type: none"> • These are in place and operationalised under Government leadership. • Through the PRS consultation and formulation process, MDG awareness has been widespread, and has been reinforced through the sectoral planning and County Development Agenda processes. Work-in-progress. • This was completed and disseminated in 2007 and 2008. 2009 is under preparation. Some are not clear how these should inform Government's planning and prioritisation. • In coordination and collaboration with UNFPA, UNDP has been supporting the strengthening of LISGIS on an ongoing basis successfully. Due to the breath and depth of this critical area, the achievements to date have established firm foundations for better national and sub-national planning, prioritisation and budgeting. Work-in-progress • This is an ongoing exercise, with post-conflict sensitivity as well requiring an added focus to mainstreaming MDGs and human rights in the planning process at national and sub-national levels. Work-in-progress
2.0 Sustainable Local Economic Recovery			
2.1 Increased access to productive employment and equal opportunities for sustainable livelihoods, especially for vulnerable groups and in consideration of conflict	2.1.1 Capacity developed for formulation and implementation of Micro-finance policy to promote socially responsible business enterprises with emphasis on SMEs	National framework for MF implemented	<ul style="list-style-type: none"> • The support to micro-finance in the broadest sense has led to considerable success at all levels. The Central Bank has clear ownership, having established a micro-finance secretariat and liaising closely with MPEA and MOF. Policy is under preparation and consultations are ongoing with stakeholders including private sector banking institutions.

Expected Outcomes	Expected Outputs	Outputs Targets and Indicators	Observations
factors	2.1.2 Women and children have access to vocational training, business skills development and micro-credit schemes	Increased number of active female microfinance clients	<ul style="list-style-type: none"> This is happening across the country, with more than 40,000 beneficiaries to date, and growing.
	2.1.3 Labour-intensive programmes in infrastructure and other sectors designed and implemented in a gender and conflict-sensitive manner	Increased number of women and youths employed	<ul style="list-style-type: none"> This has been ongoing and is both gender- and locality-sensitive.
2.2 Household food security improved, accounting for sustainable natural resources management, environmental protection and gender concerns	2.2.1 National food security and nutrition policy and monitoring system established and functioning	<p><i>Editorial Note: There are no targets and indicators for food security and nutrition in the original CPAP, perhaps due to the joint programme being formulated at time of drafting the CPAP.</i></p>	<ul style="list-style-type: none"> This falls within the remit of the joint programme, which is expected to be evaluated as part of overall joint programme review in Q3 2010.
	2.2.2 Environmental management system strengthened	National Environmental Action Plan developed, mainstreamed and implemented	<ul style="list-style-type: none"> NEAP and policy completed and validated in 2008.
		Environmental Protection Agency strengthened	<ul style="list-style-type: none"> Ongoing
3.0 State Capacity and Institutional Strengthening			
3.1 Governance system reformed to promote and sustain democratic principles with strengthened decentralized capacity and participation of the disadvantaged	3.1.1 New civil service established with refined roles, mandates and functions to promote accountability, transparency and probity and with gender equality at all levels	<p># of Government ministries and agencies implementing revised roles and mandates</p> <p># of Government ministries and agencies with TOKTEN, SES and LECBS recruits</p> <p># of national institutions with improved institutional and administrative capacity</p>	<ul style="list-style-type: none"> Recommendations on the Mandates, Missions and Organization Structures of Govt. Ministries and some agencies defined and submitted to Cabinet in 2009. Work-in-progress. Several key ministries and agencies are benefitting from these recruits. Several key ministries and agencies are improving in capacity. Work-in-progress.
	3.1.2 County and district level administrations are better able to draw upon resources to plan and implement local development in a participatory,		<ul style="list-style-type: none"> The Governance Commission undertook consultations on decentralization linking the process to the CDA and PRS formulation prior

Expected Outcomes	Expected Outputs	Outputs Targets and Indicators	Observations
<p>3.2 The rule of law strengthened, upholding international human rights standards</p>	<p>equitable manner</p> <p>3.1.3 CSOs and media better able to contribute to gender-sensitive MDG-based development and the upholding of human rights</p> <p>3.1.4 Gender equality advanced and the rights of women and girls promoted and protected</p> <p>3.2.1 Legislative and other national institutions developed and assisted to implement their individual mandates in a participatory, transparent and accountable manner</p>	<p>Framework for decentralization adopted by the legislature and capacity for implementation developed</p> <p>Capacities of institutions and civil society developed in gender budgeting</p> <p>Gender equality advanced and the rights of women and girls promoted and protected.</p> <p># of policy and strategy documents mainstreaming gender</p> <p>National gender policy implemented</p> <p># of bills passed into law</p> <p>National budget office functional</p> <p># of institutions applying a national integrity system</p>	<p>to drafting the Decentralization Policy. Work-in-progress.</p> <ul style="list-style-type: none"> • Contained in UNDP Annual Gender Workplan. Ongoing. • Ongoing. • Work-in-progress, including with examples such as Gender being mainstreamed in Rule of law Annual Work Plan including Gender Marking • Work-in-progress • Work-in-progress • Work-in-progress • Work-in-progress
	<p>3.4.1 National plan of action for promotion and protection of human right developed and implemented</p>	<p>Dialogue on legal and judicial reform deepened with broad-based participation of men, women, boys and girls at all levels</p> <p>Judicial officers trained</p> <p>Liberia National Human Rights Commission strengthened</p> <p>Judiciary website established and maintained</p>	<ul style="list-style-type: none"> • Work-in-progress in support to MOJ's Human Rights Unit through a consultant to enhance its operational and functional capacity • Work-in-progress • Secretariat established. Awaiting appointment of Commission members.

Expected Outcomes	Expected Outputs	Outputs Targets and Indicators	Observations
<p><i>Editorial Note:</i> <i>There are no Expected Outcomes on HIV/AIDS. Presented in the original CPAP</i></p>	<p>3.3.1 MOH/NACP strengthened to lead and coordinate AIDS response in Liberia</p> <p>3.3.2 Comprehensive strategies to prevent spread and mitigate impact of HIV/AIDS at various levels</p>	<p>MOH/NACP Principal Recipient for Global Fund</p> <p>National AIDS Commission fully functioning</p> <p>HIV/AIDS mainstreamed across sector plans</p>	<ul style="list-style-type: none"> • Ongoing • Ongoing
4.0 Peace and Security Consolidation			
<p>4.1 Accountable security sector established and functioning</p> <p>4.2 National reconciliation enhanced</p> <p>4.3 Government and civil society have capacity for conflict prevention, management and conflict-sensitive development at national and local levels</p>	<p>4.1. National security policy and architecture in place and functioning in conformity with Liberia human rights obligations, with particular attention to violence against women</p> <p>4.2.1 National vision exists</p> <p>4.3.1 Standards and mechanisms in place enhancing women's participation in the security sector</p>	<p>Existence of a national security policy</p> <p>National dialogues</p> <p>Existence of capacities for conflict-sensitive development at county and national levels</p> <p>Increased ratio of women to men in the LNP, BIN, Army</p>	<ul style="list-style-type: none"> • Ongoing • Ongoing • Vision 2027 stakeholders workshop held in June 2010-07-09 • Ongoing

..

APPENDIX B.4 (a): PROGRAMME DELIVERY – 2008
(from tabulated data submitted by UNDP M&E Unit)

NO.	PROJECT ID	PROJECT DESCRIPTION	AUTHORIZED SPENDING LIMIT	APPROVED BUDGET	TOTAL UTILIZED	BUDGET BALANCE	% UTILIZED
PILLAR I : PRO-POOR ECONOMIC DEVELOPMENT							
• Economic Policy and Management							
AWP – 1 : ECONOMIC POLICY AND DEVELOPEMENT							
1	00015356	POEM III	-	10,000	9,997	3	100.0
2	00035460	Development Support Services	-	75,000	46,817	28,183	62.4
3	00047119	Capacity Building for	75,588	75,588	52,495	23,093	69.4
4	00055457	The D4D Project	235,223	221,108	178,165	42,943	80.6
5	00058878	Participatory Poverty	66,667	66,667	53,604	13,063	80.4
6	00061364	Economic Policy and Management	54,355	733,105	540,983	192,122	73.8
8	00062387	PSIA Decentralization	82,850	87,000	87,000	-	100.0
		SUBTOTAL - ECONOMIC POLICY AND DEVELOPMENT	514,683	1,268,468	969,061	299,407	76.4
AWP – 2 : AID COORDINATION							
7	00061379	Aid Coordination	-	220,000	215,163	4,837	97.8
		SUBTOTAL - AID COODINATION	-	220,000	215,163	4,837	97.8
AWP – 3 : SUPPORT TO NATIONAL CAPACITY DEVELOPMENT (LECBS, SES, TOKTEN NEX2DEX)							
1	00041656	Support to RFTF Implementation	34,785	25,904	22,268	3,636	86.0
2	00051302	Liberia Emergency Capacity	804,700	1,551,665	1,269,564	282,101	81.8
3	00051547	HIC Transition	-	325,000	321,274	3,726	0.00
4	00053114	TOKTEN	787,634	773,322	776,677	(3,355)	100.4
5	00055823	Senior Executive Service	3,035,805	3,710,594	778,019	2,932,575	21.0
6	00061536	National Capacity Development	-	100,000	119,810	(19,810)	119.8
7	00062398	Millennium Development	1,372,044	318,130	291,465	26,665	91.6
8	00062447	Support to Strengthening	-	-	-	-	#DIV/0!
9	00071939	TOKTEN USAID Grant	1,267,065	493,117	486,346	6,771	98.6
		SUBTOTAL – SUPPORT TO NAT'L CAPACITY DEV.	7,302,033	7,297,732	4,065,423	3,232,309	55.7
AWP – 4 : COMMUNICATIONS FOR DEVELOPMENT							
1	00052583	Communications Budget	0	300,000	-	-	0.00

NO.	PROJECT ID	PROJECT DESCRIPTION	AUTHORIZED SPENDING LIMIT	APPROVED BUDGET	TOTAL UTILIZED	BUDGET BALANCE	% UTILIZED
2	00060885	Communication for Development	0	275,250	241,646	33,604	87.8
		SUBTOTAL - C4D	0	575,250	241,646	33,604	42.0
• Sustainable Local Economic Recovery							
AWP – 5 : COMMUNITY-BASED RECOVERY AND DEVELOPMENT (CBRD)							
1.	00013428	Emergency Assistance Programme	323,840	261,028	-	-	-
2.	00013435	Community Re-Integration	1,077,905	618,763	511,748	107,015	82.7
3.	00053280	HSF - Rebuilding Communities	2,346,557	2,048,649	1,643,030	405,619	80.2
4.	00059843	Community-Based Recovery	1,662,480	2,662,480	1,516,725	1,145,755	57.0
5.	00069491	Improve Food Security	2,138,151	2,376,715	873,644	1,503,070	36.8
		SUBTOTAL - CBRD	7,548,933	7,967,635	4,545,147	3,161,459	57.0
AWP – 6 : STRENGTHENING LOCAL CAPACITY FOR CLIMATE CHANGE AND NATURAL RESOURCE MANAGEMENT							
1	00044567	Support for the Proj Nat'l Environ.	-	-	-	-	0.0
2	00051828	PIMS3387-LD-PDFA-Lib	185,360	124,200	122,764	1,436	99
3	00057358	PIMS 3918 BD MSP:GLO Support	20,000	20,000	19,507	493	98
4	00059640	LIR/PHA/53/INV/13	92,000	64,731	64,137	594	99
5	00061519	Environment and Natural	-	220,000	206,435	13,565	94
6.	00062701	Disaster and Climate Change	100,000	7,060	5,787	1,273	82.0
7	00063817	PIMS 1839 CNA for Imp	-	1,800	-	1,800	-
8	00064087	PEI-Liberia	-	-	-	-	0
9	00070581	PIMS 3975-LDCF Enhancing	100,000	100,415	61,253	39,162	61.0
		SUBTOTAL - ENERGY AND ENVIRONMENT	497,360	538,206	479,883	58,323	89.2
AWP – 7 : LAUNCH AN INCLUSIVE FINANCIAL SECTOR IN LIBERIA							
1.	00046754	UNDP Microfinance Project	0	569,974	470,152	99,822	82.5
		SUBTOTAL - MICROFINANCE	0	569,974	470,152	99,822	82.5
AWP – 8 : YOUTH EMPOWERMENT AND EMPLOYMENT							
1	00056596	Liberia NV Youth Service	-	248,656	201,209	47,447	80.9
2	00061400	Youth Empowerment	-	67,500	40,722	26,778	60.3
3	00063760	Tumutu Agricultural	1,123,500	384,728	366,681	18,047	95.3
4	00070078	Volunteer for Peace	450,000	420,366	388,638	31,729	92.5

NO.	PROJECT ID	PROJECT DESCRIPTION	AUTHORIZED SPENDING LIMIT	APPROVED BUDGET	TOTAL UTILIZED	BUDGET BALANCE	% UTILIZED
5	00071058	Supporting Peaceful Reintegration	250,000	358,109	380,415	(22,306)	106.2
		SUB-TOTAL - YOUTH EMPOWERMENT	1,823,500	1,479,360	1,377,665	101,695	93.1
PILLAR II : DEMOCRATIC GOVERNANCE							
• <i>State Capacity and Institutional Strengthening</i>							
AWP – 9 : STRENGTHEN PUBLIC ADMINISTRATION REFORM AND PROMOTION OF CIVIC ENGAGEMENT							
1	00013436	Governance	(399,260)	574,105	101,752	472,353	17.7
2	00043749	Support to the Organ	211,572	-	6,464	(6,464)	
3	00047487	EUEOM Liberia 2005 P	92,702	92,702	26,007	66,695	28.1
4	00051045	Decentralization Reform Project	-	-	-	-	0.00
5	00056030	Building a National Integrity	265,000	213,977	186,111	27,866	87.0
6	00056031	Legislative Strengthening	95,587	86,459	5,565	80,894	6.4
7	00057476	Liberia Decentralization	-	599,255	803,917	(204,662)	134.2
8	00061530	Public Administration	-	490,000	472,544	17,456	96.4
9	00070484	Supporting Liberian Anti-corruption	500,000	317,355	306,189	11,166	96.5
		SUBTOTAL - PUBLIC ADMIN. REFORM	765,601	2,373,853	1,908,549	465,304	80.4
AWP – 10 : STRENGTHENING RULE OF LAW AND ADMINISTRATION OF JUSTICE							
1.	00060881	Strengthening Rule of Law	300,000	358,000	142,597	215,403	39.8
2	00061341	Strengthening Rule of Law & Admin	96,300	766,300	688,091	78,209	89.8
3	00069513	Rule of Law and Adm	923,275	663,275	630,432	32,843	95.0
4	00070485	Improving Prosecution	1,082,000	331,710	306,182	25,528	92.3
5	00070496	Strengthening Public Defenders	750,066	482,844	481,461	1,383	99.7
6	00070827	Strengthening State Capacity for (Woodrow Wilson)	600,000	207,100	158,035	49,065	76.3
		SUBTOTAL - RULE OF LAW	3,751,641	2,809,229	2,406,797	402,432	85.7
AWP – 11 : LIBERIA DECENTRALIZATION AND LOCAL DEVELOPMENT AND COUNT SUPPORT TEAM							
1.	00052947	Strengthening the Capacity	1,879,586	2,935,403	2,340,770	594,633	79.7
2.	00071201	Strengthening the Capacity	1,800,000	1,680,019	1,858,531	(178,512)	110.6
		SUBTOTAL - COUNTY SUPPORT TEAM (CST)	3,679,586	4,615,422	4,199,301	416,121	91.0
• <i>Peace and Security Consolidation</i>							

NO.	PROJECT ID	PROJECT DESCRIPTION	AUTHORIZED SPENDING LIMIT	APPROVED BUDGET	TOTAL UTILIZED	BUDGET BALANCE	% UTILIZED
AWP – 12 : COMMUNITY SECURITY AND SOCIAL COHESION							
1	00041241	Support to the Police	170,896	-	-	-	-
2	00049247	Re-establishment of	194,027	190,312	30,812	159,500	16.2
3	00051221	Demobilization of LNP	606,541	880,000	392,776	487,224	44.6
4	00051222	Capacity Building of LNP	118,079	-	-	-	-
5	00051223	Support to Demobilization of LNP	99,149	-	-	-	-
6	00051426	Arms for Development	138,060	138,060	86,917	51,143	63.0
7	00052996	Restructuring and Training of LNP	1,790,670	1,353,951	946,535	407,416	69.9
8	00056376	Enhancing SSR Reform	1,712,214	2,747,809	1,139,818	1,607,991	41.5
9	00056648	EC Support to Police	278,606	243,961	2,151	241,810	1
10	00056952	Support to Implementation of ECOWAS PADEP	-	15,067	15,048	19	100
11	00059168	Enhancing Police Reform	1,400,000	1,400,000	1,003,791	396,209	71.7
12	00060796	Capacity Building of LNP	1,484,192	1,484,192	1,376,181	108,011	92.7
13	00061002	Community Security and Social Cohesion	1,902,759	1,350,000	437,513	912,487	32.4
14	00071085	Enhancing Relationship between Police and Civilians	750,000	242,530	238,865	3,665	98
SUB-TOTAL COM. SECURITY AND SOCIAL COHESION			10,645,193	10,045,882	5,670,407	4,375,475	56.4
Projects not under AWP in the CPAP							
GLOBAL FUND							
1.	00013431	HIV/AIDS Prevention	759	82,000	70,213	11,787	85.6
2.	00041202	Strengthening of HIV	(16,526)	-	500	(500)	0.0
3.	00041210	Tuberculosis Control	(1,535)	-	294	(294)	0.0
4.	00041212	Malaria Control	(9,312)	-	6	(6)	0.0
5	00053796	HIV/AIDS Programme for PHC	-	-	-	-	#DIV/0!
6	00055825	Strengthening HIV/AIDS	7,839,969	7,061,165	6,781,275	279,890	96.0
7	00061434	Malaria Control	9,128,543	4,036,463	4,024,833	11,630	99.7
8	00061437	Tuberculosis Control	1,935,730	1,439,340	1,269,658	169,682	88.2
SUBTOTAL - GLOBAL FUND			18,877,628	12,618,968	12,146,779	472,189	96.3

NO.	PROJECT ID	PROJECT DESCRIPTION	AUTHORIZED SPENDING LIMIT	APPROVED BUDGET	TOTAL UTILIZED	BUDGET BALANCE	% UTILIZED
GENDER AND HUMAN RIGHTS							
1.	00033226	Protection of IDPs	33,836	156,458	68,638	87,820	43.9
2.	00049118	Economic Empowerment of Women	854,673	437,513	450,329	(12,816)	102.9
3	00051422	Enhance Capacity of TRC	588,611	608,738	471,921	136,817	77.5
4	00058107	Addressing SEA & GBV	149,800	97,734	97,254	480	99.5
5	00059191	USAID Support to TRC	500,000	500,000	471,204	28,796	94.2
6	00059578	Support to TRC with SIDA Funds	1,100,629	1,100,629	994,417	106,212	90.3
7	00062494	Sweden Support Empowerment	411,692	263,633	163,565	100,068	62.0
8	00062852	Finnish Contribution to Colloquium	252,976	252,976	93,925	159,051	37.1
9	00063207	EC Support to International Women Colloquium	695,461	468,661	74,427	394,234	15.9
10	00069642	Global Gender Equali	-	266,042	232,314	33,728	87.3
11	00070543	Norway Support to National Colloquium	297,619	520,669	265,999	254,670	51.1
12	00070659	TRC Final Reconciliation	350,000	338,000	329,503	8,497	97.5
13	00071324	Gender Equality and Economic Empowerment	1,280,719	423,737	423,700	37	100
		SUB-TOTAL GENDER AND HUMAN RIGHTS	6,516,016	5,434,790	4,137,196	1,297,593	76.1
DDRR PROJECTS							
1	00013434	PA for DDRRP	-	-	-	-	0.00
2	00034606	Disarmament Demobilization	501,233	-	-	-	0.00
3	00034640	DDRRP	-	-	-	-	0.00
4.	00035054	DDRRP - Liberia	1,037,413	787,063	651,485	135,578	82.8
5.	00051177	DDRR EC 3rd Contribution	6,935	-	(46,735)	46,735	0.0
7	00059364	Norwegian Contribution	(479,551)	1,965,462	1,433,585	531,877	72.9
		SUBTOTAL - DDRR	1,066,030	2,752,525	2,038,335	714,190	74.1
OTHER PROJECTS							
3	00052308	EPPR	692,434	842,562	323,980	518,582	38.5
4	00052989	The Liberian Transit	3,539,178	2,039,178	1,669,964	369,214	81.9
5	00054172	Organizational Effectiveness	-	274,912	272,956	1,956	99.3
6	00054335	Development of National	219,991	219,991	6,155	213,836	2.8

NO.	PROJECT ID	PROJECT DESCRIPTION	AUTHORIZED SPENDING LIMIT	APPROVED BUDGET	TOTAL UTILIZED	BUDGET BALANCE	% UTILIZED
7	00055427	Coordination for Resident	207,500	499,786	263,616	236,170	52.7
8	00055428	UN Advocacy & Resource Mob/	-	36,000	32,353	3,647	89.9
9	00055429	Non-Resident UN AG	-	1,000	-	-	0.00
10	00055430	Coordination Capacities	-	152,064	141,979	10,085	93.4
11	00055667	Emergency Infrastructure	7,502,273	6,034,273	5,882,085	152,188	97.5
12	00056156	Liberia Development Forestry	930,472	930,472	658,452	272,020	70.8
13	00057795	Support to the MOF	1,310,666	1,284,350	860,622	423,728	67.0
		SUBTOTAL OTHERS	14,402,514	12,314,588	10,112,162	2,201,426	82.1
		GRAND TOTAL	77,390,718	72,881,880	54,983,667	17,336,185	75.4

Source: Executive Snapshot

APPENDIX B.4 (b): PROGRAMME DELIVERY - 2009

(from tabulated data submitted by UNDP M&E Unit)

NO.	PROJECT ID	PROJECT DESCRIPTION	AUTHORIZED SPENDING LIMIT	APPROVED BUDGET	TOTAL UTILIZED	BUDGET BALANCE	% UTILIZED
PILLAR I : PRO-POOR ECONOMIC DEVELOPMENT							
• Economic Policy and Management							
AWP – 1 : ECONOMIC POLICY AND DEVELOPMENT							
1	00015356	POEM III	-	10,000	9,997	3	100.0
2	00035460	Development Support Services	-	75,000	85,332	(10,332)	113.8
3	00047119	Capacity Building for	75,588	75,588	52,495	23,093	69.4
4	00055457	The D4D Project	53,812	57,976	42,841	15,136	73.9
5	00058878	Participatory Poverty	6,365	6,365	6,365	-	100.0
6	00061364	Economic Policy and Management	1,451,581	1,880,305	1,846,551	33,754	98.2
8	00062387	PSIA Decentralization	82,857	73,905	70,012	3,894	94.7
SUBTOTAL - ECONOMIC POLICY AND DEVELOPMENT			1,670,203	2,179,139	2,113,592	65,547	97.0
AWP – 2 : AID COORDINATION							
7	00061379	Aid Coordination	-	265,000	235,091	29,909	88.7
SUBTOTAL - AID COORDINATION			-	265,000	235,091	29,909	88.7
AWP – 3 : SUPPORT TO NATIONAL CAPACITY DEVELOPMENT (LECBS, SES, TOKTEN NEX2DEX)							
1	00041656	Support to RFTF Implementation	35,468	30	31	(1)	101.8
2	00051302	Liberia Emergency Capacity	4,630,884	3,367,881	2,482,496	885,385	73.7
3	00051547	HIC Transition	-	-	-	-	0.00
4	00053114	TOKTEN	475,926	390,889	390,566	323	99.9
5	00055823	Senior Executive Service	4,037,006	2,626,683	2,740,903	(114,220)	104.3
6	00061536	National Capacity Development	-	984,000	937,918	46,082	95.3
7	00062398	Millennium Development	1,086,961	987,083	979,145	7,938	99.2
8	00062447	Support to Strengthening	-	150,000	139,663	10,337	93.1
9	00071939	TOKTEN USAID Grant	1,267,065	493,117	486,346	6,771	98.6
SUBTOTAL - NAT'L CAPACITY DEV.			11,533,310	8,999,683	8,157,068	842,616	90.6
AWP – 4 : COMMUNICATION FOR DEVELOPMENT							
1	00052583	Communications Budget	0	-	-	-	0.00

NO.	PROJECT ID	PROJECT DESCRIPTION	AUTHORIZED SPENDING LIMIT	APPROVED BUDGET	TOTAL UTILIZED	BUDGET BALANCE	% UTILIZED
2	00060885	Communication for Development	0	292,500	263,088	29,412	89.9
		SUBTOTAL - C4D	0	292,500	263,088	29,412	89.9
• Sustainable Local Economic Recovery							
AWP – 5 : COMMUNITY-BASED RECOVERY AND DEVELOPMENT (CBRD)							
1.	00013428	Emergency Assistance Programme	320,235	10,000	-	-	-
2.	00013435	Community Re-Integration	1,188,440	1,188,439	137,705	1,050,734	11.6
3.	00053280	HSF - Rebuilding Communities	932,477	1,052,477	973,002	79,475	92.4
4.	00059843	Community-Based Recovery	2,275,270	2,052,063	1,809,723	242,340	88.2
5.	00069491	Improve Food Security	2,138,151	983,508	873,644	109,864	88.8
		SUBTOTAL - CBRD	6,854,573	5,286,487	3,794,075	1,482,413	71.8
AWP – 6 : STRENGTHENING LOCAL CAPACITY FOR CLIMATE CHANGE AND NATURAL RESEOURCE MANAGEMENT							
1	00044567	Support for the Proj Nat'l Environ.	-	-	-	-	0.0
2	00051828	PIMS3387-LD-PDFA-Lib	57,066	130,000	128,124	1,876	99
3	00057358	PIMS 3918 BD MSP:GLO Support	493	493	-	493	-
4	00059640	LIR/PHA/53/INV/13	71,410	67,394	54,427	12,968	81
5	00061519	Environment and Natural	-	324,000	319,525	4,475	99
6.	00062701	Disaster and Climate Change	472,106	425,642	412,173	13,469	96.8
7	00063817	PIMS 1839 CNA for Imp	190,000	146,291	146,291	0	100.0
8	00064087	PEI-Liberia	-	-	-	-	0
9	00070581	PIMS 3975-LDCF Enhancing	100,000	100,415	61,253	39,162	61.0
		SUBTOTAL - ENERGY AND ENVIRONMENT	891,075	1,194,235	1,121,792	72,443	93.9
AWP – 7 : LAUNCH AN INCLUSIVE FINANCIAL SECTOR IN LIBERIA							
1.	00046754	UNDP Microfinance Project	0	253,128	234,927	18,201	92.8
		SUBTOTAL - MICROFINANCE	0	253,128	234,927	18,201	92.8
AWP – 8 : YOUTH EMPOWERMENT AND EMPLOYMENT							
1	00056596	Liberia NV Youth Service	-	222,000	198,754	23,246	89.5
2	00061400	Youth Empowerment	1,109,711	1,067,838	1,044,776	23,062	97.8
3	00063760	Tumutu Agricultural	756,819	792,977	756,711	36,266	95.4

NO.	PROJECT ID	PROJECT DESCRIPTION	AUTHORIZED SPENDING LIMIT	APPROVED BUDGET	TOTAL UTILIZED	BUDGET BALANCE	% UTILIZED
4	00070078	Volunteer for Peace	450,000	420,366	388,638	31,729	92.5
5	00071058	Supporting Peaceful Reintegration	250,000	358,109	367,271	(9,162)	102.6
SUB-TOTAL - YOUTH EMPOWERMENT			2,566,530	2,861,291	2,756,150	105,141	96.3
PILLAR II : DEMOCRATIC GOVERNANCE							
• State Capacity and Institutional Strengthening							
AWP – 9 : STRENGTHENING PUBLIC ADMINISTRATION REFORM AND PROMOTION OF CIVIC ENGAGEMENT							
1	00013436	Governance	439,822	439,876	427,516	12,360	97.2
2	00043749	Support to the Organ	112,767	112,767	100,962	11,805	89.5
3	00047487	EUEOM Liberia 2005 P	159,036	159,036	116,747	42,289	73.4
4	00051045	Decentralization Reform Project	-	-	-	-	0.00
5	00056030	Building a National Integrity	163,889	164,746	179,562	(14,816)	109.0
6	00056031	Legislative Strengthening	90,022	90,022	81,835	8,187	90.9
7	00057476	Liberia Decentralization	894,154	693,744	620,703	73,041	89.5
8	00061530	Public Administration	-	725,000	638,919	86,081	88.1
9	00070484	Supporting Liberian Anti-corruption	500,000	317,355	306,189	11,166	96.5
SUBTOTAL - PUBLIC ADMIN. REFORM			2,359,690	2,702,546	2,472,434	230,112	91.5
AWP – 10 : STRENGTHENING RULE OF LAW AND ADMINISTRATION OF JUSTICE							
1.	00060881	Strengthening Rule of Law	201,944	201,944	197,226	4,718	97.7
2	00061341	Strengthening Rule of Law & Administration	539,653	684,200	739,856	(55,656)	108.1
3	00069513	Rule of Law and Administration	923,275	663,275	618,037	45,238	93.2
4	00070485	Improving Prosecution	1,082,000	331,710	306,182	25,528	92.3
5	00070496	Strengthening Public Defenders	750,066	482,844	481,461	1,383	99.7
6	00070827	Strengthening State Capacity for (Woodrow Wilson)	600,000	207,100	158,035	49,065	76.3
SUBTOTAL - RULE OF LAW			4,096,938	2,571,072	2,500,796	70,276	97.3
AWP – 11 : LIBERIA DECENTRALISATION AND LOCAL DEVELOPMENT AND COUNTRY SUPPORT TEAM							
1.	00052947	Strengthening the Capacity	607,255	928,249	920,624	7,625	99.2
2.	00071201	Strengthening the Capacity	1,800,000	1,680,019	1,858,531	(178,512)	110.6
SUBTOTAL - COUNTY SUPPORT TEAM (CST)			2,407,255	2,608,268	2,779,155	(170,887)	106.6

NO.	PROJECT ID	PROJECT DESCRIPTION	AUTHORIZED SPENDING LIMIT	APPROVED BUDGET	TOTAL UTILIZED	BUDGET BALANCE	% UTILIZED
• Peace and Security Consolidation							
AWP – 12 : COMMUNITY SECURITY AND SOCIAL COHESION							
1	00041241	Support to the Police	175,396	55,000	49,924	5,076	90.8
2	00049247	Re-establishment of	172,317	68,948	62,056	6,892	90.0
3	00051221	Demobilization of LNP	60,320	30,160	-	30,160	0.0
4	00051222	Capacity Building of LNP	131,394	65,697	-	65,697	0.0
5	00051223	Support to Demobilization of LNP	177,245	88,623	-	88,623	0.0
6	00051426	Arms for Development	(9,128)	-	-	-	0.0
7	00052996	Restructuring and Training of LNP	826,507	439,004	355,725	83,279	81.0
8	00056376	Enhancing SSR Reform	562,191	529,444	514,731	14,713	97.2
9	00056648	EC Support to Police	769,227	605,911	580,822	25,089	96
10	00056952	Support to Implementation of ECOWAS PADEP	-	23,000	22,998	3	100
11	00059168	Enhancing Police Reform	195,184	379,664	357,646	22,018	94.2
12	00060796	Capacity Building of LNP	163,423	32,422	11,842	20,580	36.5
13	00061002	Community Security and Social Cohesion	7,763,185	4,705,413	4,705,413	-	100.0
14	00071085	Enhancing Relationship between Police and Civilians	750,000	242,530	238,865	3,665	98
SUB-TOTAL COM.SECURITY AND SOCIAL COHESION			11,737,261	7,265,815	6,900,021	365,794	95.0

PROJECT NOT UNDER AWP IN THE CPAP

GLOBAL FUND							
1.	00013431	HIV/AIDS Prevention	759	57,000	47,813	9,187	83.9
2.	00041202	Strengthening of HIV	2,854	-	-	-	0.0
3.	00041210	Tuberculosis Control	4,318	-	-	-	0.0
4.	00041212	Malaria Control	1,002	-	-	-	0.0
5	00053796	HIV/AIDS Programme for PHC	-	18,457	18,679	(222)	101.2
6	00055825	Strengthening HIV/AIDS	7,858,233	7,858,234	7,741,155	117,079	98.5
7	00061434	Malaria Control	5,845,388	6,135,354	5,333,451	801,902	86.9
8	00061437	Tuberculosis Control	3,981,316	3,981,315	3,753,647	227,668	94.3
SUBTOTAL - GLOBAL FUND			17,693,870	18,050,360	16,894,745	1,155,615	93.6

NO.	PROJECT ID	PROJECT DESCRIPTION	AUTHORIZED SPENDING LIMIT	APPROVED BUDGET	TOTAL UTILIZED	BUDGET BALANCE	% UTILIZED
GENDER AND HUMAN RIGHTS							
1.	00033226	Protection of IDPs	351,999	517,086	324,902	192,184	62.8
2.	00049118	Economic Empowerment of Women	464,678	456,876	430,496	26,380	94.2
3	00051422	Enhance Capacity of TRC	249,981	255,831	412,801	(156,970)	161.4
4	00058107	Addressing SEA & GBV	52,528	52,528	92,523	(39,995)	176.1
5	00059191	USAID Support to TRC	28,796	30,638	27,960	2,677	91.3
6	00059578	Support to TRC with SIDA Funds	140,000	140,000	168,063	(28,063)	120.0
7	00062494	Sweden Support Empowerment	252,975	99,831	97,335	2,495	97.5
8	00062852	Finnish Contribution to Colloquium	178,945	208,906	184,098	24,807	88.1
9	00063207	EC Support to International Women Colloquium	621,034	607,035	599,528	7,507	98.8
10	00069642	Global Gender Equali	-	266,042	218,816	47,226	82.2
11	00070543	Norway Support to National Colloquium	297,619	520,669	265,999	254,670	51.1
12	00070659	TRC Final Reconciliation	350,000	338,000	329,503	8,497	97.5
13	00071324	Gender Equality and Economic Empowerment	1,280,719	423,737	423,700	37	100
		SUB-TOTAL GENDER AND HUMAN RIGHTS	4,269,274	3,917,177	3,575,725	341,452	91.3
DDRR PROJECTS							
1	00013434	PA for DDRRP	-	-	-	-	0.00
2	00034606	Disarmament Demobilization	100,000	-	100,000	(100,000)	0.00
3	00034640	DDRRP	-	-	-	-	0.00
4.	00035054	DDRRP - Liberia	1,037,413	787,063	552,160	234,903	70.2
5.	00051177	DDRR EC 3rd Contribution	1,557,823	-	(46,735)	46,735	0.0
7	00059364	Norwegian Contribution	2,655,856	2,675,589	2,436,800	238,789	91.1
		SUBTOTAL - DDRR	5,351,092	3,462,652	3,042,225	420,427	87.9
OTHER PROJECTS							
3	00052308	EPPR	368,618	198,850	200,002	(1,152)	100.6
4	00052989	The Liberian Transit	1,949,250	1,949,250	1,904,022	45,228	97.7
5	00054172	Organizational Effectiveness	25	7,220,132	5,800,729	1,419,403	80.3

NO.	PROJECT ID	PROJECT DESCRIPTION	AUTHORIZED SPENDING LIMIT	APPROVED BUDGET	TOTAL UTILIZED	BUDGET BALANCE	% UTILIZED
6	00054335	Development of National	217,873	52,622	39,969	12,653	76.0
7	00055427	Coordination for Resident	349,815	487,653	440,091	47,562	90.2
8	00055428	UN Advocacy & Resource Mob/	-	29,000	20,793	8,207	71.7
9	00055429	Non-Resident UN AG	-	1,000	-	-	0.00
10	00055430	Coordination Capacities	-	503,920	497,637	6,283	98.8
11	00055667	Emergency Infrastructure	1,748,464	1,538,101	1,531,627	6,474	99.6
12	00056156	Liberia Development Forestry	318,432	31,500	293,580	(262,080)	932.0
13	00057795	Support to the MOF	407,348	400,500	364,534	35,966	91.0
		SUBTOTAL OTHERS	5,359,825	12,412,527	11,092,985	1,318,543	89.4
		GRAND TOTAL	76,790,896	74,321,881	67,933,869	6,377,012	91.4

APPENDIX B.4 (c): PROGRAMME DELIVERY January – June 2010
(prepared from data submitted by UNDP M&E Unit)

No.	Project ID	Project Description	Authorized Spending Limit	Appr Budget	Total Utilized	Budget Bal	% Utilized
PILLAR I: PRO-POOR ECONOMIC AND DEVELOPMENT							
<i>Economic Policy and Management</i>							
AWP-1: ECONOMIC POLICY AND DEVELOPMENT							
3	00047119	Capacity Building for National Implementation	23,091	30,589	23,879	6,710	78.1
6	00061364	Economic Policy and Management	510,283	1,469,261	429,485	1,039,776	29.2
		SUBTOTAL - AID COODINATION	533,374	1,499,850	453,364	1,046,486	30.2
AWP - 2: AID COORDINATION							
7	00061379	Aid Coordination	-	298,000	86,315	211,685	29.0
		SUBTOTAL - AID COODINATION	-	298,000	86,315	211,685	29.0
AWP - 3: NATIONAL CAPACITY DEVELOPMENT (LECBS, SES, TOKTEN DEX2NEX)							
2	00051302	Liberia Emergency Capacity	2,682,545	1,800,000	1,609,750	190,250	89.4
4	00053114	TOKTEN	104,719	131,403	89,314	42,089	68.0
5	00055823	Senior Executive Service	1,679,279	1,790,479	1,146,479	644,000	64.0
6	00061536	National Capacity Development	-	940,000	637,048	302,952	67.8
7	00062398	Millennium Development	86,666	86,666	85,250	1,416	98.4
8	00062447	Support to Strengthening	-	400,000	47,566	352,434	11.9
9	00071939	TOKTEN USAID Grant	761,172	782,071	605,806	176,265	77.5
		SUBTOTAL - NAT'L CAPACITY DEV.	5,314,381	5,930,619	4,221,213	1,709,406	71.2
AWP - 4: COMMUNICATIONS FOR DEVELOPMENT							
2	00060885	Communication for Development	-	350,000	180,319	169,681	51.5
		SUBTOTAL - C4D	-	350,000	180,319	169,681	51.5
<i>Sustainable Local Economic Recovery</i>							
AWP - 5: COMMUNITY-BASED RECOVERY AND DEVELOPMENT (CBRD)							
1.	00013428	Emergency Assistance Programme	320,235	320,235	-	320,235	0.0
3.	00053280	HSF - Rebuilding Communities	1,870	216,367	23,700	192,667	11.0
4.	00059843	Community-Based Recovery	1,100,000	1,211,999	619,598	592,401	51.1
5.	00069491	Improve Food Security	1,125,158	2,142,783	502,489	1,640,294	23.5
7	00062398	Millennium Development	86,666	86,666	85,250	1,416	98.4
		SUBTOTAL - CBRD	2,547,263	3,891,384	1,145,787	2,745,597	29.4

No.	Project ID	Project Description	Authorized Spending Limit	Appr Budget	Total Utilized	Budget Bal	% Utilized
AWP - 6: STRENGTHEN LOCAL CAPACITY FOR CLIMATE CHANGE & NATURAL RESOURCE MANAGEMENT							
2	00051828	PIMS3387-LD-PDFA-Lib	124,320	124,320	87,614	36,706	70.5
5	00061519	Environment and Natural	-	628,000	308,506	319,494	49.1
6.	00062701	Disaster and Climate Change	447,598	414,275	168,679	245,596	40.7
7	00063817	PIMS 1839 CNA for Imp	79,078	25,000	15,275	9,725	61.1
9	00070581	PIMS 3975-LDCF Enhancing	35,947	35,947	6,000	29,947	16.7
		SUBTOTAL - ENERGY AND ENVIRONMENT	686,943	1,227,542	586,074	641,468	47.7
AWP - 7: LAUNCH AN INCLUSIVE FINANCIAL SECTOR IN LIBERIA							
1.	00046754	UNDP Microfinance Project	0	239,000	142,079	96,921	59.4
		SUBTOTAL - MICROFINANCE	0	239,000	142,079	96,921	59.4
AWP - 8: YOUTH EMPOWERMENT AND EMPLOYMENT							
1	00056596	Liberia NV Youth Service	-	200,000	189,410	10,590	94.7
2	00061400	Youth Empowerment	696,446	819,480	628,275	191,205	76.7
3	00063760	Tumutu Agricultural	108	311,822	42,800	269,022	13.7
4	00070078	Volunteer for Peace	261,257	488,000	293,841	194,159	60.2
5	00071058	Supporting Peaceful Reintegration	122,796	136,577	151,784	(15,207)	111.1
		SUB-TOTAL - YOUTH EMPOWERMENT	1,080,607	1,955,879	1,306,110	649,769	66.8
PILLAR II: DEMOCRATIC GOVERNANCE							
<i>State Capacity and Institutional Strengthening</i>							
AWP - 9: STRENGTHEN PUBLIC ADMINISTRATION REFORM AND PROMOTION OF CIVIC ENGAGEMENT							
3	00047487	EUEOM Liberia 2005 P	42,290	49,927	17,054	32,873	34.2
6	00056031	Legislative Strengthening	5,486	5,486	2,486	3,000	45.3
7	00057476	Liberia Decentralization	321,107	580,636	446,203	134,433	76.8
8	00061530	Public Administration	550,000	981,000	240,409	740,591	24.5
9	00070484	Supporting Liberian Anti-corruption	178,341	174,394	44,946	129,448	25.8
		SUBTOTAL - PUBLIC ADMIN. REFORM	1,097,224	1,791,443	751,098	1,040,345	41.9
AWP - 10: STRENGTHENING THE RULE OF LAW AND THE ADMINISTRATION OF JUSTICE							
1.	00060881	Strengthening Rule of Law	7,193	7,193	6,424	769	89.3

No.	Project ID	Project Description	Authorized Spending Limit	Appr Budget	Total Utilized	Budget Bal	% Utilized
2	00061341	Strengthening Rule of Law & Admin	432,954	904,345	537,780	366,565	59.5
3	00069513	Rule of Law and Adm	1,187,262	1,574,962	571,937	1,003,025	36.3
4	00070485	Improving Proseccion	717,101	717,101	411,463	305,638	57.4
5	00070496	Strengthening Public Defenders	253,431	253,431	98,764	154,667	39.0
SUBTOTAL - RULE OF LAW			2,597,941	3,457,032	1,626,368	1,830,664	47.0

AWP - 11: LIBERIA DECENTRALISATON AND LOCAL DEVELOPMENT (LDD + CST)

1.	00052947	Strengthening the Capacity	11,157	11,035	295	10,740	2.7
2.	00071201	Strengthening the Capacity	1,580,228	1,826,228	401,876	1,424,352	22.0
3.	00054676	Liberia Decentralizaton	321,107	580,636	425,046	155,590	73.2
SUBTOTAL - COUNTY SUPPORT TEAM (CST)			1,912,492	2,417,899	827,217	1,590,682	34.2

Peace and Security Consolidation

AWP - 12: COMMUNITY SECURITY AND SOCIAL COHESION

1	00041241	Support to the Police	125,373	125,373	-	125,373	0.0
2	00049247	Re-establishment of	110,263	110,262	-	110,262	0.0
7	00052996	Restructuring and Training of LNP	378,509	586,552	69,024	517,528	11.8
8	00056376	Enhancing SSR Reform	460,226	26,468	2,557	23,911	9.7
9	00056648	EC Support to Police	193,578	163,316	58,848	104,468	36.0
11	00059168	Enhancing Police Reform	(52,951)	131,530	6,508	125,022	4.9
12	00060796	Capacity Building of LNP	96,169	133,601	21,213	112,388	15.9
13	00061002	Enhancing Community Security and Social Cohesion	2,700,950	3,438,498	1,104,564	2,333,934	32.1
14	00071085	Enhancing Relationship between Police and Civilians	499,306	498,747	375,193	123,554	75.2
SUB-TOTAL - COMMUNITY SECURITY AND SOCIAL COHESION			4,511,423	5,214,347	1,637,907	3,576,440	31.4

Project without AWP in the CPAP

GLOBAL FUND

1.	00013431	HIV/AIDS Prevention	759	8,119	8,119	-	100.0
6	00055825	Strengthening HIV/AIDs	474,602	481,007	977,284	(496,277)	203.2
7	00061434	Malaria Control	2,896,825	2,885,090	2,590,221	294,869	89.8
8	00061437	Tuberculosis Control	1,524,744	731,109	920,906	(189,797)	126.0

No.	Project ID	Project Description	Authorized Spending Limit	Appr Budget	Total Utilized	Budget Bal	% Utilized
SUBTOTAL - GLOBAL FUND			4,896,930	4,105,325	4,496,530	(391,205)	109.5
GENDER AND HUMAN RIGHTS							
2.	00049118	Economic Empowerment of Women	19,253	-	9,911	(9,911)	0.0
3	00051422	Enhance Capacity of TRC	30,511	30,511	29,906	605	98.0
7	00062494	Sweden Support Empowerment	150,558	150,558	4,819	145,739	3.2
9	00063207	EC Support to International Women Colloquium	19,667	19,609	8,253	11,356	42.1
10	00069642	Global Gender Equali	-	497,773	156,505	341,268	31.4
11	00070543	Norway Support to National Colloquium	31,620	31,620	105,130	(73,510)	332.5
12	00070659	TRC Final Reconciliation	-	12,000	(4,047)	16,047	-33.7
13	00071324	Gender Equality and Economic Empowerment	857,019	857,019	529,974	327,045	61.8
SUB-TOTAL GENDER AND HUMAN RIGHTS			1,108,628	1,599,090	840,451	758,639	52.6
DDRR Project							
7	00059364	Norwegian Contribution	20,613	-	26,265	(26,265)	0.0
SUBTOTAL - DDRR			20,613	-	26,265	(26,265)	0.0
Other Projects							
3	00052308	EPPR	159,390	171,210	44,106	127,104	25.8
6	00054335	Development of National	171,367	194,348	67,767	126,581	34.9
8	00055428	UN Advocacy & Resource Mob/	-	32,000	6,935	25,065	21.7
10	00055430	Coordination Capacities	-	318,226	276,595	41,631	86.9
11	00055667	Emergency Infrastructure	114,937	1,558,242	(1,452,963)	3,011,205	n/a
13	00057795	Support to the MOF	365,609	372,000	189,818	182,182	51.0
14	00070827	Strengthening State Capacity/(Woodrow Wilson)	441,965	403,000	401,802	1,198	99.7
SUBTOTAL OTHERS			1,253,268	3,049,026	(465,940)	3,514,966	n/a
GRAND TOTAL			27,561,087	36,986,436	17,861,157	19,125,279	48.2

Source: Office Resource Overview - 30/06/10

