

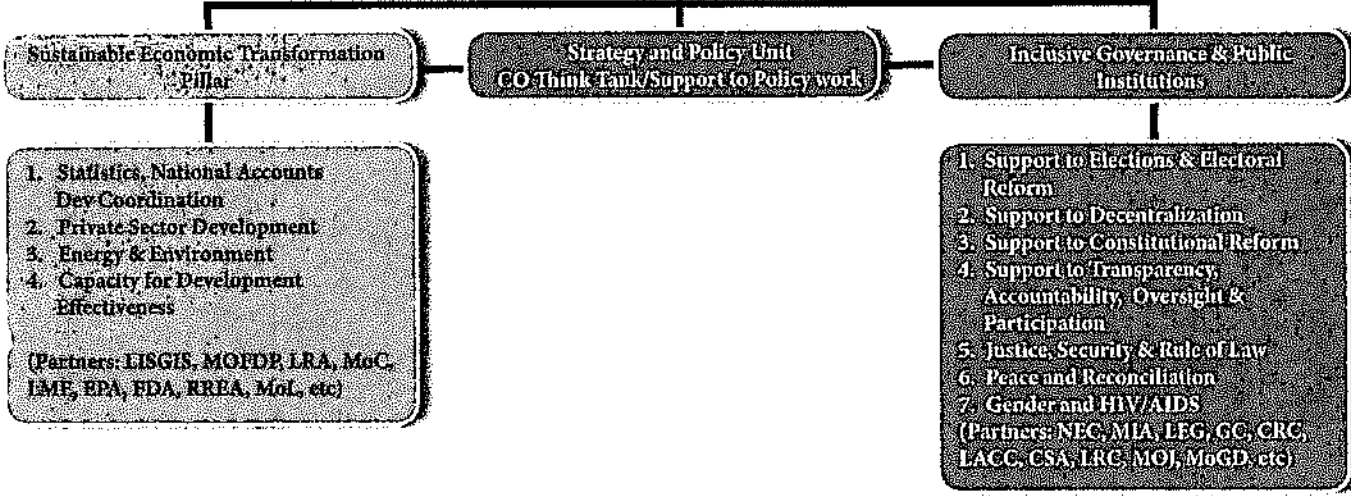
Agenda for Transformation Pillars/Alignment with UN(DP)



UNDAF Pillars (UN ONE PROGRAMME)



CPD Programme Components





Letter No. 073
Reference: ORG/130/2/15/4

Monrovia, 22 May 2012

Dear Honourable. Minister,

Subject: UNDP Country Programme Document (CPD 2013 – 2017)

I have the honour to refer to our letter dated 18 October 2011, on Programming for 2012 through which we informed you about the planned programming initiatives for 2012, which includes, the formulation of a new CPD. In another letter dated 23 February 2012, we provided more specific information regarding the CPD development process. In light of the above and following our meeting at the Ministry of Planning and Economic Affairs on Thursday 17 May 2012, where the UNDP Country Director briefed the key officials on the new CPD, I am pleased to officially submit the new CPD covering the period 2013 – 2017.

This new CPD which will be subject to extensive review at UNDP HQ was formulated in a participatory process involving key stakeholders, following the Strategic Planning Retreat (SPR) for the formulation of United Nations Development Assistance Framework (UNDAF) that took place in February 2012. This was followed by successive meetings of the international consultant recruited to support the process with stakeholders (including MPEA) during the mission to Liberia. Thus the attached CPD, which is firmly anchored to the PRSII and UNDAF, is the result of these discussions.

Honorable Minister to ensure UNDP's interventions are prioritized, focused, aligned and responsive to national priorities, you will note the CPD is based on clear situation analysis of the evolving country context drawing heavily on the lessons learnt during the implementation of the first Poverty Reduction Strategy (PRS1) and the ending Country Program (2008-2012). Furthermore, the preparation of CPD was supported by the Mid-Term Review of Country Programme Action Plan (CPAP) that was held in 2011, as well as the recently completed Assessment of Development Results (ADR), and the Results Focused Assessment of PRS1.

Honorable Amara Konneh
Minister, Ministry of Finance and Acting Minister
Ministry of Planning and Economic Affairs
Monrovia
Republic of Liberia



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The new CPD is focused with three areas of intervention:

1. Inclusive Governance and Public Institutions;
2. Justice, Security and Reconciliation;
3. Sustainable Economic Transformation

The decision to re-focus on areas of comparative advantage of UNDP was dictated by the need to be effective in achievement of development results for Liberia and efficient utilization of the scarce resources at UNDPs disposal. Furthermore, the new CPD brings about:

- A shift from the current project approach to a broader program approach;
- A change from Direct Implementation (DIM) to National Implementation (NIM) building on the soon-to-be completed Micro-Assessment;
- The use of UNDAF Action Plan instead of the CPAP within the framework of Delivering as One (DaO) as embarked upon by the United Nations Country Team (UNCT)

Honorable Minister, with your concurrence, I would like to take this opportunity to inform you that the CPD 2013 – 2017 will be submitted to the Executive Board of UNDP for approval in its September 2012 session. In this respect, a strong endorsement letter by the Government of Liberia will be very important.

Last but not least, I would like to point out that UNDP Country Programmes, unlike their constituent project, do not often start from a substantive zero point or end with complete achievement of all the envisaged outcomes. While they do have fixed time durations, substantively, they normally flow from the previous one and transit into the next. In this respect and in order to effectively manage the transition from the ongoing country programme, ending in December 2012 to the new beginning in January 2013, I would like to propose a meeting between UNDP and the Ministry of Planning and Economic Affairs to discuss and agree on the following actions:

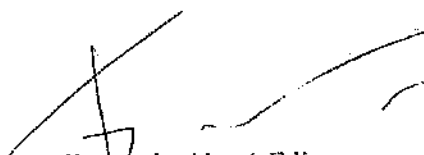
- Identification of the potential UNDP support and existing projects that need to be continued for achieving the intended outcomes that remain priorities;



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- Identification of those existing projects that would need to be completed either due to the achievement of the intended results, or those projects being no longer strategic or priorities.
- Identification of those projects that will not be continued in the latter category should be closed as soon possible prior to the commencement of the new programme.

Please accept, Honourable Minister, the assurances of our highest esteem.



Fernando Abagá Edjang
Country Director a.i.



**Executive Board of the
United Nations Development
Programme and of the
United Nations Population Fund**

Distr.: General
(Date)

Original: Language

NOTE: The narrative should be no more than four pages in length and results and resources framework should be no more than two pages in length. Do not adjust font or margins when completing the document. The evaluation plan should be submitted as a separate document

Annual session of (year)
(date), (Location)
Item (number) of the provisional agenda
Country programmes and related matters

Draft country programme document for Liberia (2013-17)

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1. Situation analysis

1. Following a sustained period of relative peace, stability and gradual democratic consolidation, Liberia is witnessing improving social indicators, economic growth and investment¹. Annual average growth in GDP was 6.9% between 2006-10, decelerating due to the global economic and financial crisis in 2009 but forecasted to rebound to 7-10% range in 2012-17. The recent steady growth record has been underpinned by sound monetary and fiscal policies that have kept inflation in single digits, a USD 4.7 billion debt write-off upon reaching the HIPC completion point in 2010, large inflows of official development assistance (USD 513 million in 2009), growing foreign direct investment especially in extractive industries (total commitments of USD 16 billion since 2006 and an inflow of USD 453 million in 2010), and rising foreign reserves. Other critical factors contributing to the improving outlook in Liberia are two successive democratic elections (in 2005 and 2011) and a gradual but steady consolidation of state authority and expansion of governance capacity.
2. Nevertheless, the country still faces a steep climb up from the development setbacks created by almost uninterrupted conflict during 1989-2003. With an HDI value of 0.329 in 2011, Liberia ranked 182 out of 187 countries, reflecting a lack of progress on human development over the long-term. Three-quarters of the population of 3.48 million are below 35 years old and are mostly unemployed or vulnerably employed (78.8%). The proportion of the population below the poverty line stands at a still very high 64% in 2007 but is expected to decline to below 60% post PRS I implementation. The MDGs Country Report (2010) also shows that Liberia is on track to meet only three of the Goals: gender equality and women's empowerment, combating HIV and AIDS, and forging partnerships for development. Another critical aspect to the development situation is sharp inequality: the Gini coefficient stands at 0.59 and, despite progress on MDG3, still significant gender gaps - limited access to education (particularly at secondary/tertiary level) and health services, exceptionally high maternal mortality (890 per 100,000 live births), continuing sexual and gender-based violence (GBV) and low levels of participation of women in decision-making positions/bodies (26%) and representation (10.4% of elected representatives).
3. As the Government has noted, Liberia is still a fragile, post-conflict nation which is making a determined effort to transition from recovery and reconstruction to inclusive growth. There are several underlying factors contributing to relative fragility – and, more broadly, the development deficits noted above – that need to be tackled successfully in order to achieve the country's goals for the future. One crucial set of factors relates to State authority and legitimacy and the social cohesion required for peaceful development, namely the necessity for national reconciliation around issues such as vision, history, identity and accountability; the importance of greater 'voice' and space for participation in political processes and economic development; reliance on central authority to compensate for limited accountability and local governance; the constrained reach and capability of the State, not least to deliver services and maintain the rule of law; and the inherent nature of a young democracy in which 'checks and balances' are still evolving, not least in terms of representational and oversight functions, and where there is a risk of political contestation outside the law. The effects of these factors are complicated, in turn, by potential regional instability, exacerbated by porous borders.
4. Another set of underlying factors relate to challenges of inclusive growth which have a strong influence as well on prospects for peace and stability, highlighting the interconnectedness of issues. These factors include limited structural transformation of

¹ *Agenda for Transformation*, draft, Government of Liberia (GoL), 2012; National MDG Report, GoL, 2010.

the economy; rapid population growth generating pressure to absorb new entrants to the labour force and creating a large pool of under/unemployed youth; a combination of constraints hindering formation of micro, small and medium-size enterprises (MSMEs) and job creation - shortfalls in infrastructure and economic services (s), fragmented markets, administrative and regulatory costs, weak property rights, a narrow product base, limited management and entrepreneurship skills and low levels of financial literacy; and the multi-faceted challenges of successfully managing an expected boom in extractive industries - from prudent and transparent management of revenues to sustainable resource use and establishment of strong linkages with the broader economy to boost value addition and employment. Finally, even as Liberia grapples with these daunting challenges, the presence and scope of engagement of the international community will diminish over time with the transition of the UN Mission in Liberia (UNMIL). This will not only pose a significant challenge to the country but also to the UN Country Team (UNCT) which will need to secure a necessary level of continuity in a post-Mission setting.

II. Past cooperation and lessons learned

5. The CPD (2008-12) focused on two priority areas: (i) Governance and (ii) Pro-Poor Economic Growth. Evaluations and assessments² commissioned during the previous cycle have observed that, despite a challenging environment, UNDP had addressed several major underlying causes of fragility and conflict. Specifically, contributions to outcome-oriented results were in three main areas. First, Rule of Law, Justice and Security, essentially enabling the justice and security sector to *restore basic functionality*, working closely with UNMIL and other UN and non-UN partners: (a) development of strategic plans for institutions of justice and security; (b) investment in essential training for judicial staff (public defenders and prosecutors, with a special focus on GBV); and (c) expansion of access through the (still on-going) construction of the first of 5 regional Justice and Security Hubs, providing communities with improved access to police and judicial services, together with establishment of 55 Women and Child Protection Units at national and local levels. Second, Political Governance, targeting institutions and processes critical to effective *consolidation of peace and oversight of reconstruction and development*: (a) technical and financial assistance to the Election Commission for the conduct of the Constitutional referendum (2011) and Presidential and legislative elections (2011); (b) establishment of an architecture for anti-corruption, based on an approved national policy and strategy including creation of the Liberia Anti-Corruption Commission and General Auditing Commission; (c) preparation of a National Decentralisation Policy, seen as essential for State legitimacy and social inclusion, which now awaits implementation; (d) drafting of public sector reform policy; and (d) formation and early functioning of the Independent National Human Rights Commission (INHRC).
6. Third, Pro-Poor Growth and Productivity, tackling immediate needs for jobs and critical services whilst making a start on structural impediments to employment generation: (a) preparation of diagnostic studies and retrospective analysis for the National Vision 2030; (b) formulation of the National Capacity Development Strategy, the National Strategy for the Development of Statistics (NSDS), establishing Gender Statistics Baseline and policies on gender and industry; (c) development of the Micro-Finance Regulatory and Supervisory Framework, managed by the Central Bank of Liberia (CBL) and now in use, working closely with UNCDF, and assisting 7 microfinance institutions to reach 53,000 clients; (d) establishment of the Land Commission which will play a major role in land administration and management, key to conflict prevention, sustainable extractive industries and investment based on secure property rights; (e) implementation of an interim Principal Recipient (PR) role for the Global Fund, with successful transfer of

²CPAP Mid-Term Review (2010); Assessment for Development Results (ADR, 2011); and Evaluation of Local Governance (2011).

capacity and responsibility to the Government;

7. Several key lessons learnt have an important bearing on future assistance. On the programmatic side, these include the necessity of targeting the root causes of fragility and development shortfalls; strategically narrowing focus; adopting a programme rather than project-oriented approach; stepping-up the emphasis on longer-term capacity development rather than shorter duration 'gap-filling', especially in view of the role played by UNDP in establishing new public institutions; taking a second look at efforts that have not yet realised their full potential, for instance, in microfinance and youth employment; planning ahead for the eventual transition from UNMIL, building upon the demonstrated and continuing value of collaboration within an Integrated Mission in priority areas such as justice and security but with increasing emphasis on acquiring expanded on-the-ground technical expertise; and placing greater emphasis on monitoring and evaluation (M&E). On the operational side, the main lessons learnt have to do with making the transition from DIM to NIM modality, as is beginning to happen, and improving procurement processes.

III. Proposed programme

8. The programme strategy has been shaped by the converging implications of major external and internal points of reference, namely government priorities, as expressed in the *Agenda for Transformation (2012-17)* or PRS II; the longer-term National Vision, *Liberia Rising 2030*, which aims for a stable, inclusive and unified middle-income country that brings higher standards of living to citizens and reduces major inequalities; the UNDAF and Liberia's decision to become a DaO self-starter; the transition of UNMIL; and the New Deal for Engagement with Fragile States, endorsed by Liberia.
9. The strategy recognises the political economy of Liberia, pivoting around a set of issues that have strong inter-linkages whilst making credible demands on UNDP's technical competence and operational reach. It rests on three pillars which substantively incorporate conflict sensitivity and Women, Peace and Security and gender equality as central rather than isolated concerns: (a) strengthening the legitimacy and accountability of the State and its capacity to deliver essential services, especially in an increasingly decentralised setting, and with particular emphasis on the rule of law, justice, peace and security; (b) tackling some of the structural factors impeding productive employment of a rapidly growing and young population; and (c) anticipating the 'next generation' of development challenges connected to expanding extractive industries, especially with regard to effective planning, sustainability of resource use and prudent management of revenues. Enabling a broad, deep and sustained process of national reconciliation that reinforces a shared identity, enables inclusion and increasing social capital as well as targeted actions that promote peace and stability and the achievement of the MDGs become cross-cutting themes across all programmes. In effect, this strategy translates, in turn, to three major programme areas, as described below.
10. **Inclusive Governance and Public Institutions:** Assistance from UNDP will focus on four linked elements that reinforce the basic foundations of governance whilst targeting a substantially expanded role for women in each area of engagement, in particular their participation in positions of authority and decision-making both at national and local levels. These will be: (i) continued development of capabilities for managing the electoral cycle with emphasis on elections management, civic and voter education, gender equality, participation of women and youth, prevention of violence and monitoring of electoral processes; (ii) implementation of the Legislature's Modernization Plan aimed at improving core functions of oversight and outreach, based on effective internal structures, systems, skills and resources; (iii) transparent and accountable management of public resources, specifically follow-

through on the agreed national anti-corruption policy and strategy, based on a more capable and empowered LACC and GAC; (iv) development of the media, women's groups and civil society to perform a 'watchdog' role; and (v) preparation of an implementation road map for the Decentralisation Policy and its progressive rollout across the country, to develop basic functions of consultation, planning, budgeting, monitoring and feedback for delivery of basic services.

11. **Justice, Security and Reconciliation:** In preparation for the transition of UNMIL, and working closely with the UNCT, assistance will focus on three elements that, together, can tackle important elements of potential volatility: (i) Constitutional and legal reform to substantially improve prospects for social inclusion of ethnic groups, women and youth; (ii) development, coordination and operationalisation of an inclusive mechanism for sustained and systematic pursuit of national reconciliation at national, regional and local levels, with a strong role for women as change agents and beneficiaries of dividends of peace; and (iii) expanded access to justice and security based on completion of an additional four regional Justice and Security Hubs that can help expand community outreach and assistance, improvements in the technical capacities and reach of Women and Child Protection Units to address SGBV, and ramping-up of training to overcome key gaps in the availability of mid-level staff, gender disparity, as well as specialized technical skills in the judicial and security system.
12. **Sustainable Economic Transformation:** To ensure results to scale, UNDP assistance will focus on employment growth utilising labour-intensive MSMEs and gender responsive approach as the key drivers. These include: (i) strengthened evidence-based planning, monitoring and reporting – preparation of socio-economic and sectoral studies, policies and plans, implementation of the NSDS to build capacity to conduct and analyse surveys and censuses, and systems development and analysis for aid management; (ii) rollout of a package of measures targeting obstacles to MSME formation - administrative and regulatory reform (licensing, registration, taxation, regulatory compliance requirements) and expanded access to services using improvements in on-going assistance to microfinance institutions to expand the range and reach of inclusive finance to areas such as micro insurance and leasing; and (iii) effective management and utilization of natural resources, essential to value-addition and job creation, including governance of land in the context of reconciliation, peace and stability; and (iv) embedding a sustainable development approach in national development frameworks..

IV. Programme management, monitoring and evaluation

13. UNDP will gradually transition to NIM modality, using the findings of on-going micro-assessments and support a framework of accountability and a strong national investment for programme management and oversight. However, retain the ability to utilise DIM and other modalities, in consultation with the Government and training for CO capacity to manage NIM. Investment will be made in results-based management (RBM), using national systems and linking closely with programmatic support to NSDS and PRS II implementation. Efforts will focus on the adoption of a portfolio approach, selection of quality indicators and baselines (disaggregated by sex, age, etc.) to monitor and assess outcomes using primary and secondary data collection techniques to gather quantitative and qualitative information, active management of budgets and tracking of outputs and risks using Atlas, and enhancing staff capacity through recurrent training on RBM and programme/project design, monitoring and reporting. Reviews will be conducted as per POPP for lessons learnt and corrective actions.
14. Three other elements notably intensification of resource mobilisation, optimisation of office organisation and costs and active risk management based on monitoring of contextual and operational factors will be central to management.

Annex: RESULTS AND RESOURCE FRAMEWORK

NATIONAL PRIORITY GOAL: Inclusive Governance and Public Institutions					
UNDAF AND COUNTRY PROGRAMME OUTCOMES: Liberian Governance systems strengthened to ensure consolidation of peace and stability supported by effective and well-functioning institutions that foster inclusive participation of stakeholders especially women and youth with enhanced service delivery at local levels. Outcome indicators: Number of corruption cases investigated. No of audit reports reviewed and responded to on time; # of national ministries/agencies operationalised at county and district level. Related Strategic Plan focus areas: Democratic Governance					
GOVERNMENT CONTRIBUTION	OTHER PARTNER CONTRIBUTIONS	UNDP CONTRIBUTION	INDICATOR(S), BASELINES AND TARGET(S) FOR UNDP CONTRIBUTIONS	INDICATIVE COUNTRY PROGRAMME OUTPUTS	INDICATIVE RESOURCES BY OUTCOME (US\$)
GoL will ensure the autonomy of the National Election Commission (NEC) and LACC and provide funding and operational support for their statutory functions; and allocate resources and provide an enabling planning, operational and fiscal framework for decentralisation. The Legislature will re-validate, approve and implement its Modernization Plan, finance recurrent costs and selected capital investments and provide oversight for the process.	UNMIL will provide technical assistance, including coordination and mentoring, at County level. UNCDF will share experiences and advice on Local Development Funds (LDF). USAID will provide additional institutional development support to the NEC and LACC. The NDI and US Congressional Support Office will provide targeted technical support for aspects of the Legislature's Modernization Plan.	UNDP will contribute policy advice and technical inputs, services (such as coordination), access to good practices and expert networks and in-kind contributions to enable policy and regulatory reform, (re)design and performance of institutional functions, targeted improvements in skills and rollout of specific interventions such as civic and voter education and decentralised planning.	<p>I1: Legislative Committee Support Office (CSO) fully functional by 2017 Baseline: CSO recently established with very limited capacity Target: CSO meets capacity benchmarks for full functionality (gender-balanced staffing, funding, regular production of technical outputs such as policy briefs, budget analysis and research reports)</p> <p>I2: Proportion of LACC caseload successfully investigated and prosecuted Baseline: 9% (2011) Target: 45-50% (2017) I3: Proportion of Counties (and their districts) with planning/budgeting/management processes that integrate 'core' service delivery ministries Baseline: An implementation plan for the Decentralisation Policy is awaiting completion. Target: 33% of Counties (5 out of 15) with processes that integrate 'core' service delivery ministries by 2017.</p>	<p>O1: Technical and operational (re)design and rollout of voter education, violence prevention and monitoring initiatives completed. O2: Structures and systems reviewed, staff trained and technical outputs piloted in the CSO. O3: Structures, systems and staff skills for specialised investigation and prosecution of corruption cases in place in the LACC. O4: A core group of domestic civil society and media organisations assessed and offered targeted assistance to institutionalise a 'watchdog' function (technical advice, seed funding for innovative pilots; especially for women/youth-oriented groups). O5: Basic norms and procedures, operational capacities and skill sets for planning, budgeting, management and citizen feedback on service delivery in place in the 5 target Counties and their districts.</p>	<p>Regular: US\$7,000,000 Other: US\$77,000,000</p>
NATIONAL PRIORITY GOAL: Peace, Security and Rule of Law					
UNDAF AND COUNTRY PROGRAMME OUTCOMES: National reconciliation and social cohesion fostered within an enabling constitutional and legal environment supported by a strengthened and accountable justice and security institutions at national and local level. Outcome indicators: % of population accessing formal and informal justice systems (age- and gender-disaggregated); % of reported cases disposed of (age-, gender- and type-disaggregated) Related Strategic Plan focus areas: Democratic Governance					
GoL will finance the operational costs of a Constitutional Review Committee and lead the review process. The	UNMIL will provide technical advice on justice and security with UNPOL offering advice, training and	UNDP will contribute advice, programme management services, access to expert Networks and global	<p>II. Constitutional review undertaken fully addressing property rights, gender equality and justice for human rights abuses Baseline: Review yet to take place Target: Constitution fully reviewed with key issues addressed 12: National</p>	<p>O1: Current constitutional and legal framework reviewed and a broadly consultative process on proposed reforms organized (with the participation of CSOs, women, youth and marginalized groups).</p>	<p>Regular: US\$7,000,000 Other: US\$77,000,000</p>

<p>Cabinet will adopt an inclusive reconciliation strategy. The Ministry of Justice will provide policy, budgetary, accountability and oversight functions for the judicial system. The Liberia National Police (LNP) will provide institutional leadership and guidance for assistance from partners.</p>	<p>mentoring to officers and cadets in the security services. UNOPS will construct regional Hubs. UNICEF, UNFPA and UN Women will offer expertise on juvenile justice, SGBV and overall gender sensitivity of UN assistance, respectively.</p>	<p>good practice, and specific actions, as may be needed and requested e.g. on inclusive dialogue methodologies and processes, to enable Constitutional and legal reviews, national reconciliation, and more accessible and responsive judicial and security services.</p>	<p>reconciliation achieving key benchmarks of progress Baseline: No effective national reconciliation structure or policy in place Target: 67% of Stakeholders perception that reconciliation is 'well advanced' I3: % of population with the coverage area aware of and accessing services provided by the hub (disaggregated by age, gender and county) Baseline: Regional hubs under construction Target: All 5 regions experience increased prosecution rates [30%] for SGBV</p>	<p>O2: Stakeholder consensus achieved on 'national reconciliation', coordination arrangements in place, and dialogue and accountability activities underway at national and local levels with strong roles for women. O3: 5 regional hubs for justice and security services constructed and operational. 1,000 police, immigration and corrections staff trained in service standards, human rights and SGBV (at least 25% of whom are women). O4: Oversight, accountability and management structures, standards and procedures in place in the LNP.</p>
<p>NATIONAL PRIORITY/GOAL: Economic Transformation</p>				
<p>UNDAF AND COUNTRY PROGRAMME OUTCOME: Inclusive and sustainable economic transformation informed by evidence-based macro-economic policy promoting access to livelihood, innovative and competitive private sector and efficient natural resource management. Outcome Indicator: Regulatory framework for natural resources management with community participation endorsed; Government capacity for contracts negotiations supported by expert knowledge. Related Strategic Plan focus areas: Democratic Governance, Poverty Reduction, Energy and Environment</p>				
<p>GoL will enact financial sector policies/strategies to improve access to inclusive financial services; conduct regular dialogue with the private sector on critical issues related to the business climate for MSMEs; establish a legal and regulatory framework conducive to MSME growth and a National Industrial Development & Financing Organization (NIDFO); and staff and fund the Land Commission and Liberian Institute of Statistics and Geo-Information Services (LISGIS) to carry out their basic functions.</p>	<p>UNCDF will provide technical assistance to the CBL to develop strategies and plans for building a strong inclusive financial sector that offers products and services tailored to local MSME needs. The Government of Denmark will provide funding for the UN Women's Economic Empowerment Programme (GEWEE).</p>	<p>UNDP will contribute technical advice on options for legal and regulatory reform as well as assessment and rollout of improved financial services that are relevant and institutionally and financially feasible; identification and progressive acquisition of expanded institutional capacities in major statutory bodies; facilitation of national dialogue on macro-economic and sectoral issues; and forging of South-South exchanges.</p>	<p>I1: Proportion of national, sectoral and local development policies and programmes formulated using disaggregated data and statistics Baseline: NSDS in place but only 30% activities completed. Target: LISGIS and NSS able to produce timely relevant disaggregated data with 100% NSDS implementation I2: Gender responsive budgeting in use in all sectoral strategies. Baseline: Training programmes initiated Target: Gender-responsive budgeting integrated into the MTEF I3: A fully functional aid management system Baseline: System partially in place Target: Key capacity and operational benchmarks met I4: Service offering and utilization of microfinance institutions Baseline: Services limited to microfinance; coverage in major towns Target: New products introduced; 250 thousand people utilize services (50% or more being women);</p>	<p>O1: Redesign of survey programmes, data warehousing and access systems and publications programme completed in LISGIS. O2: Country-specific standards and independent review mechanisms for gender-responsive budgeting agreed and rolled-out to 'core' institutions in the MTEF. O3: Upgraded systems for aid management agreed and implemented. O4: Revised institutional arrangements and systems in place to activate 'one-stop shops' on business registration. O5: New (micro) financial products and delivery models tested and scaled-up. O6: Land use and broader environmental criteria/standards, including for extractive industries, established and monitoring and enforcement capabilities operational (e.g. in the Land Commission). O7: Public-private partnerships developed and financing and institutional arrangements tested to provide service delivery institutions and small enterprises with access to off-grid renewable energy.</p> <p>Regular: US\$6,000,000 Other: US\$20,000,000</p>

Annex. Results and resource framework for Liberia (2013-2017)

National priority/goal: Inclusive governance and public institutions

UNDAF and country programme Outcome #4: Liberian governance systems strengthened to ensure consolidation of peace and stability supported by effective and well-functioning institutions that foster inclusive participation of stakeholders, especially women and youth, with enhanced service delivery at local levels. **Outcome indicators:** Number of corruption cases investigated; number of audit reports reviewed and responded to on time; number of national ministries/agencies operationalized at the county and district levels. **Strategic Plan focus areas** Democratic governance

Government contribution	Other partner contributions	UNDP contribution	Indicator(s), baselines and target(s) for UNDP contributions	Indicative country programme outputs	Indicative resources by outcome (thousands of United States dollars)
Government of Liberia will ensure the autonomy of the National Election Commission (NEC) and LACC and provide funding and operational support for their statutory functions; and allocate resources and provide an enabling planning, operational and fiscal framework for decentralization. The Legislature will revalidate, approve and implement its Modernization Plan, finance recurrent costs and selected capital investments and provide oversight for the process.	UNMIL will provide technical assistance, including coordination and mentoring, at the country level. UNCDF will share experiences and advice on Local Development Funds. USAID will provide additional institutional development support (NEC and LACC). The National Democratic Institute and United States Congressional Support Office will provide technical support for the Legislature's Modernization Plan.	UNDP will contribute policy advice and technical inputs, services (such as coordination), access to good practice and expert networks and in-kind contributions to enable policy and regulatory reform, design/redesign and performance of institutional functions, targeted improvements in skills and roll-out of specific interventions such as civic and voter education and decentralized planning.	<p>I1. Technical assessment of electoral readiness: Baseline: 2011 election preparedness assessed as adequate but requiring some improvement; Target: Rated as strong by independent observers; significantly higher female participation achieved (voters/candidates/electoral staff); I2. Legislative Committee Support Office fully functional; Baseline: Committee Support Office recently established with very limited capacity; Target: Committee Support Office meets capacity benchmarks for full functionality by 2017 (gender-balanced staffing, funding, regular production of technical outputs such as policy briefs, budget analysis and research reports); I3. Proportion of LACC caseload successfully investigated and prosecuted; Baseline: 9% (2011); Target: 45-50% (2017); I4. Proportion of counties (and their districts) with planning/budgeting/management processes that integrate "core" service delivery ministries; Baseline: An implementation plan for the Decentralization Policy is awaiting completion; Target: 33% of counties (5 out of 15) with processes that integrate "core" service delivery ministries by 2017.</p>	<p>O1. Technical and operational design/redesign and roll-out of voter education, violence prevention and monitoring initiatives completed; O2. Structures and systems reviewed, staff trained and technical outputs piloted in the Committee Support Office; O3. Structures, systems and staff skills for specialized investigation and prosecution of corruption cases in place in the LACC; O4. A core group of domestic civil society and media organizations assessed and offered targeted assistance to institutionalize a "watchdog" function (e.g. technical advice, seed funding for women/youth-oriented groups); O5. Basic norms and procedures, operational capacities and skill sets for planning, budgeting, management and citizen feedback on service delivery in place in the five target counties and their districts.</p>	<p>Regular 5 629.4</p> <p>Other 96 800</p>
National priority/goal: Peace, security and the rule of law					
UNDAF and country programme Outcome #1: National reconciliation and social cohesion fostered within an enabling constitutional and legal environment supported by a strengthened and accountable justice and security institutions at the national and local levels. Outcome Indicators: Percentage of population accessing formal and informal justice systems (age- and gender-disaggregated); percentage of reported cases disposed of (age-, gender- and type-disaggregated) Related Strategic Plan focus area: Democratic governance					
Government of Liberia will finance the operational costs of a Constitutional Review Committee and lead the	UNMIL will provide technical advice on justice and security with United Nations Police (UNPOL)	UNDP will contribute advice, programme management services, access to	<p>I1. Constitutional review fully addresses property rights, gender equality and justice for human rights abuses: Baseline: Review yet to take place; Target: Constitution fully reviewed with key issues addressed; I2. National reconciliation</p>	<p>O1. Current constitutional and legal framework reviewed and a broadly consultative process on proposed reforms organized (with the participation of civil society organizations, women, youth and</p>	<p>Regular 5 629.4</p> <p>Other</p>

<p>review process. The Cabinet will adopt an inclusive reconciliation strategy. The Ministry of Justice will provide policy, budgetary, accountability and oversight functions for the judicial system. The Liberia National Police will provide institutional leadership and guidance for assistance from partners.</p>	<p>offering advice, training and mentoring to officers and cadets in the security services. The United Nations Office for Project Services (UNPOS) will construct regional Hubs. UNICEF, UNFPA and United Nations-Women will offer expertise on juvenile justice, SGBV and overall gender sensitivity of United Nations assistance, respectively.</p>	<p>networks and global good practice, and specific actions, as may be needed and requested, e.g., on inclusive dialogue methodologies and processes, to enable Constitutional and legal reviews, national reconciliation, and more accessible and responsive judicial and security services.</p>	<p>achieving key benchmarks of progress: Baseline: No effective national reconciliation structure or policy in place; Target: At least two thirds of a representative group of stakeholders perceive that reconciliation is "well advanced"; I3. Percentage of the population within the targeted coverage area aware of and accessing justice and security services (disaggregated by age, gender and county); Baseline: Regional Justice and Security Hubs under construction; Target: At least one third of the targeted population in all five regions; increased prosecution rates for SGBV (30%).</p>
<p>marginalized groups). O7. Stakeholder consensus achieved on "national reconciliation", coordination arrangements in place, and dialogue and accountability activities under way at the national and local levels with strong roles for women. O3. Five regional hubs for justice and security services constructed and operational; 1,000 police, immigration and corrections staff trained in service standards, human rights and SCBV (at least 25% of whom are women). O4. Oversight, accountability and management structures, standards and procedures in place in the Liberia National Police.</p>			

96 800

National priority/goal: Economic transformation

UNDAF and country programme Outcome #2: Inclusive and sustainable economic transformation informed by evidence-based macro-economic policy promoting access to livelihood, innovative and competitive private sector and efficient natural resource management. Outcome indicator: Regulatory framework for natural resources management with community participation endorsed; Government capacity for contracts negotiations supported by expert knowledge. Strategic Plan focus areas: Democratic governance, poverty reduction, energy and environment

<p>Government of Liberia will enact financial sector policies/strategies to improve access to inclusive financial services; conduct regular dialogue with the private sector on critical issues related to the business climate for MSMEs; establish a legal and regulatory framework conducive to MSME growth and a National Industrial Development and Financing Organization; and staff and fund the Land Commission and Liberian Institute of Statistics and Geo-Information Services to carry out their basic functions.</p>	<p>UNCDF will provide technical assistance to the Central Bank of Liberia to develop strategies and plans for building a strong inclusive financial sector that offers products and services tailored to local MSME needs. The Government of Denmark will provide funding for the United Nations Gender Equality and Women's Economic Empowerment Programme.</p>	<p>UNDP will contribute technical advice on options for legal and regulatory reform as well as assessment and roll-out of improved financial services that are relevant and institutionally and financially feasible; identification and progressive acquisition of expanded institutional capacities in major statutory bodies; facilitation of national dialogue on macro-economic and sectoral issues; and forging of South-South exchanges.</p>	<p>I1. Age, relevance and reliability of development data (disaggregated by gender); Baseline: NSDS in place but only about 30% activities have been completed; Target: LISCIS and NSS able to produce timely, accurate, relevant and disaggregated data based on full NSDS implementation; national/local/sectoral policies and programmes utilize disaggregated data; I2. Gender-responsive budgeting used in the formulation/implementation of sector strategies; Baseline: Training initiated; Target: Gender-responsive budgeting integrated into the Medium-Term Expenditure Framework (MTEF) and "core" ministries; I3. A fully functional aid management system; Baseline: System partially in place; Target: Key capacity and operational benchmarks met; I4. Service offering and utilization of microfinance institutions; Baseline: Services limited to microfinance; coverage in major towns; Target: New products introduced; 250,000 clients (50% or more being women); I5. Land policy functional; Baseline: Land policy drafted and published; Target: Land Commission meets capacity benchmarks; legal gender equality in access and ownership; I6. Models of access to renewable energy ready for scaling-up; Baseline:</p>
<p>Government of Liberia will enact financial sector policies/strategies to improve access to inclusive financial services; conduct regular dialogue with the private sector on critical issues related to the business climate for MSMEs; establish a legal and regulatory framework conducive to MSME growth and a National Industrial Development and Financing Organization; and staff and fund the Land Commission and Liberian Institute of Statistics and Geo-Information Services to carry out their basic functions.</p>	<p>UNCDF will provide technical assistance to the Central Bank of Liberia to develop strategies and plans for building a strong inclusive financial sector that offers products and services tailored to local MSME needs. The Government of Denmark will provide funding for the United Nations Gender Equality and Women's Economic Empowerment Programme.</p>	<p>UNDP will contribute technical advice on options for legal and regulatory reform as well as assessment and roll-out of improved financial services that are relevant and institutionally and financially feasible; identification and progressive acquisition of expanded institutional capacities in major statutory bodies; facilitation of national dialogue on macro-economic and sectoral issues; and forging of South-South exchanges.</p>	<p>O1. Redesign and roll-out of survey programmes, data warehousing and access systems and publications programme completed in LISGIS; O2. Country-specific standards and independent review mechanisms for gender-responsive budgeting agreed and rolled-out to "core" institutions in the MTEF; O3. Upgraded systems for aid management agreed and implemented; O4. Revised institutional arrangements and systems in place to activate "one-stop shops" on business registration; O5. New (micro) financial products and delivery models tested and scaled-up; O6. Land use and broader environmental criteria/standards, including for extractive industries, established and monitoring and enforcement capabilities operational (e.g. in the Land Commission); O7. Public-private partnerships developed and financing and institutional arrangements tested to provide service delivery institutions and small enterprises with access to off-grid renewable energy.</p>
<p>Government of Liberia will enact financial sector policies/strategies to improve access to inclusive financial services; conduct regular dialogue with the private sector on critical issues related to the business climate for MSMEs; establish a legal and regulatory framework conducive to MSME growth and a National Industrial Development and Financing Organization; and staff and fund the Land Commission and Liberian Institute of Statistics and Geo-Information Services to carry out their basic functions.</p>	<p>UNCDF will provide technical assistance to the Central Bank of Liberia to develop strategies and plans for building a strong inclusive financial sector that offers products and services tailored to local MSME needs. The Government of Denmark will provide funding for the United Nations Gender Equality and Women's Economic Empowerment Programme.</p>	<p>UNDP will contribute technical advice on options for legal and regulatory reform as well as assessment and roll-out of improved financial services that are relevant and institutionally and financially feasible; identification and progressive acquisition of expanded institutional capacities in major statutory bodies; facilitation of national dialogue on macro-economic and sectoral issues; and forging of South-South exchanges.</p>	<p>O1. Redesign and roll-out of survey programmes, data warehousing and access systems and publications programme completed in LISGIS; O2. Country-specific standards and independent review mechanisms for gender-responsive budgeting agreed and rolled-out to "core" institutions in the MTEF; O3. Upgraded systems for aid management agreed and implemented; O4. Revised institutional arrangements and systems in place to activate "one-stop shops" on business registration; O5. New (micro) financial products and delivery models tested and scaled-up; O6. Land use and broader environmental criteria/standards, including for extractive industries, established and monitoring and enforcement capabilities operational (e.g. in the Land Commission); O7. Public-private partnerships developed and financing and institutional arrangements tested to provide service delivery institutions and small enterprises with access to off-grid renewable energy.</p>
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Other 26 400