

Country: **Liberia**

Outcome(s)/Indicator(s):

National economic policies and programmes are being implemented to support equitable, inclusive and sustainable socio-economic development.

Expected Outcome(s)/Indicator (s):

National mechanisms and capacities for MDG based, conflict-sensitive planning, analysis and monitoring strengthened.

Expected Output(s)/Annual Targets:

Aid Coordination and development management system in place aligned with Paris Declaration principles with the people of Liberia and authorities engaged to the maximum extent at all levels.

Implementing partner:

Ministry of Planning and Economic Affairs (MPEA), Liberia Reconstruction and Development Committee (LRDC), Ministry of Finance (MoF), Liberia Institute of Statistics and Geo-Information Services (LISGIS)

Responsible parties:

UNDP-Liberia

Narrative

Since the end of Liberia's civil conflict in 2003, the country has received unprecedented amounts of emergency, humanitarian and development assistance from the international community. While these contributions to Liberia have been aimed at responding to the dire needs of the people, the absorptive capacity of the Government of Liberia to receive and coordinate these funds for the benefit of the peoples of Liberia remains a challenge. Recognizing that aid and assistance are fundamental at this stage in the country's recovery process, the capacity to properly channel and manage this assistance on the domestic front is critical.

Over the past few years, there have been several stop-gap attempts to streamline donor assistance in line with national needs and priorities. Efforts such as the Results Focused Transition Framework (RFTF), RFTF Implementation & Monitoring Committee (RIMCO), the 150 Days Action Plan and the Interim Poverty Reduction Strategy (iPRS) have all been short-term measures used to align donor funding around Liberia's development needs and expected deliverables. As the full three year PRS emerges, support will also be provided for the establishment of a donor assistance database as well as preparations for the 2008 Donor's conference to both align assistance around the PRS while ensuring adequate implementation arrangements are in place. Essential to any aid coordination attempts will however need to be a comprehensive national aid coordination policy.

This project seeks to harness the goodwill Liberia is currently experiencing through enhancing the Government's capacity to transform this goodwill into concrete mobilized resources while also appropriately allocating the received funding for development priorities. Aid coordination interventions will also aim to strengthen the national platform to engage traditional and non-traditional donors, while promoting aid effectiveness through implementation of the Paris Declaration. Particular assistance will also be provided to strengthen national capacity to manage the National Population and Housing Census exercise. Through the development of training materials and training of trainers and enumerators will further enhance national capacities for effective mapping and allocation of development assistance.

COMPONENT 2: ANNUAL WORK PLAN BUDGET SHEET

Year: 2008

EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
Output: Technical, operational and financial support to the monitoring of PRS outputs; analytical work on aid coordination	Provide technical inputs to development of PRS Monitoring & Evaluation tools		X	X	X	LRDC, UNDP	04000	71600 International Consultant	\$30,000
Indicator: PRS score cards or evaluation reports vetted, printed and disseminated	Facilitate and provide technical and financial support to PRS reporting mechanisms		X	X	X			72500 Supplies	\$15,000
Annual Target: PRS initial implementation report	Support to annual PRS review meetings	X	X	X	X	MPEA, LRDC, UNDP	04000	71600 Travel	\$10,000
Output: Strengthened national capacities (MPEA/LRDC/CSOs) for aid coordination through exposure to international experience and best practices	Support 3-4 aid coordination related missions		X						\$20,000
Indicator: Policy papers, workshop reports, training manuals	Organize 2-3 expert facilitated training workshops and retreats on aid coordination and development management		X		X			72500 Supplies	\$20,000
Annual Target: Enhanced resource mobilization and increased assistance delivery									

Output: Project operational support services mobilized in support of the project	National Aid Coordination Analyst recruited (NPPP-C)	X	X	X	X	X	UNDP	04000	71300- Local Consultants	\$40,000
Indicator: Number of staff recruited, number and type of equipment, facilities procured, nature of specialist support services mobilized	National Policy Associate recruited (NPPP-A)	X	X	X	X	X	UNDP	04000	71300-Local Consultants	\$25,000
	Project Monitoring and Evaluation	X	X	X	X	X	UNDP/MPEA/LRDC	04000	74500- Miscellaneous	\$10,000
Annual Target: Re-organized CO/SPU structure and a functional project management system in place equipped with needed facilities and logistics.	Equipment and Supplies (1 Desktop computer + accessories and stationary supplies for AIMS)	X	X	X	X	X	UNDP	04000	72200-Equipment 72500-Supplies	\$5,000
	Common Services	X	X	X	X	X	UNDP	04000	75100-Facilities & Administration	\$20,000
	Travel—Internal & External	X	X	X	X	X	UNDP	04000	71600-Travel	\$20,000
	Access to learning and knowledge exchange courses	X	X	X	X	X	UNDP	04000	74500- Miscellaneous	\$15,000
	Communications	X	X	X	X	X	UNDP	04000	74500- Miscellaneous	\$7,000
	Implementation Support Services (@ 3%)	X	X	X	X	X	UNDP	04000	75100-Facilities & Administration	\$13,710
	Fuel	X	X	X	X	X	UNDP	04000	75100-Facilities & Administration	
TOTAL										\$470,710

for tracking donor assistance. These risks all have the potential to dampen and hamper the speed and effectiveness with which the project's goals and objectives can be achieved.

a) As is common in many of the Government's current domestic efforts, the lack of adequately trained staff within Ministries and agencies, serves as a major setback to working efficiently. Aid coordination work requires not only research and analytical ability, but also tact and diplomacy in interacting with often skeptical donors. Government's existing poor pay structures cannot yet adequately compensate the quality of workers needed to realistically carry out these tasks in the key Ministries involved. Some efforts have been made to minimize this risk through funding of a Chief Technical Advisor to steer the process within Government as well as offering to provide technical support to the Ministries or Agencies through local consultancies, workshops etc. The current risk is **medium to high**.

b) Poor national institutional capacity further compounds the concerns raised in Risk A. The logistical constraints often faced by Ministries and Agencies often presents very realistic challenges in organizing and facilitating key events such as training workshops and retreats. By placing technical support staff within the Government agencies as well as providing some level of logistical assistance, this risk may be minimized, however it remains a key concern. The current risk is also **medium to high**.

c) Given Liberia's recent history of corrupt Government officials and financial impropriety, the discourse around aid coordination has remained fairly sensitive. Many donors may have suffered negative experiences in the past related to arbitrary financial requests after assistance figures were released. Also given the various funding modalities of partners, and the discrepancy between many donor funding cycles and the Government of Liberia's fiscal cycle, it has been difficult to even capture and collate donor figures in the past. While verbally agreeing to the efforts at aid tracking and monitoring donor assistance, it remains a challenge getting donor information from bilateral and multilateral partners. This could also present a challenge in the timely delivery of key outputs. The current risk is **medium**.

d) In the post-Paris Declaration era, the area of Aid Coordination itself is one that has continued to grow and emerge. Effective national aid coordination structures have been known to vary based on location, however a consistent characteristic of successful structures has been a clearly identified central Government institution responsible for aid coordination. So far, this is not the case with Liberia. Several agencies have been legally linked to the Aid Coordination mandate, with none yet being specifically identified as the official lead agency. This has presented great challenges in the past in how UNDP channels its aid coordination support to Government and it will continue to present an obstacle if an institution is not formally identified. The current risk is **high**.

COMPONENT 5: LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA signed between the Government of Liberia and the UNDP on 27 April 1977 and all CPAP provisions apply to this document.

COMPONENT 6: ANNEXES

- The CPAP signed by UNDP and the Government Coordinating Agency would be appended I if necessary.
- Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs (where the NGO is designated as the "implementing partner") should be attached.