



ONE PROGRAMME



UNITED NATIONS DEVELOPMENT
ASSISTANCE FRAMEWORK

2013-2017

Liberia



In Liberia, the United Nations is represented by the UN Mission (UNMIL), as well as the UN Country Team (UNCT), which is made up of 16 Agencies, Funds, and Programmes, as well as the World Bank and the International Monetary Fund.

All UN interventions in Liberia are aligned with the national medium-term strategy, known as the Agenda for Transformation, and as such, the UN Development Assistance Framework (UNDAF 2013-2017) reflects priorities of the AFT.

One Programme

UN Development Assistance Framework
(UNDAF 2013-2017)

TABLE OF CONTENTS

<u>Description</u>	<u>Page</u>
Signature Page	5
Acronyms and Abbreviations	7
Foreword from the Acting Minister of Planning and Economic Affairs and Deputy SRSG, Resident Coordinator and Humanitarian Coordinator	9
Preface from the Special Representative of the Secretary-General and UN Coordinator in Liberia	11
Liberia Facts and Figures	12
Executive Summary	14
<u>SECTION 1</u>	
Background	17
Progress on the Millennium Development Goals	20
Liberia's Poverty Reduction Strategy (2008-2011)	21
National Vision and Agenda for Transformation	21
The United Nations in Liberia	22
UN Development Assistance Framework (2008-2012)	23
Delivering as One	23
<u>SECTION 2: One Programme Pillars</u>	
One Programme Pillar I: Peace, Security and Rule of Law	27
One Programme Pillar II: Sustainable Economic Transformation	41
One Programme Pillar III: Human Development	57
One Programme Pillar IV: Inclusive Governance and Public Institutions	79
Cross-cutting Issues	93
<u>SECTION 3</u>	
Programme Management	95
Monitoring and Evaluation	97

SIGNATURE PAGE

The One Programme has been developed by the United Nations Country Team (UNCT) in consultation with the Government of Liberia and other partners, with the objective of improving the lives of the people of Liberia, particularly the most vulnerable, in alignment with national priorities, UN Development Group's (UNDG) programming principles, and the Millennium Development Goals.

Four One Programme Pillars, in line with those in the Agenda for Transformation (AfT), have been identified, providing the scope and strategic direction of the UN system's support to Liberia from 2013 - 2017.

They are:

1. Peace, Security, Rule of Law
2. Sustainable Economic Transformation
3. Human Development
4. Inclusive Governance and Public Institutions

A number of cross-cutting issues have been mainstreamed into the One Programme, which comprises this UN Development Assistance Framework (UNDAF) and a Costed Action Plan.

By signing hereunder, the Government of Liberia and the United Nations endorse this UNDAF and underscore their joint commitment to the fulfillment of its goals.



Amara Konneh
**Acting Minister of Planning and
Economic Affairs**
Republic of Liberia



Aeneas .C. Chuma
**Deputy Special Representative of the
Secretary-General,
Resident Coordinator and
Humanitarian Coordinator**
United Nations, Liberia

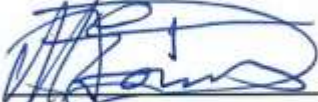
13 February 2013

Date


UNITED NATIONS COUNTRY TEAM


By signing hereunder the members of the United Nations Country Team endorse the UNDAF 2013-2017 and underscore their joint commitment to the fulfillment of its goals.



Mr. Jean-Alexandre Scaglia
FAO, Country Representative

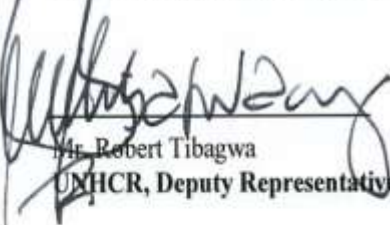

Ms. Melissa Jones
IOM, Officer-in-Charge



Mr. Joseph Gillespie
OHCHR, Officer-in-Charge


Mr. Betru.T.Woldesemayat
UNAIDS, Country Coordinator

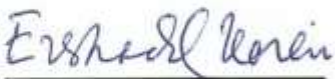

Mr. Dominic Sam
UNDP, Country Director


Ms. Esperance Fundira
UNFPA, Representative


Mr. Robert Tibagwa
UNHCR, Deputy Representative


Ms. Isabel Crowley
UNICEF, Representative


Ms. Sheelagh Kathy Mangones
UNWOMEN, Representative


Mr. Ershad Karim
UNOPS, Head of Office


Ms. Elizabeth Moorsmith
UN-HABITAT,
Chief Technical Advisor

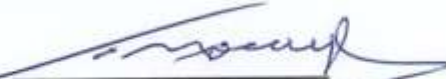

Ms. Inguna Dobraja
World Bank, Country Manager



Mr. Getachew Diriba
WFP, Representative



Dr. Nestor Ndayimirije
WHO, Representative

Non-Resident Agencies


Ms. Sina Chuma-Mkandawire
ILO, Director


Mr. Tirso DOSSantos
UNESCO, Regional Coordinator


Mr. Bafotigui Sako
UNIDO, Representative for Guinea
Liberia and Sierra Leone


Mr. Pierre Lapaque
UNODC, Regional Representative

ABBREVIATIONS AND ACRONYMS

AFL	Armed Forces of Liberia
AfT	Agenda for Transformation
BoB	Bureau of the Budget
BIN	Bureau of Immigration and Naturalization
CARI	Central Agriculture Research Institute
CBO	Community-Based Organizations
CBL	Central Bank of Liberia
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CSA	Civil Service Agency
CSO	Civil Society Organization
CST	County Support Team
DaO	Delivering as One
DDRR	Disarmament, Demobilization, Rehabilitation and Re-integration
DDC	District Development Committee
DHS	Demographic Household Survey
DSRSG	Deputy Special Representative of the Secretary-General
ECD	Early Childhood Development
ECE	Early Childhood Education
ECOWAS	Economic Community of West African States
EPA	Environmental Protection Agency
FAO	Food and Agriculture Organization of the United Nations
FDA	Forestry Development Authority
FST	Field Support Team
FLY	Federation of Liberian Youth
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GEMAP	Governance and Economic Management Assistance Programme
GFTAM	Global Fund for Tuberculosis, HIV/AIDS and Malaria
GoL	Government of Liberia
GRC	Governance Reform Commission
HACT	Harmonized Approach to Cash Transfers
HCSO	Humanitarian Coordinator's Support Office
HRBA	Human Rights Based Approach
HRBM	Human Rights Based Management
HIV	Human Immunodeficiency Virus
HoFO	Heads of Field Office
IAPT	Inter Agency Programming Team
ICGL	International Contact Group on Liberia
IDP	Internally Displaced Person
IFC	International Finance Corporation
ILO	International Labour Organization
IOM	International Organization for Migration
IMF	International Monetary Fund
INCHR	Independent National Commission on Human Rights
JP	(Government of Liberia-UN) Joint Programme
LDA	Liberia Development Alliance
LDHS	Liberia Demographic and Health Survey
LISGIS	Liberia Institute for Statistics and Geo-information Services
LNP	Liberian National Police
LWSC	Liberia Water and Sewer Corporation
MDG	Millennium Development Goal
MIA	Ministry of Internal Affairs
MICAT	Ministry of Information, Cultural Affairs and Tourism
MLME	Ministry of Lands, Mines and Energy
MoA	Ministry of Agriculture

ABBREVIATIONS AND ACRONYMS

MoC	Ministry of Commerce
MoD	Ministry of Defense
MoE	Ministry of Education
MoF	Ministry of Finance
MoG&D	Ministry of Gender and Development
MoH&SW	Ministry of Health and Social Welfare
MoJ	Ministry of Justice
MoL	Ministry of Labour
MMR	Maternal Mortality Ratio
MPEA	Ministry of Planning and Economic Affairs
MPW	Ministry of Public Works
MRD	Ministry of Rural Development
MRU	Mano River Union
MYS	Ministry of Youth and Sports
NAC	National AIDS Commission
NACP	National HIV/AIDS/STI Control Programme
NEC	National Elections Commission
NGO	Non-Governmental Organization
NHDR	National Human Development Report
NIC	National Investment Commission
NSA	National Security Agency
OMT	Operations Management Team
OHCHR	Office of the High Commissioner for Human Rights
PBC/F	Peacebuilding Commission/Fund
PMTCT	Prevention of Mother-to-Child Transmission
PRS	Poverty Reduction Strategy
RCO	Resident Coordinator's Office
SRSG	Special Representative of the Secretary-General
SSR	Security Sector Reform
STD	Sexually Transmitted Disease
TRC	Truth and Reconciliation Commission
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDSS	UN Department of Safety and Security
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN-HABITAT	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNWOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNMIL	United Nations Mission in Liberia
UNV	United Nations Volunteers
VCT	Voluntary Counseling and Testing
WB	World Bank
WFP	World Food Programme
WHO	World Health Organization

FOREWORD FROM THE ACTING MINISTER OF PLANNING AND ECONOMIC AFFAIRS AND THE UN RESIDENT COORDINATOR

Since the 14-year civil war ended ten years ago and constitutional rule was restored in 2006, Liberia has made significant progress towards securing the peace, building the economy, improving social services, and engaging in wide-scale infrastructure reconstruction and development. Important first steps have been taken to reconcile the people, and democratic governance is being steadily consolidated. In 2011, the first post-conflict nationally-organized presidential and legislative elections were held successfully.

Liberia's first Poverty Reduction Strategy, introduced in 2008, ended in 2011, and an evaluation showed that two-thirds of planned actions were carried out. Progress has been made in health, social services, electricity generation and distribution, road construction and in the agricultural and mining sectors. A number of critical public institutions have been established to improve governance, facilitate decentralization, enhance transparency and accountability, and improve service delivery. A civil service reform strategy has also been initiated.

Yet, a number of challenges remain. Unemployment, particularly among the youth, is unacceptably high. A survey in 2010 revealed that 37% of households considered themselves to be living in poverty, while 8.9% felt they were living in extreme poverty. A large percentage of Liberia's 3.5 million population lives on less than US\$ 1 a day, women and children continue to be sexually abused or exploited, and many Liberians lack access to appropriate healthcare.

The Government and people have introduced an ambitious and bold vision: *Liberia RISING 2030*, to transform the country through a new development strategy, which was launched in December 2012. A national reconciliation roadmap, a multi-year budget framework and an open budget initiative have also been launched. Currently, reforms of the Constitution, electoral laws and land tenure are underway. The overall effort is to turn Liberia into a middle income country by 2030, characterized by peaceful and inclusive politics, a diversified economy, stable institutions and an educated citizenry, all in the lifetime of one generation.

Medium-term development strategies, the first of which is the Agenda for Transformation (AfT), 2013-2017, have recently been launched. The AfT is organized around five pillars:

1. Peace, Security and Rule of Law
2. Economic Transformation
3. Human Development
4. Governance and Public Institutions
5. Cross-cutting issues

Building on the achievements of Liberia's first UN Development Assistance Framework (UNDAF), 2008-2012, the One UN Programme, has been developed through a highly consultative process, with close collaboration among the Government, the United Nations system, and Development Partners. The One Programme comprises the UNDAF and a Costed Action Plan, and is closely aligned with national priorities as outlined in the Agenda for Transformation, and is developed around four pillars, namely:


1. Peace, Security and Rule of Law.
2. Sustainable Economic Transformation.
3. Human Development.
4. Inclusive Governance and Public Institutions.

Cross-cutting issues identified in the AfT have been mainstreamed into the One Programme.

The One Programme is a key component of "Delivering as One" in Liberia, setting out the various interventions of UN agencies and funds in the country, in a single strategic framework. It is a bold initiative, and one that will require innovative coordination and implementation modalities, and strong commitment from Government, Development Partners and the UN to work together in achieving the priorities of the One Programme.

Besides enhancing national leadership and ownership, the One Programme reinforces the Government's monitoring and oversight capacities, provides a transparent overview of UN activities and financial arrangements, and ensures accountability. It also helps position the UN more strategically in areas where it has a distinct comparative advantage, allowing it to be a more effective development partner and increasing the impact of its collective interventions through more coherent, coordinated and focused strategies and programmes.

In conclusion, we reaffirm our commitment in achieving the objectives set forth in the One Programme, which will demonstrate a measured and improved change in the lives of the people of Liberia.



Amara Konneh
**Acting Minister of Planning and
Economic Affairs**
Republic of Liberia



Aeneas .C. Chuma
**Deputy Special Representative of the
Secretary-General,
Resident Coordinator and
Humanitarian Coordinator**
United Nations, Liberia

PREFACE FROM THE SPECIAL REPRESENTATIVE OF THE SECRETARY-GENERAL AND UN COORDINATOR IN LIBERIA

Tremendous progress has been made in Liberia since the end of the devastating conflict in 2003. Nationally organized elections have been held, the economy has improved and the budget is double that of a few years ago, amongst a host of other areas of progress. In four consecutive years, children who have never known war have started school. We are confident that the hard-won peace and stability that Liberia enjoys today will continue to be entrenched, that genuine reconciliation will occur, and that all those living in Liberia will benefit from that peace.

Ambitious goals have been set for the country in its Liberia RISING: 2030, in the medium-term Agenda for Transformation, and National Reconciliation Roadmap. The United Nations system welcomes the launch of these documents that set out long and medium terms goals for Liberia.

Such ambitious goals are necessary if Liberia is to continue to consolidate and sustain progress, and become a middle-income country by 2030. It is also important that every person living in Liberia, the Government, and Development Partners work together, and with vigor, in supporting the achievement of that goal, for the fair distribution of prosperity to all, and for the broadest public participation in the development of the country.

The launch of the One Programme comes at a time when the UN in Liberia itself is starting a transitory stage. In September 2012, the UN Security Council recommended that UNMIL continue with the next stage of its Consolidation, Drawdown and Withdrawal plan, reducing its troop strength by almost half over the next few years, and increasing its police strength to enhance its support to the Liberia National Police (LNP).

This is a positive development, and reflects Liberia's progress with regard to peace and security. The transition will be gradual, and at the same time, the United Nations is working at increasing its capacity to continue supporting Liberia. This One Programme reflects that commitment to Liberia, articulating the broad areas of UN assistance in the next five years. It was developed through a process of consultation with the Government and Development Partners.

This One Programme is closely aligned to national priorities and the development of one strategic framework will strengthen collaboration within the United Nations in Liberia for greater impact and accountability of our efforts. It also incorporates the UN Country Team (UNCT) and the UN Mission in Liberia's (UNMIL) shared vision of security and peace-building priorities.

As Coordinator of the United Nations system in Liberia, I take this opportunity to reiterate our commitment to stand by Liberia, and together with other Development Partners, to support the goals of achieving peace, prosperity and equality for all people in Liberia.



Ms. Karin Landgren
**Special Representative of the Secretary-General
and Coordinator of the United Nations in Liberia**

LIBERIA: FACTS AND FIGURES

	Indicator	Figure	Unit	Year	Source
Demographic	Total Population (est.)	3.5	Million people	2008	P&H Census*
	Total female (est.)	1.7	Million people	2008	P&H Census
	Total male (est.)	1.7	Million people	2008	P&H Census
	% Population (female)	50.0	%	2008	P&H Census
	% Population (male)	50.0	%	2008	P&H Census
	Population urban	1.8	Million people	2008	P&H Census
	Population rural	1.6	Million people	2008	P&H Census
	Urban population	47.0	%	2008	P&H Census
	Rural population	53.0	%	2008	P&H Census
	Population under 5 years old	17	%	2008	P&H Census
	Population under 15 years old	42.4	%	2008	P&H Census
	Population 15-24 years old	9.5	%	2008	P&H Census
	Population 15-64 years old	42.5	%	2008	P&H Census
	Population over 64 years old	5.6	%	2008	P&H Census
	Estimated yearly population growth rates	2.1	%	2008	P&H Census
	Teenage Pregnancy (15-19 years old)	31.0	%	2007	LDHS*
	Fertility rate	5.2	Number of children/ woman	2007	LDHS
Economic	Real GDP	1233.0	US\$ million	2010	MOF*
	GDP Growth rate est.	6.1	%	2010	MOF
	GDP per capita estimate (US\$)	328	US\$	2010	World Bank Outlook
	Total National Budget	516.4	US\$ million	2011 /12	MOF
	Inflation rate (consumer price inflation)	8.5	Average %	2011	MOF
	Proportion of population living for less than US\$1/day; below 2,400 Kcal/day per equivalent adult)	63	%	2007	NHDR* 2006/ Liberia CWIQ *
	Population in extreme poverty (living on less than US\$0.50 per day)	47.9	%	2007	NHDR 2006/ Liberia CWIQ survey
	Domestic Debts total	280.4	US\$ million	2010	MOF
	External Debts total	0.28	US\$ million	2010	MOF
	Value of Exports	334.69	US\$ million	2010 /11	MOF
	Value of Imports	1521.83	US\$ million	2010	MOF
	Unemployment rate: total female over 15 years old	34.2	%	2010	MOF
	Unemployment rates: male over 15years old	18.8	%	2007	CWIQS
	Vulnerable unemployment 15+ years old	80.1	%	2007	CWIQS

- * Liberia Institute for Statistics and Geo-Information Services (LISGIS): 2008 Population and Housing Census (P&H Census)
- * Liberia Demographic and Health Survey (LDHS)
- * Ministry of Finance (MOF)
- * National Housing Development Report (NHDR)
- * Common Welfare Indicator Questionnaire (CWIQ).

LIBERIA: FACTS AND FIGURES

Health	Life expectancy	56.8	Years	2007	LDHS*
	Infant (under 1 year) mortality rate	71	# of deaths /1,000 live births	2007	LDHS
	Under 5 mortality rate	110	# of deaths/1,000 live births	2007	LDHS
	Maternal mortality rate	994	# of deaths/100,000 live births	2007	LDHS
	Births assisted by a health professional	46.4	% total births	2007	LDHS
	Institutional deliveries	36.9	% of women 15-49	2007	LDHS
	Immunization, DPT3	93	% of infancy	2007	LDHS
	Polio cases reported in the last 5 years	11	Number	2007	LDHS
	Stunting rate	42	%	2007	LDHS
	Wasting rate (children under-5)	4.9	%	2008	LFSNS*
	Underweight rate (children under-5)	16.6	%	2008	LFSNS
	Adult HIV prevalence rate, projected for 2009 (15-49 year olds)	1.5	%	2008	HIV/AIDS SR
	HIV prevalence among young people, projected 2009 (% of 15-24 years) male/female	0.7/1.8	%	2008	HIV/AIDS SR
	HIV prevalence among pregnant women (ANC attendees)	5.4	%	2008	HIV/AIDS SR
	Orphaned children (under 18 years) - HIV orphans	7.2/1.2	%	2008	HIV/AIDS SR
Education	Primary school gross enrolment ratio (GER) – Female	89/85	Total	2007	LDHS
	Primary school net enrolment ratio (NER) – Female	33/32	Total	2007	LDHS
	Primary school net attendance ratio (NAR) – Female	40.0/38.6	Total	2007	LDHS
	Primary school gross attendance ratio (GAR) – Female	82.7/79.1	Total	2007	LDHS
	Secondary school NER – Female	5/5	Total	2007	LDHS
	Secondary school GER – Female	33/29	Total	2007	LDHS
	Secondary school NAR – Female	19.6/17.9	Total	2007	LDHS
	Gender parity index (based on primary school gross attendance)	0.88	index	2007	LDHS
	Adult literacy rate (of 15-49 years) - male/female	70.3/40.8	%	2007	LDHS

- * Liberia Demographic and Health Survey (LDHS)
- * Liberia Food Security and Nutrition Survey (LFSNS)
- * HIV/AIDS Statistical Report (HIV/AIDS SR)

EXECUTIVE SUMMARY

Since 2003, The Government of Liberia (GoL), in collaboration with the UN and development partners, has made significant progress in securing peace and rebuilding essential infrastructure and services that were destroyed during the 14 year conflict. In order to consolidate the gains and achievements, Liberia is now moving from a period of recovery to long-term sustainable development, inclusive growth and wealth creation, as articulated in its long-term national vision and medium-term Agenda for Transformation (AfT).

The first Poverty Reduction Strategy (PRS 1) was completed in 2012. In formulating its post PRS development agenda, the GoL launched two strategically complementary processes geared towards identifying both long and medium-term national priorities in a comprehensive and coordinated manner. This process resulted in the development of the National Vision 2030, whose overarching goal is to transform Liberia into a middle income country by 2030. In order to achieve this, a series of medium-term plans will be implemented to guide development activities in Liberia. Starting with a successor to the PRS1, the AfT will focus on investing in three main areas: *infrastructure*, including transport, ports, and energy; *people*, including youth and employment, health, education and reconciliation; and *institutions*, with particular emphasis on security, private sector development and public sector reform.

The first United Nations Development Assistance Framework (2008 – 2012) assisted the GoL to implement national objectives by aligning its interventions with the four pillars of the PRS1. Taking into consideration the reformulation of the government's priorities, the end of the UNDAF in 2012, and the launch of Delivering as One in 2010, the United Nations in Liberia began preparations for the development of a successor to the UNDAF. In 2010, Liberia became the first post-conflict country with an Integrated Mission to implement Delivering as One.

It was decided by the UN Country Team (UNCT) that the new UNDAF would be more strategic and focused on the UN's comparative advantage as well as take into account the requirements of Delivering as One. In line with the latter, it was also agreed that in addition to the Strategic Framework and Results Matrix at the Outcome and Outputs levels, the UNDAF would be accompanied by a detailed Costed Action Plan. Together they constitute the One Programme.

The UNDAF describes the UN's collective response to national development priorities, while the corresponding Costed Action Plan operationalizes the UNDAF and defines in greater detail, management and coordination arrangements, financial modalities, monitoring and evaluation (M&E) processes and serves as the main legal document for multi-year programming.

The One Programme Strategic Priority Areas are summarized as follows:

UN Pillar I: Peace, Security and Rule of Law

Outcome 1.1: Rule of Law: Liberia has an improved, inclusive Rule of Law framework for effective administration of and equitable access to justice in compliance with International Human Rights Standards.

Outcome 1.2: Peace and reconciliation: Liberia has an improved, coherent and inclusive mechanism for national reconciliation operationalized at national, regional county and local level.

Outcome 1.3: Security: Liberia has more efficient, effective, accountable and responsive security institutions at the national, regional, county and local levels.

UN Pillar II: Sustainable Economic Transformation

Outcome 2.1: Natural Resource and Food Security: Improved sustainable natural resource utilization and food security.

Outcome 2.2: Private sector development: Improved equal access to sustainable livelihoods opportunities in an innovative and competitive private sector for rural and urban areas.

Outcome 2.3: Basic Infrastructure and Energy: Improved access to sustainable basic infrastructure.

Outcome 2.4: Macro-economic policy environment: Improved evidence-based policies to maintain a stable and inclusive macro-economic environment.

UN Pillar III: Human Development

Outcome 3.1: Health and Nutrition: The population has increased access to and utilization of equitable, affordable, and quality health and nutrition services.

Outcome 3.2: Education: School-aged girls and boys and youth have increased access to quality inclusive ECD, Basic, Post-Basic and Alternative basic Education, especially in counties with education indicators below the national average.

Outcome 3.3: Social Welfare: Social welfare systems and services are improved and utilized, especially by the most vulnerable groups and individuals.

Outcome 3.4: Social Protection: Vulnerable households and groups benefit from appropriate social protection services and systems.

Outcome 3.5: Water, Sanitation & Hygiene: Population has increased utilization of safe water and practice safe sanitation and hygiene in underserved areas.

Outcome 3.6: HIV-AIDS: Scaled up access to and utilization of HIV Prevention, treatment, care and support services.

UN Pillar IV: Inclusive Governance and Public Institutions

Outcome 4.1: Strengthening Key Governance Institutions: By 2017 Liberia has governance institutions equipped with inclusive systems to perform effectively.

Outcome 4.2: Constitutional and Legal Reform: By 2017, a review of the Constitution is completed with a framework that guarantees democratic governance and equal rights of all citizens.

Outcome 4.3: Natural Resources Management: By 2017, Liberia has an effective and efficient natural resource management framework enabling transparent, accountable and equitable distribution of economic benefits and protection of rights of all.

Outcome 4.4: Public Sector Institutions and Civil Service Reform: By 2017, Liberia has an improved and decentralized public sector and civil service providing fair and accountable basic services to people.

The Human Rights Based Approach (HRBA) and Results Based Management, two of the five programming principles, have been central to the development of the One Programme.

Furthermore, gender equality and women's empowerment is a UN mandate, a GoL goal, and a programming principle for development assistance within the One Programme. The situation of women and girls in Liberia warrants additional, coordinated and comprehensive gender-specific activities to address gender disparities and gender based violence (GBV). The needs of vulnerable men and boys will also be addressed through the One Programme. National and international volunteerism will be promoted by the UN system in Liberia, including in the implementation of the One Programme.

Environmental sustainability, and capacity development are also mainstreamed into the document. Other issues considered as cross cutting in the Aft, such as youth empowerment, labour and employment, HIV/AIDS, child protection, conflict prevention and needs of disabled and disadvantaged persons have been mainstreamed into the four UN Pillar Areas.

The One Programme has been developed with the full participation of the UN Mission in Liberia (UNMIL), and incorporates key focus areas related to UNMIL's mandate and core benchmarks, such as security and peace consolidation and represents a shared vision of the entire UN system's contribution to the country's development priorities.

SECTION 1

Background

SECTION 1:

1.1 Background

1.1.1 Economic Situation

According to World Bank classifications, Liberia is a Low Income country. Moreover, Liberia ranks 174 out of 186 in UNDP's 2011 Human Development Index. 63.8% of Liberia's 3.5 million people live below the poverty line, with 47.9% living in extreme poverty and subsisting on less than US\$1 per day. Liberia's Low Income status has been exacerbated by many years of civil war, during which economic activity came to a virtual stand-still and infrastructure was badly damaged or destroyed. A major contributing factor to poor economic performance was also a history of inequality, exclusion and underdevelopment in some areas.

Nevertheless, since the end of the conflict, Liberia has become one of the world's fastest growing economies with a 7% growth rate in 2011 and a 9% growth rate anticipated for 2012, mainly due to the expansion of mining activities. This economic stability has enabled banks to open throughout the country, and there are currently nine different banks with 78 branches nationwide. An increasing number of individuals and organizations now have access to credit, which will further stimulate the economy. The stable economic conditions during the post-war period fulfilled the criteria for the Heavily Indebted Poor Country completion point, which qualified the country to receive US\$ 4.6 billion in debt relief.

Liberia continues to rely heavily on external sources of funding, mainly official development assistance (ODA) and foreign direct investment (FDI). Combined with a high dependency on imported food, this leaves the economy vulnerable to macroeconomic effects, including rising food and fuel prices and the global economic turnaround.

Economic recovery has been heavily reliant on agriculture and mineral resource exploration.

Agriculture is the primary source of livelihood for two-thirds of Liberia's population. Over 330,000 households are engaged in agriculture, primarily small holder and subsistence farming, as well as the cultivation of cash crops, such as coffee, sugarcane and cocoa. Liberia's economy is also dependent on large scale commercial rubber and palm oil plantations. In 2008, rubber accounted for nearly 90% of exports. Manufacturing industries account only for 9.6% of GDP, and services occupy 30%.



Photo: UNICEF

Agriculture, in particular cash crop farming, will continue to be a major driver of growth and source of employment, which will improve livelihoods, and reduce food insecurity and poverty.

According to the 2010 Comprehensive Food and Nutrition Survey, food security had improved over the preceding five years. However, it indicated that food insecurity remains high. 41% of Liberians consume insufficient food and of these 13% eat only rice, roots and tubers. A stakeholder survey in 2011 indicated that 56% of households had only one meal a day, and 34% two per day. Rice is the main staple of Liberian diets and 60% of national requirements are imported from Asia and South America, a reduction from 90% immediately after the war, but still a high proportion. All domestic livestock were lost in the war, but there are signs of replenishment. Over half of rural families keep chickens, and goat ownership has risen from 5% in 2006 to 10% of households in 2010. The same survey indicated that the areas with the poorest road networks are the least food secure.

1.1.2 Infrastructure and Employment

Since 2006, 1000 miles of up-country roads and 400 miles of feeder roads have been built, allowing more farmers and small business operators to access markets. In addition, a concession has been signed for the operation of the Freeport of Monrovia with APM Terminals, one of the largest operators in the world. Work is now underway to revitalize the country's other ports, including Bassa, Sinoe and Harper, which will boost local economies in the South-East. The AfT lists infrastructure development, energy, roads and ports, as well as increasing access to electricity, as key priorities in the AfT. In 2006, the Liberia Electricity Corporation recommenced operations, and currently more than 5000 customers have access to the grid. As transmission lines are rebuilt and access is improved, the cost of electricity, currently the most expensive in Africa, is expected to decrease.

Despite improving economic conditions, Liberia experiences high levels of unemployment, which is estimated to be 18.8% for males and 34.2% for females. The informal sector accounts for 68% of employment, primarily in agriculture, forestry and fishing, as well as in the wholesale and retail trade. Only 15% of Liberians are employed in the formal economy, mostly in plantation agriculture. A Labour Force Survey conducted in 2010 concluded that approximately 1.1



Photo: UNICEF

million people aged 15 and over were employed, of whom most are self-employed or are unpaid workers in a family concern. 78% of the labour force, estimated to be 1,133,000 persons, is in “vulnerable employment”, lacking the protection of labour regulations and social benefits. Youth, aged 15-35 comprise 63% of the total population, but lack vocational training, employment opportunities, and access to adequate health care and reproductive health services. A large number were deprived of basic education opportunities during the conflict. They possess neither the requisite education, nor the technical or entrepreneurial skills to obtain gainful employment in either the private or public sectors. Youth unemployment, particularly high among ex-combatants, remains a major threat to peace and stability in Liberia.

1.1.3 Health

Liberia’s health standards have been steadily improving since the end of the conflict.

Life expectancy has significantly improved, from 42 years in 2006 to 55.5 in 2011. Similarly, the number of functioning health care facilities in the country have increased by 55%, from 354 in 2006 to 550 in 2011, while 71% of people have access to a health facility located within five kilometers from their community. Between 2006 and 2011, 30 new clinics were constructed and 196 were rehabilitated. In 2012, the World Health Organization (WHO) declared that Liberia has eliminated maternal and neonatal tetanus (MNT). The incidence of HIV remains low at 0.17%, with an HIV prevalence of 1.5% in the adult population, higher among women (1.8%) than men (1.2%).

Although the provision of the Basic Package of Health Services has increased from under 40% in 2008 to more than 80% in 2010, there is still disparity in terms of accessibility, distribution and utilization of services.

For example, 85% of urban households are within one hour walk of a health facility, while two thirds of rural households travel more than one hour to reach a health care facility.

The Liberia Water and Sewer Corporation has increased the provision of treated water from 3 million gallons per day in 2010 to 5.5 million gallons a day in 2011, and has expanded its customer base to 700,000 people within greater Monrovia. Yet, access to safe drinking water nationwide remained poor, with a study in 2010/2011 indicating that only 50.8% of all water points surveyed were fully functional.

1.1.4 Education

While the gross primary enrollment rate of 94% (2008) reflects improvements in the post-war period, net primary enrollment remains low at 34%. Efforts to fully abolish primary school fees in 2006 were expected to improve school access, but schools have not received operational budgets to substitute the fees. Without adequate funding, poor educational quality is reflected in a low literacy rate of 56% among the population older than 15, as well as grade 6 completion rate of only 35% for 15-19 years olds. The percentage of adults who have completed secondary school remains unchanged, at 11%, however, the percentage of those who have completed university education did rise from 12% to 15%.

A large number of schools and educational facilities were completely destroyed or damaged during the conflict, and the sector suffers from a lack of trained teachers. Nevertheless, in the period 2008–2012, more than 220 primary and secondary schools were either constructed or rehabilitated, while three community colleges and a modern campus for the University of Liberia were built.

1.1.5 Gender and Gender-Based Violence

Women comprise 54% of the labour force in both the formal and informal sectors. In agriculture they constitute the majority of smallholder producers and it is estimated that they produce approximately 60% of agricultural products, carry out more than 80% of trading activities in the rural areas and are engaged in the artisanal fishing industry, in addition to fulfilling daily household chores.

Yet women remain among the most disadvantaged. They are disproportionately clustered in the least productive sectors, with 90% employed in the informal sector or in agriculture.

The gender gap is also apparent in education. Illiteracy rates among women aged 15 to 49 are especially high, at 60% compared to men at 30%.

42% of Liberian women, as opposed to 18% of men, have never attended school.

In rural areas, literacy rates among women are staggeringly low at only 26%. With regard to secondary school statistics, the net enrolment rate for women is 6%, while only 8% of women complete secondary school, in contrast to 19% of men. Early marriage and high rates of teenage pregnancy contribute to high dropout rates among girls. It is estimated that 48% of Liberian women become pregnant by the age of 18.

Sexual and Gender based violence (SGBV), which was exacerbated by the civil conflict, continues to be prevalent in Liberia, and occurs across all socio-economic strata. During the conflict, the perpetrators of SGBV were mainly fighting forces. However, after the war, perpetrators include not just ex-combatants, but community or family members, teachers, husbands and partners. Women and girls continue to bear the brunt of sexual and gender-based violence. Rape and domestic violence remain the most frequently reported serious crimes in Liberia, accounting for more than 70% of all reported cases. Between January and July 2011 alone, 1,325 cases of SGBV were reported with rape related incidents representing a total of 68% of all reported SGBV cases. In the past four years, an average 55% of survivors of reported rapes involved children below the age of fifteen years.

Nevertheless, Liberia has made considerable progress in combating SGBV. A Rape law was passed in 2008, expanding the definition of rape and meting out severe penalties to those convicted of rape. The Government established Criminal Court E, specialized in SGBV cases and a specialized unit in the Ministry of Justice was also created to expedite the investigation and prosecution of alleged perpetrators. Community awareness campaigns on SGBV were undertaken throughout the country, while comprehensive training sessions were held for judges, magistrates, prosecutors, health, and social workers in the clinical management of rape. A total of 52 Women and Children Protection Sections (WACPS) have been established within the Liberian National Police (LNP) service and personnel trained to manage sexual violence and juvenile justice cases. Psychosocial and health assistance were provided for survivors of SGBV and shelters were constructed to support victims of abuse. A community referral system was also developed and mechanisms to prevent, monitor and report Sexual Exploitation and Abuse (SEA) and SGBV in schools and communities were strengthened. At the policy level, the National GBV Action Plan was revised in 2012 and a National Action Plan for the implementation of Resolution 1325 was formulated in the same year.

1.1.6 Rural versus Urban Disparities

The poor state of infrastructure continues to constrain economic growth in Liberia, especially outside the greater Monrovia area. Large scale migration to the capital and other cities is adding to the strain on the limited infrastructure and social services. With the population expected to rise to five million by 2018, there is an urgent need to invest in roads, water, energy, transport, and other infrastructure, as well as in capacity building and governance institutions across the country.

Outside Monrovia, levels of urbanization remain low, with most cities having populations of 100,000 people or less. Many areas remain inaccessible due to poor road conditions, which become worse during the rainy season, while rural populations have less access to health and educational facilities, transport, and markets. Rural areas have lower literacy rates (42% as opposed to 72% in urban areas). Net Enrollment Rates for secondary schools in 2008 was 17% in rural areas, half that of urban areas. Illiteracy in the rural areas is higher (58%) than in the urban areas (30%).

The rates of informal employment are much higher in rural (75%) than urban areas (59%), and much higher for females (74%) than for males (61.3%). The high rates of informal employment in rural areas are related to the lack of formal jobs in most of the counties, with the population being primarily engaged in subsistence farming.

1.1.7 Land Issues

In Liberia, access to, control over, and ownership of land were at the heart of the conflict and remain sources of contention and insecurity. Less than 20% of total land in Liberia has a title attached to it, while a high percentage of the population either occupy state or private lands with little or no statutory or formal arrangements, leaving women particularly land insecure. The issue of land ownership is further complicated by a dual legal system, the return of displaced populations to their areas of origin and the increasing number of concessional agreements signed between the Government and multi-national companies.

Following elections in 2005, the Government has been committed to promoting land reform and established a Land Commission in 2009, which has taken significant steps towards the formulation of a long-term land policy, law reform and the development of an alternative dispute resolution mechanism.

1.1.8 Humanitarian and Refugee Issues

The presidential election in Côte d'Ivoire held on 31 October 2010 resulted in a runoff, with both sides claiming victory, which sparked an escalation of political and social tensions. The tensions resulted in the deterioration of the overall security situation in the country, and led to an internal conflict. This generated large-scale displacement of the population, both internally and to neighbouring countries, mainly Liberia.

By mid-2011, more than 200,000 refugees had crossed into Liberia from Côte d'Ivoire. By mid-2012, this number had decreased to an estimated 70,000, half of whom reside in refugee camps in Nimba, Grand Gedeh and Maryland County. A Consolidated Appeal (CAP) in February 2012 for US\$121 million, targeting 120,000 refugees, 2,000 third country nationals, and 140,000 vulnerable Liberians in host communities was revised mid-year to US\$97 million to reflect a decrease in refugee numbers. A number of Sierra Leonean refugees and third country nationals also live in Liberia.

1.1.9 Rule of Law and Security Sector Reform

From an overall perspective, progress continues to be made to ensure an integrated approach to justice and security in Liberia. Both sectors have witnessed tangible improvements since the end of the conflict, which have resulted in a more effective prosecution system, increased access to justice, enhanced capacity of judicial and justice officials, law reform and the construction of the first of five Regional Justice and Security Hubs.

Prison statistics clearly illustrate the level of progress, as well as the challenges which lie ahead: in January 2009 the percentage of sentenced prisoners stood at 10%, while in May 2011 the percentage had doubled to 20%. Similarly, in 2009, public defenders did not exist in any of the counties, with the exception of Montserrado. However, by 2012, trained public defenders had been deployed to all fifteen counties, in addition to county attorneys, magistrates and other justice-related personnel. With regard to legislation, in 2009, the President established the Law Reform Commission as part of the overall governance reform process.

The security architecture has evolved into a streamlined sector with a clearly defined strategy and parameters of responsibility. Significant progress has been achieved in restructuring the Armed Forces of Liberia, whose capacity has increased to two battalions. The Liberian National Police (LNP) is comprised of 4,400 trained officers, the majority of

whom are unarmed, with women representing close to 19% of the total force. Marked improvements within the LNP have led to the adoption of Standard Operating Procedures, the development of accountability mechanisms and human resource and financial management processes. Reform has also been initiated in the Bureau of Immigration and Naturalization (BIN), which has a total of 2,000 unarmed officers to control border areas, as well as the Liberian Coast Guard.

1.1.10 Reconciliation

In 2010, Liberia was officially placed on the agenda of the UN Peace Building Commission to help the country consolidate its peacebuilding initiatives. A Statement of Mutual Commitments was subsequently signed identifying three peacebuilding priorities for the country: Security Sector Reform, strengthening the Rule of Law, and promoting National Reconciliation. As a result, the Liberia Peacebuilding Programme was formulated, capturing key interventions designed to address critical gaps in the above areas. Consequently, three Joint Programmes were developed by the GoL and UN in order to address critical needs in the areas of justice and security, land and youth.

1.2 Progress on the Achievement of the MDGs

The most recent report on Liberia's progress on the Millennium Development Goals (MDGs) indicates that even though the country has made significant progress on its development agenda, it has achieved mixed results with regard to the MDGs.

Statistics reveal progress in *promoting gender equality and empowering women (MDG 3)*, for which Liberia won the prestigious MDG Three Award in 2010, *combating HIV and AIDS* with a current prevalence rate of 1.5% (MDG 6), and *developing a global partnership for development (MDG 8)*.

However, the eradication of extreme poverty and hunger (MDG 1), the attainment of universal primary education (MDG 2), reduction in child mortality (MDG 4), improvement in maternal health (MDG 5), and environmental sustainability (MDG 7, relating to water and sanitation and to improved life for urban slum dwellers) were found to be lagging behind, and considered unlikely to be achieved by 2015.

In 2011, the Government established a technical working group to mainstream MDGs into national and sectoral planning strategies. The group will use UNDP's MDGs Breakthrough Strategy and the MDG Acceleration Framework (MAF) mechanism to address off-track MDGs.

Following a review of the status of all the goals and

targets, and considering existing resource and capacity constraints, MDG 5 (improving maternal health) was selected for acceleration. The selection was also made in view of its multiplier effects on gender, maternal and child health, education and water and sanitation sectors.

The Ministry of Health's document "Road map for accelerating the reduction of maternal and newborn morbidity and mortality in Liberia (July 2011 – June 2016)" outlines how MDG 5 will be accelerated. WHO, UNFPA, UNICEF and UNAIDS are coordinating with line Ministries on the eventual rollout of the roadmap.

Furthermore, there is a lack of data on issues related to the MDGs. The publication of the 2012 Liberia MDG Report, compiled by the Ministry of Planning and Economic Affairs (MPEA) and the Liberia Institute of Statistics and Geo-information Services (LISGIS), is expected to fill this gap.

1.3 Poverty Reduction Strategy One PRS1 (2008-2011)

The Government launched Liberia's first full Poverty Reduction Strategy (Lift Liberia: PRS 2008-2011) in 2008, focusing on four key areas: Peace and Security, Economic Revitalization, Governance and Rule and Law, and Social Services.

Under each pillar an overall goal was outlined:

- Pillar I (Peace and Security): Establish an accountable security sector, including border management that had the capacity to provide security, manage conflict and prevent violence, while respecting human rights.
- Pillar II (Economic Transformation): Ensure national economic policies and programmes are being implemented to support equitable, inclusive and sustainable socio-economic development.
- Pillar III (Governance and Rule of Law): Promote democratic, accountable and transparent governance that is participatory, inclusive, and in accordance with human rights standards.
- Pillar IV (Basic Services): Improve health and education, with an emphasis on reduced maternal and child mortality and increased learning achievement.

A number of cross-cutting issues were also incorporated into the PRS, including youth, gender, environment, capacity development and HIV and AIDS.

To initiate the formulation process of the PRSI, a highly participatory exercise was carried out in 132 districts and three regional centers. The results of these country-wide consultations informed the subsequent development of County Development Agendas, for each of the 15 Counties, adopting national priorities articulated in the PRS for implementation at the local level.

An evaluation of the PRSI conducted in 2012 concluded that two-thirds of planned actions were carried out during the implementation period.

Among the numerous achievements, the report cited the following:

- The creation of a number of critical public institutions to improve governance, facilitate the decentralization process, reduce corruption, and improve service delivery. These include the Liberia Anti-Corruption Commission, the Public Procurement and Concession Commission, and the Liberia Extractive Industries Transparency Initiative.
- The development of a comprehensive Civil Service Reform Strategy rationalizing the functions and mandates of a number of ministries and agencies.
- A National Defense Act passed in 2008.
- A National Decentralization Strategy drafted in 2011, outlining a phased approach to fiscal decentralization /devolution to the Counties over a period of ten years.

1.4 National Vision and Agenda for Transformation

Based on the findings and conclusions of the PRS1 evaluation, in early 2011 the government embarked on two parallel, complementary processes. These resulted in the development of a medium term, prioritized, results-oriented growth strategy, which is incorporated into a long term vision of nation building.

The Agenda for Transformation (AfT) outlines the specific goals that Liberia aims to achieve in the next five years and forms the foundation for longer-term development. Long-term goals are articulated in Liberia RISING: Vision 2030, which takes a broad view of economic, political, social, and human development over an 18-year timeframe (2012-2030). It aims to transform Liberia into a middle income country by 2030.

The end result of this transformation would be a country that is characterized by peaceful and inclusive politics, a diversified economy, stable institutions and

administers and enforces laws fairly, land tenure problems have been resolved, natural resources are efficiently managed and health and education standards have reached those of other middle income countries.

The development of the Vision 2030 began in early 2011, when five thematic assessments on the culture, history of Liberia, its people, the origin of the state and natural resources, were undertaken. These were followed by a number of regional and district consultations focused on responding to the following four broad questions in discussions with a representative cross-section of the population: 1) where have we come from 2) where are we now 3) where do we want to go, and 4) how do we get there.

With regard to the development of the AfT, the GoL established 24 sectoral working groups,* tasked with conducting comprehensive analyses of key sectors, identifying needs and proposing a set of priorities and strategies to be implemented during the period 2013-2017. The UN and other partners actively participated in these groups.

The results and recommendations from the studies were presented at a High Level Economic Forum in September 2011, which was attended by UN representatives. The main objective of this Forum was to build consensus among key Government policy makers and development partners on the country's future development agenda.

Liberia's AfT is organized around the following five pillars:

- 1) Peace, Security and Rule of Law.
- 2) Economic Transformation.
- 3) Human Development.
- 4) Governance and Public Institutions.
- 5) Cross-cutting issues.

From the priorities identified by the Government, it is evident that the AfT recognizes the importance of security as the most critical pre-requisite to growth and development.

Furthermore, the GoL has resolved that all future growth and development strategies must address these issues in an inclusive manner.

1.5 The UN in Liberia

The United Nations in Liberia works within an Integrated Mission context. The Head of UNMIL, the

Special Representative of the Secretary-General (SRSG), is also the Coordinator of the United Nations in Liberia. UNMIL's Deputy Special Representative of the Secretary-General (DSRSG) for the Consolidation of Democratic Governance also functions as Resident Coordinator (RC) and Humanitarian Coordinator (HC). A second DSRSG coordinates issues related to the Rule of Law.

Since the deployment of UNMIL in 2003, the UN in Liberia has enhanced integration by creating joint management structures, jointly planning and implementing programmes and undertaking joint operations in several areas.

The Strategic Policy Group (SPG) is the principal forum for the discussion of key internal policy and strategic issues. It is chaired by the SRSG and includes representatives from UNMIL Sections and UNCT.

The UN Country Team (UNCT) in Liberia is an expanded UNCT and comprises Heads of Agencies, Funds and Programmes, the World Bank and IMF, as well as substantive sections of UNMIL, and is chaired by the Resident Coordinator (DSRSG/RC/HC).

The Inter-Agency Programming Team (IAPT) provides advice and technical support on programming issues to the UNCT. It comprises Senior Programme Officers of the UN, as well as some UNMIL sections (including Human Rights and Civil Affairs).

The Operations Management Team (OMT) provides operational support to the UNCT, and advises on harmonization of the UN system's business practices and common services, with the objective of enhancing the delivery of development assistance, and reducing transaction costs for both the UN and its partners. The OMT has embarked on harmonization activities such as the adoption of a common ICT platform, the introduction of common transport services, and the launch of common international travel services, all of which forms part of its change management plan.

Other coordination groups include the **UN Communications Group (UNCG)**, a **Monitoring and Evaluation Technical Working Group (M&E)**, as well as **Theme Groups on Gender and HIV/AIDS**. Four **UN Pillar Groups** monitor progress across the four priority areas of the One Programme.

* The 24 sectors include: social protection, capacity development, infrastructure, HIV/AIDS, mining, youth empowerment, governance, health and social welfare, WASH, education, labor and employment, disabled and disadvantaged, security, child protection, human rights, gender equality, private sector, environmental issues and policy, agriculture, peace and reconciliation, forestry, justice and rule of law, judicial reform, and the macroeconomic framework

At the field level, the UN has three Joint Offices, and all 15 County offices are led by Heads of Field Offices, who serve as focal points for the UN system in the Counties.

1.6 UNDAF 2008 – 2012

The UN Development Assistance Framework (UNDAF 2008-2012) was aligned with the national priorities and timeframe of the PRS 2008-2011. Initiatives were carried out in each of the four areas of the PRS Pillars: Peace and Security, Revitalizing the Economy, Strengthening Governance and Rule of Law, and Rehabilitating Infrastructure and Basic Social Services. A fifth Outcome focusing specifically on HIV and AIDS was subsequently added.

Five UNDAF Outcome Groups, which include participants from all UN Country Team members and UNMIL Sections, were established following the finalization of the UNDAF. Their purpose was to ensure regular interaction between UN entities within a common thematic area, and to coordinate planning, implementation and monitoring of activities and programmes.

To implement the UNDAF, a number of Joint Programmes and initiatives were also developed with the Government of Liberia to enhance coordination on common thematic areas, including:

- County Support Teams.
- Food Security and Nutrition.
- Gender Equality and Women's Economic Empowerment.
- Prevention and response to Sexual and Gender Based Violence.
- Youth Employment and Empowerment.
- HIV and AIDS.
- Justice and Security.
- Adolescent Girls Initiative.

In addition to the annual reviews, an in-depth mid-term review of the UNDAF was conducted in 2010. Main recommendations emerging from this exercise are summarized under the following categories:

- **Coordination:** The Outcome Group structure should ensure closer engagement with Government and other development partners.
- **Crosscutting Issues:** are main streamed throughout the UNDAF, and adequate resources are allocated. Ensure that sustainability is considered at all stages of programme planning, implementation and evaluation.

- **Results Based Management:** A SMART* UNDAF/Strategic Framework of Assistance is developed.
- **Monitoring and Evaluation:** The UNDAF monitoring and evaluation framework is, as far as possible, aligned with the M&E framework of the Government's.
- **Accountability and Management tool:** The UNDAF should be reinforced as an accountability and management tool.

The implementation of these recommendations, as well as substantive changes in the timelines and deliverables of the PRSI, ultimately led to a revision of the UNDAF and its realignment with the Government's reprioritization strategy.

In keeping with the June 2008 Secretary-General's Decision on Integration, the mid-term review also evaluated the UNDAF against the minimum standards of the Integrated Strategic Framework (ISF). These require the development of a common vision on peace consolidation shared by UNMIL and the UNCT, as well as a set of agreed results, timelines and responsibilities for the delivery of related tasks and actions.

The assessment concluded that the UNMIL-UNCT joint vision was fully captured in the UNDAF and its five Outcome Areas, and that the UNDAF fulfilled all ISF requirements. It was subsequently endorsed by the Integrated Mission Task Force in late January 2010.

1.7 Delivering as One

In February 2010, the Government of Liberia (GoL) requested to become a Delivering as One (DaO) self-starter country.

Once approval was received from the Department of Peacekeeping Operations (DPKO) and the UN Development Group (UNDG), a Concept Note and roadmap were developed and endorsed at a High-Level meeting in October 2010 with the participation of representatives of the Government, UN, donors and partners, thereby officially launching DaO in Liberia, and becoming the first post-conflict country with an integrated mission to do so.

In this context, the SRSG remains the Head of the UN system in Liberia, while the DSRSG/RC/HC, has delegated authority to plan and implement the Delivering as One agenda.

The objective of DaO in Liberia is to enhance the impact of UN interventions, by building on the achievements to date, increasing Government ownership, delivering more coordinated, effective and efficient assistance to the country, and ensuring a smooth transition of UNMIL.



Since the launch, a number of activities were undertaken under three broad categories: Programmatic Change, Organizational Change, and Communications. Below is a summary of some of the key activities undertaken in each category:

1.7.1 Programmatic change

- A comprehensive review of existing Joint Programmes, as well as a mid-term review of the UNDAF were undertaken, and key recommendations implemented.
- A UNCT Capacity Assessment was conducted to review existing human, financial and technical capacities, identify critical gaps and required capacities, and recommend actions and measures to coherently respond to national priorities, deliver the One Programme, facilitate the change management process and ensure a smooth transition of UNMIL.
- A Strategic Planning Retreat with GoL and development partners, followed by a results-based management (RBM) workshop resulted in a draft UNDAF narrative and a results framework at the outcome and output levels. The results framework has been operationalized through a Costed Action Plan. Together, the UNDAF and Costed Action Plan form the UN One Programme.

1.7.2 Organizational Change

- All coordination mechanisms were reviewed, and in some cases, restructured. In addition, UNDAF Outcome Groups were also assessed, reconfigured and renamed to address DaO and Transition requirements. The UN Pillar Groups will closely monitor activities and results under the pillars of the UN One Programme, and regularly report to the UNCT on progress.
- An inter-agency monitoring and evaluation (M&E) technical working group was created and staff trained on Results Based Management (RBM) and M&E.
- An assessment of UNCT's operational capacity in light of the UN One Programme, DaO, and UNMIL transition was conducted.

- The Operations Management Team has developed a five-year Change Management Plan to harmonize common business practices and services in a number of areas, such as travel, ICT, procurement and human resources, and increase collaboration between Operations and Programmes.

1.7.3 Communications

- A wide range of advocacy and publicity materials were developed and briefings held on DaO for UN staff throughout the country, Government, donors, and partners.
- A joint communications strategy and workplan have been developed to reflect DaO Principles.

1.7.4 Transition of the United Nations Mission in Liberia (UNMIL)

UNMIL has played a critical role since the end of the conflict in Liberia, both by ensuring security within its borders, and assisting in the restoration and extension of state authority throughout the country. The Mission has also supported the consolidation of peace and security throughout the country, including training the Liberian National Police, the Bureau of Immigration and Naturalization and of Corrections officers, supporting reforms in the justice and rule of law sectors, and working closely with other UN entities and development partners on recovery and development activities.

Currently, UNMIL provides essential services to the entire UN system, the Government and partners including security, medical evacuation, aviation, communications and other logistical operations. UNMIL is also a key partner in the Liberia Peacebuilding Plan and is involved in implementing a number of Joint Programmes (Land, Justice and Security, Youth).

A Technical Assessment Mission (TAM) visited Liberia in March 2012, tasked with conducting a thorough review of progress made toward the transition benchmarks presented to the Security Council, as well as developing proposals for the next stages of the UNMIL transition.

The Assessment Mission concluded that although significant progress has been achieved in the political, economic and security sectors, these gains remain fragile.

The mission's findings indicate that Liberia still requires the presence of the peacekeeping mission to maintain stability, while the country's security institutions continue to require support and capacity development to enhance operational independence.

Moreover, the TAM found that Security Sector Reform (SSR) has not been sufficiently integrated into the broader reconciliation agenda.

In line with the TAM and Secretary-General's report, the Security Council recommended that approximately 4,200 troops be repatriated in three phases between beginning August 2012, leaving UNMIL's military strength at approximately 3,750 troops in July 2015. It also recommended that the police strength be increased by up to three more formed police units to 1,795 personnel, in order to build public confidence in the security sector and mitigate the effect of UNMIL's reconfiguration in selected Counties.

A holistic approach towards SSR and justice reform is a pre-requisite for sustainable peace, development and reconciliation, and facilitates the effective transition of UNMIL. Emphasis has been placed on the extension of state authority, with recommendations that UNMIL support the government in capacity building of all security institutions, strengthening democratic governance, national reconciliation, and judicial services.

To advance the process, a number of actions have already been taken as part of UNMIL transition planning, including the establishment of a Joint Transition Planning Working Group in 2010 in close collaboration with the Government and key partners. UNMIL services to Government and UNCT partners have been mapped, and a working group focusing on the civilian aspects of transition has been set up to map out priority thematic areas and operational functions to be transferred to the UNCT as UNMIL draws down.

1.7.5 One Programme

The UNCT, in consultation with the Government, decided not to conduct a Common Country Assessment, since the AfT and Vision 2030 formulation processes were preceded by a number of comprehensive diagnostic studies and sectoral reviews, undertaken in close collaboration with key development partners.

As an initial step, a One Programme Formulation Plan was developed in 2010, outlining the steps and timelines leading to an UNDAF and Costed Action Plan. The latter reflects the UN system's agreed, costed results under One Budgetary Framework, showing each Agency's planned inputs together with the funding sources, as well as resources to be mobilized under a One Fund. The Costed Action Plan complements the UNDAF by providing details on how the UN will work with national partners and each other to achieve the agreed result. It also contains details in terms of governance and accountability structures, management and implementation strategies, and monitoring and evaluation mechanisms.

In accordance with the UNDAF guidelines, the five programming principles (RBM, Capacity Building, Gender, Environmental Sustainability and Human Rights Based Approach) have been incorporated into the One Programme. In addition, issues identified as cross-cutting in the AfT have also been included into the four Pillar Areas in the One Programme.

As was the case with the previous UNDAF, the One Programme incorporates the UNCT and UNMIL's shared vision on security and peacebuilding priorities.

SECTION 2

UN One Programme Pillars



One Programme Pillar I:
Peace, Security and Rule of Law

2.1 ONE PROGRAMME PILLAR 1: PEACE, SECURITY AND RULE OF LAW

PROGRAMME SUMMARY

National Development Vision Statement
To improve the quality of life of the Liberian people and promote sustainable and equitable socio economic development by ensuring a secure environment where peace and the rule of law are upheld.
Relevant International and Regional Treaties and Conventions
<ul style="list-style-type: none"> • Convention on the Rights of the Child (CRC) • Optional Protocol to the CRC on the Involvement of Children in Armed Conflict • Optional Protocol to the CRC on the sale of Children, Child prostitution and Child Pornography • Convention on Economic, Social and Cultural Rights (CESCR), • International Covenant on Civil and Political Rights (ICCPR) • Optional Protocol to the ICCPR • Second Optional Protocol to the ICCPR, Aiming at the Abolition of the Death Penalty • International Convention on the Elimination of All Forms of Racial Discrimination • Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) • Optional Protocol to CEDAW • Convention against Torture or other Cruel, Inhuman or Degrading Treatment or Punishment (CAT) • Optional Protocol to the CAT • Convention for the Suppression of the Traffic in Persons and of the Exploitation of the Prostitution of others • Final Protocol to the Convention for the Suppression of the Traffic in Persons and of the Exploitation of the Prostitution of others • Convention for the Rights of Persons with Disabilities • African Charter on Human and Peoples' Rights • Protocol to the African Charter on Human and Peoples' Rights on the Establishment of an African Court on Human and Peoples' Rights • Protocol to the African Charter on Human and Peoples' Rights on Rights of Women in Africa • African Charter on the Rights and Welfare of the Child • African Convention on Preventing and Combating Corruption <p>Note 1: In Liberia, ratification or accession to a treaty must be accompanied by its incorporation into domestic law. A review is ongoing to determine which treaties have been, and which must still be, domesticated.</p>
Relevant Millennium Development Goals
<p>MDG 1: Eradicate Extreme Poverty and Hunger</p> <p>MDG 3: Promote Gender Equality and Empower Women</p> <p>MDG 8: Develop a Global Partnership for Development</p>
Key One Programme Results
<p>Outcome 1.1: Rule of Law: Liberia has an improved, inclusive Rule of Law framework for effective administration of and equitable access to justice in compliance with International Human Rights standards.</p> <p>Outcome 1.2: Peace and Reconciliation: Liberia has an improved, coherent and inclusive mechanism for national reconciliation operationalized at national, regional, county and local levels.</p> <p>Outcome 1.3: Security: Liberia has more efficient, effective, accountable and responsive security institutions at national, regional, county and local levels.</p>

2.1.1 Outcome 1.1: Rule of Law – Building effective administration and equitable access to justice

Context

Extending the rule of law, including access to justice, improved capacity of the justice and security institutions, and justice sector service delivery beyond the capital Monrovia, remains a daunting task due to limited state capacity and porous borders.

Although the threat of armed conflict has declined significantly, there is much to be done to make Liberia safe for its citizens. Armed robbery, mob violence and vigilantism occur frequently, while arbitrary arrest and detention, harsh prison conditions and prolonged pre-trial detention undermine the formal justice system.

Excessively high pre-trial detention rates result from an array of weaknesses within the justice system, such as the lack of a legal aid policy framework, poor coordination between the various justice sector components, ineffective deployment of circuit court judges and poorly implemented bail provisions. Approximately 80% of the national prison population are pre-trial detainees, with over 50% of this imprisoned at the Monrovia central prison. With overcrowding at over 200%, the prison system's capacity to ensure safe, secure and humane conditions, is severely limited.

Rule of Law is also undermined by inconsistencies resulting from the existence of two separate legal systems, formal and customary. The formal system is not accessible throughout the country and is only handling a fraction of the cases. A recent report states that 3% of all disputes are taken to the formal justice system for resolution, 38% to customary courts and 50% are not pursued. In addition, key findings of related studies indicate that many Liberians perceive the formal justice system to be ineffective and inconsistent with Liberian traditions. The huge backlog of cases resulting in lengthy pre-trial detention further erodes confidence in the ability of the court system to deliver justice effectively.

The judicial system also suffers from a shortage of qualified magistrates, judges and support staff, and a lack of accountability and oversight. The current legal framework does not take into account the needs of the most vulnerable, and tends to favour urban areas. A significant number of magisterial courts are not functioning, while many courts still lack essential equipment and are housed in sub-standard buildings.

The fact that most Liberians lack even rudimentary

knowledge of both the justice system and their rights and obligations, further complicates the situation.

Women suffer in particular, when the justice system fails to protect victims of gender-based crime, while all marginalized groups face barriers that prevent adequate access to the justice system.

Rape continues to be one of the highest reported crimes, with domestic violence also prevalent. Although intensive in-service training has improved the handling of cases involving SGBV and subsequent referral by the police to the courts, the overall response of the criminal justice system to SGBV cases remains weak.

Government Priorities

The GoL has identified the following steps that need to be taken to address the issues:

- Review and harmonization of the customary and formal justice systems.
- Implementation of the modernization plan for the Legislature.
- Rehabilitation/construction and operationalization of court facilities.
- Training and deployment of judicial staff to the Counties.
- Implementation of transparent recruitment and performance management procedures of judicial/justice personnel.
- Application of measures designed to increase case management processes. Effective financial management system to support decentralization.

UN Contribution

The UN will support the various GoL agencies tasked with these substantial reforms, and based on its comparative advantage, provide assistance to the following:

- Harmonizing of customary and statutory justice systems.
- Capacity building of the Independent National Commission on Human Rights.
- Enhancing protection of vulnerable groups in the justice system.
- Assisting with treaty reporting and domestication of International Human Rights standards.
- Improving public knowledge of legal rights and remedies for access to justice.
- Improving service delivery capacity of justice institutions at county and district level.
- Building the capacity of justice sector professionals.

2.1.2 Outcome 1.2: Peace and Reconciliation: Ensuring long-term peace and stability through increased social cohesion

Context

While the GoL and its partners have progressed on the implementation of the security and rule of law components, efforts on national reconciliation were initially hampered by the lack of a coherent strategy and coordination framework. In response, a Strategic Roadmap for National Healing, Peacebuilding and Reconciliation was formulated, which is a comprehensive framework that identifies the critical components for reconciliation, and creates a coordination platform between the various stakeholders. It also identifies Government ministries, national institutions, civil society organizations and international partners who will participate in the implementation of the subsequent programmes and projects.

The strategic goals associated with reconciliation are as follows: a) Transforming individual, community and societal mindsets, b) Rebuilding and strengthening inter-group relations, and c) Dismantling and replacing polarizing institutions with more inclusive bodies to prevent a relapse into conflict.

Government Priorities

The Roadmap, which is aligned with Liberia's Vision 2030 and other ongoing peacebuilding and state building processes such as the New Deal, is organized in the following 12 inter-related strategic outcomes. They are geared towards confronting past legacies, managing the present, including ongoing land and other community conflicts, and forging a shared and reconciled future:

Accounting for the Past:

- Community based Truth-telling, Atonement and Psychosocial Recovery.
- Memorialization.
- Reparations.
- Diaspora and Reconciliation.

Managing the Present:

- Political Dialogue.
- Conflict Prevention and Mediation.
- Women's Recovery and Empowerment.
- Youth Recovery and Empowerment.
- Social Cohesion.

Planning for the Future:

- Inclusive People's History.
- National Vision and Collective Identity.
- Transformative Education System.

UN Contribution

The UN in Liberia will provide the following assistance:

- Enhance inclusive policy processes within the security sector by strengthening capacity of people of Liberia through CSOs to engage in consultation, advocacy and outreach activities related to national reconciliation.
- Enhance transitional justice as captured in the Strategic Roadmap for National Healing, Peace building, and Reconciliation, including technical support for development of a national Reparations programme (and policy), and capacity support to the Independent National Commission for Human Rights to engage in consultation, advocacy and outreach activities related to national reconciliation.
- Strengthening capacities, systems and structures for dialogue, mediation and conflict resolution (including Alternative Dispute Resolution) at national, county, and community levels through community-based peace committees for conflict monitoring, mediation and response and enhanced youth and women's participation in the reconciliation dialogue.

2.1.3 Outcome 1.3: Security: Efficient, accountable, responsive security institutions

Context

Security institutions in Liberia have shown improvement in both accountability and professionalism. However much more remains to be done, as full responsibility for the maintenance of security will be transferred to Liberians within the next five years. Although important reforms have been undertaken, they have been insufficiently coordinated, resulting in weak linkages between the various security actors of the country. Emphasis has been placed on some aspects of reform, such as basic training for the Armed Forces of Liberia (AFL) and the Liberia National Police (LNP), while other core aspects have received limited attention. Nevertheless, the skill set of AFL and LNP remains limited and needs continued capacity development support, which includes the provision of essential equipment and communications.

There continues to be a significant lack of public confidence in justice and security sector institutions, including the police, the judiciary and corrections, while concerns regarding transparency, accountability and, fair treatment are expressed by large segments of the population. In order to sufficiently lay the foundations for the continued extension of state authority in the country, the number of LNP recruits must double to 8,000 by 2015.

Government Priorities

To accelerate progress, the Government of Liberia has identified a number of key interventions:

- LNP, AFL and Department of Defence (DOD) will strengthen security and protection services.
- The National Security Council will manage the transition of UNMIL.
- The Special Security Services will develop a Strategic Plan for the sector.
- The DEA will be reformed and develop a National Drug Prevention and Protection Strategy.
- The Liberia National Fire Service will develop a National Fire Prevention and Protection Strategy.
- All agencies will be reformed as per the recommendations of the National Security Strategy.
- Five justice and security regional hubs will be constructed, which will decentralize operations and bring the security sector personnel closer to the communities they serve.

UN Contribution

The UN in Liberia will contribute to the government's goals by:

- Identifying and addressing critical security gaps.
- Assisting with the establishment of the five Regional Hubs.
- Contributing to the development of improved oversight, accountability and management structures.
- Assisting with the integration of International Human Rights standards in security sector institutions.
- Strengthening the role of women in security sector institutions.

One Programme Pillar 1: Peace, Security and Rule of Law

National Development Goal: To create an atmosphere of peaceful co-existence based on reconciliation and providing security, access to justice, and rule of law to all					
One Programme Pillar I : Peace, Security and Rule of Law					
Outcomes/Outputs	Indicators, Baselines, Targets	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources
<p>Outcome 1.1: Rule of Law:</p> <p>Liberia has an improved, inclusive Rule of Law framework for effective administration of and equitable access to justice in compliance with International Human Rights Standards</p>	<p>% of cases reported to the statutory and customary justice system (disaggregated by age, sex, disability and type of case, including SGBV)</p> <p><u>Baseline:</u> Civil cases: 3% formal, 38 % informal and 59% to no forum at all, Criminal cases: 2% formal, 45% informal, 53% no forum at all¹</p> <p><u>Target:</u> 23% for formal justice system</p> <p>% of reported cases disposed of (disaggregated by age, sex, disability and type of case, including SGBV)</p> <p><u>Baseline:</u> SGBV cases: 4% Other Cases: 3% No age disaggregated data available</p> <p><u>Target:</u> 2014 – 20%, 2017- 50%</p> <p># of pre-trial detainees (disaggregated by age, sex, and county)</p> <p><u>Baseline:</u> 1393 <u>Target:</u> 2014 - 700, 2017 – 400</p> <p>Level of compliance of the customary and statutory justice systems with international human rights standards</p> <p><u>Baseline and Target:</u> TBD (Scale measure of compliance with IHR will be developed and used for all relevant indicators)</p> <p>Effective oversight and accountability mechanisms exist in rule of law institutions at all levels.</p> <p><u>Baseline:</u> MoU between police and prosecution unit</p> <p><u>Target:</u> Effective oversight and accountability mechanisms exist in rule of law institutions at all levels</p>	<p>MoJ and Judiciary reports</p> <p>UNMIL/UNCT reports</p> <p>Population survey</p> <p>Legal analysis</p> <p>UNPOL Crimes Statistics</p>	<p>Risks:</p> <p>Lack of GoL budgetary support for the RoL sector</p> <p>Lack of adequate bi- and multi-lateral sector funding for RoL sector reform</p> <p>Strong traditional beliefs, values, practices and gender stereotyping could hamper compliance with International Human Rights standards</p> <p>Lack of GoL political will for reform, notably by the Judiciary</p> <p>Separation of Powers not complied with</p> <p>Security problems escalate thus distracting from reform and development agenda.</p> <p>UNCT and UNMIL work in a coherent and integrated manner and deliver as one.</p>	<p>Leadership and Coordination: MoJ, Judiciary, MIA, MoGD, MoYS, MoHSW, Law Reform Commission</p> <p>Legislature</p> <p>Advocacy and monitoring: ABA, Carter Center, Liberian National Bar Association, Association of Female Lawyers, Prison Fellowship, etc.</p> <p>Legal Advice and technical support.: UNMIL, UNPOL, UNDP, UNICEF², UNHCR, UNODC, USAID, SIDA, UNMIL HRPS (technical advisory services)</p>	

¹ Peaceworks “Looking for Justice: Liberian Experiences with and Perceptions of Local Justice Options”, 2009, United States Institute of Peace. Total number of civilian cases- 3181, criminal cases – 1871, p. 75. No data disaggregation available for this source.

² UNICEF will provide technical and financial support to most of the outputs to assist with integration of specific child right standards and principles and consideration of needs of children, women and youth.

<p>Output 1.1.1: Legal framework on harmonization of customary and statutory justice systems developed in compliance with IHRS</p>	<p>Effective oversight and accountability mechanisms exist in rule of law institutions at all levels <u>Baseline:</u> MoU between police and prosecution unit <u>Target:</u> Justice and Security institutions within the 5 Hub complex</p> <p>RoL Institutions with capacity to effectively administer justice at regional, county and district level – disaggregated by the ratio of judges, magistrates, judicial officers, prosecutors, public defenders, correction and probation officers <u>Baseline:</u> TBD <u>Target:</u> Justice and security institutions within the Hub Complex (Criminal courts, prosecution, police, immigration, corrections, probation)</p> <p>Integrated record keeping and case management system established and functioning in 2 Hubs <u>Baseline:</u> 0 <u>Targets:</u> 2 regional hubs (6 counties)</p>		<p>Assumption: UNCT and UNMIL work in a coherent and integrated manner and deliver as one</p> <p>UNDAF is properly aligned to the GoL's Agenda for Transformation (AFT)</p> <p>GoL pursues a reform agenda and has the capacity to deliver reforms</p> <p>Independence of National Commissions is respected by various branches of government</p> <p>GoL will have adequate capacity, resources and commitment to sustain programme achievements</p> <p>Civil society groups and CSOs are able to effectively represent community and group interests and resist government and donor pressure</p>		
<p>Output 1.1.2: Liberia INCHR strengthened to implement its mandate to improve the Human Rights situation</p>	<p>Existence of harmonized legal framework document <u>Baseline:</u> 0 <u>Target:</u> 1</p> <p>Existence of scale of measure for compliance with IHR <u>Baseline:</u> 0 <u>Target:</u> 1</p> <p># of human rights monitors trained and deployed to all counties <u>Baseline:</u> 0 <u>Target:</u> 15 (at least 30% women)</p>	<p>Legal framework document</p> <p>CSO reports UNMIL, UNCT reports</p>		<p>Leadership and Coordination: MoJ, MIA, Legislature/Law Reform Commission, National Bar Association</p> <p>Legal Advice and technical support: UNMIL, LJSSD, UNDP, UNICEF, UNODC</p> <p>Technical advisory services: UNMIL HRPS</p> <p>Coordination and leadership: INCHR, UNODC</p>	<p>UNDP: \$1,000,000 UNICEF: \$200,000</p> <p>UNDP: \$500,000 UNICEF: \$250,000 UNMIL HRPS: \$25,000</p>

<p>Output 1.1.3: Enhanced protection of vulnerable groups in the justice system, including women, men, girls, boys, refugees, IDPs and, persons (women, men, boys & girls) with disabilities</p>	<p># of HR violations reported and addressed (disaggregated by age, sex, disability, county) <u>Baseline:</u> TBD <u>Target:</u> 100%</p> <p>Existence of reporting mechanism and capacity in place <u>Baseline:</u> 0 <u>Target:</u> quarterly reporting</p> <p>National Human Rights Action Plan (NHRAP) drafted and rolled out (Yes/No)</p> <p>National strategy for the implementation of the Convention on the Rights of Persons with Disabilities (NSICRPD) drafted and rolled out (Yes/No)</p> <p>Proportion of districts with community-based monitoring of the NHRAP <u>Baseline:</u> TBD <u>Target:</u> 80%</p> <p>Proportion of districts with community-based monitoring of the NSICRPD <u>Baseline:</u> TBD <u>Target:</u> 80%</p> <p># of NHRAP recommendations and UPR recommendations implemented <u>Baseline:</u> 0 <u>Target:</u> 70%</p> <p>Proportion of reported cases of GBV successfully prosecuted (disaggregated by age, sex, disability, county) <u>Baseline:</u> 4% <u>Target:</u> 50%</p> <p>Proportion of reported cases of violence against children successfully prosecuted (disaggregated by age, sex, disability, county) <u>Baseline:</u> 10% <u>Target:</u> 30%</p>	<p>INCHR, UNMIL reports on NHRAP and UPR implementation</p>	<p>Advocacy and monitoring: Human rights CSOs</p> <p>Technical and logistical support: UNDP, UNICEF</p> <p>Technical advisory services: UNMIL HRPS</p>	<p>Leadership and coordination: MoJ, MoHSW, MoGD</p> <p>Legal advice and technical support : UN Women, UNICEF, UNDP, UNMIL, UNHCR and UNODC</p> <p>Technical advisory services : UNMIL HRPS</p>	<p>UNDP:\$1,000,000</p> <p>UNICEF: \$3,200,000</p> <p>IOM: \$200,000</p> <p>UNHCR:\$1,000,000</p>
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<p>Output 1.1.4: Improved application of IHR standards and principles through domestication and treaty reporting</p>	<p>Number of survivor/child-friendly witness and victim protection services at regional level <u>Baseline:</u> 0 <u>Target:</u> 5</p> <p># of refugees/IDPs provided with legal assistance (disaggregated by age, sex, disability, county) <u>Baseline:</u> 64,450 (January 2013) <u>Target:</u> TBD</p> <p># of key IHR instruments ratified <u>Baseline:</u> TBD <u>Target:</u> Optional Protocols to CRC on involvement of children in armed conflict and on the sale of children, child prostitution and pornography to be ratified</p> <p># of ratified IHR instruments domesticated <u>Baseline:</u> requires completion of GoL review of current status of ratification/accession and domestication <u>Baseline:</u> TBD <u>Target:</u> 100% review</p> <p># of treaty reports submitted timely <u>Baseline:</u> CRC 2nd, 3rd and 4th combined report submitted in 2009, CEDAW report submitted 2009 <u>Target:</u> CCPR, CESCR, CRC and CEDAW report submitted in 2013</p> <p># of UPR recommendations followed up <u>Baseline:</u> 0 <u>Target:</u> 30</p> <p># of UPR recommendations moved from 'neither accepted nor rejected' to 'accepted' <u>Baseline:</u> 0 <u>Target:</u> 15</p>	<p>National Gazette Treaty Body reports Relevant laws and statutes (their provisions) Periodical reports</p>		<p>MoJ, Judiciary, Legislature, Law Reform Commission, MoGD, MoD, MoI Advocacy & Monitoring: LNBA, ABA, AFELL, and other CSOs Technical advisory services in domestication and treaty reporting: UNMIL HRPS, ILO Legal and technical advice: IOM, UNICEF, UNMIL HRPS, UNDP, UNFPA, UNODC</p>	<p>UNDP: \$200,000 ILO: \$80,000 UNFPA: \$2,000,000 UN Women: \$100,000 UNMIL HRPS: \$10,000</p>
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<p>Output 1.1.5: Improved public knowledge of legal rights and remedies for access to justice</p>	<p>% of survivors accessing justice services (disaggregated by county and district) <u>Baseline:</u> 35% <u>Target:</u> 50%</p> <p>Change in public perception of justice system (disaggregated by age, sex, disability and county) <u>Baseline:</u> TBD <u>Target:</u> TBD (UNDP)</p>	<p>MOJ IMS Reports MOGD IMS MOHSW IMS IOM KABP Survey on Justice System</p>		<p>UNDP, IOM, UNICEF, UNODC Technical advisory services: UNMIL HRPS</p>	<p>UNDP: \$1,000,000 UNICEF: \$600,000 UNMIL HRPS: \$10,000</p>
<p>Output 1.1.6: Service delivery capacity of the rule of law institutions improved at county and district levels</p>	<p># of logistic support facilities provided, renovated, upgraded and/or constructed (disaggregated by type, institution, geographic location) <u>Baseline:</u> 1 regional hub <u>Target:</u> 5 Regional HUBS</p>	<p>Project reports MoJ Reports ToJ Reports UNMIL reports</p>		<p>Leadership and coordination: The Judiciary, MoJ Advice and technical support: UNMIL, UNDP, UNOPS, UNODC Technical advisory services: UNMIL HRPS</p>	<p>UNDP: \$5,000,000</p>
<p>Output 1.1.7: Increased institutional and professional capacity of rule of law institutions to effectively administer justice</p>	<p># of justice sector professionals trained (prosecutors, public defenders, judges, court officers, investigators, police disaggregated by role, age, sex, disability, county) <u>Baseline:</u> Data from JTI (2013) <u>Target:</u> at least 50% of all Justice sector professionals trained</p>			<p>Leadership & coordination: MoJ, Judiciary Logistical and technical support: UNDP, IOM, UNICEF, UNMIL, UNODC Technical advisory services: UNMIL HRPS</p>	<p>UNDP: \$4,065,000 UNICEF: \$1,200,000</p>
<p>Outcome 1.2: Peace and reconciliation: Liberia has an improved, coherent and inclusive mechanism for national reconciliation operationalized at national, regional county and local level</p>	<p>% of disputes successfully resolved by ADR mechanisms (disaggregated by county, sex, age, ethnicity, disability and type of conflict) <u>Baseline:</u> TBD (by Land Commission, MoYS) # of relevant TRC recommendations effectively implemented <u>Baseline:</u> TRC report <u>Target:</u> Recommendations on inclusiveness, participation and decentralization adopted Change in perception of national identity and belonging (disaggregated by sex, age, disability, ethnicity and geography). <u>Baseline:</u> PBO LPP M&E unit <u>Target:</u> Curriculum on peace education and human rights for schools</p>	<p>PBO LPP M&E reports Land Commission, MoI, MoYS, County reports MOE-IMS reports</p>	<p>Risks: Lack of GoL budgetary support for national reconciliation Lack of adequate bi- and multi-lateral sector funding for national reconciliation Vulnerable and marginalized groups lack confidence in national reconciliation process Lack of GoL political will for profound and genuine reconciliation process Political and economic marginalization among youth Internal and trans-border security problems escalate undermining social cohesion</p>	<p>Leadership and coordination: MoI, MoJ, Judiciary, Legislature, INCHR, MoYS Advocacy & monitoring: professional and human rights CSOs Technical support: UNDP, UNICEF, UNMIL HRPS, UN Women</p>	

<p>Output 1.2.1: Inclusive policy processes within the security sector enhanced</p>	<p>Effective national coordination structure for reconciliation put in place <u>Baseline:</u> Palava /Peace Hut mechanism structure exists <u>Target:</u> More inclusive, integrated coordination structure exists</p> <p>% of representatives from vulnerable and marginalized groups involved in strategy development from initiation to completion <u>Baseline:</u> n/a <u>Target:</u> 30%</p> <p># of functioning ADR mechanisms (disaggregated geographically) <u>Baseline:</u> 15 Peace Committees <u>Target:</u> 88 Peace Committees</p> <p>Formal ADR Framework developed <u>Baseline:</u> 0 <u>Target:</u> 1</p>	<p>INCHR monitoring Local Government reports Consultation reports CSO reports Population survey TAG reports</p>	<p>Assumptions: UNCT and UNMIL work in a coherent manner and deliver as one GoL pursues an inclusive reconciliation agenda and has the capacity to deliver on key reconciliation priorities</p>	<p>TOM: Logistical and technical support, UNICEF, UN Women Technical advisory services: UNMIL HRPS</p>	<p>UNDP: \$1,300,000</p>
<p>Output 1.2.2: Transitional justice as captured in Strategic Roadmap for National Healing, Peace building, and Reconciliation enhanced</p>	<p># of functioning ADR mechanisms (disaggregated geographically) <u>Baseline:</u> 15 Peace Committees <u>Target:</u> 88 Peace Committees</p> <p>Formal ADR Framework developed <u>Baseline:</u> 0 <u>Target:</u> 1</p>	<p>INCHR monitoring Local Government reports Consultation reports CSO reports Population survey TAG reports</p>	<p>Independence of National Commission is respected by various branches of government GoL will have adequate capacity, resources and commitment to sustain programme achievements</p>	<p>UNICEF Technical advisory services: UNMIL HRPS</p>	<p>UNICEF: \$3,200,000</p>
<p>Output 1.2.3: Capacities, systems and structures for dialogue, mediation and conflict resolution (including Alternative Dispute Resolution) at national, county, and community levels strengthened</p>	<p># of public fora held by INCHR and CSOs on national reconciliation <u>Baseline:</u> N/A <u>Target:</u> TBD</p>	<p>CSO reports INCHR reports Population survey</p>	<p>Civil society groups and CSOs are able to effectively represent community and group interests and resist government and donor pressure</p>	<p>Leadership and coordination: INCHR, Civil Society Organizations Advice and technical support: UNDP, UNMIL HRPS, UNICEF</p>	<p>UNDP: \$800,000 UNMIL HRPS: \$20,000</p>
<p>Output 1.2.4: Women, youth and vulnerable groups empowered to participate and assume leadership roles, for peace building and national reconciliation</p>	<p>% of representatives from vulnerable and marginalized groups involved in strategy roll-out and implementation <u>Baseline:</u> n/a <u>Target:</u> 30%</p>	<p>INCHR monitoring Local Government reports Consultation reports CSO reports Population survey TAG reports</p>		<p>Leadership and coordination: INCHR, Civil Society Organizations Advice and technical support: UNDP, UNMIL HRPS, UNICEF</p>	<p>UN Women: \$1,559,000</p>
<p>Output 1.2.5: Socio-political resilience and institutions for positive peace strengthened</p>	<p>Change in perception of national identity and belonging (disaggregated by sex, age, disability, ethnicity and geography) <u>Baseline:</u> PBO LPP M&E unit <u>Target:</u> Curriculum on peace education and human rights for schools</p>	<p>INCHR monitoring Local Government reports Consultation reports CSO reports Population survey TAG reports</p>		<p>Governance Commission, MoE, LINSU and CSO</p>	<p>UNICEF: \$1,000,000</p>

<p>Outcome 1.3: Security Liberia has more efficient, effective, accountable and responsive security institutions at the national, regional, county and local levels</p>	<p># of LNP officers deployed in Monrovia and County police stations disaggregated by sex and rank <u>Baseline:</u> 2,035 <u>Target:</u> 3,535</p> <p># of BIN official border crossings fully staffed and fully operational <u>Baseline:</u> 0 <u>Target:</u> 36</p> <p># of LNP Strategic Plan projects completed <u>Baseline:</u> 40 <u>Target:</u> 140</p> <p># of BIN Strategic Plan projects completed <u>Baseline:</u> 2 <u>Target:</u> 101</p> <p># Number of National Security Council meetings convened annually <u>Baseline:</u> 6 <u>Target:</u> 12</p> <p>% increase in national budgetary allocations for security sector institutions <u>Baseline:</u> FY11/12: Annual Budget (LNP, BIN) <u>Target:</u> 20% per subsequent year</p> <p>minimum% of civilian complaints registered with LNP which are investigated by LNP Professional Standards Division and final disposition decided <u>Baseline:</u> 2011: 156 registered/18 disposed – 12% <u>Target:</u> 75% minimum disposal rate achieved and sustained</p> <p>Proportion of human rights violations and non-compliance cases reported, and addressed across all security sector institutions (disaggregated by age, gender and type) Proportion of human rights violations reported and are addressed through INHCR- IMS <u>Baseline:</u> 0 <u>Target:</u> 60%</p>	<p>LNP Annual Plan and internal records National Budget LNP Professional Standards Division registers Regional Hub Referral Office records Minutes from the Justice and Security Board meetings UNMIL HRPS Sitreps INCHR Reports</p>	<p>Risks: Lack of GoL budgetary support for the security sector Lack of adequate bi- and multi-lateral sector funding for SSR Strong traditional beliefs, values, practices and gender stereotyping could hamper compliance with IHR standards Lack of GoL political will for security sector reform Internal and trans-border security problems escalate putting pressure on limited resources and undermining social cohesion</p> <p>Assumptions: UNCT and UNMIL work in a coherent manner and deliver as one GoL pursues a reform agenda and has the capacity to deliver reforms GoL will have adequate capacity, resources and commitment to sustain programme achievements Civil society groups and CSOs are able to effectively represent community and group interests and resist government and donor pressure</p>	<p>Leadership, coordination: MoJ, LNP, BIN, BCR, Judiciary Advice and technical support: UNMIL/UNPOL, UNDP, UNICEF, UNODC Technical advisory services: UNMIL HRPS</p>
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<p>Output 1.3.1: Identified critical security gaps filled</p>	<p># of LNP Police Support Unit Officers trained and deployed in regions and counties <u>Baseline:</u>70 <u>Target:</u> 600</p> <p># of regular LNP officers vetted, recruited, trained and deployed per year <u>Baseline:</u> 300 <u>Target:</u> 600 minimum</p> <p># of prisons fully staffed with trained corrections officers <u>Baseline:</u> 1 <u>Target:</u> 14</p> <p>% of BIN officers trained and deployed <u>Baseline:</u> 521 of 1680 officers (31%) <u>Target:</u> 100%</p> <p>Corrections Response Unit established and deployed <u>Baseline:</u> 0 <u>Target:</u> 78</p> <p>% of UNMIL security functions identified in Joint Transition Plan taken on or resolved by Government security agencies or other agreed means <u>Baseline:</u> 0% <u>Target:</u> 100%</p> <p>% of GoL fiscal budget for security sector <u>Baseline:</u> 4.9% of GDP <u>Target:</u> 6% of GDP</p> <p># of hubs fully operational <u>Baseline:</u> 0 <u>Target:</u> 5</p> <p># of hubs effectively operational <u>Baseline:</u> 70% of staff deployed, plus plan in place to phase in recurring costs</p> <p>% of population within the coverage area aware of and accessing services provided by the hub (disaggregated by age, gender and county) <u>Baseline:</u> TBD after KABP survey <u>Target:</u> TBD (UNDP)</p>	<p>UNPOL Planning Department Report PBF-L Status Reports JSJP Reports SSR and USAID Reports (AFL) GoL reports RBB Reports Security Agency Budgets and Annual Reports UNSG Report April 2012 (TAM report) Government of Liberia-UNMIL Transition Planning Worksheets Annual budgetary submission from the Ministry of Finance to the Legislature</p>	<p>Security institutions perform professionally and attract sufficient public trust.</p>	<p>UNMIL UNPOL, UNDP, UNICEF, UNODC, USAID – technical support</p> <p>Technical advisory services: UNMIL HRPS</p>	<p>UNDP: \$1,350,000 UNMIL HRPS: \$15,000</p>
<p>Output 1.3.2: Regional Hubs in place with capacity to deliver services</p>	<p>PBF-L reports JSJP reports CSO reports UNMIL & UNCT reports MoJ reports Judiciary reports Reports by PBO to the PBF Joint Steering Committee World Bank/ UNMIL policy note on security sector public finance management</p>	<p>Technical support : UNDP, UNICEF, UNODC</p> <p>Technical advisory services: UNMIL HRPS</p>	<p>(UNOPS through PBSO) \$8,000,000</p>		

<p>Output 1.3.3: Security Sector oversight, accountability and management structures enhanced</p>	<p>Change in public confidence in security agencies and institutions <u>Baseline:</u> 30 – 40% <u>Target:</u> 90 – 100%</p> <p># of public hearings by Legislature on security sector issues <u>Target:</u> Four critical security sector bills endorsed, (police bill, prison bill, drugs control bill and gun control bill)</p> <p>Security Sector Civilian Oversight Mechanism established <u>Baseline:</u> 0 <u>Target:</u> 1</p> <p># of public officials prosecuted on charges related to corruption <u>Baseline:</u> MICS0 TBD <u>Target:</u> TBD</p> <p>A prison oversight and monitoring mechanism established <u>Baseline:</u> 0 <u>Target:</u> 1</p>	<p>UNPOL Planning Dept Reports JSJP Reports Security Agency reports MICS Legislative Reports Population survey Reports by Security Sector Civil Society Working Group Reports by the Armed Violence Observatory</p>	<p>Leadership and coordination: MoJ, LNP, BIN, BCR, etc.</p> <p>Technical and logistical support: UNMIL/ UNPOL, UNDP, UNICEF, UNODC</p> <p>Technical advisory services: UNMIL HRPS</p>	<p>UNDP: \$1,000,000</p>
<p>Output 1.3.4: IHR standards effectively institutionalized in all Security Sector institutions</p>	<p># of security sector institutions with HR, Gender, Child Protection, Human Trafficking and HIV/AIDS training and Professional Standards institutionalized <u>Baseline:</u> TBD <u>Target:</u> TBD</p> <p># of reported, investigated and addressed HR violations (disaggregated by institution) <u>Baseline:</u> TBD <u>Target:</u> TBD</p>	<p>Institutional HRMS and training reports Professional Standards bodies reports MoJ reports Judiciary reports Reports by new security sector civilian oversight mechanism Reports by INCHR monitors Training academics' reports HRMS reports MoJ reports MoD reports Judiciary reports UN Women</p>	<p>UNMIL, UNPOL, UNDP, IOM, UNICEF, UN Women, UNODC</p> <p>Technical advisory services: UNMIL HRPS</p>	<p>UNDP: \$350,000 UNICEF: \$1,300,000 UN Women: \$250,000</p>
<p>Output 1.3.5: Enhanced female empowerment in security sector institutions</p>	<p>Gender-sensitive Human Resource Policy in place for all security sector institutions 20% female representation achieved and sustained within security agencies <u>Baseline:</u> LNP 17.3%; <u>Target:</u> 20%</p> <p>Level of women's recruitment, retention, training and promotion in security sector institutions <u>Baseline:</u> TBD <u>Target:</u> 20% female representation within each rank structure of security sector agencies <u>Baseline:</u> 2012 - LNP & BCR have draft <u>Target:</u> HR Policy</p>		<p>Coordination and leadership: MoJ, MoD, the Judiciary Advice and technical support: UNDP, UN Women, UNODC</p>	<p>UNDP: \$250,000 UN Women: \$805,000</p>



One Programme Pillar II: Sustainable Economic Transformation

2.2 ONE PROGRAMME PILLAR II: SUSTAINABLE ECONOMIC TRANSFORMATION

PROGRAMME SUMMARY

National Development Visions Statement
To transform the economy to meet the demands of Liberians by improving agriculture to expand the economy for rural participation and food security, leveraging the FDI in mining and plantations to develop the domestic private sector; provide employment for the youthful population; invest in infrastructure for economic growth; and address fiscal and monetary issues for macroeconomic stability.
Relevant International Treaties and Conventions
<ul style="list-style-type: none"> • Convention on the Elimination of all Forms of Discrimination against Women • International Covenant on Economic, Social and Cultural Rights • Convention on the Rights of Persons with Disabilities
Relevant Millennium Development Goals
<p>MDG 1: Eradicate Extreme Poverty and Hunger MDG 3: Promote Gender Equality and Empower Women MDG 7: Ensure Environmental Sustainability MDG 8: Develop a global partnership for development</p>
Key One Programme Results
<p>Outcome 2.1: Improved sustainable Natural Resource Utilization and food security</p> <p>Outcome 2.2: Improved equal access to sustainable livelihood opportunities in an innovative and competitive private sector</p> <p>Outcome 2.3: Improved access to sustainable basic infrastructure</p> <p>Outcome 2.4: Improved and evidence-based policies to maintain a stable and inclusive macro-economic environment</p>

2.2.1 Outcome 2.1: Natural Resources Utilization and Food Security : sustainable natural resources utilization and sustained food security

Context

Agriculture was the backbone of Liberia's economy before and during the conflict, and will remain a major driver of growth for the future. It accounts for 61% of GDP (2008) and is the primary source of livelihood for two-thirds of Liberia's people. Agrarian systems are complex and reflect established, sometimes discriminatory, social practices. Forest based systems dominate with tree crop-based systems in the central belt, while root crop-based systems (including rice) are found in the upland areas of the north. Fishing and manual mixed cropping enterprises typify the coastal belt.

While emphasis is being placed on agricultural development for economic growth, the sustainable use of natural resources, such as water, land and forests, should be taken into account to avoid conflict and environmental degradation. The sector is faced with a number of challenges that hinder the full realization of its potential, including the gap between large-scale and small-holder farmers. Disparities are characterized by limited access to finance, infrastructure, technology, information and modern farming methods. In addition, low productivity and lack of crop and livestock diversification contribute to food insecurity.

Small scale farmers lack the necessary inputs, such as fertilizers, irrigation systems, seeds, breeding stock, as well as credit, machinery and infrastructure for transport, storage and marketing outreach services.

Government Priorities

The GoL's goal is to achieve sustainable agricultural growth for both small-holder and large-scale farmers, as well as improve the nutritional status of low-income households through the following key interventions:

- Research and identification of training needs.
- Technical support in improved agricultural practices, access to equipment, micro-finance and marketing services to farmers.
- Formation of farming cooperatives which are intended to become the main conduit for socio-economic development.
- Establishment of a safety and, disease control system.
- Extension services to farmers country-wide.
- Maintenance of strategic food reserves and provision of market information.
- Address infrastructure needs, including the construction of feeder roads, to facilitate farmers' access to markets.

- Encourage private sector investment in storage and transport facilities.
- Increase competitiveness of Liberian products on the world market.
- Promote aquaculture development and restocking of natural water bodies with fish, as well as increase the efficiency of processing facilities and distribution networks.
- Strengthen the livestock base to include sheep, goats and poultry.

UN Contribution

The UN in Liberia will assist the Government in achieving its goals by focusing on the following strategic priorities:

- Providing advisory services and agricultural inputs in order to increase production and productivity of small-holder farmers.
- Contributing to the development of value-added, post-harvest food processing facilities and expanding market linkages for small-holder farmer cooperatives.
- Developing productive safety-nets, focusing on youth, and female farmers in target areas.
- Providing advice on improving the utilization of natural resources (land, water, forest).
- Building the capacity of public and community institutions to coordinate, deliver and monitor food security programmes.

2.2.2 Outcome 2.2: Private Sector Development: Access to sustainable livelihoods in an innovative and competitive private sector

Context

The GoL has acknowledged that if Liberia is to achieve its long-term goal of becoming a middle-income country by 2030, growth and employment in the private sector must be at the core of its economic transformation policies.

However, the economy has to contend with a domestic private sector which suffers from a lack of tax incentives and a conducive regulatory and legal environment, limited access to financing and inadequate capacity and management skills of entrepreneurs. Moreover, the absence of financial services for low income Liberian micro-enterprises, coupled with their lack of access to larger markets, hinders their competitiveness, both nationally and at a regional level.

Government Priorities

The GoL will encourage and facilitate Small and medium enterprises (SMEs) to move to the formal sector, increase access to financial services, expand access to key marketing and infrastructure services and enhance entrepreneurial capacities.

With regard to industrial development, the GoL will seek to improve options for industry to employ Liberian workers, including under-represented groups, and increase the competitiveness of new and existing industrial enterprises. This also entails enhancing the skill set of the labour force to meet the needs of the private sector.

In addition, measures to improve the regulatory environment will be undertaken, which will provide incentives for SMEs to enter the formal sector.

The GoL will also ensure protection of property rights, as well as strengthen its own capacity in contract negotiations.

UN Contribution

The UN, will support the Government and small business owners in the following areas:

- Building capacity to pass and implement legislation/policies aimed at fair and non-discriminatory labour and employment practices.
- Developing mechanisms to streamline the regulatory framework for the private sector.
- Increasing access to business development services and vocational training.
- Enhancing access to financial services and markets and improving value-chain standards for small business, particularly those in rural areas.

2.2.3 Outcome 2.3: Basic Infrastructure and Energy: Access to sustainable basic infrastructure and alternative energy

Context

The Government considers infrastructure development, which includes road and bridge construction, affordable housing and sustainable energy as key priorities in the immediate and medium term.

In all of these areas, the needs are vast, as are the challenges. In terms of energy and power, a majority of Liberians have no access to electricity, resulting in an over-reliance on unsustainable sources for both industrial and household consumption purposes. The transport sector is disrupted by inadequate maintenance, management and safety standards. The total road network of Liberia extends to 2,206 miles, close to half of the country's infrastructure needs. In addition, the existing primary, secondary and feeder roads, of which 95% remain unpaved, suffer from poor maintenance and are affected by heavy rainfall.

Government Priorities

The GoL will increase affordable access to the electricity grid in main population centers and adopt sustainable energy policies and practices, including

reduced use of charcoal and wood for fuel. Improved planning and coordination in the transport sector will increase the efficiency and safety of transport services nationwide. 2,300 additional miles of roads will be constructed and a maintenance system established. With regard to housing, the GoL will expand access to affordable housing, especially for low-income groups and improve housing policies.

UN Contribution

The UN will support the Government in the following areas:

- The formulation of a National Urban Development Strategy, plans and legal framework, as well as building the capacity of civil servants to implement the strategy in 2017.
- Developing a policy framework to increase access to affordable housing.
- Expanding agricultural and market infrastructure, including feeder roads and market facilities.
- Building the capacity of relevant Government staff to develop options for alternative energy in rural areas.

2.2.4 Outcome 2.4: Macroeconomic Policy: Evidence based policies for stable and sustained macro-economic environment

Context

During the period of the PRS-1, the GoL achieved balanced budgets and negotiated major debt reductions. Despite numerous achievements, gaps in capacity in financial management and monitoring within line ministries remain. Tax laws and revenue collection systems are rudimentary.

Government Priorities

To address these challenges, the Government is introducing a Medium-Term Expenditure Framework, which will inform line ministries in the development of their respective 3-year budget plans. It also intends to improve fiscal planning and expenditure management and strengthen tax administration and royalty revenues.

UN Contribution

The UN will assist the Government in maintaining fiscal stability through targeted interventions in several areas:

- Building the capacity of civil servants in economic modeling and policy research, development and advocacy.
- Building capacity for fiscal and monetary policy management.
- Contributing to efforts towards regional cooperation and integration and macroeconomic harmonization.

One Programme Pillar 2: Sustainable Economic Transformation

National Development Goal: To transform the economy so that it meets the demands of Liberians through development of the domestic private sector—using resources leveraged from FDI in mining and plantations; providing employment for a youthful population; investing in infrastructure for economic growth; addressing fiscal and monetary issues for macroeconomic stability; and improving agriculture and forestry to expand the economy for rural participation and food security

One Programme Pillar II : Sustainable Economic Transformation

Outcomes/Outputs	Indicators, Baselines, Targets	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources
<p>Outcome 2.1: Natural Resource and Food Security</p> <p>Improved sustainable natural resource utilization and food security</p>	<p>Prevalence of food insecurity (disaggregated by household characteristics, sex and geographic area) <u>Baseline:</u> Liberia: 41%; Rural: 57%; Urban: 18% Rural Female headed households: 63.3%; Rural Male headed households: 56% <u>Targets:</u> Liberia: 20%; Rural: TBD; Urban: TBD Rural Female headed households: TBD Rural Male headed households: TBD</p> <p>Domestic production of staple food commodities, livestock and marine products (disaggregated by type and geographic area) <u>Baseline:</u> Paddy rice: 296,090 MT; Fresh cassava tubers 493,000 MT; livestock: TBD; fish: TBD <u>Target:</u> Paddy rice: 495,000 MT.; Fresh cassava tubers 800,000 MT.; livestock: TBD; fish: TBD</p> <p>Annual quantity of imported staple cereals by type <u>Baseline:</u> imported milled rice 242,567 MT <u>Target:</u> imported milled rice 200,000 MT</p> <p>% post-harvest loss of staple cereal crops (disaggregated by type and geographic area) <u>Baseline:</u> 40% <u>Target:</u> 10% Rate of deforestation <u>Baseline:</u> 0.65% <u>Target:</u> 0.50% annually</p>	<p>Agricultural production statistics (livestock, crops, fisheries) CFSNS Trade statistics Liberia MDG Report</p>	<p>Risks Insufficient government and private sector investment in agriculture Inflation and increasing food prices Adverse climatic variations affect production Inadequate capacity of the Government of Liberia and local communities to effectively implement agriculture and food security strategies and programmes Deterioration of the macro-economic context and social political instability</p> <p>Assumptions Sustainable food security remains a key priority in Government of Liberia's development strategies Infrastructure development, including for transport and marketing, meets the targets in the Agenda for Transformation (AFT) and leads to lower costs of production Land tenure system supports agricultural production</p>	<p>Coordination and Leadership: MOA, MPEA, LISGIS, MoCI, FDA Programmatic and Technical support: WFP, FAO Technical advisory services: UNMIL HRPS</p>	

<p>Output 2.1.1: Agricultural production and productivity of small holder farmers increased and diversified</p>	<p>Annual yields of staple food crops by acreage, farm type and geographic area <u>Baseline:</u> Rice 1.18 MT/ Hectare; cassava 8.01 MT/Hectare <u>Target:</u> Rice 2.5 MT/ Hectare; cassava 10.0 MT/Hectare</p> <p>Average number of livestock and poultry owned by smallholder household by type and geographic area <u>Baseline:</u> Livestock: Goats 3; Pigs 3; Poultry: Chicken 7 <u>Target:</u> Livestock: Goats 6; Pigs 4; Poultry: Chicken 14</p> <p>Proportion of smallholder farmers with access to improved inputs, in particular, high yielding rice varieties by type and geographic area <u>Baseline:</u> .9% <u>Target:</u> 18%</p>	<p>Agricultural production survey CFSNS Bureau of Fisheries reports JP FSN Reports Agricultural production survey</p>	<p>Consultations: Environmental Protection Agency (EPA), National Disaster Relief Commission, Liberian National Farmer Union, National Bureau of Fisheries, LISGIS, Liberian Meteorological Services Technical Assistance and Advice: European Union, USAID/FED Central Agricultural Research Institute</p>	<p>FAO: \$19,000,000</p>
<p>Output 2.1.2: Value-added post-harvest food processing, facilities and market linkages for small holder farmer organizations expanded</p>	<p>Number of food processing facilities established by smallholder farmer organizations in target areas (disaggregated by type of membership groups and type of facility) <u>Baseline:</u> (i) mixed cooperatives: 9 (ii) women groups: 6 and youth groups, disability farmers groups: 0 in <i>Bong, Nimba, Lofa, Montserrado and Grand Kru</i> <u>Target:</u> (i) mixed smallholder cooperatives: 18 (ii) women farmer organizations: 12 and youth and disability farmer organizations: 5 in <i>Bong, Nimba, Lofa, Montserrado, Grand Kru, Grand Bassa, Gbarpolu, and Bomi</i></p>	<p>Agricultural Annual Statistics Survey Report from the national agricultural census</p>	<p>Consultations: Liberian National Farmers Union, National Rural Women's Structure, Chamber of Commerce Technical Assistance: USAID/FED, Liberian meteorology, food safety and testing services Building productive capacities through technical assistance and global forum and transfer of technology: artisanal and industrial (UNIDO)</p>	<p>FAO: \$9,300,000 WFP: \$6,000,000 UN Women: \$750,000</p>

	<p>commodities to P4P programme (disaggregated by type of membership eg. women groups, youth groups etc.) and by geographic area <u>Baseline:</u> 8 groups (3 women groups, 5 mixed cooperatives, 0 disability groups) <u>Target:</u> 20 groups (10 women groups, 5 mixed cooperatives, 5 youth groups, disability groups: TBD)</p> <p>Metric tons of processed food commodities (rice, beans, cassava flour) sold by farmer organizations through selected market development programmes (disaggregated by commodity, market programme and geographic area) <u>Baseline:</u> 800 MT <u>Target:</u> 4,000 MT</p>	<p>Studies from agricultural research centers</p>		
<p>Output 2.1.3: Productive safety-nets with focus on smallholder youth and women farmers expanded in selected target areas</p>	<p>Number of women, youth and disabled farmers participating in labor intensive agriculture workfare schemes in target areas <u>Baseline:</u> 19,500 (WB & WFP) <u>Target:</u> 80,000</p> <p>Number of women, youth, and people with disability benefiting from agricultural inputs distribution, grants and loan schemes in target areas disaggregated by category, inputs and geographic area <u>Baseline:</u> TBD <u>Target:</u> 40% increase on 2012 baseline</p> <p>Number of community grain reserves (CGRs) established in target areas disaggregated by category, inputs and geographic area <u>Baseline:</u> 0 <u>Target:</u> 15 in 7 countries (Bong, Lofa, Nimba, Grand Kru, Gbarpolu & Bomi)</p> <p>Proportion of post harvest losses reduced through local processing <u>Baseline:</u> 30-35 % (2011) <u>Target:</u> 25%</p>	<p>Agricultural statistics and WB reports</p>	<p>Consultations: National Rural Women's Structure, LRRRC Technical Advice: FEWS-NET Capacity development for post harvest management: UNIDO</p>	<p>WFP: \$4,500,000 FAO: \$3,500,000 UN Women: \$750,000 UNIDO: \$6,000,000</p>

<p>Output 2.1.4 Utilization of Natural Resources (land, water and forest) improved</p>	<p>Hectares of land under lowland rice farming <u>Baseline:</u> 27,000 in 2010 <u>Target:</u> 42,000 in 2017</p> <p>Hectares of land under irrigated lowland farming systems <u>Baseline:</u> 3,000 in 2010 <u>Target:</u> 10,000 in 2017</p> <p>Number of communities assisted to adopt sustainable forest resources management practices (disaggregated by category, and geographic area) <u>Baseline:</u> 10 communities <u>Target:</u> 30 communities</p> <p>Number of communities assisted to adapt and mitigate the effects of climate change (disaggregated by category, and geographic area) <u>Baseline:</u> TBD in 2012 <u>Target:</u> 25 communities</p>	<p>Crop Survey</p>		<p>Consultation: Land Commission, EPA Technical Assistance: USAID/FED, EPA</p>	<p>WFP: \$2,000,000 FAO: \$3,500,000 UNDP: \$4,750,000</p>
<p>Output 2.1.5: Capacities of public and community level institutions to coordinate, deliver and monitor food security programmes increased</p>	<p>Number of food security and vulnerability assessment reports produced <u>Baseline:</u> 1 every 2 years <u>Target:</u> 1 every year</p> <p>Number of farmer-based organizations assisted to deliver extension services (disaggregated by type of membership and geographic area) <u>Baseline:</u> 11 <u>Target:</u> 25</p> <p>Number of agricultural extension officers per county (disaggregated by sex, and geographic area) <u>Baseline :</u> TBD with MoA <u>Target:</u> Increase by 100%</p>	<p>Crop Survey</p> <p>MoA reports</p>		<p>Consultations: National Farmers Union, National Rural Women's Structure</p>	<p>WFP: \$2,500,000 FAO: \$7,890,000 UN Women: \$300,000</p>

<p>Outcome 2.2: Private sector development</p> <p>Improved equal access to sustainable livelihoods opportunities in an innovative and competitive private sector for rural and urban areas</p>	<p>Employment to population ratio <u>Baseline:</u> 60.5% <u>Target:</u> TBD</p> <p>Share of women in wage employment in the non-agricultural sector (disaggregated by sector and geographic area) <u>Baseline:</u> 11.4% <u>Target:</u> 30%</p> <p>Labour force participation rate (disaggregated by sex, age, disability and geographic area) <u>Baseline:</u> Liberia: 62.8%; Urban: 54.9%; Rural: 71.2%; Male: 66.1%; Female: 59.9%; Youth: TBD <u>Disability:</u> TBD <u>Target:</u> TBD with Government</p> <p>Proportion of own-account and contributing family workers (vulnerable employment) in total employment (disaggregated by sex, age and geographic area) <u>Baseline:</u> Liberia: 77.9%; Urban: 67.5%; Rural: 86.1%; Male: 68.3%; Female: 87.3%; Youth: TBD <u>Target:</u> Liberia: 65%; Urban: 55%; Rural: 75%; Male: 60%; Female: 70%; Youth: TBD</p> <p>Proportion of workers in the informal sector (disaggregated by category, sex, age and geographic area) <u>Baseline:</u> Liberia: 68%; Urban: 59%; Rural: 75%; Male: 61.3%; Female: 74.7%; Youth: TBD; Disabled: TBD <u>Target:</u> Liberia: 55%; Urban: 50%; Rural: 60%; Male: 55%; Female: 55%; Youth: TBD; Disabled: TBD</p> <p>Proportion of labour force in the private sector (disaggregated by industry, size, sex and geographic area) <u>Baseline:</u> 57% (incl. informal sector) <u>Target:</u> 70% (incl. informal sector)</p>	<p>Liberia labour force survey</p> <p>National population and housing census</p> <p>Ministry of Labour</p> <p>Labour force survey; CWIQ</p> <p>World bank report</p>	<p>Risks</p> <p>Corruption and rent seeking behavior is not sufficiently addressed</p> <p>Inflation</p> <p>Low liquidity within the financial sector</p> <p>Slow growth of the private sector leading to skilled labor supplies exceeding demands</p> <p>Costs of formalization outweigh the expected benefits for micro enterprises</p> <p>Assumptions</p> <p>Government remains committed to inclusive growth, anchored on the private sector, and demonstrates ownership of the reform mechanisms</p> <p>Infrastructure development, including for transport and energy, meets the targets in the AFT and leads to lower costs of production</p> <p>Concessionaires remain committed to adhere to practices of corporate responsibility outlined by the corporate responsibility forum</p> <p>Decentralization of banking services and continued commitment from the central bank to the expansion of financial services in rural areas</p>	<p>Leadership and Coordination: MoL</p> <p>Capacity building and skills development on Women Enterprise Development: ILO, UN Women</p>
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<p>Output 2.2.1: Strengthened capacities for promotion and implementation of labour and employment policies, legislation and partnerships</p>	<p>The cost of doing business (as measured in the World Bank Business Survey) <u>Baseline:</u> Number of days to start a business: 9 days; Cost as a % of per capita income: 68.4% <u>Target:</u> 7 days; 50%</p> <p>Proportion of paid employees, employers and members of producers' cooperatives in total employment, disaggregated by sex, age, disability and geographic area <u>Baseline:</u> Liberia: 21.1%; Urban: 41.6%; Rural: 12.8%; Male: 31.2%; Female: 11.1%; Youth: TBD <u>Target:</u> Liberia: 30%; Urban: 45%; Rural: 20%; Male: 35%; Female: 20%; Youth: TBD, Disability: TBD</p> <p>Number of Liberians in the informal sector represented by worker associations or unions <u>Baseline:</u> TBD with MoL <u>Target:</u> TBD</p> <p>Number of child labour cases identified and conclusively investigated (disaggregated by category, industry, sex and geographical area) <u>Baseline:</u> TBD with MoL <u>Target:</u> TBD</p> <p>Number of collective bargaining agreements reached between the Tripartite partners (disaggregated by category and industry) <u>Baseline:</u> TBD with MoL <u>Target:</u> TBD</p> <p>Evidence and existence of the implementation of HIV and AIDS policies and programmes in the work place</p>	<p>Labour Force Survey Report Ministry of Labour Reports</p>	<p>Leadership and coordination: MoL Support to the Implementation of National Employment Policy and Action Plan: ILO, UN Women Technical Advisory Services: UNMIL HRPS</p>	<p>UN Women: \$300,000 ILO: \$1,000,000 UNMIL HRPS: \$20,000</p>
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	<p><u>Baseline:</u> National HIV and AIDS Workplace Policy adopted, National Rubber Sector HIV and AIDS Work Place policy pending <u>Target:</u> Implementation of HIV and AIDS Workplace Policy in various sectors, Adoption and implementation of the National Rubber Sector HIV and AIDS Work Place policy</p> <p>Availability of a strategy for the roll-out of the Decent Work Bill at MOL <u>Baseline:</u> No <u>Target:</u> Yes</p>				
<p>Output 2.2.2: Mechanisms developed to streamline the regulatory framework for the private sector, including standardization of enforcement mechanisms by 2017</p>	<p>A streamlined private sector regulatory framework with standardized enforcement mechanisms in place <u>Baseline:</u> No <u>Target:</u> Yes</p> <p>Existence of an ISO Certified National Standards Lab <u>Baseline:</u> No <u>Target:</u> Yes</p> <p>Existence of coordinated and standardized enforcement mechanisms for commercial contracts and concession agreements <u>Baseline:</u> No <u>Target:</u> Yes</p>	<p>NIC and MoCI MIS reports MoCI Commercial Court records</p>		<p>Leadership and coordination: MoL, Move, MoCI and Commercial courts Technical support and Advisory: UNMIL HRPS, UNDP, ILO Advocacy for promotion of private sector institutional framework: UNIDO</p>	<p>UNDP: \$6,000,000 ILO: \$1,000,000 UNMIL HRPS: \$15,000</p>
<p>Output 2.2.3: Increased access to business development services and quality vocational training, focusing on employment creation, MSMEs development targeting youth, women and differently abled persons</p>	<p>Number of persons graduating annually from quality vocational training and business skills training, (disaggregated by vulnerability, sex, age, disability and geographic area) <u>Baseline:</u> TBD in 2012 <u>Target:</u> 10,000 per year</p>	<p>MoL, MoCI, MoYS reports Labour Force Survey</p>		<p>Leadership and coordination: MoL, MoCI and MoYS Technical and advisory support: UN Women, ILO, UNIDO, UNMIL HRPS</p>	<p>ILO: \$400,000 UN Women: \$4,500,000 UNMIL HRPS: \$20,000</p>

* Further discussion required on indicative resources from UNIDO

<p>Output 2.2.4: Enhanced access to sustainable financial services, market linkages and value chain upgrading for MSMEs, with special focus on the rural areas</p>	<p>Number of registered MSMEs (disaggregated by industry, ownership, sex, disability and geographic area) <u>Baseline:</u> 8,369 businesses registered with LBR (7,200 are Liberian owned, 1169 are foreign businesses) and 388 petty traders registered <u>Target:</u> TBD with GOL</p> <p>Number of financial products available through formal institutions (disaggregated by type, size of loans, targeted clients and geographic area) <u>Baseline:</u> TBD with Central Bank Liberia and MoCI <u>Target:</u> TBD</p> <p>Number of persons accessing financial services through Village Savings and Loan Associations (disaggregated by sex, age, disability and geographical area) <u>Baseline:</u> TBD with Central Bank Liberia <u>Target:</u> 30,000</p>	<p>MoCI / Liberia Business Registry CBL Reports</p>		<p>UNDP: \$5,750,000 UN Women: \$1,500,000 UNMIL HRPS: \$30,000</p>
<p>Outcome 2.3: Basic Infrastructure and Energy Improved access to sustainable basic infrastructure</p>	<p>Proportion of urban population living in slums (disaggregated by sex, age, disability and geographic area) <u>Baseline:</u> TBD <u>Target:</u> TBD</p> <p>Percent of households with access to electricity and / or renewable energy sources, (disaggregated by sex of head of household and geographic area) <u>Baseline:</u> 10% in Monrovia, 2% in rural areas <u>Target:</u> TBD</p>	<p>MoPW report of new feeder roads National Population and Housing Census</p>	<p>Risks Non-exoneration of alternative energy products from customs duties makes products unaffordable for public consumption Domestic skills not adequately developed to meet the needs for infrastructure construction Interventions for improving housing conditions for the poor benefit high income earners Liberian private sector too weak to support infrastructure development</p>	<p>Leadership and Coordination: MoPW Technical Support: WB, UNOPS, UN HABITAT, UNDP, UN Women, FAO, UNMIL</p>

Output 2.3.1: National Urban Development Strategy, plans and legal framework prepared and capacities strengthened for implementation by 2017	National urban development strategy and legal framework in place <u>Baseline:</u> 0 <u>Target:</u> 1 National urban development plans in place <u>Baseline:</u> 0 <u>Target:</u> 10	MoPW, MLME, NHA, LWSC and LEC annual report	Government remains committed to improving housing conditions for the urban poor Cost of grid electricity continues to decline Policy frameworks endorsed by the Government of Liberia Highways and other development corridors are built	Leadership & Coordination: MoPW Technical Support: UN Habitat	UN Habitat: \$7,000,000 UNOPS: \$18,000,000		
Output 2.3.2: Policy framework developed for increasing access to adequate and affordable housing and capacity of National Housing Authority strengthened for implementation by 2017	National Housing Policy available <u>Baseline:</u> 0 <u>Target:</u> 1	NHA annual report MoPW data/report NHA and MoPW annual report		Leadership & Coordination: MoPW Technical Support: UN Habitat	UN Habitat: \$2,000,000 UNOPS: \$2,000,000		
Output 2.3.3: Agricultural and marketing infrastructure expanded	Number of gender-sensitive market facilities constructed (disaggregated by type and location) <u>Baseline:</u> TBD <u>Target:</u> Increase by 100% Kilometers of feeder road and bridges rehabilitated/constructed (disaggregated by type, length and location) <u>Baseline:</u> TBD <u>Target:</u> TBD	Liberia Produce and Marketing Corporation (LPMC), MoA, Farmers Corporate annual report MoPW and MoA annual report		Leadership and coordination: MoPW and MoA Technical and capacity building: UNDP, UN Women & ILO	UN Women: \$4,000,000 UNDP: \$4,400,000 ILO: \$3,500,000		

<p>Output 2.3.4: Enhanced capacities of national agencies for on grid and off grid electricity provision, with particular focus on providing alternative energy sources to rural communities, by 2017</p>	<p>Existence of a master plan for development of Rural and Renewable Energy <u>Baseline:</u> 0 <u>Target:</u> 1</p> <p>Number of rural communities accessing affordable and reliable alternative energy sources (disaggregated by geographic area) <u>Baseline:</u> TBD <u>Target:</u> TBD</p>	<p>Rural and Renewable Energy Agency (RREA) of Liberia</p> <p>RREA data and annual report</p>		<p>UN Women: \$200,000 UNDP: \$2,200,000</p>
<p>Outcome 2.4: Macro-economic policy environment Improved evidence-based policies to maintain a stable and inclusive macro-economic environment</p>	<p>Proportion of official household survey and census reports containing data (disaggregated by sex, age, education, etc. and at national, sectoral and county levels) <u>Baseline:</u> 70% <u>Target:</u> 100%</p> <p>Proportion of official surveys planned under the NSDS completed and reports disseminated <u>Baseline:</u> 40% <u>Target:</u> 75%</p> <p>Proportion of national, sectoral and local development policies and programmes formulated using data and statistics, integrating population factors and disaggregated by sex <u>Baseline:</u> TBD <u>Target:</u> TBD</p> <p>Existence of a gender-responsive budgeting framework at national and local government levels <u>Baseline:</u> 0 <u>Target:</u> 1</p> <p>Liberia's ECOWAS import source penetration ratio <u>Baseline:</u> 16-20% <u>Target:</u> 30%</p> <p>Proportion of Liberia's tariffs aligned with ECOWAS common external tariff <u>Baseline:</u> TBD <u>Target:</u> TBD</p>	<p>National Strategy for Development Statistics (NSDS) Reports LISGIS National Coordinating Committee on the Common External Tariff (NCC-CET)</p>	<p>Risks Unanticipated shocks due to changes in the dual currency regime Outbreaks of crisis within the region threaten economic trade integration Inflation Government staff turnover threatens the sustainability of capacity and institutional strengthening measures Assumptions Government remains committed to sound macroeconomic management and performance Government and Legislature remain committed to gender equality in planning and budgeting National Strategy for Development Statistics remains operational and effectively coordinates data collection and analysis Demonstrated commitment of other ECOWAS countries for regional economic cooperation and integration</p>	

<p>Output 2.4.1: Enhanced national and local capacities for macro-economic modeling and policy research, development and advocacy with focus on data collection, analysis and utilization towards effective socio-economic surveillance and monitoring development results, including the MDGs, by 2017</p>	<p>Number of national technical staff successfully completing formal training courses on data management <u>Baseline:</u> TBD <u>Target:</u> TBD</p> <p>Number of national technical staff successfully completing formal training courses on integration of population factors into development planning <u>Baseline:</u> TBD <u>Target:</u> TBD</p> <p>Proportion of completed national survey reports/databases made available by LISGIS and other statistical agencies <u>Baseline:</u> 25% <u>Target:</u> 75%</p> <p>Strength/quality of debt sustainability capacity within the MOF <u>Baseline:</u> No <u>Target:</u> Yes</p> <p>Financial reporting by State Owned Enterprises (SOEs) <u>Baseline:</u> No <u>Target:</u> Yes</p> <p>Existence of informed economic analysis within the system of National Accounts <u>Baseline:</u> No <u>Target:</u> Yes</p> <p>Timely publication of Balance of Payments data and Government's finance statistics <u>Baseline:</u> No <u>Target:</u> Yes</p> <p>Number of institutions engaged in policy advocacy and policy research <u>Baseline:</u> TBD <u>Target:</u> TBD</p> <p>Publication of relevant policy analysis reports by national research think tank <u>Baseline:</u> No <u>Target:</u> Yes</p>	<p>NSDS Review Reports</p>		<p>Leadership and coordination: MoF, MPEA</p> <p>Technical advisory Services: UNMIL HRPS</p>	<p>UNDP: \$3,500,000 UNFPA: \$3,200,000 ILO: \$500,000 UNMIL HRPS: \$25,000</p>
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<p>Output 2.4.2: Strengthened capacities for fiscal and monetary policy management, including in gender responsive budgeting with focus on financial systems automation, soundness of fiscal policy, debt management and efficacy and transparency of spending, by 2017</p>	<p>Existence of published fiscal monetary information including analytical reports on the National Budget performance <u>Baseline:</u> No <u>Target:</u> Yes</p> <p>Existence of a Value Added Tax regime <u>Baseline:</u> No <u>Target:</u> Yes</p> <p>Gender Responsive Budgeting incorporated into the Medium Term Expenditure Framework <u>Baseline:</u> No <u>Target:</u> Yes</p>		<p>Leadership and coordination: MoF, MPEA</p> <p>Technical advisory Services: UNMIL HRPS</p>	<p>UNDP: \$1,500,000 UN Women: \$350,000 UNMIL HRPS: \$20,000</p>
<p>Output 2.4.3: Strengthened national framework for regional and global economic cooperation and integration towards macroeconomic harmonization and convergence by 2017, with focus on international trade</p>	<p>Existence of a functioning National Coordinating Committee on Multilateral Surveillance <u>Baseline:</u> No <u>Target:</u> Yes</p> <p>Existence of a harmonization and Transition Plan on Common External Tariff (CET) <u>Baseline:</u> No <u>Target:</u> Yes</p> <p>Proportion of intra-regional trade from ECO-WAS region <u>Baseline:</u> 16 – 20 % <u>Target:</u> 30 %</p> <p>Existence of national plans for the removal of tariff and nontariff barriers to regional trade <u>Baseline:</u> No <u>Target:</u> Yes</p>		<p>Leadership and coordination: MoF, MPEA</p>	<p>UNDP: \$1,700,000 UN Women: \$200,000 ILO: \$250,000</p>



One Programme Pillar III: Human Development

2.3 ONE PROGRAMME PILLAR III: HUMAN DEVELOPMENT

PROGRAMME SUMMARY

National Development Visions Statement
Improve the quality of life by investing in: quality education, affordable and accessible quality health care, social protection for vulnerable citizens, and equitable access to healthy and environmentally friendly water and sanitation services.
Relevant International Treaties and Conventions
<ul style="list-style-type: none"> • Universal Declaration on Human Rights • International Covenant on Economic, Social and Cultural Rights • Convention on the Elimination of All Forms of Discrimination Against Women • Convention on the Rights of the Child • Convention on the Rights of Persons with Disabilities • Maputo Protocol on the Rights of Women in Africa (African Charter on Human and People's Rights) • African Charter on the Rights & Welfare of the Child
Relevant Millennium Development Goals
<p>MDG 1: Eradicate Extreme Poverty and Hunger</p> <p>MDG 2: Achieve Universal Primary Education</p> <p>MDG 3: Promote Gender Equality and Empower Women</p> <p>MDG 4: Reduce Child Mortality</p> <p>MDG 5: Improve Maternal Health</p> <p>MDG 6: Combat HIV and AIDS, Malaria and Other Diseases</p> <p>MDG 7: Ensure Environmental Sustainability</p>
Key One Programme Outcome Statements
<p>Outcome 3.1: Health and Nutrition: The population has increased access to and utilization of equitable, affordable, and quality health and nutrition services</p> <p>Outcome 3.2: Education: School-aged girls and boys and youth have increased access to quality inclusive Early Child Development, Basic, Post-Basic and Alternative Basic Education</p> <p>Outcome 3.3: Water Sanitation and Hygiene: The population has increased utilization of safe water and practice safe sanitation and hygiene in underserved areas</p> <p>Outcome 3.4: Social Welfare: Social welfare systems and services are improved and utilized, especially by the most vulnerable groups and individuals</p> <p>Outcome 3.5: Social Protection: Vulnerable households and groups benefit from appropriate social protection services and systems</p> <p>Outcome 3.6: HIV and AIDS: Scaled up access to and utilization of HIV prevention, treatment, care</p>

2.3.1 Outcome 3.1: Health and Nutrition: access and utilization of equitable, affordable and quality health and nutrition services

Context

The number of skilled birth attendants per 10,000 persons is 5.7, still below the WHO recommended 23 per 10,000 persons. Maternal mortality stands at 994 per 100,000 live births (2011), among the highest in the world, and under-5 mortality is 110 per 100,000 live births. Chronic malnutrition remains high at 42%, while 36% of children under-five are chronically malnourished.

As a whole, the sector suffers from a critical shortage of skilled health workers, particularly in rural areas, as well as the inadequate performance of existing health-related personnel, often also insufficiently trained and deployed in ill-equipped primary health care facilities.

Government Priorities

The Government's priorities in the AfT are centered on improving both the quality and access to the health system so that it serves the needs of all Liberians. The following priority interventions have been identified:

- Rehabilitation of remaining health facilities and the recruitment/deployment of qualified clinical staff.
- Improvement of the operational efficiency, effectiveness, financial sustainability, and accountability of health services.
- Promotion of community health, through the recruitment of networks of trained health volunteers.
- Increased access to and use of Essential Package of Health and Social (EPHS) Welfare Services, especially in rural areas and by vulnerable populations.
- Reduced mortality and stunting by 25% and increased immunization coverage from 74% to 80% for children under-five.
- Reduced maternal mortality rate by 25%.
- Provision of medical supplies and essential drugs to facilities countrywide.

UN Contribution

The UN will assist the Government in improving access to and quality of health care facilities in several ways:

- Building capacity to provide quality maternal and newborn health services and ensuring compliance with national policies.

- Increasing awareness and knowledge of maternal and newborn health care services.
- Building capacity within the Ministry to implement and monitor the essential package of health services (EPHS) within a human rights framework.
- Enhancing the ability of health workers to manage cases of common childhood illnesses.
- Assisting the Ministry in ensuring that a 90% immunization rate is maintained.
- Building the capacity of health workers and volunteers to deliver essential nutrition interventions.
- Spreading knowledge of optimal feeding and care practices for children below two years in targeted regions.

2 3.2 Outcome 3.2: Education: school-aged girls and boys and youth have increased access to quality inclusive Early Child Development, Basic, Post-Basic and Alternative Basic Education

Context

Although enrolment rates in primary and secondary schools have improved considerably, many children are still deprived of their right to education. The main reasons given by families for children not attending school include the inability of parents to pay school fees, excessive distances to schools and lack of qualified teachers. Many schools are still not implementing the GoL's Free and Compulsory Education Policy that removes fees in public primary schools, while it is considered standard practice to oblige parents to pay for uniforms, textbooks and other expenses, which, in many instances, are used to cover schools' operating costs. The total amount spent by households on education is equivalent to US\$27 million, greater than the budget allocated by government to the sector (US\$23 million).

The quality of learning in schools is also undermined by overcrowding in classes, low salaries for teachers and an inadequate number and geographical distribution of qualified teachers. Over 60% of primary school teachers do not possess the required minimum qualifications. The situation is worse in remote and difficult to access rural areas. Classroom conditions in many schools are extremely poor and the majority lack proper sanitation, and basic equipment such as desks and chairs.

Furthermore, vocational training is ad hoc, of varying quality and is not demand-driven. As a result, vocational training does not fulfill the needs of the market and does not lead to employment for out of work youth.

Government Priorities

To address these challenges the GoL's strategic objectives include:

- Ensuring equitable access to free basic education for all children and youth.
- Improving the quality, relevance and accessibility of secondary, tertiary and vocational/technical education and to alternative basic education programmes for out of school adolescents.
- Increasing the numbers and improving the competencies of teachers in public schools.
- Improving national and community oversight, standards and coordination to ensure quality education.
- Rehabilitating and building functioning schools by providing them with teachers, basic utilities and equipment.

UN Contribution

The UN will provide technical advisory and policy development services in the following areas:

- Designing, modeling and piloting a holistic early child development (ECD) approach.
- Improving the learning level of children in basic education.
- Strengthening the education management system, particularly as the system is decentralized.
- Strengthening expanded post-basic education.
- Designing and assisting with the implementation of alternative basic education systems.
- Continuing, and increasing government ownership of the school feeding programme.

2.3.3 Outcome 3.3: Social Welfare and Social Protection: systems and service improvement

Context

Social welfare and protection services are designed to ensure that the poorest and most vulnerable in society are safeguarded from violence, exploitation, abuse, discrimination and neglect. With 47.9% of Liberia's population living in extreme poverty, approximately 92,000 people living with disabilities, 4,300 orphaned children and 85% of the workforce in vulnerable employment, this is a daunting task. Lack of capacity at the local level and coordination among the various Government entities is also a challenge.

The GoL recognizes that addressing social welfare and protection issues is a critical means of reaching the country's poor and marginalized populations.

Ongoing social protection programmes in Liberia, the majority of which are financed by external partners, will provide a strong foundation on which the GoL can build a comprehensive and inclusive social protection system.

Government Priorities

In the AfT, the GoL has committed to assuming progressive responsibility for social protection programmes by:

- Adopting and implementing a National Social Protection Strategy to benefit the poorest and most vulnerable households and groups.
- Improving social service capacities nationally and at county level, with the participation of communities.
- Establishing an Alternative Care Unit to assist orphans and families who are willing to host them.
- Increasing access to services such as cash transfers, food for work programmes, food supplementation programmes, school feeding, family planning and social welfare services for vulnerable populations.

UN Contribution

The One Programme will support the GoL to achieve its goals by focusing on:

In the area of Social Welfare:

- Building the capacity of social workers to manage cases, monitor situations and promote family-based care.
- Contributing to the establishment of birth registration services across the country.
- Creating safe and secure environments for survivors and individuals at risk of violence, exploitation and abuse across the country.

In the area of Social Protection:

- Building the capacity of relevant officials and staff to deliver social protection services.
- Increasing opportunities for vulnerable youth to seek employment and improve their livelihoods.
- Supporting safety net cash programmes to the most vulnerable households.

2.3.4 Outcome 3.4: Water, Sanitation and Hygiene

Context

Liberia has one of the highest rainfall rates in the world and an abundance of rivers and streams. However, even before the conflict, the country's water supply infrastructure was minimal outside the capital. During the war, Monrovia's pipe-borne water system suffered major damage and is still operating at only 27% of its pre-war capacity. Access rate to an improved drinking water source is 68% nationwide (79% in urban areas and 51% in rural areas), and only 4% of households have pipe-borne water connections. Most protected sources are hand-dug wells in shallow water table areas or bore holes with hand pumps in low water table areas. A recent mapping exercise revealed that 40% of the improved water points have either broken down or do not yield sufficient water year round. At present, there is no sense of community ownership of protected water points, nor is there an effective system for their maintenance and repair. Under these circumstances, use of unsafe water, lack of basic sanitation and poor knowledge of hygiene practices contribute to the high rate of mortality and morbidity of children under five. Water-borne diseases, including diarrhea and cholera account for over one third of child deaths in the country.

Institutionally, several Government entities have oversight of the water and sanitation sector, which has led to coordination challenges, further highlighting the need for a coherent strategy and policy framework that identifies clear roles and linkages between the concerned ministries and agencies.

The disposal of human waste presents an even greater challenge. Nearly half of the population lack access to toilets, while 20% use shared facilities. The situation is even more alarming in rural areas where 77% lack access to toilets. In urban areas, where housing is denser, 30% of the population lack access to toilets, and use streams, ditches, beaches and rivers. Lack of solid waste disposal, poor drainage and rotting garbage leads to a disease ridden environment. The GoL has limited capacity to develop infrastructure required to expand waste collection and water supply, and lacks human resource capacity for planning and coordination.

Government Priorities

In terms of water and sanitation, the GoL plans to:

- Expand and sustain water and sanitation services country-wide, through the establishment of a clear and functional governance structure, which includes a National Water Resource and Sanitation

Board (NWRSB).

- Increase safe hygiene practices by communities and schools.
- Expand equitable access to environmentally friendly and sustainable water and sanitation services, solid waste management, including to the poorest and most vulnerable communities.

UN Contribution

The One Programme will contribute to creating an expanded WASH sector by focusing on underserved areas and prioritizing the following key interventions:

- Providing improved water and sanitation services to 400,000 additional people in underserved areas.
- Providing and assisting with implementation of WASH packages in 500 schools and 50 health facilities in underserved areas.
- Assisting with the establishment of the NWRSB and other governing bodies.
- Building capacity both centrally and at county level for monitoring and evaluation.
- Building capacity at central level for financial management.

2.3.5 Outcome 3.5: HIV and AIDS

Context

A National AIDS Strategic Framework (NSF) 2010-2014 was finalized in January 2010 to provide guidance for a broad-based and expanded AIDS response in the country. Subsequently, a plan to operationalize the NSF, including actions to address gender, women, girls and HIV related challenges was developed. The NSF and other strategic sources of information indicate that although Liberia is a low HIV prevalence (1.5%) country, it is faced with the threat of increased infection due to cross-border movements into Liberia. According to the Demographic Health Survey (2007), the urban areas of Liberia, in particular Montserrado County and the border areas, register a higher HIV prevalence at 2.5% compared to that of rural areas at 0.08%. The central region, including Monrovia, has an HIV prevalence of 2.6% followed by the South Eastern region bordering Côte d'Ivoire with 1.7%. North Central Liberia has the lowest prevalence rate of 0.6%.

Over the last few years, a number of positive strides have been made in addressing issues related to HIV and AIDS in Liberia, including:

- Expanding Services for the Prevention of Mother to Child Transmission by 90% from 156 Health facilities in 2010 to 297 health facilities presently; with PMTCT sites increased from 144 in 2010 to 256 in 2011.

- National Network of People Living with HIV was established and is helping with advocacy on rights and information.
- Increasing access to HIV treatment, care and support from 3891 in 2010 to 4953 in 2010; and 6,804 for care in 2010 to 8824.
- Improving the quality and coverage of health treatment, social support, employment, and economic opportunities for HIV-affected persons.
- Improving the society's perceptions of PLHIV with the aim of reducing stigma and discrimination.

Despite these gains, condom use remains low, and vulnerability of women and girls as a result of GBV, including rape, and inadequate and unaffordable basic socioeconomic services among people living with HIV (PLHIV) and orphans and vulnerable children (OVC) remains high. There is also inadequate information on HIV/AIDS in the education sector and limited resources and skills among caregivers. The country is also faced with limited reproductive health facilities for prevention of mother-to-child transmission (PMTCT) and low utilization and/or coverage of voluntary, counseling and testing (VCT) services in the general population.

Government Priorities

The Government plans to prevent the spread of HIV and mitigate the impact of AIDS on those infected, their families, and the nation through:

- Curbing risky behavior by increasing knowledge of HIV and AIDS among traditional, religious, and community leaders as well as youth.

UN Contribution

The One Programme will support the GoL to sustain focus on prevention and treatment for HIV prevalence by:

- Increasing understanding and knowledge of the causes of HIV infection among youth and adolescents.
- Increasing the number of infected women accessing treatment.
- Increasing access to quality care, treatment and support services for people living with HIV.
- Building capacity to respond to HIV throughout the country.

One Programme Pillar 3: Human Development

National Development Goal: To improve quality of life by investing in: quality education; affordable and accessible quality health care; social protection for vulnerable citizens; and equitable access to environmentally friendly water and sanitation services

One Programme Pillar III: Human Development

Outcomes/Outputs	Indicators, Baselines, Targets	Means of Verification	Risks and Assumptions	Role of Partners
<p>Outcome 3.1: Health and Nutrition</p> <p>The population has increased access to and utilization of equitable, affordable, and quality health and nutrition services.</p>	<p>% of health facilities achieving two-star level of EPHS accreditation <u>Baseline:</u> 9% <u>Target:</u> 90%</p> <p>Proportion of deliveries with skilled birth attendants <u>Baseline:</u> 22% <u>Target:</u> 40%</p> <p>% of health centers and hospitals providing functional emergency obstetric and neonatal care services <u>Baseline:</u> 38% <u>Target:</u> 65%</p> <p>Contraceptive prevalence rate (CPR) and unmet need CPR <u>Baseline:</u> 11% CPR <u>Target:</u> 16% Unmet <u>baseline:</u> 36% Unmet <u>target:</u> 18%</p> <p>Proportion of children who received Penta-3 <u>Baseline:</u> 75% <u>Target:</u> 90%</p> <p>Proportion of infants (0-6 months) exclusively breastfed <u>Baseline:</u> 34% <u>Target:</u> 50%</p> <p>Existence of guidelines for disability-sensitive EPHS <u>Baseline:</u> No <u>Target:</u> Yes Existence of Guidelines on Non-Communicable Diseases (NCD) <u>Baseline:</u> No <u>Target:</u> Yes</p>	<p>EPHS Accreditation report</p> <p>HMIS, CWIQ and DHS</p> <p>EmONC Assessment</p> <p>LDHS, HMIS, LDHS, HMIS</p> <p>EPI Survey and Review</p>	<p>Risks Lack of adequate fulfillment of donor commitments</p> <p>Food security, food prices and livelihood situation deteriorates</p> <p>Planning, management and monitoring capacity not adequately enhanced</p> <p>Assumptions Increased resources allocation for implementation of EPHS</p> <p>National Health human resource plan effectively implemented</p> <p>Supply chain and logistics management system effective</p> <p>Road Map on Maternal and Newborn health is fully implemented</p> <p>Maternity legislation and Code of Breast milk Substitutes Code enacted</p>	<p>MoHSW to provide overall coordination for the sector, with specific inputs from the community health, family health, and nutrition divisions</p> <p>LISGIS will coordinate statistics for the sector</p> <p>Major non-UN Pool Fund contributors include: EU, IrishAid, DfID</p>

<p>Output 3.1.1: Strengthened national capacity to provide comprehensive maternal and newborn health services with emphasis on most vulnerable and marginalized communities in compliance with national policies</p>	<p>Proportion of health facilities with functioning referral systems <u>Baseline:</u> 70% <u>Target:</u> 90%</p> <p>Proportion of health facilities providing youth-, adolescent- and disability-friendly SRH services according to standards <u>Baseline:</u> 15% for youth and adolescent, N/A for disability <u>Target:</u> 50%</p> <p>Proportion of counties reporting maternal and neonatal deaths within 48 hours <u>Baseline:</u> TBD <u>Target:</u> 60%</p> <p>Percentage of EmONC facilities with communication system in place <u>Baseline:</u> 30% <u>Target:</u> 90%</p> <p>Proportion of health facilities implementing the Road Map for Reduction of Maternal and Newborn Mortality according to the standards <u>Baseline:</u> TBD <u>Target:</u> 85%</p>	<p>EPHS accreditation Report</p> <p>HMIS</p> <p>HMIS Report</p> <p>HMIS Report</p> <p>EPHS accreditation Report</p>	<p>Merlin will participate in key activities through the Pool Fund</p> <p>Technical advisory Services: UNMIL HRPS</p>	<p>UNICEF: \$7,400,000 UNFPA: \$20,838,000 WHO: \$1,052,000 UNMIL HRPS: \$25,000 IOM: \$475,000</p>
<p>Output 3.1.2: Women and adolescents have increased awareness and knowledge related to maternal and newborn health care information and services</p>	<p>Proportion of women and adolescents who have knowledge in Maternal, Newborn, and Child Health care and immunization issues <u>Baseline:</u> TBD <u>Target:</u> 85%</p> <p>Proportion of newborns breastfed within one hour of birth <u>Baseline:</u> 34% <u>Target:</u> 60%</p> <p>Proportion of health facilities with functional Community Health Development Committee (CHDs) <u>Baseline:</u> TBD <u>Target:</u> 30%</p>	<p>KAP Survey</p> <p>KAP Survey, EPI Survey</p> <p>HMIS, EmONC Assessment</p>	<p>Merlin will participate in key activities through the Pool Fund</p> <p>Technical advisory Services: UNMIL HRPS</p>	<p>UNFPA: \$800,000 UNICEF: \$2,500,000 WHO: \$1,053,430 UNMIL HRPS: \$25,000</p>

<p>Output 3.1.3: Capacity of Ministry of Health and Social Welfare strengthened to implement and monitor EPHS at all levels within Human Rights framework</p>	<p>Proportion of population within 5km of health facility <u>Baseline:</u> 69% <u>Target:</u> 85%</p> <p>Proportion of transfused blood that meets national standards <u>Baseline:</u> TBD <u>Target:</u> 100%</p> <p>Proportion of health facilities with functioning diagnosis for basic investigation including HIV and AIDS, Tuberculosis, and Malaria <u>Baseline:</u> TBD <u>Target:</u> 85%</p> <p>Proportion of health facilities providing timely, accurate and complete HIS reports to the MOH&SW <u>Baseline:</u> 76% <u>Target:</u> 90%</p> <p>Proportion of health facilities with no stock-out of essential drugs in the last three months <u>Baseline:</u> TBD <u>Target:</u> 80%</p> <p>Existence of multi-sectoral plan on Non-Communicable Diseases (NCD). <u>Baseline:</u> No <u>Target:</u> Yes</p>	<p>MOHSW Annual Report</p> <p>Health Management Information System (HMIS) and National Blood Safety Report</p> <p>HMIS and National Blood Safety Report</p> <p>HMIS and Essential Public Health Services (EPHS) accreditation report, HMIS</p> <p>HMIS, NDS Report</p>	<p>USAID major contributor to EPHS through Rebuilding Basic Health Services (RBHS)</p> <p>National Blood Safety Programme</p> <p>National Diagnostic Unit</p> <p>Technical advisory Services: UNMIL HRPS</p>	<p>UNICEF: \$7,350,000</p> <p>UNFPA: \$1,120,000</p> <p>WHO: \$1,592,000</p> <p>UNMIL HRPS: \$30,000</p> <p>IOM: \$237,500</p>
<p>Output 3.1.4: Enhanced technical capacity of health workers and community volunteers for increased coverage of case management of common childhood illness at community level</p>	<p>Proportion of communities with at least one Trained Community Volunteer <u>Baseline:</u> TBD <u>Target:</u> 80%</p> <p>Proportion of diarrhea cases among children under five effectively treated with ORT <u>Baseline:</u> 72.1% <u>Target:</u> 80%</p> <p>Proportion of ARI cases among children under five treated with effective antibiotics <u>Baseline:</u> 48.7% <u>Target:</u> 75%</p>	<p>MOH&SW Report from Community Health Division</p> <p>HMIS and DHS</p> <p>HMIS and DHS</p>	<p>Mentor Initiative working on community based case management of malaria</p> <p>NMCP responsible for guidelines, policies, and coordination on malaria</p> <p>Technical advisory Services: UNMIL HRPS</p>	<p>UNICEF: \$3,030,000</p> <p>WHO: \$378,000</p> <p>UNMIL HRPS: \$15,000</p>

<p>Output 3.1.7: Caregivers knowledge and skills enhanced to carry out optimal feeding and care practices in children below two years with focus in south eastern countries and urban poor</p>	<p>Timely introduction of complementary feeding (6-9 months) <u>Baseline:</u> 55% <u>Target:</u> 75%</p> <p>Proportion of infants bottle-fed or fed with breast milk substitutes <u>Baseline:</u> 32% <u>Target:</u> 10%</p> <p>Proportion of caregivers with children below two years reached with child stimulation counseling <u>Baseline:</u> 0% <u>Target:</u> 30%</p> <p>Proportion of children 6-23 months receiving minimum adequate diet as per WHO-UNICEF IYCF standard <u>Baseline:</u> TBD <u>Target:</u> 40%</p>	<p>CFNS and DHS</p> <p>CFNS and DHS</p> <p>MoHSW and Education reports</p> <p>CFNS and DHS</p>	<p>UNICEF: \$6,400,000</p>
<p>Outcome 3.2: Education</p> <p>School-aged girls and boys and youth have increased access to quality inclusive ECD, Basic, Post-Basic and Alternative basic Education, especially in countries with education indicators below the national average</p>	<p>Gross Enrolment Rate, (ECD, BE) <u>Baseline:</u> 106 <u>Target:</u> 110</p> <p>Gross Completion Rate (ECD, BE) <u>Baseline:</u> 83 <u>Target:</u> 90</p> <p>Net Enrolment Rate (ECD, BE) (ECD) <u>Baseline:</u> 47% <u>Target:</u> 65 (BE) <u>Baseline:</u> 42% <u>Target:</u> 70</p> <p>% of girls transiting from Basic to Post Basic Education <u>Baseline:</u> TBD <u>Target:</u> 20% increase yearly</p> <p>% of enrolled students completed PE and ABE with acceptable learning achievements (By Grade 1, 3, 6, 9 & 12) <u>Baseline:</u> TBD <u>Target:</u> 20% increase yearly</p> <p>% of new model schools for ECD/BE/ABE located in areas over 5 miles from existing schools <u>Baseline:</u> TBD <u>Target:</u> 50 %</p> <p><i>*all data indicators (ECD, BE, ABE, PBE) will be disaggregated by sex and district, with assessment of inclusion of those with disabilities</i></p>	<p>School Census/EMIS</p> <p>School Census/EMIS</p> <p>School Census/EMIS</p> <p>Specific studies</p>	<p>MOE to provide overall coordination and planning for the sector</p> <p>World Bank to add to outcome through the construction of schools as part of Implementation of FTI (GPE) Catalytic Fund Grant: 3 classroom primary school p. schools (4 sets), Basic Education Schools (20 sets)</p> <p>Assumptions GoL committed to adequate long term funding including funding for complementary support schemes</p> <p>Strong coordination within education sector and relevant ministries</p> <p>MOE committed to implement Education Act in line with PRSP goals</p> <p>Risks Weak infrastructure and governance system in education</p> <p>Utilization of quality education service remains low due to household factors, such as poverty, or competition from traditional bush schools, which are not sufficiently addressed by other UNDAF programmes</p> <p>Limited coverage of current programme of teacher training</p>

<p>Output 3.2.1: A holistic ECD approach designed, modelled and piloted</p>	<p>Existence of approved ECD Curriculum Baseline: Not approved Target: Approved</p> <p>% of ECD teachers trained on the new curriculum Baseline: 0% Target: 60% of under trained teachers in at least 7 low-performing counties</p> <p>Proportion of public schools received ECD materials Baseline: 0% Target: All public schools offering ECD have appropriate materials</p> <p>Proportion of schools in low performing counties conducting performance assessment according to standards Baseline: 0 Target: 30%</p> <p>Percentage of public schools implementing ECD according to Child Friendly School (CFS) standards Baseline: 0 Target: 20%</p>	<p>MoE Report</p> <p>Training report</p> <p>Project Monitoring report</p> <p>Commissioned survey</p> <p>Project Monitoring report</p>	<p>Open Society Initiative to facilitate printing and distribution of ECD policy</p>	<p>UNICEF: \$8,500,000</p>
<p>Output 3.2.2: Children learning level in Basic Education improved</p>	<p>Competency-based Basic Education Curriculum revised Baseline: Curriculum exists and being piloted Target: 80% public schools using revised curriculum with 50% of their teachers trained</p> <p>Student to textbook ratio for grades 5-9 in core subjects Baseline: 2009 student/textbook ratio: 4:1 overall Target: Student to textbook ratio no more than 2:1 for grades 5-9 in core subjects</p> <p>Proportion of children at risk of dropping out, including children with disabilities, who receive long-term complementary support Baseline: TBD Target: 20%</p> <p>Percentage of schools meeting standards of learning achievement for grade 1,3,6,9 Baseline: TBD Target: 70%</p>	<p>EMIS School Census</p> <p>EMIS school census</p> <p>EMIS, MoE, Education Pooled Fund Progress report</p> <p>EMIS, MoE, Education Pooled Fund Progress report</p> <p>MoE</p> <p>Project reports</p>	<p>UNMIL to provide policy support on girls education and human rights</p> <p>World Bank to procure and distribute textbooks for grades 5-9 under FTI (GPE) Grant</p> <p>Technical advisory & field support to relevant local actors: UNMIL HRPS</p>	<p>UNICEF: \$21,000,000</p> <p>UNMIL HRPS: \$15,000</p>

<p>Output 3.2.3: Education management system strengthened including the decentralization process</p>	<p>Percentage of teachers complying with established code of Conduct for security of children <u>Baseline:</u> No code of conduct <u>Target:</u> 50%</p> <p>Number of students participating in pilot innovative education projects <u>Baseline:</u> None <u>Target:</u> 500 students, including at least 300 girls, participating in pilot in 5 selected areas</p> <p>Number of EMIS and database experts trained at central level <u>Baseline:</u> TBA <u>Target:</u> 80 trained and EMIS functional</p> <p>Number of data collection and EMIS experts at county level <u>Baseline:</u> TBA <u>Target:</u> 85</p> <p>Number of Centers of Excellence established <u>Baseline:</u> 0 <u>Target:</u> 3 Centers of Excellence set up</p> <p>Percentage of newly constructed or rehabilitated schools meeting the child-friendly school standards <u>Baseline:</u> TBD <u>Target:</u> 80%</p> <p>Existence of guidelines and curriculum revisions on inclusive education for children and youth with disabilities <u>Baseline:</u> No <u>Target:</u> Yes</p> <p>Existence of guidelines to improve learning materials utilization <u>Baseline:</u> No <u>Target:</u> Yes</p> <p>Number of county school boards functioning <u>Baseline:</u> TBD in 2013 <u>Target:</u> All 15 counties</p> <p>Number of PTAs effectively functioning <u>Baseline:</u> 200 <u>Target:</u> 1,000</p>	<p>MoE and LISGIS reports</p> <p>MoE and LISGIS reports</p> <p>Reports from MOE</p> <p>Audit reports</p> <p>Validated through commissioned study</p> <p>DEO/CEO Inspection reports to M&E Unit</p>	<p>Provision of training facilities and trainees: MoE</p> <p>Technical assistance: UNESCO</p> <p>Provision of trainers in statistics and data collection and analysis: LISGIS</p> <p>Technical advisory & field support to relevant local actors: UNMIL HRPS</p>	<p>UNESCO: \$149,000</p> <p>UNICEF: \$3,700,000</p> <p>UNMIL HRPS: \$15,000</p>
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<p>Output 3.2.4: Expanded Post-Basic Education provision strengthened</p>	<p>Number of students placed under regulated single-sex residential accommodation <u>Baseline:</u> TBD <u>Target:</u> 4,000 girls and 2,000 boys</p> <p>Existence of higher education strategic plan <u>Baseline:</u> No higher education strategic plan <u>Target:</u> higher education strategic plan developed</p> <p>Number of primary and secondary schools implementing the integrated sexuality education curriculum <u>Baseline:</u> 200 <u>Target:</u> 1,500</p> <p>Number of secondary school teachers and mentors trained to provide full scope of secondary education using the Ivorian curriculum to Ivorian refugees in Nimba, Grand Gedeh and Maryland Counties. <u>Baseline:</u> 0 <u>Target:</u> 120</p> <p>Number of secondary school teachers trained to provide full scope of secondary education using the Liberian curriculum to Liberian children in Ivorian refugees host communities in Nimba, Grand Gedeh and Maryland Counties. <u>Baseline:</u> 0 <u>Target:</u> 110</p> <p>Technical and Vocational Education and Training capacity baseline determined and capacity development action plans developed</p> <p>Capacity built, on the basis of identified capacity gaps and action plans <u>Baseline:</u> TBA <u>Target:</u> TBA</p>	<p>Project reports</p> <p>School mapping and census</p> <p>National Commission of Higher Education</p> <p>Pilot project reports</p> <p>MoE and Project progress reports</p> <p>MoE and Project progress reports</p> <p>MoE and MYS reports</p> <p>MoE and MYS reports</p>		<p>World Bank and UNESCO to take leadership in formulation of higher education strategic plan and curriculum development</p> <p>UNFPA to facilitate sexuality education</p> <p>MoE and MYS coordination and leadership Technical assistance: UNESCO</p> <p>MoE and MYS coordination and leadership Technical assistance: UNESCO</p>	<p>UNICEF: \$2,500,000</p> <p>UNFPA: \$1,500,000</p> <p>UNESCO: \$1,501,000</p>
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<p>Output 3.2.5: Alternative Basic Education (ABE), for out-of-school children, youth, and women designed and implemented</p>	<p>Percentage of public schools in the targeted areas implementing ability-based ABE curriculum, including life-skills <u>Baseline:</u> TBD <u>Target:</u> 80%</p> <p>Percentage of grade 3 and 6 students meeting the competency based assessment of literacy, numeracy and life-skills <u>Baseline:</u> No CBA exists <u>Target:</u> 70%</p> <p>Percentage of ABE learners who progress to junior secondary <u>Baseline:</u> Not available <u>Target:</u> 10%</p> <p>Percentage of targeted out of school children receiving long-term complementary support, including scholarship grant system <u>Baseline:</u> TBD <u>Target:</u> 20%</p> <p>Number of young women and rural women graduating from Level 3 literacy programmes <u>Baseline:</u> TBD <u>Target:</u> 7,500</p> <p>Number of marginalized and vulnerable adolescent girls provided with literacy, numeracy and livelihood development skills in the Montserado and Gbarpolu Counties <u>Baseline:</u> TBA <u>Target:</u> 252</p>	<p>EMIS School Census</p> <p>EMIS with commissioned study</p> <p>MoE/Education Pooled Fund progress report</p> <p>MoE and MOGD reports</p>	<p>UN Women and UN-MIL to provide programme and policy support on girls and women's education and human rights</p> <p>World Bank to disburse school grants under FTI Grant</p> <p>MoE, MOGD coordination, provision of learning facilities</p> <p>Technical support: UNESCO</p>	<p>UNICEF: \$14,880,000</p> <p>UN Women: \$750,000</p>
<p>Output 3.2.6: Increased government ownership and implementation of effective school feeding programme in low performing areas</p>	<p>Number of girls and boys receiving UN's food assistance <u>Baseline:</u> 320,000 boys and girls receive hot meals and 9,000 girls in grade 4-6 receiving Girls Take Home rations <u>Target:</u> 234,000 boys and girls receive hot meals and 6,000 girls in grade 4-6 Girls Take Home rations</p> <p>Number of school benefiting from the full essential learning package <u>Baseline:</u> TBD <u>Target:</u> 200</p> <p>Number of education units at central and county levels with capacity to independently design and implement school feeding nutrition programme <u>Baseline:</u> 0 <u>Target:</u> 8</p>	<p>EMIS, School Census MOE/WFP monitoring</p> <p>EMIS, School Census</p> <p>MOE School Feeding Report</p> <p>MOE School Feeding Report</p>	<p>MOE for implementation and policy issues, MOA to support school gardening, WFP to provide food and technical support</p>	<p>WFP: \$12,000,000</p> <p>UNESCO: \$1,820,000</p>

			MOE School Feeding Report			
Output 3.2.7: Integrated curriculum and increased understanding among children, youth and general public of peace, tolerance and national identity Note: This Output has been moved from Peace and Reconciliation (initially 1.2.4) to Education, for alignment	Existence of National School Feeding programme policy and National Home Grown School Feeding programme strategy <u>Baseline:</u> 0 <u>Target:</u> National School Feeding Policy adopted Home Grown School Feeding Strategy developed	National curriculum MoE statistics	Human Rights and Civics curriculum exists # of schools teaching civic education and history of Liberia (Ensure linkage Human Development Outcome Group) # of functioning community based resource centers providing peace building information and activities <u>Baseline:</u> 0 <u>Target:</u> 15	National budget LDHS, BVS birth registration data MoHSW service provision data	Advice and technical support: UNICEF, UNDP Technical advisory services: UNMIL HRPS	UNICEF: \$3,410,000 UNMIL HRPS: \$20,000
Outcome 3.3: Social Welfare Social welfare systems and services are improved and utilized, especially by the most vulnerable groups and individuals	Level of Government of Liberia overall budget allocation for social welfare services <u>Baseline:</u> TBD <u>Target:</u> 10% increase over baseline each year Birth registration coverage among children under 5 years <u>Baseline:</u> 7% (BVS Data 2012) <u>Target:</u> 50% nationwide Percentage of referred social welfare cases processed through a national case management system <u>Baseline:</u> 0 <u>Target:</u> 75% of cases	National budget LDHS, BVS birth registration data MoHSW service provision data	Level of Government of Liberia overall budget allocation for social welfare services <u>Baseline:</u> TBD <u>Target:</u> 10% increase over baseline each year Birth registration coverage among children under 5 years <u>Baseline:</u> 7% (BVS Data 2012) <u>Target:</u> 50% nationwide Percentage of referred social welfare cases processed through a national case management system <u>Baseline:</u> 0 <u>Target:</u> 75% of cases	Assumptions Sustained financial and human resource investment made by Government of Liberia for social service delivery Coordination amongst service delivery agencies and institutions is operational at both the national and sub-national levels Risks Community norms and attitudes impede effective case reporting and response	Major partners for all interventions include MoHSW (including the Department of Social Welfare and Bureau of Vital Statistics) and MOGD as primary coordinating and implementing agencies. Additional coordination work will take place with various rule of law institutions including the WACPS of LNP	
Output 3.3.1: The capacity of relevant actors to manage social welfare cases, monitor residential facilities, and promote family-based care is improved	Existence of social welfare case management system with links to government institutions <u>Baseline:</u> No case management system exists <u>Target:</u> Case management system exists Proportion of districts with at least one trained social worker <u>Baseline:</u> 24% (16/68 districts) <u>Target:</u> 75% Proportion of districts with persons trained to deliver psychosocial support <u>Baseline:</u> TBD <u>Target:</u> 80%	MoHSW service provision data MoHSW staff data MoHSW staff data MoHSW service provision data	Existence of social welfare case management system with links to government institutions <u>Baseline:</u> No case management system exists <u>Target:</u> Case management system exists Proportion of districts with at least one trained social worker <u>Baseline:</u> 24% (16/68 districts) <u>Target:</u> 75% Proportion of districts with persons trained to deliver psychosocial support <u>Baseline:</u> TBD <u>Target:</u> 80%	WHO to contribute toward the training of persons to deliver psychosocial support Technical advisory and field support to relevant local actors: UNMIL HRPS	WHO to contribute toward the training of persons to deliver psychosocial support Technical advisory and field support to relevant local actors: UNMIL HRPS	UNICEF: \$5,000,000 IOM: \$500,000 WHO: \$50,000 UNMIL HRPS: \$15,000

	<p>Proportion of children living in institutions - including residential facilities for children with disabilities - whose status is reviewed at least once every year <u>Baseline:</u> TBD <u>Target:</u> 100%</p> <p>Existence of an operational foster-care system and regulatory structure <u>Baseline:</u> No foster care system exists <u>Target:</u> Foster care system and regulatory structure are operational</p>	MOHSW service provision data			
<p>Output 3.3.2: Birth registration services available across the country</p>	<p>Proportion of districts with birth registration services <u>Baseline:</u> 50% (34/68 districts) <u>Target:</u> 75% of districts</p> <p>Proportion of registered births for which certificates are issued within 30 days <u>Baseline:</u> TBD <u>Target:</u> 75%</p>	<p>BVS birth registration data</p> <p>BVS birth registration data</p>		<p>Birth registration coordinated through the Bureau of Vital Statistics at MoHSW</p>	<p>UNICEF: \$3,800,000</p>
<p>Output 3.3.3: A safe and secure environment for survivors and individuals at risk of violence, HTP, exploitation, discrimination, abuse and neglect exists across the country</p>	<p>Proportion of political subdivisions with a community-based protection and violence prevention structure <u>Baseline:</u> TBD <u>Target:</u> 50%</p> <p>Number of counties with a one-stop service delivery center for survivors of VEDAN and HTP <u>Baseline:</u> 0 <u>Target:</u> 6</p> <p>Number of government-operated safe homes operating in compliance with established standards <u>Baseline:</u> 0 <u>Target:</u> 5</p>	<p>MoGD service point data</p> <p>UNJP on GBV service provision data</p> <p>UNJP on GBV service provision data</p>		<p>IOM will provide support to their targeted populations as needed</p>	<p>UNFPA: \$3,500,000 UNICEF: \$1,200,000 UN JP-SGBV: \$760,000</p>
<p>Outcome 3.4: Social Protection Vulnerable households and groups benefit from appropriate social protection services and systems</p>	<p>Percentage of food-insecure population in targeted areas <u>Baseline:</u> 41% <u>Target:</u> 30%</p> <p>Essential asset deficiencies among households in targeted areas <u>Baseline:</u> TBD, based on CWIQ 2010 <u>Target:</u> TBD, based on CWIQ 2010</p>	<p>CFSNS Report</p> <p>CWIQ Report</p>	<p>Risks Systemic shock or emergency dramatically increases size of vulnerable population</p>	<p>Coordination of social protection sector provided by the National Social Protection Steering Committee, chaired by the MPEA</p>	

<p>Output 3.4.1: Government of Liberia capacity to coordinate and deliver social protection services is enhanced</p>	<p>Existence of National Social Protection Policy <u>Baseline:</u> No policy exists <u>Target:</u> National policy exists</p> <p>Functioning inter-ministerial planning mechanisms <u>Baseline:</u> No social protection inter-agency planning mechanisms in place <u>Target:</u> Functional social protection inter-ministerial mechanisms in place</p> <p>Existence of national social protection monitoring and evaluation system <u>Baseline:</u> No coordinated M&E system exists <u>Target:</u> National M&E system for social protection exists</p> <p>National Child Well-Being Council functioning in line with the Children's Law <u>Baseline:</u> Children's Law passed, Council not established <u>Target:</u> Council established and functioning</p>	<p>Existence of cabinet-approved policy</p> <p>Inter-ministerial coordination arrangements</p> <p>National social protection M&E system</p> <p>Appointment and approval of Council members and regular meetings</p>	<p>Assumptions Targeting mechanisms in social protection programmes effectively identify and include most vulnerable households and individuals</p> <p>Transfer recipients distribute and utilize transfers appropriately</p> <p>GoL decision-making on social protection intervention areas remains need-based and depoliticized</p>	<p>Individual programmes implemented or overseen by various line ministries including MOGD, MOA, MOL, etc.</p>	<p>UNICEF: \$1,200,000 ILO: \$300,000 WFP: \$2,000,000</p>
<p>Output 3.4.2: Vulnerable populations, especially youth, are better prepared for work and have increased opportunities for transitional income generation</p>	<p>Number of youth, women, persons with disabilities, and farmers trained in employment and livelihood skills programmes <u>Baseline:</u> WFP:100 ; WB: TBD; IOM: 400, ILO: TBD <u>Target:</u> TBD</p> <p>Number of individuals participating in labour intensive social work schemes either in infrastructure or other labour-intensive schemes targeting vulnerable especially youth and women</p>	<p>WFP and WB programme data</p> <p>WFP, ILO and WB programme data</p>	<p>LACE, in addition to ministries outlined above, works as a major implementing partner in the sector</p> <p>Technical and advisory services for capacity building. ILO</p>	<p>MPEA is responsible for coordination of the sector as chair of the National Social Protection Steering Committee and host to its secretariat</p> <p>The National Child Well-Being Council will include membership from key ministries with child-focused mandates, per the statute establishing it</p> <p>IOM will contribute to ensuring that the needs of their target populations are addressed in coordinated programming</p>	<p>WFP: \$2,900,000 IOM: \$200,000 ILO: \$3,000,000 WB: Financial contributions beyond 2013 to be finalized pending internal planning</p>

	<p><u>Baseline:</u> WFP: 7,500; WB: TBD <u>Target:</u> WFP: 10,000 (annual); WB: 15,000 75% youth</p>				
<p>Output 3.4.3: The most vulnerable households and individuals receive appropriate safety net transfers</p>	<p>Number of vulnerable households and individuals receiving food assistance (FFW/CFW activities) in food insecure areas <u>Baseline:</u> 12,500 beneficiaries under CFW 25,000 beneficiaries for FFW <u>Target:</u> Annual Target: Food For Work- 20,000 beneficiaries Cash For Work- 30,000 beneficiaries</p> <p>Number of labor-unavailable households in targeted areas receiving cash transfers <u>Baseline:</u> 1,900 households <u>Target:</u> 7,500 households</p>	<p>GoL and UN social protection service provision data MOGD SCT Secretariat data</p>		<p>Implementation through above-mentioned ministries</p>	<p>WFP: \$45,000,000 UNICEF: \$7,500,000</p>
<p>Outcome 3.5: Water, Sanitation & Hygiene: Population has increased utilization of safe water and practice safe sanitation and hygiene in underserved areas</p>	<p>% of population utilizing sustainable improved water facilities <u>Baseline:</u> 68% <u>Target:</u> 77%</p> <p>% of population utilizing sustainable improved sanitation facilities <u>Baseline:</u> 17% <u>Target:</u> 40%</p> <p>% of population washing hands with soap at 3 critical moments <u>Baseline:</u> TBD <u>Target:</u> 20 points increase</p> <p>Approved WASH advocacy plan exists <u>Baseline:</u> No <u>Target:</u> Yes</p>	<p>LDHS, Sector report, (mid-term, 5 years), CSO report</p>	<p>Risks Inadequate capacity of County and district level to plan, implement and monitor WASH services</p> <p>Assumptions The water atlas is updated and remains the main sector prioritization tool</p> <p>Adequate financial resources are allocated to the sector by Government and donors</p> <p>Government of Liberia remains committed to implement adopted sector policies and strategic plan</p>	<p>MPW, MLME, MHSW, LWSC, NGOs, USAID</p>	

Output 3.5.1: 400,000 additional persons have improved water and sanitation services, and knowledge of safe hygiene practices, in underserved areas	Number of additional persons with access to improved water facilities <u>Baseline:</u> 0 <u>Target:</u> 400,000 Number of additional persons with access to improved sanitation facilities <u>Baseline:</u> 0 <u>Target:</u> 400,000 Standard hygiene promotion guidelines developed and disseminated <u>Baseline:</u> No <u>Target:</u> Yes Number of municipalities with functional solid waste management system <u>Baseline:</u> TBD <u>Target:</u> TBD (WB)	Periodic reports, sector review report Periodic reports, sector review report Project report Periodic reports, sector review report	MPW, LWSC, NGOs, USAID	UNICEF: \$13,400,000 WB financial contributions on solid waste management to be finalized pending internal planning
Output 3.5.2: 500 additional primary schools and 50 Health facilities have implemented WASH package in underserved areas	Number of additional schools benefitting from WASH in School (WinS) package <u>Baseline:</u> 0 <u>Target:</u> 500 Number of additional health facilities benefitting from WASH package <u>Baseline:</u> 0 <u>Target:</u> 50	Project reports, Annual reviews Project reports, Annual reviews	MOE, MHSW, NGOs	UNICEF: \$3,800,000
Output 3.5.3: WASH governing bodies established	Existence of NWRSB, WSSC, RWSSB and DCMHYP (Yes/No)	Executive orders or Acts	MPW, MLME, MOHSW, LWSC, USAID	UNICEF: \$1,200,000 UNDP: \$1,000,000
Output 3.5.4: Effective WASH sector M&E capacity is strengthened at central and County levels	Existence of sustainable M&E system <u>Baseline:</u> No <u>Target:</u> Yes	Periodic M&E reports available	MPW, MLME, MOHSW, LWSC, USAID Technical advisory & field support to relevant local actors: UNMIL HRPS	UNICEF: \$1,200,000 HRPS: \$20,000
Output 3.5.5: Financial management capacity in WASH sector is strengthened at central level	Existence of annual financial review mechanism <u>Baseline:</u> No <u>Target:</u> Yes	Annual sector reports	MPW, MLME, MOHSW, LWSC, USAID	UNICEF: \$380,000

At least 30% of the additional persons are female

<p>Outcome 3.6: HIV-AIDS:</p> <p>Scaled up access to and utilization of HIV Prevention, treatment, care and support services.</p>	<p>Percentage of HIV positive women who receive ARVs to reduce the risk of mother to child HIV transmission <u>Baseline:</u> 54.2% <u>Target:</u> 85%</p> <p>Percentage of infants born to HIV positive women receiving virological test within 2 months <u>Baseline:</u> 20% <u>Target:</u> 85%</p> <p>Percentage women and men aged 15 to 49 who received an HIV test in the past 1 year <u>Baseline:</u> 19% <u>Target:</u> 85%</p> <p>Percentage of the most at risk populations reached with HIV prevention programmes <u>Baseline:</u> 15% <u>Target:</u> 65%</p> <p>Number of HIV and AIDS Workplace policies and programmes implemented in targeted sectors <u>Baseline:</u> 0 <u>Target:</u> 1</p> <p>Existence of policy and guidelines against discrimination against HIV positive people with disabilities. <u>Baseline:</u> No <u>Target:</u> Yes</p>	<p>ANC registers, DHS UNGASS ANC registers NACP M&E programme data (2008-2011) Spectrum Projection (EPP) 2011 MOT MOT Workplace Policies documents</p>	<p>Risks Inadequate national commitment or international coordination to sustain the HIV and AIDS response</p> <p>Assumptions The multi-sector response to HIV and AIDS is well coordinated</p>	<p>UNFPA, WHO, UNICEF, MoHSW for PMTCT providing funding and technical assistance for PMTCT in public and private health facilities, and UNODC</p> <p>UNDP & UNAIDS, NAC, MOHSW, MOJ for MSM providing funding and programming assistance for reaching MSM and other key populations</p> <p>ILO and MoL</p>	<p>UNICEF: \$2,210,000 UNFPA: \$1,000,000</p>
<p>Output 3.6.1: Increased knowledge and understanding of the causes of HIV infection and measures of prevention among youth and adolescents</p>	<p>Percentage of young women and men aged 15–24 who correctly identify ways of preventing HIV and rejecting major misconceptions about HIV transmission <u>Baseline:</u> 23.5% <u>Target:</u> 70%</p> <p>Proportion of youth and adolescents tested for HIV and receiving their results disaggregated by age <u>Baseline:</u> NA <u>Target:</u> 30%</p>	<p>LDHS MARP, BioBSS</p>	<p>The next DHS will include HIV to ensure consistency of data</p>	<p>LISGIS, UNFPA, UNICEF, UNODC</p>	<p>UNICEF: \$2,210,000 UNFPA: \$1,000,000</p>

	Existence of comprehensive HIV and Nutrition Guidelines Baseline: No Target: Yes				
Output 3.6.2: Increased number of women accessing ARVs/ART services	Percentage of women aged 15 – 49 testing for HIV and receiving their results (PMTCT setting) Baseline: 96% Target: 100% Percentage of mothers receiving prenatal ART or prophylaxis Baseline: 21% Target: 80% Percentage of infants born to HIV positive women receiving virological test within 2 months Baseline: 65% Target: 100%	NACP Quarterly reports HMIS UNGASS EID records	Resources especially from the GF will continue to be available	UNICEF, WHO, UNODC, MoHSW	UNFPA: \$500,000 WHO: \$34,000
Output 3.6.3: Increase in number of people living with HIV accessing quality care, treatment and support services	Percentage of estimated HIV positive with TB co-infection that receive treatment for TB and HIV Baseline: 50% Target: 90% Percentage of adults and children with HIV known to be on treatment for 12 months after initiation of ART Baseline: 62% Target: 85% Number of health facilities providing ART services Baseline: 29 Target: 320	HMIS, TB Incident Study, NACP, NTLCP Cohort study United Nations General Assembly Special Session (UNGASS)	Resources especially from the GF will continue to be available Government will fund the HIV response in particular HIV treatment with its domestic resources	WHO, UNODC, MoHSW, NACP, NAC	UNICEF: \$1,350,000 WHO: \$100,000
Output 3.6.4: NAC capacity strengthened to implement multi-sectorial and decentralized National HIV response	Existence of National Commitments and Policy Instruments (NCPI) Baseline: No Target: Yes Number of HIV and AIDS Workplace policies and programmes implemented in targeted sectors Baseline: 0 Target: 1		Government will continue to consider HIV as a key development priority	WHO, UNODC, MoHSW, NACP, NAC	UNICEF: \$740,000 UNAIDS: \$400,000 WHO: \$100,000 ILO: \$300,000



One Programme Pillar IV: Inclusive Governance and Public Institutions

2.4 ONE PROGRAMME PILLAR IV: INCLUSIVE GOVERNANCE AND PUBLIC INSTITUTIONS

PROGRAMME SUMMARY

National Development Vision Statement
To build and operate efficient and effective institutions and systems, in partnership with the citizens, that will promote and uphold democratic governance, accountability, justice for all and that will strengthen peace.
Relevant International Treaties and Conventions
<ul style="list-style-type: none"> • International Covenant on Economic, Social and Cultural Rights • International Covenant on Civil and Political Rights • Convention on the Elimination of all Forms of Discrimination against Women • Convention on the Rights of the Child
Relevant Millennium Development Goals
<p>MDG 1: Eradicate Extreme Poverty and Hunger</p> <p>MDG 2: Achieve Universal Primary Education</p> <p>MDG 3: Promote Gender Equality and Empower Women</p> <p>MDG 4: Reduce Child Mortality</p> <p>MDG 5: Improve Maternal Health</p> <p>MDG 6: Combat HIV and AIDS, Malaria and Other Diseases</p> <p>MDG 7: Ensure Environmental Sustainability</p> <p>MDG 8: Develop a Global Partnership for Development</p>
Key One Programme Outcome Statements
<p>4.1 Strengthening Key Governance Institutions: By 2017 Liberia has governance institutions equipped with inclusive systems to perform.</p> <p>4.2 Constitutional and Legal Reform: By 2017, review of the Constitution is completed with a framework that guarantees democratic governance and equal rights of all citizens.</p> <p>4.3 Natural Resources Management: By 2017, Liberia has an effective and efficient natural resource management framework enabling transparent, accountable and equitable distribution of economic benefits and protection of rights of all.</p> <p>4.4 Public Sector Institutions and Civil Service Reform: By 2017, Liberia has an improved and decentralized public sector and civil service providing fair and accountable basic services to people.</p>

2.4.1 Outcome 4.1: Strengthening of Key Governance Institutions

Context

Governance in Liberia has made some progress since the end of the conflict in 2003. A national referendum and a second set of national and local elections demonstrate slow but steady progress toward the establishment of democratic processes and strengthening of governance institutions. With respect to the legislature, there have been some improvements in infrastructure and capacity building since 2006. However, challenges remain with regard to fulfilling its constitutional responsibilities of lawmaking, oversight and representation. Public understanding of the legislature's roles and responsibilities is limited and confidence in the institution remains low. Moreover, inclusion and participation of women in the legislature remains low; women hold 11.5% of the seats in the House of Representatives and the Senate.

The National Election Commission (NEC) was established in preparation for the 2006 elections. While the capacity and resources of NEC have improved gradually since the 2006 elections, the institution is impaired by a weak legal enforcement framework and a limited managerial, technical and resource base. Concerns remain that NEC's political neutrality is compromised and that its overall capacity to deal with the challenges of conducting free, fair and transparent elections need strengthening. In 2011, NEC administered national elections with the support of the UN and Development Partners, which were considered as generally free, fair and transparent by international standards.

Civil society organizations, including the media, could be significantly strengthened to fill the role of policy pressure groups and/or participate more fully in macro processes either as providers of essential input, or in an oversight role, and any accompanying regulatory framework needs strengthening to enable participation and oversight functions.

Government Priorities

In terms of strengthening governance institutions, the government plans a number of key interventions:

- Implementation of the Legislature Modernization Plan.
- Capacity development of NEC personnel.
- Develop and roll out civic voter education outreach programmes.
- Redefine the mandate, function and structure of the Ministry of Internal Affairs, County, District

and local governance institutions and rationalize some of the local structures.

- Encourage active citizen involvement in planning/budgeting process.
- Make available budget information to citizens in an accessible format.

UN Contribution

The UN will support the strengthening of select governance institutions, including the Legislature and the National Elections Commission, through the following:

- Enhance the capacity of the Legislature to perform its functions in an inclusive, effective and efficient manner.
- Build the capacity of the NEC to independently conduct free, fair, transparent and credible elections.
- Build the capacity of organized CSOs and the media to engage in political processes.

2.4.2 Outcome 2.4: Constitutional and Legal Reform

Context

In 2013, the GoL will embark upon a process of revising the 1986 Constitution with the key objective of enhancing civic participation in local level decision making. As a precursor to constitutional review, the GoL approved a policy on decentralization and local governance in 2011, aimed at increasing popular participation, local initiative, greater transparency and accountability, especially in the provision of public goods and services, and has begun the process of devolution of authority to local governments. The government has also progressively devolved previously centralized decision and budgetary authority to Ministries, Agencies and Commissions (MACs).

Within the existing social and constitutional framework, decentralization efforts in PRS-I have been constrained by the 1986 Constitution, which does not provide a legal framework for decentralization measures. The establishment of a new legal framework requires a broad public debate to build support for constitutional amendment, led by the GoL. Many communities, however, lack the necessary information, and many citizens, at present, lack the civic education required to contribute to this debate.

Government Priorities

The GoL is planning the following key interventions with regard to constitutional and legal reform:

- Review of the 1986 Constitution to identify areas of conflict and propose amendments to address the challenge of political exclusion.
- Organize a national consultative and awareness campaign to validate the constitutional reform process.
- Prepare a local government act, carry out civic education to sensitize citizens of the benefits of decentralization.
- Construct housing units at the county and district level for decentralized MACs.
- Implement a capacity development policy.

UN Contribution

The UN will support the Constitution Review Commission and the Ministry of Internal Affairs to:

- Review the current constitution, and draft the legal framework that complies with human rights standards.
- Advocate for the domestication of key human rights instruments and treaties to which Liberia is a party.
- Increase the responsiveness of county service delivery and outreach to the needs and priorities of citizens.
- Build the capacity of county officials to formulate and implement county development plans and budgets.

2.4.3 Outcome 4.3: Natural Resources Management

Context

Liberia has abundant natural resources that can support broad-based economic development. Many are concentrated by geographic distribution (minerals) or economies of organization (plantation agriculture). Given past practices in this sector, there is concern regarding the development of these natural resources, and steps will be taken under the AfT to avoid the re-creation of an enclave economy.

Under PRS 1, the GoL developed legislation related to environmental issues, and Liberia is a signatory to all the major Multilateral Environmental Agreements (MEAs). The country has also developed a National Climate Change Adaptation Programme of Action (NAPA). The GoL has also strengthened the role of the Environmental Protection Agency (EPA) as a reg-

ulatory and policy agency, established the National Disaster Management Commission, set up the Liberia Extractive Industry Transparency Initiative (LEITI) and developed a national energy policy.

Moreover, the GoL has improved the concessions process, leading to standardized treatment across concession agreements concerning respect for national labor, environmental and other laws, third party access to concession infrastructure, and opportunities for linkages between export-oriented enclave concessions and the rest of the economy.

Government Priorities

Building on some of achievements made in natural resources management, the GoL seeks to develop and endow the newly-created National Bureau of Concessions with the broader capacity and specialized skills required to transparently perform due diligence, to negotiate concessions, and to enforce terms of the concession agreement.

UN Contribution

The UN will support the GoL in strengthening systems and institutions for natural resources management through the following key interventions:

- Develop an expanded, comprehensive regulatory framework for natural resources management.
- Establish a complaint mechanism for natural resource management.
- Develop comprehensive monitoring and evaluation frameworks for natural resources management.
- Build the capacity of Government to negotiate contracts, agreements and concessions.

2.4.4 Outcome: 4.4: Public Sector Institutions and Civil Service Reform

Context

Despite the marked improvement during the past half decade with economic recovery and growth, economic growth would be unbalanced or unsustainable without reforms to governance and public institutions. The will of Liberians to address poverty is diluted when the government is unable to translate popular will into action, or allocate public resources to deliver services according to these priorities.

In order to execute a long-term agenda of wealth creation, Liberia will need an efficient and streamlined representative bureaucracy, both at national and local levels. To maximize resources available for the public

good, the GoL will enhance economic governance by ensuring transparency around monitoring and collection of revenues from concessions activities so that they yield the maximum benefit for the country.

The GoL will continue to strengthen the capacity of the public sector to collect revenue and efficiently save and invest resources for the provision of public goods to citizens, while being transparent and subject to oversight from informed citizens and efficient watchdog organizations. Participation in bureaucracy will need to be based on merit, not patronage or social networks and various groups of society will need to be fairly represented in politics at the national and the local level.

Government Priorities

The GoL aims to strengthen public sector institutions and civil service reform through a number of key interventions:

- Develop a National Public Sector Reform Policy and Strategy.

- Review of business processes and financial management of eleven agencies and thirteen State Owner Enterprises (SOEs).
- Politically appointed Assistant Ministers will be replaced by professionally recruited Department Heads.
- Review of government human resources policy.

UN Contribution:

The UN will assist with the decentralization of Government agencies and support the Government's reform strategy in several ways:

- Assist with the development of clear mandates, structures and functions throughout the civil service.
- Develop a National Disaster Risk Reduction policy and assist with its implementation.
- Assist with the implementation of effective Public Financial Management throughout the civil service.

One Programme Pillar 4: Inclusive Governance and Public Institutions

National Development Goal: To build and operate efficient and effective institutions and systems, in partnership with the citizens, that will promote and uphold democratic governance, accountability, justice for all and that will strengthen peace					
One Programme IV: Inclusive Governance and Public Institutions					
Outcomes/Outputs	Indicators, Baselines, Targets	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources
<p>Outcome 4.1: Strengthening Key Governance Institutions</p> <p>By 2017 Liberia has governance institutions equipped with inclusive systems to perform effectively</p>	<p>Revised and improved version of rules and procedures for the Legislature codified and published</p> <p><u>Baselines:</u> rules and procedures do not facilitate effective functions of the legislature</p> <p><u>Target:</u> Revised rules and procedures for both houses published</p> <p>Women's membership and chairs in House Committees</p> <p><u>Baseline:</u> most of the House committees have below 15% women's representation</p> <p><u>Target:</u> at least 30% women represent in all committees and women chair 30% of committees; women legislative caucus is effectively engaged and integrating a gender perspective into bills</p> <p>Revised and improved operational mechanisms and SOPs of the National Elections Commission</p> <p><u>Baseline:</u> Administrative and operational procedures and guidelines are unclear</p> <p><u>Target:</u> Published revised SOPs</p>	<p>Amended rules of procedures published for both Chambers of the Legislature</p> <p>House and Senate committee composition directory</p> <p>SOPs</p>	<p>Risks</p> <p>Conflict of public and private interests in legislation</p> <p>Inadequate clarity of the role and appreciation of the constitutional responsibilities of Legislature in democratic governance</p> <p>Assumptions</p> <p>Political will of the Legislature continues to exist</p> <p>Reduced number of Executive sessions</p> <p>Legislators actively engaging and accountable to constituencies</p> <p>Oversight is carried out in the public's interest</p> <p>Capacity of the Legislative Secretariats fully supported</p> <p>Separation of legislative and executive functions fully observed</p> <p>Weak adherence to the rule of law</p>	<p>Technical advisory services: UNMIL HRPS</p>	

<p>Output 4.1.1: By 2017, the Legislature is better able to perform legislative, representational and oversight functions in an inclusive, effective and efficient manner</p>	<p>Mechanisms for inclusive constituency engagement <u>Baseline:</u> sporadic and infrequent constituency engagement which are not issue-based and do not ensure reflection of views and concerns of broad spectrum of constituency <u>Target:</u> planned periodic and issue-based constituency engagement, all inclusive and ensures feedback mechanism</p> <p>Demonstrated ability of Legislators to initiate, introduce, review and sponsor bills in a timely and inclusive manner <u>Baseline:</u> limited ability to initiate, articulate issues (particularly legal drafting), review bills <u>Target:</u> enhanced capacity of Legislators, legal drafting department and committee support office to provide support for drafting and presenting evidence-based bills; public hearing made mandatory</p> <p># of reports including of audits received, reviewed and responded to on time <u>Baseline:</u> TBD <u>Target:</u> TBD (all reports, including audit are reviewed and substantive responsive provided in a timely manner)</p>	<p>Legislators' Hand Book</p> <p>New Bills; time (log) from initiation to completion of bills; contents of bills, policy briefs, research</p> <p>Daily Journals for each sitting and annual Legislative Journal for Each Chamber of the Legislature</p>	<p>Coordination, implementation of the revised and re-prioritized Legislative Modernization Plan: The Legislature, Joint Legislative Modernization Committee</p> <p>Funding and advocacy: Development partners such as SIDA, EC NGOs such as NDI</p> <p>Technical advisory and field support to relevant local actors: UNMIL HRPS</p>	<p>UNDP: \$3,500,000 UNMIL HRPS: \$10,000</p>
<p>Output 4.1.2: By 2017, the NEC has the capacity to independently conduct free, fair, transparent and credible elections</p>	<p>Electoral law reviewed, amended, published and proposals made for constitutional amendment <u>Baselines:</u> gaps and deficiencies in the existing electoral framework identified <u>Target:</u> Proposals for constitutional amendment made</p>	<p>Amended electoral law presented to the Legislature</p> <p>Media reporting, international observers' review</p> <p>NEC's operational and logistical plans</p>	<p>Risks Political parties continue to reject the NEC as a partisan body Amending the electoral law is politicized</p>	<p>UNDP: \$4,000,000</p> <p>The Government of Liberia and NEC in particular will lead in the implementation of its planned 2012 – 2018 Strategic plan and coordinate partner support for implementation of the Strategic Plan</p>

The capacity development seeks to enable NEC's capability to conduct both senior senatorial (2014) and presidential (2017) elections.

	<p>Systems, rules, procedures relevant to institutional and administrative functions reviewed and published</p> <p><u>Baseline:</u> GAC report reveals weak administrative and institutional systems and mechanisms (human resources, finance, asset management and procurement in particular)</p> <p><u>Target:</u> Clear SOPs developed; staff oriented and fully rolled out NEC's staff have relevant skills and knowledge to conduct elections at national and local level in an inclusive, participative and transparent manner</p> <p><u>Baseline:</u> 2011 national elections were conducted with technical support from its international partners; minimum infrastructure and procedural guidelines and mechanisms are in place</p> <p><u>Target:</u> NEC is fully capable, technically and operationally, to organize and conduct credible elections</p> <p>Mechanisms for engagement of political parties, CSOs, women's groups, youth, disabled groups and media are well defined and strengthened</p> <p><u>Baseline:</u> weak capacity of NEC's external relations division in engaging stakeholders in a sustained and meaningful manner</p> <p><u>Target:</u> NEC's external relations division is robust in its planning, operations and public outreach; the division is fully equipped in terms of staff skills and capacity and fully engaged with stakeholders particularly IPCC, media, women and youth groups, local authorities</p>	<p>Media reporting, international observers' review</p> <p>NEC's operational and logistical plans</p> <p>NEC's divisions/units' delivery/reports</p> <p>Media reporting</p> <p>Published new law</p> <p>Proposals for constitutional amendment</p>	<p>Assumptions</p> <p>Sections within the NEC are depoliticized and strengthened, particularly the Legal Section</p>	<p>Development partners such as the EC, SIDA, will provide funding and engage in advocacy to ensure review of electoral laws and regulations and institutional reform and development of the institution. NGOs such as IFES, NDI and others will be involved in implementation of interventions with the Strategic Plan as well as engage in outreach with key stakeholders such as CSOs and political parties to ensure inclusive participation and advocacy to AFT in institutional reform and capacity development of NEC as well as political parties</p> <p>Technical advisory services: UNMIL HRPS</p>
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<p>Output 4.1.3: By 2015, organized groups of women, Youth, persons with disabilities, media and CSOs capacity to engage in political processes particularly in electoral and legislating processes enhanced</p>	<p>Roles and regulatory framework for CSOs clarified/established <u>Baseline:</u> Women, Youth, Disability, Media (WONGOSOL, FLY, NUOD) groups have structure and secretariats; Media has a regulatory framework <u>Target:</u> An overall regulatory framework for CSOs developed/published Women, youth, persons with disabilities, media and CSOs received trainings on the use of framework, advocacy, lobbying and Civic Rights, Human Rights, Participation and Engagement <u>Baseline:</u> TBD <u>Targets:</u> Women, youth, persons with disabilities, media and CSOs are fully engaged in political processes</p>	<p>Corresponding laws and statutes</p>	<p>Government through the MPEA will continue to provide oversight and coordinate CSO operations in the country. Development partners will provide funding to the sector and advocate for enhanced coordination and improved policy engagement by the sector. NGOs will provide outreach to the sector to support activities; CSOs will lead in the coordination of their sector</p>	<p>UNDP: \$1,000,000 UN Women: \$250,000</p>
<p>Output 4.1.4: By 2016, a robust M&E framework developed and adopted</p>	<p>M&E system, mechanisms, and plans in place, and annual reports published <u>Baseline:</u> Departmental based M&E Systems <u>Target:</u> 1 National overarching National M&E System</p>	<p>M&E System, Monitoring Reports, Electronic Database</p>	<p>Leadership: MoF, MPEA Technical advisory services: UNMIL HRPS</p>	<p>UNDP: \$1,000,000 UNMIL HRPS \$20,000</p>
<p>Outcome 4.2: Constitutional and Legal Reform By 2017, a review of the Constitution is completed with a framework that guarantees democratic governance and equal rights of all citizens</p>	<p>Review completed, proposals made <u>Baseline:</u> Current constitution <u>Target:</u> Constitution reviewed Constitution guarantees equality of all citizens (male and female) in terms of social, political and economic rights <u>Baseline:</u> TBD <u>Target:</u> Constitution guarantees equality for all Number of international/regional HR instruments domesticated, implemented and reported on by 2017 <u>Baseline:</u> TBD <u>Target:</u> Implementation of all relevant instruments are being reported on a regular basis</p>	<p>Relevant constitutional provisions Laws, statutes and periodical reports Human Rights Monitoring reports</p>	<p>Technical advisory services: UNMIL HRPS, UNODC Risks Lack of effective communication ability to engage public at large on constitutional and legal issues at all levels Deliberate move to capture reform process by vested interest Assumptions Political will to reform is maintained at the highest level Broad-based consultation held on reforms</p>	

<p>Output 4.2.1: By 2014, review of current constitution and legal framework undertaken and new human rights compliance proposals drafted</p>	<p>New proposals consistent with international human rights standards and balanced relationship between three arms of government in place (Yes/No)</p> <p>New constitution and legal provisions guaranteeing equal rights of women and men of all ethnic, religious backgrounds (Yes/No)</p>	<p>Proposal and its provisions</p> <p>Relevant provisions of the Constitution</p>	<p>leadership for constitutional review: GOL</p> <p>Advocacy and technical support: Development partners, UNMIL HRPS, UNODC</p> <p>Outreach: CSOs NGOs</p>	<p>UNDP: \$250,000</p> <p>UNMIL HRPS: \$20,000</p>
<p>Outcome 4.3: Natural Resources Management By 2017, Liberia has an effective and efficient natural resource management framework enabling transparent, accountable and equitable distribution of economic benefits and protection of rights of all</p>	<p>A regulatory framework for natural resources management with community participation endorsed (with provision for oil, mines, fisheries, forest, land, etc.) <u>Baseline:</u> 0 <u>Target:</u> 1</p> <p>Government capacity for contracts, agreements and concessions negotiations supported by expert knowledge, skills, facts and data <u>Baseline:</u> Need for comprehensive capacity assessment <u>Target:</u> TBD</p> <p>Land reform policy developed with provision for protection of rights of all concerned, with women's rights to land ensured in law and practice <u>Baseline:</u> 0 <u>Target:</u> 1</p> <p>Complaint and redress mechanisms exist and in use <u>Baseline:</u> 0 <u>Target:</u> 1</p> <p>Existence of transparency and accountability mechanisms in project distribution and resource expenditure of social and economic benefits <u>Baseline:</u> 0 <u>Targets:</u> 1</p>	<p>Legal Framework and its provisions</p> <p>Contents and terms and conditions of contracts, agreements, concessions</p> <p>Legislations on land reform and the provisions of citizen's rights</p> <p>Institutional arrangement, structure, rules and procedures and staff</p>	<p>Risks Short-term gains undermine longer-term social and economic costs</p> <p>Varied understanding of stakeholders</p> <p>Ethical standards, may be compromised; Corruption is not sufficiently addressed</p> <p>Assumptions Leadership and political will is maintained at the highest levels</p> <p>Community is brought fully on board</p> <p>Negotiation process fully transparent</p> <p>Social benefit-costs are fully accounted for</p> <p>Principles of inter-generational sharing of resources fully observed</p>	

<p>Output 4.3.1: By 2015, an expanded, comprehensive regulatory framework for natural resources management formulated and endorsed</p>	<p>Land policy drafted and published <u>Baseline:</u> 0 <u>Target:</u> 1</p> <p>LEITI's capacity and mandate expanded (Yes/No)</p> <p>Information management system established and functional <u>Baseline:</u> 0 <u>Target:</u> 1</p>	<p>New land policy</p> <p>Revised/approved mandate, staff (number and functions)</p> <p>MIS and the associated institutional arrangements (people, equipment, tools)</p>	<p>Leadership and Coordination: National Investment Commission, MoL M&E, MoA, NOCAL, FDA etc.</p> <p>Advocacy and technical support: Development partners</p> <p>Outreach and advocacy: CSOs, NGOS</p>	<p>UNDP: \$1,500,000 UN- Habitat: \$4,500,000</p>
<p>Output 4.3.2: By 2016, complaint and redress mechanism for natural resources management are established and operational</p>	<p>Alternative (land) dispute resolution (ADR) mechanism established, tested and rolled-out <u>Baseline:</u> 0 <u>Target:</u> 1</p> <p>Community-based monitoring fully integrated into M&E system with a human rights-based approach <u>Baseline:</u> 0 <u>Target:</u> 1 overarching National M&E System</p>	<p>Institutional arrangements (rules, procedures, structures) and supporting instruments</p>	<p>Leadership: Land Reform Commission</p> <p>Advocacy and technical support: Development partners</p> <p>Outreach and advocacy: CSOs, NGOS</p> <p>Technical advisory services: UNMIL HRPS</p>	<p>UNDP: \$1,500,000 UN-HABITAT: \$8,000,000 UNMIL HRPS: \$30,000</p>
<p>Output 4.3.3: By 2015, government's capacity for contracts, agreements and concessions negotiations enhanced</p>	<p>Electronic database on contracts, agreements and concessions maintained, in use and publicly accessible, with information on the percentage contribution of the sector to national revenue <u>Baseline:</u> 0 <u>Target:</u> 1 comprehensive database available</p> <p>Proportion of staff from relevant institutions have successfully undertaken technical trainings in appropriate tools <u>Baseline:</u> TBD <u>Target:</u> TBD</p>	<p>Database and the extent of its accessibility</p> <p>Training reports</p>	<p>Leadership: National Investment Commission, Bureau of Concessions</p> <p>Technical advisory services: UNMIL HRPS</p>	<p>UNDP: \$1,250,000 UNMIL HRPS: \$15,000</p>

<p>Outcome 4.4 : Public Sector Institutions and Civil Service Reform</p> <p>By 2017, Liberia has an improved and decentralized public sector and civil service providing fair and accountable basic services to people</p>	<p>Public sector reformed and functions streamlined and rationalized <u>Baseline:</u> No <u>Target:</u> Yes</p> <p>Number of national ministries/agencies implementing decentralization consistent with the National Decentralization Policy <u>Baseline:</u> 3 <u>Target:</u> all service sector Ministries and relevant oversight entities</p> <p>15 counties share revenue with national government and also collect local revenue for development administration and management <u>Baseline:</u> TBD <u>Target:</u> 15 counties</p> <p>Participation of citizens, in particular women, youth, persons with disabilities and CSOs in county and local planning, budgeting, and decision making processes institutionalized <u>Baseline:</u> TBD <u>Target:</u> 15 counties</p> <p>National Disaster Risk Management policy effected with key sector ministry/agency plans, and capacity assessed and operational at national and county level <u>Baseline:</u> 0 <u>Target:</u> 1</p>	<p>Published MFR and Annual reports</p> <p>Annual reports, Progress report on decentralization implementation</p> <p>Physical presence of institutions; annual budgets</p> <p>Presence of salutory bodies at local level and share of CSOs representation</p> <p>New policy and institutional arrangements</p>	<p>Assumptions Leadership and political will remain strong</p> <p>Civil Service works through a performance-linked compensation system</p> <p>National and local institutions are economically viable</p> <p>Risks Delivery of public goods and services affected due to lack adequate infrastructure and amenities</p>	<p>Leadership: Governance Commissioner and MIA</p> <p>Funding and Technical Support: Development Partners such as DFID</p> <p>Technical advisory services: UNMIL HRPS</p>	<p>UNDP: \$5,000,000</p> <p>UNMIL HRPS: \$30,000</p>
<p>Output 4.4.1: By 2015, county governments have operational and technical capacity to formulate and implement county development plan and budget</p>	<p>Number of ministries and agencies that decentralized functions to counties and districts as per the national implementation plan <u>Baseline:</u> 3 ministries (Health, Education and Public works have decentralized functions to county level) <u>Target:</u> all service sector ministries and relevant oversight entities</p> <p>15 county governments have formulated annual development plan and budgets and implementation commenced <u>Baseline:</u> TBD <u>Target:</u> 15 counties</p>	<p>Physical presence of entities, staff, annual reports</p> <p>Annual county development plan and budgets</p>			

<p>Output 4.4.2: By 2016, public sector institutions' capacity is enhanced with clearly defined mandates, structures and functions</p>	<p>Mandates and functions of public sectors institutions reviewed and published <u>Baseline:</u> TBD <u>Target:</u> TBD</p> <p>Pay and pension reformed, job classified and incentives harmonized for national and local government staff <u>Baseline:</u> salaries not harmonized <u>Targets:</u> Harmonized GoL, payroll</p>	<p>New MRF</p> <p>Standardized payroll, job classification</p>	<p>Leadership: Governance Commissioner and CSA</p> <p>Funding and technical support: Development Partners such as DFID</p>	<p>UNDP: \$200,000 UNOPS: \$4,000,000</p>
<p>Output 4.4.3: By 2016, county service delivery and outreach are informed by needs and priorities of citizens</p>	<p>County and district planning councils institutionalized and fully functional with adequate representation of women, youth and CSOs <u>Baseline:</u> TBD <u>Target:</u> TBD</p> <p>Biennial public perception survey on quality and accessibility of service delivery conducted, reports accessible to wider public at national and community level <u>Baseline:</u> TBD <u>Target:</u> TBD</p> <p>Information on public affairs including budgetary allocation and utilization of public resources publicized at county, district and facility level <u>Baseline:</u> TBD <u>Target:</u> TBD</p> <p>% of districts with community-based monitoring of service delivery with a human rights-based approach <u>Baseline:</u> TBD <u>Target:</u> TBD</p> <p>% of representation of women, youth, persons with disabilities and CSOs in community level committees (peace building, health, education, WASH, child welfare, etc.) <u>Baseline:</u> standard baseline TBD <u>Target:</u> at least 50% women, 25 % youth</p>	<p>County and district planning manuals County council proceedings</p> <p>Survey reports, public accessibility</p> <p>Public Notice Board, media broadcasts; public knowledge of (access to) relevant information</p>	<p>Leadership: Governance Commissioner and MIA/LG</p> <p>Funding and technical support: Development Partners such as DFID</p> <p>Technical advisory services: UNMIL, HRPS</p>	<p>UNDP: \$10,500,000 UNMIL HRPS: \$30,000</p>

<p>Output 4.4.4: By 2016, National Disaster Risk Reduction (DRR) policy implemented and supported by a commission with clearly defined mandates</p>	<p>National DRR policy is translated into national priorities <u>Baseline:</u> 0 <u>Target:</u> 1</p>	<p>Sectoral implementation plans and reports</p>	<p>The MIA will lead the way for the establishment and making operational of the National Disaster Risk Management Commission and the extension of its scope in the counties of Liberia</p> <p>LISGIS will lead in development of the National hazard and disaster map including validation and publication</p>	<p>UNDP: \$6,500,000 UNHCR: \$3,000,000</p>
<p>Output 4.4.5: By 2015, effective Public Finance Management (PFM) with a transparency and accountability mechanism is instituted</p>	<p>National and Local Government Budgeting exercises <u>Baseline:</u> TBD <u>Target:</u> TBD</p>	<p>National and local budgets, audit reports</p>	<p>Government through MOF will lead and coordinate the process. Partners will provide support and technical advice</p> <p>Technical advisory services: UNMIL HRPS</p>	<p>UNDP: \$1,500,000 UNMIL HRPS: \$20,000</p>



Programmatic synergies and linkages:
CROSS-CUTTING ISSUES

2.5 CROSS-CUTTING ISSUES

The AfT identifies a number of cross-cutting issues, which have been mainstreamed across the Pillars of the One Programme.

2.5.1 Gender Equality

Achieving gender equality is a priority for both the GoL and the UN system. Numerous initiatives are ongoing, including the formulation of the Liberia National Action Plan for the implementation of UN Security Council Resolution 1325, and through a National Gender Policy. These policies are designed to address inequalities in access to government services, participation and representation.

Representation of women in government, and increasing women's participation in decision-making positions are addressed in the Governance One Programme Pillar, while employment opportunities are promoted through the Sustainable Economic Transformation and Human Development One Programme Pillars. Women's health is a central part of the Human Development One Programme Pillar, and livelihood support for women is part of the Sustainable Economic Transformation One Programme Pillar. Reducing sexual and gender-based violence and the protection of women and girls also depends on rule of law (the legal framework) and security (enforcement of the law) structures and institutions, as well as on the effectiveness of social welfare services. Throughout the One Programme, most of the indicators are disaggregated by sex.

2.5.2 Human Rights

A human rights based approach to development programming demands that human rights standards and principles are applied across all interventions. The Independent National Commission on Human Rights (INCHR) was established in September 2010, and is mandated to conduct investigations, make recommendations and advocate for legislative and policy changes to improve the human rights situation in Liberia. However, internal challenges have significantly affected the Commission's performance. The UN system and partners in the One Programme are committed to developing the capacities of duty bearers and rights holders. The Peace, Security and Rule of Law, as well as the Governance and Public Institutions One Programme Pillars, address civil and political rights, the Sustainable Economic Transformation One Programme Pillar addresses economic rights, and the Human Development One Programme Pillar promotes social and cultural rights.

2.5.3 Environment

Environmental sustainability is addressed in the One

Programme through the Governance and Public Institutions One Programme Pillar (the governance framework for natural resource management), under Sustainable Economic Transformation (promoting sustainable use of natural resources, including the promotion of more sustainable rice production methods), and in the WASH component under the Human Development One Programme Pillar.

2.5.4 Employment

Labor and employment, in particular youth employment, are addressed under Sustainable Economic Transformation. In addition to promoting a stable and growing market economy and support to the creation of small and medium enterprises, vocational and technical education is envisaged for young people who have completed basic education requirements. A pre-vocational training programme will serve people who have not completed 9 years of schooling.

Employment as a cross-cutting issue becomes an integral part of all aspects of the One Programme. Employment opportunities and increased agricultural production will have an impact on household food security, and in turn, maternal and child nutrition (Sustainable Economic Transformation, Human Development). Improvements in the educational system should improve the employability of women and young people, and improvements in health, WASH and HIV-AIDS services should increase productivity (Sustainable Economic Transformation, Human Development). Youth empowerment and addressing youth unemployment, as well as ensuring that services reach those who have been excluded or marginalized, will contribute to peace-building and reconciliation (Sustainable Economic Transformation, Peace, Security and Rule of Law).

There is a strong inter-dependency between outcomes related to Peace, Security and Rule of Law, and those related to Sustainable Economic Transformation. Increased security is crucial for achieving the overall goals of the AfT and the One Programme. Progress in economic transformation under Human Development, in turn, will lead to sustainable gains in security and stabilization.

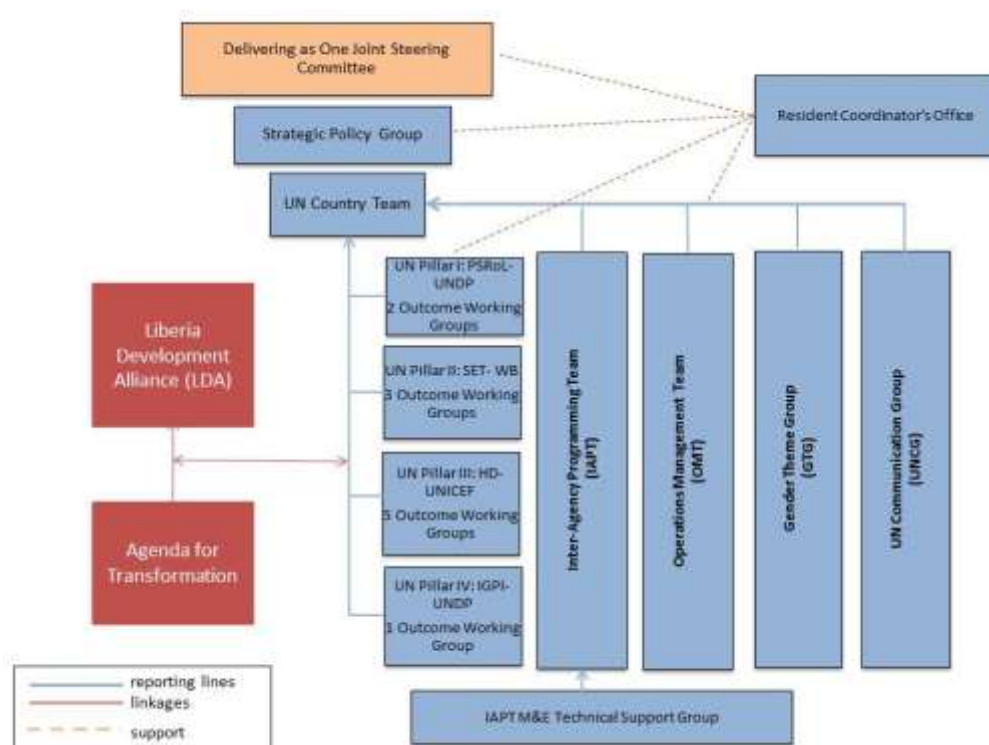
2.5.5 Reconciliation

Reconciliation is a common theme in all One Programme Pillars. Addressing unemployment, inclusive governance, and programmes promoting equality and ending marginalization will contribute to peace and reconciliation. Effective rule of law institutions promote reconciliation, strengthen state authority and lay the foundations for stability.

SECTION 3

Programme Management

PROGRAMME MANAGEMENT FRAMEWORK



3.1 The Government/Donor/UN One Programme Steering Committee on Delivering as One

A Joint Steering Committee made up of Government, donor and UN representatives will provide strategic guidance and overall leadership to the Delivering as One process. It will ensure that the change process supports the Government's National Vision and priorities, and is aligned with the principles of the Paris Declaration and other aid effectiveness commitments. The Steering Committee will meet at regular intervals to discuss critical issues and make policy decisions to facilitate One Programme implementation.

The Minister of Planning and Economic Affairs, together with the Special Representative of the Secretary General (SRSG), with delegated authority to the Deputy Special Representative of the Secretary General (DSRSG)/Resident Coordinator, will co-chair the Steering Committee.

The terms of reference for the Government/Donor/UN One Programme Steering Committee on Delivering as One appear in the Costed Action Plan component of the One Programme.

3.2 The Delivering as One UN Management Structure

Responsibility for the overall management and oversight of the internal planning and implementation processes for the One Programme will be assumed by the following, existing coordination mechanisms, referred to collectively as the DaO UN Management Structure.

3.3 The Strategic Policy Group and the United Nations Country Team

The Strategic Policy Group (SPG) is the highest decision-making body within the UN system in Liberia, and includes UNMIL Heads of Sections and the Heads of all UN Agencies, Funds and Programmes. It is chaired by the SRSG, who has delegated authority to the DSRS/Resident Coordinator to take the lead on the development and implementation of the One Programme.

The expanded UN Country Team (UNCT), which consists of UN Heads of Agencies, Funds and Programmes and Heads of key UNMIL sections, will make the day-to-day decisions and oversee reporting and management of the One Programme. Relevant issues will be raised at the SPG for final approval. The UNCT is responsible for reporting on Delivering as One and One Programme implementation to the Delivering as One Steering Committee.

3.4 One Programme Pillar Groups

The day-to-day management of the One Programme will take place within the One Programme Pillar Groups (UNPG). Each UNPG brings together the UN Agencies, Funds, Programmes and UNMIL Sections engaged in and contributing to that Pillar. The UNPG will be convened by the Head of the UN entity that is identified as Convenor in that sector. The UNPG Convenor regularly reports to the UNCT.

3.5 Outcome Working Groups

All Outcome Working Groups (OWG) will comprise programming staff, who will provide technical level assistance to the UNPG, manage the development of workplans, and ensure implementation of planned activities.

3.6 The Inter-Agency Programming Team (IAPT)

The Inter Agency Programming Team (IAPT) consists of representatives of the Outcome Groups. It is responsible for the design and overall management of the One Programme and One Budgetary Framework,

which includes all the preparatory and intermediate steps leading to its formulation, finalization, approval and implementation. It provided strategic guidance and oversight to all programmatic processes related to the previous UNDAF such as the Review of the Joint Programmes, the Mid-Term Review of the Country Programme Action Plans of agencies and the UNDAF Mid-Term Review. Monitoring of the implementation of the One Programme will take place at this level. The IAPT reports on One Programme implementation to the UNCT.

3.7 Inter-agency Monitoring and Evaluation (M&E) Technical Advisory Group

The Inter-agency Monitoring and Evaluation Technical Advisory Group (M&E Group) will provide technical and advisory support to the IAPT and UN Pillar Groups in the monitoring of the One Programme. The M&E group will also oversee Annual Reviews, Mid-Term evaluations and other tasks listed in the M&E schedule. The M&E Group Convener is a member of the IAPT, and M&E Group members are appointed to participate in specific UN Pillar Groups.

3.8 Operations Management Team (OMT)

The Operations Management Team (OMT) will be responsible for the design and management of all the Delivering as One components that relate to common services, premises and other operational issues, including the Harmonized Approach to Cash Transfer. In a similar manner to the IAPT, the OMT will monitor progress, identify challenges and make recommendations to the UNCT in all matters affecting UN system operations.

3.9 UN Communications Group (UNCG)

The UN Communications Group (UNCG) will implement, monitor and review the UNCT Communications Strategy. As such, the UNCG will assume overall responsibility for promoting awareness and understanding of Delivering as One, both internally and externally, as well as ensuring that the UN speaks with one voice on key policy issues. The UNCG will also mobilize support for the initiative among all UN staff, GoL and donors.

3.10 The Gender Theme Group (GTG)

The GTG promotes the application of gender friendly and human rights-based approaches in the work of the UN in Liberia.



SECTION 4

Monitoring and Evaluation

The outcome and output indicators and targets will be used to monitor the progress of the One Programme. Output indicators will be monitored annually, and outcome indicators will be monitored at the mid-term and end of the One Programme cycle. Annual targets will be defined each year through the IAPT/Monitoring and Evaluation Technical Advisory Group (M&E Group) in consultation with One Programme UN Pillar Groups. The verification sources will be national databases at the Liberia Institute of Statistics and Geo-information Services (LISGIS) and other Government entities.

Three major review exercises are scheduled within the One Programme implementation cycle: the annual

review of the Costed Action Plan, a mid-term review of the One Programme in 2015, and a final One Programme evaluation in 2017.

The IAPT/M&E Group will develop an efficient and effective output tracking system to support timely achievement and/or modification of results. This group will advise and support the other One Programme groups (UNCT, IAPT, UNPWG) and related government monitoring entities to ensure consistency, coherency and consideration of cross-cutting issues both at national and county level.

- In the One Programme costed Action Plan's Monitoring and Evaluation framework, each target is supported by technical notes which specify, among others, data disaggregation, the responsible agency for data collection and mainstreaming of cross-cutting issues.
- This review will coincide with completion planned end-period of Millennium Development Goals.
- The UN County Field Offices where One Programme interventions are being implemented will serve as country-level focal points for M&E.
- Mechanisms for regular feedback are embedded in the costed Action Plan.

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A publication of the United Nations in Liberia

Resident Coordinator's Office
Bryant Building
Sekou Toure Avenue
Mamba Point
Monrovia, Liberia
info@unliberia.org

www.unliberia.org

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