FINAL DRAFT REPORT

Mid Term Review

COUNTRY PROGRAM
DOCUMENT UNDP-LIBERIA

Empowered lives.
Resilient nations.

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As an independent review of the CPD, the MTR team takes responsibility for the views and opinions expressed in the report, but we hope that they reflect those of the UN agencies, development and implementing partners and beneficiaries met. More significantly, it is our considered opinion that the findings and recommendations of the report will contribute to improving the work of UNDP in Liberia.

Disclaimer
This MTR report was prepared by two (2) Independent Consultants:-Dr. Hindowa Momoh and Angelance Browne. The findings, interpretations, and conclusions expressed herein are those of the authors and do not necessarily reflect the views of the United Nations Development Programme (UNDP).

List of Acronyms and Abbreviations

AFT	Agenda for Transformation
AWP	Annual Work Plan
CD	Country Director
CO	Country Office
CPD	Country Program Documents
CRC	Constitutional Review Commission
DAO	Delivering As One
DCD/P	Deputy Country Director/Programme
DFID	Department of Foreign International Development
ECRRP	Ebola Crisis Response & Resilience Program
EU	European Union
FAO	Food & Agriculture Organization
FDG	Focus group Discussion
GOL	Government of Liberia
GPI	Governance & Public Institution
KII	Key Informant Interviews
KVM	Kokoya Millennium Village
IPs	Implementing Partners
LACC	Liberia Anti-Corruption Commission
LDSP	Liberia Decentralization Support Program
MDCs	Ministries Department & Commissions
MDGs	Millennium Development Goals
PBO	Peace Building Office
PRSP	Poverty Reduction Strategy Paper
MIA	Ministry of Internal Affairs
MOGCSP	Ministry of Gender Children & Social Protection
MTR	Mid-Term Review
NEC	National Electoral Commission
NIC	National Investment Commission
ROAR	Results Oriented Annual Report
SDGs	Sustainable Development Goals
SET	Sustainable Economic Transformation
SIDA	Swedish International Development Aid
STAOP	Support to Transparency, Accountability, Oversight & Participation
UNDP	United Nations Development Program
UNDAF	United Nations Development Assistance Framework
UNMIL	United Nations Missions in Liberia
UNFPA	United Nation Population Funds
UNWOMEN	United Nations Women
UNICEF	United Nations Children Emergency Fund
USAID	United States Agency for International Development

EXECUTIVE SUMMARY

BACKGROUND

This Report presents the results of the midterm review of the United Nations Development Programme (UNDP) Country Programme (2013-2017) that is anchored on three major program pillars, namely:- Inclusive Governance and Public Institutions, ii) Justice, Security and Reconciliation and iii) Sustainable Economic Transformation. In the new CPD, UNDP was positioning itself for an increased programmatic role in the period ahead particularly in the areas of justice, rule of law and extension of state authority, which had collapsed largely due to the prolong civil war. The CPD provided the basis for the design of a new set of nine multi-year programmes approved for implementation in June 2013 and also constituted the basis of UNDP's programming in the new five year cycle. However, the unanticipated outbreak of the Ebola epidemic occurred in March 2014 during the second year of implementation which led to the adoption of few critical measures by the government in the fight against the virus to include:- The imposition of restriction on movements, reduction in the operation of government, banning of public gatherings, among other measures which severely affected UNDP's program and presented challenges on meeting planned delivery targets.

Considering the above, the key rational for the mid-term review is to grant the CO an opportunity to assess progress towards the achievement of the CPD outputs/outcomes in order to understand UNDP's contribution to both the UNDAF and the Agenda for Transformation, drawing lessons that will then inform the remainder of the programme period. In this respect, the CO has facilitated this MTR exercise that will look both internally and externally to inform the how and what as far as the remaining period of the programme cycle, drawing on experience and lessons learnt over the past period.

The major objective of the mid-term evaluation is to assess the progress in achieving the results of the country programme, its relevance, efficiency and effectiveness of strategies in light of the development priorities of Liberia. In doing so, the review will specifically assess:- (a)The relevance and strategic positioning of UNDP in support of Liberia's poverty reduction objectives as articulated in the Agenda for Transformation, the post-EVD recovery agenda as enshrined in the ESRP and the UN system delivering as one as articulated in the UNDAF, which itself is undergoing a mid-term review; (b)The frameworks and strategies that UNDP has devised for its support on Poverty Reduction and MDGs; Democratic Governance and Environment and Sustainable Development, including partnership strategies, and whether they are well conceived for achieving the planned objectives; (c) The progress made towards achieving the 2 outcomes, through specific projects and programmes and the range of technical and advisory services they provide including contributing factors and constraints; (d) The progress made to date under these outcomes and what can be derived in terms of lessons learned for future UNDP support to Poverty Reduction and MDGs; (e)Democratic Governance and Environment and Sustainable Development and Propose areas of re-positioning and re-focusing of the CPD within the current Liberia's development context, and in light of UNDP's new Strategic Plan; and (e) The relevance of the programme in delivering the unfinished work of the MDGs and readiness to adapt and integrate the successor development framework and the Social Development Goals (SDGs) expected to be adopted in September 2015.

Major Findings

The Evaluation Team has rated UNDP Country Office performance as above average at midpoint in the implementation of the CPD 2013-2017. The Team also notes with satisfaction that the national partners have contributed significantly to this achievement through ownership of programmes. The MTR team established that most of the outcomes, outputs, indicators, baselines and targets are well formulated, and that they respond to national priorities identified in the AFT and other national development policy documents such as Vision 2030, and are drawn directly from the UNDAF. Based on the evidence provided by the literature review, FGDs, KIIs and observations from field visits, the MTR team found that program design is sound and demonstrates clear results chain between results levels.

There is coordination between UNDP Country Program, the GOL and UNDAF because the CPD outcomes and outputs are derived from the UNDAF outcomes and Liberia's development strategies, particularly the AFT. UNDP's support to Liberia's development agenda especially its positive contribution to governance, sustainable development, institution building, its strong leadership, and its unique ability and distinctive position to present messages in a neutral way to government came out prominently. As such, donors viewed UNDP positively, particularly in politically delicate situations such as elections where UNDP has demonstrated leadership and professionalism, and has comparative advantage.

UNDP's functional relationship with the GOL, a unique position it occupies among other UN agencies, has resulted in the provision of financial and technical support to over 80% of the activities jointly agreed with the GOL that are in the CPD. This is highly cherished by donors, GOL, and IPs because UNDP is viewed as contributing to addressing critical national development issues particularly poverty reduction.

Programmatically, the MTR shows that UNDP's supported programs and projects that have been undertaken by government and other implementing partners addressed critical issues pertaining to poverty reduction, governance and sustainable development. The strengthened capacity of NEC for effective implementation of its mandate; the establishment of a County Service Center in Bassa to bring service delivery closer to the people; the validation and approval of the National Law Reform Policy; UNDP's support to curb graft through the creation of the LACC; the drafting of the Local Government Act; the reconstruction and rehabilitation of school buildings with minimal standard materials in Kokoya; the well- resourced health facilities and increased community access to water and sanitation in Kokoya and many others are major milestones that indicate that the CPD has been on track.

Within the Governance outcome, the Country Programme had envisioned a robust programme of support to the Legislature; building on previous support in the 2008 – 2013 CDP which saw the elaboration of a legislative Modernization Plan. However due to difficulties of engagement with the legislature, which led to the withdrawal of key legislative partnerships such as USAID/NDI, UNDP has had to restructure its support to the legislature not as a distinct output/project area but as an integral element of the strategy within on-going programmes and projects. The result has been focused attention to priority committees and functions within the legislature such as the legislative budget office as opposed to a holistic and institutional focused programme as previously envisaged.

In the middle of the CPD implementation, Liberia was hit by Ebola and UNDP's role in fighting the scourge cannot be overstated. The team found a formidable collaboration between UNDP and other UN agencies

in mobilizing resources and establishing the UNMEER that culminated in the establishment of clusters and the adoption of joint messaging strategy, the design of community and sensitization engagement, the deployment of Community Active Case Finders volunteers to search for the sick, search for the dead and search for the contacts helped in cutting transmission, saved lives and reflected the true DAO at work.

However, the MTR team found some critical challenges facing the CPD. There is little evidence of visible partnership with CSOs and NGOs. The MTR did not see clear evidence of partnership forged between UNDP and these groups at this point and why this is the case given the good intentions of UNDP's partnership strategy.

Monitoring and evaluation of implemented projects and programs particularly in the field cannot be over-emphasized and, therefore, need to be robust to ensure that resources and technical assistance provided meet the intended outcome and reach the targeted beneficiaries. **Example:-The Social Safety Net Cash Transfer program** lacks proper M & E and needs to be strengthened to ensure adequate sensitization and awareness raising of the nature, purpose, methods, timeframe and beneficiaries expectations plus skill development trainings are done for graduation to VSLA that will provide income generating activities and/or financial security, which will ensure smooth transition and guarantee sustainability.

Resources

UNDP has delivered most of its financial and technical support for the CPD implementation. The government has also delivered most of its financial contributions towards this cooperation agreement. As at the end of the year 2015, UNDP delivered twenty-one million (21M) representing 81% programme delivery below RBA and above average for UNDP corporate. The Ebola Crises compelled UNDP to enter into new territories as a concerted response to the crisis besides finding itself grappling with new vision, new programming scenarios including the design of new programmes and mobilizing new resources against them, and reprogramming the available resources that could not be utilized as planned. As a result, a substantial component of the current programme reflect a 'recovery mode' with a growing recovery portfolio and is likely to be the case going forward in the remaining period of the CPD1. Against this background, UNDP in collaboration with other partners, will mobilise more resources to undertake the remaining project activities.

Lessons Learned

- Some of the lessons learned from this MTR are that consultation, participation, sensitization, training and creating a common understanding between IPs and beneficiaries were critical from the commencement of projects and programs in order to create a basis for a common approach and hence engenders a buy in from beneficiaries;
- UNDP should adapt to the theory of change that targets beneficiaries to address questions such as: who are we targeting and what changes are expected? What has changed and how has it impacted on the lives of the target groups? Are there visible signs that they are sustainable? Besides, UNDP should engage partners for sustainable focus on key and critical areas whilst digging deeper into those areas where they have comparative advantage. (eg: Governance and Sustainable Economic Transformation and/or development).

- UNDP should develop a clear exit strategy which is currently weak. For example, there should be an exit strategy with regards to payment to health workers in the post-Ebola era.
- The consultants found good systems in place for planning and implementation. The planning and review processes among the UNDP units, and with programme partners and stakeholders are well structured, systematic, and continuously under review and undergoing continuing improvements;
- IPs should work to strengthen internal management (financial and programmatic) systems and ensure close alignment of external support with institutional priorities to ensure relevance, impact and long-term sustainability

Key Recommendations
These are key and more general set of recommendations directed at UNDP and Implementing Partners:
UNDP
- While UNDP in general has been responsive to national priorities as broadly reflected in the CPD and other policy frameworks, this can be further strengthened by seeking to align interventions more closely to the short and medium-terms GOL priorities and introducing greater joint planning;
- Delivery of UNDP CPD programs and projects has been largely very good and this is not a critical issue going forward. There is now a critical need to focus on the quality of the delivery. For instance, strategies have to be developed to target and focus more on marginalized groups in excluded communities with a view to clearly experience changes in their livelihood as a result of UNDP intervention;
- UNDP should consider sustainability an exit strategy in any future project design and implementation, otherwise projects risk becoming an end in themselves;
- UNDP should continue to improve staff quality through capacity building processes and staff engagement on policy dialogue processes by creating the space and time. These functions will become more critical in addition to mobilizing and channeling resources through projects;
- The grassroots projects supported by UNDP have the potential to produce visible changes in people's lives that are reducing poverty. It is recommended that UNDP seriously considers creating a balance between upstream support and link that with its support for grassroots initiatives, which are demonstrating poverty reduction;
- UNDP should further engage MOGCSP in strengthening the Social Safety Net Cash Transfer programme by providing adequate sensitization, raising awareness and skill development trainings and also set some conditions for graduation to VSLA which will guarantee transition to sustainability and successful programme implementation;
- UNDP should ensure that the Government of Liberia through the MFDP heads all projects Boards;
- UNDP should allow the GOL through the MFDP to independently select areas of development that aligns with national agenda and to assume full responsibility for their implementation.
- Noting the constrained opportunity for legislative engagement, UNDP should redefine its strategy towards legislative modernization.

GOL and Implementing Partners
- The GOL should make vigorous efforts in the prioritization of its development agenda, and to strengthen its capacity to coordinate the different interventions supported by UNDP;

- Strengthen existing structures at all levels of engagement to ensure that beneficiaries are consulted, sensitized, coordinated and participate in UNDP interventions and continually engaged in both the implementation and monitoring programs to get a buy in;
- The need for GOL to seriously invest in and look at how to support the decentralization agenda of government-the emphasis on jobs and rural development will require improved capacities at local level to own and coordinate the development agenda;
- Refocus the CPD and national development priorities on core areas that can clearly show visible impact such as livelihoods, good governance, decentralization, sustainable economic transformation and institution building;

1.0 OVERVIEW

1.1 Liberia's Development Context

The Republic of Liberia, a relatively small nation, is situated on the West Coast of Africa. It covers approximately 111 396 km and has a population of fewer than 4 million (3,476,608) people.[1] Liberia is bounded by Guinea to the north, Cote D'Ivoire to the east, Sierra Leone to the west and the Atlantic to the south. It is estimated that Liberia contains about 40% of West Africa rain forest. The country's climate is tropical with two seasons: the dry season from mid-October to mid-April and the wet season from mid-April to Mid-October.

Demographically, Liberia is divided into 15 political counties: Bomi, Bong, Gbarpolu, Grand Bassa, Grand Cape Mount, Grand Gedeh, Grand Kru, Lofa, Margibi, Maryland, Montserrado, Nimba, Rivercess, River Gee and Sinoe. Monrovia, which is the capital city, is the largest city and serves as the political, commercial and financial capital of the country. Liberia's population is 50.1 male, 49.9 female and with a young population approximately 52.7% under the age 20 years.[2] The relatively young population, combined with factors such as high rates of teenage pregnancy (32%) and low levels of contraceptive prevalence (11% overall) contribute to the country's high total fertility rate of 5.9% children per woman.[3]

Following 17 years of civil conflict, Liberians have been able to achieve a level of reconciliation that has allowed society to function peacefully. Further, two relatively peaceful, democratic elections have been held (2005 and 2011). This success reflects hard work on the part of the citizens but also the government's actions to strengthen social cohesion; build capacities to manage tensions without outbreaks of violence; promote reconciliation; and gradually lessen political polarization. As part of the PRS, Liberian security institutions, primarily the Armed Forces of Liberia (AFL) and the Liberia National Police (LNP) were rebuilt and reformed into professional and capable organizations. Although challenges remain and Liberia continues to rely on the support of a large force of United Nations peacekeepers, the country will take full responsibility for maintenance of security starting from July 15th when the peace keepers would have left.

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[1] See 2008 National population and housing census: preliminary results, Monrovia, Liberia Institute of Statistics and Geo-Information Services (LISGIS), 2008.

[2] For detail, see Liberia's Demographic Health Survey, 2008

[3] Liberia Malaria Indicator Survey, Monrovia, Ministry of Health and Social Welfare, 2011

This peace and security has allowed Liberians to return to their farms, start businesses, return to their country from abroad, and to witness leading global firms invest in their country.[4]

These laudable achievements recorded so far, the critical issues of exclusion and marginalization of significant portions of society in political governance; over-concentration of power particularly in the Capital, Monrovia, economic malfeasance, ethnic and class animosities and rivalries, which were the main roots of the conflict are yet to be fully addressed. This situation is compounded by the lack of a robust economic growth necessary for effectively addressing the pervasive poverty in the country.

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.[5]

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. The banking system and financial sector in general are operational with nine (9) banks located in the Capital City, Monrovia. In addition, approx. only 10-12% of the population is banked, and since 30% of the population resides in Monrovia, most of the banks are concentrated in the capital city and have limited branch networks outside of Montserrado County; due to a lack of economic activity, 5 counties (Sinoe, Lofa, Grand Gedeh, Grand Cape Mount, Bomi) have only one bank each, and 4 counties (River Gee, River Cess, Grand Kru, Gbarpolu) have no banks. (Financial Diagnostic Study, UNDP, July 2015). 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.[6]

The wave of the Ebola Virus Disease (EVD) has contributed in eroding some of the significant gains that Liberia has registered in reducing poverty, vulnerability and want. The Liberian economy has been hard hit by the epidemic and the related health crisis. Real Gross Domestic Product (GDP) growth which was estimated as 8.7% in 2013 and projected at 6% for 2014 before the crisis was estimated to be less than 1%.[7] Rubber production and exports, which had already slowed reflecting lower international prices, were also affected by the quarantines and curfews implemented to stem the tide of the Ebola spread. Growth in the manufacturing industries continued to be affected largely due to inadequate electricity and generally weak business environment. The epidemic resulted in disruption of production processes across several sectors. Household incomes plummeted as a result of substantial loss of wage jobs and self-employment. Additionally, the fear associated with the outbreak has considerably slowed down economic activities; large concession companies have suspended their investment plans and relocated a number expatriates staff to other countries.

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[4] Agenda for Transformation, p. 4.
[5] See UNDAF-Liberia, 2013-2017
[6] Ibid. p. 17.
[7] World Bank, "Crisis Impact: Fragile and Conflict-Affected Countries Face Great Risks".

Other key challenges and constraints to stimulating increased investment and growth include: weak infrastructure, difficulty in accessing finance, difficulty in launching new exports activities due to missing inputs, weak and clear property rights, low level of human development, high administrative and regulatory costs, continued risks regarding security and stability especially after UNMIL's withdrawal from Liberia.[8]

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.

UNDP is currently providing technical assistance within the framework of the UN Development Assistance Framework (UNDAF) 2013-2017 which is fully aligned with Liberia's mid and long term development strategies. The Agenda for Transformation 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 the 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 ultimate goal of UNDP is to improve the lives of the people of Liberia, especially the poorest and most vulnerable, and to ensure a future of equality, dignity and opportunity for all. UNDP works in partnership with the Government of Liberia, development partners, UN agencies, civil society and local communities to help identify local solutions to meet global and national development challenges through a range of interventions that combine UNDP's expertise and comparative advantage in the areas of Inclusive Governance, Sustainable Economic Transformation (or Poverty Reduction) and Energy and Environment.[9] Under the UN Development Assistance Framework – UNDAF (2013-2017), the UN Family in Liberia seeks to: i) maintain peace, security and rule of law, ii) promote Sustainable Economic Transformation iii) advance human development iv) and enhance inclusive governance and institutions.[10]

1.2 Evaluation Purpose

The purpose of the mid-term evaluation is to grant the CO an opportunity to assess progress towards the achievement of the CPD outputs/outcomes in order to understand UNDP's contribution to both the UNDAF and the Agenda for Transformation, drawing lessons that will then inform the remaining period for programme implementation. In this respect, the CO has facilitated this MTR exercise that will look both internally and externally to inform the how and what as far as the remaining period of the programme cycle, drawing on experience and lessons learnt over the past period.

The mid-term evaluation will examine, as systematically and objectively as possible, the relevance, effectiveness, efficiency, appropriateness and sustainability of the CPD in supporting Liberia's

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[8] Agenda For Transformation
[9] UNDP CPD documents
[10] See UNDAF 2013-2017 for details

development agenda, Vision 2013, the Agenda for Transformation, and more recently the post-EVD Economic Stabilization and Recovery (ESRP). This exercise will allow UNDP to engage key stakeholders to discuss achievements, lessons learned and adjustments required in response to an evolving development landscape and changing national priorities. The exercise will allow UNDP to make any mid-course adjustments to the strategic direction of the country programme, as well as allocate resources as appropriate, ensuring it is aligned to national priorities and responsive to national demands. Even more importantly, the exercise will allow the CO to align its programme more strategically behind the imperatives of the New Strategic Plan, integrating the theory of change and benefitting from the body of knowledge, design parameters and other guidance generated over the recent past linked to the alignment exercise[2].

1.3 Evaluation Scope

The mid-term review will cover programme activities from 2013 to 2015. The geographic coverage will include all activities under the two pillars of the CO engagement namely:- (1) Governance & Public Institutions Pillar and (2) Sustainable Economic Transformation Pillar (SET). This will also cover the extent to which the programme strategy addresses several points of reference, namely, national priorities, as expressed in the Agenda for Transformation (2012-2017) or Poverty Reduction Strategy (PRS) II; the longer-term National Vision, Liberia Rising 2030, which seeks a stable, inclusive and unified middle-income country that brings higher standards of living to citizens and reduces major inequalities; the United Nations Development Assistance Framework (UNDAF) and Liberia's decision to become a Delivering as One self-starter; the transition of UNMIL; and the New Deal for Engagement in Fragile States, endorsed by Liberia. UNDP interventions (output) have contributed to attainment of UNDAF Key results or outcomes.

1.3.1 Key Questions

NO.	QUESTIONS
1	Is the programme the relevant/appropriate solution for the identified problem or need? Does the programme address issues of poverty reduction in its design and execution strategy?
2	In the first two years of implementation were inputs utilized or transformed into outputs in the most optimal or cost efficient way? Could the same results be produced by utilizing fewer resources?
3	The extent to which the programme is achieving its desired or planned results (outputs, outcomes and impacts). Has the programme and initiatives put in place by the GOL and UNDP been effective in reducing poverty in Liberia? Does the programme have effective monitoring mechanisms in place to measure progress towards the achievement of results?
4	In the first two years of implementation has the programme produced planned positive changes that have the potential to bring about long term changes? So far, has the programme produced unplanned negative changes?
5	Is the programme creating conditions that will ensure that benefits continue beyond its life? Is there evidence that ownership is being promoted for those who benefit from the programme and will the GOL continue using what has been started beyond the life of this cooperation with UNDP? Was sustainability built into the programme?

6	Is the programme strengthening the capacity of the GOL and other partners in the areas of governance, justice and security, decentralization, anti-corruption and pro-poor policy?

1.4 Methodology

The methodology employed by the MTR Team for this evaluation includes the design matrix for the exercise. This is highlighted through section 1.2 – 1.7. The evaluation criteria referred to in section 1.6 was used to develop the major questions for the evaluation. The evaluation framework was used to create a series of questionnaires to summarize and analyse information from the following sources:

- Documents – including the UNDAF and CPAP documents, monitoring and progress reports, and any other relevant reports etc. (see list of documents as provided by UNDP and the Government partners).
- Developed evaluation instruments – semi-structured interview questionnaires for Key Informants.
- Guidelines for structured focus group discussions. Focus group discussions were suitable and useful for some partners and beneficiaries.
- Person-to person interviews with key informants were undertaken. The list of key informants was provided by UNDP.
- Two field visits (two Counties, and five towns and villages) to a selected project site was undertaken in consultation with the management
- The evaluation approach was participatory ensuring that there was full participation and ownership of both the evaluation process and products by all stakeholders. Stakeholders included Government, UNDP, implementing staff, partners, project beneficiaries etc.
- Two de-briefing sessions were provided to UNDP staff and the partners at the end of the field work.

1.5 Limitations

The Mid-Term Review has been impacted by the tight timelines considering the need for a thorough review of the many documents that were untimely provided. It was also constrained by the fact that information came in bits and pieces and were not all available at the most strategic preparation period. Interviews scheduled with key informants to include IPs, stakeholders, UN Agencies, etc., were delayed or the informants were not available and hence this impacted on the data collection process. On many occasions, the scheduled individuals were not available leading to the team interviewing alternative officials who were not well briefed or knowledgeable about the MTR being conducted. These limited and/or unexpected circumstances led to the extension of the national consultant's contractual period.

1.6 Evaluation Criteria

The MTR assessed, among others, the progress in achieving the results of the country programme, its relevance, efficiency and effectiveness of strategies in light of the development priorities of Liberia. Specifically, the review assessed the relevance and strategic positioning of UNDP in support of Liberia's

poverty reduction objectives as articulated in the Agenda for Transformation, the post-EVD recovery agenda as enshrined in the ESRP and the UN system delivering as one as articulated in the UNDAF, which itself is undergoing a mid-term review. The review further examined the frameworks and strategies that UNDP has devised for its support on Poverty Reduction and MDGs; Democratic Governance and Environment and Sustainable Development; the progress made towards achieving the 2 outcomes.

The following criteria were used for the MTR:

- **Relevance:** Is the programme the relevant/appropriate solution for the identified problem or need? Does the programme address issues of poverty reduction in its design and execution strategy? Is the theory of change sound for programming?
- **Effectiveness:** The extent to which the programme is achieving its desired or planned results (outputs, outcomes and impacts). Has the programme and initiatives put in place by the GOL and UNDP been effective in reducing poverty in Liberia? Does the programme have effective monitoring mechanisms in place to measure progress towards the achievement of results? Is the programme contributing to planned outcomes and results? Are the results and impact an aggregate of the contribution of the many actors outside of UNDP as well?
- **Efficiency:** In the first two years of implementation were inputs utilized or transformed into outputs in the most optimal or cost efficient way? Could the same results be produced by utilizing fewer resources?
- **Impact:** In the first two years of implementation has the programme produced planned positive changes that have the potential to bring about long term changes? So far has the programme produced unplanned negative changes?
- **Sustainability:** Is the programme creating conditions that will ensure that benefits continue beyond its life? Is there evidence that ownership is being promoted for those who benefit from the programme and will the GOL continue using what has been started beyond the life of this cooperation with UNDP? Was sustainability built into the programme? Is the programme strengthening the capacity of the GOL and other partners in the areas of governance, justice and security, decentralization, anti-corruption and pro-poor policy?

1.7 Secondary Data

The consultants commenced work with the review of documents provided by UNDP, project staff and IPs. The major documents included the CPD 2013-2017, Liberia UNDAF, UNDP Strategic Plan, Agenda For Transformation, VISION 2030, Project Documents, M&E framework and implementation plans, Quarterly and Annual Progress Reports etc. The review of documents provided critical background information for the MTR team in understanding the design and implementation of the CPD before and during the EVD and how initiatives would contribute to curbing poverty and building functional institutions in the country. The progress reports provided information on the progress that had been made in implementing the programmes and projects as well as some of the challenges that impacted implementation.

1.8 Primary Data Collection

The consultants gathered primary data from a number of sources including face-to-face interviews with key Informants, group discussions with key implementing partners, focus group discussions with CSOs and beneficiaries as well as field visits to selected project sites. Further information was obtained during the de-briefing with the UNDP Country Office. Feedback that enabled corrections to be made was received during these debriefings. Additional information and explanations were also provided.

2.0 ANALYSIS AND MAJOR FINDINGS

2.1. Program Design

A review of the CPD results matrix showed that most of the outcomes, outputs, indicators, baselines and targets are rightly placed. In addition, they respond to national priorities identified in the AFT and other national development policy documents such as Vision 2030, and are drawn directly from the UNDAF. It is worth nothing that following the Ebola outbreak, UNDP programme design or focus has not experience any change but rather still remains on course.

The MTR has subjected the CPD (2013-2017) to the principles of Results Based Management in order to indicate if the programme design is objective and sound. The criteria employed were to clearly show a clear Results Chain at different results levels. The MTR team's findings are predicated on evidence provided in literature reviews, key informants, observations and focus group discussions. Because of the electic approach employed in this study, some information is contested by different groups and individuals largely due to differences in perceptions and experiences of different key informants and stakeholders. The MTR team therefore, utilized the triangulation to minimize contested findings by identifying the major areas of agreement and disagreement using and sticking to available evidence.

The results of the analysis are shown below:

No.	Results
1.	The MTR team found the program design to be sound and demonstrating a clear results chain between the results levels;
2.	The CPD outcomes and outputs derived from the UNDAF outcomes and a reflection of GOL's national development priorities, particularly the AFT. The results chain is therefore clearly demonstrated from the UNDAF Outcomes through the AFT and the CPD Outcomes and Outputs;
3.	The poverty reduction outcomes and relevant outputs derived from the CPD addresses poverty reduction strategies in Liberia;
4.	The CPD is guided by the all-embracing objective of achieving poverty reduction in Liberia. This clearly demonstrates that the CPD design is a relevant initiative that contributes directly to the achievement of the above overarching objective and other national development priorities;
5.	The programme is equally guided by the key objective of achieving MDGs. This shows that the CPD is a relevant initiative that contributes directly to the achievement of the MDGs and national development efforts.

2.2 UNDP and Delivering As One

Liberia was not among the pilot countries for UN "Delivering as one"(DAO) Reform but the GOL in 2010, elected to become a "Self-Starter Country" to shadow the piloting process and the first post-conflict country in the world to do so. However, in 2010, Government of Liberia requested to become a DAO and approval granted by DKPO, and UNDG in October, 2010. The DAO approach promotes the concept of "four ones". One programme, one budgetary framework, one leader and one team which requires the rigorous application of joint programming principles. The implementation leads to increased coherence,

effectiveness and efficiency and result in greater collective impact of country-level interventions and ensuring a smooth transition of UNMIL. Through the DAO, the UN in Liberia hopes to provide more coordinated, relevant and effective support to the Government of Liberia purposely to increase the collective impact of UN interventions by positioning the system strategically in areas of distinct comparative advantage.

Upon launching of the DAO, the UN engaged in several activities that were placed under three broad categories namely:-(1) Programmatic Change, (2) Organizational Change, and (3)Communications. Summary of these key activities undertaken in each category are as follows:-

(1) Programmatic change – Review of the Joint programmes and MTR of UNDAF were conducted and key recommendations implemented included:-(1) A UNCT Capacity Assessment done 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. (2) 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.

(2) Organizational Change- Review of all coordination mechanisms were reviewed and restructured in some cases. Additionally, UNDAF Outcome Groups were assessed, reconfigured and renamed to address DaO and Transition requirements. The UN Pillar Groups to closely monitor activities and results under the pillars of the UN One Programme, and progress regularly report to the UNCT as such:- (1) An inter-agency M & E technical working group was created and staff trained on Results Based Management (RBM) and M&E. (2) An assessment of UNCT's operational capacity in light of the UN One Programme, DaO, and UNMIL transition was conducted. (3) The Operations Management Team has developed a five-year Change Management Plan to harmonize common business practices and services in a number of areas, to include travel, ICT, procurement and human resources, and increase collaboration between Operations and Programmes.

(3) Communications - (1) 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. (2) A joint communications strategy put in place.

Additionally, the UNDP has since undertaken reforms to improve system-wide coherence and ensure that all its assets and expertise are optimally used in support of country needs and demands to promote sustainable human development. It is evident in Liberia that the UN system has taken steps to 'deliver as one'. Accordingly, the same aspiration to ensure coherence throughout the UN support to Liberia, will improve full implementation of various projects under Governance and Public Institutions and Sustainable Economic Transformation Pillars.

These projects are expected to build synergies with and support current work of the UN systems and donors in all areas of development interventions to include (private sector development, climate change, energy & environment, youth, women empowerment, decentralization, constitutional review, justice and security, etc.).

2.3 Partnership Strategy

UNDP has established a wide network of partnership to support implementation of the 2013-2017 CPD. The MTR team interacted with several of these partners with a view to assessing their perception of the partnership relationship they have forged with UNDP and how that has played out during the period under review.

Generally, both the IPs and development partners agree that:
- UNDP is responsive and flexible, and programme formulation is based on mutual understanding and agreement, underpinned by discussion of key issues;
- UNDP tries to align its programs and projects to national development priorities more than many other partners;
- Some IPs met appear equally articulate and energized as their UNDP counterparts, which reflects the degree of ownership and understanding of the programmes;
- Donors view UNDP positively, particularly in politically delicate situations such as elections
- and Ebola crises where UNDP has demonstrated leadership and professionalism;
- UNDP's positive contribution to governance, sustainable development, institution building and its strong leadership came out prominently;
- UNDP has a unique ability and occupies a distinctive position to present messages in a neutral way to government;
- Despite the challenges, most if not all, the donors met expressed willingness to continue working with UNDP.

However, concerns over partnership were raised:
- UNDP's is doing too much; there is a need to define and carve a niche particularly in areas where UNDP has comparative advantage; eg, Governance and Sustainable Economic Transformation. and other sustainable economic development activities.
- A specific concern was raised regarding reporting and information sharing with partners, which to some, has not been regular;
- UNDP should be more client-driven and focus more on targeted groups in deprived and marginalized communities. The focus of UNDP should be more on building capacity of government to deliver development rather than focus just on its own programmes;

The following recommendations were proffered:
- Re-establish or introduce regular and systematic dialogue between the UNDP Team and all major stakeholders particularly IPs as a basis to build mutual trust and smooth working relationship;
- Cut down on administrative cost, bureaucracy and sometimes slow internal processes, especially procurement.
- Measurement and communication of results is important; reporting and information sharing remain key to ensuring long-standing partnership

From the available literature, the MTR team found the following expressed partnerships strategies:
- In its strategic plan, UNDP proposes to make South-South Cooperation core ways of working in its program and operations at the global, regional and country levels based on their guiding principles and without substituting other partnership options;
- The CPD 20113-2017 is based on creating a conducive environment in which Government, Civil Society, NGOs and the private sector are strengthened by UNDP support;
- UNDP's partnership with the GOL has been strengthened by the program and support as demonstrated by the activities undertaken under this partnership. UNDP has provided financial and technical support to over 80% of the activities jointly agreed with the GOL that are in the CPD. UNDP occupies a unique position among other UN agencies, which has resulted in creating functional relationship and workable partnership with the GOL.

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- 10 Liberia AFT
- 11 UNDP Revised Result Frame work: 2010-2011
- 12 UNDP CPAP Mid-Term Review 2008-2012

- This partnership is highly cherished by the GOL, development partners and IPs because UNDP is viewed as contributing to addressing critical national development issues particularly poverty reduction;
- UNDP's role both in resource mobilization and working with other UN agencies to establish the UNMEER during the EBOLA outbreak is another case in point. The UNMEER established clusters and UNDP played a leading role because of its comparative advantage with a solid understanding of how the GOL operates. The joint messaging strategy adopted during this period reflected the true DAO at work;
- UNDP's partnership forged with WHO and Liberia's Ministry of Health during the Ebola outbreak helped to design community and sensitization engagement; deployment of Community Active Case Finders (ACF) volunteers to: 1. Search for the sick, 2. Search for the dead, and 3. Search for contacts and the psychosocial and counseling services that helped cut transmission and saved lives;
- UNDP's partnership with IPs in Liberia is worth mentioning. Most, if not all, of the CPD programs and projects are implemented by IPs using the NIM modality, and with UNDP providing financial and technical assistance and facilitating the process;
- There is very little evidence of visible partnership with civil society and NGOs, etc. The MTR did not see clear evidence of partnership at this point and why this is the case given the good intentions of UNDP's partnership strategy. CSO partnership with IPs-GC, LACC, INHRC, MIA is less visible with less voice participation and reduced level of independence.

2.4 Program Management Implementation Arrangement

Utilizing the micro-assessments to invest in meeting capacity benchmarks for programme planning, management and oversight in national institutions, UNDP has been moving gradually from the DIM to the NIM modality. Those government institutions that passed the micro-assessments graduated into the NIM. The MIA, for instance, has been selected to use the NIM modality because it had successfully passed the benchmark for the process. In other cases where these benchmarks have not been met because they did not meet the risk threshold and are considered high risk and they are the ones that need to graduate.

Hence, UNDP is using the DIM modality in consultation with the GOL. In the last two years of its implementation, the CPD has made effort to using national systems and linking closely with programmatic support to governance, institution building, sustainable economic transformation and the implementation of the AFT.

The other elements that have been fundamental to management arrangement were the intensification of resource mobilization driven by opportunities presented by the New Deal and South-South Cooperation and continuous improvement in donor reporting.
This aspect was exemplified during the outbreak of Ebola when UNDP played a key role in mobilizing resources and coordinating UN agencies, donors and the GOL to respond to the deadly disease. There was also an active risk management based on monitoring on operational factors, demonstrating flexibility in programing and budgeting and addressing early detection and bottlenecks through standardized M&E system.

UNDP programme management is guided by a Results Based Management strategy that focuses on the achievement of results and resources managed by UNDP are disbursed through a Cash Transfer system based on AWPs prepared by IPs in collaboration with UNDP.

2.4.1 Relevance

The major questions and the evaluation criteria sought to establish whether CPD as a programme has been relevant and strategically positioned to support Liberia's poverty reduction objectives as articulated in the Agenda for Transformation, the post-EVD recovery agenda as enshrined in the ESRP and the UN system Delivering As One as articulated in the UNDAF, which itself is undergoing a mid-term review. The MTR and analysis clearly indicate that CPD is a relevant action plan that addresses poverty reduction in its design as well as in its implementation strategy. The CPD is aligned to the development aspirations of the GOL and responds to the critical priorities on poverty reduction, sustainable economic transformation, good governance and institution building.

The MTR show that UNDP's supported programs and projects that have been undertaken by government and other implementing partners addressed critical issues pertaining to poverty reduction. The strengthened capacity of NEC for effective implementation of its mandate; the establishment of a County Service Center in Bassa to bring service delivery closer to the people; the validation and approval of the National Law Reform Policy; UNDP's support to curb graft through the creation of the LACC; the drafting of the Local Government Act; the reconstruction and rehabilitation of school building with minimal standard materials in Kokoya; the well- resourced health facilities and increased community access to water and sanitation in Kokoya and many others are major milestones that indicate the relevance of UNDP's initiatives in addressing poverty, promoting decentralization and building state institutions in Liberia. Additionally, UNDP's support to the conduct of public consultations, convening of the National Constitution Conference (NCC) where the NCC approved 20 proposals and rejecting 5, the review of proposals and submission of amendments to the President who in turn has transmitted proposals of the Legislature for action show the relevance of the CPD in addressing governance and sustainable development issues. These issues are discussed in detail in Part 3 below.

Capacity development in the form of skills training, workshops, retreats and institutional building remain key in responding to poverty reduction and human resource development. For instance, in Strengthening National Capacities for Development Effectiveness (C4DE), several capacity development trainings were financed and facilitated by the program nationally and internationally. The Launch of the NIM Toolkit to

ensure effective operationalization of the NIM in all MACs implementing UNDP Projects/Programmes, the C4DE Program successfully launched the NIM Toolkit on July 22, 2015 at the National Elections Commission (NEC) in Sinkor. The M&E Unit, in partnership with the C4DE program conducted a one day M&E Role Clarification working session in Corina Hotel, Tubman Boulevard. It involved 30 staff (24 males & 6 females) from eight units in the Ministry of Finance and Development Planning (MFDP) was in attendance.[11] In furtherance of its capacity enhancement drive, the C4DE Program organized and conducted a two-day Orientation Session each at two different venues in Buchanan City, Grand Bassa County and Ganta City, Nimba County for key sub-national level development actors (Superintendents, Assistant Superintendents for Development, Assistant Superintendents for Fiscal Affairs and Regional Development Officers. The session was anchored on planning, coordination, monitoring & reporting of activities at the county level; project management methodology and formulation; planning, coordination and reporting processes at the National Level; the budgeting process at the National Level; the National Budget Development Processes and the NGO Accreditation Processes. At international level, the United Nation Development Program (UNDP), through its program support to government, "The Capacity for Development Effectiveness (C4DE)" Project sponsored four (4) staffs of the Division of Development Planning to pursue a Monitoring and Evaluation for Result Training course in Cape Town, South Africa.

The CPD has remained relevant and strategically positioned while demonstrating remarkable adaptation to changing circumstances. The case of the outbreak of the first wave of EBOLA in March 2014 is in order. UNDP's critical intervention to respond to the outbreak cannot be overstated. Its support to the Active Case Finders (ACFs) during the Popo Beach, and New Kru Town outbreaks helped to zero down on the new cases, identify contacts, and halt a new spread of the disease. Availability of a critical mass of experienced youth community volunteers (i.e. over 5,700 Active Case Finders) successfully recruited and trained under the project, who remain a back-up human resource for the country. Some are supporting other health programs. The heightened public awareness and cooperation in the fight against the disease through the ACFs and other field personnel outreach work to over 1.5 million people in the county. The ACFs identified over 2,808 suspected cases in the Montserrado County out of which 180 cases were referred to the Ebola Treatment Unit (ETU). They also discovered about 402 deceased (bodies) in the communities and facilitated about 209 safe burials.

2.4.2 Effectiveness
The MTR measured the extent to which the CPD is achieving its desired/planned results (outputs, outcomes and impacts). Questions were asked to understand the extent to which the CPD initiatives put in place by the GOL and UNDP have been effective in reducing poverty in Liberia? The MTR was also to examine whether the programme has effective monitoring mechanisms in place to measure progress towards the achievement of results and whether the programme is contributing to planned outcomes and results?

With UNDP Support to Decentralization process unraveling in the country, a Service Center has been established in Bassa which provides critical services such as issuance of birth certificates to children between ages 0-12, marriage certificates and drivers' licenses to residents. People are now able to access core services some of which are free and cost effective. The establishment of the service center has brought services closer to the people and moving Liberia from being the second lowest birth registration in the world. During a field visit to the center, MTR team learnt that residents in Monrovia travel to the Bassa Service Center to get marriage certificates and drivers' licenses because they are easily accessible and cheaper, thus impacting on the lives of the people with tangible results.

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[11] See the Capacity For Development Effectiveness Annual Report, 2015 for details

Devolution of service to the counties through the erection of regional Hubs have helped to provide communities with improved access to police and judicial services thereby increasing the ability of the security sector to respond to security concerns within a short period of time. For instance, 55 women and child protection units have been established at both national and regional levels and rape cases are now quickly prosecuted; the established Border Patrol Unit at the Hub has increased surveillance on the border and sharing information with other units for action. This is critical especially when one examines the security concerns following UNMIL drawdown in 2016. The Hub has trained more female correctional officials and deployed while confidence patrols are conducted, which continue to increase and build the confidence and trust of the people in the police. The deployment of trained and equipped criminal justice actors (five PSOs, non-prosecutors, five public defenders, ten human rights officers and three VSOs, three CSOs) has increased access to justice and security in HB 2 and 3. There is increased awareness in regional HUB 1, 2 and3 via service delivery of criminal justice actors.[12]

Operationalization of the judicial facility in Hub 1(A Circuit Court and 3 Magisterial courts). The results have been 12 SGBV cases prosecuted in 2014 as compared to 14 cases in 2015 despite the EVD. Additionally, 138 telephone calls were received through the SGBV hotline and 99 survivors received psychosocial and medical support in the 3 counties (Bong, Lofa & Nimba). The Joint National Early Warning Center has been set up. It has strengthened surveillance in the Ebola area during the Ebola outbreak which is still continuing to track suspicious cases. Equal gender participation is a key focus in UNDP programming. Although women participation in the security sector remains low, the security sector has adopted 20% female recruitment policy to address that situation.[13]

Dovetailing with the above, support to the NEC has engendered the Commission to undertake institutional reform wherein institutional changes have been stepped up with the development of structures and TORs Standard Operational Plans (SOPs), systems and processes are now in place and NEC has an integrated electronic web page and are now responding to the changing governance environment. Quite recently, NEC has professionalized its staff and succeeded in getting the Legislative Electoral Law passed in the Legislature. NEC has also brought on board CSOs on its Board increasing its transparency, accountability and visibility as an institution undergoing positive transformation.[14]

UNDP's support to the reconciliation process is in progress *albeit* moving slowly. This is critical for UNDP and the GOL as the country approaches the 2017 elections and the pending drawdown of UNMIL in 2016. Traditional peace-building which is not expensive and is all- encompassing needs to be revamped to weld the fragile society together as the country sets to venture into elections in 2017; At the local level in Bassa, traditional peacemakers have succeeded in quelling family and inter-village disputes thus bringing harmony in the community

UNDP's support to the LACC has recorded some success although it has had little impact on society as corruption continue to be the bane for the country's development; The Code of Conduct for public servants has passed in both Houses of the Legislature and the Bill submitted to the President has been signed into Law.

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[12] Annual Report on the J&S HUB 1, 2015
[13] Ibid. p10
[14] See NEC's presentation at the GPI Retreat at Bassa, November 2015

It can therefore be concluded that the CPD approach, support provided by UNDP and the sound partnership between the Government and UNDP to all these initiatives is effective in achieving the desired results. While some initiatives are behind schedule (see challenges) in general the implementation of CPD is on track.

2.6 Efficiency

MTR realizes that Efficiency cannot be looked at in isolation from effectiveness. The optimum would be a CPD process that is both effective and efficient. Against this background, the evaluation set out to establish whether resources were efficiently utilised. It questions if results had been achieved at an acceptable cost and achieved in a timely manner. Is expenditure in line with agreed upon budgets and work plans? Were resources both financial and human made available as per the CPD document? Were financial and other reports prepared well to reflect transparency and accountability to all stakeholders? The MTR to a large extent did assess whether the resources were used for what they were meant for at the activity level but concentrated on the achievement of results as reflected in the results matrix.

Further, the evaluation was able to assess other factors that relate to efficiency. The capacity development training that was undertaken by the programmes, the utilisation of knowledge and skills obtained from the programme's training effort speak to efficient use of resources. Also examined were the efforts devoted to institutional capacity development. In general, the resources were used for what was planned and did produce the planned (and useful) products such as policies, strategies, plans, tools and knowledge. It can be considered that up to mid-term point the resources were efficiently utilised since there is evidence that most of the intended results were achieved. The training done for both government and for direct beneficiaries resulted in many planning and analytical documents being produced which can also be considered to have been efficient use of resources by the programme action plan.

The programme prepared progress reports that are transparent and provide accountability of how resources were utilised, what was done and what was achieved. In most cases, the quarterly and annual progress reports were well prepared and provided critical information on the activities undertaken and the outputs produced. (Total funds utilised is reflected in the resource section of the reports). Also, all projects Boards are fully operational and results from meetings are key to programme implementation. UNDP earns top marks for operational efficiency as exemplified by a delivery rate which has consistently been above 80% since the inception of the programme. The UNDP has established a good track record of mobilizing, disbursing and accounting for the use of funds.

The evaluation does raise the issue of efficiency when it comes to capacity development and down-stream activities. The evaluation acknowledges that the capacity development efforts are excellent and have been of great value to those who have been exposed to training and institutional building. These individuals described how they used what they have gained from these efforts. Hence, the MTR can conclude that efficiency is demonstrated in achieving results.

Examining the efficiency level further, the MTR probed into programmes M & E systems and discovered good systems in place for planning, monitoring and evaluation processes, as well as for the reporting of results. The planning and review processes among the UNDP units, and with programme partners and stakeholders were well structured, systematic, and continuously under review and undergoing continuing

improvements. UNDP has a global web-based compliant system which looks for different parameters of compliant and monitoring issues. Although the UNDP M & E is structured to focus on outcomes, while the Implementing partners focus on outputs and activities, the MTE, discovered that implementation of these good systems lacks implementation at the field levels with occasional fields visits being conducted which has to some extent, affected programme and/or project delivery. In order to produce maximum efficiency, UNDP Monitoring & Evaluation system needs to be strengthened considering the scope of coverage of the Country programmes and as such, logistical support is very key in this regards. However, In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project are to be monitored within the annual cycle through the following:-

❖ On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management tables.

❖ An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

❖ A risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

❖ Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

❖ A project Lesson-learned log shall be activated and regularly updated to ensure ongoing learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project

❖ A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

2.4.4 Sustainability

The evaluation assessed the sustainability of the CPD supported results and strategies and to what extent have they contributed to national development in terms of, first, added value of CPD for cooperation among stakeholders and international partners, and second, risk and mitigation approaches.

Sustainability presupposes the capacity to endure. It does not posit the functionality of systems and processes at institutional level but also emphasizes the resilience of the systems and processes. The MTR team found good systems in place for project design, planning, reporting and implementation. However, the team found that monitoring and evaluation processes remain to be a challenge. There was little evidence of on-the-spot checks, field visits and other M&E processes in place throughout the period under review. The planning and review processes among the UNDP units, and with program partners and stakeholders are well structured, systematic, and continuously under review and undergoing continuing improvements. The GPI Retreat in Bassa is a case in point.

The more UNDP brings on board IPs to adopt and adapt to the NIM, the more IPs capacity needs to be built through NIM to ensure better results in project implementation thereby reducing the risk of squandering opportunities. IPs work to strengthen internal management (financial and programmatic) systems and ensure close alignment of external support with institutional priorities to ensure relevance, impact and long-term sustainability

It is not all too clear if plans are underway or strategies are put in place to make sure that sustainability at the grassroots level is being built. Evidence shows that the GOL and the beneficiaries are willing to continue with planned activities that have been started during the life of the CPD. However, some UN agencies and development partners responding to the MTR believe that Government does not have the capacity to do this by itself owing to limited resource base and human capacity deficiency. However, GOL has made some strides in establishing sources of sustainable funding and also developing resource mobilization strategy. In the absence of sustainable and human resource capacity, the ability of Government to ensure that the efforts to reduce poverty in Liberia can continue without external assistance cannot be guaranteed. There are still some doubts about whether GOL will be ready to take on the challenges of continuing to respond to poverty reduction and sustainable development on its own without UNDP or development partner support. However, the MTR team found that the GOL has invested its own resources to the tone of $0.5mm under the FY2015/16 for the roll-out of hubs 2 and 3 to cover operational costs. Additionally, GOL has secured an amount of $500.000 and has also established real estate, social development fund and county development fund to manage the decentralization drive.[15] Though modest considering what goes into institutionalizing decentralization in Liberia, it can be seen as a step in the right direction that could lead to ownership of the project. Equally worth mentioning, the PBO has developed a peace mobilization strategy to raise funds nationally in support of peace building and national reconciliation.

2.5 EBOLA and Post-Ebola Recovery Programme

The first wave of EVD broke out on March 31, 2014. Its knock-on effects have been huge and ominous. The Ebola crisis has eroded some of the gains that Liberia had made in reducing poverty and vulnerability. Household incomes have suffered from substantial loss of wage jobs and self-employment activities. There is also a disproportionate gender effect: of those working in the first half of 2014, 60 per cent of women versus 40 per cent of men had ceased to work by December. In early October 2014, more than 60 per cent of households reported a decrease in income larger than normal for the time of year.[16]

The income shock and higher prices for key staples have resulted in widespread food insecurity and has exhausted buffers. Communities have also exhausted savings accumulated over years in their Village Savings and Loan Associations (VSLA) and other microfinance bodies. To cope with reduced incomes and scarcer goods, many households reported reducing the size of meals and substituting preferred food with lower quality or less expensive food.[17]

Its effects on UNDP Liberia programmatic activities cannot be overemphasized. The disease took away funding earlier planned for UNDP's programmatic activities; changed the operational field and program outlook, and reallocated resources to UN on Ebola; led to the redesigning and refocusing of programs and projects to respond to GoL needs; UNDP venturing into terrain that had not hitherto envisaged; and also had profound impact on the speed and content of UNDP programs.

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[15] Interview with the Deputy Minister of Internal Affairs

[16] Government of Liberia: Economic Stabilization & Recovery Plan, April,2015
[17] Ibid. p8
[18] Recovery from Ebola Crises: A Summary Report, 2015

In its recovery program, the GOL has indicated the private sector remain the mainstay for re-invigorating and re-energizing economic growth and development in post-Ebola Liberia. Other areas that the GOL will put emphasis on are: Up-scaling the health sector, Infrastructural development, Agriculture and food production and the development of SMEs.

The Ebola Recovery Assessment partners stand ready to continue their support to the three governments and to the regional organizations that will be involved in the formulation and implementation of regional recovery programmes. This support took the form of providing additional expertise for translating the strategies into robust operational programmes, and working with national counterparts to conduct the necessary costing, ahead of international meetings in Washington in April, and the UN Secretary-General's pledging conference in July, 2015.[18]

The Ebola Response and Recovery has brought to the fore the resilience of the Liberian people, which was exemplified by the strengthening of local communities to manage desperate situations with limited national and international assistance. According to the WHO, Liberia now has the best informed health workers on EVD and if we are to harness this expertise, the rate of return in a sustainable way is evident and will have huge effect on fighting other diseases.

3.0 ASSESSMENT OF PROGRAM PERFORMANCE

A. Governance and Public Institutions (GPI) Projects

UNDP's GPI Pillar promotes Liberia's Agenda for Transformation pillar 4 on governance with the responsibility to support the National vision through its efforts 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 strengthen peace. In doing so, GPI through the implementation of various projects, hopes to align with the national agenda for transformation to achieve the followings four (4) outcomes:-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 Pillar promotes Liberia's Agenda for Transformation pillar 4 on governance with the responsibility to support the National vision through its efforts 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 strengthen peace. In doing so, GPI through the implementation of various projects, hopes to align with the national agenda for transformation to achieve the followings four (4) outcomes:-Outcome 4.1: Strengthening Key Governance Institutions: By 2017 Liberia has governance institutions equipped with inclusive systems to perform effectively. Outcome 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.

3.1 Liberia Decentralization Support Programme (LDSP)

LDSP is the UNDP's CPD component which ensures that Governance systems are reformed to promote and sustain democratic principles with strengthened decentralized capacity. The Liberia Decentralization Support Program (LDSP), a successor to the Liberia Decentralization and Local Development (LDLD) program and the County Support Team (CST) Program, presents the strategy, results framework and operational modalities for a five-year program of support to the decentralization of political, administrative, and fiscal governance in Liberia. The program is fully aligned with Liberia's National Policy on Decentralization and Local Governance and the Liberia Decentralization Implementation Plan (LDIP) and it is one of the priority areas in the Agenda for Transformation, pillar 4 on governance. The Government of Liberia established a modality for coordinated donor support to the decentralization reforms during the project cycle (2013-2017). In support of Goal 1 of the Government of Liberia's Agenda for Transformation. The program outcome is articulated in the decentralization broader policy objectives that can be summarized as the establishment of:- Accountable, inclusive, responsive and democratic local governments through a process of devolution; and an effective, efficient and sustainable systems for improved local service delivery whilst the long term programme outcome is intended to create transparent, accountable and responsive public institutions that contribute to economic and social development, as well as inclusive and participatory governance systems thus delivering the following Results:

3.1.1 Outcomes

Outcome 1: Deconcentrated services and corresponding resources managed at the assigned level of government;
Outcome 2: Service delivery and accountability of local government improved.
Outcome 3: Legal and Regulatory framework for decentralization is in place
Outcome 4: MIA is capacitated to lead and implement decentralization reforms
Outcome 5: Programme management support, coordination, and monitoring strengthened

3.1.2 Outputs

Output 1.1: The MACs of the government of Liberia tangibly and visibly transfer services, decision making and corresponding resources to the counties according to the deconcentration strategy;
Output 1.2: Enhanced coordination, sharing and pooling of resources across units of MACs at the county level achieved;
Output 1.3: Improved infrastructure of county service centers to support the deconcentration process;
Output 1.4: Citizens are organized and informed to participate in the deconcentration process;
Output 2.1a: Capacity for participatory planning, budgeting and managing of development funds as well as revenue collection strengthened with focus on marginalized groups.
2.1b: Capacity of the public, citizens' groups and civil society organizations strengthened to undertake participatory and performance monitoring, and to carry out watch-dog functions;
Output 2.2: Anti-corruption measures (systems and enforcement mechanisms) established and functional at county, city, district and community levels;
OUTPUT 2.3 Capacity of women and girls to participate in local government as leaders enhanced;
Output 3.1: Ensure coordinated formulation of legal framework for decentralization;
Output 3.2: Public sector and civil service reforms aligned with decentralization policy;

Output 3.3: Criteria established and implemented for districts, municipalities, chiefdoms and clans to rationalize and subsequently to restructure them to ensure economic viability and sustainability;
Output 4.1: Institutional and human capacity of the Ministry of Internal Affairs (Monrovia and Counties) built to co-ordinate and lead the implementation of the Decentralization process;
Output 4.2: GC capacitated to undertake governance assessment and monitoring strengthened;
Output 4.3: County administration with necessary ICT facilities (software, services) in place;
Output 5.1: Efficient and effective support and coordination of the National Policy on Decentralization and Local Government;
Output 5.2: Capacity for concurrent monitoring and evaluation of decentralization implementation established at MIA and the county government level.

3.1.3 Key Achievements

- ✓ **3** Presidential Directives – that created the political space and stated the unwavering commitment of the government to move services to the people put into place.
- ✓ Clear sector instructions provided to the responsible MACS.

- ✓ Superintendents firmly assigned with the role of coordinating all service delivery in Counties.
- ✓ The establishment of county service center(s) which provides opportunity for MACs and county administration to pool resources in a shared governance format; Eg. Bassa Service center with Labor, MIA, MoC, MoGCSP, MoH, MoPW, Education, Center for National Documentation and Records and LISGIS providing services from the Center.
- ✓ Citizens now have access to services at the county level (Grand Bassa County); mainly documentation services, i.e. permits, birth certificate, marriage certificates, business registration, etc,.
- ✓ Government services are now brought very close to the people and have improved service delivery at the county level.
- ✓ Synergies in service delivery under the Supt. (cost effective and coordinated).
- ✓ Forty-five (45) persons from across the deconcentrating MACs have been trained and effectively delivering services at the County Services Center.
- ✓ County Superintendent's office in Grand Bassa effectively coordinating deconcentrated services.
- ✓ Decentralization reforms have placed high emphasis on the participation and empowerment of women, people with disability and other marginalized groups (Local Government Bill)
- ✓ Women are the greatest beneficiaries of services currently at the county service centers, for example, about 70% of those receiving birth certificates are women.
- ✓ Women in informal business sector are now moving into the formal sector due to access to business registration services at the county service center; local catering and restaurant businesses.
- ✓ As a result of the registration of traditional marriages at the county, women can now have rights in their marriages, similar to those of women in civil marriages.
- ✓ Cabinet has deliberated on LG Bill and now has a consensus on the way forward.
- ✓ The Bill is currently before the President awaiting submission to the Legislature.
- ✓ Key provisions in the local government bill on elections of local officials were successfully considered by delegates during the constitutional reform conference.

✓ Chairing of High Level Round Table on Deconcentration by the President of Liberia, Mrs., Ellen Johnson Sirleaf. included the Vice President of Liberia, H.E. Joseph N. Boakai, heads of Service Delivery MACs, Members of the Diplomatic Corps, the Donor Community and other interested parties; meeting served as the catalyst to speedily implement deconcentration in 2015 with all MACs on board.

3.1.4 Challenges

- Logistics and staff support for services to be de-concentrated to the counties and districts.
- Cooperation from MACs to align service deliveries at the county level with the national. decentralization program.
- Procurement process with UNDP in securing services from vendors.
- Transition from Direct Implementation Modality (DIM) to National Implementation Modality (NIM).
- Full national buy-in still remains a challenge for the decentralization program, mainly from the angle of the Legislature. i.e creation of new local structures.

3.1.5 Lessons Learned

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3.2 National Electoral Commission (NEC)

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. Despite these achievements the Commission is still faced with mainly operational and Institutional weaknesses that must be overcome in order to promote sustainability of previous achievements, ensure National ownership of electoral processes and enhance the Nation's evolving democracy through the continuous conduct of credible elections. In March 2013, a new board of commissioners including a Chairman of the commission took over the affairs of the NEC. The new leadership purposed to work towards overcoming Commission's operational and institutional weaknesses. The desire of the new leadership necessitated a compelling need for the project with funding from SIDA and UNDP to provided technical and financial supports in 2014, to help the new board of commissioners implement a robust institutional roadmap that was developed in 2012 to deal with the numerous challenges faced by the commission with the aim of improving the institution and management processes. The UNDP election project has effectively collaborated with NEC and election partner organizations to ensure a sustainable, inclusive and coordinated support to election administration in Liberia. The MTR report describes the project outputs, outcomes and analyses progress that has been achieved hence, NEC support to the 2010-2012 Liberia Electoral Project under the GPI Pillar reveals the following results:-

3.2.1 Outcome
Strengthened capacity of the NEC; enhanced electoral processes; and improved conformity of the

legal and administrative framework with international standards

3.2.2 Outputs

Output 1 Strengthened capacity of NEC for efficient implementation of its mandate
Output 2 Supporting NEC Civic and voter education section
Output 3 Updating NEC Voter Register and improving voter registration process
Output 4 Enhancing Women's   political participation
Output 5 Supporting the Electoral legal framework and the constitution-review process
Output 6 Technical assistance and project management in support of the NEC and the management of program

3.2.3 Key Achievements
- ✓ Developed skills of NEC staff and other stakeholders by establishing a pool of BRIDGE Semi-accredited facilitators in Liberia (May 2015).
- ✓ 22 participants trained and accredited in a ten days course Supported by EU in collaboration with IFES.
- ✓ In February, 2015, conducted a nationwide assessment of NEC magisterial ware houses ahead of the 2017 Elections to ensure a decentralized capacity building of the NEC and protected the facilities and valuable election materials from further destruction. Phase two of this exercise, NEC supported the refurbishing of ruined down warehouse facilities by providing locks, sola panels, shelfs and fencing of warehouses and magisterial offices in the counties.
- ✓ NEC Completed two lesson learnt conferences for the 2014 Special Senatorial election. The first was held in Buchanan Grand Bassa county,(In house assessment -NEC) April 6-8, 2015.The second was held in Monrovia for CSOs and political parties funded by EU/UNDP.
- ✓ Increased citizens' participation in electoral processes through the development of a standard toolkit to standardize and regulate the conduct of CVE activities nationwide (Gbarnga, April 2015). The CVE toolkit is the first step in redesigning of the NEC CVE programmes and serve as a national standard and model from which all CVE related activities would be planned, designed, and carried out in Liberia.
- ✓ Carried out Validation of toolkit workshop (Monrovia- May 2015).
- ✓ Launched of CVE toolkit (Monrovia)
- ✓ Toolkit rollout regional conferences held in Gbarnga and in Buchanan (Oct. 2-3 & 12-1-3).
- ✓ Supported a feasibility study on voter registration through recruitment of a VR consultant in August 2015 to technically examine the existing method and recommend possible VR modalities that addressed the political, security, financial, legal and institutional factors that may affect the implementation of voter registration.

- ✓ Strengthen the operational capacity of the Gender section with equipment and materials including printer, scanner, power point Projector, assorted supplies of stationery, cartridges etc.
- ✓ Created a data base for Gender disaggregation to establish the number of females that voted in the 2014 Special Senatorial Election (Currently ongoing).
- ✓ Formed Gender and Elections Coordination Groups in all counties (Dec.2015)
- ✓ Cataloged information on women participation in election and establishment of a database that will assess women's positions in the hierarchy of political parties. (Dec 2015).

✓ Supported the NEC Legal section in drafting of six proposed amendments on elections and elections related issues that needed consideration in the new constitution.
✓ Supported the NEC and Legislature to amend provisions of the Elections Law. These election law amendments were promulgated in September 2015.
✓ Supported NEC to incorporate new amendments into the election law and organize information sessions for electoral stakeholders
✓ Finalized the 2015-2018 project document, followed by the signing of agreement between the EU and the Government of Liberia, EU and UNDP to support the 2015-2018 Electoral cycle.

3.2.4 Challenges

- Understaffing of the project due to insufficient funding during 2015
- Untimely procurement of goods and services during the period under review

3.2.5 Lessons Learned

❖ Coordination and interaction between NEC and its partners yielded a multiplying effect in the achievement of the overall goal of the Commission.
❖ This approach was cost effective as it protected against duplication of activities by both IFES and UNDP
❖ NEC's future dedication to implement institutional changes and improve staff operational capacity for upcoming electoral events.

3.3 Support to Transparency, Accountability, Oversight and Participation (STAOP)

The Strengthen Transparency, Accountability Oversight and Participation Programme (STAOP) aims to support the achievement of the Agenda for Transformation and the objectives of the UN Development Assistance Framework for Liberia (2012-2017) which prioritizes strengthening governance and promoting transparency and accountability. It aims to contribute to government and other actors' efforts to strengthen corruption prevention, transparency and accountability in Liberia as well as provide support to both state institutions and civil society organizations to increase transparency and accountability in governance processes by (i) establishing a broad consensus on need for incorporating the principles of integrity, transparency and accountability in governance (ii) strengthening institutional capacity and coordination to promote transparency and accountability and curb impunity (iii) creating opportunities for civic engagement to monitor public sector and engage in transparency and accountability mechanisms.

The programme brings together various institutions created by the Government of Liberia to foster the objective of promoting the governance agenda. These institutions include:- the Liberia Anti-Corruption Commission (LACC), Governance Commission (GC), Public Procurement and Concessions Commission (PPCC), National Integrity Forum (NIF) – which brings together key integrity institutions, private sector and civil society organizations to coordinate and address corruption, LEITI to improve transparency in the natural resources and extractive industry sector. The project will also focus on building civil society capacities to engage in various transparency and accountability mechanisms at national and local level.

3.3.1 Outcomes

OUTCOME 1 Liberian governance systems strengthened to ensure coordination of peace and stability supported by effective and well-functioning institution that foster inclusive participation of stakeholders, especially women and youths, with enhanced service delivery at local levels.

3.3.2 Outputs

OUTPUT 1.1 Increase national awareness, advocacy and dialogue on corruption prevention, transparency and accountability.

OUTPUT 1.2 Increase corruption prevention capacity of oversight institutions and line ministries (MOE and MOHSW.

OUTPUT 1.3 Increase prevention capacity of county administration in at least five counties.

OUTPUT 1.4 Enhance transparency and accountability in extractive industry and natural resource sector.

OUTPUT 2.1 Enhance capacity of oversight institutions on using the UN Convention against Corruption as an entry point for strengthening preventive mechanisms.

OUTPUT 2.2 Increase prosecutorial capacity of the Liberia Anti-Corruption Commission.

OUTPUT 3.1 Increase capacity of civil society organizations to inform public, monitor service delivery and promote social accountability.

3.3.3 Key Achievements

- ✓ Provided support for and carried out the annual celebration of International Anti-Corruption Day activities in the country
- ✓ Legislature engaged and Code of Conduct passed into law.
- ✓ A workshop with stakeholders was held and strategies for the implementation of the Code of Conduct discussed.
- ✓ A final copy of the code of conduct was sent to the Ministry of Foreign Affairs for printing and circulation.
- ✓ A technical working session with 90 participants comprising 33 procurement officials was held and knowledge on performance audits, imparted to participants.
- ✓ A technical working committee comprising the LACC, MOE, CSOs, PUL and the Youth Ambassadors, visited the ten assessed schools and attained an
  agreement from both the student leaderships and authorities to establish student integrity clubs (SICs) in the schools.
- ✓ The PPCC organized workshops in five counties (Bong, Bomi, Grand Gedeh, Sinoe & Nimba Counties) with county officials, line ministries, and oversight institutions to raise awareness on Performance Audits and identify programming, procedural and management systems gaps within county administrations
- ✓ The capacity of five integrity institutions were assessed by a national consultant to ascertain their level of compliance with the UN Convention against Corruption (UNCAC) focusing on Article 9, which places emphasis on public procurement. An UNCAC Action Plan was developed for implementation.
- ✓ A national consultant was hired in May 2014 and has since provided technical and legal support to the LACC in investigating and prosecuting corruption.
- ✓ Fifty civil society actors from more than 50 civil society organizations capacities were built in the collection of revenue from the extractive sector, the management of resources and the awarding of contracts.

✓ The GC hired the West Africa Civil Society Institute (WACSI) of Ghana and two training courses were held for members of civil society organizations in (a) Resource mobilization and proposal Writing and (b) Monitoring and Tracking Local Government Expenditure.
The WACSI also delivered a TOT training in Capacity Building and CSO Advocacy and Employment.

3.3.4 Challenges
- Delays in the signing of AWPs
- Delays in the release of project funds
- The lack-luster attitude of some partners towards project delivery.

3.3.5 Lessons Learned

❖ Assessing international consultants for the provision of technical assistance through the UNDP is much more effective and time saving.

❖ The infusion of anti-corruption strategies in schools is much more delicate and time consuming than previously thought.

❖ Many of the senior officials in Government are yet to grasp the concept of procurement reform. This has created serious compliance issues that are now having some negative impact on the procurement reform plan.

❖ Collaboration with related institutions and stakeholders proved very useful in the infusion of anti-corruption programs in the education system.

3.4   Justice , Security & Peace (JSP)

The Justice and Security Program (JSP) seeks to support the efforts of the Government of Liberia (GOL), through the Ministry of Justice and the Judiciary in the consolidation of recovery of the country through a focus on reforms aimed at strengthening security and justice institutions. Access to justice and the effective functioning of the Courts for the adjudication of disputes and protection of defensible interests, is critical to the protection of human rights and fundamental freedoms, and the sustenance of peace and economic development. While significant progress has been made in this area, with the support of the UN and international partners, a number of challenges still remain which undermine confidence in the justice system. These include (i) prolonged pre-trial detentions; (ii) excessive delays in trials; (iii) congested court dockets with the attendant problem of inadequate case management and tracking; (iv) inadequate courts, especially magisterial courts; inadequate prosecutorial capacity, especially city solicitors and public defenders all of these contribute to a prolong trial for accused as well as limited/deplorable prisons.

Key to these challenges is law reform and to facilitate such initiatives as Alternate Dispute Resolution (ADR) and plea bargaining, and construction of needed additional court houses, especially magisterial courts, and the training and deployment of judges, city solicitors, and public defenders. There is a need to harmonize customary law with statutory law with the view to preserve positive traditional adjudicatory processes and facilitate adjudication of disputes in traditional settings consistent with the Constitution and international covenants to which Liberia is a party. Close collaboration between the Courts and the security institutions also remains critical. Strengthening the capacity of rule of law, justice and security institutions entailing such areas as expanding court infrastructure, reforming the law and general institutional reform are all key in addressing the challenges of peace consolidation in Liberia. During the MTR, the project reported the following:-

3.4.1 Outcome

Enhanced access to justice and security at regional and county level in preparation for UNMIL transition.

3.4.2 Outputs

OUTPUT 1 Infrastructure, equipment, and other logistics for the effective performance of the regional hubs put in place.
OUTPUT 2 Justice and security service providers able to provide fair and accountable professional services.
OUTPUT 3 Justice and security service providers are responsive to community concerns.
OUTPUT 4 Legal and policy frameworks in place that enable national authorities to better perform their duties in the justice and security sector.

3.4.3 Key achievements

- ✓ Operationalization of the Judicial facility in Hub 1(A Circuit Court and 3 Magisterial courts fulyl operational) .
- ✓ Vehicles (14) and computers with accessories were procured to enhance the operational capacity of the MoJ & Judicary personnel deployed.
- ✓ 2 vehicles procured for PMU.
- ✓ 2 vehicles and 3 motorbikes were procured for SGBV Crimes Unit to enhance operational capacity in Hubs (2&3);
- ✓ 2 vehicles & 3 motorbikes to Public Service Officers and Coordinators in Hubs (2&3);
- ✓ 12 SGBV cases prosecuted in 2014 as compare to 14 cases in 2015 despite the EVD;
- ✓ 138 telephone calls were received through the SGBV hotline and 99 survivors received psychosocial and medical support in the 3 counties (Bong, Lofa & Nimba);
- ✓ April to May 2014, 18 city solicitors were trained by the MoJ (2 dropped out). The deployment will help fill the gap as identified by prosecutors in their May and August term reports 2013;
- ✓ 17 Officers (4 female officers) (Deputy Commissioners and Assistant Commissioners) were trained in 2014 with funding from the UK at the Ghana Institute of Management & Public Administration;
- ✓ 293 (46 females) for a period of 12 months with six months theoretical and six months practical training was conducted for the LNP;
- ✓ Conducted Refresher Training of Trainers for 20 BIN Officers.
- ✓ 9 Prosecutors were deployed in Hubs 2& 3 region. 5 Public Defenders under the Judiciary were also deployed in Hubs (2 &3).

3.4.4 Challenges

- ✢ Re-starting stalled programs following the Ebola, with unaccomplished priorities from the previous year brought over into the 2015 work plan.

- ✢ The slow process of framing projects by the participating agencies, coupled with the slow approval processes within the structures has remained. An example is the decision of the JS Policy Board not to approve projects presented to its 23rd June 2015 meeting until a donor mapping exercise was completed by PMU in July; which subsequently caused significant delay until final approval in

October. These delays continue to hampered UNDP's ability to meet its commitments under the transition plan.

🞧 Gender equity promoted only at low levels, no voice participating at policy level leading to very high retention rate of women in JSP project. Women experiencing poor working condition to accommodate families in areas of assignments (eg. no school, market, housing, etc.).

3.4.5 Lessons Learned

❖ Project should ensure at all times that the UNDP M & E Unit vigorously engages, supports and monitors projects' implementation to ensure quality, effectiveness and efficiency of project delivery.

❖ UNDP and PMU should engage the Deputy Minister for Technical Services at MoPW to ensure submission of the BOQ at the soonest in order to launch a procurement process as part of the measures to improve program implementation, ensure quality assurance and boost delivery.

❖ Improvement in the working environment to become conducive within the project which makes women comfortable to experience growth reduces retention rate and promotes gender equity.

3.4.6 Legislative Modernization

One noticeably output as per the CDP which has not been implemented relates to legislative modernization. It was highlighted that UNDP's previous engagement with the legislature had involved very high transactions costs with minimal returns. Experiences of other partners such as USAID/IFES had led to similar conclusion. The Country Office has albeit continued to engage with the legislature through existing programmes and projects such as Decentralization and Elections, very focused on thematic and sectorial issues whilst exploring opportunities for more strategic level of engagement.

B. Sustainable Economic Transformation Pillar (SET) Projects

UNDP's Sustainable Economic Pillar aligns with the national development priorities and supports the Agenda for Transformation Pillar II. SET engagement is expected 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. SET projects implementation is expected to yield results with these four major outcomes:-2.1: Improved sustainable Natural Resource Utilization and food security; 2.2: Improved equal access to sustainable livelihood opportunities in an innovative and competitive private sector; 2.3: Improved access to sustainable basic infrastructure; 2.4: Improved and evidence-based policies to maintain a stable and inclusive macro-economic environment. Additionally, The MTR of these SET project reveals the following:-

Extractive Industry for Sustainable Development (EISD)

UNDP's SET EISD Project has the outcome responsibility to ensures that the extractive sector of Liberia is governed in a more participatory, equitable and sustainable ways to ensure that they contribute to peace and sustainable human development. The UNDP's framework for supporting Sustainable and Equitable Management of the Extractive Sector for Human Development has four distinct, yet overlapping, constituent parts. This framework for structuring UNDP's policy and programme support includes:

Participatory legislation, policies and planning; people centred exploration and extraction; prudent revenue collection and management; and investment in human, physical and financial capital. UNDP's response has global, regional and country level components. In this regard, UNDP has launched a Global and a Regional Initiative in Africa to support country-level efforts to govern the extractive sector. This Global Initiative provides the framework for developing a country level project in Liberia. Synergies between this global effort and country-level demand will be utilized in implementing Liberia's programme. Hence, the Global Initiative on extractives aims at:- 1. Supporting countries to design, improve and implement their legal, regulatory and policy frameworks to effectively govern their extractive sectors. 2. Facilitating formal and informal participatory decision-making processes to institutionalize representation of communities, women's organizations and indigenous peoples and prevent conflicts in the governance of extractive industries. 3. Strengthening systems to ensure transparent and accountable management of resource revenues. 4. Assisting the private sector to align their core business operations and Corporate Social Responsibility (CSR) activities with national and local development plans. Supporting them to engage in meaningful consultations with local and indigenous communities, and helping them to link up with local providers of goods and services. 5. Helping countries to develop strategies to invest resource revenues in economic transformation, social development and environmental regeneration. 6. Strengthening the capacity of artisanal and small-scale miners, and that of public institutions, which regulate and promote them. 7. Generating and sharing knowledge. The MTR discovered and shares the following:-

3.5.1 Outcome

The extractive sector of Liberia is governed in more participatory, equitable and sustainable ways to ensure that they contribute to peace and sustainable human development.

3.5.2 Outputs

OUTPUT 1 Liberia's legal framework, policies and institutional capacities to govern its mineral and oil sector are strengthened.
OUTPUT 2 The voice and participation of civil society, women's organizations and communities in dialogues, conflict prevention mechanisms and decisions related to extractive industries is strengthened and institutionalized.
OUTPUT 3 Transparency in the management of revenues from minerals and oil is improved
OUTPUT 4 Linkages between SMEs and multinational companies in the extractive sector strengthened, increasing employment opportunities, particularly for youth.
OUTPUT 5 Capacity of miners in artisanal, small-scale and low value mining and capacity of regulatory institutions is strengthened.
OUTPUT 6 The impact of Liberia's extractive industry on human development is documented, lessons drawn and disseminated to the wider public.   .

3.5.3 Key Achievements
- ✓ Study conducted leading to a Report on the Disclosure of beneficial ownership: In an effort to foster greater transparency within the Extractive sector, Liberia became a pilot country to undertake a study on the disclosure of   beneficial ownership. Liberia brings to total, 12 pilot countries, disclosing the identity of the real owners behind the extractive companies operating in their countries, the result of which will culminate in a report on lessons learned that will assist EITI in developing a guidance note on approaches for beneficial ownership.

✓ Local content policy put in place to support the efforts aimed at promoting inclusive development through local content, investment mapping, business linkage initiative and the development of a strategic plan for the Liberia Business Association.

✓ Drafted the Human Development Report: focusing on Extractives as enabler of wealth and prosperity for all.

✓ UNDP and MLE organized a forum for the Formalization of Artisanal and Small scale miners: forum drew together 150 participants, leading to the roadmap for the formalization of the miners.

✓ Set-up a Center of Excellence on Extractive Governance: Curriculum and operational scope for this center have been drafted, trial testing will commence in 2016.

✓ Enhanced capacity for contract negotiation and monitoring of concessions and contracts: To bolster the technical capacity of the Government of Liberia in the review and negotiation of concessions including support provided for an imbedded TA at the MOJ to review the existing contracts-leading to suggestions of necessary amendments and conduct of related training.

✓ Developed Monitoring Templates and tools for the concessions.

✓ Setting –up of a concessions cadastre-a concessions management information System, beginning with a one stop shop for concessions information for which UNDP has provided scanners and a number of IT equipment to the National Bureau of Concessions (NBC)

✓ Developed Anti-Corruption tools for Extractive Governance: Facilitated the participation of Liberia in the validation of the practitioners' guide for managing and mitigating corruption risks in the extractive sector, thus exposing Liberia to the tools for compacting corruption in the extractive sector. Liberia now also has practitioners who are serving as peer reviewers for the guidelines as it is being developed further.

3.5.4 Challenges

⬥ Low capacity of partners to manage the programme
⬥ Limited in house capacity at the UNDP Country Office
⬥ Low level of funding

3.5.5 Lessons learned

❖ Implementing a pilot of this nature requires a complete mapping exercise to ensure the availability of information about extractive companies' beneficial owners, etc. (eg assessing the feasibility of requiring beneficial ownership disclosure through the EITI).

❖ National Inter-Lucutors need to have appropriate capacity inorder to own and manage the programme.

❖ While transparency about government and company payments is important for accountability, the capacity due to lack of information about the true owners of companies, contributes to corruption, money laundering and tax evasion in the attractive sector, a situation that adversely affects poverty reduction efforts and undermines inclusive development.

3.6 Private Sector Development Project (PSD)

In June of 2013, the Liberian government through the National Investment Commission (NIC) of Liberia signed a five-year Private Sector Development/Natural Resource Management Program (PSD/NRM) with the United Nations Development Programme (UNDP). Under this program, assorted activities intended to

build the technical and institutional capacity of the Liberian government as well as to create an enabling environment within the Liberian private sector were identified and earmarked for implementation.

The PSD/NRM programme consists of three outputs to include: 1) An enabling Environment for Inclusive and Sustainable Private Sector Development; 2) Improved Productivity, Competitiveness and Diversification of MSMEs and 3) Enhance Compliance for the Governance of Extractive/Natural Resource Industry. The National Investment Commission serves as implementing partner whereas Ministry of Lands Mines and Energy, Liberia Extractive Industries and Transparency Initiative (LEITI), Liberia Business Association (LIBA), Ministry of Commerce and Industry, National Bureau of Concessions, Central Bank of Liberia, Ministry of Agriculture and Ministry of Finance and Development Planning (Natural Resource Tax Unit) responsible parties and implementing agencies. It is worth noting that outputs one and two are core private sector initiatives whilst output three focuses on the extractives. Following two successive years of implementation (2013 & 2014), the project dynamic shifted and now accommodates only two outputs that are linked to developing the private sector: Output 1: An enabling Environment for Inclusive and Sustainable Private Sector Development; Output 2: Improved Productivity, Competitiveness and Diversification of MSMEs. The project implementation is led by the National Investment Commission in collaboration with the following implementing agencies:- Ministry of Commerce & Industry, Central Bank of Liberia, Liberia Business Association (LIBA), Center Songhai and the Liberia Marketing Association.

3.6.1 Outcomes

Inclusive and sustainable economic transformation informed by evidence-based macro-economic policy promoting access to livelihood, innovation and competitive private sector

3.6.2 Outputs

1. An enabling Environment for Inclusive and Sustainable Private Sector Development

2. Improved Productivity, Competitiveness and Diversification of MSMEs.

3. An enabling environment for Inclusive and Sustainable private Sector Development.

3.6.3 Key Achievements

✓ Formulated a National Private Sector Development Strategy which sets the stage for inclusive growth & Development;
✓ Engaged in Trade and Investment Promotion in all sectors of the economy of Liberia;
✓ Conducted Investment Mapping exercise for the
✓ Collection and collation of relevant information on priority sectors in each county to Sensitize the business community & NGOs;
✓ Engaged in Industrial Sector Support Programing to improve the performance and productivity of the industrial sector and maximize the use of the country's productive capacities and her comparative advantages;
✓ Conducted Business Development and Skills Training for SMEs through Center Songhai Liberia CSL), NGO;
✓ Developed Inclusive Markets through Business Linkages and Value Chains addition.

3.6.4 Challenges
- Late signing of AWPs posed serious problems in allowance for smooth continuity of projects that have lifespan of only two years.

3.6.5 Lessons Learned
- ❖ The vital timeliness of ensuring that the project work plan for the upcoming year is developed and completed is very important to ensure that the Project Board meets early to approval the work plan within the schedule period specified

3.7 Capacity for Development Effectiveness (C4DE)

C4DE is a hybrid of the former projects "Enhancing Development Effectiveness through Support to Liberia Development Alliance" and Capacity Support to GoL for UNDP Programme Coordination and Communication,(DIM-NIM)". Initially, they were implemented and coordinated under separate ministries, namely the Ministry of Finance and Ministry of Planning and Economic Affairs respectively, hence the name "Strengthening of National Capacities for Development Effectiveness (C4DE).

Both programs management arrangement fit within the mandate and functions of the Division of Development Planning in the Department of Budget and Development Planning which are constituent elements from the two former ministries and work in close consultation with the Department of Economic Management on the implementation of activities related to the Human Development Report (HDR), Millennium Development Report (MDGR), Development Dialogue, Aid Policy, Aid Management and support to evidence based statistics. In this regards, it was found paramount to merge the two programs into one program for holistic coordination and administration as the ultimate goal is the promotion of use of the country systems consistent with the Paris Declaration. This project Intervention will further consolidate the gains made through investments by UNDP previously in strengthening of the AfT Implementation Coordination, National M&E Coordination & Aid Management Coordination, NGO Coordination, continue to provide sectorial coordination for the development of the MDGs and enhance the role of statistics in national development planning. All programmatic issues focused on strengthening Liberia's capacity to meet its commitment on the New Deal are also anchored within the support provided by this program. See below results:-

3.7.1 Outcome
Liberia Government systems strengthened to ensure consolidation of peace & stability supported by effective and well-functioned institutions that fosters inclusive participation of stakeholders, especially women & youth with enhanced service delivery at local level.

3.7.2 Outputs
1. Strengthened GoL capacity to design, manage, implement and develop program/project.
2. Strengthened Institutional mechanisms for implementation of Agenda for Transformation (AFT).
3. Strengthened GoL capacity to implement, monitor and report on progress towards the New Deal commitment.
4. Strengthened Institutional development of the new MFDP & LRA
5. Enhance Capacity for evidence–based policy analysis, research studies and statistical development.
6. Strengthened Project Management, Partnerships, communications and monitoring

3.7.3 Key Achievements

✓ Conducted training to impact skills on NIM policy and business processes for 22 participants from 7 institutions on 27 April 2015 in order to ensure effective implementation of the new EISD project;

✓ Conducted 3 days workshop attended by 54 participants of SET's IPs and RPs from 16 institutions who benefited on the practical application of the NIM toolkit;

✓ Established and equipped PPCC Hands-on Facility for coaching and mentoring of MACs & County Procurement staff. This Hands-On Facility will enable MACs have adequate skills to perform effectively procurement functions - minimize errors and audit qualifications.

✓ Held the AfT steering committee meeting in February to engage the stakeholders and share the revised focus areas of the remaining period of the AfT.;

✓ Developed the MFDP Strategic Plan through a participatory process with the final draft validated by stakeholder on 20th February 2015 with the printing of 300 copies in process which will lead to the launching;

✓ Completed the assessment of the LRA data centre which resulted to the identification of the equipment to be procured to complete the establishment of the LRA data centre and enable the operationalization of the facility;

✓ kick-started the work process with a mission leading to consultations and an inception report in an effort to leave a trace as a legacy, through the harnessing of the natural resources for prosperity leading to the preparation of the NHDR.

✓ Completed the 2014 annual report of the DIM-NIM project and shared with the respective organization. The 2014 annual report formed part of the audit documents under the project. The 2013–2014 DIM-NIM audit was supported by availing all the required supporting documents and the audit successfully completed with a satisfactory rating.

3.7.4 Challenges

🔸 The MFDP delayed in closing of the DIM-NIM and Support to the Liberia Development Alliance (LDA) project bank accounts to facility opening a new account of the C4DE delayed the disbursement of 3rd quarter NEX Advance.

🔸 Doing development in the midst of emergencies, compelling adherence to preventive measures, making it difficult for planners to meet.

3.7. 5 Lessons Learned

❖ Hosting of NIM training outside of Monrovia is still considered more appropriate despite the cost of workshop, it adds more value

❖ National partners has indicated that we need to reactive or reconstitute the NIM Task Force especially now that the NIM Toolkit is available.

3.5   Energy and the Environment

The UNDP SET project **"**Enhancing Resilience of Vulnerable Coastal Areas to Climate Change Risks in Liberia" commonly referred to as the Coastal Adaptation Project (CAP) is designed to build national capacities in Liberia. The aims of the project are to assist the Liberian Government in strengthening the National and three County-Level Capacities to plan and respond to climate Change in coastal areas, demonstrate sustainable and affordable measures in adapting to climate change impacts and share the lessons learnt from the three pilot counties (Grand Bassa, Grand Cape Mount and Montserrado). MTR the following results-

3.8.1 Outcomes
- o National level capacity to plan and respond to climate Change in coastal areas is strengthened.
- o Capacity in three coastal counties to plan and respond to climate change is strengthened.
- o At three sites, sustainable and affordable measures to protect coastal areas against climate change impacts are demonstrated.
- o Lessons learnt and best practices from Outcomes 1, 2 and 3 are disseminated to stakeholders and development partners.

3.8.2 Outputs

OUTPUT 1 Improved data collection, storage, analysis and climate forecasting system;

OUTPUT 2 Revised policy in important sectors to account for climate change in coastal areas;

OUTPUT 3 Climate-change-adapted national integrated coastal area management plan with guidelines on zones, building standards, coastal protection construction needs;

OUTPUT 4 University assists to establish an undergraduate course on coastal management/engineering with major focus on climate change) required one activity (Support consultative process for mainstreaming coastal management in curriculum;

OUTPUT 5 Raised awareness of senior county officials, decision-makers and stakeholders;

OUTPUT 6 County Based Development Agendas that fully address climate change prepared and approved;

OUTPUT 7 Atlantic Street Buchanan and fishing communities protected from climate change impacts;
OUTPUT 8 Lake Piso and coastal communities in Robertsport protected from climate change impacts.

3.8.3 Key Achievements
- ✓ Conducted refresher Training for 8 Technicians
- ✓ Revised policy areas of selected sectors:-environment, forestry, fishery, transport, construction, mineral, and land-use.
- ✓ Conducted 1 workshop to validate the ICZMP and provided support to sector agency MLME stand-by power supply where the ICZM Unit operates.
- ✓ Department of the Science College held workshop and papers produced and Consultation on mainstreaming Coastal Zone Management as a course in the Engineering held.
- ✓ Awareness created in 8 coastal counties on coastal erosion for local county stakeholders and support provided to national agency (EPA, MIA, MLME) staff for training in economics of climate change adaptation.
- ✓ Workshops and meetings with relevant stakeholders held to provided support in the preparation processes of coastal development agenda for Grand Bassa, Montserrado and Grand Cape Mount counties.

✓ Coastal protection measures taken including:- construction of breakwater revetment system, nourishment of beach.
✓ Degradation of Mangroves minimized through the creation of awareness and the introduction of energy efficient ovens and dryers for use by communities

3.8.5 Challenges

🔸 As a multi-stakeholders managed project, coordination and collaboration with other major stakeholders such as the Ministry of Public Works and was a major problem initially.
🔸 The quality and quantity assurances of the construction material supplies was not guaranteed.
🔸 Government Funding to the Project was limited.(It is so significant that construction will definitely stop if GOL funding is not guaranteed. GOL funding to the project was even impacted further with pronounced Budget Shortfall.
🔸 The delays in material supplies to the project site, on issued Purchase Order, need serious attention.

3.8.6 Lessons Learned

❖ The reconciliation of materials posed problems. It is difficult to reconcile the quantity of boulder rocks (60 -100cm) category, in terms of actual net volume as well as capacity of trucks used by contractor verses the actual volume received.

4.0 CHALLENGES

- Gender-mainstreaming remains a big issue. UNDP has to articulate strategies how to mainstream gender into its programs and projects with clear gender results and impact on marginalized groups;
- UNDP is spread too thin and takes on too much programs and projects making them unable to target specific population and groups resulting in little or no visible impact; there is need to concentrate on few core achievable projects/programs that will impact society by building synergies, coordination and collaboration with other UN agencies, development partners and GOL;
- Voice and Participation: The consultants discovered that UNDP pays too much attention upstream rather than downstream that could enlist the participation of CSOs, the private sector and the citizenry to increase voice and participation in program implementation and ensuring that portfolio explicitly support participation of poor and marginalized in social dialogue, citizen oversight, social control, partnerships and UNDP project management activities. A bottom-up approach required in programmme design and implementation;
- Urban governance is key and UNDP has no clear framework for urban governance, which poses a threat to peace and security in urban settings;
- UNDP is to work with development partners, GOL and existing structures rather than creating new ones or parallel institutions to avoid duplication of efforts and to maximize impact;
- Sustainability is critical for long term development objectives. The consultants found that most, if not all, of UNDP programs and project are not sustainable after donor funding dries up. Over-dependence on donor funding by state institutions and lack of clear exit strategy by UNDP provide little or no hope for a sustainability of UNDP implemented programs and projects. Additionally, projects in the future should be more carefully designed with these two issues (sustainability and exit strategy) in mind, otherwise projects risk becoming an end in themselves;

- There is hardly any balance in UNDP's resource allocation between resources devoted to up-stream and down-stream activities. Resultantly, UNDP support to down-stream is hardly visible and yet that is where changes in people's livelihood are located and immediately noticeable;

5.0 LESSONS LEARNED

- Lessons to be learned from this MTR are that consultation, participation, sensitization, training and creating a common understanding between IPs and beneficiaries was critical from the commencement of projects and programs in order to create a basis for a common approach and hence engenders a buy in from beneficiaries;
- The MTR team found that harmonization of programs and projects is required to have a multiplier effect and impact;
- M&E has to be strong and robust in order to feel the impact of implemented projects. There should also be continuous evaluation of projects with the view to strengthen compliance and ensure quality assurance;
- UNDP should develop an exit strategy which is currently weak. For instance, there should be an exit strategy regarding payment to health care workers in the post-Ebola era;
- UNDP should adapt to the theory of change that will target beneficiaries for example, who are the target beneficiaries of the program? What has changed or how has it impacted on their lives?, that would lead to sustainability. UNDP should not try to do everything. Rather, it should engage partners for sustainable focus on key and critical areas whilst digging deeper into those areas where they have comparative advantage;
- The consultants found good systems in place for planning and implementation. The planning and review processes among the UNDP units, and with programme partners and stakeholders are well structured, systematic, and continuously under review and undergoing continuing improvements;
- The more UNDP brings on board IPs to adopt and adapt to the NIM, the more IPs capacity needs to be built through NIM to ensure better results in project implementation thereby reducing the risk of squandering opportunities;
- IPs work to strengthen internal management (financial and programmatic) systems and ensure close alignment of external support with institutional priorities to ensure relevance, impact and long-term sustainability

6.0 CONCLUSIONS

As a general conclusion, it is undeniable that the outbreak of Ebola in March 2014 was tragic for the country with a negative impact on the CPD implementation. Its effects on UNDP Liberia programmatic activities cannot be overstated. The disease took away funding earlier planned for UNDP's programmatic activities and led to the redesigning and refocusing of programs and projects to respond to emerging priority needs.

This MTR concludes that considerable milestones and progress has been made towards the achievement of what the CPD set out to accomplish. It is evidently clear that the implementation of CPD is on track and that the attainment of outputs point to the possible achievement of the CPD outcomes by 2017. It is also evident that many of the initiatives and achievements thus far are contributing to core issue of poverty alleviation. UNDP support to government has produced many up-stream products, legislations, policies, strategies, tools, which have enabled the GOL to conduct business differently and bring about changes that have the potential to reduce poverty and improve livelihoods.

There is *prima facie* evidence from some of the downstream initiatives supported by UNDP under CPD that are having direct impact in reducing poverty in marginalized communities. In particular, the Kokoya Millennium Village project is contributing to the increase in food security and enhanced nutrition and incomes for community members. The project is also helping in improving agricultural production sales in and out of Kokoya.

Irrespective of the challenges the CPD implementation and government face, there is no evidence that the achievement and attainment of the CPD outcomes in 2017 cannot be realized. As a matter of fact, many of the CPD implemented projects and programs are on track and, therefore, there are no visible signs that these can be derailed. The MTR team has drawn a number of lessons stemming from the CPD implementation and has also proffered a number of recommendations for consideration. Should UNDP follow through and implement these recommendations, many of the challenges encountered will either wither away or their impacts will be significantly reduced and will not pose a threat to the achievement of the CPD outcomes by 2017.

7.0 RECOMMENDATIONS
The under-mentioned are a more general set of recommendations directed at UNDP and Implementing Partners:

UNDP

- While UNDP in general has been responsive to national priorities as broadly reflected in the CPD and other policy frameworks, this can be further strengthened by seeking to align interventions more closely to the short and medium-terms GOL priorities and introducing greater joint planning;
- Invest adequate resources to gather accurate data to track, report and share program/project progress particularly with donors. This will strengthen the credibility of the reporting process;
- Develop a more robust and strong M&E system which is currently weak. More frequent field visits and project evaluations are required to ensure compliance and quality control;
- Delivery of UNDP CPD programs and projects has been largely very good and this is not a critical issue going forward. There is now the critical need to focus on the quality of the delivery. For instance, strategies have to be developed to target and focus more on marginalized groups in excluded communities with a view to clearly experience changes in their livelihood as a result of UNDP intervention;
- Careful reflection is needed to assess the opportunities for up-scaling to achieve national level impact or to yield lessons for policy before venturing into such work;
- Sustainability and exit strategies: projects in the future should be more carefully designed with these two issues in mind, otherwise projects risk becoming an end in themselves;
- There is a need for UNDP to closely examine underlying causes for project success and sustainability: this requires a better understanding of the communities/context of UNDP's work;

- UNDP should continue to improve staff quality through capacity building processes and staff engagement on policy dialogue processes by creating the space and time. These functions will become more critical in addition to mobilizing and channeling resources through projects;

- UNDP should work with other UN agencies to accelerate the development of a strategy on how it will work with and engage Civil Society Organizations nation-wide;
- The grassroots projects supported by UNDP have the potential to produce visible changes in people's lives that are reducing poverty. It is recommended that UNDP seriously considers creating a balance between upstream support and link that with its support for grassroots initiatives, which are demonstrating poverty reduction;

- UNDP should ensure that the Government of Liberia through the MFDP heads all projects Board of the CO Programmes, allow them to play a more participatory role in AWPs process and also ensure that all final reviews and closure of projects should be submitted to MFDP for their input. Eg. M & E planning to adequately track projects activities;

- UNDP should give GOL through the MFDP total independence to select areas of development that aligns with National Agenda and let MFDP assume full responsibility for projects implementation.

- UNDP partnership with other institutions is by far stronger than with CSOs. A desire was expressed by CSOs to work more directly which UNDP and there is need for a UNDP strategy of working with CSOs. If such a strategy is in place, the CSOs met by the MTR were not aware of an existing strategy, and felt that any new strategy should be jointly developed so as to increase CSOs level of independence whereby they are not side lined on national development issues.

GOL and Implementing Partners

- The GOL should make vigorous efforts in the prioritization of its development agenda, and to strengthen its capacity to coordinate the different interventions supported by UNDP;
- There is need to further strengthen the internal capacity of MFDP in programme coordination and management
- Strengthen existing structures at all levels of engagement to ensure that beneficiaries are consulted, sensitized, coordinated and participate in UNDP interventions and continually engaged in both the implementation and monitoring programs to get a buy in;
- Refocus the CPD and national development priorities on core areas that can clearly show visible impact such as livelihoods, good governance, decentralization, sustainable economic transformation and institution building;
- GOL should utilize the MTR findings to lay the basis for revising the current AFT and other national policy frameworks that will be result oriented and focused;
- Consideration should be given to setting up/strengthening policy think tanks in the country - this becomes critical as Liberia prepares to transition out of external aid-driven development process;
- The need for GOL to seriously invest in and look at how to support the decentralization agenda of government - the emphasis on jobs and rural development will require improved capacities at local level to own and coordinate the development agenda.

8.0 ANNEXES

Annex 1:

COUNTRY PPROGRAMMES - RESULT MATRIX

GOVERNANCE & PUBLIC INSTITUTION (GPI) PROGRAMMES

National Electoral Commission (NEC)	
OUTCOME(S)	-OUTPUT(S)
1. Strengthened capacity of the NEC; enhanced electoral processes; and improved conformity of the legal and administrative framework with international standards	1.1 Strengthened capacity of NEC for efficient implementation of its mandate 2.1 Supporting NEC Civic and voter education section 3.1 Updating NEC Voter Register and improving voter registration process 4.1 Enhancing Women's political participation 5.1 Supporting the Electoral legal framework and the constitution-review process 6.1Technical assistance and project management in support of the NEC and the management of program

Local Decentralization Support Programme (LDSP)	
OUTCOME(S)	OUTPUT(S)
1. Deconcentrated services and corresponding resources managed at the assigned level of government;	1.1 The MACs of the government of Liberia tangibly and visibly transfer services, decision making and corresponding resources to the counties according to the deconcentration strategy; 1.2 Enhanced coordination, sharing and pooling of resources across units of MACs at the county level achieved; 1.3 Improved infrastructure of county service centers to support the deconcentration process; 1.4 Citizens are organized and informed to participate in the deconcentration process; 2.1a Capacity for participatory planning, budgeting and managing of development funds as well as revenue collection strengthened with focus on marginalized groups.
2. Service delivery and accountability of local government improved.	2.1b Capacity of the public, citizens' groups and civil society organizations strengthened to undertake participatory and performance monitoring, and to carry out watch-dog functions; 2.2 Anti-corruption measures (systems and enforcement mechanisms) established and functional at county, city, district and community levels; 2.3 Capacity of women and girls to participate in local government as leaders enhanced;
3. Legal and Regulatory framework for decentralization is in place	3.1 Ensure coordinated formulation of legal framework for decentralization; 3.2 Public sector and civil service reforms aligned with decentralization policy; 3.3 Criteria established and implemented for districts, municipalities, chiefdoms and clans to rationalize and subsequently to restructure them to ensure economic viability and sustainability;
4. MIA is capacitated to lead and implement decentralization reforms	4.1 Institutional and human capacity of the Ministry of Internal Affairs (Monrovia and Counties) built to co-ordinate and lead the implementation of the Decentralization process; 4.2 GC capacitated to undertake governance assessment and monitoring strengthened; 4.3 County administration with necessary ICT facilities (software, services) in place;
5. Programme management support, coordination, and monitoring strengthened	5.1 Efficient and effective support and coordination of the National Policy on Decentralization and Local Government; 5.2 Capacity for concurrent monitoring and evaluation of decentralization implementation established at MIA and the county government level.

Support to Transparency, Accountability, Oversight and Participation (STAOP)	
OUTCOME(s)	OUTPUT(s)
1. Liberian governance systems strengthened to ensure coordination of peace and stability supported by effective and well-functioning institution that foster inclusive participation of stakeholders, especially women and youths, with enhanced service delivery at local levels.	1.1 Increase national awareness, advocacy and dialogue on corruption prevention, transparency and accountability. 1.2 Increase corruption prevention capacity of oversight institutions and line ministries (M0E and MOHSW. 1.3 Increase prevention capacity of county administration in at least five counties. 1.4 Enhance transparency and accountability in extractive industry and natural resource sector. 2.1 Enhance capacity of oversight institutions on using the UN Convention Against Corruption as an entry point for strengthening preventive mechanisms. 2.2 Increase prosecutorial capacity of the Liberia Anti-Corruption Commission. 3.1: Increase capacity of civil society organizations to inform public, monitor service delivery and promote social accountability.
Justice, Security & Peace (JSP)	
Outcome (s)	Output(s)
1. Enhanced access to justice and security at regional and county level in preparation for UNMIL transition.	1.1 Infrastructure, equipment, and other logistics for the effective performance of the regional hubs put in place. 2.1 Justice and security service providers able to provide fair and accountable professional services. 3.1 Justice and security service providers are responsive to community concerns. 4.1 Legal and policy frameworks in place that enable national authorities to better perform their duties in the justice and security sector.

ANNEX 1: (CON'D)   uj COUNTRY PPROGRAMMES- RESULT MATRIX

SUSTAINABLE ECONOMIC TRANSFORMATION (SET) PROGRAMMES

Private Sector Development (PSD)	
OUTCOME(S)	OUTPUT(S)
1. Inclusive and sustainable economic transformation informed by evidence-based macro-economic policy promoting access to livelihood, innovation and competitive private sector.	1.1 An enabling Environment for Inclusive and Sustainable Private Sector Development 2.1 Improved Productivity, Competitiveness and Diversification of MSMEs. 3.1 An enabling environment for Inclusive and Sustainable private Sector Development.

Extractive Industry for Sustainable Development (EISD)	
OUTCOME(S)	OUTPUT(S)
1. The extractive sector of Liberia is governed in more participatory, equitable and sustainable ways to ensure that they contribute to peace and sustainable human development	1.1 Liberia's legal framework, policies and institutional capacities to govern its mineral and oil sector are strengthened. 2.1 The voice and participation of civil society, women's organizations and communities in dialogues, conflict prevention mechanisms and decisions related to extractive industries is strengthened and institutionalized. 3.1 Transparency in the management of revenues from minerals and oil is improved 4.1 Linkages between SMEs and multinational companies in the extractive sector strengthened, increasing employment opportunities, particularly for youth. 5.1 Capacity of miners in artisanal, small-scale and low value mining and capacity of regulatory institutions is strengthened. 6.1 The impact of Liberia's extractive industry on human development is documented, lessons drawn and disseminated to the wider public.

Strengthening National Capacities for Development and Effectiveness (C4DE)	
1. OUTCOME (S)	OUTPUT(S)
2. Liberia Government systems strengthened to ensure consolidation of peace & stability supported by effective and well-functioned institutions that fosters inclusive participation of stakeholders, especially women & youth with enhanced service delivery at local level.	1.1Strengthened GOL capacity to design, manage, implement and develop program/project. **1.**1 Strengthened Institutional mechanisms for implementation of Agenda for Transformation (AFT). 2.1 Strengthened GOL capacity to implement, monitor and report on progress towards the New Deal commitment. 3.1 Strengthened Institutional development of the new MFDP & LRA 4.1 Enhance Capacity for evidence–based policy analysis, research studies and statistical development. 5.1 Strengthened Project Management, Partnerships, communications and monitoring.

Energy & Environment - Costal Adaptation Project (CAP)	
OUTCOME(S)	**OUTPUT(S)**
1. National level capacity to plan and respond to climate Change in coastal areas is strengthened. 2. Capacity in three coastal counties to plan and respond to climate change is strengthened. 3. At three sites, sustainable and affordable measures to protect coastal areas against climate change impacts are demonstrated. 4. Lessons learnt and best practices from Outcomes 1, 2 and 3 are disseminated to stakeholders and development partners.	Output 1.1 Improved data collection, storage, analysis and climate forecasting system; Output 2.1 Revised policy in important sectors to account for climate change in coastal areas; Output 3.1 Climate-change-adapted national integrated coastal area management plan with guidelines on zones, building standards, coastal protection construction needs; Output 4.1 University assists to establish an undergraduate course on coastal management/engineering with major focus on climate change) required one activity (Support consultative process for mainstreaming coastal management in curriculum; Output 5.1 Raised awareness of senior county officials, decision-makers and stakeholders; Output 6.1 County Based Development Agendas that fully address climate change prepared and approved; Output 7.1 Atlantic Street Buchanan and fishing communities protected from climate change impacts; Output 8.1 Lake Piso and coastal communities in Robertsport protected from climate change impacts.

Annex 2:
3.1 Program Achievement – Project Performance Matrix

PROGRAMME ACHIEVEMENTS - PROJECT PERFORMANCE MATRIX	
The following table indicates the project progress milestones for Governance & Public Institutions Pillar	
INCLUSIVE GOVERNANCE & PUBLIC INSTITUTIONS PILLAR (GPI)	
UNDAF OUTCOMES	o Strengthen key Governance Institutions o Constitutional and Legal Reform o National Resources Management o Public Sector Institution & Civil Service reform.
OUTCOME (Indicators)	o Strengthened capacity of the NEC; enhanced electoral processes; and improved conformity of the legal and administrative framework with international standards o Presidential, legislative elections and referendum considered free, fair, professionally administered and credible; improved legal and administrative frameworks.
LOCAL DECENTRALIZATION SUPPORT PROGRAMME (LDSP)	
OUTCOMES	o **Deconcentrated functions and corresponding resources managed at the assigned level of government.** o **Service delivery and accountability of local governments is improved.** o **Legal and regulatory framework for decentralization.** o **Ministry of Internal Affairs is capacitated to lead and implement decentralization reforms.** o **Programme management support, coordination, and monitoring strengthened**
Planned Results **Output 1.1** The MACs of the government of Liberia tangibly and visibly transfer services, decision making and corresponding resources to the counties according to the deconcentration strategy;	**Actual Project achievements To Date** ✓ **3** Presidential Directives – that created the political space and stated the unwavering commitment of the government to move services to the people put into place.

	✓ The establishment of county service center(s) which provides opportunity for MACs and county administration to pool resources in a shared governance format; Eg. Bassa Service center with Labor, MIA, MoC, MoGCSP, MoH, MoPW, Education, Center for National Documentation and Records and LISGIS providing services from the Center ✓ Citizens now have access to services at the county level (Grand Bassa County); mainly documentation services, i.e. permits, birth certificate, marriage certificates, business registration, etc. ✓ Government services are now brought very close to the people and have improved service delivery at the county level.
Output 1.2 Enhanced coordination, sharing and pooling of resources across units of MACs at the county level achieved;	✓ Superintendents firmly assigned with the role of coordinating all service delivery in Counties. ✓ Clear sector instructions provided to the responsible MACS.
Output 1.3 Improved infrastructure of county service centers to support the deconcentration process; **Output 1.4** Citizens are organized and informed to participate in the deconcentration process; **Output 2.1a** Capacity for participatory planning, budgeting and managing of development funds as well as revenue collection strengthened with focus on marginalized groups.	✓ Infrastructures improved at County Superintendent's office in Grand Bassa and are effectively coordinating deconcentrated services. ✓ Synergies in service delivery under the Supt. (cost effective and coordinated).
2.1b Capacity of the public, citizens' groups and civil society organizations strengthened to undertake participatory and performance monitoring, and to carry out watch-dog functions; **Output 2.2** Anti-corruption measures (systems and enforcement mechanisms) established and functional at county, city, district and community levels;	✓ Forty-five (45) persons from across the deconcentrating MACs have been trained and effectively delivering services at the County Services Center.
OUTPUT 2.3 Capacity of women and girls to participate in local government as leaders enhanced;	✓ Decentralization reforms have placed high emphasis on the participation and empowerment of women, people with disability and other marginalized groups (Local Government Bill) ✓ Women are the greatest beneficiaries of services currently at the county service centers, for example, about 70% of those receiving birth certificates are women.

	✓ Women in informal business sector are now moving into the formal sector due to access to business registration services at the county service center; local catering and restaurant businesses. ✓ As a result of the registration of traditional marriages at the county, women can now have rights in their marriages, similar to those of women in civil marriages.
Output 3.1 Ensure coordinated formulation of legal framework for decentralization; **Output 3.2** Public sector and civil service reforms aligned with decentralization policy; **Output 3.3** Criteria established and implemented for districts, municipalities, chiefdoms and clans to rationalize and subsequently to restructure them to ensure economic viability and sustainability; **Output 4.1** Institutional and human capacity of the Ministry of Internal Affairs (Monrovia and Counties) built to co-ordinate and lead the implementation of the Decentralization process; **Output 4.2** GC capacitated to undertake governance assessment and monitoring strengthened; **Output 4.3** County administration with necessary ICT facilities (software, services) in place;	✓ Cabinet has deliberated on LG Bill and now has a consensus on the way forward. ✓ The Bill is currently before the President awaiting submission to the Legislature. ✓ Key provisions in the local government bill on elections of local officials were successfully considered by delegates during the constitutional reform conference.
Output 5.1 Efficient and effective support and coordination of the National Policy on Decentralization and Local Government; **Output 5.2** Capacity for concurrent monitoring and evaluation of decentralization implementation established at MIA and the county government level.	✓ Chairing of High Level Round Table on Deconcentration by the President of Liberia, Mrs., Ellen Johnson Sirleaf. included the Vice President of Liberia, H.E. Joseph N. Boakai, heads of Service Delivery MACs, Members of the Diplomatic Corps, the Donor Community and other interested parties; meeting served as the catalyst to speedily implement deconcentration in 2015 with all MACs on board.

NATIONAL ELECTION COMMISSION (NEC)	
Outcome	Strengthened capacity of the NEC; enhanced electoral processes; and improved conformity of the legal and administrative framework with international standards.
Planned Results **Output 1.1** Strengthened capacity of NEC for efficient implementation of its mandate. **Output 2.1** Supporting NEC Civic and voter education section. **Output 3.1** Updating NEC Voter Register and improving voter registration process. **Output 4.1** Enhancing Women's political participation	**Actual Project achievements To Date** ✓ Developed skills of NEC staff and other stakeholders by establishing a pool of BRIDGE Semi-accredited facilitators in Liberia (May 2015). ✓ 22 participants trained and accredited in a ten-days course Supported by EU in collaboration with IFES. ✓ In February, 2015, conducted a nationwide assessment of NEC magisterial warehouses ahead of the 2017 Elections to ensure a decentralized capacity building of the NEC and protected the facilities and valuable election materials from further destruction. Phase two of this exercise, NEC supported the refurbishing of ruined down warehouse facilities by providing locks, sola panels, shelfs and fencing of warehouses and magisterial offices in the counties. ✓ NEC Completed two lesson learnt conferences for the 2014 Special Senatorial election. The first was held in Buchanan Grand Bassa county,(In house assessment -NEC) April 6-8, 2015.The second was held in Monrovia for CSOs and political parties funded by EU/UNDP. ✓ Increased citizens' participation in electoral processes through the development of a standard toolkit to standardize and regulate the conduct of CVE activities nationwide (Gbarnga, April 2015). The CVE toolkit is the first step in redesigning of the NEC CVE programmes and serve as a national standard and model from which all CVE related activities would be planned, designed, and carried out in Liberia. ✓ Carried out Validation of toolkit workshop (Monrovia- May 2015). ✓ Launched of CVE toolkit (Monrovia) ✓ Toolkit rollout regional conferences held in Gbarnga, (Oct. 2-3) and in Buchanan (Oct. 12-13). ✓ Supported a feasibility study on voter registration through recruitment of a VR consultant in August 2015 to technically examine the existing method and recommend possible VR modalities that addressed the political, security, financial, legal and institutional factors that may affect the implementation of voter registration. ✓ Strengthen the operational capacity of the Gender section with equipment and materials including printer, scanner, power point Projector, assorted supplies of stationery, cartridges etc.

Output 5.1 Supporting the Electoral legal framework and the constitutional-review process. **Output 61.** Technical assistance and project management in support of the NEC and the management of program	✓ Created a data base for Gender disaggregation to establish the number of females that voted in the 2014 Special Senatorial Election (Currently ongoing). ✓ Formed Gender and Elections Coordination Groups in all counties (Dec.2015) ✓ Cataloged information on women participation in election and establishment of a database that will assess women's positions in the hierarchy of political parties. (Dec 2015). ✓ Supported the NEC Legal section in drafting of six proposed amendments on elections and elections related issues that needed consideration in the new constitution. ✓ Supported the NEC and Legislature to amend provisions of the Elections Law. These election law amendments were promulgated in September 2015. ✓ Supported NEC to incorporate new amendments into the election law and organize information sessions for electoral stakeholders ✓ Finalized the 2015-2018 project document, followed by the signing of agreement between the EU and the Government of Liberia, EU and UNDP to support the 2015-2018 Electoral cycle.

STRENGTHEN TRANSPARENCY, ACCOUNTABILITY, OVERSIGHT AND PARTICIPATION (STAOP)	
OUTCOME	**Strengthening key governance institutions and ensuring openness: By 2017 Liberia has governance institutions equipped with inclusive systems to perform effectively.**
Planned Results **Output 1.1** Increase national awareness, advocacy and dialogue on corruption prevention, transparency and accountability. **Output 1.2** Increase corruption prevention capacity of oversight institutions and line ministries (MoE and MOHSW. **Output 1.3** Increase prevention capacity of county administration in at least five counties. **Output 1.4** Enhance transparency and accountability in extractive industry and natural resource sector. **Output 2.1** Enhance capacity of oversight institutions on using the UN Convention Against Corruption as an entry point for strengthening preventive mechanisms.	**Actual Project Achievements to date** ✓ Provided support for and carried out the annual celebration of International Anti-Corruption Day activities in the country ✓ Legislature engaged and Code of Conduct passed into law. ✓ A workshop with stakeholders was held and strategies for the implementation of the Code of Conduct discussed. ✓ A final copy of the code of conduct was sent to the Ministry of Foreign Affairs for printing and circulation. ✓ A technical working session with 90 participants comprising 33 procurement officials was held and knowledge on performance audits, imparted to participants. ✓ A technical working committee comprising the LACC, MOE, CSOs, PUL and the Youth Ambassadors, visited the ten assessed schools and attained an agreement from both the student leaderships and authorities to establish student integrity clubs (SICs) in the schools. ✓ The PPCC organized workshops in five counties (Bong, Bomi, Grand Gedeh, Sinoe & Nimba Counties) with county officials, line ministries, and oversight

Output 2.2 Increase prosecutorial capacity of the Liberia Anti-Corruption Commission. **Output 3.1** Increase capacity of civil society organizations to inform public, monitor service delivery and promote social accountability.	institutions to raise awareness on Performance Audits and identify programming, procedural and management systems gaps within county administrations ✓ The capacity of five integrity institutions were assessed by a national consultant to ascertain their level of compliance with the UN Convention against Corruption (UNCAC) focusing on Article 9, which places emphasis on public procurement. An UNCAC Action Plan was developed for implementation. ✓ A national consultant was hired in May 2014 and has since provided technical and legal support to the LACC in investigating and prosecuting corruption. ✓ Fifty civil society actors from more than 50 civil society organizations capacities were built in the collection of revenue from the extractive sector, the management of resources and the awarding of contracts. ✓ The GC hired the West Africa Civil Society Institute (WACSI) of Ghana and two training courses were held for members of civil society organizations in (a) Resource mobilization and proposal Writing and (b) Monitoring and Tracking Local Government Expenditure. The WACSI also delivered a TOT training in Capacity Building and CSO Advocacy and Employment.

JUSTICE , SECURITY & PEACE	
OUTCOME	**Enhanced access to justice and security at regional and county level in preparation for UNMIL transition.**
Planned Results Output 1.1 Infrastructure, equipment, and other logistics for the effective performance of the regional hubs put in place. Output 2.1 Justice and security service providers able to provide fair and accountable professional services. Output 3.1 Justice and security service providers are responsive to community concerns.	**Actual Project Achievements to date** ✓ Operationalization of the Judicial facility in Hub 1(A Circuit Court and 3 Magisterial courts fulyl operational) . ✓ Vehicles (14) and computers with accessories were procured to enhance the operational capacity of the MoJ & Judicary personnel deployed. ✓ 2 vehicles procured for PMU. ✓ 2 vehicles and 3 motorbikes were procured for SGBV Crimes Unit to enhance operational capacity in Hubs (2&3); ✓ 2 vehicles & 3 motorbikes to Public Service Officers and Coordinators in Hubs (2&3); ✓ 12 SGBV cases prosecuted in 2014 as compare to 14 cases in 2015 despite the EVD; ✓ 138 telephone calls were received through the SGBV hotline and 99 survivors received psychosocial and medical support in the 3 counties (Bong, Lofa & Nimba);

Output 4.1 Legal and policy frameworks in place that enable national authorities to better perform their duties in the justice and security sector.	✓ April to May 2014, 18 city solicitors were trained by the MoJ (2 dropped out). The deployment will help fill the gap as identified by prosecutors in their May and August term reports 2013; ✓ 17 Officers (4 female officers) (Deputy Commissioners and Assistant Commissioners) were trained in 2014 with funding from the UK at the Ghana Institute of Management & Public Administration; ✓ 293 (46 females) for a period of 12 months with six months theoretical and six months practical training was conducted for the LNP; ✓ Conducted Refresher Training of Trainers for 20 BIN Officers. ✓ 9 Prosecutors were deployed in Hubs 2& 3 region. ✓ 5 Public Defenders under the Judiciary were also deployed in Hubs (2 &3)

PROGRAMME ACHIEVEMENTS - PROJECT PERFORMANCE MATRIX	
The following table indicates the project progress milestones for Sustainable Economic Transformation Pillar	
SUSTAINABLE ECONOMIC TRANSFORMATION PILLAR (SET)	
UNDAF OUTCOMES	o Natural Resource utilization and Food Security o Private Sector Development o Basic Infrastructure and Energy o Macro-economic policy environment.
OUTCOME (Indicators)	o Improved sustainable Natural Resource Utilization and food security, o Improved equal access to sustainable livelihood opportunities in an Innovative and competitive sector. o Improved access to sustainable basic infrastructure. o Improved and evidence-based policies to maintain a stable and inclusive Macro-economic environment.
PRIVATE SECTOR DEVELOPMENT (PSD)	
OUTCOME	**Inclusive and sustainable economic transformation informed by evidence-based macro-economic policy promoting access to livelihood, innovation and competitive private sector**
Planned Results Output 1.1 An enabling Environment for Inclusive and Sustainable Private Sector Development Output 2.1 Improved Productivity, Competitiveness and Diversification of MSMEs.	**Actual Project Achievements To Date** ✓ Formulated a National Private Sector Development Strategy which sets the stage for inclusive growth & Development; ✓ Engaged in Trade and Investment Promotion in all sectors of the economy of Liberia; ✓ Conducted Investment Mapping exercise for the Collection and collation of relevant information on priority sectors in each county to Sensitize the business community & NGOs;

Output 3.1 An enabling environment for Inclusive and Sustainable private Sector Development.	✓ Engaged in Industrial Sector Support Programing to improve the performance and productivity of the industrial sector and maximize the use of the country's productive capacities and her comparative advantages; ✓ Conducted Business Development and Skills Training for SMEs through Center Songhai Liberia CSL), NGO; ✓ Developed Inclusive Markets through Business Linkages and Value Chains addition.

Strengthening National Capacities for Development Effectiveness Programme (C4DE)	
Outcome	**Liberia Government systems strengthened to ensure consolidation of peace & stability supported by effective and well-functioned institutions that fosters inclusive participation of stakeholders, especially women & youth with enhanced service delivery at local level.**
Planned Results Output 1.1Strengthened GOL capacity to design, manage, implement and develop program/project. Output 1.1 Strengthened Institutional mechanisms for implementation of Agenda for Transformation (AFT). Output 2.1 Strengthened GOL capacity to implement, monitor and report on progress towards the New Deal commitment.	**Actual Project Achievements To Date** ✓ Conducted training to impact skills on NIM policy and business processes for 22 participants from 7 institutions on 27 April 2015 in order to ensure effective implementation of the new EISD project; ✓ Conducted 3 days workshop attended by 54 participants of SET's IPs and RPs from 16 institutions who benefited on the practical application of the NIM toolkit; ✓ Established and equipped PPCC Hands-on Facility for coaching and mentoring of MACs & County Procurement staff. This Hands-On Facility will enable MACs have adequate skills to perform effectively procurement functions - minimize errors and audit qualifications. Held the AfT steering committee meeting in February to engage the stakeholders and share the revised focus areas of the remaining period of the AfT.; ✓ Developed the MFDP Strategic Plan through a participatory process with the final draft validated by stakeholder on 20th February 2015 with the printing of 300 copies in process which will lead to the launching;

Output 3.1 Strengthened Institutional development of the new MFDP & LRA Output 4.1 Enhance Capacity for evidence–based policy analysis, research studies and statistical development. Output 5.1 Strengthened Project Management, Partnerships, communications and monitoring.	✓ Completed the assessment of the LRA data centre which resulted to the identification of the equipment to be procured to complete the establishment of the LRA data centre and enable the operationalization of the facility; ✓ kick-started the work process with a mission leading to consultations and an inception report in an effort to leave a trace as a legacy, through the harnessing of the natural resources for prosperity leading to the preparation of the NHDR. ✓ Completed the 2014 annual report of the DIM-NIM project and shared with the respective organization. The 2014 annual report formed part of the audit documents under the project. The 2013–2014 DIM-NIM audit was supported by availing all the required supporting documents and the audit successfully completed with a satisfactory rating.

EXTRACTIVE INDUSTRIES FOR SUSTAINABLE DEVELOPMENT (EISD)	
OUTCOME	The extractive sector of Liberia is governed in more participatory, equitable and sustainable ways to ensure that they contribute to peace and sustainable human development.
Planned Results	**Actual Project Achievements To Date**
Output 1.1 Liberia's legal framework, policies and institutional capacities to govern its mineral and oil sector are strengthened. Output 2 .1The voice and participation of civil society, women's organizations and communities in dialogues, conflict prevention mechanisms and decisions related to extractive industries is strengthened and institutionalized. Output 3.1 Transparency in the management of revenues from minerals and oil is improved Output 4.1 Linkages between SMEs and multinational companies in the extractive sector strengthened, increasing employment opportunities, particularly for youth.	✓ Study conducted leading to a Report on the Disclosure of beneficial ownership: In an effort to foster greater transparency within the Extractive sector, Liberia became a pilot country to undertake a study on the disclosure of beneficial ownership. Liberia brings to total, 12 pilot countries, disclosing the identity of the real owners behind the extractive companies operating in their countries, the result of which will culminate in a report on lessons learned that will assist EITI in developing a guidance note on approaches for beneficial ownership. ✓ Local content policy put in place to support the efforts aimed at promoting inclusive development through local content, investment mapping, business linkage initiative and the development of a strategic plan for the Liberia Business Association. ✓ Drafted the Human Development Report: focusing on Extractives as enabler of wealth and prosperity for all. ✓ UNDP and MLE organized a forum for the Formalization of Artisanal and Small scale miners: forum drew together 150 participants, leading to the roadmap for the formalization of the miners. ✓ Set-up a Center of Excellence on Extractive Governance: Curriculum and operational scope for this center have been drafted, trial testing will commence in 2016.

Output 5.1 Capacity of miners in artisanal, small-scale and low value mining and capacity of regulatory institutions is strengthened. Output 6.1 The impact of Liberia's extractive industry on human development is documented, lessons drawn and disseminated to the wider public. .	✓ Enhanced capacity for contract negotiation and monitoring of concessions and contracts: To bolster the technical capacity of the Government of Liberia in the review and negotiation of concessions including support provided for an imbedded TA at the MOJ to review the existing contracts-leading to suggestions of necessary amendments and conduct of related training. ✓ Developed Monitoring Templates and tools for the concessions. ✓ Setting –up of a concessions cadastre-a concessions management information System, beginning with a one stop shop for concessions information for which UNDP has provided scanners and a number of IT equipment to the National Bureau of Concessions (NBC) ✓ Developed Anti-Corruption tools for Extractive Governance: Facilitated the participation of Liberia in the validation of the practitioners' guide for managing and mitigating corruption risks in the extractive sector, thus exposing Liberia to the tools for compacting corruption in the extractive sector. Liberia now also has practitioners who are serving as peer reviewers for the guidelines as it is being developed further.

ENERGY AND ENVIRONMENT - Costal Adaptation Project (CAP)	
OUTCOME	o National level capacity to plan and respond to climate Change in coastal areas is strengthened. o Capacity in three coastal counties to plan and respond to Climate change is strengthened. o At three sites, sustainable and affordable measures to protect coastal areas against climate change impacts are demonstrated. o Lessons learnt and best practices from Outcomes 1, 2 and 3 are disseminated to stakeholders and development partners.
Planned Results Output 1.1 Improved data collection, storage, analysis and climate forecasting system; Output 2.1 Revised policy in important sectors to account for climate change in coastal areas; Output 3.1 Climate-change-adapted national integrated coastal area management plan with guidelines on zones, building standards, coastal protection & construction needs;	**Actual Project Achievement To Date** ✓ Conducted refresher Training for 8 Technicians ✓ Revised policy areas of selected sectors:- environment, forestry, fishery, transport, construction, mineral, and land-use. ✓ Conducted 1 workshop to validate the ICZMP and provided support to sector agency MLME stand-by power supply where the ICZM Unit operates.

Output 4.1 University assists to establish an undergraduate course on coastal management/engineering with major focus on climate change) required one activity (Support consultative process for mainstreaming coastal management in curriculum; Output 5.1 Raised awareness of senior county officials, decision-makers and stakeholders; Output 6.1 County Based Development Agendas that fully address climate change prepared and approved; Output 7.1 Atlantic Street Buchanan and fishing communities protected from climate change impacts; Output 8.1 Lake Piso and coastal communities in Robertsport protected from climate change impacts.	✓ Department of the Science College held workshop and papers produced and Consultation on mainstreaming Coastal Zone Management as a course in the Engineering held. ✓ Awareness created in 8 coastal counties on coastal erosion for local county stakeholders and support provided to national agency (EPA, MIA, MLME) staff for training in economics of climate change adaptation. ✓ Workshops and meetings with relevant stakeholders held to provided support in the preparation processes of coastal development agenda for Grand Bassa, Montserrado and Grand Cape Mount counties. ✓ Coastal protection measures taken including:- construction of breakwater revetment system, nourishment of beach. ✓ Degradation of Mangroves minimized through the creation of awareness and the introduction of energy efficient ovens and dryers for use by communities

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[10] UNDP Projects Annual Reports

[11] UNDP project documents

Terms of Reference
Annex 3

Term of Reference

UNITED NATIONATIONS DEVELOPMENT

PROGRAMME PROCUREMENT NOTICE No. UNDP/IC/C4DE/2015/020

TERMS OF REFEERENCE

Post Title : Senior National Mid Term Review Consultant Contract Type : Individual Contractor (National) Organizational Unit : UNDP Duty Station : Monrovia, Liberia (with travel in the counties) Duration of assignment : 20 days Starting Date   : Immediately Deadline for application: 19 October 2105

I. Background: a. Introduction

A new Country Programme Document (CPD) for Liberia (2013-2017) was formally adopted by the Executive Board in January 2013, signaling the formal start of a new programme cycle. The CPD was anchored on three major programme pillars, namely: i) Inclusive Governance and Public Institutions, ii) Justice, Security and Reconciliation and iii) Sustainable Economic Transformation. Through the new CPD and in anticipation of the UNMIL drawdown, UNDP was positioning itself for an increased programmatic role in the period ahead particularly in the areas of justice, rule of law and extension of state authority. The CPD provided the basis for the design of a new set of nine multi-year programmes approved for implementation in June 2013 and which constituted the basis of UNDP's programming in the new five year cycle.

Taking into account the above, the planned mid-term review will seek to assess progress towards the achievement of the CPD outputs/outcomes in order to understand UNDP's contribution to both the UNDAF and the Agenda for Transformation, drawing lessons that will then inform the remainder of the programme period. In this respect, the CO is planning to mount a facilitated exercise that will look both internally and externally to inform the how and what as far as the remaining period of the programme cycle, drawing on experience and lessons learnt over the past period.

b. Changed Programming Context

While in the second year of the implementation of the CPD, the unexpected outbreak of the Ebola epidemic occurred in 2014. Some of the critical measures adopted by the government in the fight against the virus included: the imposition of restriction on movements, reduction in the operation of government functionaries, banning of public gatherings, among other measures.

These measures severely affected UNDP's programme and presented challenges on meeting planned delivery targets. The situation compelled UNDP to enter into new territories as a concerted response to the crisis besides finding itself grappling with new vision, new programming scenarios including the design of new programmes and mobilizing new resources against them, and reprogramming the available resources that could not be utilized as planned. As a result, a substantial component of the current programme reflect a 'recovery mode' with a growing recovery portfolio and is likely to be the case going forward in the remaining period of the CPD1.

c. Objectives of the Review The objective of the mid-term evaluation is to assess the progress in achieving the results of the country programme, its relevance, efficiency and effectiveness of strategies in light of the development priorities of Liberia. Specifically the review will assess:

a. The relevance and strategic positioning of UNDP in support of Liberia's poverty reduction objectives as articulated in the Agenda for Transformation, the post-EVD recovery agenda as enshrined in the ESRP and the UN system delivering as one as articulated in the UNDAF, which itself is undergoing a mid-term review;

b. The frameworks and strategies that UNDP has devised for its support on Poverty Reduction and MDGs; Democratic Governance and Environment and Sustainable Development, including partnership strategies, and whether they are well conceived for achieving the planned objectives.

c. The progress made towards achieving the 2 outcomes, through specific projects and programmes and the range of technical and advisory services in provides including contributing factors and constraints.

d. The progress to date under these outcomes and what can be derived in terms of lessons learned for future UNDP support to Poverty Reduction and MDGs; Democratic Governance and Environment and Sustainable Development and Propose areas of re-positioning and re-focusing of the CPD within the current Liberia's development context, and in light of UNDP's new Strategic Plan;

e. The relevance of the programme in delivery the unfinished work of the MDGs and readiness to adapt and integrate the successor development framework, the Social Development Goals (SDGs) expected to be adopted in September 2015.

d. Rationale for the Mid-Term Review

A key rationale for the mid-term review can be found under section 2 above, namely an opportunity for the CO to assess progress towards the achievement of the CPD outputs/outcomes in order to understand

UNDP's contribution to both the UNDAF and the Agenda for Transformation. It is a response to the changing programme context and the need for UNDP to assess the continuing relevance of its programme. In addition, consistent with UNDP policy guidance, all outcomes to which UNDP is contributing through aligned activities and planned outputs must be monitored. The mid-term evaluation is an opportunity to examine, as systematically and objectively as possible, the relevance, effectiveness, efficiency, appropriateness and sustainability of the CPD in supporting Liberia's development agenda, Vision 2013, the Agenda for Transformation, and more recently the post-EVD Economic Stabilization and Recovery (ESRP). This exercise will allow UNDP to engage key stakeholders to discuss achievements, lessons learned and adjustments required in response to an evolving development landscape and changing national priorities. The exercise will allow UNDP to make any mid-course adjustments to the strategic direction of the country programme, as well as allocate resources as appropriate, ensuring it is aligned to national priorities and responsive to national demands. Even more importantly, the exercise will allow the CO to align its programme more strategically behind the imperatives of the New Strategic Plan, integrating the theory of change and benefitting from the body of knowledge, design parameters and other guidance generated over the recent past linked to the alignment exercise2.

II. Scope of Work:

The mid-term review will cover programme activities from 2013 to 2015. The geographic coverage will include all activities under the two pillar of the CO engagement. This will also cover the extent to which the programme strategy addresses several points of reference, namely, national priorities, as expressed in the Agenda for Transformation (2012-2017) or Poverty Reduction Strategy (PRS) II; the longer-term National Vision, Liberia Rising 2030, which seeks a stable, inclusive and unified middle-income country that brings higher standards of living to citizens and reduces major inequalities; the United Nations Development Assistance Framework (UNDAF) and Liberia's decision to become a Delivering as One selfstarter; the transition of UNMIL; and the New Deal for Engagement in Fragile States, endorsed by Liberia. UNDP interventions (output) have contributed to attainment of UNDAF Key results or outcomes.

III. Methodology and Approach

The review will adopt a participatory and inclusive approach, giving voice to different stakeholders involved in the implementation of the CPD as either IP, beneficiaries, partners or other stakeholders. This exercise will also rely on or consult documentation/ information from previous evaluations during the desk review.   It is expected that the consultants to conduct the MTR will use an appropriate range of data collection and analysis methods to come up with findings, conclusions and recommendations for the questions mentioned above. The review

exercise will be wide-ranging, consultative and participatory, entailing but not limited to a combination of comprehensive desk reviews, interview, focus groups and field visits as appropriate. While interviews are a key instrument, all analysis must be based on observed facts to ensure that the review is sound and objective. On the basis of the foregoing, the consultants will elaborate on the method and approach in a manner commensurate with the assignment at hand and reflect this in the inception report; which will subsequently be approved by the National Steering Committee in consultation with key stakeholders.

The work of the MTR Nat'l Consultant I will be guided by the Norms and Standards established by the United Nations Evaluation Group. Team members will be requested to sign the Code of Conduct prior to engaging in the review exercise.

IV. Deliverables

Expected outputs of the Liberia CPD 2013 -2017 Mid-Term Evaluation will be the following:

☐ Support with the preparation of the inception report with the content mentioned in the annex 2a ☐ Support with the preparation of the 1st draft (after in-cooperating comments of reference groups) MTR report of CPD 2013 – 2017 with the content mentioned in the annex 2b ☐ Support with the presentation of summary of the Mid-Term Review report for Validation ☐ Support with the preparation of the final Report of Mid-Term Review of CPD 2013 -2017 after incorporation of comments during the validation.

Payment of fees will be based on the delivery of outputs, as follows: ☐ 20% payable upon signing of contract ☐ 20% upon submission of acceptable inception report ☐ 30% upon submission of acceptable draft report ☐ 30% upon satisfactory completion of assignment and endorsement of MTR by UNDP CO

V. Duration of contract Workdays for the Senior National Consultant will be for 20 workdays

Workdays will be distributed between the dates of contract signature. UNDP will pay the consultancy fees per working day. Daily Subsistence Allowance (DSA) will be paid per nights spent at the place of the mission following UN DSA rate applicable

VI. Qualification and Experience

Education: Qualification and competency required for the National Consultants are the following: ☐ A Master degree in social sciences, political science, economics and related fields with at least 5 progressive years working in a similar field Experience: ☐ Knowledge and expertise on development aspect of the country especially on Government and Human Rights and Gender and Environment ☐ Significant knowledge and extensive experience of complex evaluations in the field of development aid for UN agencies (Preferably UNDP) and/or other international organizations

VII. Competencies & Skills

☐Strong analytical and research skills with sufficient understanding of survey design, quantitative/qualitative methods and data analysis.

☐Familiarity with UN (preferably UNDP) evaluation guidelines and processes is a plus. ☐Excellent written and spoken English. Writing skills that include an attention to detail as well as a grasp of conceptual frameworks ☐Outstanding interpersonal skills, teamwork, and competency to operate in a multi-cultural and diverse environment

VIII. Application Procedure

Kindly apply online at the following websites: http://jobs.lr.undp.org. At this site, you will be required to complete the online application form and also upload your CV to complete the process. PLEASE NOTE THAT ONLY APPLICATIONS RECEIVED ONLINE AT THE ABOVE JOB SITE WILL BE CONSIDERED.

Annex 4: Evaluation Methodological Framework

Evaluation Matrix

Key Evaluation Components	Key Questions
Relevance and strategic positioning	• How relevant was the project in achieving its intended or unintended results? • How relevant was UNDPs strategic positioning in support for Liberia's poverty reduction strategy? • Is UNDP strategically positioned in contributing to the attainment of UNDAF key results? • How relevant is the project in the post-EVD recovery program? • Was the project implemented as planned in the project document? • What factors derailed or enhanced project implementation? • How appropriate is the CPD in supporting Liberia's development agenda, post-EVD ESRP, vision 2030, the Agenda for Transformation and UNDAF? • How did UNDAF planned programs facilitate or hinder CPD Program activities?
Effectiveness	• How appropriate was the project objectives in terms of progress towards agreed outcomes? • How has it impacted on intended beneficiaries? • How did the project adapt/respond to national changes especially the outbreak of the EVD? • Were project objectives sufficient enough to contribute to the desired outcomes? • How effective were UN agencies in providing support to the country's overall development trajectory and national priorities? • How can you assess UNDP's contribution and performance including strengths, weaknesses, threats and opportunities? • What kind of mid-course adjustments to the strategic direction of the CP do you envisage?
Efficiency	• Do the results justify the level of resource injection? • How efficient was UNDP in resource mobilization and utilization? • How efficient will the exercise allow the CO to align its programs more strategically behind the imperative of the new strategic plan? • How can you assess the progress to date under the 2 outcomes? • Were the resources used as planned? If not, why? • What key challenges were faced during project implementation?

Partnership and Coordination	• To what extend where the project partners, stakeholders or beneficiaries involved in project implementation? • What partnership strategies were in place to achieve the planned objectives? • What structures for management of the project were in place? How effective where they? • Was the structure and management of the project appropriate to achieving the desired outcomes? If not, what were the key challenges?
Sustainability	• How sustainable was the CPD supported results and strategies? • What strategy has put in place to ensure ownership after the close of project activities? • To what extent have they contributed to national development in terms of A. added value of CPD for cooperation among stakeholders and International Partners? B. risk and mitigation approaches.
Cross-Cutting Issues	• To what extent were poverty, environmental issues, gender and human rights addressed? • Have they been mainstreamed in all relevant outcomes? • To what extent will the repositioning of the CPD within the current Liberia's development context take on board the above cross-cutting issues?
Lessons Learnt	• What key lessons were learnt from the project? • How can they inform the repositioning and refocusing of the CPD? • How could the project been done better in terms of design and implementation of the project and programs?
Recommendations	• What are the key recommendations for the re-positioned CPD with regards: current development context especially post-EVD, vision 2030, Agenda for Transformation and the overall Country's development priorities?

Annex 5

PROGRAMME QA ASSESSMENT: DESIGN & APPRAISAL

OVERALL PROGRAMME

EXEMPLARY (5) ◉◉◉◉◉	HIGH (4) ◉◉◉◉○	SATISFACTORY (3) ◉◉◉○○	NEEDS IMPROVEMENT (2) ◉◉○○○	INADEQUATE (1) ◉○○○○
70-72 points	60-69 points	46-59 points	30-45 points	24-29 points

DECISION

- **APPROVE** – the programme is of sufficient quality to continue as planned.
- **APPROVE WITH QUALIFICATIONS** – the programme has issues that must be addressed before the country programme document can be cleared for submission to the Executive Board.
- **DISAPPROVE** – the programme has significant issues that require substantial revision before it is reviewed again.

RATING CRITERIA
(For each question, select the option from 1-3 that best reflects the programme)

STRATEGIC

	3	2
1. **Is the programme's root-cause analysis of the issues to be addressed rigorous and credible, and does the Theory of Change specify how the proposed outcomes will contribute to higher level change?** • **3:** The programme has a root-cause analysis and theory of change backed by <u>rigorous and credible evidence</u> justifying why the programme priorities are the most appropriate and most likely to contribute to higher level development change. <u>The CPD describes why the programme's strategy is the best approach at this point in time.</u> • **2:** The programme has a root-cause analysis and theory of change backed by <u>some relevant evidence</u> explaining why the programme priorities are appropriate and most likely to contribute to higher level development change. • **1:** The programme's theory of change is described in generic terms and is <u>not backed by credible evidence</u>. There are <u>no citations</u> of evaluations, assessments, research or data. It is <u>not clear how</u> the programme priorities are expected to contribute to higher level development change.	1	
	Evidence 3	

	3	2
2. **Does the CPD adequately describe UNDP's comparative advantage in the chosen programme priorities?** • **3:** Analysis has been conducted on the role of other partners in the areas that the programme intends to work, and <u>credible evidence</u> supports the proposed engagement of UNDP and partners through the programme, <u>including through evaluations and past lessons learned</u> (i.e., what has worked in similar contexts.) • **2:** Some analysis has been conducted on the role of other partners in the areas that the programme intends to work, and <u>relatively limited evidence</u> supports the proposed engagement of UNDP and partners through the programme. • **1:** <u>No analysis has been conducted</u> on the role of other partners in the areas that the programme intends to work to inform the design of the role envisioned by UNDP and other partners through the programme.	1	
	Evidence 3	

	3	2
3. **Is the programme thematically aligned with the UNDP Strategic Plan?**	1	
	Evidence 3	

	3	2

- **3:** Programme priorities are <u>explicitly reflecting</u> one or more areas of development work[1] <u>as specified</u> in the Strategic Plan (SP.) <u>It fully integrates among programme priorities one or more of the proposed new and emerging areas</u>[2] and the programme's RRF includes at least one SP outcome indicator per programme outcome.
- **2:** Programme priorities are <u>consistent with</u> one or more of the three areas of development work as specified in the SP. It <u>mentions one or more of the proposed new and emerging areas.</u> The programme's RRF includes at least one SP outcome indicator per programme outcome.
- **1:** Some programme priorities <u>clearly fall outside</u> of the three areas of development work as specified in the SP <u>without any justifiable programmatic rationale</u>.

	3	2
4. Is UNDP working with other UN agencies to achieve joint results?		
	1	
	Evidence 3	

- **3:** The programme includes up to four outcomes which exactly match the relevant UNDAF outcomes. The CPD explains UNDP's role in relation to other UN agencies in achieving these results, <u>based on comparative advantage</u>. <u>Priorities for strengthening partnerships with other UN agencies are clearly identified</u>.
- **2:** The programme includes up to four outcomes which exactly match the relevant UNDAF outcomes. <u>Some explanation</u> is given of the roles of UNDP and other UN agencies in achieving these results, and of the partnerships required for this.
- **1:** Some programme outcomes may not be directly aligned with the UNDAF outcomes. There is <u>not a clear explanation</u> of the roles of UNDP and other agencies in achieving joint results.

RELEVANT

	3	2
5. Is the proposed programme relevant to national priorities?		
	1	
	Evidence 3	

- **3:** There is <u>credible</u> evidence that <u>all</u> of the proposed programme outcomes and indicative outputs <u>clearly</u> contribute to national priorities.
- **2:** There is <u>some</u> evidence that the proposed programme outcomes and indicative outputs contribute to national priorities.
- **1:** There is <u>no</u> evidence that the programme responds to national priorities.

	3	2
6. Does the CPD consistently apply an issue-based approach to its rationale, programme priorities, partnerships and monitoring and evaluation?		
	1	
	Evidence 3	

- **3:** The programme rationale <u>elaborates on multidimensional development issues</u> in describing the development context of the country. Programme priorities involve collaborative and integrated multi-sectoral work (e.g., around target groups or geographic areas) and the engagement of partners to complement UNDP expertise. M&E frameworks <u>are built around a broad range of evidence that facilitate understanding of interconnections among development results and challenges in different areas</u>.
- **2:** The programme rational describes the development context of the country, <u>exploring at least some interconnections among identified development challenges</u>. Programme priorities are mostly defined as collaborative and multi-sectoral areas of work, including by engaging partners to complement UNDP expertise. M&E frameworks <u>help understand the interconnection of development results and challenges</u>.
- **1:** The programme rationale mostly describes a list of development challenges, <u>without exploring their interconnections</u>, and the country profile is not clear. Programme priorities are mostly formulated on a sectoral/practice base, referring to best practices and without a clear role for partners. The M&E framework relies mostly on <u>sectoral evidence</u>.

	3	2
7. Has adequate gender analysis been conducted for the proposed programme, and has the design of the programme addressed the results of the gender analysis?		
	1	
	Evidence 2	

- 3: Gender analysis has been conducted, and gender equality concerns <u>are fully and consistently reflected</u> in the programme rationale, priority areas and corresponding RRF through <u>at least one gender-specific outcome</u>, and indicative outputs and indicators, where appropriate, <u>and at least 15% of the budget allocated for gender specific results</u>.

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[1] 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building
[2] Sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

- 2: Gender analysis has been partially conducted, and gender equality concerns <u>are reflected</u> in the programme rationale, priority areas and corresponding RRF through gender-specific outcomes, and/or indicative outputs and indicators, where appropriate.
- 1: The programme mentions information and/or data on the differential impact of the project's development situation on gender relations, women and men but <u>gender-specific interventions have not been considered</u>.

SOCIAL & ENVIRONMENTAL STANDARDS

	3	2
8. Has the programme adequately considered the potential risks and opportunities related to gender equality and women's empowerment?	1	
	Evidence 2	

- **3:** The CPD <u>explicitly describes how</u> women will benefit from programme opportunities and benefits. The CPD has identified and <u>fully</u> addressed risks related to potential gender inequality and discrimination against women and girls.
- **2:** The CPD <u>mentions how it intends</u> to consider how women will benefit from programme opportunities and benefits. The CPD has identified and <u>partially</u> addressed risks related to potential gender inequality and the situation of women and girls.
- **1:** The CPD <u>does not describe</u> how women will benefit from programme opportunities and benefits. It <u>does not address risks</u> related to potential gender inequality and the situation of women and girls.

	3	2
9. Does the programme apply a human rights based approach adequately and evenly across the programme?	1	
	Evidence 2	

- **3:** <u>Strong</u> evidence that the programme <u>actively promotes the fulfilment of human rights</u>. Opportunities to integrate human rights in each outcome of the programme and prioritize the principles of accountability, meaningful participation, and non-discrimination were <u>fully</u> considered. Any potential adverse impacts on enjoyment of human rights were <u>rigorously</u> assessed and identified with appropriate mitigation and management measures incorporated into programme rational, strategy, and results and resource framework.
- **2:** <u>Partial</u> evidence that opportunities to integrate human rights in the programme and the principles of accountability, meaningful participation, and non-discrimination <u>were considered</u>. Potential adverse impacts on enjoyment of human rights were assessed and identified and appropriate mitigation and management measures incorporated into the programme rationale, strategy, and results and resources framework.
- **1:** <u>No</u> evidence that opportunities to integrate human rights in the project and the principles of accountability, meaningful participation and non-discrimination were considered. <u>Limited</u> evidence that potential adverse impacts on enjoyment of human rights were considered.

	3	2
10. Does the programme consider potential environmental opportunities and adverse impacts, applying a precautionary approach?	1	
	Evidence 2	

- **3:** <u>Strong</u> evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were <u>fully</u> considered <u>and integrated in programme strategy and design</u>. <u>Strong</u> evidence that potential adverse environmental impacts have been considered, and avoided where possible, in the programme design. The risk management approach includes potential environmental risks and <u>how the programme will ensure appropriate assessment is conducted</u> and management measures put in place.
- **2:** <u>Partial</u> evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. <u>Partial</u> evidence that potential adverse environmental impacts have been considered, and avoided where possible, in the programme design. The risk management approach considers potential environmental risks and management measures.
- **1:** <u>No</u> evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. <u>Limited or no</u> evidence that potential adverse environmental impacts and risks were adequately considered.

MANAGEMENT & MONITORING

	3	2

11. Are the programme's outcomes and indicative outputs at an appropriate level and relate clearly to the theory of change and selected priority areas as described in the narrative?

	1

Evidence 3

- **3:** The programme's proposed outcomes and indicative outputs are at an appropriate level and relate in a clear way to the programme's theory of change. There is a strong congruence between the CPD narrative and the results framework.

- **2:** The programme's proposed outcomes and indicative outputs are at an appropriate level and are consistent with the programme's theory of change. There is coherence between the CPD narrative and the results framework.

- **1:** The programme's selection of outcomes and indicative outputs are not clearly justified in terms of a programme theory of change. There is no or limited relationship between the programme's narrative and selected priority areas and the results framework.

	3	2

12. Are the indicators selected to monitor the results of the programme appropriate with fully populated baselines and milestones?

	1

Evidence 2

- **3:** Outcomes and indicative outputs are accompanied by SMART, results-oriented indicators that measure the key expected changes identified in the theory of change, each with credible data sources and fully populated baselines, milestones and targets, including extensive use of gender sensitive, sex-disaggregated and/or target group-focused indicators where appropriate. The RRF includes all relevant IRRF indicators at the outcome and output levels.

- **2:** Outcomes and indicative outputs are accompanied by SMART, results-oriented indicators with specified data sources. Most baselines and targets populated. Some use of gender sensitive, sex-disaggregated and/or target group focused indicators, but there is scope to improve further. The RRF includes some relevant IRRF indicators.

- **1:** Indicators not appropriately specified with corresponding baselines and targets. No gender sensitive, sex-disaggregated or target group-focused indicators. No clear inclusion of relevant IRRF indicators in the RRF.

	3	2

13. Are the monitoring arrangements adequate?

	1

Evidence 3

- **3:** Provides details on data sources to be used for monitoring all programme indicators, including responsibilities for data collection with timing and cost of direct data collection activities specified. Highlights particular issues regarding availability, quality, frequency or reliability of selected data sources, and appropriate plans to address these (e.g., systems strengthening, use of proxies, etc.) Plans are in place for generating appropriate analytics from available data, and ensuring adequate staff capabilities for enhanced M&E. Key risks relating to M&E are included in the programme risk log.

- **2:** Provides details on data sources identified in the RRF, with a particular focus on sources for which direct data collection is required or for which existing M&E or statistical systems need to be strengthened, with a budget allocated for these activities. Appropriate plans are in place to address major data gaps or weaknesses, with some reference to use of data for analytics and ensuring adequate staff capacities for enhanced M&E.

- **1:** Does not identify the main data sources to be used in tracking programme results or consider their quality. Does not clearly identify who will participate in generating data or using it for monitoring.

	3	2

14. Is there an adequate, realistic and costed evaluation plan?

	1

Evidence 1

- **3:** Detailed plans are provided for an appropriate set of strategic evaluations, including final and mid-term evaluations, with timing and relevant partners specified. A realistic estimate of the costs is provided, with expected funding source(s) identified. UNDP contributions towards the cost of evaluation are included in the programme budget. Programme design takes into account evaluation requirements.

- **2:** An appropriate set of strategic evaluations are listed, including final and mid-term evaluations, with timing and relevant partners specified. A realistic cost estimate is provided for each evaluation, even if a cost breakdown is not provided, and included in the budget.

- **1:** Insufficient details are provided to judge the suitability of evaluations planned. Some details are missing on the timing, evaluation type, relevant partners, or estimated cost of the evaluations, or stated costs are unrealistic.

	3	2
15. Have the key programme risks and opportunities been identified, linked to the assumptions in the theory of change, with clear plans stated to respond?		
	1	
	Evidence 3	

- **3:** Programme risks and opportunities <u>fully</u> described in the CPD, <u>based on comprehensive analysis which references key assumptions made in the project's theory of change</u>. Clear <u>and complete</u> plan in place to manage and mitigate <u>each</u> risk <u>and take advantage of opportunities</u>.
- **2:** Programme risks and opportunities identified in the CPD. Clear plan in place to manage and mitigate risks.
- **1:** Some risks identified in CPD, but <u>no or inadequate</u> response measures identified.

EFFICIENT

	3	2
16. Does the programme document include explicit consideration of strategies for scaling up to achieve greater impact?		
	1	
	Evidence 3	

- **3:** The CPD <u>specifically mentions potential for</u> scaling up to achieve greater impact with available resources[19]. The <u>results framework includes suitable indicators</u> to monitor changes in the scale of benefits achieved over time[20].
- **2:** The CPD includes <u>some consideration</u> of current or future opportunities for scaling up to achieve greater impact with available resources.
- **1:** The CPD <u>does not consider</u> strategies for scaling up in the programme priorities or results framework.

	3	2
17. Does the CPD provide a convincing account as to how the expected size and scope of the results can feasibly be delivered with the available resources and resource mobilization opportunities?		
	1	
	Evidence 2	

- **3:** The size and scope of the programme is <u>very congruent</u> with the indicative resources available for the programme and resource mobilization opportunities emerging from donor intelligence. <u>The CPD outlines a "Plan B" to scale down the expected results if there are challenges raising the required funds</u>.
- **2:** The size and scope of the programme is <u>consistent</u> with the indicative resources available for the programme and resource mobilization opportunities emerging from donor intelligence. While the CPD does not outline a "Plan B" to scale down the expected results if there are challenges raising the required funds, <u>it is reasonably likely</u> that the country office will have the flexibility to adjust the programme if needed.
- **1:** The size and scope of the programme is <u>not congruent</u> with the indicative resources available for the programme and/or with the resource mobilization opportunities emerging from donor intelligence. It is <u>not likely</u> that the programme will be able to mobilize the required resources to implement the programme.

EFFECTIVE

	3	2
18. Has the proposed programme adequately used evaluation findings and other outcome-level evidence from other/prior programme performance?		
	1	
	Evidence 3	

- **3:** Knowledge and lessons learned backed by credible evidence from evaluation, analysis and monitoring have been <u>explicitly used</u>, <u>with appropriate referencing</u>, to develop the programme's theory of change and justify the approach used by the programme over alternatives.
- **2:** The programme design references knowledge and lessons learned backed by evidence from evaluation, analysis, monitoring and/or other sources, but <u>these references have not been explicitly used</u> to develop the programme's theory of change or justify the approach used by the programme over alternatives.
- **1:** There is only <u>scant, or no, mention</u> of knowledge and lessons learned informing the programme design. Existing references <u>are not backed by evidence</u>.

	3	2
19. Has the programme effectively identified targeted groups/areas and are strategies in place for regular engagement throughout implementation to ensure voice and participation?		
	1	
	Evidence 3	

- **3:** Target groups/areas <u>are specified</u> and <u>the theory of change explains why</u> these group will be targeted. The programme has a <u>clear strategy to identify and engage</u> target groups/areas through programme monitoring, governance and/or other means to ensure the programme remains relevant to their needs.

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[19] i.e., through significant geographic or target group coverage, strategic partnership strategies for upscaling UNDP pilots or innovations, and/or contribution to policy change that can effect results at scale.

[20] For example, indicators related to policy making processes do not measure just the adoption and implementation of a policy, but also its intended benefits on target groups.

- **2:** Some target groups/areas <u>are mentioned</u> in the CPD. The programme <u>mentions how</u> it will engage targeted groups/areas throughout implementation.
- **1:** The target groups/areas are <u>not specified</u> in the CPD. The programme <u>does not have a written strategy</u> to identify or engage the target groups/areas throughout implementation.

20. Has the CPD integrated adequate analysis and explicit measures to promote and utilize South-South and Triangular Cooperation?	3	2
	1	
	Evidence 2	

20. Has the CPD integrated adequate analysis and explicit measures to promote and utilize South-South and Triangular Cooperation?
- **3:** South-South and Triangular Cooperation opportunities are <u>fully</u> described in the CPD, based on <u>up-to-date and comprehensive demands assessment and demand-supply matching results</u>. <u>Clear</u> indication of measurable results to be achieved through South-South and Triangular Cooperation in the CPD.
- **2:** Specific South-South and Triangular Cooperation opportunities are described in the CPD, based on <u>consideration of demand and UNDP comparative advantage</u>. <u>Some</u> indication of measurable results to be achieved through South-South and Triangular Cooperation in the CPD.
- **1:** CPD <u>may refer</u> to South-South and Triangular Cooperation but <u>does not give specific plans</u> for how it will be used. There is <u>no evidence</u> to support why or why not South-South and Triangular Cooperation has been opted.

SUSTAINABILITY & NATIONAL OWNERSHIP

21. Have national partners proactively engaged in the design of the programme?	3	2
	1	
	Evidence 3	

21. Have national partners proactively engaged in the design of the programme?
- **3:** The programme has been developed <u>jointly</u> by UNDP and a range of national partners (government, donors, civil society, beneficiaries, etc.), with <u>credible evidence</u> of this provided in the CPD.
- **2:** The programme has been developed by UNDP <u>in consultation with</u> national partners (esp. government), with <u>some evidence</u> of this mentioned in the CPD.
- **1:** The programme has been developed by UNDP with <u>limited or no engagement</u> with national partners. There is <u>little to no mention</u> of engagement with national partners on the programme design in the CPD.

22. Are key institutions and systems identified, and is there a strategy to ensure the sustainability of results (i.e., to ensure that results last and even grow beyond UNDP's engagement?)	3	2
	1	
	Evidence 2	

22. Are key institutions and systems identified, and is there a strategy to ensure the sustainability of results (i.e., to ensure that results last and even grow beyond UNDP's engagement?)
- **3:** The programme has a <u>strategy for strengthening capacities</u> of national institutions integrated throughout the programme, which is reflected in the identification of outcomes, indicative outputs and indicators.
- **2:** The CPD has <u>identified indicative outputs</u> that will be undertaken to strengthen capacity of national institutions, but these outputs are <u>not part of a comprehensive strategy and it is not clear how capacity and sustainability of results will be measured</u>.
- **1:** There is <u>mention</u> in the programme document of capacities of national institutions to be strengthened through the programme, but there is <u>no evidence of a specific strategy, measurement or incorporation into the results framework</u>.

23. Does the programme include a strategy for using nationally-owned data sources and working with partners to strengthen national statistical systems and capacities?	3	2
	1	
	Evidence 3	

23. Does the programme include a strategy for using nationally-owned data sources and working with partners to strengthen national statistical systems and capacities?
- **3:** The RRF includes <u>some relevant</u> country-specific outcome and output indicators that will be monitored using nationally-owned data sources. The M&E section includes <u>an analysis of</u> the availability and quality of existing national data sources and states <u>clear</u> plans for how UNDP will work with partners to strengthen national M&E and statistical systems where needed, <u>in a way that contributes towards</u> sustainable country capacities.
- **2:** The RRF includes <u>some relevant</u> country-specific outcome and output indicators that will be monitored using nationally-owned data sources. The M&E section includes <u>some consideration</u> of the quality of relevant national data sources and states plans for how UNDP will work with partners to strengthen these, <u>with some consideration of</u> building sustainable country capacities.
- **1:** The RRF <u>does not include</u> relevant country-specific outcome or output indicators or <u>does not identify</u> relevant national sources to be used in monitoring. The M&E section may include some plans to develop M&E systems required for programme monitoring, but <u>does not address weaknesses</u> in the broader national statistical system or capacities.

CPD narrative + Annex A (RRF) does not exceed 6,000 words	Yes	No
CPD font is Times New Roman, 10pt	Yes	No

Margins have not been altered from the template
    Narrative: top 0.81" (2.057cm); bottom 1" (2.54cm); left 0.83" (2.108cm); right 0.83" (2.108cm)
    RRF: top 1" (2.54cm); bottom 1" (2.54cm); left 0.8" (2.032cm); right 0.8" (2.032cm)
	Yes	No

Four narrative headings adhere to the latest template I. Programme Rationale; II. Programme Priorities and Partnerships; III. Programme and Risk Management; IV. Monitoring and Evaluation	Yes	No
The CPD has no more than 4 outcomes	Yes	No
The outcomes are copied verbatim from the UNDAF/equivalent	Yes	No
Each CPD outcome is linked to only one SP outcome	Yes	No
CPD has adopted relevant strategic plan IRRF indicators, unless justified otherwise	Yes	No

Annex 6: List of Key Informants

KEY LIST OF INFORMANTS INTERVIEWED

Harris Zondo	Buchanan (reconciliation)	0886528308
Federick Margao	Buchanan (reconciliation)	0886526490
David Johnson	Buchanan (reconciliation)	0776869547
Arthur Weah	Buchanan (reconciliation)	0776169838
Rufus Grahyou	Buchanan (IT-CSC)	0777140342
Prince McGee	Buchanan (IT-CSC)	0770354931
Sagacious Gardoe	Buchanan (Coord. CSC)	07767076675
Tanniah Barnard	Buchanan (Janitor-CSC)	0776655476
Trokan Somah	Buchanan (Office Asst.-CSC)	0777939985
Augustine Lansana	Cash Transfer-Gbarnga	0777527879
Robbin Gibson	Chief Kpanyah—Gbarnga	
Nelson Pay	Chief-Kpanyah-Gbarnga	
Chris Toe	Civil Society Org.	0886518724
Frances Greeves	Civil Society Org.	0886516996
Stefano Ellero	European Union	0777757824
Yarsuo Weh-Dorliae	Governance Commission	0886951263
Hezekiel Siakor	JP&S, HUB Manager-Gbarnga	0777546183
Joyce frankfort	Justice Peace & Security	0777666823
Julia Duncan-Cassel	MOGCSP	0777720577
Sidiki Quisie	MDFP	0777756671
James A Jarba	MDFP	
Sidiki Kamara	MFDP	
Theophilus Addey	MDFDP	
Samuel Monger	MOC	0886848678
Hon. Varney A. Sirleaf	MIA	0886513621
Jerome Korkoya	NEC	0776151592
C. A. Lamin Lighe	NEC	0776936145
Andrew Anderson	NIC	0886976983
Daniel Tipayson	STAOP	0770530239
N. S. Kanda	STAOP	
Elizabeth A Drevlow	UNICEF	0770267650
Fazlul Haque	UNICEF	0770257400
Ibrahim Sesay	UNFPA	0770004019
Marc T. B. K. Abdala	UNFAO	0776737524
Ghoma Karloweah	U N Women	0777551844
George Tee Forkpoh	UNDP-PSU	0886539829; 0770000825
Nessie G. Gould	UNDP-GPI	0777440315
Dorsla Farcarthy	UNDP-SET	0886552668
Robert Dorlia	UNDP-SET	0770003792; 0886489590
Stanley Kamara	UNDP-SPU	0886580203
James P. Monibah	UNDP-GPI	0886531655
Moses Adhola	UKaid-DFID	+44(0)20 7023 0211
Barbara Dickerson	USAID	0776777037

Garcia Buencamino	USAID	0776777143
Mervyn Farroe	USAID	0776777232
Marja Ruohomaki	SIDA	0886224324
Dr. Alex Gasasira	WHO	0775281157
M. Musil Nzau	WFP	07765000234

Annex 7: Work plan
1. Work Plan

Time/Venue	Activity/Objective	Participants	CO Focal Point(s)	Confirmed/Not confirmed
Inception Report				
Monday 16, 2015				
2:00-3:00 pm,	*Planning meeting, documents review, review/confirmation of agenda/housekeeping*	*PSU Team, Consultant Team*		*Confirmed*
	Review Programme Documentation of the two Pillars			Confirmed
Tuesday 17/11/15				
9:00 – 9:30am	*Meeting with CD*	*Consultant Team DC*		*Confirmed*
9:30-10:30	*Meeting with Senior Management*	*Senior Management Team & Consultant Team*	*DCD/P a.i*	*Confirmed*
10:30 – 11:30 am	*Meeting with Programme Team to discuss/build consensus on review objectives and expected outcome*	*Mission Team, PSU*		*Confirmed*
11:30am – 1:00pm	*Meeting with GoL/Partner Technical Team to discuss the proposed programme components, identify focal points for detailed consultations*	MoPEA, selected partner agencies (MOJ, MIA/PBO, MOF, NEC, PPCC, LIPA, MOH, GC, NEC, LACC, JUD, EPA, MOC,	*PSU*	

		LRC, INHCR, LRA, MOT, MOA) and UNDP PMs		
1:00 – 2:00 pm	*Lunch*			
2:00 5:00 pm	*Review programme document to align with review methodology and tools*			*Confirmed*
Wednesday 18, 2015 - Friday 20, 2015				
9:00 am – 2:00pm	*Preparation of the Inception report and reading through of programme document*		consultants	*Confirmed*
2:00 – 5:30 pm	*Travel to Gbarnga to Participate in GPI programme Retreat*		Consultant	*Confirmed*
Saturday 21, 2015				
9:00 am – 2:00 pm	*Additional Document review*		Consultant	*Confirmed*
2:00 pm – 5:00pm	*Additional Review of Programme Document*		Consultant	*Confirmed*
Monday 23, 2015				
9:30 am – 10:30 am	Finalization and submission of Inception Report		Consultant	*Confirmed*
11:00 am – 2:00pm	Comments, Concerns & Feedback from Programme colleagues incorporated in Report		Consultant	*Confirmed*
2:00pm – 5:00 pm	*Additional Review of Programme Document*		Consultant	*Confirmed*
Tuesday 24, 2015				
9:30 – 10:30 am	Finalize and submission of report on first deliverable		Consultant	*Confirmed*
10:30 am – 12:30 pm	Continue Revision of Document and finalization of tools			*Confirmed*
12:30 pm – 1:30pm	Lunch			
1:30 – 3:00pm	Holding of Meetings with IPs from GPI			*Confirmed*
3:00 – 5:00 pm	Holding of meetings with IPs from SET			*Confirmed*
Wednesday 25, 2015-Thursday 26, 2015	Documentary Review		Consultant	*Confirmed*

Meeting schedules with DPs and IPs

Friday 27, 2015			Participants	CO-Focal Point	Confirmed
9:00 am – 10:00 am	Meeting with UNFPA				
10:15 am – 12:15 pm	Meeting with UNICEF				
Monday 30, 2015					
10:00 am – 11:00 am	Meeting with UNWFP			Consultants	Confirmed
11:15am-12:15 pm	Meeting with USAID				
1:15 pm-2:15 pm	Meeting with DFID				
2:30 pm-3:30 pm	Meeting with EU				
Tuesday 31, 2015					
9:00 am – 10:00 am	Meeting with UN Women			Consultants	Confirmed
10:15 am-11:15 am	Meeting with FAO				
11:30am-12:30pm	Meeting with SIDA				
1:30pm-2:30pm	Meeting with USAID				
3:00pm-4:30pm	Ministry of Finance				
Wednesday 1, 2015					
9:00 am-10:00am	Meeting with MOIC			Consultants	Confirmed
10:15-11:15	Meeting with MIA				
11:15-12:00pm	Meeting with PBO				
1:00pm-2:00pm	Meeting with MOJ				
2:15pm-3:00pm	Meeting with NIC				
3:15pm-4:15pm	Meeting with NEC				
Thursday 2, 2015					

				Consultant	
9:00am-10:00am	*Meeting with GC*				*Confirmed*
10:15am-11:15am	*Meeting with MOGCSP*				

Meeting schedules with DPs and IPs

Time/Venue	Activity/Objective	Participants	CO Focal Point	Confirm/not confirm
Monday December 7, 2015			Consultants	Confirmed
9:00 am-10:00 am	Meeting with SIDA			
10:15 am- 11:45 am	Meeting with USAID			
12:00 pm-12: 45 pm	Meeting with DFID			
1:00pm-1:30 pm	Lunch			
1:30pm-2:30 pm	Meeting with EU			
2:45 pm- 3:45 pm	Meeting with WFP			
3:45pm- 5:15 pm	Meeting with UNMIL			
Tuesday December 8, 2015			Consultants	Confirmed
9:00am-10:00am	Meeting with UN Women			
10:15am-11:15am	Meeting with UNFPA			
11:30 am-12:30 pm	Meeting with FAO			
12: 30 PM- 1:00 pm	Lunch			
1: 30 pm- 2: 30pm	Meeting with UNICEF			
3:00 pm – 4: 00 pm	Meeting with WHO			
4: 30pm – 5: 30 pm	Meeting with MOGCSP			
Wednesday December 9, 2015			Consultants	Confirmed
9: 00 am- 10: 00 am	Meeting with MOFDP			

10: 30 am – 11:30 am	Meeting with GC		
12:00 pm- 1:00 pm	Meeting with NEC		
1:00 pm – 1: 30 pm	Lunch		
2:00 pm- 3:00 pm	Meeting with CRC		
3: 00 pm- 4: 00pm	Meeting with MOJ		
Thursday December 10, 2015		*Consultants*	*Confirmed*
9:00 am- 10:00 am	Meeting with MOIC		
10:30 am- 11:30 am	Meeting with MIA		
12: 00 pm-1:00 pm	Meeting with PBO		
1: 30 pm-2:00 pm	Lunch		
2: 00 pm- 3:00 pm	Meeting with NIC		
3:30 pm-4:00 pm	Meeting with MOH		
Friday December 11, 2015		*Consultants*	*Confirmed*
9:00 am-10:00 am	Meeting with STAOP/LACC		
10:30 am-12:00 pm	Focus Group Discussion with CSOs		

Addendum Work plan
Consultant Mission on CPD Mid-Term Programme Review
December 17th – Dec 24st 2015
Angelance Browne (Senior National Consultant - Support)

Time/Venue	Activity/Objective	Participants	CO Focal Point	Confirmed
THURSDAY – DECEMBER 17, 2015				
10:00 - 11:00	Meeting with Key IPs & GOL Partners (CSOs)	Consultant Nat'l Secretary General National Chair Person	PSU	Confirmed
12:00 - 1:00	Ministry of Justice (MOJ)	Manager/JSP	PSU	Confirmed
3:00 - 4:00	Ministry of Commerce	Industrial Policy Advisor	PSU	Confirmed
FRIDAY – December 18, 2015				
10:00 - 11:00	Ministry Finance & Development Planning (MFDP)	Consultant Asst. Min/Dev. Planning Dir. Reg. & Sec. Planning Asst. Dir. M & E Asst. Dir. Public Inv. Unit	PSU	Confirmed
12:00 - 1:00	UN Women	Consultant National Program Officer Program Manager GEWEE	PSU	Confirmed
1:30 - 2:30	WHO	Consultant Country Representative	PSU	Confirmed
2:30 - 3:30	WFP	Consultant Program Officer	PSU	Confirmed
MONDAY – December 21, 2015				
2:00 3:00	Liberia chamber of Commerce	Consultant Chairman	PSU	Confirmed

TUESDAY December 22 - THURSDAY December 24, 2015			
a) Compile and analyze the data collected and share with Int't Consultant.

b) Laise with Int'l Consultant in finalizing draft report.

c) Provide any needed support by Int'l Consultant in filling other gaps and follow-up in country. | | Consultant | PSU | Confirmed |

Annex 8: References

2008 National Population & Housing Census of Liberia

United Nations Development Assistance Frame work (UNDAF) 2013-2017

World Bank, "Crises Impact Frigile & Conflict Affected Countries Face Great risk

United Nations Country Program Document (CPD) 2013-2017

UNDP-UNDAF Revised Result Framework 2010-2012

UNDP Country Programme Action Plan (CPAP) 2008-2012

Government of Liberia: Economic Stabilization and Recovery PlaN (ESRP), 2015

Recovery from Ebola: A Summary Report, 2015.

National Elections Presentation-GPI Retreat, Bassa November, 2015

UNDP Strategic Plan 2014-2017

The Liberia Rising: Vision 2030

The Agenda for Transformation

Liberia's Poverty Reduction Strategy III (PRS) III

Strengthening National Capacities for Development Effectiveness Programme (C4DE)
2015 Annual Report & Workplan
Submitted by Project M & E Unit

Private Sector Development Programme (PSD)
United Nations Development Programme Liberia
2nd Quarter Narrative Report 2015

Private Sector Development Programme
Annual Report & work Plan, 2015

Extractive Industries for Sustainable Development, (EISD)
Project Document 2015-2016

Climate Information Resilient Development (CIRDev)
Early Warning System (EWS) Project
4th Quarter Project Progress Report – (October - December) 2015

Emergency Support to National Response to Ebola –Enhanced Border Survellience
Progress Report-2015

Justice Security Trust Fund
Annual Report-January-December, 2015

Kokoya Millilium Village Development Project
End of Project Narrative: October 2008-May 2015

Liberia Decentralization Support Program (LDSP)
Consolidated Annual Report of the Ministry of Internal Affairs and Governance Commission (GC)
Annual Report, 2015

Liberia Peace Building –Justice & Security Joint Programmes Document
June, 2011-2015

Support to the 2010-2012 Liberian Electoral Cycle
Project Document Revised October 2010

Energy & Environment- Costal Project (CAP)
Annual Report, 2015

Social Safety Net Cash Transfers and Resilience Strengthening in Liberia
Annual Work Plan, 2015

Strengthen Transparency, Accountability, Oversight & Participation (STAOP)
Annual Report, 2014