



**“One UN, One Goal”**

*United for peace and  
development in Liberia*

**UNITED NATIONS IN LIBERIA**

## **UN Country Team Liberia UNDAF Mid-Term Review Retreat**



**31, AUGUST 2016**

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## EXECUTIVE SUMMARY

On 31 August 2016, the United Nations Country Team (UNCT) of Liberia met to review recommendations made during the recent UNDAF Mid-Term Review. Recommendations were discussed in the context of the following important milestones that impact the UNCT work in Liberia:

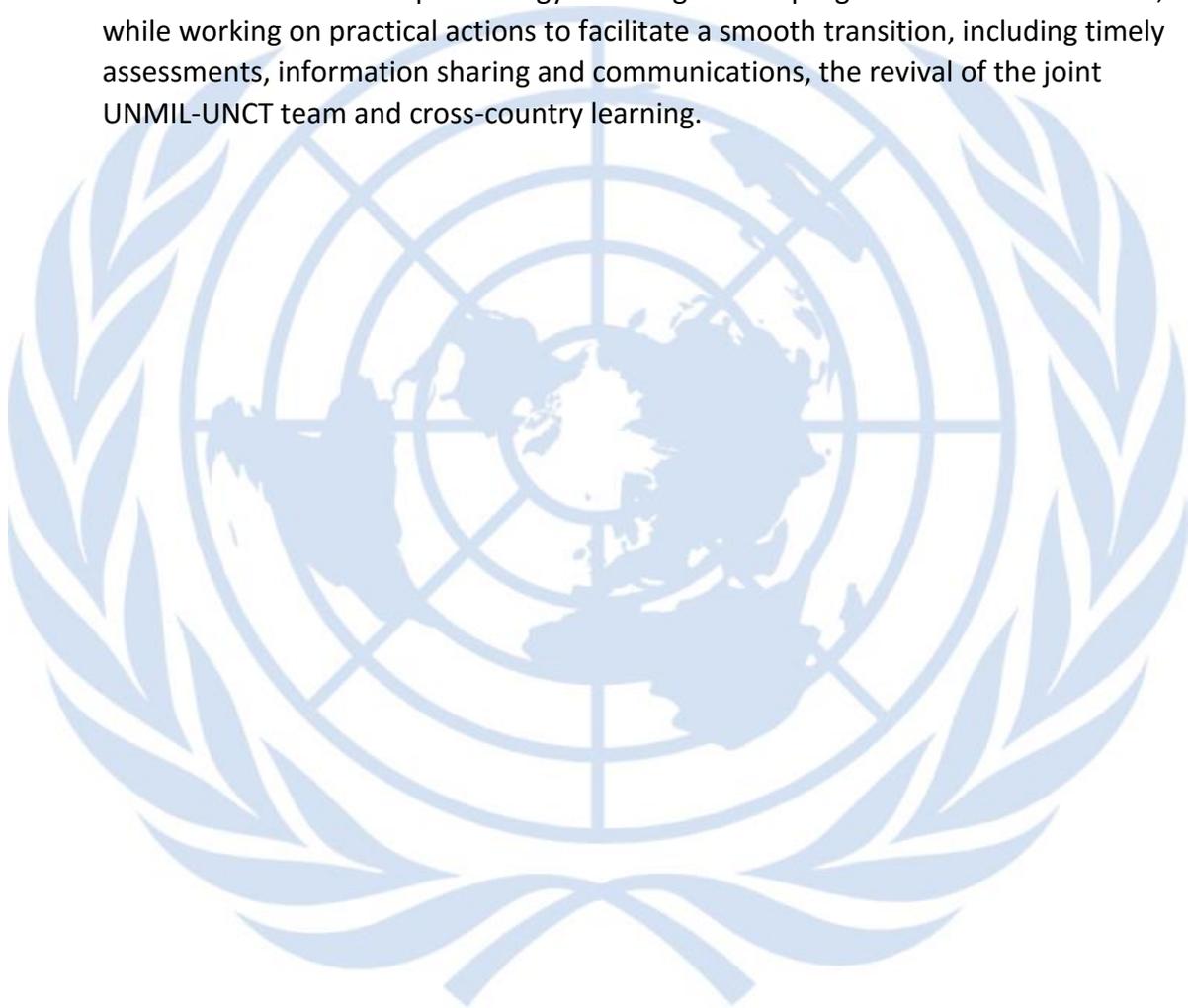
- The Post-Ebola landscape
- The Revision of the Agenda for Transformation (AFT)
- Key global agreements (e.g. SDG, HIPPO, UN Res. 1325 and 2242, Security Council Resolutions on UNMIL)
- Upcoming elections,
- The UNMIL drawdown.

Discussion were held around the progress of the UNDAF Pillars, and the priorities for the remainder of the UNDAF resulting in consensus on the strategic areas. The Priorities will better position the UN Country Team support to the Government of Liberia in addressing the evolving, emerging context and strengthen UN Reform in Liberia. The recommendations included:

1. Review and align the priorities against the revised Agenda for Transformation.
2. Anchor the priorities in the SDGs.
3. The priorities should be inclusive and contribute to 'leaving no one behind.'
4. Define required UNCT capacities to better support the Government of Liberia
5. Support government coordination and resource mobilisation for the SDGs
6. Implement the UNCT decision inclusion of a gender goal.
7. Strengthen government leadership in each UNDAF pillar, and convene the Joint Delivering as One Government of Liberia/UN Steering Committee. Convene the joint Government-UN Steering committee.
8. Focus on the counties, and leverage UN assessments for strengthening county level decision-making, complemented by national policies on local governance.
9. Support the Government in enacting key legislation that ring fence gains in local governance, constitutional reform, equal representation and participation, land rights, domestic violence and etc.
10. Extend the current UNDAF, for one year to December 2018.

In addition, a discussion of how the mission could best support Liberia in light of the drawdown produced the following recommendations:

1. UNMIL should focus on offering its 'good offices' to support critical political processes and policy decisions that affect development programming.
2. UNMIL should support key UNCT activities from assessed contributions, step-up political analysis and communicate key messages.
3. The UNCT should develop a strategy to strengthen its programmes without UNMIL, while working on practical actions to facilitate a smooth transition, including timely assessments, information sharing and communications, the revival of the joint UNMIL-UNCT team and cross-country learning.



## THE BIG PICTURE: MAKING A DIFFERENCE, CRITICAL QUESTIONS

The following are key questions and issues that were raised at the beginning of the retreat to better situate the country context.

### Political

How does the UNCT support Government advocacy in enacting key legislative reforms that will maintain the gains and progress to-date?



What are the key legal reforms a how can UNMIL good offices advocacy support their enactment?

How can the UN support the Government in the elections, constitutional reform, reconciliation and the political transition? What role can we play in supporting participatory and inclusive processes?

How can the UN support effective governance in the security sector? How can the

UN support government efforts in advocacy in the respect of the rule of law and human rights?

How do we engage political leaders on the big picture issues? There is too much acrimony about the route, and too little discussion about the destination.

### Socio-Economic

1. How can the UN Country Team support the government in addressing marginalisation and exclusion and promote inclusion as a development issues, ensuring all from exclusion due to gender, age, identity and other issues?
2. How can the UN Country Team support the Government efforts in developing a strategy to achieve the SDGs? How can the critical role played community engagement in recovery and development be strengthened, building on the community role in fighting and stopping Ebola?
3. How can the UN Country Team engage development partners in mobilizing resources for the implementation of the SDGs in Liberia?

4. How can the UN Country Team Support Government efforts in adequately address gender, youth empowerment, human rights and climate change issues in Liberia?

### **Coordination**

1. How can the UN Country Team Support Government leadership and ownership of the UN Reform process?
2. How can the UN Country Team harmonize better, improve efficiency as a collectively?
3. How can the UN use assessments and data to support informed government decision-making?

## **UNDAF: PRIORITIZING AND STRATEGIC POSITIONING**

During the retreat, the UNCT reviewed the UNDAF key achievements, implementation bottlenecks, lessons learned/best practices and programmatic engagement/ strategic priorities for 2016 and 2018. The priorities were endorsed subject to a further review against the Revised Agenda for Transformation to ensure alignment to the national priorities.



### **PILLAR I: PEACE, SECURITY AND RULE OF LAW, MID-TERM REVIEW**

#### **Key Achievements (2013-2015):**

- Access to justice, security and protection services at the local level enhanced.
- Regional justice and security hubs established.
- Security councils at county and district level set up.
- GOL Plan for UNMIL Transition implemented and security responsibilities transferred.
- Specialised services for victims and survivors of SGBV set up.
- Police Act, Immigration Service Act, Firearms and Ammunition Act passed.
- Inter-institutional communication, coordination and cooperation enhanced.
- Lifting of UN Security Council Sanction regime on GoL.

## **PILLAR I: PEACE, SECURITY AND RULE OF LAW, MID-TERM REVIEW**

- Handover of full security responsibility to GoL.

### **Implementation Bottlenecks**

- Limited state authority and legitimacy due to continued capacity deficits.
- Continued fragmentation across the justice-security continuum.
- Severe budget constraints.
- Lack of political will, particularly when it comes to implementing critical reforms.
- Corruption, nepotism, favouritism.
- Impunity for SGBV and HTP.
- Lack of coordination and cooperation, also with partners outside UN system.
- Operational constraints.

### **Lessons Learned/Best Practices**

- Strengthen both the 'supply-side' and the 'demand-side' of the rule of law
- Ensure national ownership at every level.
- Focus on building/institutionalising systems and processes, as opposed to an ad hoc approach.
- Continue to capitalise on 'good offices' of UNMIL.
- Ensure proper data collection, M&E and reporting.

### **Programmatic Engagement/Strategic Priorities for 2016-2018**

- Continue to support and underpin legal, policy and institutional reforms that are also gender-sensitive.
- Enhance the presence, reach and capacity of the different justice and security institutions, especially at county level.
- Focus on strengthening accountability and oversight, as well as addressing governance (Legislature, Professional Standards Division, Courts Inspectorate Unit, Independent National Human Rights Commission, records management and archiving, civil society engagement, etc.).
- Promote grassroots approaches to safe and security (security councils at county and district level, community policing).
- Support the development of clear job descriptions as well as clear HRM guidelines.
- Engage with informal justice actors and processes to increase observation of international standards, with a focus on gender and juvenile justice.
- Support national efforts towards addressing SGBV and HTP (impunity).
- Support national efforts towards reducing pre-trial detention rates.
- Support the development of a Military Justice System (martial court).

## UNCT Pillar 1 Discussions

**Align the Programmatic Engagement/Strategic Priorities for 2016/2018 with the revised Agenda for Transformation (AFT).** The government of Liberia is currently reviewing the Agenda for Transformation. The UN should have a complementary assessment of the UNCT's 2016/2018 Strategic Priorities/Strategic Engagement, and ensure alignment to the Revised Agenda for Transformation priorities.

**Peace needs to be articulated more strongly.** The UNDAF pillar should integrate the contribution towards peace efforts. The 201- /2018 strategic priorities of should be informed by analysis of conflict drivers and triggers, including the issues around identity Peace encompasses social cohesion – addressing discrimination and barriers due to economic class, gender, age, etc.

## PILLAR 2: SUSTAINABLE ECONOMIC TRANSFORMATION

### Key Achievements (2013-2015)

- Provided Advisory and technical support for the development of agriculture and environment related policies e.g. the Liberia Agriculture Investment Programme; the Agricultural Sector policy. Liberia Agriculture Transformation Agenda (LATA).
- Over 182 hectares of lowland developed, rehabilitated and cultivated with rice and vegetables; established 4 Aquaculture parks (32 ponds) and 8 hatcheries' in Counties- Bong, Marghibi, Grand Bassa and Cape Mount (mainly youth).
- 100Mt of rice harvested from lowland fields. Additional 540 Mt of rice/41Mt of Beans aggregated from both lowland and other.
- Re-building livelihoods and community resilience of women's farmers associations (5000+ women in 300 groups in 4 counties) now engaged in small trading, small businesses and entrepreneurship.
- Procured and installed 13 pyrolytic incinerators at the Ebola Treatment Units in Monrovia to take care of waste management system and provided basic training to international and national personnel in installation/usage/maintenance.
- Constructed DeMontfort brick incinerators at 25 rural clinics in Bomi, Bong and Nimba Counties
- Procured 20 vehicles for the Ministry of Health to contain and control the Ebola outbreak
- Household income and expenditure survey 2014-15 conducted and report published.
- LCFS Report published.
- Human and institutional capacity of the SDG secretariat built (SGDs launched).
- LRA data centre installed.
- Solar lights and lanterns installed by women technicians in 4 rural communities in Bahr Town in Rural Monterrado, Juah Town in Grand Bassa, Salayea in Lofa and Bambala in Grand Cape.

## **PILLAR 2: SUSTAINABLE ECONOMIC TRANSFORMATION**

- Land Authority Act and National Urban Land Use and Management Policy produced through UN support.
- The urban land inventory produced a GIS base map for Ganta and Buchanan cities and Montserrado County.
- National Housing Policy for National Housing Authority produced through UN support.
- Inclusive Private Sector Development Strategy and industrial policy and growth corridor mapping policy produced.
- GoL human and institutional capacity built for contracts negotiations, concession agreements, and reviewing of oil and gas law.
- 600m of breakwater revetment completed and livelihoods restored in Buchanan.
- 3 Solar fish dryer installed in GC to prevent mangrove destruction.

### **Implementation Bottlenecks**

- EVD adversely affected agriculture sector.
- Multiplicity of GOL development frameworks undermined alignment and prioritization.
- Coordination within and with the government pillars has been a challenge.
- Inadequate and uncertain funding for recovery and long-term development interventions.
- Poor road conditions during the raining season, especially in the Southern-Eastern part of the country.
- Limited capacity: Human and institutional capacity - undermined sustainability.
- Limited and unreliable energy is stalling macro-economic activities.

### **Lessons Learned/Best Practices**

- Farmers Climate Change Adaptable Agriculture is an opportunity for replication.
- Micro-loans and VSLA systems involving women and youth have shown tremendous results and should be sustained.
- Local microfinance institutions are not strong and not reliable in service provision.
- Lowland farming ensures increased yields.
- Government is too concentrated on concessionaires rather than SME development.
- The government is still centralized and vulnerable groups in rural areas inadequately supported.
- There are number of surveys that should be conducted at country level, however the government has no capacity to implement them.
- Agricultural potential benefits are not fully utilized (under revenue collection from agriculture).

### **Programmatic Engagement /Strategic Priorities for 2016-2018**

## PILLAR 2: SUSTAINABLE ECONOMIC TRANSFORMATION

- Design and construction services for an outpatient Clinic and Regional Laboratory at Tappeta
- Construction of 24 Triage at existing health facilities, 3 Isolation Units capable of harbouring EVD patients without exposing Health Care Workers to unnecessary Infection risk and renovation of 2 Regional hospitals.
- Renovation of Liberia Institution for Biomedical Research – LIBR
- Procurement of core pieces of medical and laboratory equipment for the purpose of bolstering health service provision throughout the country
- Improve sustainable agriculture production, productivity and food supply value chain capacity (policy advice, agri-inputs, post-harvest prevention and market promotion, focus on rural women).
- Develop capacity for sustainable natural resource management and utilization (lowland, climate change adoptable agriculture, VGGT, etc.).
- Continue to support sustainable agriculture, forestry and fisheries (FFF and FFS, aquaculture, etc.)
- Continue strengthening human and institutional capacities in agriculture sector for coherent coordination, IMS and Monitoring.
- Step-up engagement in productive safety nets (focus on youth, women farmers, women WASH initiatives).
- Link SMEs to concessionaires in the extractive sector.
- Conduct fiscal space gap analysis for improved revenue collection.
- Conduct of 2018 Population and Housing Census (PHC).
- Food Security monitoring and surveillance system.
- Operationalize SDGs relevant to Pillar II

### UNCT Pillar 2 Discussions

**Anchor each priority on the SDGs.** Apply the following lessons from the WFP approach to food security: 1) The priority is anchored on the global Zero Hunger Initiative; 2) Communities engagement in determining priorities; 3) The priorities then become the basis for a strategic national agenda linked to the SDGs; 4) An advisory group of eminent leaders outside the UN was established to provide guidance and advice.

**Priorities should be inclusive and reflect how to ‘Leaving No One Behind’.** The priorities should reflect women empowerment, sustainability of effort, community empowerment and engagement.

**Define UNCT capacity to support the Government of Liberia:** It is critical to define UNCT capacity that will best support national efforts, mainly the expertise, best practice, ideas and networks that accessible for Liberia’s development.

**Support Government reallocation of resources to support SDG implementation:** Link the priority on fiscal-space gap analysis to a study of the government budget. This will enable the government to identify gaps and reallocate resources to support the SDGs.

**Support the government in coordinating and mobilizing new resources to support the SDGs.** Resource mobilization should be anchored on supporting the government coordinate resource mobilization efforts to achieve the SDGs.

**Infrastructure development.** The UNCT, can support infrastructure development focusing on the design, construction, rehabilitation and maintenance of infrastructure – such as schools, hospitals, community roads and bridges – that support Liberia’s recovery and resilience.

**Census.** The UN will support census preparation process, providing the Government an opportunity to design a data set that will help the government plan for the SDGs and identify groups the vulnerable.



## PILLAR 3: HUMAN DEVELOPMENT

### Key Achievements (2013-2015)

- The unprecedented EVD outbreak contained.
- Technical support provided for development of the Health Investment Plan.
- Early restoration of social services (after interruption by EVD) including health, education, social welfare, etc.
- Contributed to attainment of MDG 4 (reduction in infant & under five mortalities).
- UN System in Liberia supported the development of policies and strategies in line with the Fast-Tracking the AIDS Response (PMTCT, prevention, treatment scale-up) in line with the national priorities,
- Scaling up nutrition movement in Liberia to address stunting.
- Scale-up up family planning services.
- The unprecedented EVD outbreak contained.
- Technical support provided for development of the Health Investment Plan.
- Early restoration of social services (after interruption by EVD) including health, education, social welfare, etc.
- UN System in Liberia supported the development of policies and strategies in line with the Fast-Tracking the AIDS Response (PMTCT, prevention, treatment scale-up) in line with the national priorities.
- Scaling up nutrition movement in Liberia to address stunting.
- Scale-up up family planning services.
- Increased access to safe drinking water and improved sanitation.
- Operationalization of WASH Body under the chairmanship of the President.
- Increased access to WASH services in institutions (schools and health facilities).
- Feasibility study of water sector corruption/integrity.
- Improved capacity of teachers in child-friendly education.
- Increased access to child friendly education through establishment of ECD centres and construction of new schools and revising curriculum materials.
- Policies and strategies on Higher Education, VET, Girls' Education, Feeding, ICT reviewed/revised/developed.
- The Inter-Ministerial Task Force on TVET established in December 13, 2014 and is functional under the Chairmanship of the Minister of Youth & Sports.
- Essential Package for Social Welfare Services developed and National Social Protection Policy and Strategy finalized and adopted.
- Increase of birth registration of under five children from 4% to 25% (2007-2015).
- National Social Protection Policy and Strategy finalized and adopted; structures for managing cash transfer established;
- Scale up of school-feeding support.

## **PILLAR 3: HUMAN DEVELOPMENT**

### **Implementation Bottlenecks**

- Nearly collapse of social services due to EVD outbreak – biggest impact to health and education system.
- Inadequate funding for UNDAF implementation (funds diverted to EVD response).
- Suspension of all normal development programmes.
- Institutional bureaucracy in GOL resulting in delayed implementation.
- Sub-national level capacity to plan, implement and monitor programmes.
- Inadequate quality and quantity of skilled human resources;
- Lack of reliable data for effective and impactful planning and programming.
- Limited investment in social sector.
- Fragmented leadership resulting in weak coordination mechanisms (WASH, Social Welfare, etc.).

### **Lessons Learned/Best Practices**

- Inadequate leadership of the government in the UNDAF implementation (the steering committee irregularly met to monitor UNDAF implementation).
- Weak institutional capacity (finance and HR) and coordination and ownership.
- Inadequate government commitment and ownership to the UNDAF process.
- Inadequate and unreliable accurate data to inform policies and programmes.
- Decentralization and use of community-based structures is critical.
- Integration of emergency structures into development support/operations.

### **Programmatic Engagement/Strategic Priorities for 2016-2018**

Support implementation of the health resilient plan & EPHS with emphasis on:

- Maternal, new born, child and adolescent health,
- Health system strengthening,
- Integrated Disease Surveillance and Response, including IHR,
- Communicable, non-communicable diseases and neglected tropical diseases.
- System strengthening through supporting decentralization and functional EMIS that contributes to evidence-based programming and monitoring.
- Improving access to quality education particularly focusing on early childhood education, girls' education and alternative education for out of school children.
- UN System will provide normative guidance in the development of cutting-edge policies and strategies in prevention, treatment, care and support in the AIDS response and provide technical assistance in the implementation of the GF Grant.
- Increasing access to WASH.
- Advocacy with Government for increased investment in social sector.

## PILLAR 3: HUMAN DEVELOPMENT

- Support operationalization of relevant SDGs.

### UNCT Recommendations Arising from Pillar 3 Discussions

**Include a gender goal in the UNDAF.** Include gender goal in the UNDAF.

**Strengthen government leadership and ownership of UN Reform in Liberia.** In contrast to the sectoral committees, the UNDAF steering committee has not been convened for more than two years. The steering committee should be activated to strengthen government ownership, link all pillar priorities to the AfT, and advocate government allocation of its own funds.

**Focus on the counties.** The UN should prioritize county support and can leverage its different local assessments and analysis to help local authorities make better decisions, supported by enactment of the legal framework and decentralization programmes that empower local government.

#### **Integrated WASH:**

**Reframe WASH.** WASH should be part of a comprehensive programme that addresses health issues, AND needs, reduces the burden of unpaid care work, and creates opportunities for empowering women. WASH has its own value-chain as an industry. It requires technical skills, maintenance work and the provision of parts needed for infrastructure. Women can be empowered to play a role in each link of the value-chain.

## PILLAR 4: INCLUSIVE GOVERNANCE and PUBLIC INSTITUTIONS

### Key Achievements (2013-2015)

- Improved capacity of the National Elections Commission to independently conduct free, fair and transparent election.
- Disaster Risk Management – Act to establish an independent Commission passed into law and accompanying policy approved by Cabinet.
- Partial progress on decentralization and improved service delivery output. Enhanced service delivery at the county level through the County Service Centres; tremendous impact was achieved over the last eight months with the opening of four County Service Centres.
- Land Reform – the bill to establish the Land Authority passed in 2016 and Land Coordination Committees have been successfully piloted in seven counties.
- Major milestone achieved in the constitutional review process, with the validation of 21 proposals for legislative, policy and constitutional review.

### Implementation Bottlenecks

## **PILLAR 4: INCLUSIVE GOVERNANCE and PUBLIC INSTITUTIONS**

- Many of the initiatives undertaken by the UN require policy and legislative action or endorsement. Action from the legislature has not kept pace with the demand for structural change.
- Weak capacity of CSOs to effectively engage in governance reforms through advocacy; policy analysis and delivery of complementary services to communities.
- Weak capacity within national partners to adhere to compliance guidance and framework on operational issues.
- Market constraints in obtaining goods, services and capacities as per specifications required; issue of off-site payments.
- Inaccessibility to communities, especially during the rainy season due to infrastructure constraints; drawdown of UNMIL question.
- Poor energy infrastructure, connectivity and internet penetration.

### **Lessons Learned/Best Practices**

- Need for enhanced learning through feedback from monitoring and evaluation conducted as a means of informing policy and strategy revisions or validating policy and strategy positions.
- Commitment to joint action key: some output areas of the pillar suffered owing to chronic absence of lead agencies.
- Need for shared vision for post-conflict recovery, peace consolidation and development, with UNDAF fully aligned with the AFT.
- Operational integration/coordination in response to Ebola.
- Working with community and municipal structures is the best approach for sustainable results.
- Given mission context, engage political “good offices” of UNMIL complemented by the development expertise of the UNCT.

### **Programmatic Engagement/Strategic Priorities for 2016-2018**

- Constitutional Review – advocacy and legislative engagement to ensure agreed proposals go for referendum. Need to broker a consensus with stakeholders, including women’s minimum agenda.
- Ensuring a peaceful, transparent and gender sensitive 2017 election process with credible results that are accepted by a broad spectrum of stakeholders.
- Decentralization – ensure roll-out of a County Service Centre to 10 priority counties and accompanying passage of the Local Government Act; roll-out of implementation of key provisions of the Act.

## PILLAR 4: INCLUSIVE GOVERNANCE and PUBLIC INSTITUTIONS

- Gender equality - advocacy and legislative engagement for the adoption and implementation of the key GE legislation (e.g. Domestic Violence Law, Equal Participation and Representation Bill).
- Public sector/civil service reform – advocacy for the introduction of transitional provisions to protect and entrench the civil service from current administration to the next.
- Support the operationalization of the national Disaster Management Agency and institutionalize disaster management and early warning systems.
- Land reform – advocacy for the passage of the Land Rights Act, community engagement and conflict management over concessions.
- Support to advocacy, monitoring and reporting for SDG 16.

### UNCT Recommendations arising from Pillar 4 Discussions

***Develop a legacy legislative package.*** There is a comprehensive legislation that supports the work of the four UNDAF/AfT Pillars. Enactment of these legislation of these bills will protect the gains achieved under Her Excellency the President and can be part of her legacy.. These include:

- Local Government Act
- Domestic Violence Bill
- Participation and Representation Bill
- Land Rights Bill

***Go beyond SDG Goal 16.*** Provide support to the Government in advocacy, monitoring and reporting on international conventions, norms and standards that Liberia has ratified. (e.g. Liberia has ratified 25 international labor conventions, including the passage of the Decent Work Law in June 2015. This becomes an opportunity to support and monitor the efforts of government, labor and Chamber of Commerce create quality jobs that allow workers to exercise their rights, strengthen dialogue and extend the coverage of social protection).

### COORDINATION RECOMMENDATIONS:

#### UNDAF Extension.

The UNCT confirmed Government endorsement of the extension of the UNDAF to allow for UNDAF alignment to the Revised Agenda for Transformation, and respond to the evolving development architecture.

## Strengthen Joint Programs and Resource Mobilization.

The main elements identified for successful joint programming and programmes: 1) build on ongoing work; 2) strong government leadership and ownership; 3) the RC should champion the joint program and mobilize resources; 4) align the joint program with the national agenda; 5) ensure that the technical team and UNCT are fully apprised of developments on the joint program; 6) plan to access different possible funding sources (e.g. voluntary contributions, assessed contributions, government cost-sharing and different multi-donor trust funds and windows).

## UNCT-UNMIL ENGAGEMENT: THE WAY FORWARD

By December 2016, the Security Council will decide on UNMIL's withdrawal and presence in Liberia, and the transition to the UN Country Team. As UNMIL draws down, the UN Country Team must deepen the socio-economic programmes building on the gains made and consolidating and sustaining peace in Liberia.



UNMIL logistical and operational support will decrease, including county presence, therefore UNCT should consider their implementation capacities in the counties.

The UN Country Team should focus on:

- Offering its “good offices” to support critical political processes and policy decisions that affect development programming;
- Supporting key UNCT activities from assessed contributions;
- Upscale up political analysis, information and communication supporting ‘good offices’ functions and key messages.

The UNCT must scale up its development work and leverage the support of UNMIL’s “good offices.” UNMIL should focus more on the “intangibles derived from its advisory and mediating role,” while the UNCT should focus more on the “tangibles” arising from the implementation of the UNDAF.

It is critical that UNMIL communicates the right messages effectively – e.g. more citizens and communities should be aware of their potentials for self-help, and that while UNMIL will leave, the UN remains in Liberia. Capacity is often misconstrued in its dimensions- physical, financial, operational and technical, institutional must be considered. The capacity provided

by the UNCT is broader than the resources and staff to include the comprehensive support that Liberia can access through the UN Country Team connections, networks, knowledge and competencies.

The UNCT will develop a strategy to strengthen its programmes and planning for a future without UNMIL and the UN continued development support without UNMIL especially in the counties.

Assessed contributions received by UNMIL can complement the voluntary contributions mobilized by the UNCT. The assessed contributions can only be used for UNCT work that is directly related to the UNMIL mandate, and the proposals require demonstrable indication of country team capacity.



It is important to recognize that this transition is about the transition of Liberia and not just the UN. However, it is also important to be aware that support to government on the UNMIL mandated issues (e.g. constitutional reforms) is important and the UNCT continued engagement will be key.

Five pragmatic actions can be taken to facilitate a smooth transition:

1. A careful assessment of different scenarios associated with the drawdown, and its consequences on Liberia and the UN Country Team
2. Timely and predictable information on the drawdown (caveat: be flexible about expectations, as the mission may not always know everything about the drawdown).
3. Clear deadlines.
4. Learn from countries that have had similar experiences as Liberia and do not have a UN mission.
5. Revive or set-up a joint UNMIL-UNCT team to engage the government on transition issues.