



**Country Programme Action Plan
2008 - 2012**

between

The Government of Liberia

and

**The United Nations Development Programme
(UNDP), Liberia**

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I. THE FRAMEWORK

The Government of Liberia (GoL) and the United Nations Development Programme (UNDP), Liberia, are in mutual agreement to the content of this document and their responsibilities in the implementation of the country programme.

Furthering their mutual agreement and cooperation for the realization of the Millennium Declaration and Millennium Development Goals and the United Nations Conventions, Conferences and Summits to which the Government of Liberia and the UNDP are committed¹; and,

Building upon the experience gained and progress made during the implementation of the previous programme of Cooperation (2003-2007),

Entering into a new period of cooperation (2008 - 2012),

Declaring that these responsibilities will be fulfilled in a spirit of friendly cooperation, hereby agree as follows:

II. BASIS OF THE RELATIONSHIP AND LEGAL CONTEXT

1. The relationship between the Government of Liberia (GoL) and UNDP Liberia will be governed by the Standard Basic Assistance Agreement (SBAA) signed by both parties on the 27 April 1977. The SBAA defines the "basic conditions under which UNDP and its executing agencies shall provide assistance to the government in carrying out its projects, and under which the projects shall be undertaken". The SBAA notes in particular that any assistance should be furnished and received in accordance with the relevant and applicable resolutions, and decisions of the competent UNDP organs and subject to the availability of funds to the UNDP. It also notes that the Resident Representative shall have full responsibility and ultimate authority on behalf of the UNDP Administrator for the programme in all its activities in the country including full accountability and compliance with existing audit requirements.

2. This Country Programme Action Plan (CPAP) is a five-year framework defining mutual cooperation between the GoL and UNDP, covering the period 2008-2012. It is based on the development challenges identified in the UN Common Country Assessment (CCA) June 2006 and the UN response as outlined in the United Nations Development Assistance Framework (UNDAF), which in turn take into account the conventions and the Millennium Development Goals and lessons learned from previous and ongoing programmes. CPAP outcomes are derived from the Country Programme Document, as approved by the UNDP Executive Board. In addition the CPAP fully takes into account the concerns and commitments of Government as reflected in the iPRS. As the CPAP is a "living" document it is and will continue to be informed by the PRS process.

¹ These include, but are not limited to: The Universal Declaration of Human Rights (1948); The Convention on the Elimination of All Forms of Discrimination Against Women (1979); World Conference on Human Rights (1993); World Summit for Social Development (1995); Beijing Declaration and Platform for Action (1995); Ninth session of the UN Conference on Trade and Development (1998); United Nations Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects (2001); UN General Assembly Special Session on HIV/AIDS (2001); New Partnership for Africa's Development (2002); World Summit on Sustainable Development (2002); the Rome Declaration (2003); The Paris Declaration (2005), The World Conference on Disaster Reduction, Hyogo Framework of Action (2005).

3. The CPAP defines the broad outlines of the goals that the Government of Liberia and UNDP jointly subscribe to within agreed financial parameters. Programme components are organized by outcome as outlined in the UNDAF. The UNDAF and CPAP will be revised and aligned to the PRS. Achievements of the outcomes identified in the CPAP require identification/production of indicative programme outputs, which are also provided herein. Activities needed to produce these outputs are organized on an annual basis and described in Annual Work Plans (AWPs).

4. The AWPs shall thus be annexes to the CPAP. The CPAP shall be the instrument referred to as 'The Project' in article 1 of the SBAA between the Government of Liberia and the UNDP.

Part III. Situation Analysis

5. The peace agreement signed on 18 August 2003; the subsequent departure of Charles Taylor and the UN Security Council Resolution 1509 provided a renewed chance for peace and stability in Liberia, after many years of destructive war. The establishment of the National Transitional Government of Liberia (NTGL) and the implementation of the Results Focused Transitional Framework (RFTF) facilitated the subsequent holding of landmark national elections culminating in the accession to the Presidency of Liberia in January 2006 of Mrs. Ellen Johnson Sirleaf, the first democratically elected female President in Africa. The government and people of Liberia, with the support of the international community have made considerable progress towards achieving its immediate post conflict agenda of enhancing peace and security, revitalizing the economy, restoring the rule of law and democratic governance and improving basic social service delivery.

6. The government is currently implementing an Interim-Poverty Reduction Strategy (iPRS) which was endorsed at the Partner's Forum in Washington in February 2007. The document is founded on four strategic pillars: security, economic revitalization, governance and rule of law and basic social services and infrastructure. A full Poverty Reduction Strategy (PRS) will be completed by 31 March 2008 and will cover the period April 2008 – June 2011. The PRS will provide a framework for medium term socio-economic development infused with a strong conflict analysis as a basis for framing interventions.

7. The Human Development Index for Liberia was estimated at 0.319 (NHDR 2006). The National Human Development Report (NHDR), 2006 (www.lr.undp.org/nhdr/2006), estimates that half of the estimated population of 3.6 million people, lives on less than half a US dollar per day with 86 percent living in rural areas. Unemployment in the formal sector is estimated at 80 percent, characterized by pervasive youth unemployment.

8. Liberia has begun to recover from the ravages of a 13-year civil war, but still shows social indicators that are below average for West Africa and some are among the world's lowest. According to preliminary results of the 2007 Liberia Demographic and Health Survey (LDHS) supported by USAID, UNICEF, UNDP and UNFPA, the latest estimates are provided below: infant mortality rate estimate is 72 per 1,000 live births; under-five mortality estimate is 111 per 1,000 live births. The 2007 estimate on maternal mortality is 994 per 100,000 live births. Only an estimated 32 per cent of the entire population has access to safe drinking water and less than 24 per cent to adequate sanitation (World Food Program 2006). Adult literacy is 37 per cent (50 per cent male and 24 per cent female) and gross enrolment in primary school is estimated at 69.5 per cent (Ministry of Education School Census 2005/2006). HIV/AIDS sero-prevalence rates tested at antenatal care surveillance sites in urban areas is 5.7 per cent (Liberia's Global Fund Proposal). The first Liberia Millennium Development Goals Report, 2004 (www.lr.undp.org/MDGR/2004) concluded that most of the Millennium Development Goal targets may not be achieved by 2015. However, there is still a lack of nationally representative gender disaggregated data on key socio-

economic indicators to facilitate effective evidence-based gender analyses and consequently support effective planning and decision-making.

9. The iPRS indicates that Liberia's economy has experienced a downward trend since the 1980s. GDP per capita declined from \$1,269 in 1980 to \$163 in 2005- an 87 per cent decline. Revenue from exports also plummeted from \$486 million in 1978 to about \$10.3 million in 2004. External debt is about \$3.7 billion (mid-2005) which is equivalent to 800 percent of GDP and 3,000 percent of exports. Domestic debt, including salary arrears, is estimated at about \$700 million, a significant part of which is owed to the banks, including the Central Bank of Liberia.

10. Sustaining the current governance reforms will be crucial to the consolidation of peace and stability, revitalizing the economy and fighting poverty. To this end, the Armed Forces of Liberia and the Liberia National Police are undergoing restructuring with assistance from United Nations Mission in Liberia (UNMIL) and, Government of the United States of America. The Government has produced, with UNDP support, a national security strategy. However, success in the security sector reform process will also be contingent on the necessary legal, judicial and constitutional reforms as well as the effective completion of the Rehabilitation and Reintegration components of the Disarmament, Demobilization, Rehabilitation and Reintegration programme which operationally ends in December 2008.

11. Despite the achievements realized so far, the critical issues of exclusion and marginalization, corruption, ethnic and class animosities and rivalries which were the main roots of the conflict have not been fully addressed. This situation is compounded by the lack of robust economic growth necessary for effectively addressing the widespread poverty in the country.

12. Liberia suffers from enormous institutional and human capacity constraints. The public service and other state enterprises are decimated, civil servants are inadequately remunerated, have poor morale, and in the overall, ill-equipped to support the delivery of basic services to the people. The skilled human resources required to steer the reforms reside outside the country as there is not yet an enabling environment and incentives to attract them back. Donor resource utilization is not optimum. Rebuilding Liberia requires a holistic capacity building agenda targeting individuals, institutions and the entire society.

Part IV. Past Cooperation and Lessons Learned

13. UNDP Country Programme 2003-2007 focused on six strategic programme areas, namely, i) Disarmament, Demobilization, Reintegration and Rehabilitation (DDRR); ii) democratic governance, iii) community based recovery, iv) human rights, protection and gender; v) capacity building for HIV/AIDS response; and vi) environmental management. The combined effect of these programme areas contributed immensely to the national objectives of achieving peace and security and to UNDP's corporate (MYFF) goals of reducing poverty and achieving the MDGs. A total of \$119.356 million was expended in support of national programmes and projects.

14. UNDP's assistance during the past Country Programme includes (see <http://www.lr.undp.org>) the following: disarmament, demobilization, rehabilitation and re-integration to 62,834 of the 103,019 ex-combatants under the direction of the National Commission on DDRR, support to the National Elections Commission that facilitated the holding of peaceful, free and fair elections of October and November 2005 and support to the Truth and Reconciliation Commission (TRC). Through the provision of financial and technical support to communities across the country and using the District Development Committees (DDCs) as the basis for a new local governance structure, new avenues for intervention emerged. These include micro-credit with a focus on women groups and community arms collection for development. The support to communities in the form of human rights, education, gender training, health centers and bridges and roads across the country has facilitated the recovery process in rural Liberia. UNDP support also contributed to enhancing transparency in Governance, especially, promoting the forging of national strategy on

governance reform, including a census on the civil service, review of the functions, mandates and structures of 18 government ministries and three agencies, Code of Conduct for Public Servants, National Anti-Corruption Strategy and security sector reform.

15. Several evaluations and programme assessments of UNDP-supported programmes reveal significant efforts in addressing systemic capacity and institutional deficiencies, most notably in the legislature, civil service and civil society. The mid-term evaluation of the DDRR programme in 2006, for example, concluded that “the challenge of effectively reintegrating ex-combatants in an economy facing sanctions on diamond and timber trade, with an unemployment rate of 86 per cent is simply enormous”. Notwithstanding this conclusion, however, this evaluation concluded that “DDRRP has performed to satisfactory levels of implementation towards the achievement of its immediate objective of consolidating national security”.

16. The following lessons can be drawn from the implementation of UNDP’s 2003-2007 programmes: (a) The use of Direct Execution modality enabled UNDP to achieve planned results given the inadequacy of individual and institutional capacities. In future, the new programme component will seek to build the capacity of national institutions by setting up more robust partnership arrangements, increasing networking with partners, and streamlining execution and implementation modalities of programmes in line with UN reform. (b) The use of national and international UNVs provided capacity support to the CO in the six programme areas and should continue in the new CPD. (c) Building on the gains of the DDRR, the Early Recovery programmatic approach proved to be a unifying process for all sectors and brought development closer to the people. The new country programme needs to lay emphasis on county revitalization, community and local development to support broad-based, inclusive development. (d) A DDRR Programme must never be started if all the stakeholders are not operationally prepared and the management information system (MIS) is not up and running before the first reception centre is opened. Where technically feasible, and depending on the size of the country, the MIS should be decentralized to allow for quick discharge from the cantonment centers. (e) Adequate human, financial and logistical resources should be provided for the systematic monitoring and supervision of reintegration assistance to ex-combatants and the tracking of the beneficiaries in the reintegration programmes. Failure to do so could have consequences which could prevent the programme from achieving its intended objective of consolidating national security. (f) To combine UN capacities, knowledge, expertise and resources in support of strengthening local government, the UN created the County Support Team (CST) mechanism in 2006, within which UNDP plays a crucial role. The CST mechanism has added considerable value in the post-conflict context by providing a framework for UN action at the local level as well as assisting local authorities to organize, build their capacity and strengthen their relationship with the centre. The new country programme needs to build on and strengthen this mechanism as well as ensure linkage with other local level initiatives.

V. Proposed Programme

17. This GoL/UNDP (2008-2012) programme is based on the above mentioned challenges, lessons learned in a special country programming context as well as on the analysis arrived at in the CCA, UNDAF, the MDG progress report and the Interim Poverty Reduction Strategy. Capacity development will be a crosscutting strategic programming focus of the CPAP, in line with the UN reforms, the UNDP Strategic Plan (2008-2011) and the imperatives of UNDP’s Africa region-wide strategy of promoting local Capacity Development for Pro-poor Growth and Accountability (CD-PGA).

18. The programme will also support the implementation of the Bureau of Crisis Prevention and Recovery (BCPR) eight point agenda for women empowerment and gender equality and other

international conventions including the Convention on the Elimination of all forms of Discrimination Against Women and the United Nations Security Council Resolution 1325 on Women, Peace and Security. The country programme will support mainstreaming gender issues into national policies and frameworks while promoting equality in terms of socio-economic opportunities. This will enhance inclusiveness and solidarity among a war-affected population. It will also support capacity building among duty bearers within government, civil society and existing gender networks.

19. Within this context, UNDP in collaboration with the GoL and other stakeholders has identified two key programmatic pillars: Pro-poor Economic Development and Democratic Governance. Each pillar will be divided into components as follows:

Pro-Poor Economic Development

- *Economic Policy and Management:* Consisting of policy support and economic management, aid coordination and statistical development and national capacity building.
- *Sustainable Local Economic Recovery:* Including Community-based Recovery and Development, Sustainable management of the Environment and pro-poor financial services.

Democratic Governance

- *State Capacity and Institutional Strengthening:* Focusing on democratic governance and rule of law, public administration reform, electoral administration and management, legislative strengthening, CSOs strengthening, youth and leadership development and decentralization and local capacity development
- *Peace and Security Consolidation:* Including Peace Building, Community Security and Social Cohesion

20. The shift to two programme areas from the previous six strategic areas is undertaken in an effort to consolidate and ensure alignment with GoL national development priorities and UNDP's corporate strategic direction.

21. Particular attention will be accorded to the linkages between the two pillars and related opportunities for joint programming. Gender, HIV and AIDS and Volunteerism will be key cross-cutting concerns of special focus and will be integrated into activities throughout the programme. A special focus will also be placed on development of national capacities, enhancing national ownership, advocacy for an enabling policy environment and forging partnerships for cross-cutting issues.

Pillar 1: Pro-poor Economic Development

22. This programme pillar contributes to achieving UNDAF Outcome 2: National Economic Policies and Programmes are being implemented to support equitable, inclusive and sustainable socio-economic development. In order to contribute to the achievement of this outcome, UNDP will focus its assistance on capacity development for pro-poor growth and with specific attention to achieving the MDGs and establishing links to human development and pro-poor, human rights-based, and gender-focused approaches. In addition, it will provide a mix of policy level support as well as downstream interventions for example micro-credit/finance that will expand income opportunities and sustainable livelihoods for the poor and marginalized.

23. Critical entry points include access to services and creation of opportunities for income generation. In this regard, Government and CSOs have supplementary role to play. For government, the capacity to undertake economic actions is critical and for the CSO sector, the capacity to enforce accountability and transparency is critical.

24. In this regard UNDP support will focus on enhancing the Government's capacity to undertake appropriate economic actions while for CSOs, the focus would be on enhancing their capacity to enforce accountability. For CSOs, improved access to and usage of information, capacity development and actual opportunities to enforce accountability are critical success factors.

Component One – Economic Policy and Management

a) Policy Support and Economic Management

25. UNDP will seek to support the government develop a sound policy and strategic capability for advancing the national recovery, reconstruction and development agenda. This will be done through policy analyses, research and strategic studies, ensuring that all partners have access to the essential information to formulate responses to the challenges of reconstruction and development. Strong emphasis will be accorded to sound intelligence, analytical rigor and evidence-based research. In advancing its policy work, UNDP will maintain a multidisciplinary approach involving substantive dialogue with key actors, ensuring real time response to the fast-changing national economic, political, and social policy as well as development market trends.

26. In the area of Economic Management, the CO will also intensify its policy advice to wider UN and GoL partners on economic and development issues (including the environment, gender, etc.), embodied in the Liberia Economic Review, the PRS, RFTF/LRDC architecture, partners' profile, price monitoring and market intelligence studies and the NHDR. Current undertakings include support to the implementation of the MDG-based Poverty Reduction Strategy (PRS), participatory poverty assessments, the articulation of a labour market survey intended to establish baseline statistics for monitoring and evaluating employment creation in line with PRS objectives, the formulation and implementation of a pro-poor employment policy, analysis and dissemination of the CWIQ survey, poverty and social impact studies and integrated trade framework for Liberia. Also to be addressed will be the core development intelligence and research, monitoring and analyzing major socioeconomic development trends and advising management and programmes of pertinent issues.

27. In addition, the PRS, which is MDGs-based, is being finalized and upon completion, UNDP would support its implementation. UNDP's support will be at four levels – analysis, advocacy, monitoring and evaluation and operations. Through the support and collaboration of UNDP's MDGs support teams, Liberia's MDG Needs Assessment and Costing exercise will be completed, the result of which will inform the MDG-based PRS. At the operational level, two "Millennium Villages" projects, for which resources are being mobilized, will be implemented.

b) Aid Coordination and Statistical Development

28. Under this stream, the CO will provide substantive support to national development management and aid coordination mechanisms as well as implementation frameworks. Support to the LRDC, PRS, aid coordination and statistical development will be the key service lines. In this regard, it will continue working closely with and within the integrated mission, maintaining support to key national transitional instruments such as the Governance and Economic Management programme (GEMAP), Liberia Reconstruction and Development Committee (LRDC) and its economic revitalization pillar, the missions Consolidation, Drawdown and Withdrawal (CDW) and the Strategic Policy Group (SPG). Strategic partnerships will be forged with donors, private sector and business on a wide range of issues and areas of mutual importance, as well as across pillars, sectors and projects. Partners' profiles will be developed to bolster networking and as Liberia moves into direct budget support environment, UNDP will seek to strengthen GoL's capacity to manage external resources more effectively and engage with donors along the lines of the Paris Declaration.

29. With regard to statistical strengthening, the CO will seek to build on the NIMAC and, Information Management Office (IMO) initiatives in collaboration with LISGIS and other related initiatives, strengthen capacity for information collection and management as well as support monitoring and evaluation capacity at national and local levels. It will also seek to provide information management services to the Government and development partners, supporting relief, recovery and reconstruction efforts through the provision of information products and services; and, supporting the monitoring and tracking of progress of the, MDGs, PRS, CDAs and other development frameworks within Liberia.

c) National Capacity Development

30. In order to accomplish the above, a special focus on strengthening the national capacity will be intensified. This is a growing area of responsibility and expertise for UNDP, as restoration of capacity occupies an increasingly important place in post-conflict processes and service delivery aimed at fostering and consolidating public service reforms. Capacity development will be central to the country programme priorities and will also be through the utilization of well conceptualized and implemented volunteer initiatives. While building on and further seeking to scale-up the three principal emergency capacity building projects (Liberia Emergency Capacity Building Support, TOKTEN, SES), of which some significant results are already evident, UNDP will support the development of a longer term, 10-year national capacity development programme to provide structure and coherence, as well implementation framework for national efforts at capacity development.

Component 2: Sustainable Local Economic Recovery

a) Community-Based Recovery and Development (CBRD)

31. The two key sectors of focus for the CBRD will be enhanced governance at the district level as well as direct support of pro-poor growth initiatives at community level guided by respective County Development Agendas (CDAs) and the PRS. Strong linkages will be forged between this activity and the Community Security approach given the complementary nature of these two interventions.

This sub-component will support the following activities:

- Support the basic infrastructure for livelihood such as farms-to-market roads/bridges, market centres, post-harvest facilities, access to basic health and education services at the district level highlighting the spirit of volunteerism in the communities through specific and complementary initiatives ;
- On a small scale, support supplementary funding to the renovation works of administrative buildings being rehabilitated by the CST project;
- Institutional capacity development at the district level to compliment and provide linkages to the work of the CST at the county level;
- Vocational training and employment schemes for women and youth as well as entrepreneur and micro-enterprise development for the most vulnerable communities at the district level. This will be linked to the UNDP- microfinance project.

b) Sustainable Management of the Environment

32. The overall objective of the sub-component is the development of national, local and sectoral policies, strategies and action plans for environmental management including natural resources,

energy, waste management. This component contributes to Millennium Development Goal 7 “Ensuring environmental sustainability” with targets in areas of land management and forest cover, biodiversity, energy access and use, and antipollution measures. This will be achieved through:

- Supporting the development, mainstreaming and implementation of a national environmental action plan which includes Disaster Risk Reduction
- Developing the capacity of national institutions, for example, EPA, MoA, MIA, FDA, National Disaster Management Commission (NDMC) MLME and MPEA and local communities in environmental management and protection, etc.
- . Developing environment impact assessment (EIA) guidelines and environment action plans
- Support the drafting and finalization of a National State of Environment (SoE) Report

c) Pro-Poor Financial Services

33. This sub-component will ensure that the poor and low income households have access to financial services, by strengthening providers of microfinance service and addressing supporting the implementation, monitoring and evaluation of the national policy framework. This will be achieved through:

- Expanding outreach of microfinance service through support to a broad range of providers to service the working poor/Community Credit Unions (particularly women) and using the National UNV scheme where appropriate.
- Develop the capacity of microfinance service providers, national institutions including the Universities and the Microfinance Network
- Supporting the creation of an enabling policy and regulatory environment for Microfinance
- Capacity development of community credit unions through training and the provision of material support and micro-credit/microfinance particularly to women
- Support to business development services

Pillar 2: Democratic Governance

34. This programme pillar contributes to achieving UNDAF Outcome 3 which is: “Democratic, accountable and transparent governance is being advanced in a participatory and inclusive manner and in accordance with human rights standards”. The overall objective is to enhance national and local capacity to articulate, formulate and implement policies and programmes in a participatory, gender sensitive and accountable manner, for the promotion of democracy, and the consolidation of peace and security.

35. The first component which seeks to strengthen state capacity will cover two sub-components, namely (i) Democratic Governance and Rule of Law and (ii) Decentralization and Local Capacity Development. Under the democratic governance and rule of law, the key service lines will include legal and judicial reform, public administration reform, legislative strengthening, electoral administration and management and CSOs strengthening. Under the decentralization and local government sub-component, the key service lines will include the development of a decentralization policy; capacity development for local authorities along a range of areas such as financial management, information management, planning, monitoring and reporting, etc.

36. The second component will seek to support the consolidation of Peace and security and will focus on two key sub-components, namely, (i) peacebuilding and (ii) community and human security, details of which are described below.

Component one: State Capacity and Institutional Strengthening

a) Democratic Governance and Rule of Law

37. This sub-component will seek to contribute to the building of a democratic culture and governance system in Liberia through support to institutions and processes that are responsive to the needs of the citizens, especially the poor and marginalized. In addition, it will seek to support the government's efforts to create a more efficient, accountable and transparent public administration. The component will also contribute to upstream advocacy and policy advisory services on general and specific issues of governance, provision of technical support for policy and reforms and sustainable development, human rights, gender, electoral mechanisms and decentralization. The capacity of key national institutions including CSOs involved in promoting democratic governance, human rights, conflict prevention, and the fight against corruption will be developed. For CSOs, improved access to and usage of information, capacity development and actual opportunities to enforce accountability are critical success factors.

38. Specific emphasis will be laid on fostering civic engagement in various reform and development processes- including but not limited to public administrative reforms, rule of law and decentralization and local development. Some of the specific service lines will include the following:

i. Rule of Law/Judicial Reform –

- Support to dialogue on legal and judicial reform
- Capacity development of the Ministry of Justice (including support to its Department of Human Rights)
- Capacity development of the judicial system (through training for law professors, judges and court clerks, training for prosecutors, correction workers, magistrates, justices of the peace, juvenile judges, paralegals,
- Support to the Judiciary Information Management System
- Technical and logistical support provided to national Human Rights institutions

ii. Public Administration Reform

- Support finalization and implementation of the revised roles, mandates and structures of Ministries and agencies of government
- Support national anti-corruption initiatives through training, exposure visits, provision of technical and material support;
- Support the implementation of the NGO Policy and Guidelines for operations
- Support the finalization and implementation of the National Gender Policy, including a strategy for a gender responsive budgeting in Government ministries;
- Support the Development of PRS and Sector plans of Government Ministries to mainstream HIV/AIDS and provide support to the National AIDS Commission (NAC)

iii. Electoral Administration and Management

- Capacity development of the NEC through establishment and equipping of a Project Implementation Unit, support to study tours and conferences
- Support to civic education and civic engagement
- Support to elections law reform, boundary harmonization as well as the holding of local and national elections

iv. Legislative Strengthening

- Support to the implementation of the strategic plan for the Legislature
- Capacity development: Provision of expert consultancy support to selected committees, support to research, documentation and drafting capacity through UNVs and interns and training;

v. Youth and Leadership

This sub-component will support the development and promotion of youth-focused initiatives through:

- Capacity development of Federation of Liberian Youth through provision of material resources, support to conferences and study tours
- Supporting the National Youth Volunteer Scheme

b) Decentralization and Local Capacity Development

39. This sub-component will support the concretization of the Government's exhibited political will to promote popular participation and inclusive democracy. The programme component will enhance community empowerment and participation through improved community level access to information and strategic resources, awareness raising and capacity building. It will build capacity of local administration in assessing, planning, coordinating and raising resources for and delivering essential services in support of the consolidation of state authority and recovery. This will focus on:

- Strengthening Capacity of Local Administration through the CST mechanism
- Strengthening county information and data management capacity
- Supporting the elaboration of a national framework on Decentralization
- Supporting the establishment and elaboration of procedures, processes and systems for effective public financial management and expenditure and infrastructure/service delivery

40. Synergies will be built between the County Support Teams, the Decentralization and Local Development and Community Based Recovery and Development components along the lines of infrastructure/service delivery and local capacity development and information management.

Component two: Peace & Security Consolidation

41. This component will contribute to UNDAF Outcome 1, that is, National and local authorities increasingly have the capacity to provide security, manage conflict and prevent violence, respecting human rights. The sub-components are:

a) Peace-building

42. UNDP will support peace-building initiatives at the national and community level. The support will strengthen existing mechanisms and promote a framework for dialogue on Peace and Development

- Promote a dialogue process on national visioning
- Strengthen the capacity for peace building initiatives and conflict sensitive development
- Support alternate conflict resolution mechanisms through the implementation of "legal clinic" run on a voluntary basis with also involvement of UNV.
- Support to control and reduction of electoral violence
- Support provided to activities of the Truth and Reconciliation Commission (TRC)

b) Community Security and Social Cohesion

43. This sub-component will seek to support the restoration of security at the local level in order to lay out the foundations for local development. In particular, it will seek to address those factors which negatively impact on the physical security of individuals and community members, Small arms, HIV and AIDS, sexual and gender-based violence, disasters etc. Strong linkages will be forged with national and local entities especially the MoJ, LNP, BIN, MoD, MIA, NACP/MoH to effectively discharge their mandates. Some of the activities under the sub-component will include the following activities:

- Develop capacity of the Liberia National Police (LNP) and of the Bureau for Immigration and Naturalization (BIN)
- Support to the reduction of SALW proliferation (through the Arms for Development Programme and continued support to the Liberia National Commission on Small Arms (LINCOSA) and the Liberia Action Network on Small Arms (LANSA).
- Support interventions that would protect women and girls from sexual and gender-based violence
- Develop the capacity of local partners including NGOs and local government for data collection and analyses.
- Support the development of community safety security plans
- Reduce the incidence of armed violence, notably in urban settings through support to a Safer Cities project in Monrovia, Gbarnga, Voinjama, Buchanan and Harper
- Support the development of community policing initiatives
- Strengthening capacity of selected CBOs and NGOs to provide quality care and support to orphans and People Living With Aids (PLWA) by incorporating income generating activities into HIV/AIDS interventions in collaboration with other UN agencies

V. Partnership Strategy

44. In the development of the CPAP and the roll-on AWP, close consultation with the following stakeholders will form the core of the strategy; UN agencies and UNMIL, government ministries, CSOs, CBOs, private sector, bilateral/multi-lateral development partners, national technical and policy institutions. Work with these agencies may continue subject to their satisfactory delivery of results agreed upon on an annual basis. This will be done through annual reviews where programme stakeholders will determine continuation of the partnerships.

45. The continued involvement of UNDP in the various donor coordination meetings will be ensured so as to promote complementarity and synergies in support of national priorities. As such, active relations will be maintained with donors on a wide ranging number of issues and areas of mutual importance, especially across PRS pillars, sectors and projects. Membership will be maintained in key committees such as the LRDC, EGSC. In this way, UNDP will intensify its support to Government, bolstering its capacity to manage external resources more effectively and engage with donors more effectively in line with the Paris and Rome Declarations.

46. At the regional level, an active consultative and information sharing relationship, including exchange visits, will be maintained with regional bodies such as ICGL and MRU which have maintained a strategic role in resolving regional issues of sensitive political ramifications. Additionally, partnerships will be strengthened with regional powers that have played a significant role in Liberia's transition, such as Ghana and Nigeria, under the framework of ECOWAS and AU.

47. For the bilateral, UNDP will seek to maintain very active and sustained cooperation in various areas, explore resource mobilization opportunities in support of the programme and capacity development activities to be implemented. These will include Canada, Denmark, Finland, France,

Germany, Ireland, Japan, Norway, Sweden, UK and USA, UNDP will also seek new engagement with non-traditional partners with a growing strategic influence in Liberia including China, Spain, Luxembourg, Greece, Morocco, Libya and Saudi Arabia.

48. Opportunities for expanded collaboration with International Financial Institutions would be sought. These would include the World Bank, African Development Bank, International Monetary Fund.

49. UNDP will intensify its work, operating under the integrated mission and UNDAF to ensure maximum UNCT support to the development of Liberia, as outlined in the Liberia interim Poverty Reduction Strategy (iPRS) and in the realization of the MDGs. In this regard, joint programmes will be developed to maximize on the synergies among UN agencies, especially in the areas of HIV/AIDS, conflict peace building, CST, SGBV, gender policy and capacity development, food security, etc add new areas of joint programming. Through the CST mechanism, UNDP will partner with the government, the UNCT and other development partners to build the capacity of local administration in assessing, planning, coordinating and raising resources for, and delivering essential services to consolidate civil authority and speed up recovery.

VI. Programme Management

50. The programme will be executed by UNDP using a mixture of Direct Implementation and National Implementation under the overall coordination of the Ministry of Planning and Economic Affairs. Government ministries, NGOs and INGOs will implement the activities in the AWP. The AWP describe the specific results to be achieved and will form the basic agreement between UNDP and each implementing partner on the use of resources.

51. In programme design and implementation, UNDP works closely with key partners. The country programme builds on the United Nations reform principles, especially simplification and harmonization, by operating in line with the harmonized common country programming instruments such as the UNDAF results matrix, monitoring and evaluation, and programme resources frameworks in the CPAP and the AWP. To the extent possible, UNDP and partners will use the minimum documents necessary, namely the signed CPAP and signed AWP to implement programmatic initiatives. However, as necessary and appropriate, project documents would be prepared using, inter alia, the relevant text from the CPAP, and AWP. UNDP will sign the project documents with partners in accordance with corporate practices and local requirements. In line with the UNDG Joint Programming Guidance Note, the scope of inter-agency cooperation is strengthened to cultivate new programme and geographical convergence.

53. All cash transfers to an Implementing Partner are based on the Annual Work Plans agreed between the Implementing Partner and UNDP.

54. Cash transfers for activities detailed in AWP can be made by UNDP using the following modalities:

1. Cash transferred directly to the Implementing Partner²:
 - a. Prior to the start of activities (direct cash transfer), or
 - b. After activities have been completed (reimbursement);
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;
3. Direct payments to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners

² This will be preceded by a capacity assessment of the Implementing Partner

VII. Monitoring and Evaluation

55. Monitoring and evaluation of the CPAP will be undertaken in line with the UNDAF results matrix and monitoring and evaluation plan. The Government and UNDP will be responsible for setting up the necessary M&E mechanisms, tools and conducting reviews, in order to ensure continuous monitoring and evaluation of the CPAP, with the view to ensuring efficient utilization of programme resources as well as accountability, transparency and integrity. The implementing partners will provide periodic reports on the progress, achievements and results of their projects, outlining the challenges faced in project implementation as well as resource utilization as articulated in the AWP. The reporting will be in accordance with the procedures and harmonized with UNDP to the extent possible.

56. There will be an annual programme review exercise in December 2008 and each December thereafter. On the basis of a Joint UNDAF Annual Review, the Government of Liberia and UNDP, will revisit the CPAP results and resources framework and prepare the following year's Annual Work Plan. A Mid Term UNDAF evaluation will be conducted in December 2010 and Terminal CO Programme and UNDAF evaluation in December 2012 to inform and guide preparation of the next UNDAF and country programme action plan.

57. Implementing partners agree to cooperate with UNDP for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UNDP. To that effect, Implementing partners agree to the following:

- Periodic on-site reviews and spot checks of their financial records by UNDP or its representatives,
- Programmatic monitoring of activities following UNDP's standards and guidance for site visits and field monitoring,
- Special or scheduled audits. UNDP, in collaboration with other UN agencies (where so desired: and in consultation with the Ministry of Planning and Economic Affairs will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by UNDP, and those whose financial management capacity needs strengthening.

58. To facilitate assurance activities, Implementing partners and UNDP may agree to use a programme monitoring and financial control tool allowing data sharing and analysis.

59. The audits will be commissioned by UNDP and undertaken by private audit services. The Implementing Partner may participate in the selection of such a public accounting firm from a shortlist of accounting firms pre-approved by UNDP).

60. Assessments and audits of non-government Implementing Partners will be conducted in accordance with the policies and procedures of UNDP.

Part VIII. Commitments of the UNDP

61. UNDP will commit US\$18,000,000 of regular resources to this CPAP for the five-year period (2008-2012) subject to availability of funds.

62. UNDP also makes a commitment to mobilize \$100,000,000 of other resources, subject to donor interest some of which will be used for joint programming activities under the UN system.

63. The Regular and Other resources funds are exclusive of funding received in response to emergency appeals.

64. The types of support to be provided to national counterparts by the UNDP-Liberia Country Office may be the provision of support services for implementation of activities, such as assistance with reporting requirements and direct payment. In providing such support services, the UNDP Country Office shall ensure that the capacity of the partners is strengthened to enable it to carry out such activities. The costs incurred by the UNDP-Liberia Country Office in providing such support services shall be recovered from the administrative budget of the office.

65. In addition, the UNDP-Liberia Country Office may provide the following support services for partner activities in the CPAP:

- Identification and assistance with and/or recruitment of project and programme personnel; procurement of goods and services in accordance with the UNDP regulations, rules, policies and procedures;
- Identification and facilitation of training activities, including fellowships and study tours;
- Access to UNDP-managed global information systems, the network of UNDP Country Office and specialized information systems, including rosters of consultants and providers of development services.

66. UNDP will ensure coherence between the CPAP/AWP, UNDAF results matrix and MDGs, including M & E reporting. Through annual reviews and periodic progress reporting, responsibilities between UNDP, the Government and implementing partners will be emphasized.

67. In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners, UNDP shall proceed with the payment within seven working days as per agency schedule.

69. UNDP shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.

70. Implementing partners agree to cooperate with UNDP for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UNDP. To that effect, Implementing partners agree to the following:

- Periodic on-site reviews and spot checks of their financial records by UNDP or its representatives,
- Programmatic monitoring of activities following UNDP's standards and guidance for site visits and field monitoring,
- Special or scheduled audits. UNDP, in collaboration with other UN agencies (where so desired: and in consultation with the Ministry of Planning and Economic Affairs will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by UNDP, and those whose financial management capacity needs strengthening.

71. To facilitate assurance activities, Implementing partners and UNDP may agree to use a programme monitoring and financial control tool allowing data sharing and analysis.

72. Assessments and audits of Implementing Partners will be conducted in accordance with the policies and procedures of UNDP.

IX. Commitments of the Government

73. The Government will honor its commitments in accordance with the provisions of the Standard Basic Assistance Agreement (SBAA) of 27 April 1977. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to UNDP's property, funds, and assets and to its officials and consultants. In addition the Government will accord to UNDP and its officials and to other persons performing services on behalf of UNDP, the privileges, immunities and facilities as set out in the SBAA.

74. Mechanisms for participatory planning, monitoring and evaluation on the progress of the country programme involving civil society and other development partners will be implemented. The Government is also committed to organize periodic programme review, planning and joint strategy meetings and where appropriate, coordination of sectoral and thematic development partners groups to facilitate the participation of donors, civil society, private sector and UN agencies. In addition, the Government will facilitate periodic monitoring visits by UNDP staff and/or designated officials for the purpose of monitoring, meeting beneficiaries, assessing the progress and evaluating the impact of the use of programme resources. The Government will make available to UNDP in a timely manner any information about policy and legislative changes occurring during the implementation of the CPAP that might have an impact in co-operation.

75. A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the Annual Work Plan (AWP), will be used by Implementing Partners to request the release of funds, or to secure the agreement that UNDP will reimburse or directly pay for planned expenditure.

76. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.

77. Cash transferred to Implementing Partners should be spent for the purpose of activities as agreed in the AWP's only.

78. Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the AWP's, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds. Where any of the national regulations, policies and procedures is not consistent with international standards, the UN agency regulations, policies and procedures will apply.

79. In the case of international NGO and IGO Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the AWP's, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds.

80. To facilitate scheduled and special audits, each Implementing Partner receiving cash from UNDP will provide UNDP or its representative with timely access to:

- all financial records which establish the transactional record of the cash transfers provided by UNDP;
- All relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.

X. Other Provisions

81. This Country Programme Action Plan supersedes any previously signed Country Programme Document between the Government of Liberia and the United Nations Development Programme and may be modified by mutual consent of both parties based on the recommendations of the JSM/Annual Review meetings. Nothing in this CPAP shall in any way be construed to waive the protection of the UNDP, Liberia accorded by the contents and substance of the United Nations Convention on Privileges and Immunities to which the Government is a signatory. This CPAP will come into force upon signature by the Government and UNDP.

IN WITNESS THEREOF the undersigned, being duly authorized, have signed this Country Programme Action Plan on this day 11, March 2008 in Monrovia, Liberia

For the Government of Liberia

Name: Hon. Toga McIntosh
Title: Minister of Planning and Economic Affairs

Signature: 

Date: 11 March 2008

For the United Nations Development Programme
Liberia

Name: Mr. Jordan Ryan
Title: Resident Representative

Signature: 

Date: 11 March 2008

ANNEX I: LIST OF ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
AU	African Union
AWP	Annual Work Plan
BIN	Bureau of Immigration and Naturalization
CBO	Community Based Organization
CCA	Common Country Assessment
CDA	County Development Agenda
CD-PGA	Capacity Development for Pro-Poor Growth and Accountability
CDW	Consolidate, Draw down and Withdrawal
CO	Country Office
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CSOs	Civil Society Organizations
CST	Country Support Team
CWIQ	CORE welfare Indicator Questionnaire
DDC	District Development Committee
DDRR	Disarmament, Demobilization, Rehabilitation and Re- integration
DEX	Direct Execution
ECOWAS	Economic Commission of West African States
EGSC	Economic Governance Steering Committee
EPA	Environmental Protection Agency
FACE	Fund Authorization and Certificate of Expenditure
FAO	Food and Agriculture Organization
FLY	Federation of Liberian Youth
GAO	General Auditing Office
GDP	Gross Domestic Product
GEMAP	Governance and Economic Management Programme
GoL	Government of Liberia
HIV	Human Immuno-deficiency Virus
ICGL	International Contact Group on Liberia
IMO	Information Management Offices
INGO	International Non-Governmental Organization
iPRS	Interim Poverty Reduction Strategy
JSM	Joint Strategy Meeting
LANSA	Liberia Action Network on Small Arms
LDHS	Liberia Demographic and Health Survey
LISGIS	Liberia Institute of Statistics and Geo-Information Services
LINCSA	Liberia National Commission on Small Arms
LNP	Liberia National Police
LRDC	Liberia Reconstruction and Development Committee
MDG	Millennium Development Goals

MDGR	Millennium Development Goals Report
MIA	Ministry of Internal Affairs
M&E	Monitoring and Evaluation
MIS	Management Information System
MLME	Ministry of Lands, Mines and Energy
MoA	Ministry of Agriculture
MoD	Ministry of Defense
MoH	Ministry of Health
MPEA	Ministry of Planning and Economic Affairs
MRU	Mano River Union
NAC	National AIDS Commission
NEC	National Elections Commission
NEX	National Execution
NGO	Non Governmental Organization
NHDR	National Human Development Report
NIMAC	National Information Management Centre
NTGL	National Transitional Government of Liberia
NUNV	National United Nations Volunteers
PLWA	People Living With HIV and AIDS
PRSP	Poverty Reduction Strategy Paper
RFTF	Results Focused Transitional Framework
RR	Resident Representative
SBAA	Standard Basic Assistance Agreement
SES	Senior Executive Service
SGBV	Sexual and Gender-Based Violence
TOKTEN	Transfer of Knowledge Through Expatriate Nationals
TRC	Truth and Reconciliation Committee
UNCDF	United Nations Capital Development Fund
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDGO	United Nations Development Group Office
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFPA	United Nations Fund for Populations
UNICEF	United Nations Children Fund
UNMIL	United Nations Mission in Liberia
UNV	United Nations Volunteers
USA	United States of America
USAID	United States Agency for International Development
WFP	World Food Programme

Annex II: CPAP RESULTS AND RESOURCES FRAMEWORK –

Expected UNDAF outcome #1: National and local authorities increasingly have the capacity to provide security, manage conflict and prevent violence, respecting human rights throughout											
UNDP programme component	Expected Outcomes	Expected Outputs	Output targets and indicators	Sources of Verification	Risks and Assumptions	Indicative Resources by programme component (per year, US\$)					
						2008	2009	2010	2011	2012	Total
Total Resource allocations											
Peace and Security Consolidation	1.1 Accountable security sector established and functioning	1.1.1 National Security policy and architecture in place and functioning in conformity with Liberia's human rights obligations, with particular attention to violence against women	Existence of a National Security Policy	Minutes from consultative meetings Policy document,	Sustained political commitment from Government	5m	5m	5m	5m	5m	25m
	1.2 National Reconciliation enhanced	1.2.1 National Vision exists	National Dialogues								
	1.3 Government and civil society have capacity for conflict prevention, management and conflict-sensitive development at national and local levels	1.3.1 Standards and mechanisms in place enhancing women's participation in the security sector	Existence of capacities for conflict-sensitive development at county and national levels Increased ratio of women to men in the LNP, BIN, Army								
						Regular Resources					
						1m	1m	0.5m	0.4m	0.3m	3.2m
						Other Resources					
						2008	2009	2010	2011	2012	Total
						5m	5m	5m	5m	5m	25m

Expected I NDAF outcome #2: National economic policies and programmes implemented to support equitable, inclusive and sustainable socio-economic development						
UNDP programme component	Expected Outcomes	Expected Outputs	Output targets and indicators	Sources of Verification	Risks and Assumptions	Indicative Resources by programme component (per year, US\$)
						2008 2009 2010 2011 2012 Total
						2m 2m 1.5m 1.5m 1m 8m
						Other Resources
						2008 2009 2010 2011 2012 Total
						7m 7m 7m 7m 7m 35m
						Regular Resources
						2008 2009 2010 2011 2012 Total
						7m 7m 7m 7m 7m 35m
Economic Policy and Management	<p>2.1 National mechanism and capacities for MDG-based, conflict-sensitive planning analysis and monitoring strengthened</p> <p>2.1.1 Aid coordination and development management systems to promote MDG based strategies strengthened</p> <p>2.1.2 Government capacity for economic governance established to adhere to internationally acceptable standards of transparent financial management, procurement practices and granting of concessions</p> <p>2.1.3 LISGIS and relevant national entities are better able to generate and manage national disaggregated statistics and information management systems</p> <p>2.1.4 MDGs and human rights standards mainstreamed into local and national development planning processes and human development approach adopted as the overarching and long-term planning framework</p> <p>2.2.1 Capacity developed for formulation and implementation of Microfinance policy to promote socially responsible business enterprises with emphasis on SMEs</p>	<p>Donor coordination mechanism established and sector working groups for full PRS created</p> <p>MDGs awareness strengthened at national and local levels</p> <p>National Development accurately measured</p> <p>National MDG report developed and disseminated</p> <p>Capacity of LISGIS strengthened</p> <p>Gender disaggregated data exists</p> <p>National framework for MF implemented</p> <p>Increased no. of active female Microfinance clients</p>	<p>Minutes from meetings</p> <p>Survey reports, MDG reports</p> <p>Research reports</p>	<p>Sustained political commitment from the government</p>		

<p>Sustainable Economic Recovery</p> <p>Local</p>	<p>2.2 Increased access to productive employment and equal opportunities for sustainable livelihoods, especially for vulnerable groups and in consideration of conflict factors</p>	<p>2.2.2 Women and children have access to vocational training, business skills development and micro-credit schemes</p> <p>2.2.3 Labour-intensive programmes in infrastructure and other sectors designed and implemented in a gender and conflict-sensitive manner</p>	<p>Increased no. of women and youths employed</p>	<p>Policy document</p> <p>Various reports</p>		
	<p>2.3 Household food security improved, accounting for sustainable natural resources management, environmental protection and gender concerns</p>	<p>2.3.1 National food security and nutrition policy and monitoring system established and functioning</p> <p>2.3.2 Environmental management system strengthened</p>	<p>2.3.1a National Environmental Action Plan developed, mainstream and implemented</p> <p>2.3.1b. Environmental Protection Agency strengthened</p>	<p>Copies of NEAP</p> <p>Minutes from meetings</p> <p>Various reports</p>	<p>Sustained political commitment from the government and from local communities</p>	

Expected UNDAF outcome 43: By 2012, democratic, accountable and transparent governance advanced in a participatory and inclusive manner in accordance with human rights standards											
UNDP programme component	Expected Outcomes	Expected Outputs	Output targets and indicators	Sources of Verification	Risks and Assumptions	2008	2009	2010	2011	2012	Total
Total Resource allocations											
State capacity and institutional strengthening	3.1 Governance systems reformed to promote and sustain democratic principles with strengthened decentralized capacity and participation of disadvantaged	3.1.1 New civil service established with re-defined roles, mandates and functions to promote accountability, transparency and probity and with gender equality at all levels	# of government ministries and agencies implementing revised roles and mandates	Reports from GC, CSA and UNDP	Sustained political commitment from the government to "break away from the past".	2008	2009	2010	2011	2012	Total
						10m	10m	10m	5m	5m	40m
						Regular Resources					
						2m	2m	1.5m	1.5m	1m	8m
						Other Resources					
						2008	2009	2010	2011	2012	Total
						10m	10m	10m	5m	5m	40m
						Other Resources					

		<p>development in a participatory, equitable manner</p> <p>3.1.3 CSOs and media better able to contribute to gender-sensitive MDG-based development and he upholding of human rights</p> <p>3.1.4 Gender equality advanced and the rights of women and girls promoted, protected, and</p>	<p>Framework for Decentralization adopted by the legislature and capacity for implementation developed</p> <p>Capacities of institutions and civil society developed in gender budgeting</p> <p>Gender equality advanced and the rights of women and girls promoted and protected</p> <p># of policy and strategy documents mainstreaming gender</p> <p>National gender policy implemented</p> <p># of bills passed into law</p> <p>National budget office functional</p> <p>No. Of institutions applying a national integrity system</p>	<p>Reports from budget workshops</p> <p>Copies of National Gender Policy</p>	<p>Legislature fully aware of its mandate and exhibits the political will to fully function</p> <p>Political commitment to prosecute corrupt officials</p> <p>Political commitment to lead fight against HIV/AIDS</p> <p>Sustained international donor obligations to fund the national programmes</p>		
<p>3.2 The rule of law strengthened, upholding international human rights standards</p>	<p>3.2.1 Legislature and other National Institutions developed and assisted to implement their individual mandates in a participatory, transparent and accountable manner</p>		<p># of bills passed into law</p> <p>National budget office functional</p> <p>No. Of institutions applying a national integrity system</p>	<p>Legislature, Approved national budget reports, meeting minutes</p>	<p>Legislature fully aware of its mandate and exhibits the political will to fully function</p> <p>Political commitment to prosecute corrupt officials</p> <p>Political commitment to lead fight against HIV/AIDS</p> <p>Sustained international donor obligations to fund the national programmes</p>		

