

Mapping UNCT Technical and Operational Capacities to Support the UN Commitments in the Liberian Peacebuilding Plan

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Purpose

The 2017 capacity mapping exercise is an initiative of the UN leadership in Liberia. The exercise primarily seeks to take stock of the capacity baselines within the UN Country Team in Liberia, within the context of UNSCR 2333 and the overall UN Transition, to better position the UNCT to assume full responsibilities to support Liberia’s development and peacebuilding priorities after the impending drawdown of the United Nations Mission in Liberia (UNMIL). This work reflects a proactive posture among UN leaders at country and HQ-levels. The UN leadership has been mindful of the dynamics associated with the withdrawal of UNMIL and the need to consider how the evolving context will shape the future UN presence to address the future challenges of Liberia. At its core, the capacity mapping exercise is a necessary analytical component of the UN transition process, which is but one of the transitions underway in Liberia currently.

Liberia is facing two key stresses in 2017 and early 2018 in the form of multiple transitions: The transition of the national Government pending the transfer of authority to a new administration after the October 2017 national elections in January 2018, and the transition of the UN configuration with the withdrawal of UNMIL, underway through March 2018. These two processes are occurring while Liberia is still recovering from the epidemic of the Ebola Virus Disease and suffering a worsening economic situation with a fall in key commodity prices.

The UN transition process in Liberia has accelerated in light of Security Council Resolution 2333 (2016) which mandated the full draw down of UNMIL by 30 March 2018¹ and requested the Secretary-General to prepare, within 90 days from the adoption of the resolution a “...well-developed peacebuilding plan to direct the role of the United Nations system and other relevant partners, including multilateral and bilateral actors, in supporting Liberia’s transition...” SCR 2333 also requested the implementation of the results of the UNCT capacity mapping exercise to facilitate a smooth transition of UNMIL to the UNCT after the drawdown. According to DPKO, this is the first time in its history that the Council has requested a peacebuilding plan as part of a transitioning mission’s mandate.

This Peacebuilding Plan will constitute the substantive part of a UN transition plan outlining the priority commitments until UNMIL’s exit and coordination with national and international stakeholders. However, the Plan will not address the needed changes in UN posture; including shifts in responsibilities and approach. These changes, as well as the outcome of the UNCT capacity mapping, will need to be captured in a specific UN Integrated Transition Plan for Liberia to be developed jointly by UNMIL and the UNCT in partnership with national government counterparts and other key stakeholders to assist with a smooth transition for all parties, the objective of which is to consolidate Liberia’s peace dividends.

The purpose of the capacity mapping is to present a clear capacity baseline of the UNCT, within the context of the Peacebuilding Plan, UNMIL’s withdrawal and SCR 2333, and identify gaps to inform overall transition planning. The mapping exercise aims to provide key analytical points of reference that will be essential for negotiating potential solutions for creating a robust, capable, and sustainable UN presence in Liberia post-UNMIL for the medium to long term, to consolidate peace dividends. Given the residual challenges in the areas of peacebuilding and reconciliation, national institutional capacity, economic growth and human development, as well as addressing the fragility of Liberia in the regional context, the capacity mapping provides a baseline assessment against which investments will be needed to scale up capacity within the UNCT.

¹ The Security Council authorized the establishment of UNMIL on 19 September 2003 after 14 years of civil wars and conflict and following several UN and ECOWAS peace operations. The latest milestone in the transition process was the successful completion of the transfer of security responsibilities from UNMIL to Liberia’s security services on 30 June 2016.

The national and international investments to sustain peace in Liberia have been considerable and much progress has been made. However, the risk of relapse cannot be ignored considering that most conflicts are recurring conflicts especially in sub-Saharan Africa since 2000 and the roots causes of Liberia’s conflict prevail. The continued support from the international community in general, and the UN system in particular, is imperative to sustain peace in Liberia.

While investments in sustaining peace must continue after the withdrawal of a peacekeeping operation, experiences from Timor-Leste, Sierra Leone and Burundi show that international investments in peacebuilding decreased after mission withdrawal despite the fact that all three countries had experienced recurrence of conflict in the past. Lessons learnt from past experiences calls for a different and proactive approach in Liberia to assure continued investments to sustain peace.

Strategic Context for Transition in Liberia

What we can expect. With national elections and new governmental leadership coinciding with the withdrawal of UNMIL in early 2018, the UN Country Team can anticipate a few characteristic dimensions of change as a result of the multiple transitions:

- 1. Public perception challenges |** Generally, Liberians associate the UN with UNMIL. UNMIL has been a visible and felt presence in the country, and this presence has been stabilizing and reassuring over the past decade. The UN leadership is well aware that the transition process must be carefully managed to avoid unchecked perceptions that the UN is leaving Liberia. This is all the more important if the general population equates UNMIL’s departure with a lack of confidence in the newly elected government - whichever party is successful in the elections. Furthermore, the visibility of UNMIL’s field locations across Liberia’s 15 counties (now reduced to 3 regional hubs plus dedicated personnel capacity in county offices) provided concrete assurances of the care of the international community to Liberian citizens in remote areas, which was further highlighted by local employment and livelihood opportunities through quick impact projects. The cost of this field presence is massive and the UNCT will not match this field coverage within current planning assumptions. As such, the UNCT can expect a certain amount of public sentiment of the significantly reduced presence from a mission setting to the UNCT, which some locals interpret to mean that the UN has left, and that Liberia is no longer a priority of the international community.

Implications:

- a. UNMIL and the UNCT will need to develop a communication strategy that is resourced throughout the transition and prioritizes a strong public information campaign that emphasizes the UN’s continued presence and position vis-à-vis government actors and citizens, and changed operational modality of a mission viz a viz development assistance;
 - a. The UNCT will need to plan for various field presence scenarios to identify and test a sustainable business model to manage the cost of maintaining its future presence outside of Monrovia. This planning should be done in collaboration with UNMIL, who might be able to i) hand over some field presence modalities to the UNCT; ii) pre-finance a field presence structure that the UNCT can co-manage and take over in the future; iii) share lessons learnt from maintaining a field presence in remote areas; should a sustainable business model take root.
- 2. Significant decline of technical capacity in the areas of Peace, Security, and Rule of Law|** UNMIL’s mandate required extensive technical capacity in the areas of peace, security, and rule of law, on both the military and civilian side of UNMIL’s workforce. While it is acknowledged that the UNCT by its nature has different programmatic and operational mandates and capacity, requisite skills and human resources to maintain peace, security and rule of law were reviewed by the team. The capacity mapping mission

team provides a conservative estimate that the withdrawal of UNMIL’s civilian workforce with direct and indirect contributions to Peace, Security, and Rule of Law will amount to the loss of 239 positions² (131 International and 108 National). Although, it is worth noting that UNV’s currently serving with UNMIL Human Rights Protection Section could be reassigned to OHCHR or other AFP’s. As a rough comparison, of the combined workforce of the UNCT AFPs, an aggregate of 27³ Full Term Equivalents (FTE) are dedicated to work in the Peace, Security, and Rule of Law outcome areas. The collaboration between UNMIL’s civilian advisors and UNCT’s advisors has contributed to the augmentation of overall capacity of the UN System, and some degree of reliance on UNMIL civilian technical capacity in addition to the reliance on UNMIL’s support services.

Implications:

- a. The UNCT must invest in securing capacity in areas for which UNMIL technical capacity has served as a collaborative compensation;
- b. The ambition of the Liberia Peacebuilding Plan requires far more technical capacity in the areas of Peace, Security, and Rule of Law, as the strategy has been developed based on need and strategic imperative, and not existing capacities and resources.

3. Absence of logistics and infrastructure provided by UNMIL | UNMIL logistics, aviation, and road construction and repair capacity has greatly aided the movement of UN, government, and development actors across Liberia and the sub-region. In many cases, the UNMIL transport services enabled support and engagement that would simply not have happened without the presence of the mission, and several interventions have been pivotal in enabling progress across all sectors (e.g. the ability to build roads to Ebola treatment facilities rapidly constructed in the field, among countless other examples).

Implications:

- a. Field access will dramatically diminish for all development actors, which directly hinders the results that can be achieved in humanitarian, peace, and development support;
- b. The cost of vehicle-operated transport will increase;
- c. Delivery of goods and services will be slower, and in some cases, not possible; and
- d. The UNCT and development partners will need to assess the investment appetite in logistics and transport services, and will need to consider various scenarios of how to either:
 - i. Manage the increased cost of operations and access to remote areas of the country and/or
 - ii. Facilitate the negotiation of public-private partnerships / outsourcing arrangements to national service providers.

² Source: Budget for the UN Mission in Liberia for the period from 1 July 2016 to 30 June 2017. A/70/719. See Annex II: Organization Charts. Positions counted include: SRSG’s Office for Joint Analysis and Operations Center, Communications and Public Information Office, DSRSG-ROL Front Office, Rule of Law and Security Institutions Support Service, Political Affairs Service, DSRSG-PCS Front Office, Peace Consolidation Service, Field Support Team, Regional Field Offices, Gender Advisor Team, and the DMS-Geospatial, Information Technology, and Telecommunications Services.

³ Includes all contract types, and all levels of positions, for all Agencies included in the capacity mapping exercise.

Note: the same challenge exists for the cost of operating medical clinics at a level to serve the UN staff.

- 4. A new government will have different expectations of the UN** | In tandem with the changes above, a new government administration will take office in January 2018. Given the large proportion of political appointees in the national civil service, there is likely to be a major strain on business continuity across and within Government Ministries. It is expected that much of the technical capacity that has been built up in the Liberian civil service will be significantly reduced. Regardless of changes in personnel as well as technical and leadership capacity levels, the change in government administration will trigger a new approach to formulating national development priorities and a new set of expectations of the UN. It must also be noted that the UNCT contributes directly to the capacity of the line ministries to deliver services, therefore they should be resourced to continue to deliver the same caliber of support to the new government. This is important not only for sustaining gains made under the Sirleaf administration, but also to confer legitimacy and commitment to the new administration.

Implications:

- a. Key agencies can anticipate particular requests for technical assistance, such as the request to facilitate and support the development of the next National Development Plan (likely directed to UNDP and the World Bank)
- b. National implementation capacity will be slow to reach levels attained to date. Factoring in the fact that national implementation capacity is recognized as a critical challenge in Liberia, even at its best, UNCT entities will need to revisit their implementation agreements with government counterparts. A direct implementation modality or other negotiated arrangement may be mutually preferable by UN and government counterparts going forward.

Methodology

Capacity Mapping Framework

The capacity mapping exercise focuses exclusively on UNCT capacity and not the capacity of UNMIL nor of national Government entities. The exercise assesses the UNCT capacity to deliver peacebuilding and does not assess the capacity of the UNCT to deliver on the overall development assistance to the country. The data collection tools, templates, and methodology were agreed with the UNCT prior to the commencement of the exercise. The dimensions of capacity measured and documented data on human resources, the portfolio of projects and services delivered by each agency, including data on associated counterparts, donors, and budgetary resources. This data was complemented by qualitative data collected through bilateral interviews with all AFPs, meetings with key government counterparts and donors, and the Inter-Agency Programming Team (IAPT), Operations Management Team (OMT), UNMIL leadership and teams within the Peace and Consolidation Section, and the Coordination offices of the DSRSG-PCS/RC UNCT.

The capacity mapping exercise followed a methodology in which technical and operational capacities were assessed via staffing data, while operational capacities were assessed via portfolio analysis of all Agencies, Funds, and Programmes (AFPs). The data collected on both staffing and portfolios are represented as percentage distributions across the substantive outcome areas of the Liberia Agenda for Transformation II (AFTII) as mirrored in the UNDAF 2013 – 2017/2018, as well as the 2017 Liberia Peacebuilding Plan UN Commitments, which was being drafted concurrent with the capacity mapping mission. Human capacity data is presented as Full Time Equivalents (FTE), which is a standard unit of human resources measurement. In terms of substantive areas of work, the capacity mapping methodology was well served by the degree of alignment between the AFTII, the UNDAF, and the Peacebuilding Plan. In essence, all outcome areas of work in all three strategic documents are consistently organized across categories for which the UNDAF pillars and outcome areas are representative. As

such, the pillars and outcomes serve as the organizing framework for the capacity mapping data. Additionally, select management and operational functions were included into the capacity mapping framework, as support functions are an essential component of organizational capacity. This data collection was complemented by interviews with all AFPs, as well as donor and government partners to further explore the AFP’s evolving comparative advantages and organizational strengths and weaknesses.

Pillar I: Peace, Security, and Rule of Law

- Security
- Peace and Reconciliation
- Rule of Law

Pillar II: Economic Transformation

- Natural Resources and Food Security
- Private Sector Development
- Infrastructure and Energy
- Macro-economic Policy Environment

Pillar III: Human Development

- Health and Nutrition
- Education
- Social Welfare
- Social Protection
- Water, Sanitation, and Hygiene
- HIV-AIDS

Pillar IV: Inclusive Governance and Responsive Public Institutions

- Strengthening Key Governance Institutions (including Elections)
- Constitutional and Legal Reform
- Natural Resource Management
- Public Sector Institutions and Civil Service Reform

Pillar V: Cross-Cutting Issues

- Gender Equality
- Human Rights
- Environment
- Employment
- Youth

Management / Operations Support Functions

- Representation
- Coordination
- Programme and Project Management
- Monitoring and Evaluation / Results-Based Management
- Communications and Media
- Partnerships
- Logistics and Protocol
- Procurement
- Finance
- Human Resources
- Information and Communications Technology (ICT)
- Administration
- Transport
- Safety and Security
- Integrated Services / Common Services and Premises
- Travel

Incorporation of UNMIL capacity data

While UNMIL capacities are not included in the capacity mapping analysis, a carefully qualified comparison of UNMIL and UNCT capacity illustrates the fundamentally different business models that underpin technical and operational capacity across the UN System, and this paradigm shift is relevant for UN leadership and Member States to consider in the context of the UN transition in Liberia. Therefore, the capacity mapping analysis contains some comparisons of UNMIL and UNCT capacity. In such cases, the following methodology has been applied:

- Capacity data is derived from the UNMIL Results-Based Budget (RBB) from 1 July 2016 – 30 June 2017.
- UNMIL Positions selected for comparison are limited to select offices, which have direct contributions to the shared work of UNMIL and the UNCT, and specifically, on the continued support to the residual work as defined in the 2017 Peacebuilding Plan. These include: The SRSG's Office for Joint Analysis and Operations Center, Communications and Public Information Office, DSRSG-ROL Front Office, Rule of Law and Security Institutions Support Service, Human Rights and Protection Service, DSRSG-PCS Front Office, Peace Consolidation Service, Field Support Team, Regional Field Offices, Gender Advisor Team, and the DMS-Geospatial, Information Technology, and Telecommunications Services.
- Only UNMIL international positions⁴ were included in the detailed capacity mapping analysis.
- The 11 UNMIL Human Rights and Protection Service positions have not been included in the detailed capacity mapping exercise. These posts are reflected as OHCHR position data, which is included in the detailed capacity mapping analysis. This filtering of the data is intended to prevent double-counting.
- As the methodology of the capacity mapping exercise utilizes a percentage allocation of indicative time or focus of all positions across the substantive outcome areas and operational support functions listed above,⁵ UNMIL positions are distributed across these same categories (to facilitate comparative analysis) at a total percentage value of 75%.⁶

Comments on capacity mapping methodologies

The mission team fully acknowledges that assessing capacity in such a complex environment is a challenging balancing act, as the analysis is contending with both the need for breadth across so many different actors and mandates as well as depth within each AFP's operating context and counterpart relationships. Further to this, the discussion of the multiple dimensions of capacity (enabling environment, institutional, individual, and so on...) needed to be simplified to ensure that this review equipped the UNCT to answer the question of "capacity for what?" The following caveats reflect the mission team's methodological considerations:

⁴ Excluding SRSG and DSRSG positions.

⁵ SRSG's Office for Joint Analysis and Operations Center: 75% attributed to Integrated Services / Common Services and Premises; Communications and Public Information Office: 75% attributed to Communications and Media; Political Affairs Service: 15% attributed to Security, 15% to Peace and Reconciliation, 16% to ROL, 7% to Youth, 7% to Gender Equality, 7% to Human Rights, and 7% to Employment; DSRSG-ROL Front Office: 75% attributed to Coordination; Rule of Law and Security Institutions Support Service: 37.5% attributed to Security and 37.5% attributed to Rule of Law; DSRSG-PCS Front Office: 75% attributed to Coordination; Peace Consolidation Service: 75% attributed to Peace and Reconciliation; Field Support Team: 75% attributed to Coordination; Regional Field Offices: 75% attributed to Public Sector Institutions and Civil Service Reform; Gender Advisor Team: 75% attributed to Gender Equality; and the DMS-Geospatial, Information Technology, and Telecommunications Services: 75% attributed to Integrated Services / Common Services and Premises

⁶ The utilization of 75% is intended to correct for work in other areas and provide a more conservative estimate of resources.

- Measuring in terms of FTE: While measuring the full time equivalent (FTE) of work in a position is an imperfect unit measure, it is common. As such, the capacity mapping exercise was focused on giving all AFPs a common vocabulary, from which to *start a conversation* about capacity and areas for either investing or divesting in capacity, as the transition process demands the UNCT to change and adapt.
- Filtering staffing data by staff/personnel contract type: The capacity mapping analysis often highlights instances in which AFPs rely on non-staff personnel (SCs, ICs, UNVs, etc.) with the intent to focus on areas in which funding may not be sufficiently predictable to hire more fixed term capacity. The mission team fully appreciates that most AFPs have business models which leverage temporary capacity effectively, and in many cases, this allows the AFPs the ability to calibrate their teams and therefore adapt to emerging priorities. In many cases, this staffing / personnel constellation is desirable. However, the mission team hopes to highlight the areas in which AFPs may need greater funding predictability to build more fixed-term, institutional capacity.
- UNMIL comparisons: UNMIL and the UNCT AFPs have fundamentally different mandates and business models, and the mission team does not wish to suggest that the UNCT should fulfill UNMIL’s mandate. The comparisons of UNMIL and UNCT data are intended to focus a discussion, at the UN System level, on the dramatic shift that mission transition has in Liberia’s context, with full appreciation for the fact that the UN System continues to reflect on best practices in transition settings and seek solutions for successful transitions without the relapse of conflict.

Key Findings

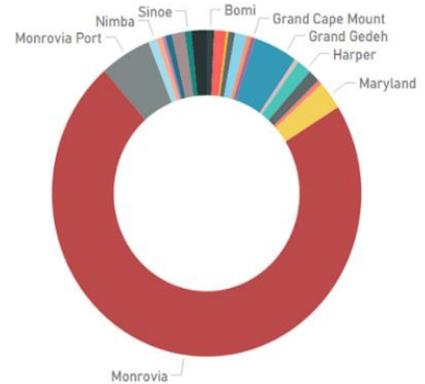
Critical Observations

Among the extensive findings throughout the capacity mapping analysis, the mission team and UNCT members identified the following issues that are consequential for the positioning of the future UN presence in Liberia:

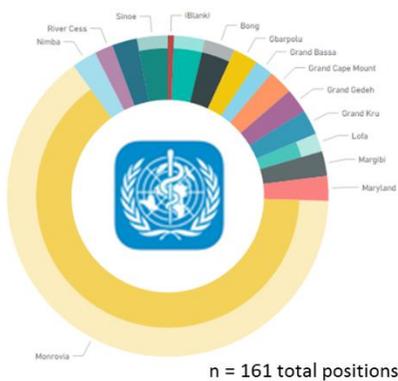
1. The 2017 Peacebuilding Plan is ambitious – The UNCT must adapt to fulfill its commitments | While the Peacebuilding Plan is organized into Phase I and Phase II, and UNMIL capacities are completely focused on realizing the goals in Phase I, the outlined goals of Phase II reveals the scale of the residual work that remains in peacebuilding and reconciliation. This agenda will require multi-faceted capacity investments in the UNCT. The Peacebuilding plan and its identified priorities will be difficult to implement if affirmative actions are not taken to resource the UNCT with additional financial and operational resources to continue supporting the country after UNMIL’s departure in March 2018. This can be explored through diversion of UNMIL’s assessed contributions to the UNCT within the last year of its mandate and particularly after UNMIL withdraws.
2. Business model considerations | UNMIL’s transition to the UNCT signifies a shift from predictable funding streams to a predominantly project-based funding of the UN Agencies, Funds and Programmes. With this funding model, the UNCT AFPs are more constrained in making longer-term investments on staffing (hiring fixed term international and national staff) and instead employ more short-term, project personnel (ICs and SCs). While these colleagues add tremendous value, and can work seamlessly in our teams, from a capacity analysis perspective, this capacity is simply more ephemeral.
3. Political acumen and influence | With the loss of the Good Offices role of the mission upon its withdrawal, the UNCT will rely on their own capacity for political economy analysis and direct relationship management with national counterparts, donors, embassies, and national opinion-shapers. In the view of the mission team, the work of the UNCT will continue to be entail savvy political navigation and influence. The AFPs in the UNCT have little to no technical capacity solely dedicated to political

analysis, and the mission team views this as a critical capacity need for any UN operation of complexity, and particularly the UN presence in Liberia, given the multiple transitions underway. Concretely, the implication of this capacity finding is that the UN Coordination function / front office of the Resident Coordinator will need to evolve in design and to be strengthened in terms of capacity – this could be through a Peace and Development Advisor through the DPA/UNDP Joint Programme. Specifically, there is continued need for joint political analysis and political intelligence / information management, centralized clearing of messages to GoL counterparts and media outlets for sensitive communication interventions, and substantive leadership within the UN’s DaO architecture to ensure that political economy analysis guides ongoing peacebuilding, humanitarian, and development support of the UN.

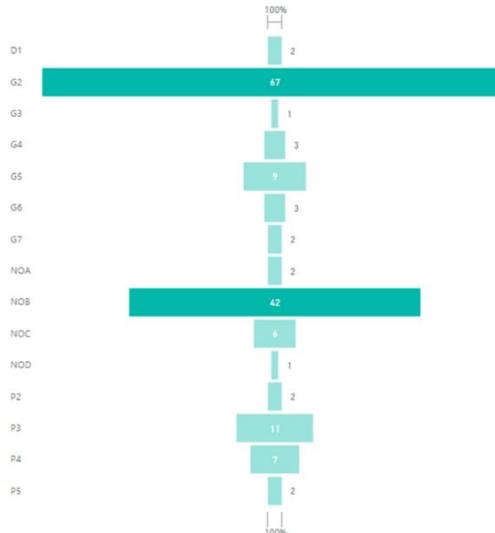
- 4. Monrovia-centric Presence |** As of February 2017, UNMIL has withdrawn from 12 out of 15 county presences. In addition to its own field locations, UNMIL has maintained presence in all 15 counties, primarily through embedded national UNV technical support positions / liaison / coordination profiles to support County Superintendents (County Support Teams). The coordination support / planning function, as well as real-time monitoring, is a key element of the UNCT’s business model as well. In other words, it is a feature of organizational capacity that the UNCT would design and seek to sustainably resource in the event that the field coordination resources of the mission are no longer available. This is especially critical in light of the renewed emphasis on decentralization in Liberia as well as the need to demonstrate credible delivery of public services by the new Government administration. The diminishing field presence is a key strategic concern and an operational constraint. (The geographic presence of all AFPs is illustrated above.)



Count of Contract Type and Level by Duty Station and Duty Station



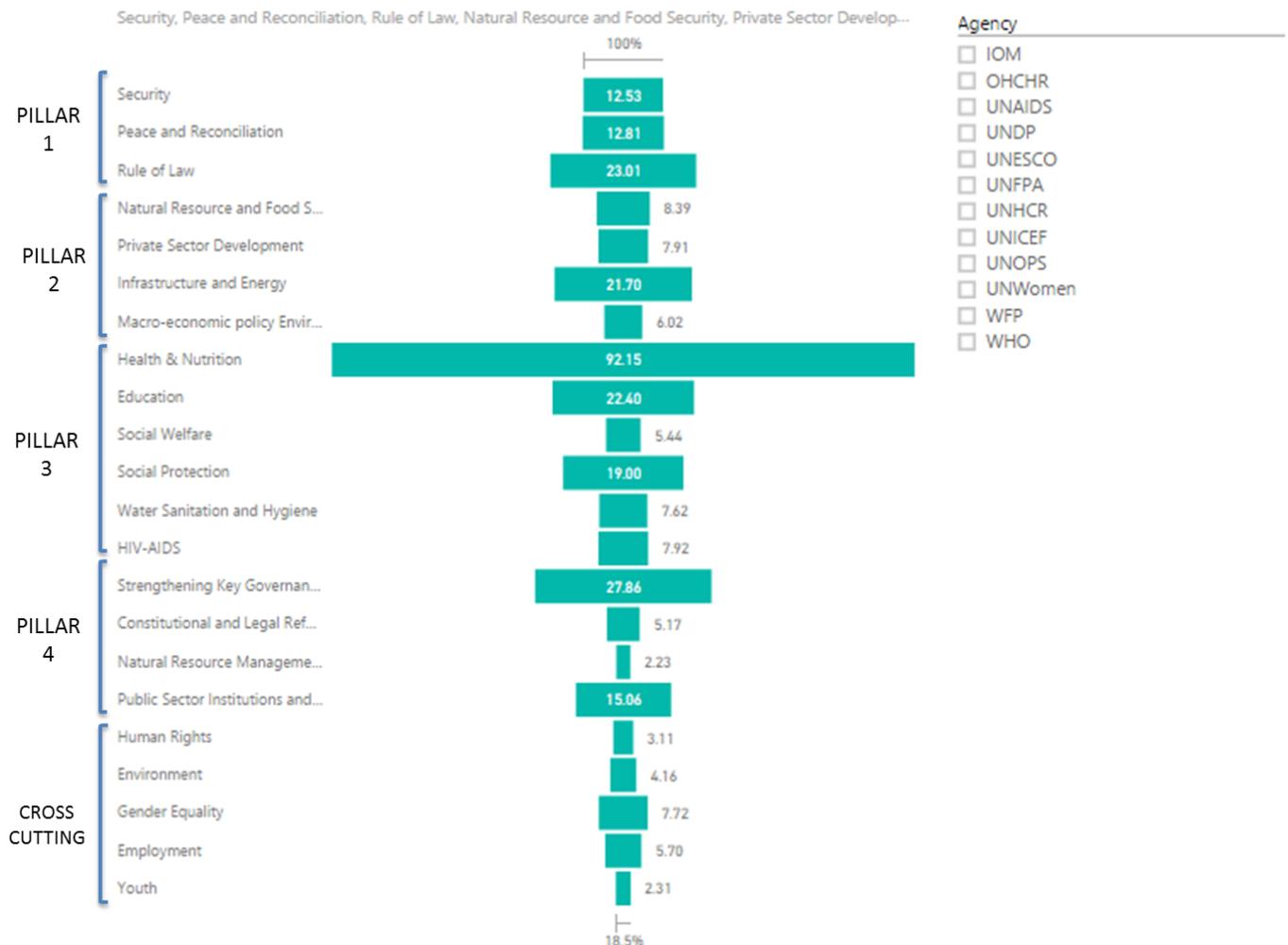
Count of Duty Station by Contract Type and Level



WHO currently maintains the largest field presence, primarily driven by the need for complete country coverage in response to the Ebola outbreak, but also necessary for ongoing provision of support to delivering health services to citizens, nation-wide.

The standard WHO Field Staffing Complement is an NOB + G2 Driver. P3 positions additionally deployed to selected counties (Bomi, Bong, Lofa, Sinoe)

- Calibration of programming priorities in light of Ebola | The UNCT had to respond to the humanitarian crisis of Ebola through an 'all hands on deck' approach and to reprogramme resources accordingly. While the demands of emergency response facilitated a greater degree of UN coordination and collaboration, breaking down silos, and ensuring support was delivered, no matter the odds, some have observed that the after-effect of Ebola on the UNCT can be observed in the blurring of mandates and programming against imperative need more than comparative advantage. Regardless of the various perspectives on this question, the capacity mapping mission team analyzed the consolidated UNCT capacity across all substantive outcome areas of the AFTII and the UNDAF (see below). The main takeaway of this aggregate analysis is that currently the UNCT capacities are significantly dedicated to work in the area of health and nutrition. Without passing judgment on the worthy benefits of investing

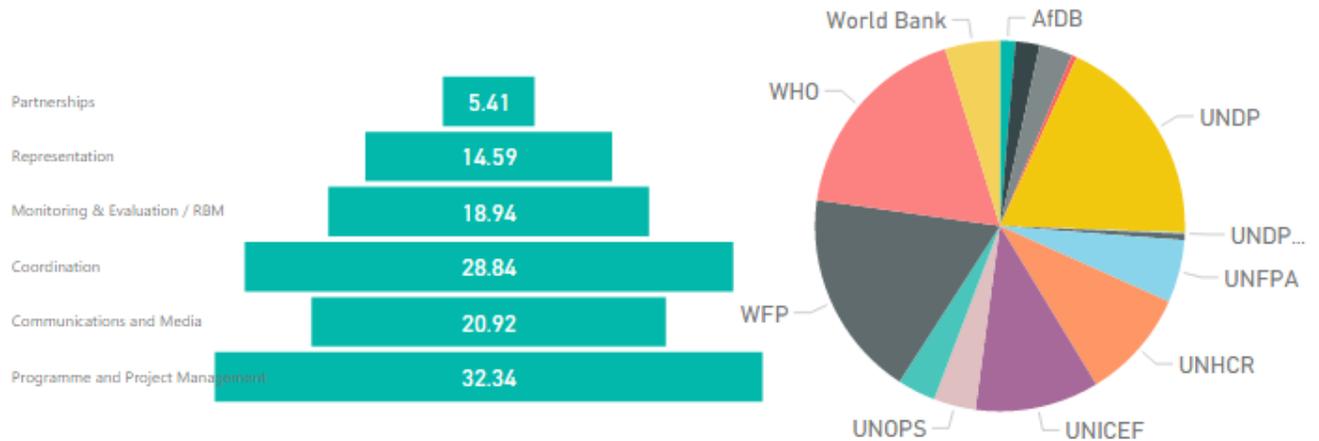


in health and nutrition, particularly in view of the EVD epidemic, the capacity mapping mission team observes that a larger investment of resources in pillar one outcome areas as a response to the 2017 Peacebuilding Plan and planned withdrawal of UNMIL would greatly contribute to consolidation of the

peace dividends. The mission team views the resource distribution above as a reflection of the UN’s response to Ebola, and the current strategic discussion on how to realign technical capacity.

Further, there is continued strain on UN Coordination capacity and insufficient traction on UN Delivering as One (DaO) given the major after-effects of Ebola response on the organization and priorities of the UNCT AFPs. Some agencies are still focused on residual Ebola work EG/ IOM, UNOPS but see future role (diaspora and infrastructure respectively). It is critical for all AFPs to continue to incorporate Peacebuilding Plan (and Transition) priorities into their strategic plans. Linkage of programming work to addressing underlying causes of violent conflict, UNCT needs to integrate conflict analysis into its strategic planning in Liberia. Each agency has an opportunity to make adjustments no matter where they are in the planning cycle at regular intervals.

6. Reduction in development resources | It was repeatedly noted that the projected financial outlook for international development assistance is anticipated to be far less than years past, and a significant drop in development assistance, including from both multilateral and bilateral donors is considered given. This forecast is derived from the analysis that Liberia is less of a priority on the international stage in light of numerous crises, protracted conflicts, and refugee flows across the Arab States and Europe. The conventional wisdom among the UN leadership is that these factors are contributing to donor fatigue. In parallel, the withdrawal of UNMIL will impact local economies. The anticipated financial dip has the potential to negatively impact on the peacebuilding gains in the country, particularly after the post-electoral period in phase two of the peacebuilding plan.
7. Lack of substantial capacity on Partnership Building | Given the fact that the UNCT business model revolves around voluntary contributions, a resource stream that is projected to be diminishing in light of the points highlighted above, the capacity mapping mission team analyzed the amount of technical resources dedicated to partnership building, in the context of its representation, coordination, programme/project management, M&E/RBM, and communications. Only UN Women has a dedicated Partnership and Coordination Officer, with a profile spanning communications within the UNCT. And to qualify that finding, this single position is an I-UNV. UNFPA has a similar position at the national level and combines advocacy with partnership and communications. All other resources dedicated to partnerships are distributed across positions working on other priorities. This is a key capacity gap, as the UNCT will need to generate its own income through voluntary contributions and revenue through service delivery. Partnerships is a key aspect of the solution for the UNCT’s future presence in Liberia.



Overall, considering the capacity dedicated to strategic positioning (i.e. Representation, Coordination, Communications, Partnerships, and RBM), the mission team notes that:

- WFP has largest proportion of M&E/RBM capacity at 6.7 FTE, with UNICEF in second at 5.0 FTE
- UNHCR has largest proportion of communications/media capacity at 4.3 FTE with UNICEF in second with 3.0 FTE
- UNDP has the largest portion of coordination capacity, as host of the Resident Coordinator system, at 8.5 FTE

Development Partner Perspectives

Development partners raised a variety of issues related to UNMIL withdrawal and the capacity of the UNCT. A chief concern is that the UN maintain strong leadership and its “political voice” through the RC’s office, which should be independent of the local UNDP office and speak for the entire UNCT. It was stressed that there is a need to review the roles and responsibilities of the UNCT after EVD and to ensure that all UNCT members return to clear mandates based on their comparative advantage. Donors emphasized that currently they do not feel they are getting the political leverage and results they would like from UNCT partners working in the line ministries, and that there has been weak long term institutional development results.

All the development partners cited coordination as a clear weakness and an area that needs attention and improvement. A stronger coordination mechanism and platform is needed to avoid duplication and deliver stronger results.

In terms of UNCT programming focus, the issue of reconciliation and addressing social exclusion issues were the highest priorities. Land, youth, and gender issues were cited by all. With UN HABITAT gone, there will need to be a second generation of land reform initiatives led by UNDP. Youth disempowerment was cited as a massive challenge that the entire UNCT will need to engage on and see how resources can be mobilized to address a multiplicity of social, political and economic needs. Key areas to focus on will be in education and in skills training so that young people are able to get jobs and sustainable livelihoods. It was noted that gender issues could be addressed with more technical sophistication. In terms of implementation of programs, Results Based Management will need to be strengthened, as weak monitoring capacity and quality assurance were cited as enduring issues.

Specific UNCT members’ strengths and weaknesses were referred to, which are captured in the Annex under each agencies ‘key capacity reflection’ section.

Government Counterpart Perspectives⁷

Government line ministries and the Land Commission all highlighted UNMIL’s contribution to Peace, Security, and Rule of Law and expressed concern about how those gaps will be filled by the UNCT - particularly at the county level. Beyond providing security, it was recognized how much UNMIL has contributed through Civil Affairs for logistics and county administration functions, peacebuilding functions, coordination, and logistics. The government will continue to rely on the UN system to support decentralization, coordination, service delivery, and monitoring. A key area for UNCT programming will be to support Peacebuilding among their mandated areas of support, but it was noted that the UNCT does not have the field presence that UNMIL had and that programming needs to reach and engage communities at the subnational level. As the government currently has a hiring freeze in effect, it will face major gaps engaging communities and ensuring county development. It is expected that the UNCT can support country structures along different levels of engagement and the local governance act. The line ministries pointed to the importance of the Liberia Peacebuilding Office in the Ministry of Internal Affairs for coordination and leadership when it comes to reconciliation and ensuring that peacebuilding efforts interface with longer term development by addressing key underlying causes of conflict that have not been resolved. These are comprehensive and include structural issues of marginalization, decentralization, restorative justice from the TRC recommendations, and the thematic areas of the Reconciliation Road Map.

One of the most critical issues in this regard is land and includes; land and land access rights linked to livelihoods, land policy, a supportive land administration framework and system, and the settling of on-going land disputes. The government will rely on the UN for supporting the legislative and political advocacy for land reform, but also on contributing to the support structures in terms of administration and conflict mediation at the decentralized level. It was noted that in the past UNCT technical advisors provided support to the Land Commission, but UNMIL has been the strongest partner in terms of setting up land centers in the counties and providing security in the event of land disputes turning violent.

In terms of communication with rural communities in the counties, particularly on land reform and other issues, UNMIL radio is essential and depended upon. Another key issue is youth and how conditions can be created for the empowerment of young people economically, politically, socially and culturally. Government partners cited that UN interventions in this regard have been welcome, but not necessarily strategic in nature. It is hoped that the UNCT can provide strategic support to the National Youth Policy and Action Plan.

Technical Capacity Assets and Gaps for all Peacebuilding Plan priorities

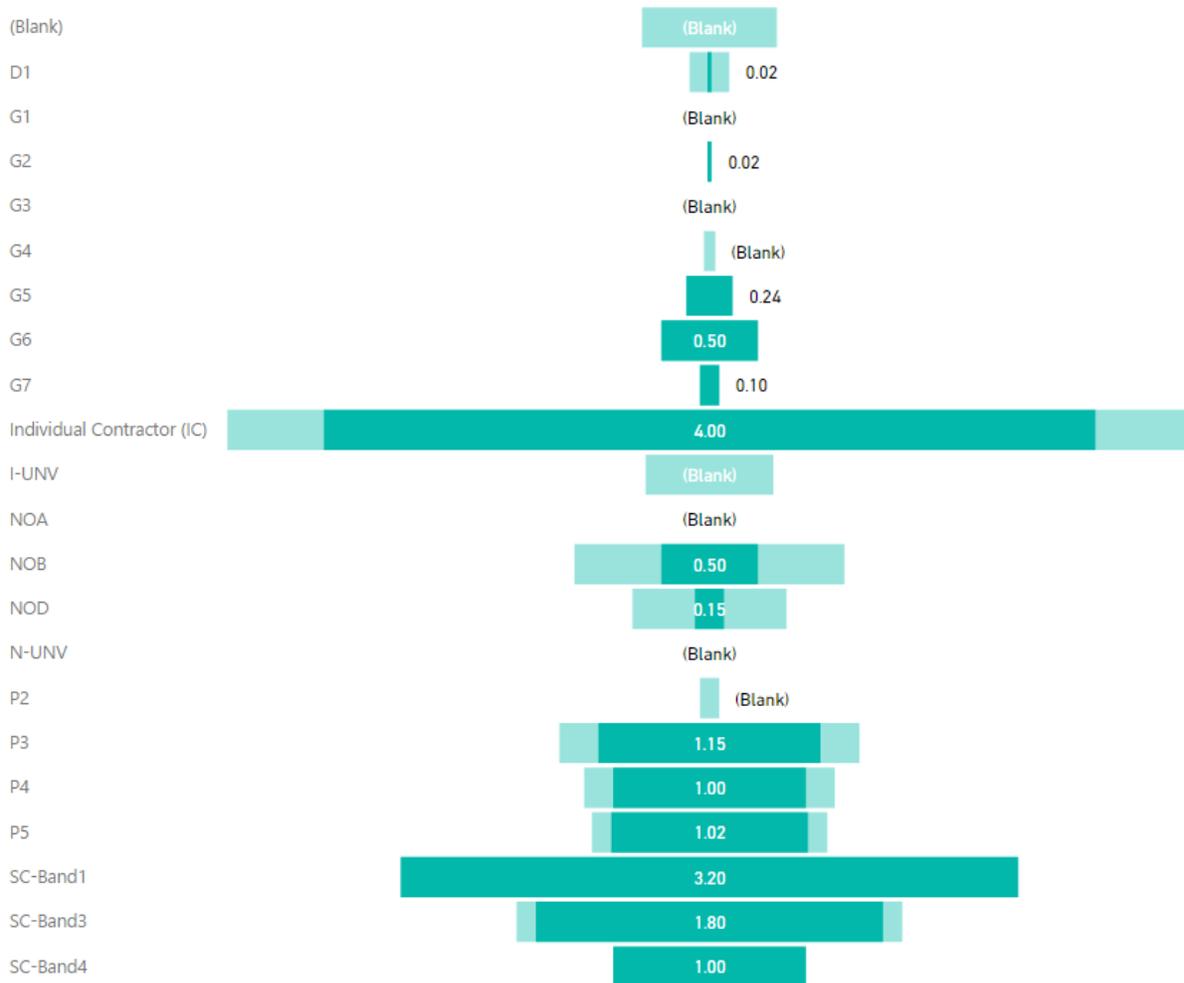
The following sections of the capacity mapping analysis will document the existing technical capacity of the UNCT in all areas of work outlined in the 2017 Peacebuilding Plan, tracking the specific UN commitments across both phases of the Peacebuilding Plan.

⁷ The Capacity Mapping Team was able to meet with the Ministry of Finance and Development, Internal Affairs, Foreign Affairs, and the Land Commission.

Promoting Inclusive and Peaceful Elections in 2017

The UNCT capacity on supporting inclusive and peaceful elections is consolidated within UNDP, and essentially co-financed by the European Commission and UNDP itself. Support to elections is a universally-recognized aspect of UNDP’s mandate and comparative advantage relative to peer development partners. As such, one expects to see indicators of ‘high capacity’ in this area of work. The human capital assets that UNDP has dedicated to work in the outcome area of Strengthening Key Governance Institutions, including Elections, are illustrated below.

Strengthening Key Governance Institutions (Elections) by Contract Type and Level



Upon analysis the following critical points emerge:

The largest portion of capacity is represented by ICs and SCs, which are by nature, temporary. The darker shades in the bars above, represent encumbered posts, while the lighter portions on the ends of the bars reflect vacant positions. Concretely, the specific profiles which are currently vacant include, Legal Expert, Elections; Gender Expert, Elections; Constitutional and Electoral Reform Expert; Civic & Voter Education Consultant; IPCC Political Parties Consultant. Based on interviews with stakeholders and additional data analysis, the following “deltas” are highlighted (A *delta* refers to a gap or a space of change that is needed for the organization).

In addition to the technical capacity of UNDP’s personnel, on the operational side of the capacity equation, UNDP is currently mobilizing resources to secure funding it projected in its 2017 budget. As such, UNDP is working to keep pace along its own planned trajectory for supporting elections and strengthening key governance institutions.

UNDP’s Technical Capacity Delta:

- Partnership management / Donor relations identified as a bottleneck by UNDP’s primary donors
- 75% of the time of UNDP’s P5 CTA on Elections is dedicated to EU donor relations, while 25% is dedicated to technical issues of elections
- UNDP currently leverages the political analysis on the elections provided by UNMIL.
- UNDP relies on the good offices role of the SRSG to exercise influence in the arena of elections management.

UNDP’s Operational Capacity Delta:

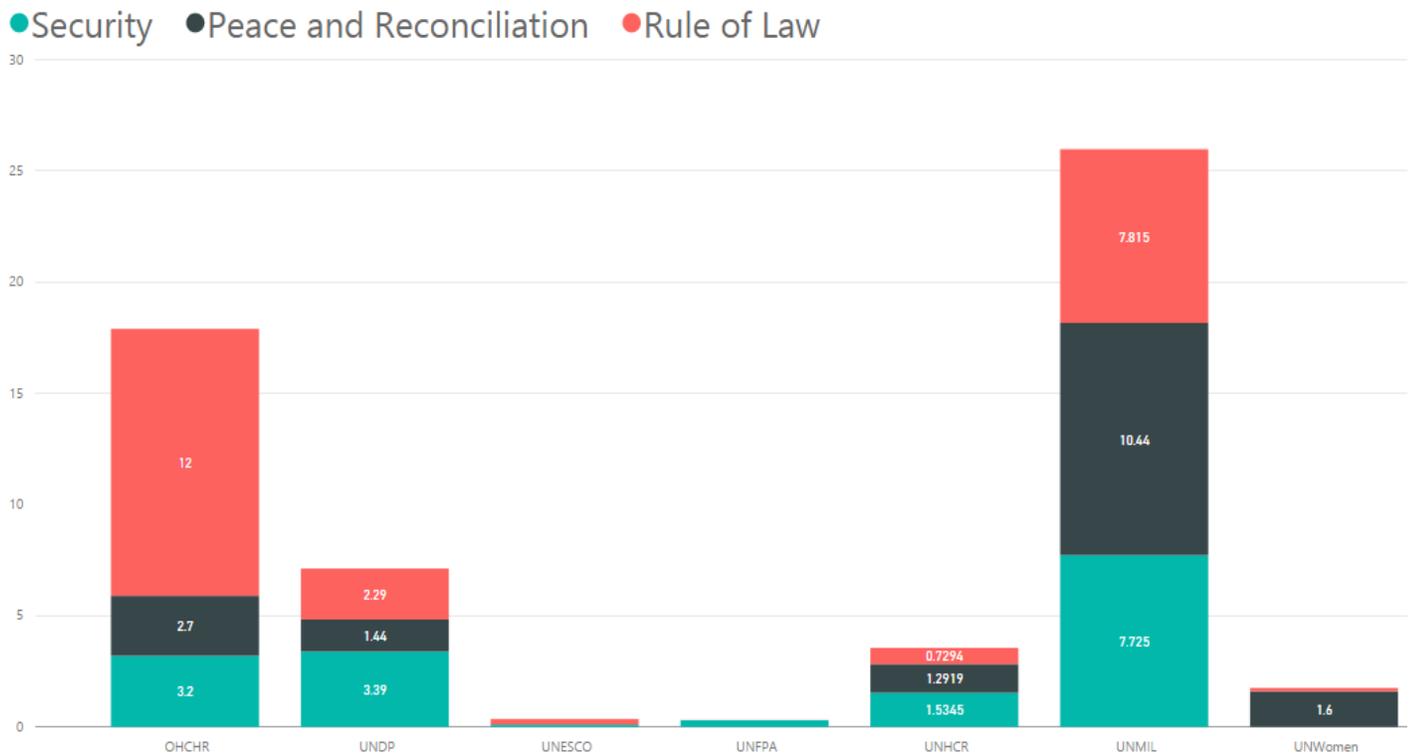
- 6 projects specifically related to elections, ongoing:
 - Voter Registration, Women’s Political Participation, Political Parties Capacity Development, Strengthening the Electoral Legal Framework, Logistics and Operational Support, Capacity Strengthening of NEC
 - Funded by contributions from the European Commission or UNDP
 - Total 2017 budget received to date: \$1,516,000.00
 - 2017 Resources still to be mobilized / funding gap of \$457,000.
- Specialized procurement capacity sourced from UNDP global (Copenhagen)
- All dedicated positions are located in Monrovia.

Security, Peace, Justice and Rule of Law

Liberia’s journey of reconciliation and sustaining peace has reached significant milestones in partnership with the international community, but it continues through a tough terrain. Liberia is in a fragile state; Still recovering from the eradication of Ebola; Still struggling with economic shocks; Still navigating governmental transition; All in an environment of weak national capacity, economic contraction, continued corruption, and poor social cohesion. Sustaining peace in Liberia proves to be an intensive journey, and the Government and development partners – Investors in Liberia’s peacebuilding and sustainable development – recognize that the security, peace and ROL outcome areas represent the most critical area of change pivoting around UNMIL’s withdrawal, and given this fact, the capacity mapping analysis will reflect some comparative UMIL and UNCT capacity.

By far, UNDP maintains the most substantial technical capacity in the areas of Security, Peace and Reconciliation, and ROL relative to the other Agencies, Funds, and Programmes in the UNCT. This work constitutes a unique component of UNDP’s institutional mandate and comparative advantage, which is currently anchored in technical engagement on the 2017 Peacebuilding Plan, and ongoing support to national peacebuilding and reconciliation, decentralization, constitutional, and land reform, through joint programmes, collaboration with UNMIL, and direct provision of policy advisory and project implementation support services. Aside from UNDP, UNHCR dedicates a portion of its technical capacity in these areas, as its engagement with refugees and communities hosting refugees, incorporates development into its humanitarian assistance. Other UN Agencies, Funds, and Programmes are not robust actors in these areas, as they offer different comparative advantages. UNDP, however, has not been under too much pressure to mobilize resources to invest in the technical capacity in these areas, as UNMIL and OHCHR resources have been (for the most part) successfully leveraged, to date. However, the UNCT and UNDP must calibrate its capacity to scale up to meet the demands once UNMIL has

withdrawn. And today, the UNCT’s technical capacity in the areas of security, peace and reconciliation, and rule of law is dwarfed compared to UNMIL civilian technical capacity.



This graphic represents the professional portion⁸ of the FTE that OHCHR, UNDP, UNESCO, UNFPA, UNHCR, UNWOMEN, and UNMIL have dedicated to the outcome areas of security, peace and reconciliation, and ROL. UNDP’s total technical capacity in these areas is 7.1 FTE.

- The combined international professional capacity of select UNMIL teams and the OHCHR presence is over six times the capacity of UNDP’s resources, both international and national⁹.
- If all 17.9 FTE of OHCHR’s capacity is assumed to remain in Liberia, UNMIL’s capacity is approximately three and a half times larger than UNDP.
- Of UNDP’s 7.1 FTE, 2.0 FTE are Individual Contractors (ICs)

UNCHR has relatively robust capacity to address issues related peace, security, and ROL through their portfolio of services, as indicated by their 3.5 FTE. UNHCR’s presence may drawdown over 2017 as well, as refugees are being re-patriated and consequently UNDP may need to further develop technical capacity for supporting citizens with livelihoods as part of programming across the humanitarian-development nexus. The World Bank will likely see an increase in capacity as corporate investments in fragile states are planned to increase, and the WB will focus on decentralization and land reform as key priorities within this framework.

⁸ UNCT Position levels accounted for include: D1, P5-P1, NOD-NOA, International and National UNVs, Individual Contractors, and Service Contractors in and above SC-Band 3.

⁹ This is a purposefully stilted comparison, counting more resources on the UNCT than on the UNMIL side.

In terms of the UNCT’s technical capacity delta, support to Liberia’s Peacebuilding Office (PBO) is a central concern in the context of supporting the implementation of the Peacebuilding Plan. UNDP has a single P4 Programme Coordinator for the Peacebuilding Programme, financed by the PBF.

Economic Transformation

In the area of economic transformation, the UNCT taps into a multitude of capacities across AFPs, given the complementarity of several of the Agencies’ comparative advantages. All AFPs have a combined level of technical capacity¹⁰ for the outcome areas in Pillar II.

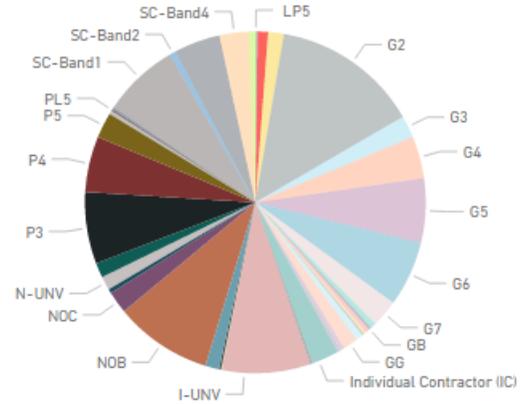
- The World Bank, African Development Bank, and UNOPS lead the UNCT in capacity dedicated to Infrastructure and Energy, which is the 3rd largest component of aggregate UNCT technical capacity, behind Health and Nutrition, and Public Sector Institutions and Civil Service Reform.
- WFP leads in Natural Resources and Food Security.
- The World Bank and UNDP have combined capacity to account for the majority of the UNCT capacity in macro-economic policy, while the WB is investing more in country analysis as part of its Country Partnership Framework development. UNDP has reduced its technical capacity focused on economic policy advice, as only one national economist is maintained and a regional senior economic advisor is based in Sierra Leone.
- UNDP is the only agency that contributes technical capacity across all outcome areas. In general, AFPs have demonstrated the ability to integrate their work to some degree, and thereby realize synergies across silos (e.g. AfDB is focusing on identifying the skills needed in the workforce to support the construction and maintenance of energy infrastructure, such as linking businesses and residences to the electricity grid and providing specialized construction and repair labor for this work).



Once we focus on the capacity that is at the level of international and national professional positions¹¹, the total capacity levels reduce to the darker shaded portions below. As evident, much of the UNCT AFP capacity is made up of temporary personnel and national programme and operations support positions.

¹⁰ Captures all AFPs and all contract types, national/international, temporary/fixed term. This data does NOT include any UNMIL capacity.

¹¹ Filtering OUT support positions (G1-G7) and temporary positions (ICs and SCs)

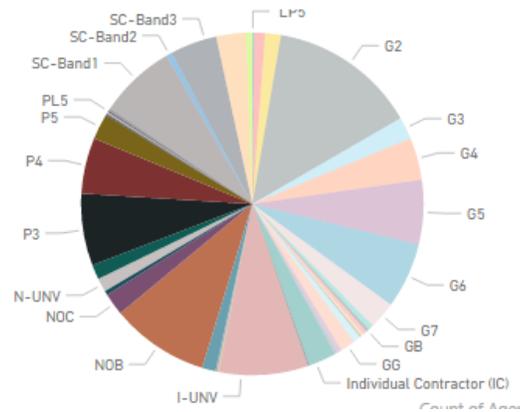


Governance and Public Institutions

UNDP leads the UNCT in terms of technical capacity in this pillar, with greatest resources dedicated to strengthening key governance institutions and elections and public sector institutions and Civil Service Reform. However, UNDP's technical capacity in the outcome area of Governance Institutions and Elections is predominantly temporary personnel (ICs, SCs, National and International UNVs).



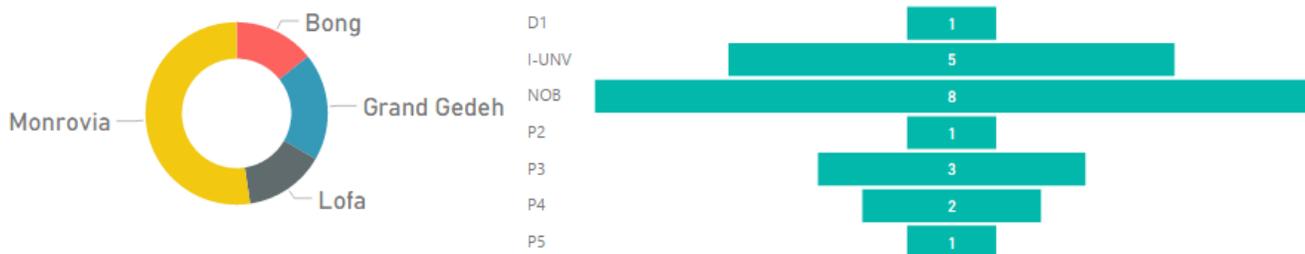
Consistent with the other outcome areas, the majority of AFP capacity is in temporary and national support



positions, as illustrated below – The shaded areas represent fixed-term, national and international positions. Looking to the horizon, these outcome areas will likely see an increase in demand from the new Government Administration taking office in January 2018, and the public sector and civil service of the new Government will need to respond to citizen expectations coming out of the campaign season.

Human Rights

The Human Rights capacity in Liberia is consolidated in the Human Rights and Protection Service of UNMIL, which has integrated OHCHR expertise into the mission and acted as its host. The OHCHR capacity hosted by the mission constitutes 22 encumbered positions, all but one, which are fixed term professional positions. As apparent in the distribution of position levels, OHCHR is a normative UN organization providing specific and deep expertise on human rights. It does not have operational capacity, by design. Further, OHCHR positions are currently located



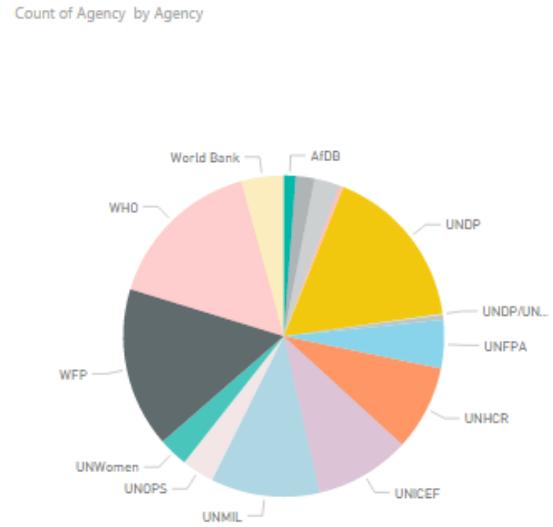
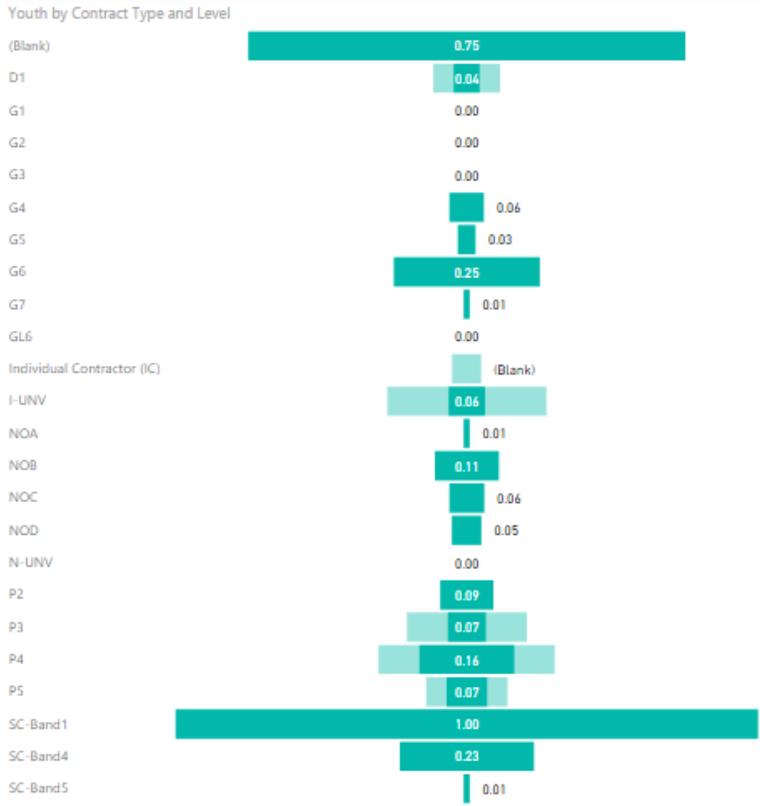
in three counties, whereas in the past, the field coverage of OHCHR was higher.

The vision of the UN leadership in Liberia is to establish a national OHCHR field presence after the withdrawal of UNMIL, as the credibility of the UN and Government’s support to integrated efforts in peacebuilding and sustainable development is, to a great extent, anchored in the demonstrated respect for human rights.

Youth

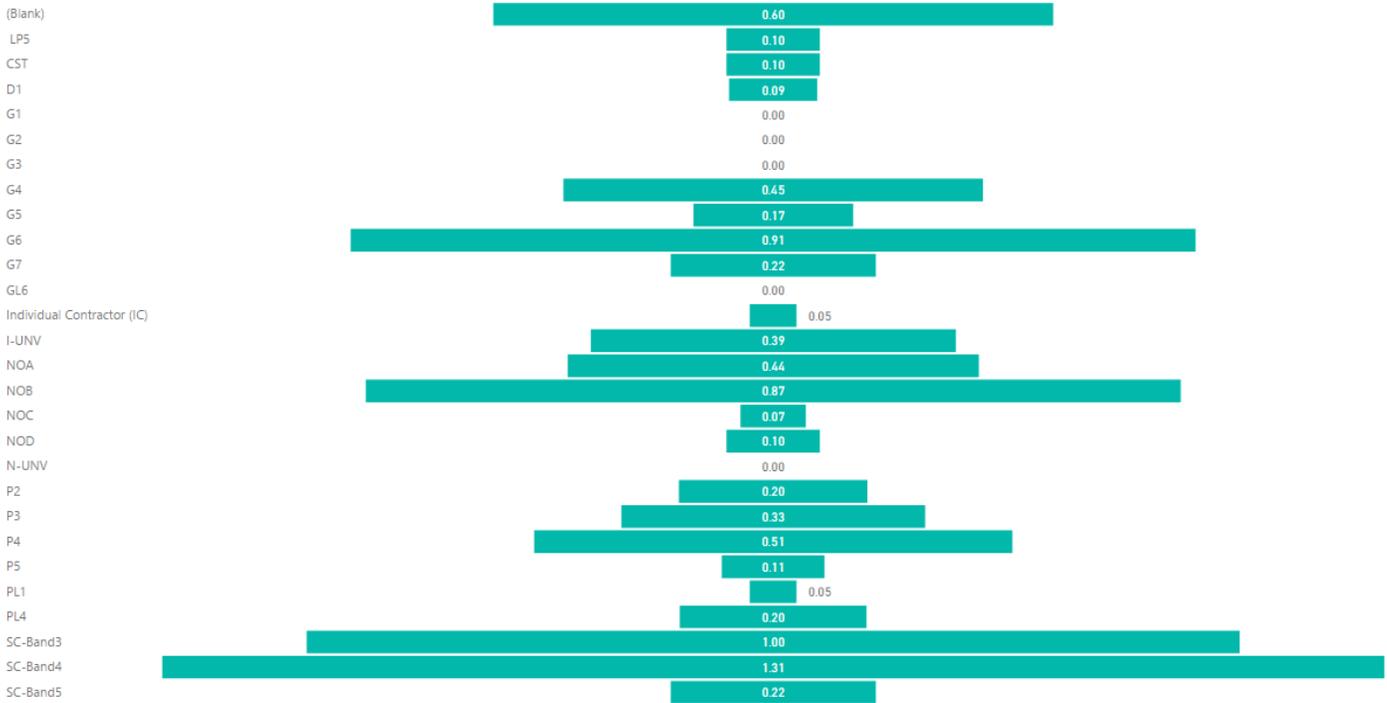
Youth issues are a critical area for support for Liberia, and a fundamental factor in Liberia’s fragility, as there are numerous linkages between land reform, economic empowerment and young people. In all relevant strategic frameworks – the AFTII, UNDAF, and the Peacebuilding Plan – Youth is considered a cross-cutting issue. As such, the capacity mapping data does not register significant FTE capacity dedicated to youth as a distinct area of work. UNFPA leads the UNCT Working Group on Youth, and is engaging in the process of finalizing the Peacebuilding Plan and preparing to support its implementation.

To date, UNCT support to youth is manifest in ad-hoc programming. While many agencies cited it as important when asked, no evidence of robust, systematic, technical investments are identifiable by the capacity mapping mission. Donors and the World Bank cited this approach as problematic, as the UN System is not yet working in concert to advocate for and mobilize resources in this area.



Gender Equality

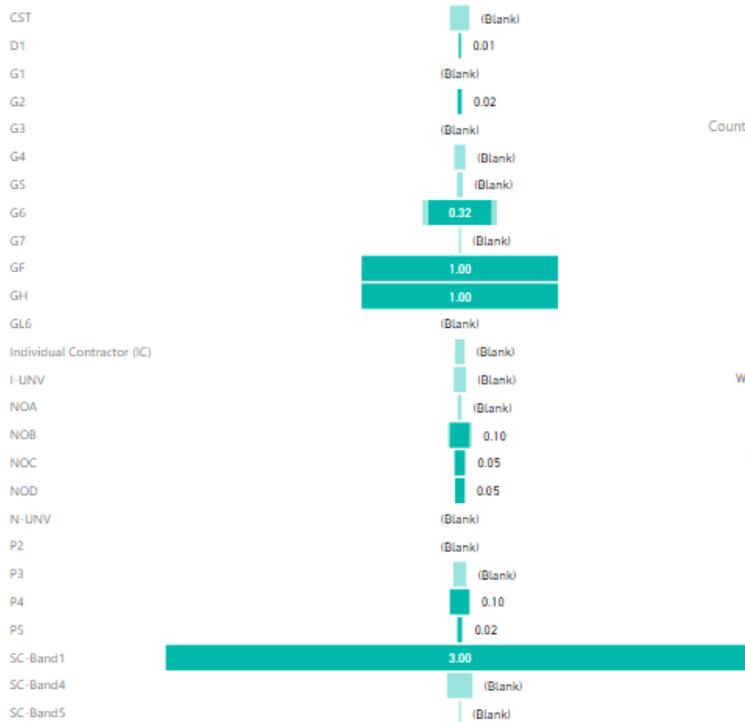
The UNCT's capacity in Gender Equality has been strengthened by UN Women presence, which is the lead agency on gender equality in Liberia (previously it was led by UNFPA). With substantial support from donor partners Canada and the Government of Sweden, UN Women is scaling up its support as a key player and will be instrumental in the implementation of the 2017 Peacebuilding Plan along with other partners such as UNFPA, UNICEF, and UNAIDS. The capacity mapping mission team notes the continued collaboration with the UNMIL Gender team by UN Women. Despite the fact that there are still limited resources and expertise to meet the level of expectations in advancing the gender equality agenda, the agency will continue to increase its resource mobilization so as to address the gap and advance as needed. Aside from UN Women's capacity and resources, further outlined in the annex, the other AFPs in the UNCT have invested in their own capacity to support gender equality, in great part, driven by the leadership of UN Women and UNMIL to integrate gender equality into their programming. Illustrated below, are technical resources of all AFPs (except UN Women & UNMIL) dedicated to gender equality:



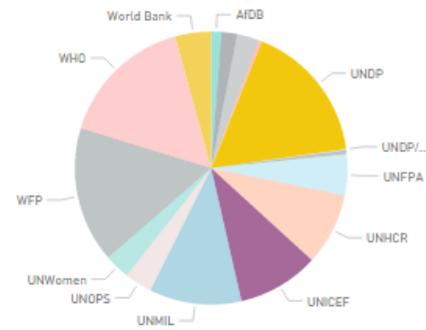
Environment

The relatively modest portfolio on the environment is almost entirely accounted for by UNDP and the World Bank, with WFP, UNHCR, and UNCDF with very minor percentages of single positions dedicated to work in the environment portfolio.

Environment by Contract Type and Level



Count of Agency by Agency



Summary of UNCT Capacity Assets and Gaps

The capacity mapping is one step in an ongoing transition planning and investment process. This capacity mapping analysis represents the baseline. Assessing the UNCT’s overall capacity assets and gaps requires an agreement on specific targets. Framing capacity against the 2017 Peacebuilding Plan is a first attempt to set future-oriented capacity targets, but the UNCT will need to agree on concrete targets as well as foundational approaches to the degree of consolidation across the UNCT, its office premises, etc. in order to refine the planning assumptions that will allow a more grounded and nuanced assessment of capacity gaps against stated targets. As that process advances, the capacity mapping mission team highlights the following UNCT capacity assets, which are of great value for the UN’s support to national counterparts:

1. Infrastructure project management capacity in UNOPS, African Development Bank, and World Bank.
2. Energy project management capacity in African Development Bank.
3. Health expertise sustained with WHO’s robust presence.
4. Strategic positioning to respond to the 2017 Peacebuilding Plan with the capacity of UNDP and the increasing resources dedicated to fragile states from the World Bank.
5. Possibility to reassign UN Volunteers from UNMIL to UNCT without break of service in order to ensure continuity of ongoing projects.

In terms of capacity gaps, the following technical and operations support profiles are highlighted as areas in which existing resources are not foreseen to be sufficient:

1. Dedicated reconciliation expertise in specific areas of specialization, including decentralization, land reform, constitutional reform, and national reconciliation

Rationale: the legislative reform targets reinforced by Phase I of the Peacebuilding Plan will increase the demand for implementation support in these areas, including ongoing support to the Independent National Commission on Human Rights (INCHR) human rights council, operationalization of the newly established land authority, the passage of the land rights act, as well as the local governance act.

2. Political Liaison / Political Economy Advisors

Rationale: Whether or not a political mission will be established following the withdrawal of UNMIL, the ongoing peace, development, and humanitarian work of the UN will be managed in a political context, which necessitates political economy expertise to guide the decisions and interventions of the UNCT and the RC.

3. Coordination Experts / National Development Planning and Donor Coordination Advisors

Rationale: Poor development cooperation was a consistent gap identified among stakeholders during interviews. Further, it was noted that national Government coordination has deteriorated over recent years, and was also affected by the disruption that Ebola caused. Additionally, with a new Government Administration scheduled to assume office in January 2018, it is anticipated that the GoL will request technical assistance with integrated national development planning and overall support to develop the next national development plan.

4. Youth Experts

Rationale: Youth empowerment across economic, political, and social service sectors was consistently identified as a critical response to addressing the root causes of conflict and exclusion. UNFPA, although leading on youth issues, does not have sufficient capacity to fully serve this area.

5. Gender Experts

Rationale: Gender inequality is a key dimension of exclusion and poor economic growth, and currently, the UN Women and UNFPA presence is under-capacitated for this mandate. (Note that UNDP does not yet meet corporate resource requirements in gender expertise).

5. Macroeconomic Policy Experts

Rationale: Liberia is facing a challenging post-conflict economic trajectory and must solidify its peacebuilding gains through its own economic growth and self-sufficiency as the international community reduces its financial support to Liberia.

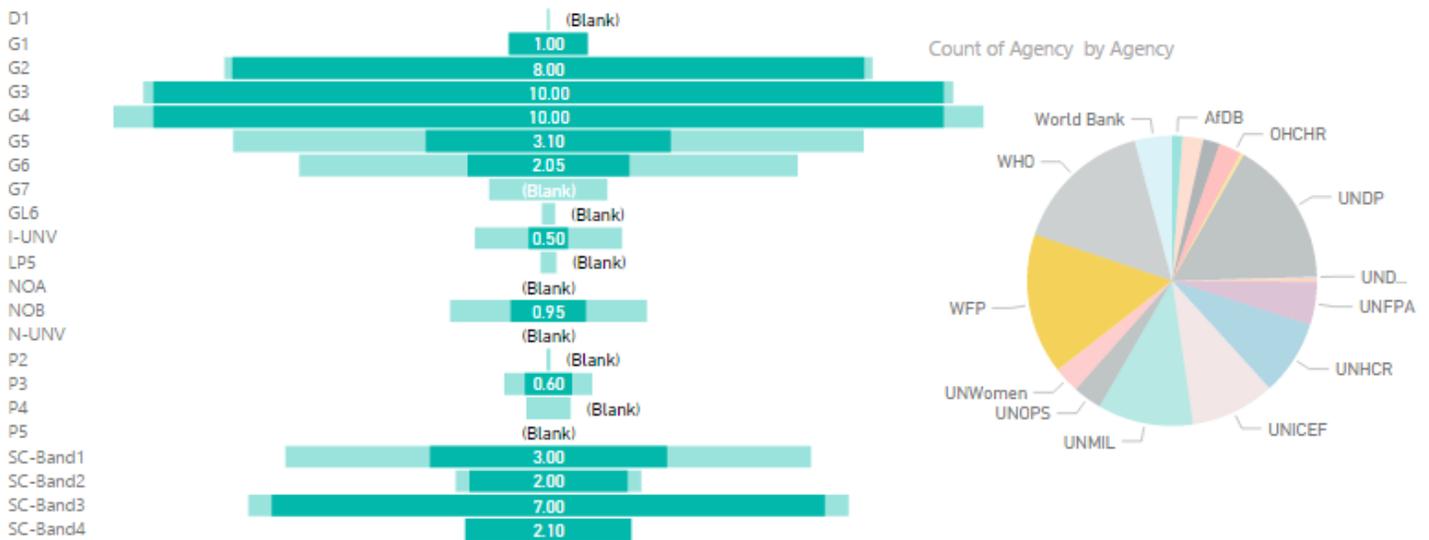
UNCT Operational Capacity and Performance

Overall, the following operational capacity findings were identified to be significant based on donor and GoL counterpart feedback:

1. UNDP operational capacity | UNDP is the largest of the Agencies in the UNCT, and is an operations service provider to the UNCT and the Chair of the OMT. UNDP has been operating in a “support to NIM” modality, and as such, operational challenges are a mix of national capacity and CO capacity issues. Regardless, specific partners and counterparts stressed weaknesses in UNDP’s operational capacity (Namely the EU and the Peacebuilding Office). Given that these partners collaborate in the areas of

elections, governance, peacebuilding, and decentralization, these concerns about UNDP’s operational capacity signal concerns in the UNCT’s overall ability to deliver results in the critical areas of peacebuilding and reconciliation and strengthening key governance institutions. The UNDP Liberia CO has received audit findings of only partially satisfactory in recent years, with specific concerns highlighted around the integrity of the procurement process.

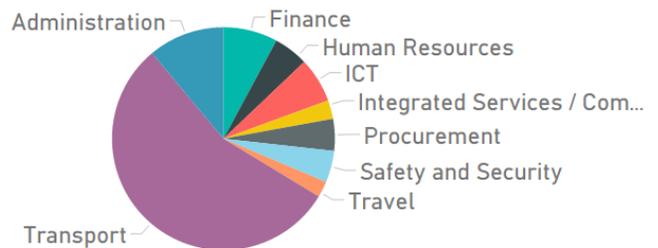
2. Dramatic decrease in logistics services | The loss of UNMIL logistics, transport/aviation, and engineering capabilities represents a major set-back to the organizational capacity of the UNCT, and its ability to deliver implementation services to development partners and government counterparts. However, the capacity mapping mission noted the significant logistical capacity of WFP, globally, and WFP’s presence in Liberia. As illustrated below, WFP alone constitutes a robust logistics capability, and maintains a presence at the Monrovia Port. WFP’s resources and institutional know-how related to logistics and supply chain management is a key capacity asset, demonstrated during the EVD emergency response by



providing supply chain services to all humanitarian actors, and the UNCT should explore options for leveraging this existing capacity and potentially aligning these resources to serve a larger set of clients.

UNOPS too can emerge as a provider of logistics and supply chain management services, if requested. In this case as well, the UNCT may want to consider the business case of scaling up its own logistics services should such investments have sufficient return both in terms of cost efficiency as well as impact to peace, development, and human rights.

3. UNCT AFPs maintain dedicated operations teams and transport services | Aside from the provision of some common services from UNDP to other AFPs, the vast majority of operations support capacity is sourced from within each of the AFPs. While this fact may not be all that intriguing to many, the UNCT has approved its first Business Operations Strategy (BOS) which can facilitate the consolidation of operational capacities. Further, the UNCT may be in the position to consolidate its



presence in the Pan African Plaza (PAP), which could facilitate a different organization of operations support functions, and an alignment of its operations resource, leading to efficiency gains, and improved service delivery. Simply considering transport, the mission team notes that the personnel dedicated to transport is the overwhelming majority of operations support resources. Yet, the fleets and transport services are managed by each AFP separately. The mission team views operational consolidation as a potentially positive development that might be instrumental in adapting to a post-UNMIL operational context. Further, operational consolidation may also help to strengthen the quality and oversight of operations functions and lay the groundwork for the possible provision of implementation support services to the new Government Administration, should the Government wish to augment national capacity with UN implementation services.

Transition Roadmap

The Peacebuilding Plan identified that, while Liberia has made enormous strides since 2004 a number of critical peacebuilding needs remain, requiring continued support from the international community. Against this background, the findings of the capacity mapping – namely that UNMIL’s departure will result in a drastic drop in UN capacity as well as a reduced ability of UNCT actors for programme delivery – highlights the need for quick and joint action to ensure the remaining UN entities adapt to the changing circumstances as well as a concerted efforts to ensure continued political and financial support to Liberia going forward. Achieving this will require for UNMIL and UNCT entities to develop an Integrated Transition Plan that:

- Describes the capacity, role, approach, and contribution of each UN entity to each of the priority areas as per the Peacebuilding Plan, differentiating between phase 1 (until March 2018) and phase 2 (post-UNMIL);
- Assesses how UNMIL’s departure will impact the UNCT as well as GoL;
- Details how the role, approach and collaboration with other UN entities will change during and beyond the transition process;
- Outlines the current and planned field presence;
- Identifies and addresses the capacity gap of the UNCT by exploring several avenues, such as joint programming, evolving business models, joint resource mobilization and the transfer of assets from UNMIL to the UNCT;
- Addresses the need for clear and proactive communication around the transition to the various key stakeholders (see below for more details).

Within this transition planning process, several key solution options are on the table, and will need to be explored with the intent to identify win-win opportunities, pragmatic resolutions, sustainable solutions, and a commitment to doing things better in the context of UN transitions. Specifically on physical assets, the following existing UNMIL capacities and resources are particular value for the future of the UN in Liberia:

1. UNMIL Radio
2. Aviation and Transport Services
3. Geospatial analysis and joint analytics capacity
4. County support services and coordination (Regional Hubs and County Service Centers as well as the field coordination capacity that supports county-based UN personnel and activities)
5. Cooperation with Regional Security Institutions (MRU, ECOWAS, AU)

Communication priorities

UNMIL’s transition affects multiple stakeholders in the country, both internal and external to the UN system thus communicating about the transition with all these stakeholders is a crucial element of the process and should/will be given high priority. A clear integrated communication strategy focusing on both internal and external communication will be developed by UNMIL and the UNCT and will comprise: (1) key transition messages; (2) key stakeholders (e.g. UNMIL staff, UNCT staff, government, and local population); and (3) the mode of communication (e.g. UNMIL radio broadcasts, press conferences, town hall meetings, one pagers with key transition messages, press releases).

While the primary message to all partners and the population at large is that UNMIL’s withdrawal signifies a continued UN presence categorized by the UNCT, key messages should be delivered on the UNCT role, approach and collaboration with the government and other entities in country as well as UN staff. In so doing, the UN will need to reflect on varied public sentiment and politicized discourse during the campaign season, addressing additional views shared among the population, which may be considered less mainstream. Specific comments relayed to the capacity mapping mission team included the following: *UNMIL is leaving because the GoL is corrupt and the UN is tired of dealing with the corruption. UNMIL was politically backing the current Government Administration, and once their term is over, the partnership with the UN is less important.* These views may be far less prevalent than other perspectives, but given the political sensitives of an election year, the UN’s communication effort regarding UNMIL’s withdrawal will need to be seeped in a political economy analysis and messages will need to be delivered with these sensitives in mind.

Lastly, UNMIL radio will be an important communication instrument throughout the transition and beyond, with primarily the people and Government of Liberia, to promote sustainable peace through the October 2017 elections and 2018 transfer of power and also to raise awareness about UNMIL’s transformation, eventual closure and the United Nations’ continuing engagement in Liberia.” The future of UNMIL radio is a priority discussion, in its own right, among UN, GoL, and Regional Security Actors in Liberia, including the AU, ECOWAS and the Mano River Union (MRU).

Annex | Agency capacity profiles

The following section outlines specific capacity findings for all Agencies, Funds, and Programmes in the UNCT, along a standard set of indicators:

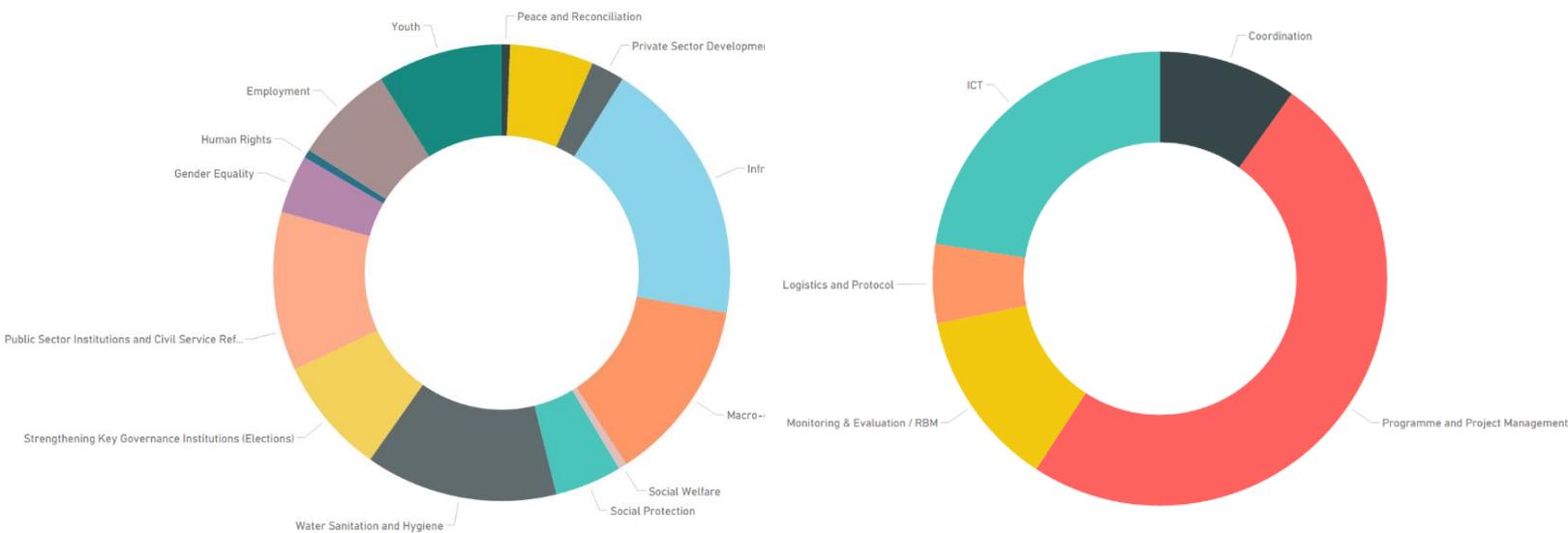
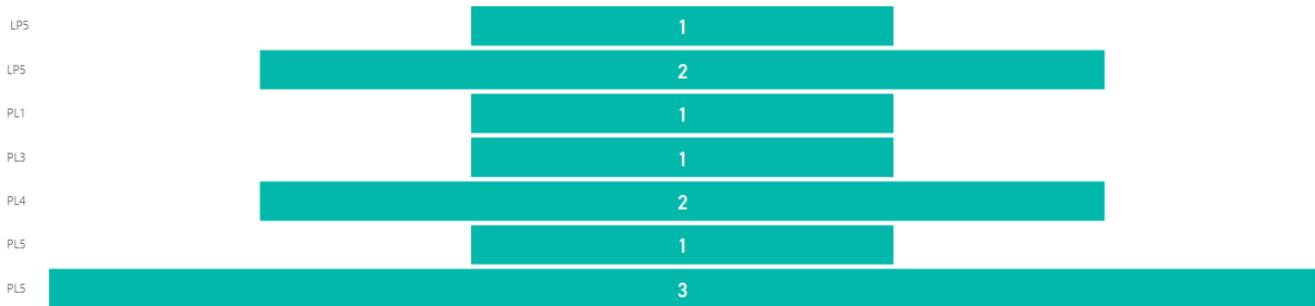
1. **Comparative Advantage:** Data on current comparative advantage is captured alongside previous capacity and comparative advantage assessments conducted on behalf of the UNCT, from 2012 and 2014, respectively. The intent of the mission team was to evaluate the evolution and consistency of each of the AFPs. Please note that the data extracted from the 2012 and 2014 reports has not been altered, and does not reflect the assessment of this capacity mapping mission team. The 2017 comparative advantage findings, however, were developed based on direct interviews and programme portfolio analysis conducted by the 2017 capacity mapping mission team.
2. **Personnel Capacity:** Each of the AFPs that provided data to the capacity mapping mission team have data on their staffing levels and numbers, the relative areas of focus both along substantive outcome areas as well as operational support functions, and the gender distribution of their teams.
3. **Operational Capacity:** Qualitative findings on operational capacity have been derived by direct interviews with the capacity mapping mission team.



African Development Bank (AfDB)

Mandate and Comparative Advantage:

Position Information: 12 | Total Personnel: 12



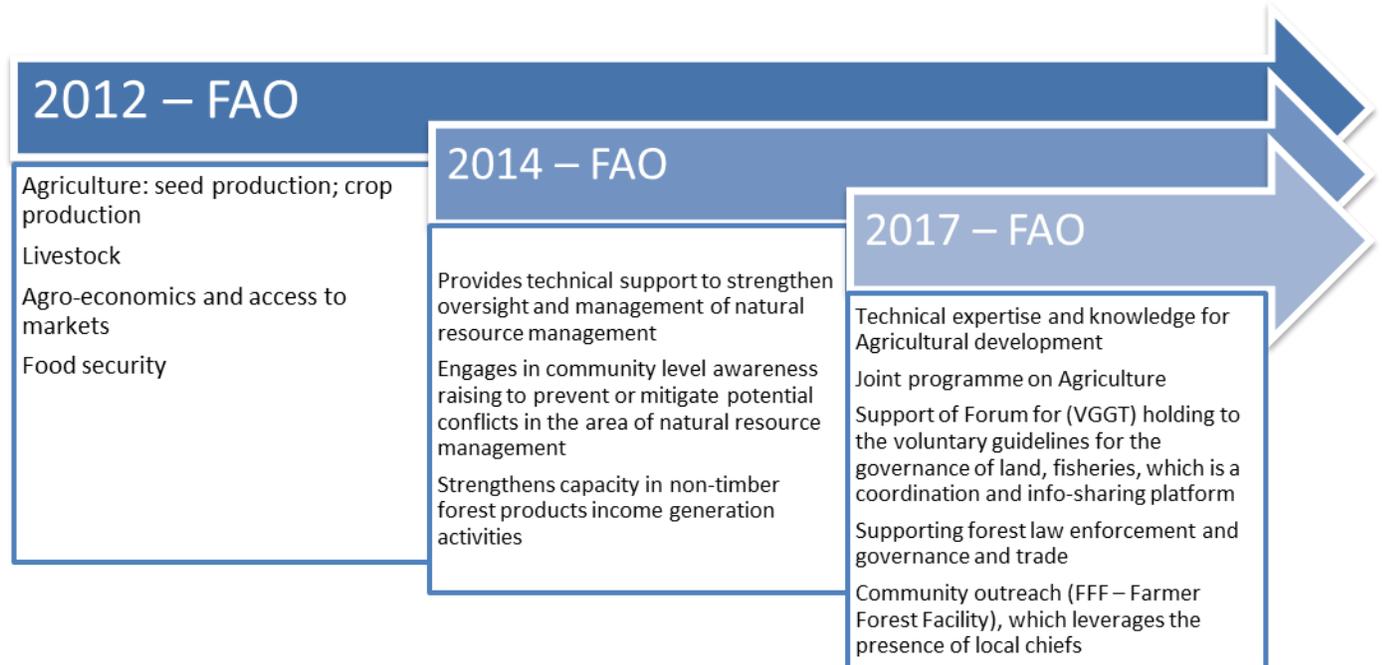
Key reflections on Operational Capacity:

AfDB has a business model essentially like the World Bank, in which the current lending portfolio is focused on Infrastructure, including specific contributions in agricultural feeder roads and power. There is enthusiasm about Mt. Coffee coming online, but serious capacity gaps in terms of technicians who can connect businesses and communities to the new electricity grid. AfDB has also supported Small and Medium Enterprises (SMEs) in the past (private sector), but that project is currently on hold. The AfDB was self-critical of its operational start up and capacity to engage the GoL to get approval for infrastructure loans, but has now improved with mechanisms in place for both advocacy and sensitization when it comes to getting legislation passed to approve loans. Their identified strengths are in supervision on the implementation of projects that they fund.

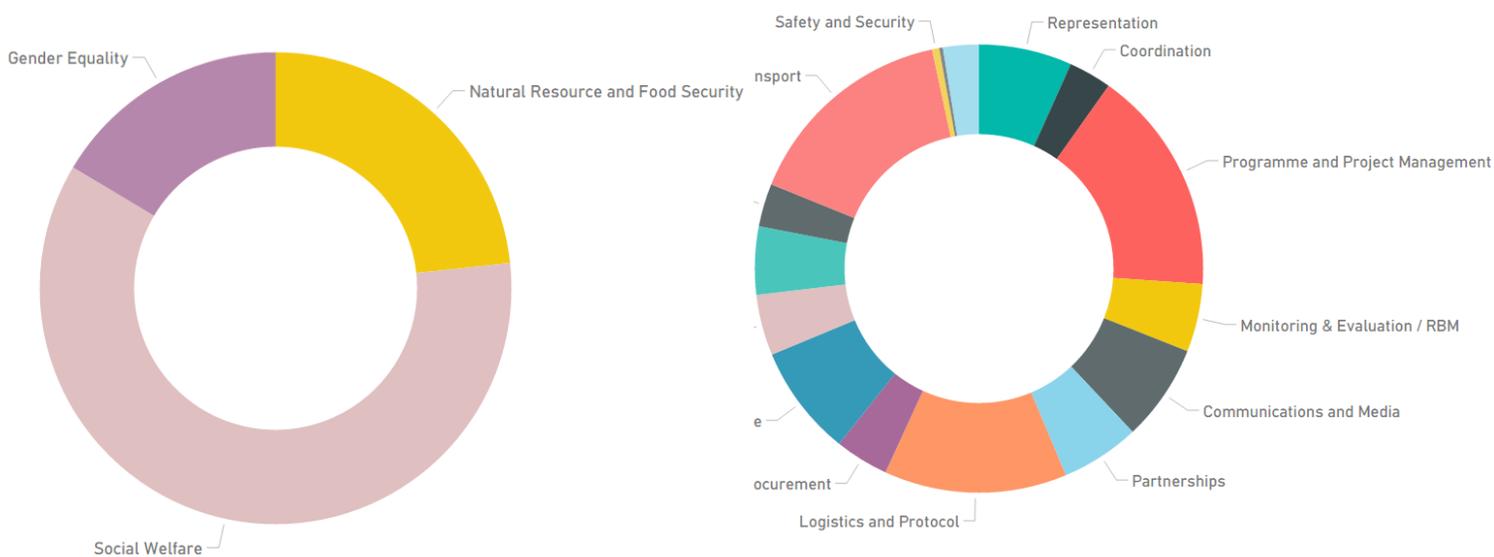


Food and Agriculture Organization (FAO)

Mandate and Comparative Advantage:

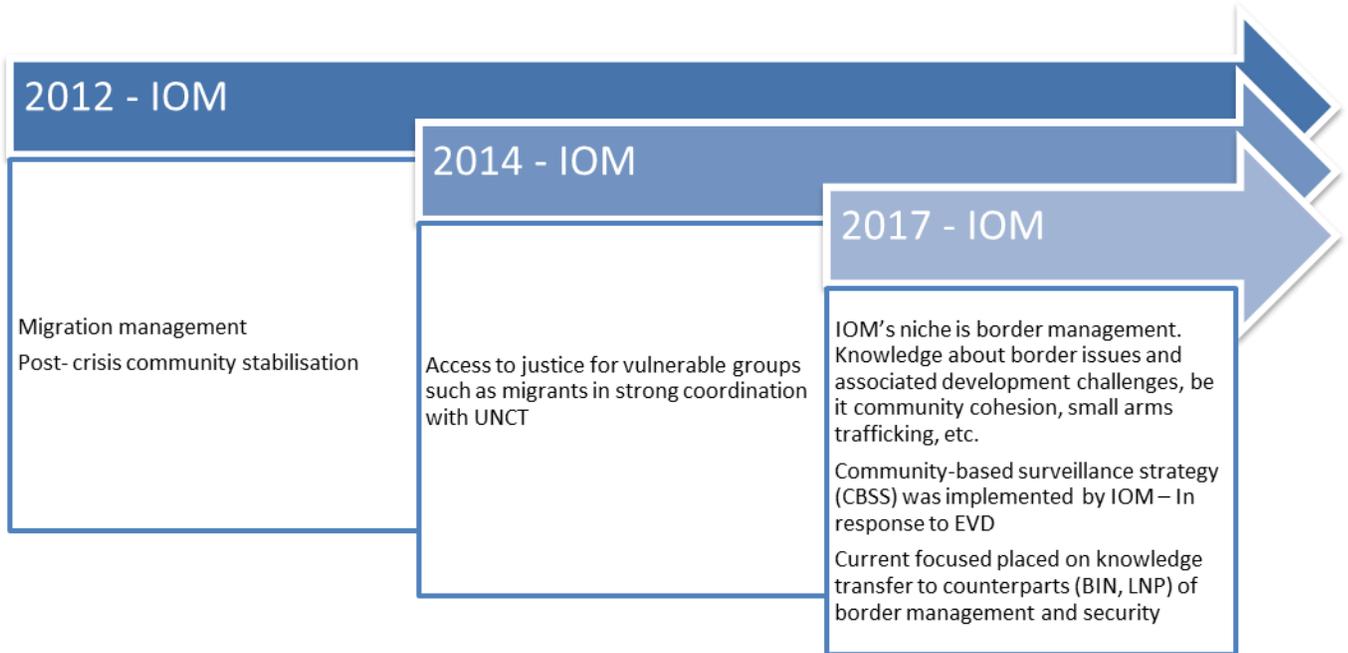


Position Information: 24 (4 vacancies) | Total Personnel: 20

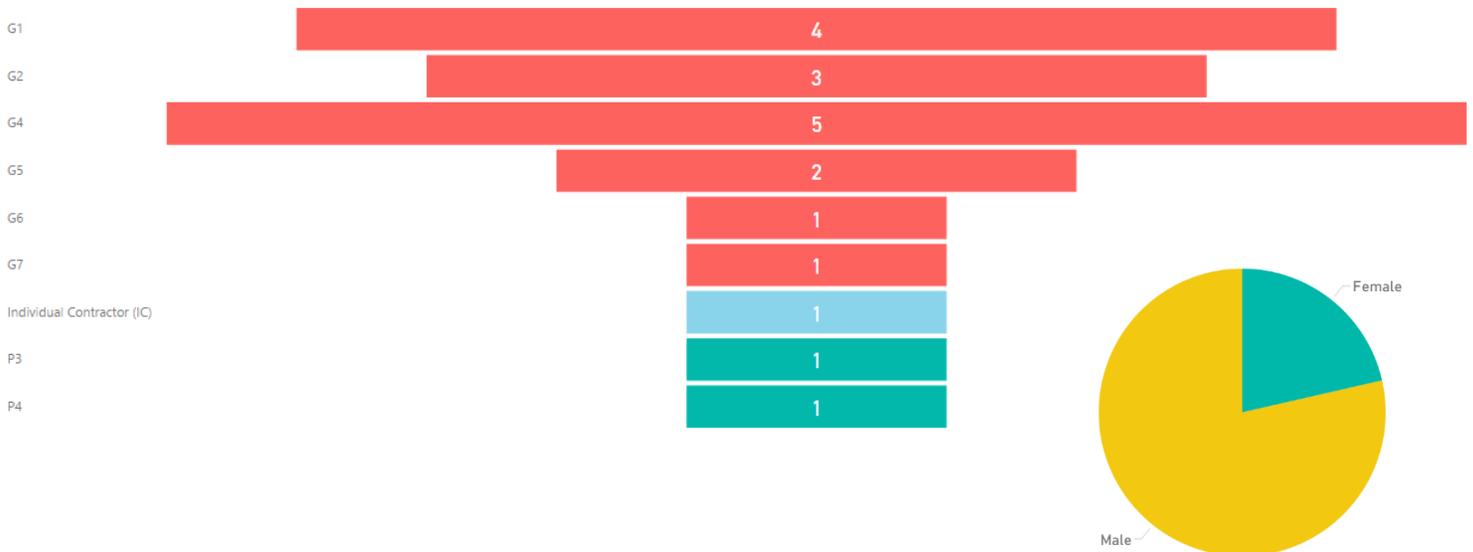


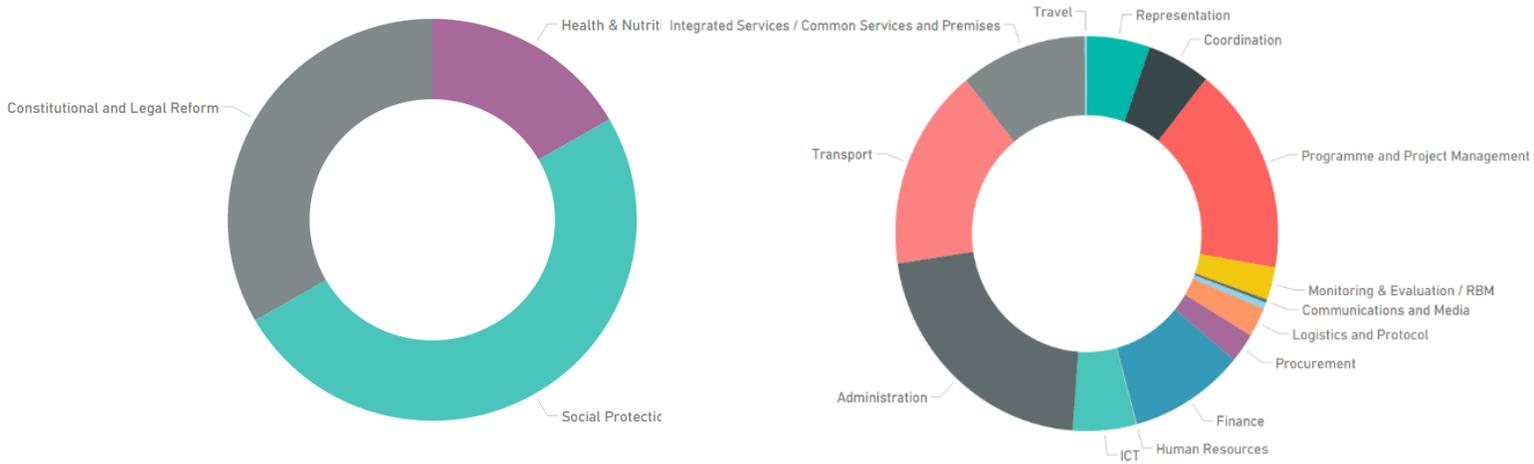


International Organization for Migration (IOM)
 Mandate and Comparative Advantage:



Position Information: 19 | Total Personnel: 19



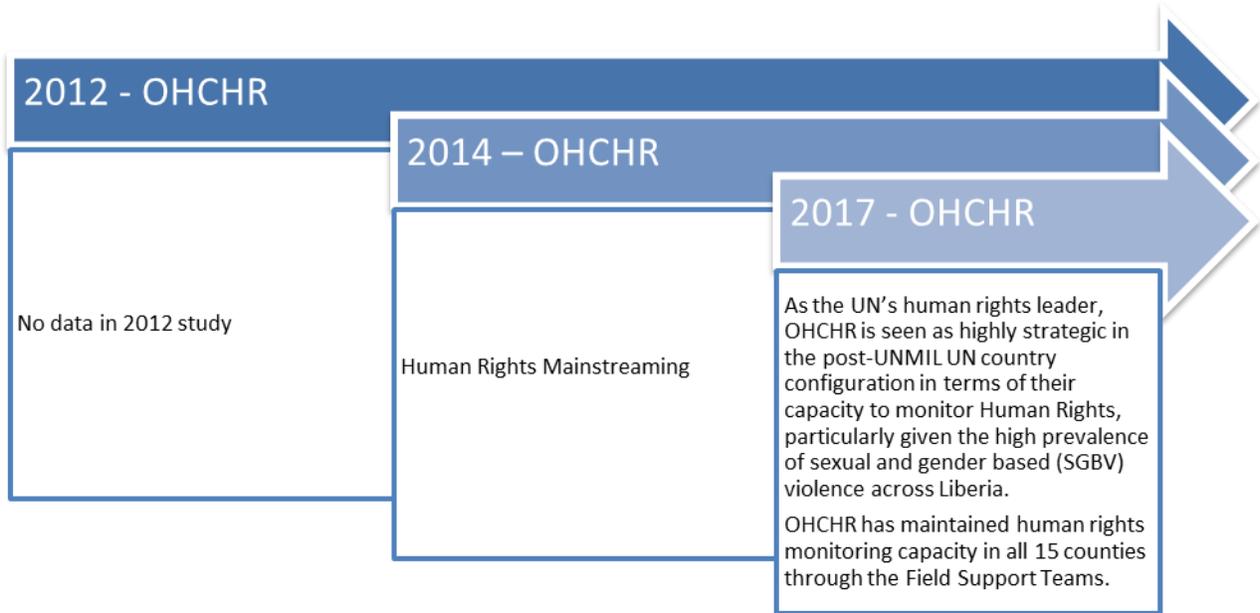


Key reflections on Operational Capacity:

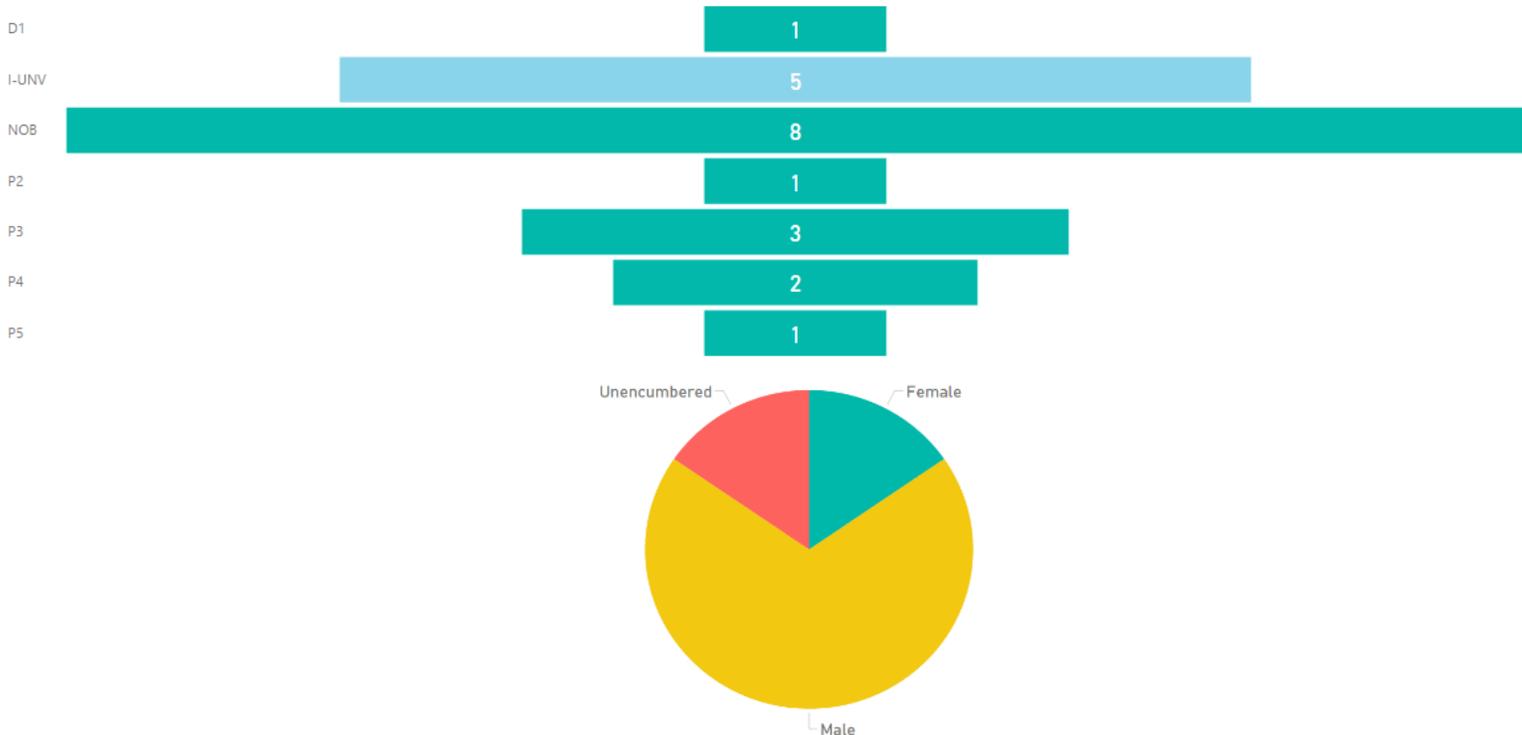
IOM has operational capacity to train and work with border police and the Bureau of Immigration and Naturalization (BIN) to ensure safe and humane migration. The organization was brought in during the Ebola response and set up community surveillance structures to monitor border communities and generate real time data to profile who was entering and leaving Liberia. Their existing focus on Pillar III (Ebola/Health monitoring) and comparative advantage with partners could shift to support Pillar I on Justice and Security. Additional work with Liberian diaspora that could be leveraged based on priorities (in terms of Reconciliation work and recruitment of skilled diaspora Liberians to fill capacity gaps in various sectors).



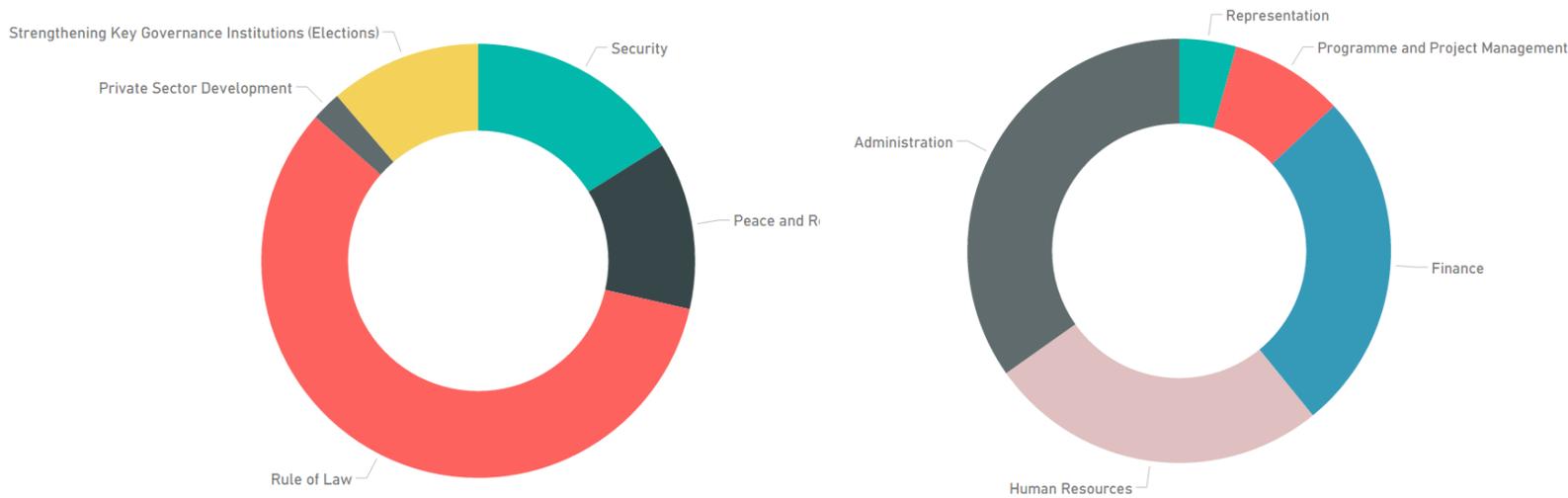
Office of the High Commissioner for Human Rights (OHCHR)
 Mandate and Comparative Advantage:



Position Information: 26 positions (4 vacancies) | Total Personnel: 22



Note that all of OHCHR's work is focused on human rights, which is a cross-cutting theme in the UNDAF. While OHCHR has a focused mandate on human rights, the capacity mapping mission team chose to additionally reflect OHCHR's substantive



contributions to the other outcome areas of work, as illustrated below:

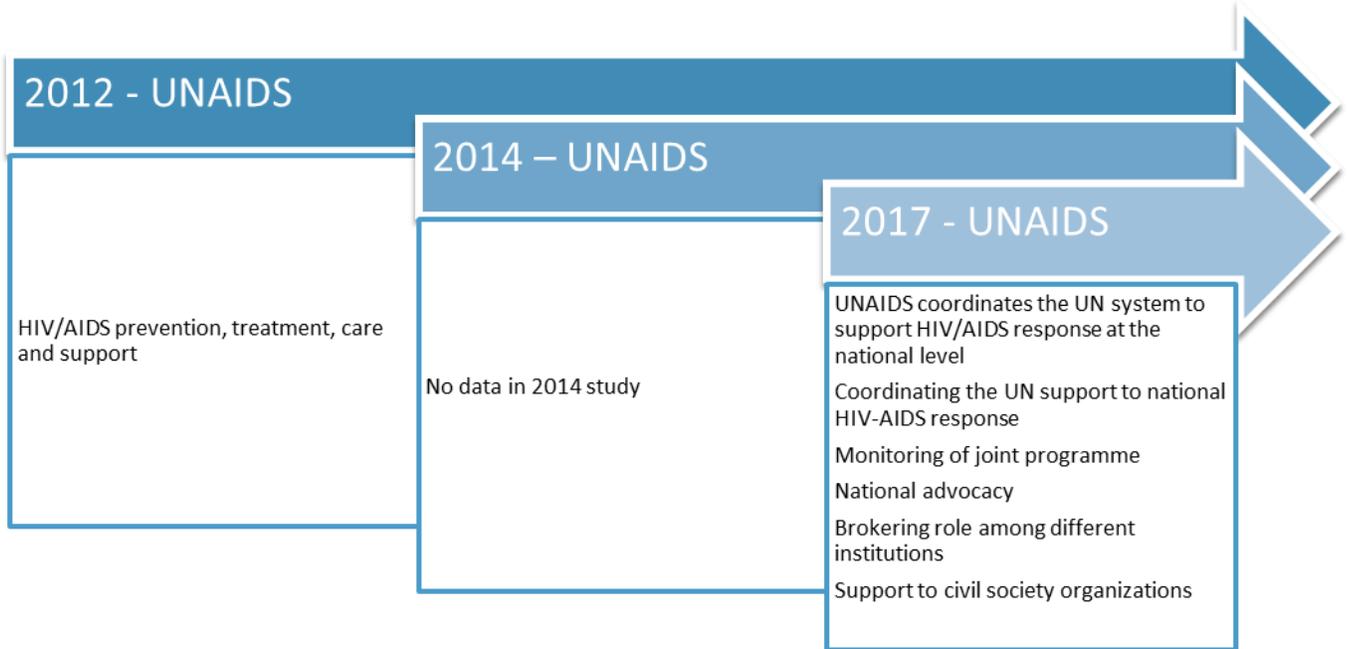
Key reflections on Operational Capacity:

OHCHR is currently a feature of the mission. The Human Rights Protection Service (HRPS) component of UNMIL represents OHCHR as provided under the joint policy governing human rights in peace operations. The HRPS holds dual reporting obligations including to OHCHR in Geneva and to DPKO. It is fully embedded in the mission structure and benefits from the mission resources for recurring cost, operations and programs. OHCHR/HRPS has an annual work plan aligned with the mission RBB and with OHCHR global priorities. In addition to UNMIL resources, OHCHR provides annual funding to HRPS to support programs and conduct technical cooperation activities. OHCHR/HRPS is also a full member of the UNCT. As OHCHR/UNMIL Human Rights section was previously conducting monitoring in all 15 counties and supporting the capacity enhancement program of key national stakeholders including; INCHR, Government, CSOs, faith-based institutions and Justice and Security mechanism, their withdrawal will leave a considerable gap. Should an OHCHR country office be established, these capacities could support the Reconciliation work including; judicial and non-judicial transitional justice, ensure accountability for SGBV, harmonization of traditional and formal justice systems, address harmful traditional practices and strengthen the capacity of the national protection system including the INCHR, which is currently viewed as requiring considerable support. OHCHR currently has governmental, CSOs and INCHR support to remain.



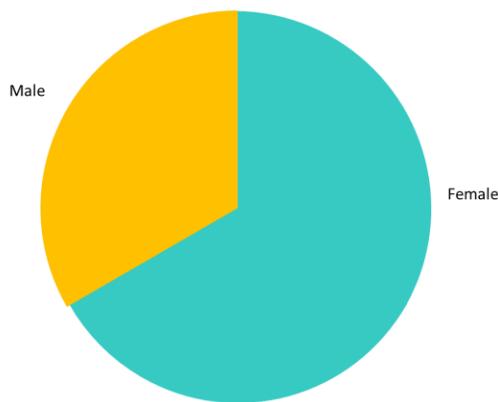
Joint United Nations Programme on HIV/AIDS (UNAIDS)

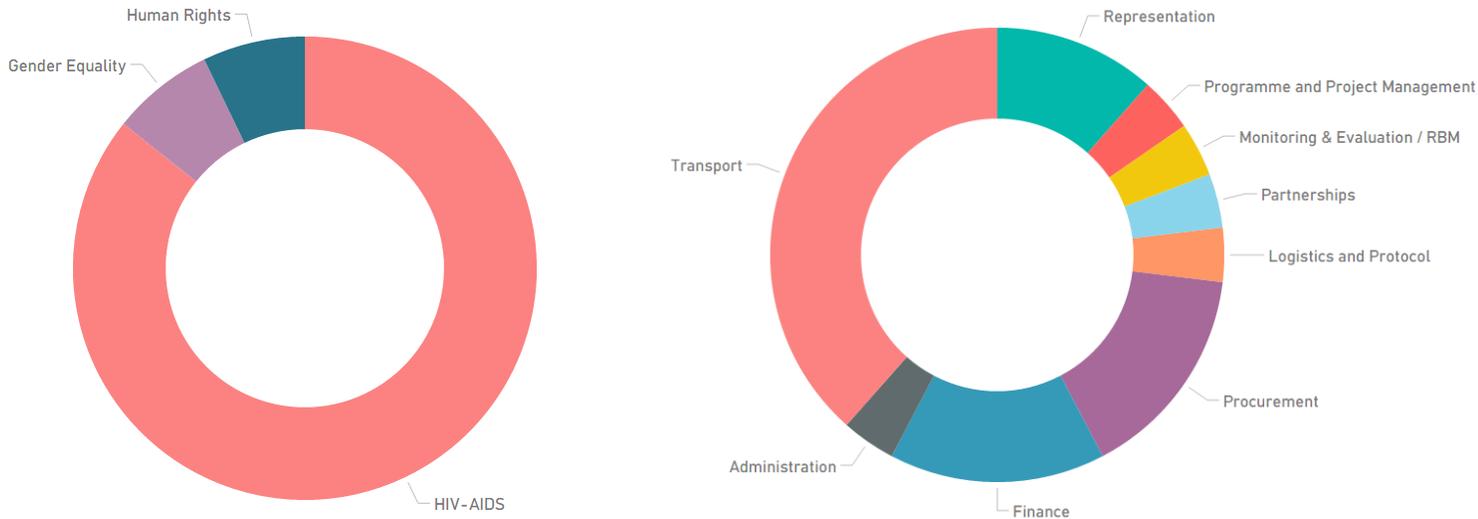
Mandate and Comparative Advantage:



Position Information: 3 posts | Total Personnel: 3

G4	1
G6	1
P5	1





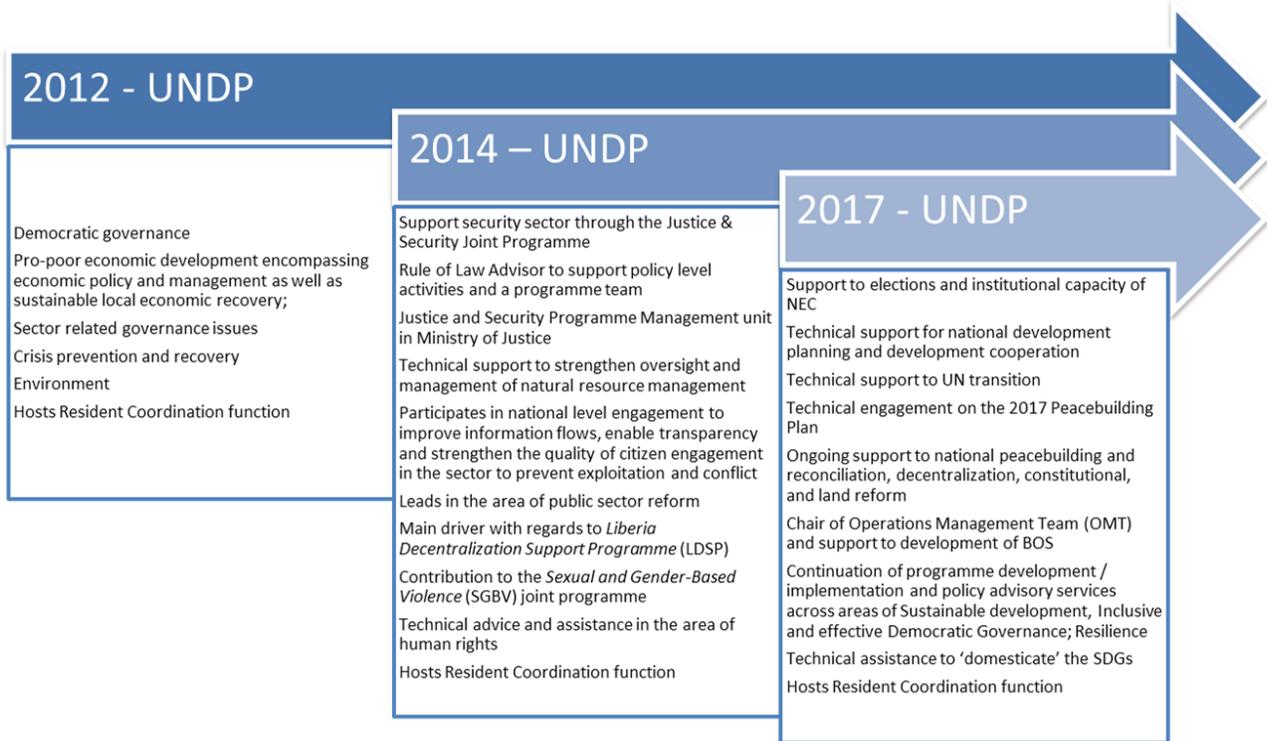
Key reflections on Operational Capacity:

UNAIDS key mandate is leadership and advocacy for the national AIDS response, providing strategic information, tracking, monitoring and evaluating progress towards national regional and global targets to end the AIDS epidemic. UNAIDS staff capacity has recently been reduced to just one technical staff member and this will severely impact the operational capacity to support the national response and UN Country Team responsibilities. UNAIDS will therefore have to strengthen its leadership and coordination role of the Joint Team comprised of 12 UN Agencies (co-sponsors), revisit the Joint Team work plan, implement the division of labor and where possible source technical support to support the implementation.

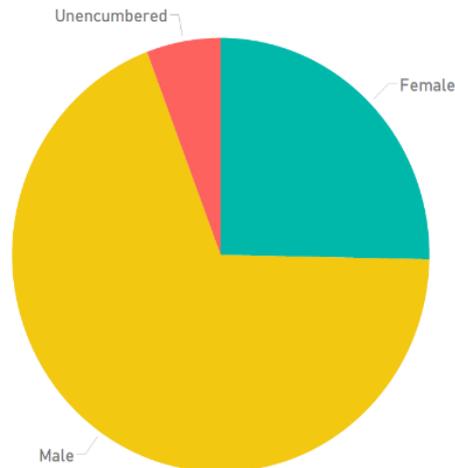
UNAIDS coordinates civil society engagement and the development of strategic partnerships and mobilization of resources to support an effective national response. While the HIV prevalence in Liberia is low at 2.5% in 2016 only 21% of the estimated 26,950 people living with HIV that know their status, had access to treatment. This presents a likelihood of the epidemic growing if treatment and prevention are not accelerated for the most vulnerable groups in the highest prevalence locations. There are efforts underway led by UNAIDS to implement the National HIV and AIDS Catch-Up Plan (2017-2020) in collaboration with the National AIDS Commission, Ministry of Health, Global Fund, other development partners and civil society. These strategies will ensure the fast track targets for Liberia are met by 2020.

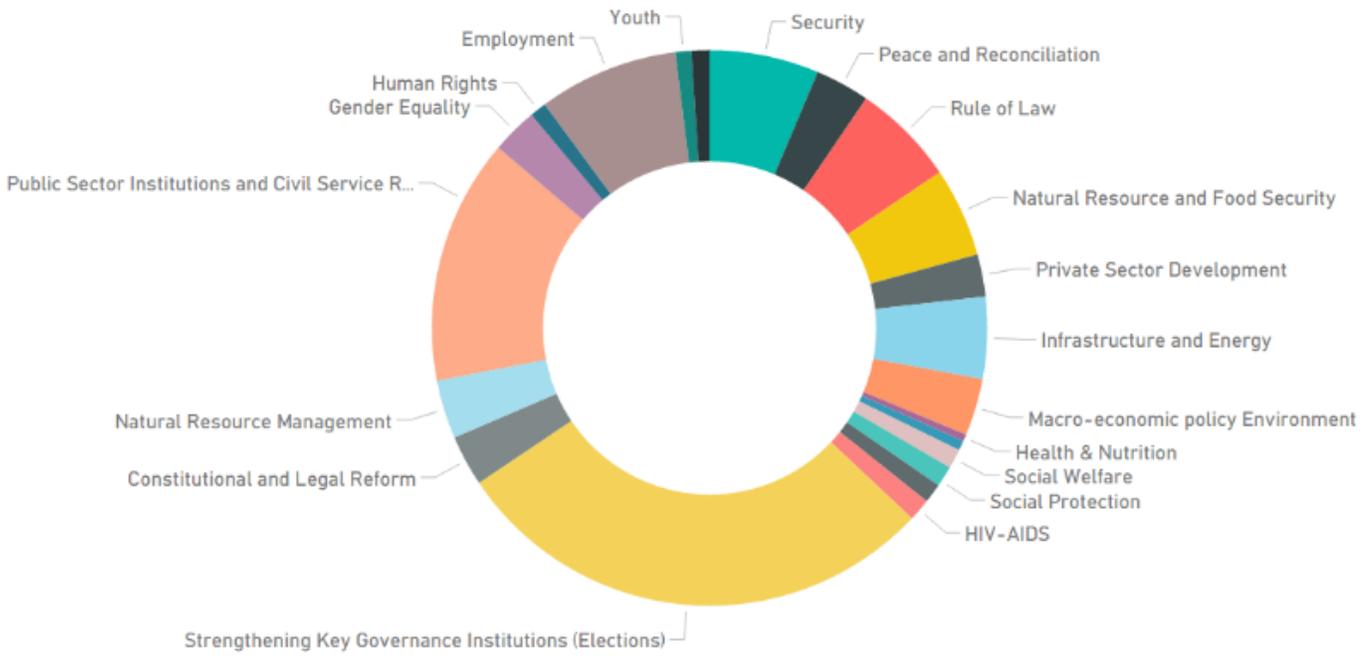
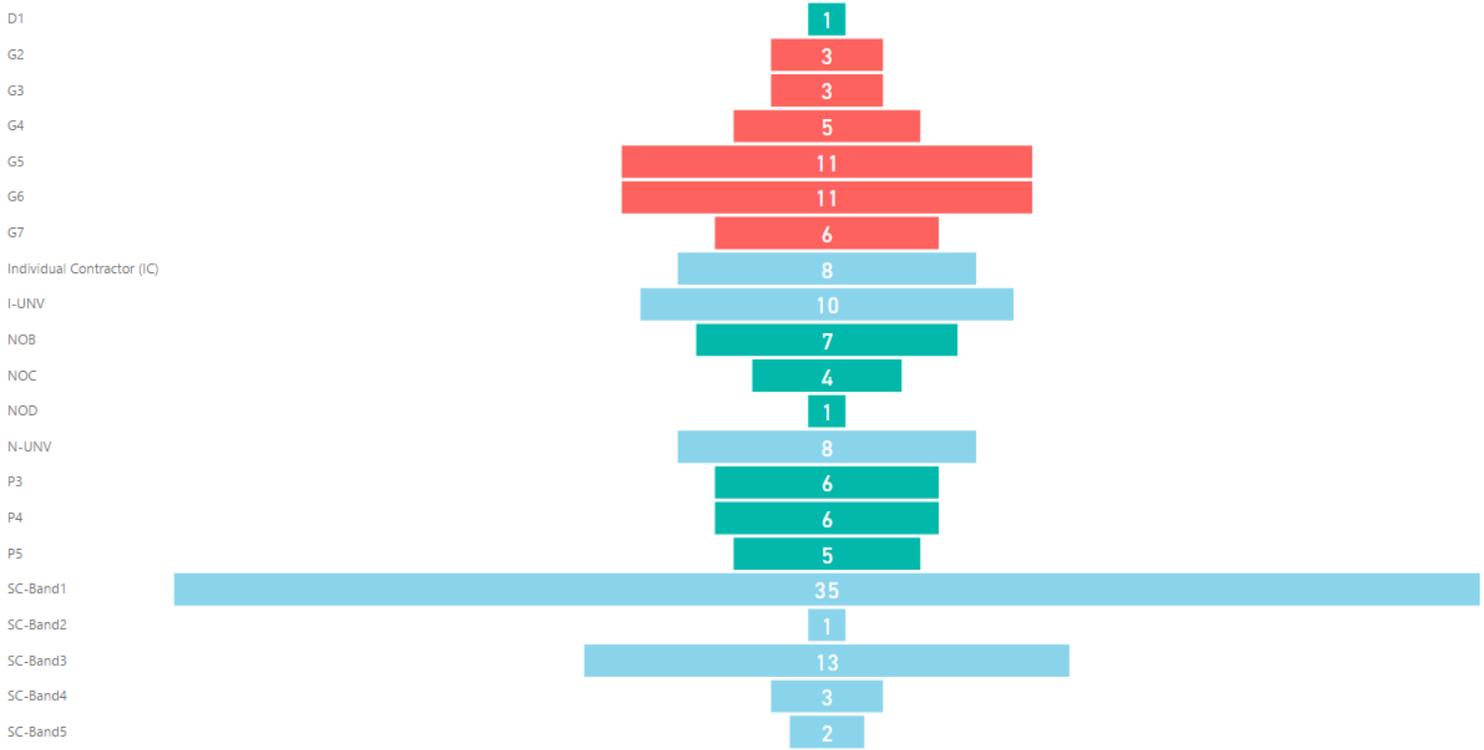


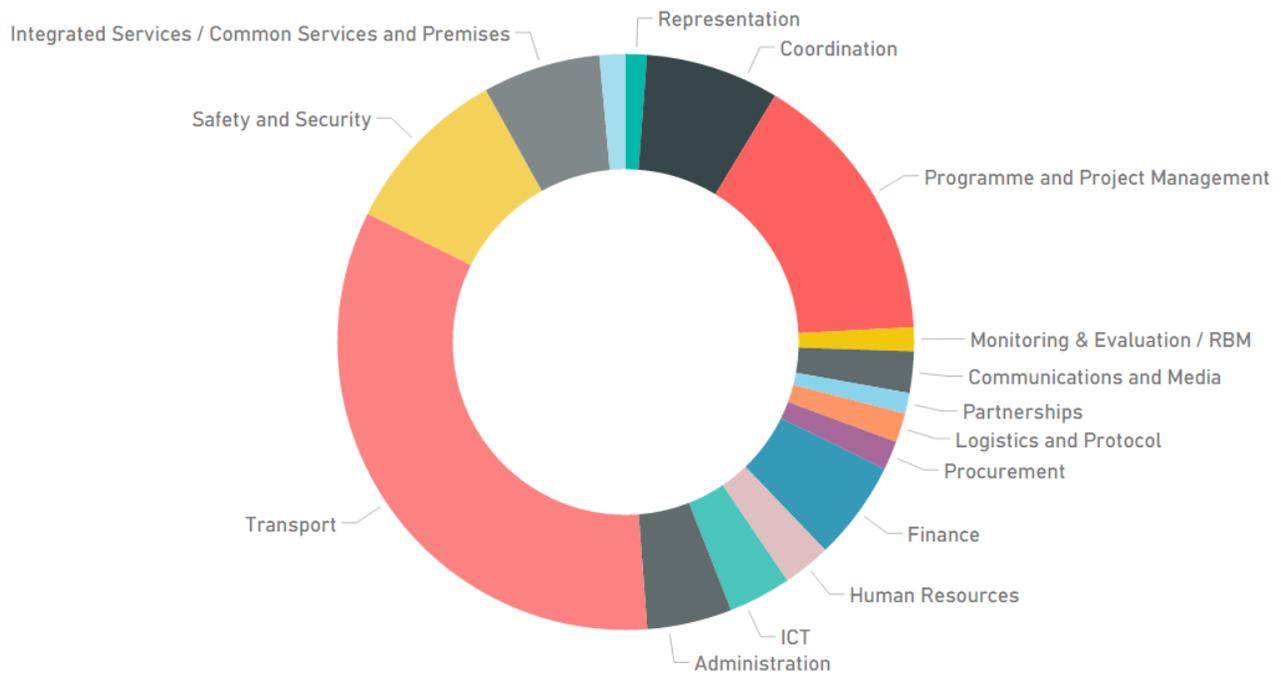
United Nations Development Programme (UNDP) Mandate and Comparative Advantage:



Position Information: 169 posts (19 vacancies) | Total Personnel: 148







Key Reflections on Operational Capacity:

UNDP will be tasked with the vast majority of UNMIL functions that lie within its mandate, and are currently poised to have strong support for elections work based on EU funding. UNDP’s portfolio is spread across nearly every outcome area in the UNDAF and AFTII, aside from Pillar III-Human Development. UNDP will need to re-articulate its value proposition for its programming and operations in Liberia during this transition period, specifically anchored in supporting peacebuilding and national reconciliation in a post-mission setting as well as its role as the host of the development coordination function.

UNDP’s operational capacity has been analyzed with a view to the wide range of programmatic activities that it has been contributing to, with numerous national counterparts and development partners, as well as the fact that much of UNDP’s portfolio is managed under a ‘support to NIM’ implementation modality. As such, national capacity issues impact UNDP’s ability to deliver on its portfolio.

- Regarding the mission assessed contributions being made available to the UNCT to support programmatic activities linked to delivery of UNMIL mandate: Of 7 projects being funded to the tune of \$3.5m, UNDP is involved in 3 of them for a total of \$2.6m, the largest portfolio amongst UN agencies. The project cover cross border social cohesion project with FAO (\$687k) and one on land/concessions (\$1.1m). The Projects seek to “strengthen national reconciliation through improved understanding of conflict drivers in concession areas and establishment of stakeholder platforms” in four Counties (Grand Cape Mount, Maryland, Nimba, Sinoe), and the other focusing on “Cross-Border Cooperation between Côte d’Ivoire and Liberia for Sustainable Peace and Social Cohesion” in Nimba and Grand Gedeh. This latter project mirrors the Assessed funding project across the border in Cote d’Ivoire and will leverage a new PBF funded project to cover the stretch of border areas between CI and Liberia. Specifically, the project seeks to improve understanding of the impact of concessions on the livelihoods of local communities; establish four collaborative dialogue platforms in four concession areas; and strengthen the institutional capacity of the National Bureau of Concessions.

- To ensure a sustainable transition and support the implementation of the Peacebuilding Plan for Liberia, United Nations partners are pursuing a series of joint initiatives including the Joint Programme on Strengthening the Rule of Law in Liberia: Justice and Security for the Liberian People (2016-2019), with a budget of \$16 million and funding gap of \$8 million, and a Joint Programme to Prevent and Respond to Sexual and Gender Based Violence (SGBV) and Harmful Traditional Practices in Liberia (2016-2020) with a budget of \$12 million and funding gap of \$8 million. These Joint Programmes are being implemented by UNDP, UNMIL, UNWOMEN and OHCHR and supported by the UNDP Global Focal Point arrangement.
- UNDP Liberia is actively supporting the electoral process through direct support to the National Elections Commission in electoral operation, capacity building, technical advice and stakeholder coordination. UNDP Election Project is currently funded by the European Union, (approx. EUR 10M), Swedish Government with ongoing negotiations with the Canadian, German and Irish Governments to a basket fund. Past support relative to the 2017 national elections include:
- UNDP also assisted in conducting a Political Party Peace Conference, during which all the registered political parties in Liberia committed to a peaceful and non-violent election of 2017 and subsequently became signatories to the peace memorandum committing to conflict prevention and calling on their members and supporters to avoid violence and ensure peaceful 2017 elections and beyond.

During the capacity mapping mission consultations, multiple views were shared about UNDP’s operational capacity, which reflect the context in which UNDP is working – Operating predominantly with NIM implementation in a low capacity context while managing a large, multi-faceted portfolio. GoL partners, donors, sister agencies, and UNMIL in their existing (and past) operational capacities. Specific feedback on UNDP’s operational capacity included:

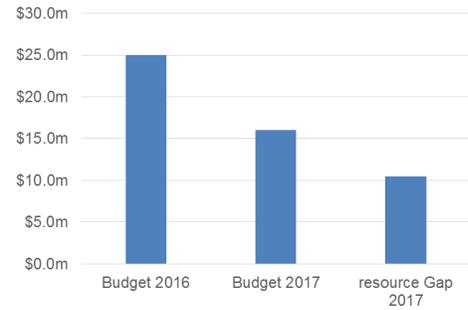
- MIA partners that depend on UNDP for operational support, including salaries, cited a history of substantial delays in payment to staff, delivery of supplies, and for programme activities (resulting in lawsuits from vendors).
- Multiple donors cited that in other countries UNDP plays a strong donor coordination role, something that was weak in Liberia, which affects overall peacebuilding and development planning, and subsequent programme delivery.
- The need for more investing in both economic and political economy analysis. While UNDP conducts both economic and political analysis continuously, given its emerging position as a critical leader in a post-mission context, the current analytical capacity is not sufficient to serve the continuing demand for real-time analysis by the UNCT, UNDP leadership, and national counterparts.
- In general, it was thought that UNDP was perhaps spread too thin and had a light touch in its various areas of focus. Recommendations for areas of priority for UNDP included 1) Decentralization and providing support/capacity strengthening to the Country Service Centers, which will depend on 2) Stronger field presence outside Monrovia and potential absorption of UNV’s, and 3) Land reform and support/capacity strengthening of the Land Authority.

Note - Operational capacity gaps need to be addressed in order to avoid reputational risks for UNDP. Further, the RC’s Office, administered by UNDP, also has capacity gaps in terms of their ability to provide a strong coordination mechanism and programme development support.

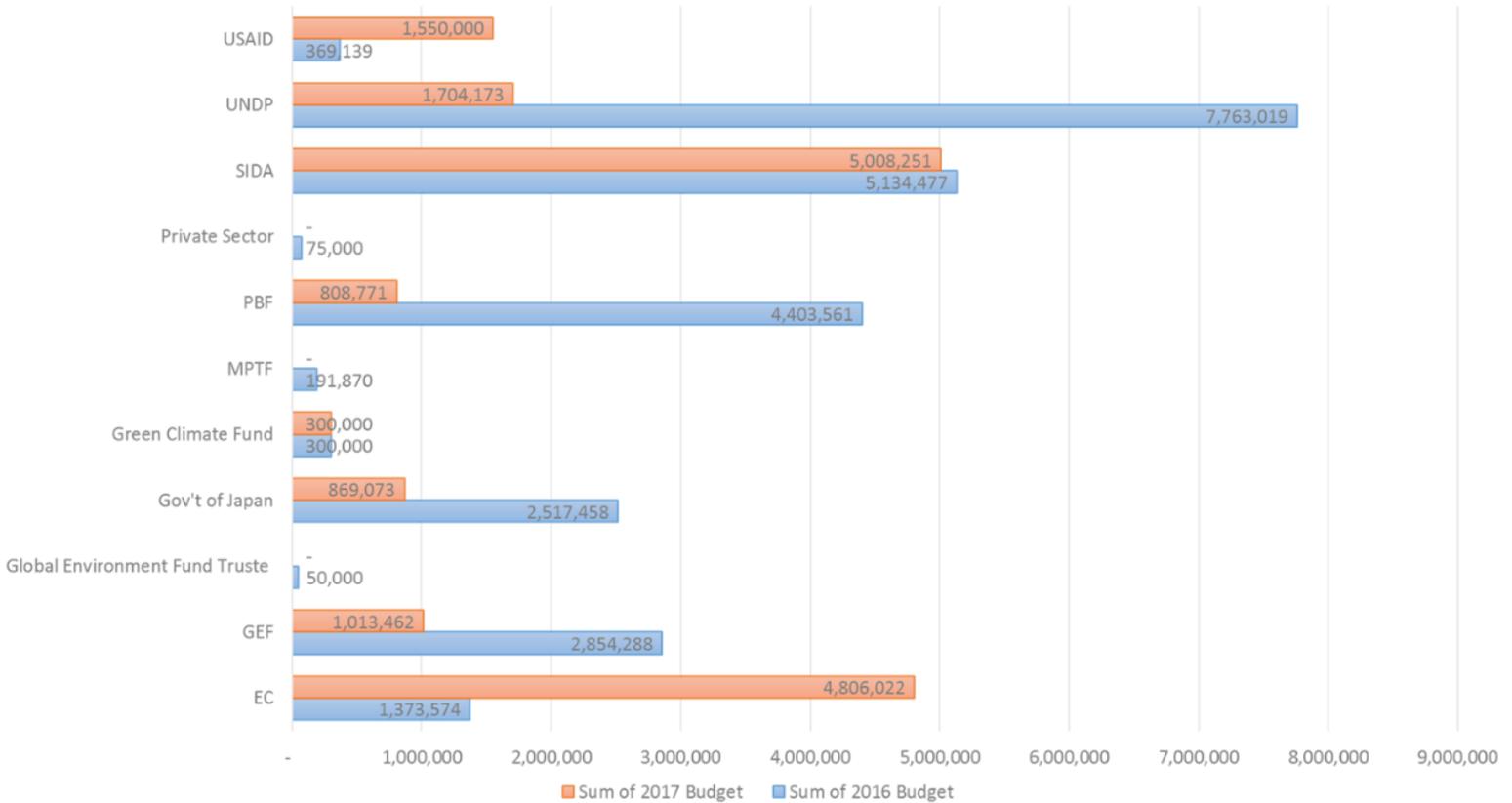
UNDP Portfolio:

UNDP is currently managing 38 projects, of which two currently ending. 1/3 of projects deal with components around peace & reconciliation, security, and/or rule of law. Strengthening key governance institutions is the most important theme (21% of projects).

3rd party cost sharing remains most important funding source, while UNDP core drops drastically from 2016 to 2017. SIDA and EC as most important donors.



UNDP Donor funding profile





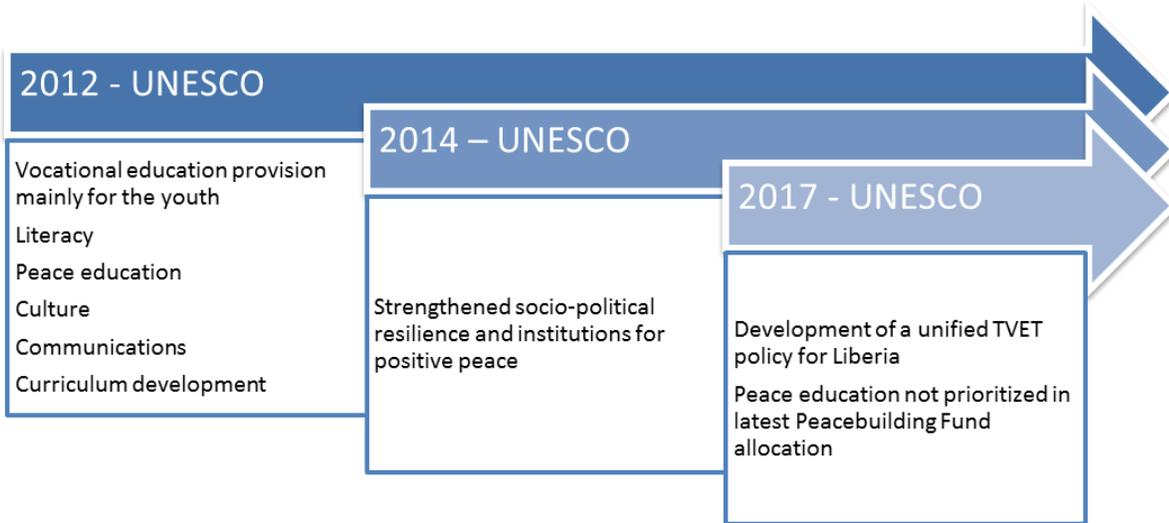
United Nations Volunteers (UNV)

While UNV is technically a programme administered by UNDP, in countries like Liberia, UNV is a key institutional player, and their capacity to deploy high-quality expertise, both national and international, is an essential capacity asset for the entire UN System.

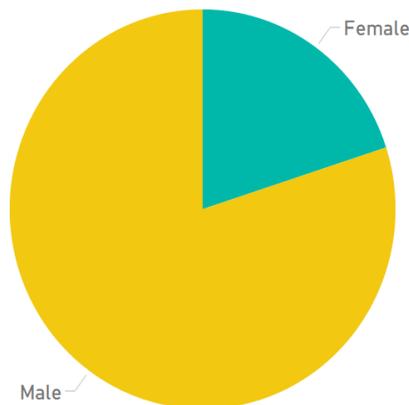
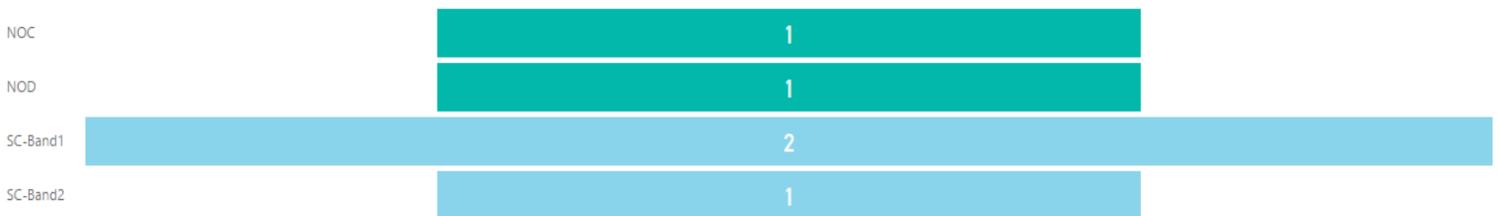
UNV has been providing significant human resources (170 staff) to both UNMIL and the UNCT in a wide variety of areas. Critical attention is required to ensure that UNMIL recruited UNV's can be transferred to support similar functions on the UNCT if possible, as posts are being abolished linked to the drawdown. Challenges were cited in terms of getting things done administratively between UNMIL and UNDP, although this issue has since been resolved. UNMIL included the national UNV modality in its staffing in 2016/17 and has been relying on National UNV's to provide a stop-gap measure in areas where UNMIL has already withdrawn. For example, there are 9 NUNV Liaison Officers in the counties (with an additional 3 NUNV Civil Affairs Officer posts proposed to be included in 2017/18) that are essentially on their own working with the Superintendent's office to provide similar support as the UNMIL Civil and Political Affairs sections used to provide. Though support from the Mission is provided (in terms of internet access, telephone, medical and security response, availability of trainings, coordination with other colleagues has been provided) it is limited in terms of transportation, as no vehicles are available and flights no longer run. They submit regular monthly reports to Monrovia HQ, but their capacity is limited based on the funding and the wide range of areas they have to cover. The SRSG has suggested that at a very minimum this kind of programme should continue, and include all 15 counties, to ensure that information is still collected on the ground and support is still provided to the RoL sector and line ministries. In the past, UNV has been facilitated discussions with National Volunteer movements and civil society partners on formulation of the National Volunteer policy and as a priority of its Work Plan for 2017 will follow up on mobilization of UN partners on the establishment of National Volunteer Scheme. UNV has also expressed its willingness to support UNDP on the National Elections project by mobilizing national UN Volunteers as civic educators/monitors. *Note: This area requires urgent attention for the Transitions team, in terms of human resources moving from UNMIL to UNCT and in terms of potentially developing a programme proposal as suggested by the SRSG that could be pre-financed for establishing a field presence in all 15 counties.*

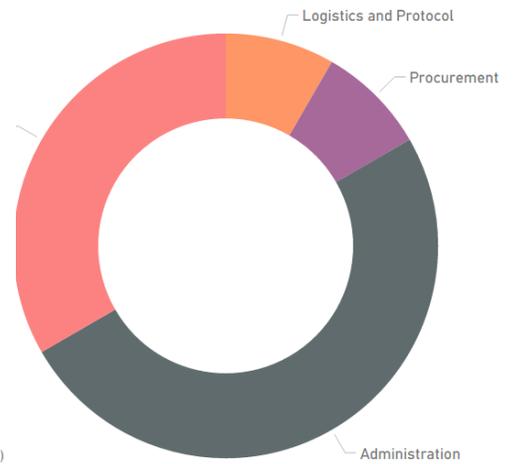
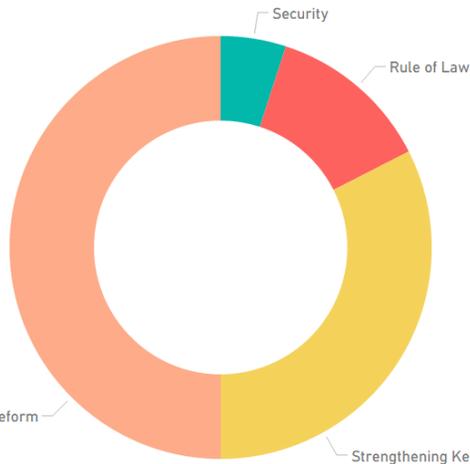


United Nations Educational Scientific and Cultural Organization (UNESCO)
Mandate and Comparative Advantage:



Position Information: 5 | Total Personnel 5





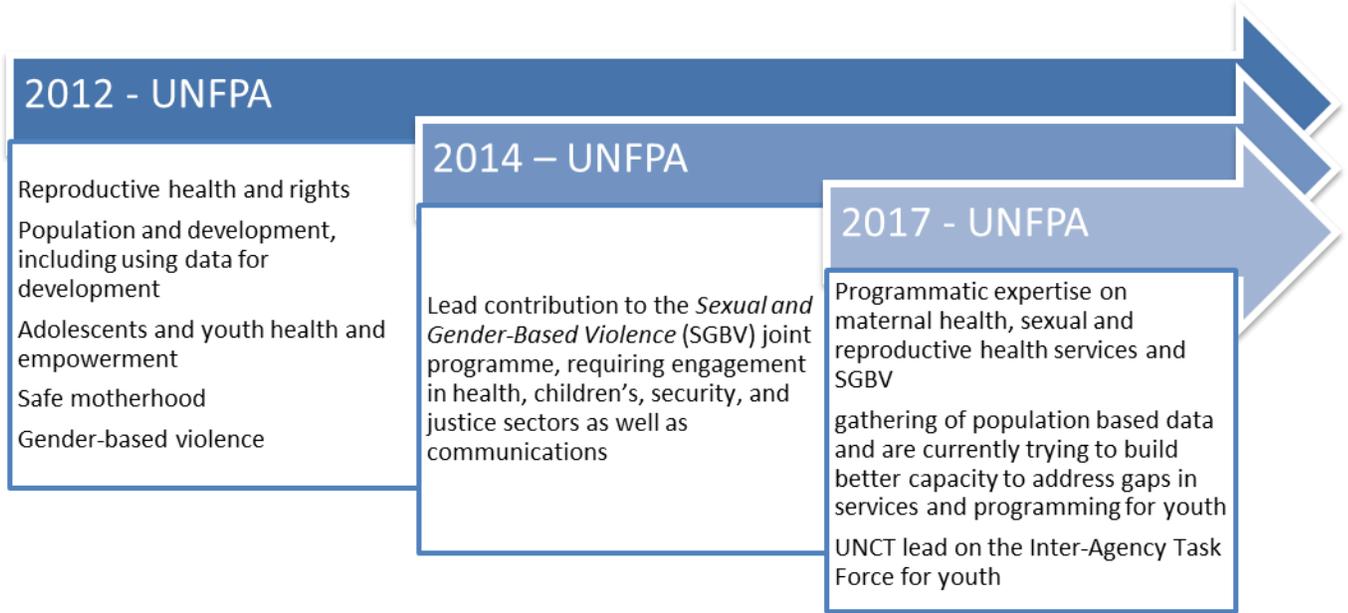
Key Reflections on Operational Capacity:

UNESCO has a very small Monrovia based team that receives technical back-stopping support from Abuja (where the decision making structure sits) and Paris. They have focused primarily on TVET, with strong policy results and an established Secretariat in the MoE. Gains have been made in 'B' teacher training certificates, but still significant gaps in teachers that are qualified to teach after primary school. There is a new partnership underway with the EU for a 5 year programme, however UNIDO will receive the funds. Currently a programme document has not been finalized and the partnership between UNESCO and UNIDO is not entirely clear, nor are the implementation arrangements. This highlights capacity gaps in programme development, management, partnership, and coordination. Internal critique also on M&E capacities and lack of field presence, with more resources UNESCO would be providing accompaniment in TVET institutions, analysis of supply and demand chains, and tracking of students. UNESCO emphasized the importance of working with and for youth and noted that UNMIL provides support in both education and youth work. Finally, TVET legislation has still not passed, nor has legislation for a National Youth Service Programme. *Note: Need to ensure youth related legislation is put on the political agenda to push from the SRS/DSRS/RC as well as youth related programming. Also to confirm and follow up with UNIDO, who was one of the only agencies we were not able to get a meeting with.*

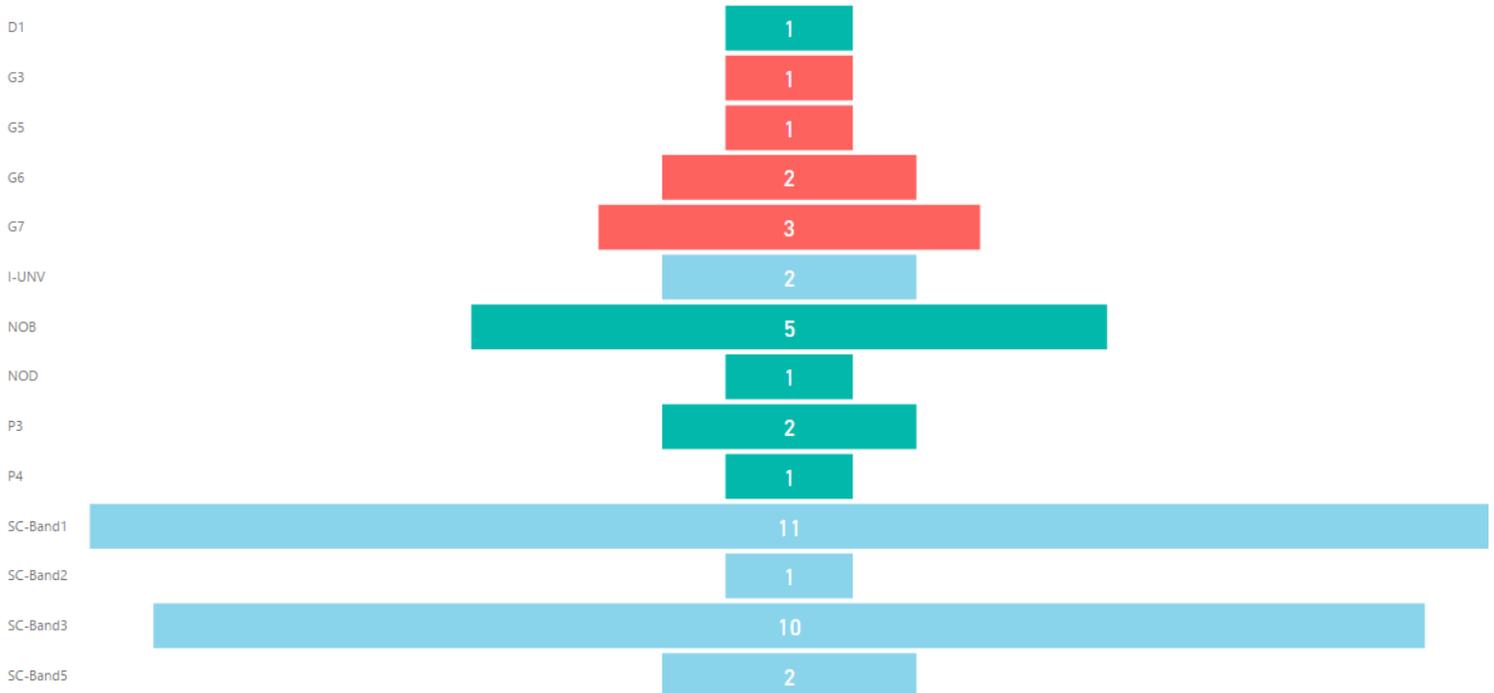


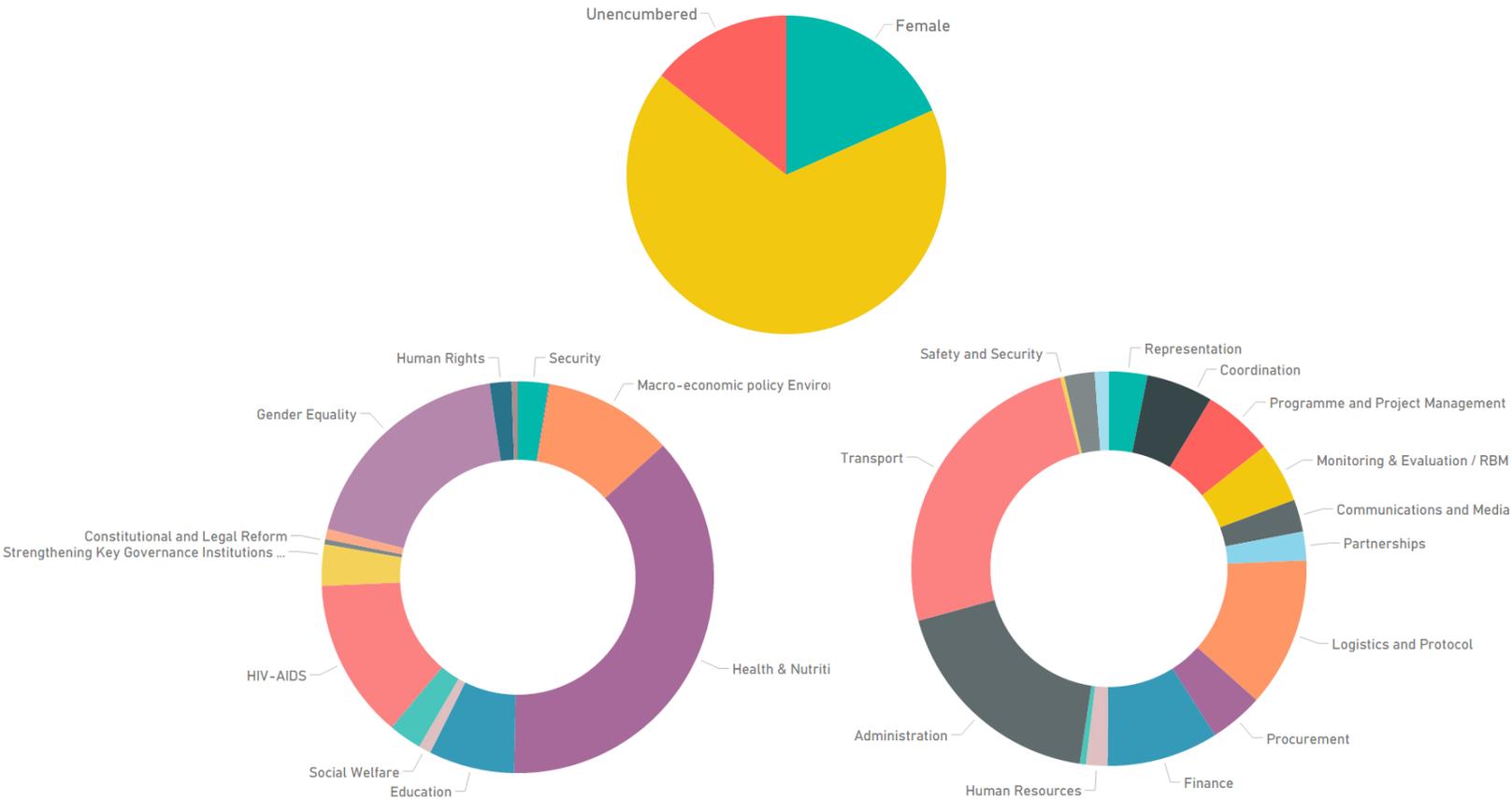
United Nations Population Fund (UNFPA)

Mandate and Comparative Advantage:



Position Information: 49 (5 vacancies) | Total Personnel: 43





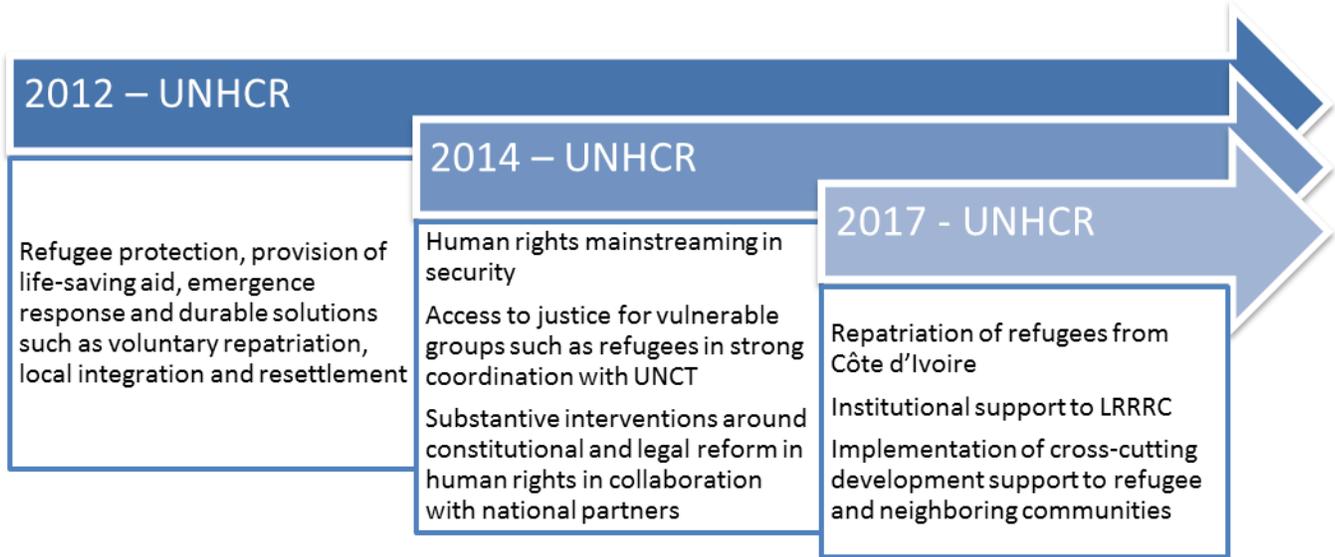
Key Reflections on Operational Capacity:

UNFPA is the agency with the second biggest field presence (after WHO) in 8 counties working in Sexual and Reproductive Health services including maternal health, gender, and youth. Given its field presence, UNFPA is strong in grass-roots advocacy and providing health products and services. UNFPA has provided support to the GoL and MOH in reducing maternal and neonatal mortality since the end of the conflict. Recently, UNFPA has been supporting the MoH in rebuilding a resilient maternal and neonatal health system for the country. In the area of supply chain, UNFPA is the lead supplier of reproductive health commodities along with USAID. UNFPA supports 50 youth volunteers who are assigned to health centers to ensure the distribution of reproductive health commodities and supplies. UNFPA is the lead UN agency on big data and supports government on surveys including the Population Census, Labor survey, Demographic and Health Surveys. UNFPA partners with LISGIS for the gathering of population based data and are currently trying to build better capacity to address gaps in services and programming for youth. UNFPA is currently the UNCT 'lead' on the Inter-Agency Task Force for youth, although there are clear capacity gaps here in terms of developing a Joint Programme despite previous examples such as the NYSP and JPYEE. UNFPA also delivers through Joint Program modalities, under SGBV (with UN WOMEN, UNICEF, UNAIDS, UNDP) Human Security (with WFP, ILO, UNICEF, FAO) and Reproductive health (with WHO and UNICEF). *Note: Strengthening capacity on youth will be key for the Peacebuilding Plan and is a weakness across the UNCT. UNFPA will also provide support to the next Census to be completed in 2018, but must ensure conflict sensitivity given that religious tensions were exacerbated in the last one completed.*

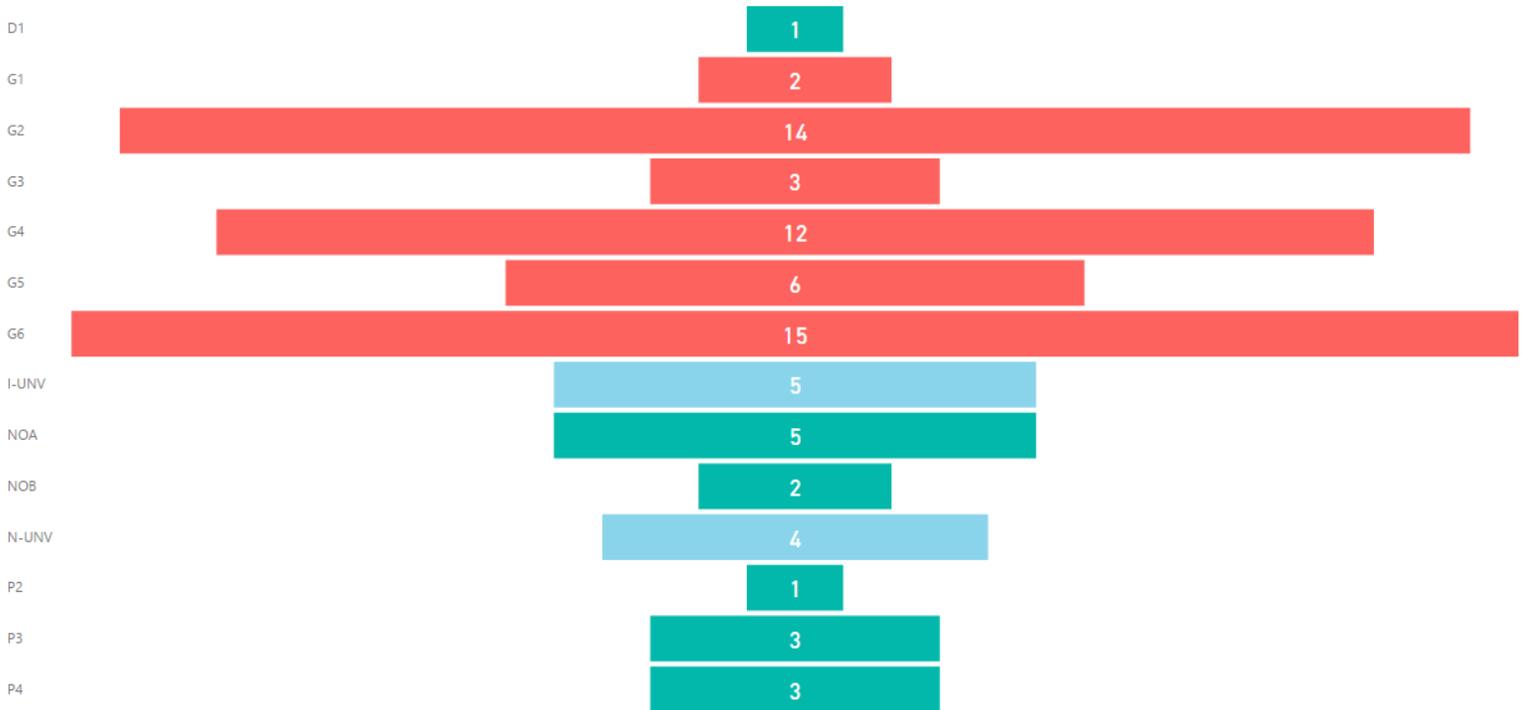


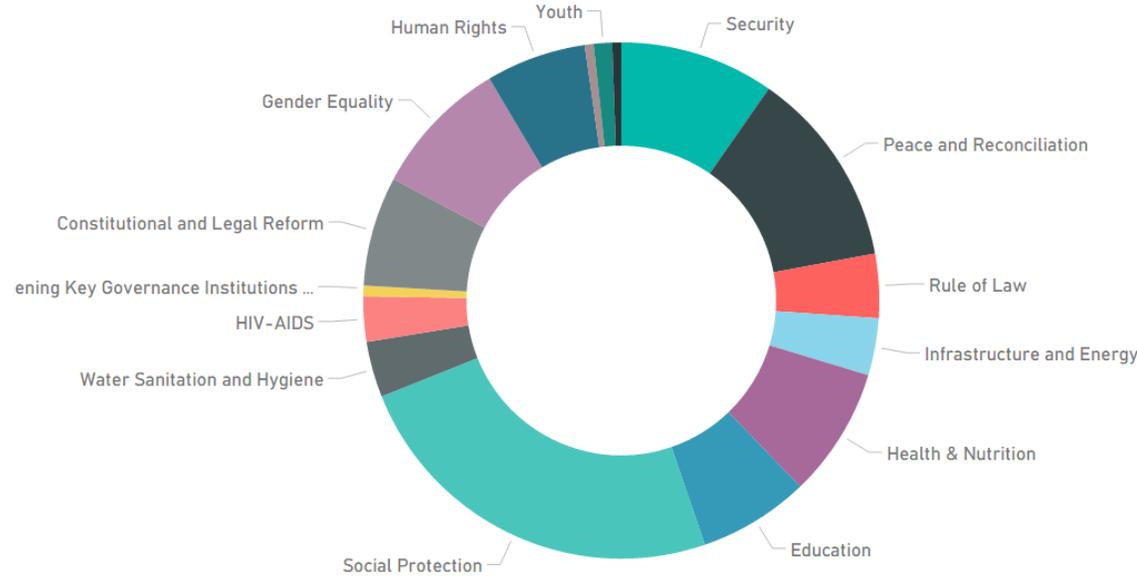
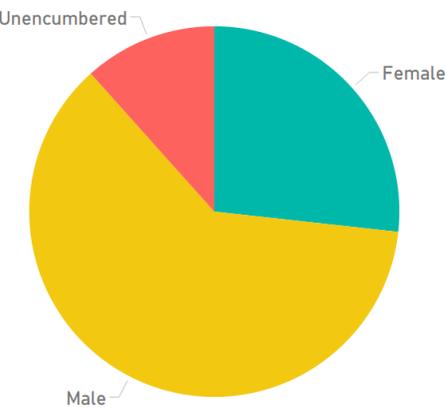
United Nations High Commission for Refugees (UNHCR)

Mandate and Comparative Advantage:



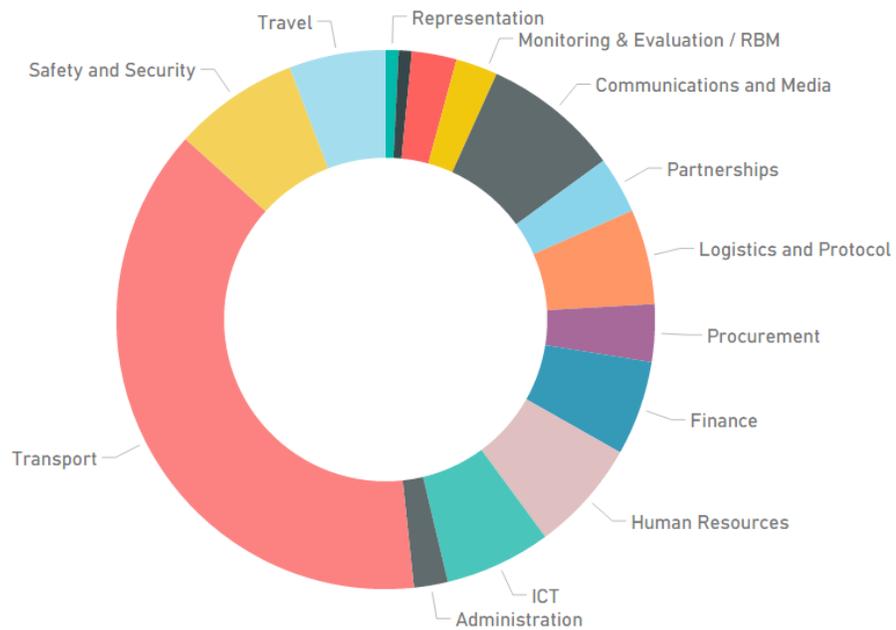
Position Information: 86 positions (10) | Total Personnel: 76





Key Reflections on Operational Capacity:

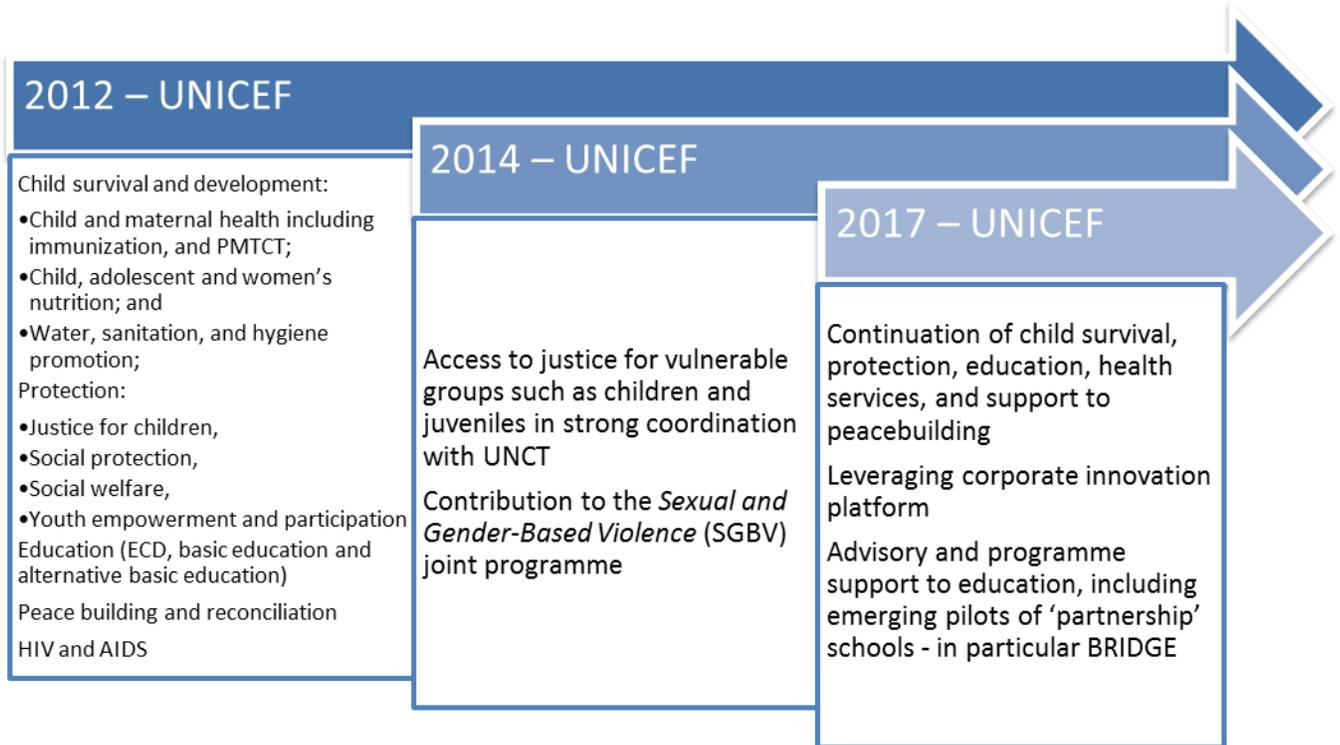
UNHCR While it is noted that UNHCR is drawing down and has repatriated many Ivorian refugees, UNHCR has a multi-faceted role in resilience, both for refugee populations, as well as local communities. As such, the programmatic and operational capacity of UNHCR scales depending upon cooperation agreements and resources. The PBO has noted that UNHCR has been a strong partner in earlier Peacebuilding programming interventions.



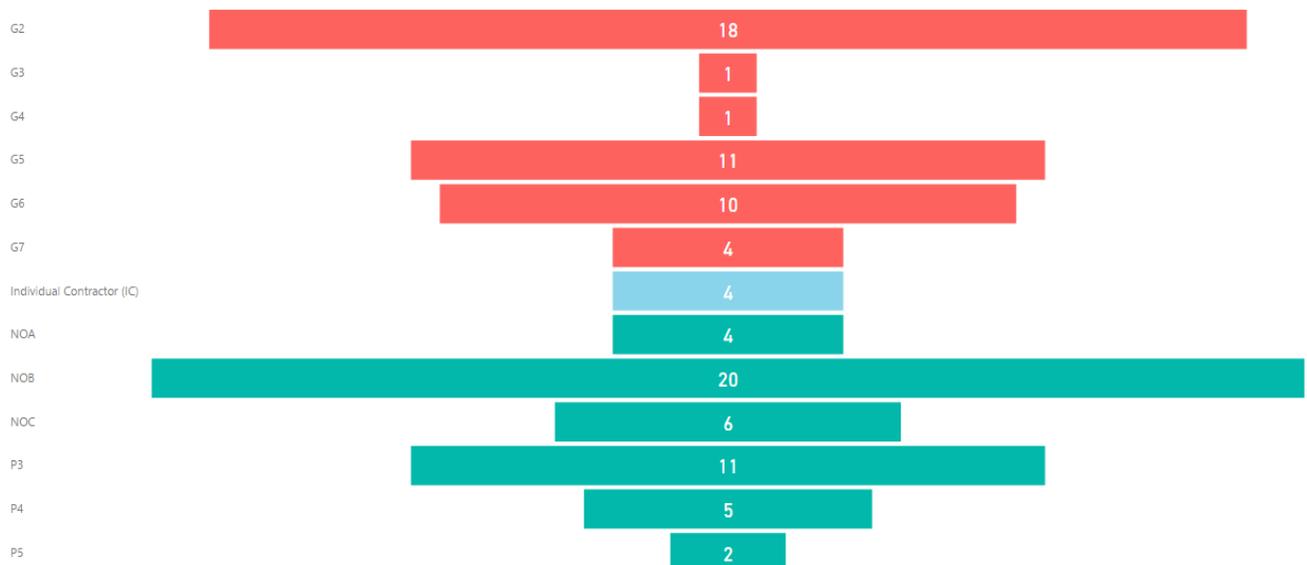


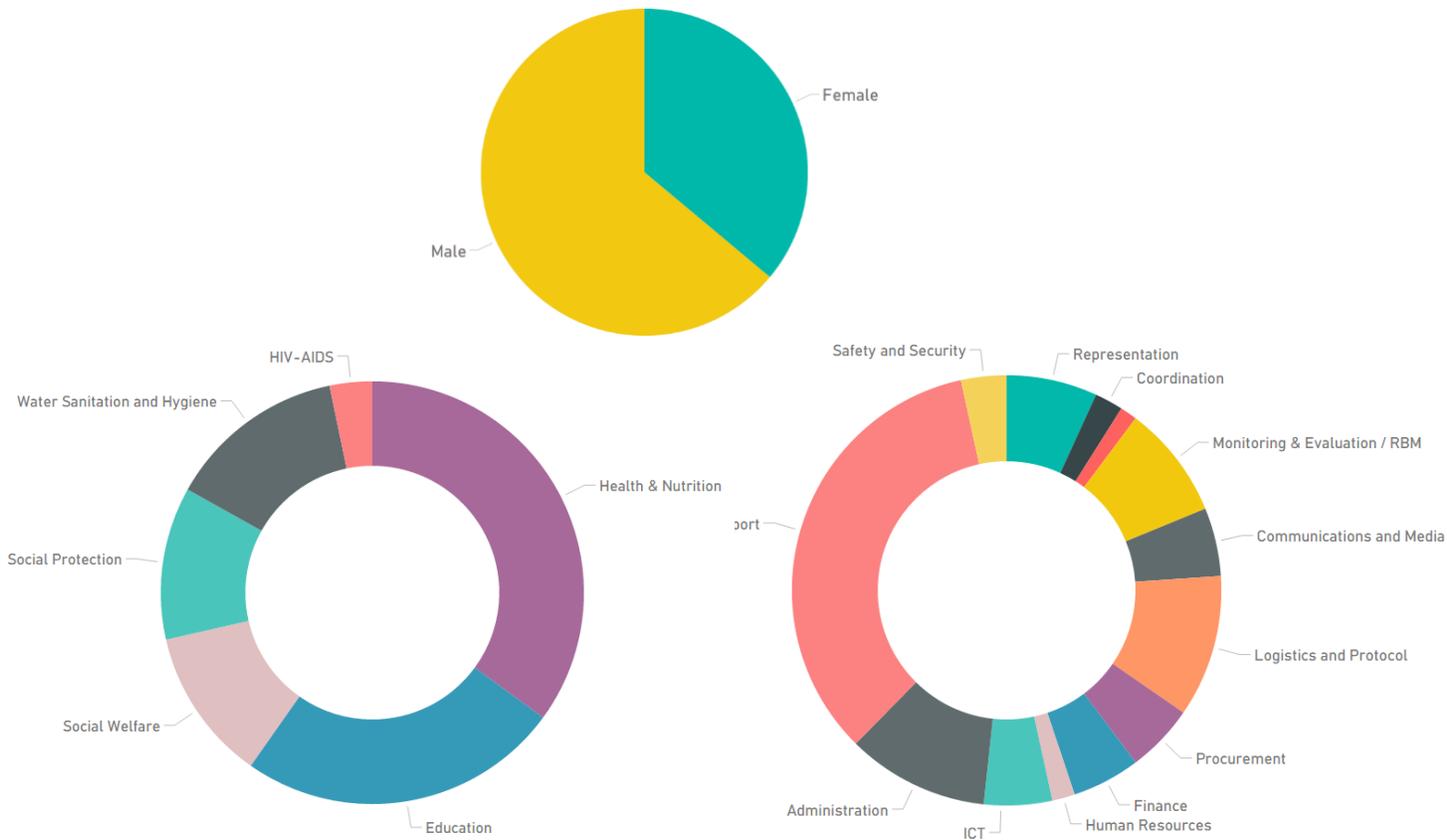
United Nations International Children's Emergency Fund (UNICEF)

Mandate and Comparative Advantage:



Position Information: 94 Positions (0 Vacancies) | Total Personnel: 94





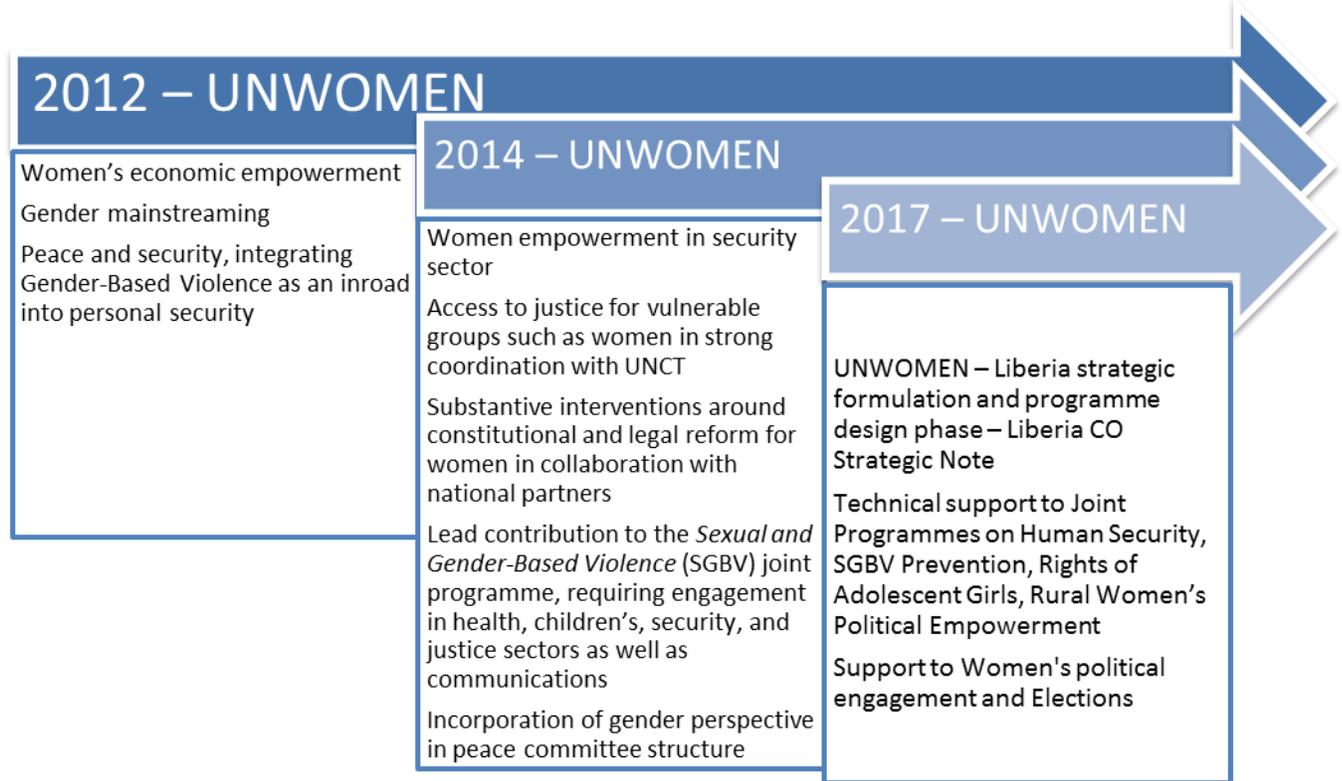
Key Reflections on Operational Capacity:

UNICEF has in the past demonstrated strong results in terms of field presence, operational capacity, and programme delivery in its core mandate areas and in peacebuilding. Through evidence based advocacy and institution strengthening, UNICEF is promoting community health and nutrition approaches, institutionalizing WASH in Schools and Health Care Facilities, increasing access to quality education services for improved pre-primary and primary learning outcomes and partnering with adolescents and young people to empower their participation. Aside from technical expertise, UNICEF has a capacity in monitoring and evaluation, in the form of fixed term positions, representing the highest level of investment in M&E fixed term capacity across the UNCT. The agency was recognized by partners and donors for results delivered, however recently they have closed field offices and reduced technical capacity. In particular it was noted that in peacebuilding the agency had strong funding sources with the PBF and PBEA in the past, but were unable to mobilize or “reposition” new funds and build on previous investments so those programs activities have closed. The agency is optimistic and committed to two areas with regard to UNMIL drawdown, 1) established field presence in critical geographic areas and 2) strong budgetary commitment to peacebuilding given the Liberian context. *Note: UNICEF has strong ‘innovations’ platforms at HQ that could be mobilized - Rapid Pro [tracking health and education sector supply and services delivery, U-report] and experience in donor mapping platforms that could be looked at in terms of assisting the larger UNCT logistics /accountability and for coordination. Reactivating the NYSP is called for in the Peacebuilding Plan and UNICEF managed this in the past.*

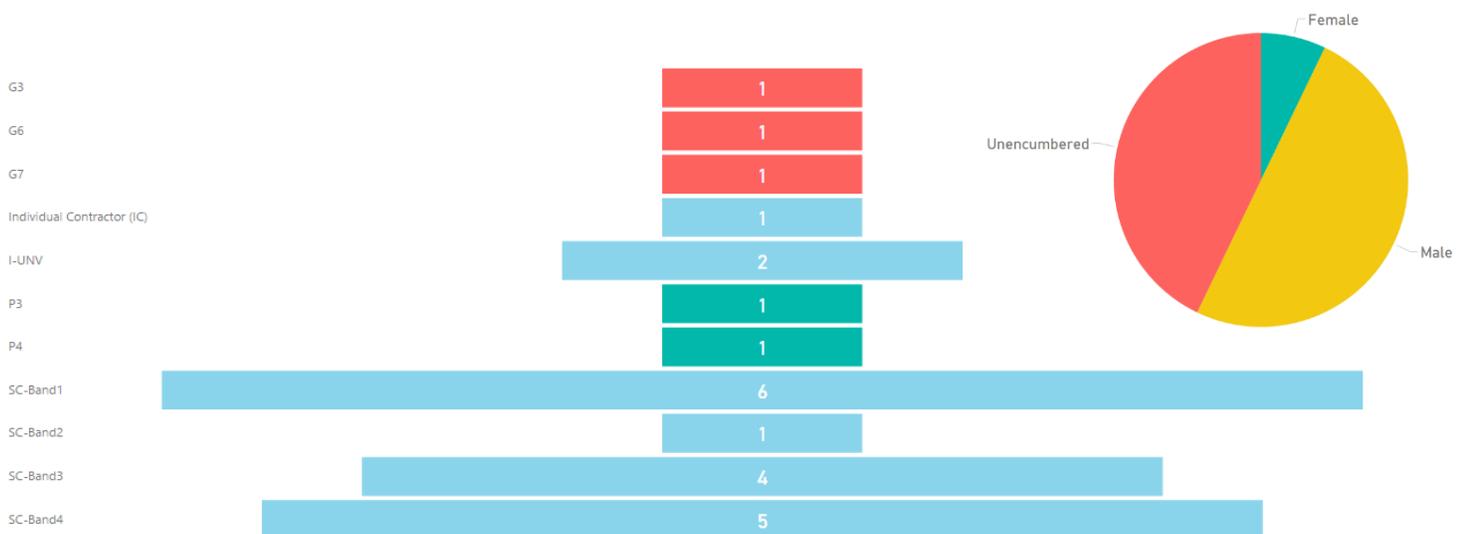


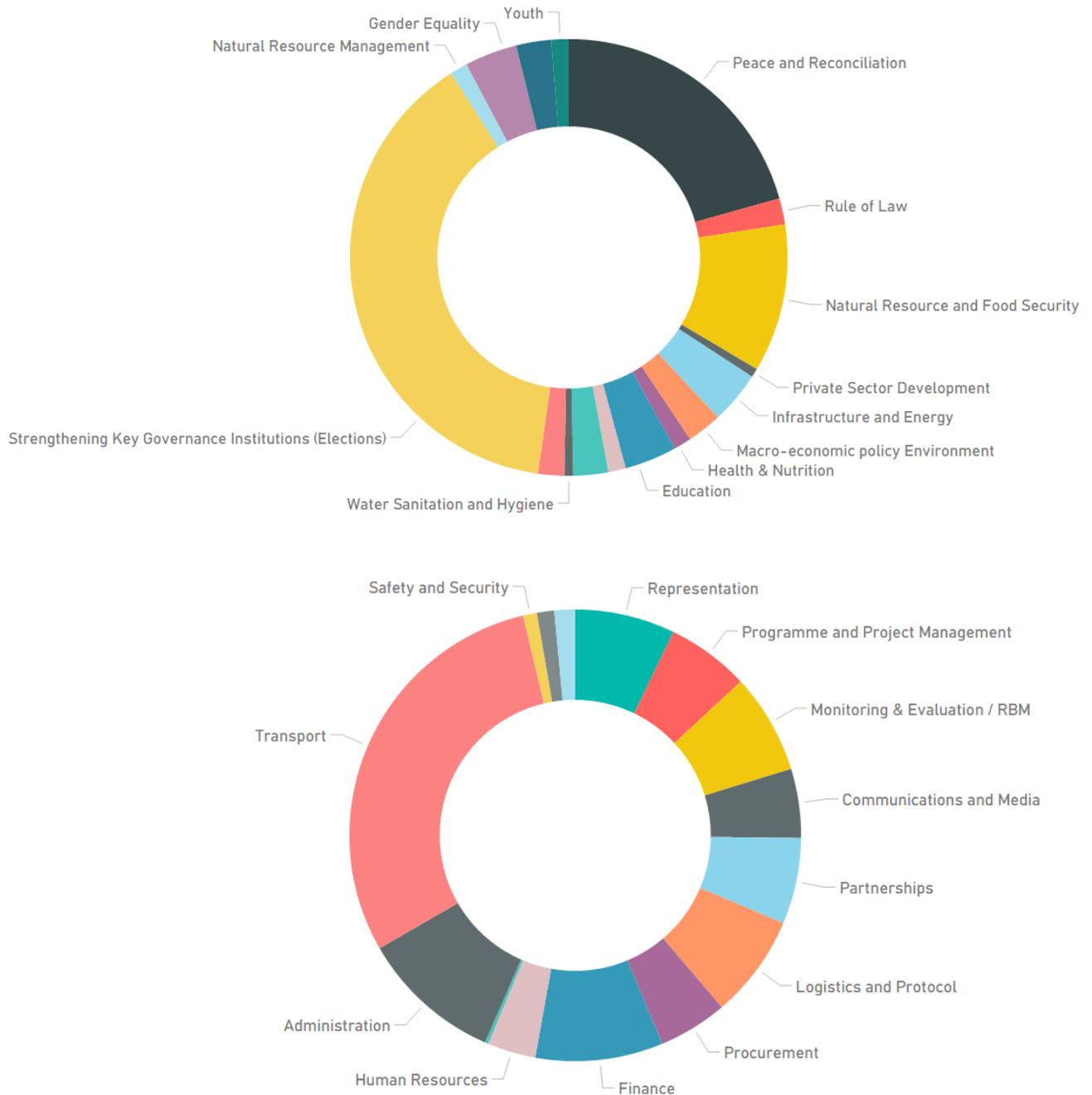
United Nations Women (UN Women)

Mandate and Comparative Advantage:



Position Information: 30 Positions (6 Vacancies) | Total Personnel: 24





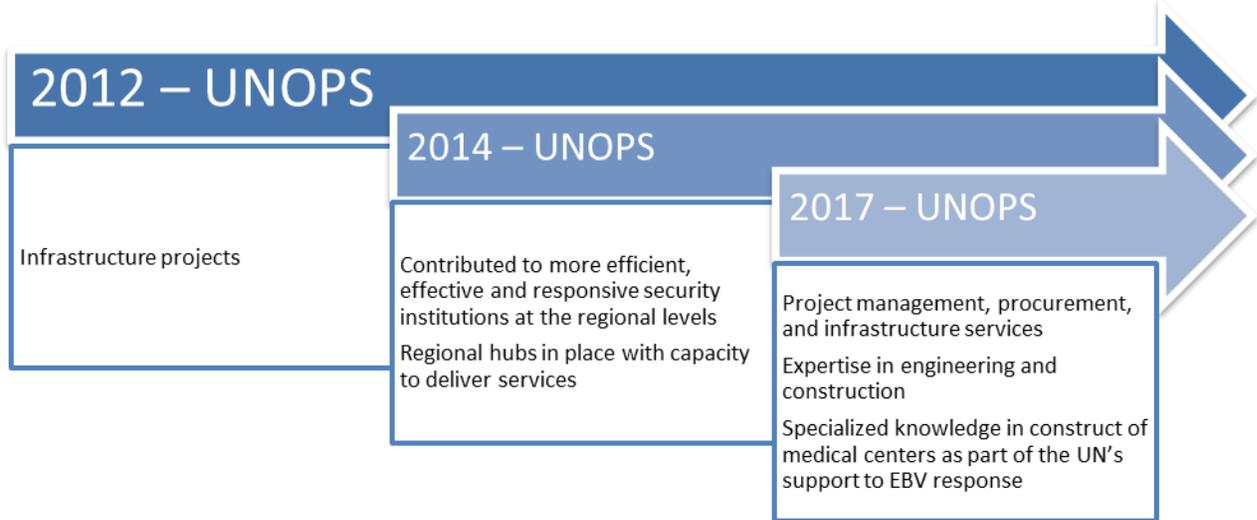
Key Observations on Operational Capacity:

UNWOMEN has been establishing its country presence since the office was established, and is currently in a period without a Head of Office, a placement that is still in process. The breadth of programming across outcome areas reflects a robust focus on gender mainstreaming and collaboration through joint programming. In larger areas of governance/elections and peace and reconciliation. UNWOMEN actively collaborates with the UNMIL gender team, with 5 dedicated positions in gender (3 international and 2 national) in UNMIL’s gender capacity. Specifically in the area of SGBV, UNWOMEN is currently sharing activities with UNMIL so they are increasingly ready to take over residual work.

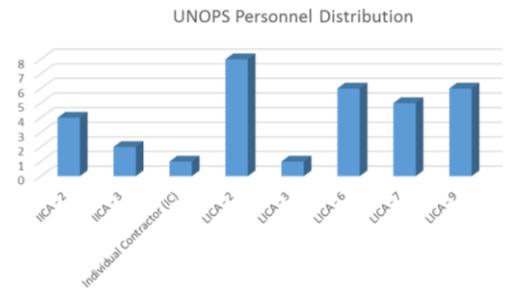


United Nations Office of Project Services (UNOPS)

Mandate and Comparative Advantage:

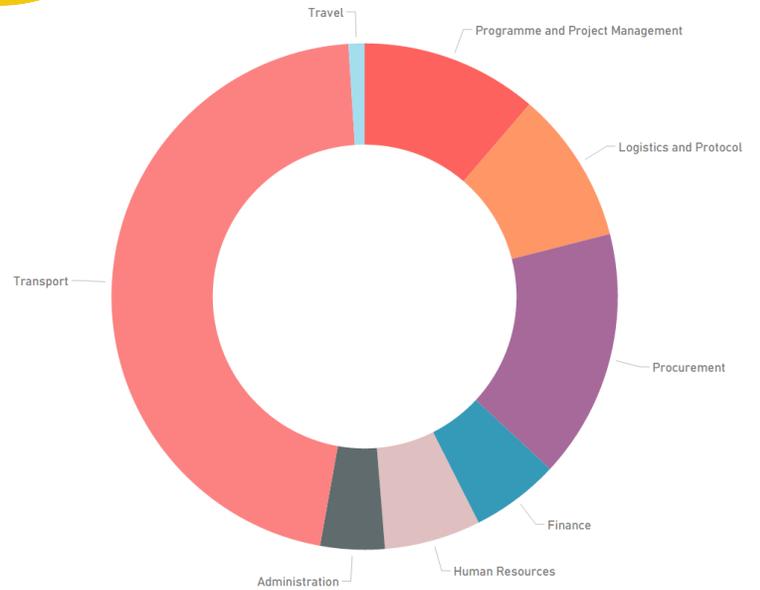
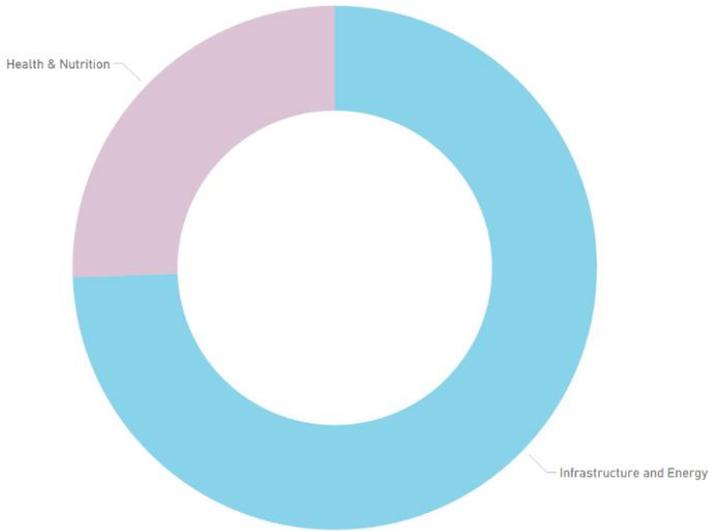
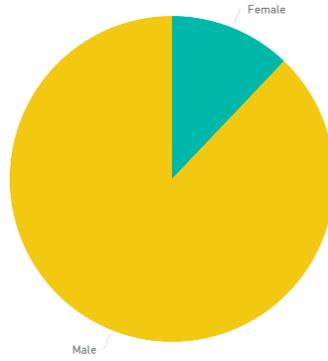


Note – UNOPS utilizes ICA and LICA contract modalities. For the purposes of data accuracy, the personnel distribution as reported, is included at the right. For the purposes of comparative analysis, ICA and LICA contracts were translated into ICSC contract levels, based on suggested guidance from UNOPS colleagues and the judgement of the capacity mapping mission team. This data interpretation is not an authoritative indication of UNOPS personnel contracts – It is solely the approximation applied by the capacity mapping mission team.



Personnel Information: 33 Positions (0 vacancies) | Total Personnel: 33





Key Observations on Operational Capacity:

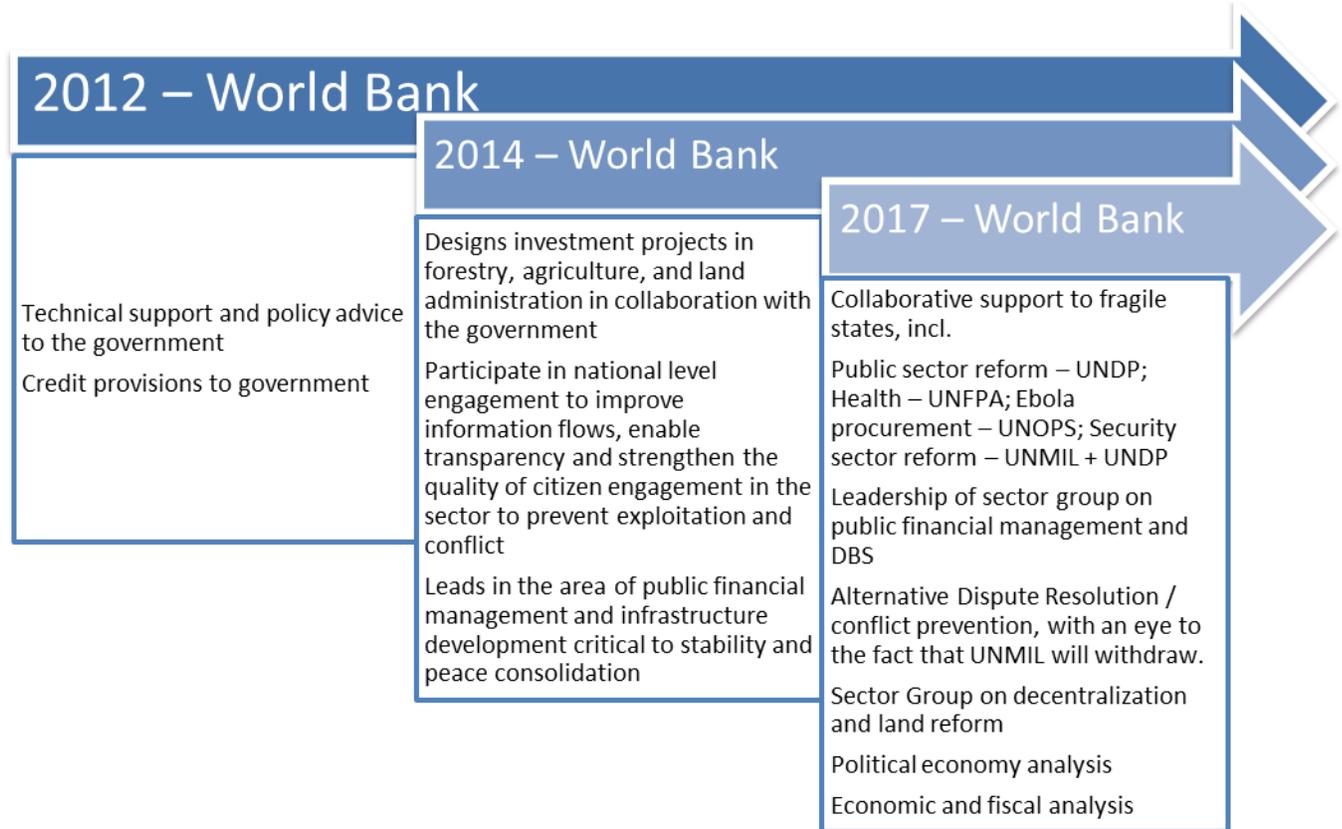
UNOPS has a clear mandate to deliver development project services, with specialized expertise in procurement, project management, and infrastructure. The UNOPS capacity in Liberia is focused on providing infrastructure, logistics, facility management, and overall engineering and construction expertise. UNOPS currently has a focused portfolio delivering residual Ebola response projects in the Health sector, such as upgrading or building health facilities. They are also cognizant of the youth issue and strategize to engage closely with youth for sustainable delivery of projects. The Ghana Hub of UNOPS supports English-speaking countries in West Africa.



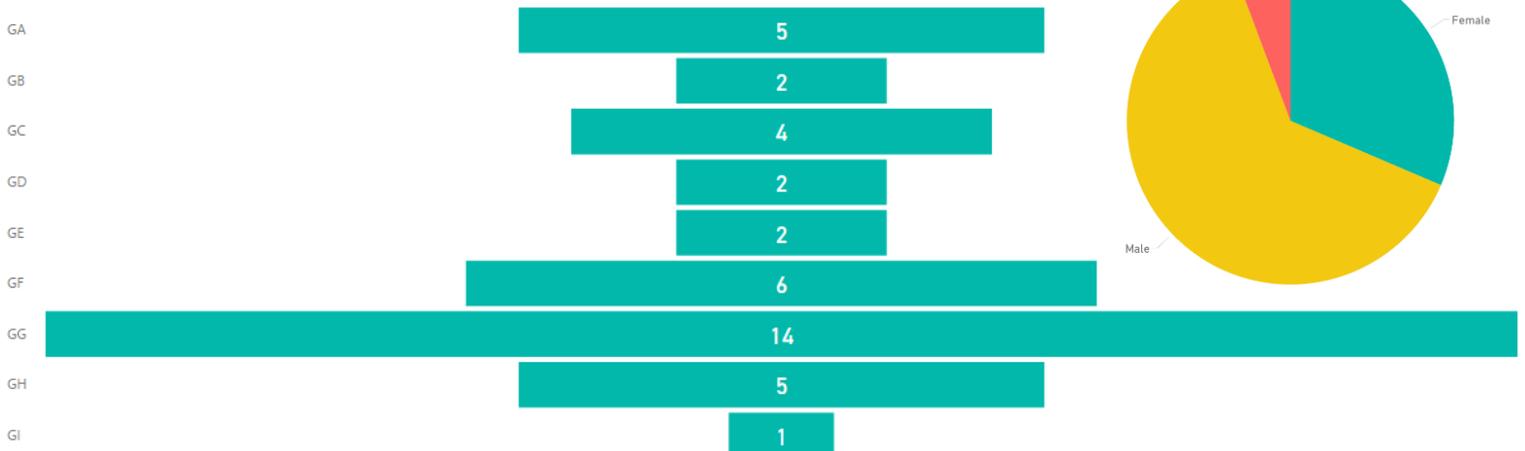
World Bank (WB)

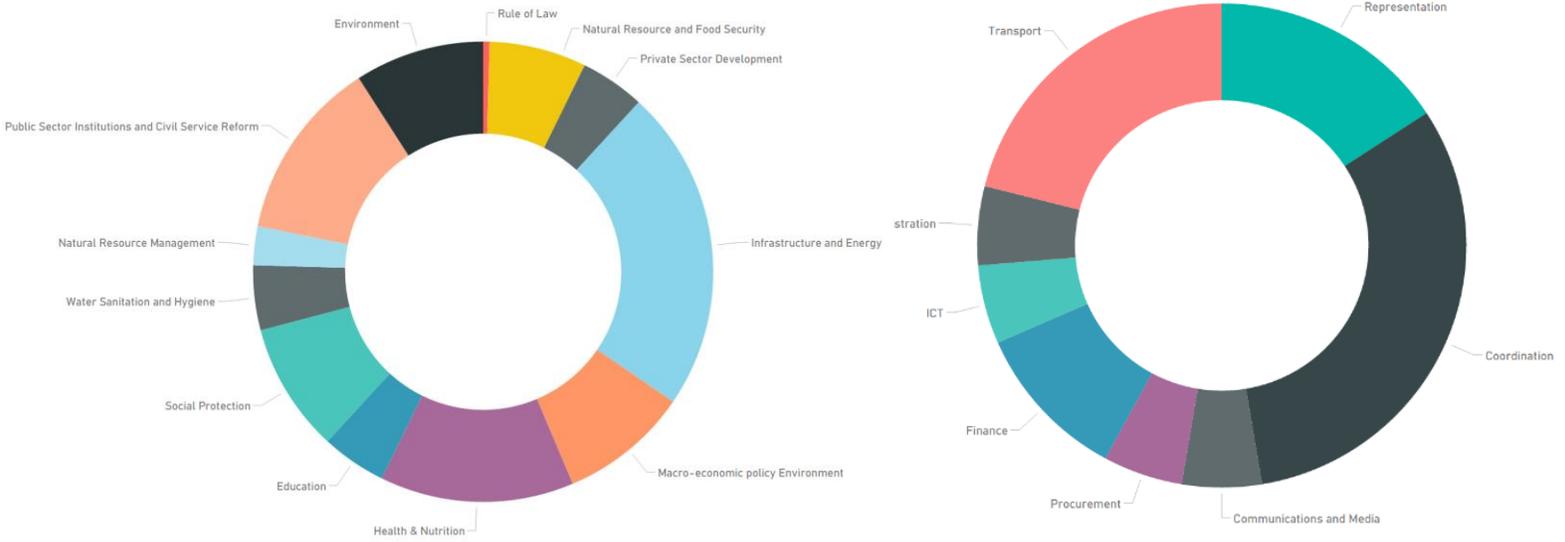
THE WORLD BANK

Mandate and Comparative Advantage:



Position Information: 43 Positions (2 Vacancies) | Total Personnel: 41





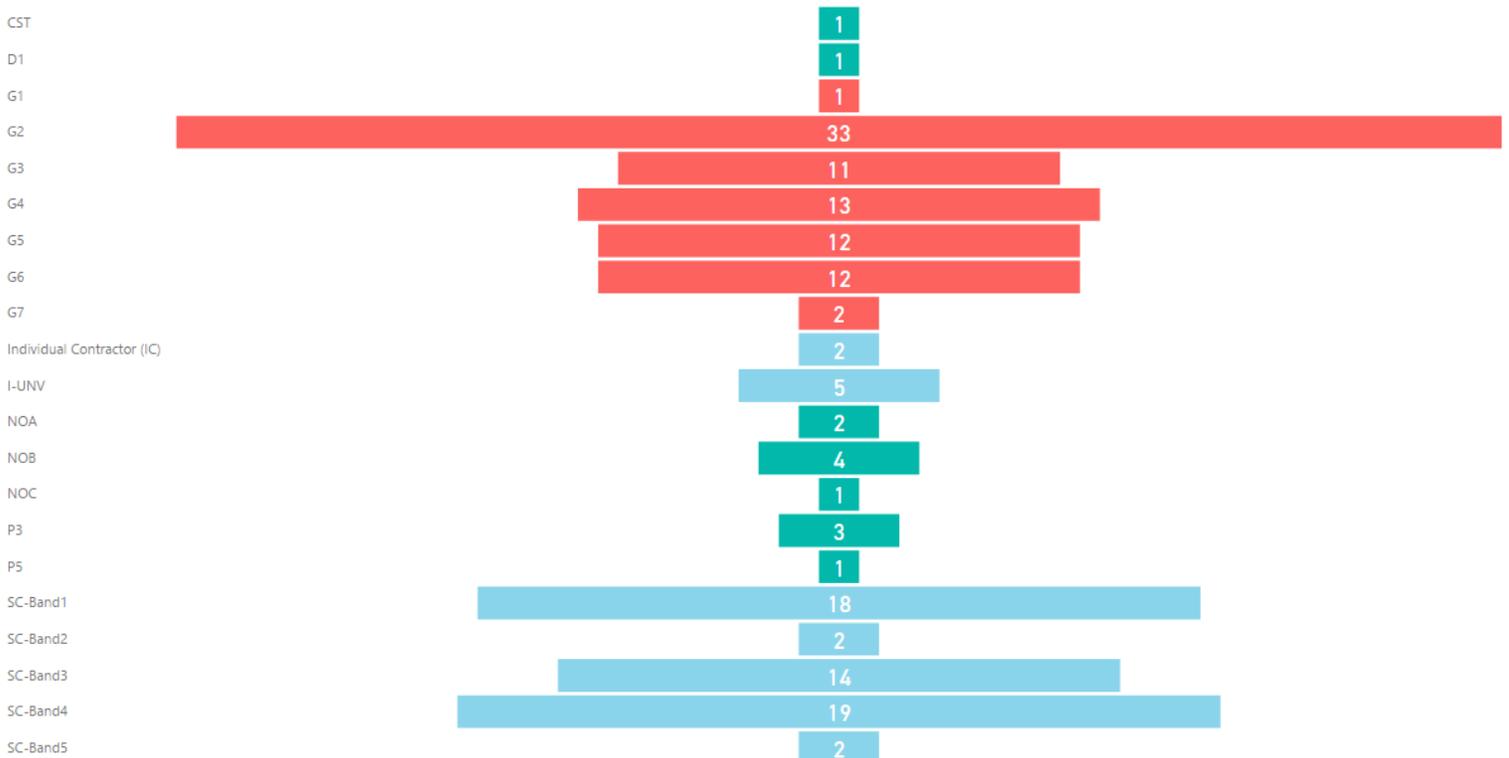
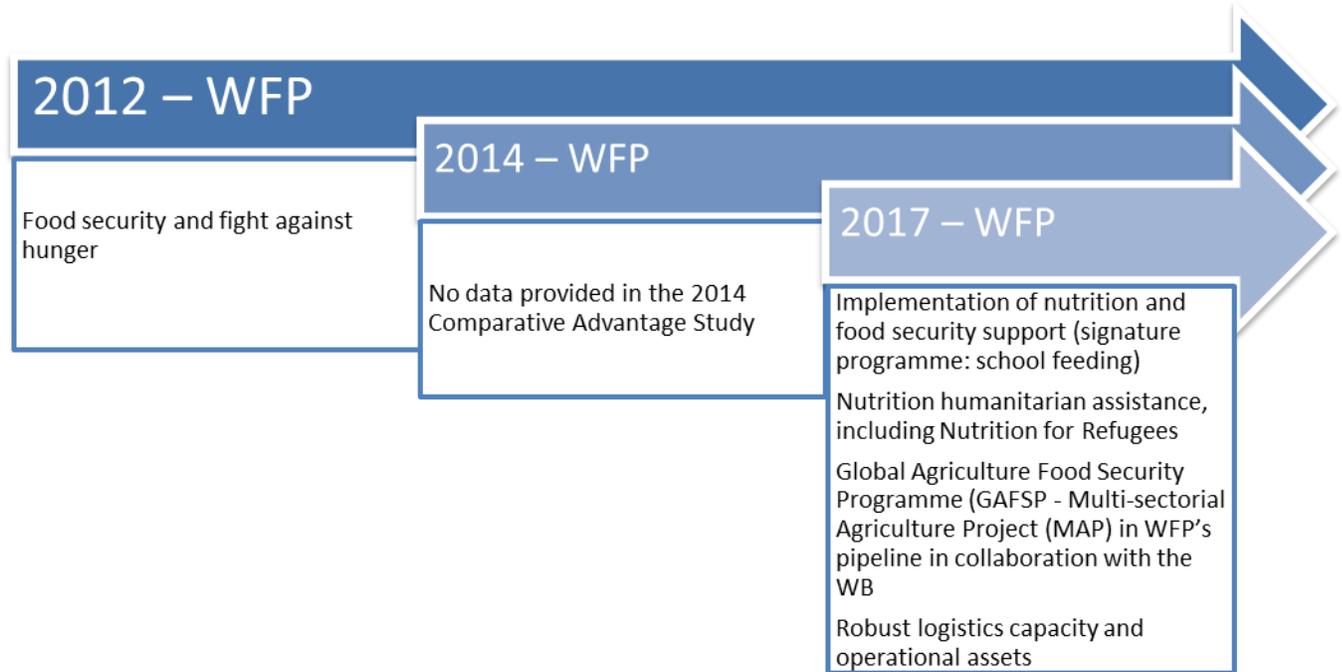
Key Observations on Operational Capacity:

The World Bank has the technical advisory expertise, capital, and influence to advance its current portfolio of approximately \$370M, and as such, can sustain the breadth and depth of its work across the multitude of outcome areas illustrated above. Further, the Economist expertise, in country, provides high quality, on-demand, economic and political economy analysis. The WB in Liberia is not developing its new Country Partnership Framework, which will commence in July 2017. Once a new national development plan is developed by the GoL, the WB will use its own mid-term review period to calibrate programming and priorities, as needed.

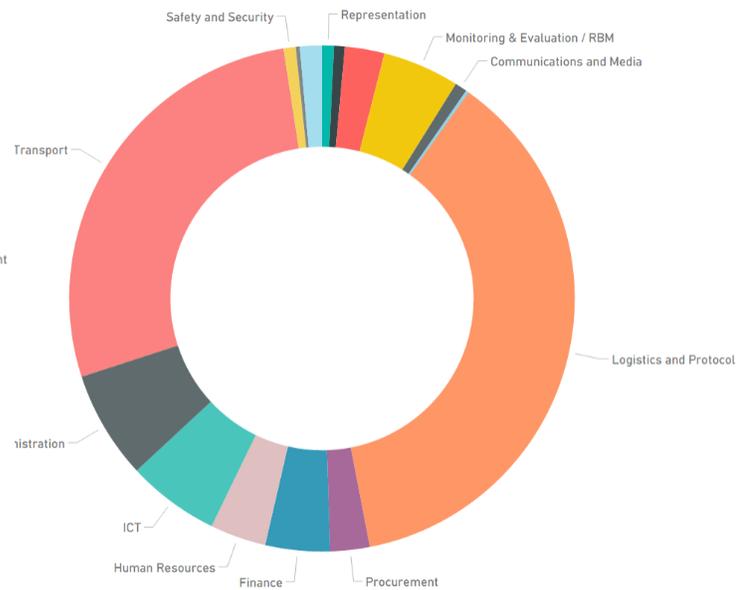
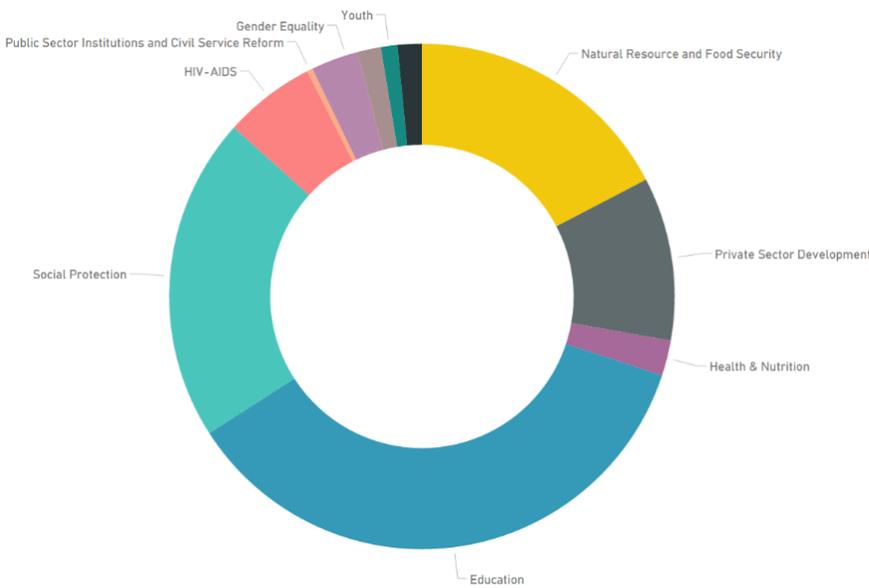
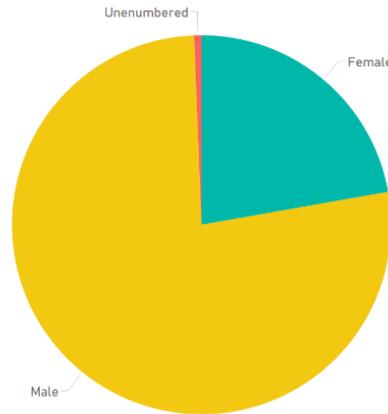


World Food Programme (WFP)

Mandate and Comparative Advantage:



Position Information: 162 (1 Vacancy) | Total Personnel: 161



Key Observations on Operational Capacity:

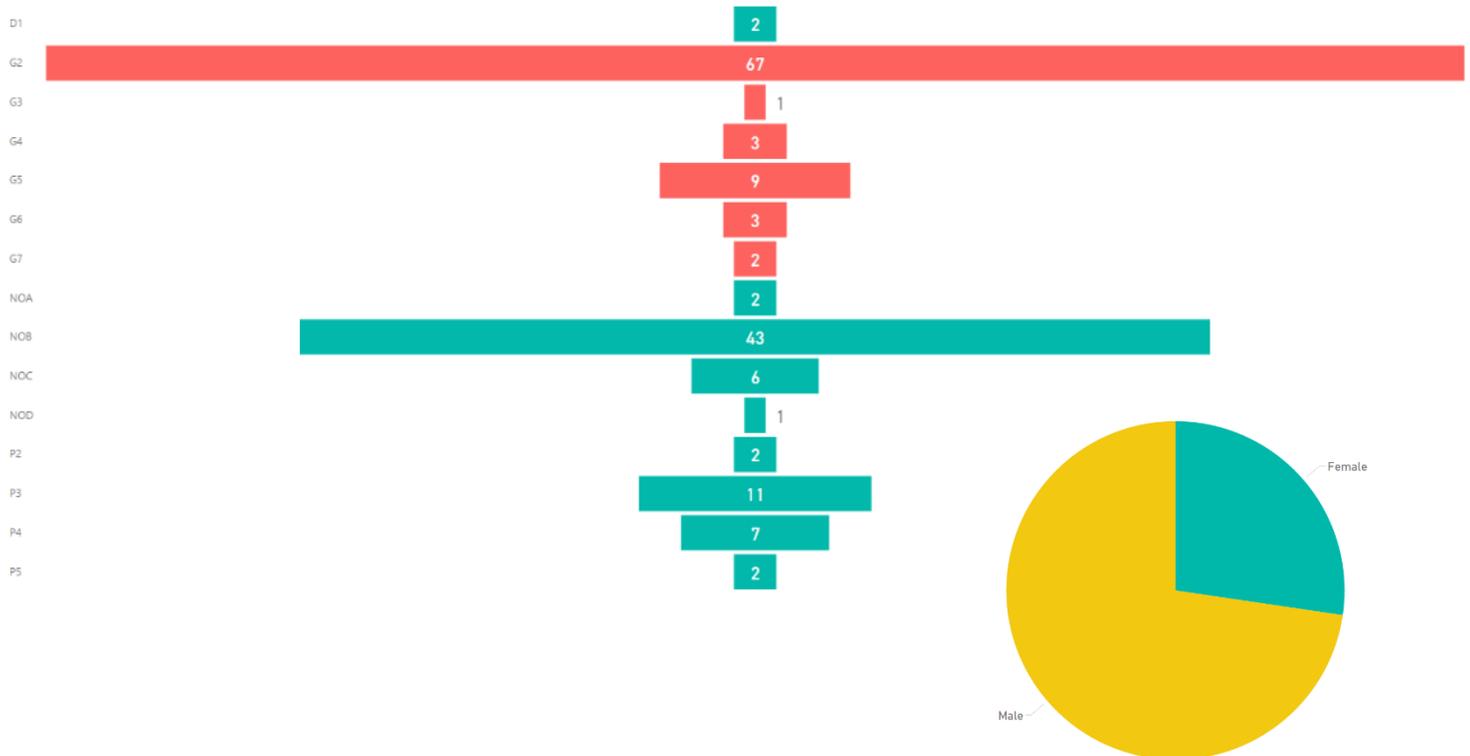
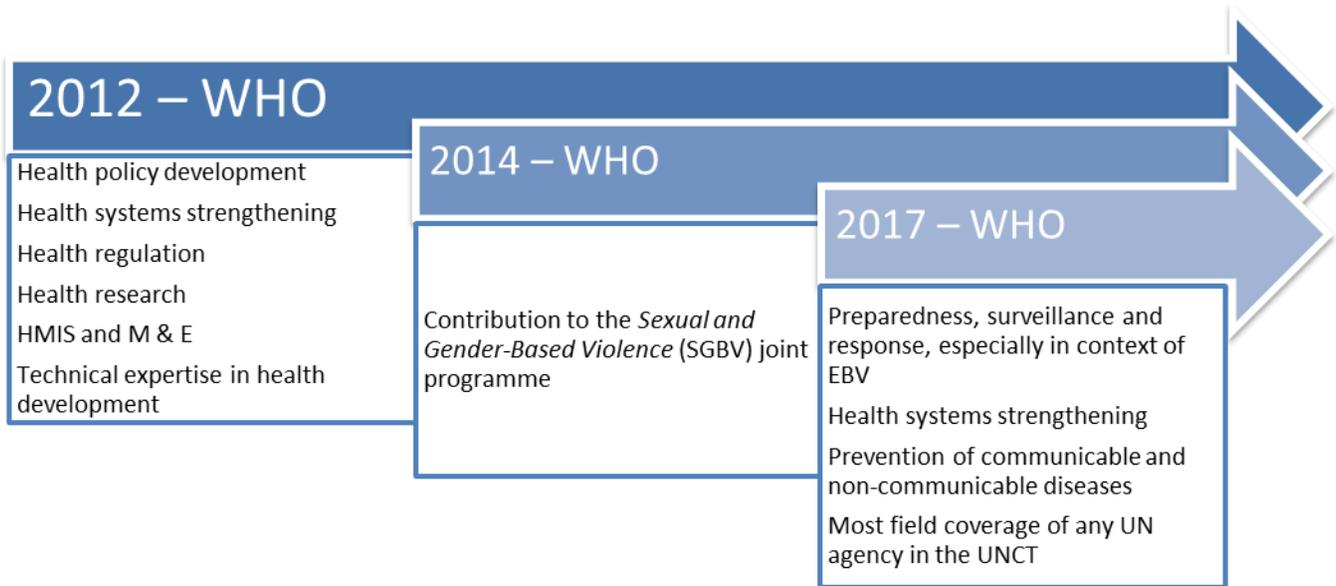
WFP has long-established technical programme implementation expertise in nutrition and food security and through its collaboration with the UNCT and other development partners is a critical contributor to support along the humanitarian and development nexus. They support the government to deliver critical food assistance, livelihood assets, market promotion and developing the agricultural value chain through support to small-holder farmers. Further, WFP has the largest operational capacity in the UNCT, including warehousing facilities / presence at the Monrovia Star Base, as well as operational experience in managing logistics services. WFP has succeeded in brokering solutions to assets handovers in field locations where UNMIL has departed. Overall, WFP could provide operational platform to the rest of UNCT.

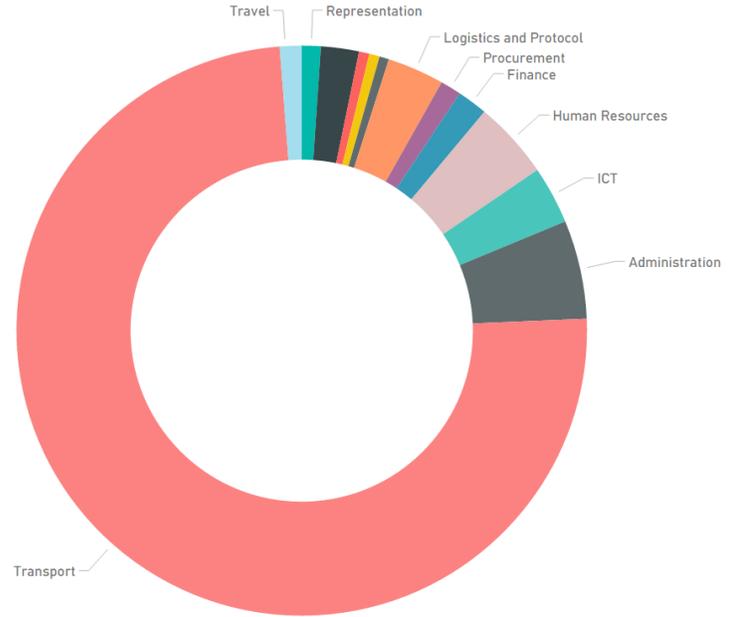


World Health Organization (WHO)

Mandate and Comparative Advantage:

Position Information: 161 Positions | Total Personnel: 161





Key Observations on Operational Capacity:

WHO currently has a funding surplus for health investments in light of the Ebola crisis in outbreaks and emergencies, and the organization is capitalizing on this period to further drive down the rate of communicable disease infections. However critical shortfalls exist for strengthening national health systems and addressing underlying determinants of common diseases. WHO also has the largest field coverage across all AFPs in the UNCT.



United Nations Office on Drugs and Crime (UNODC)

Personnel Information: 4 positions | Total personnel: 3

The UNODC team has one International fixed term position, covering both Liberia and Sierra Leone, with 3 Service Contract colleagues based in Monrovia, including a National Programme Coordinator, an Administrative and Finance Assistant and a Driver.

Functionally, the team focuses the vast majority of its resources on activities contributing to the Security Pillar of the AFT / UNDAF.

United Nations Industrial Development Organization (UNIDO)

While no staffing or portfolio has been received from UNIDO, the organization’s work was referenced in the context of TVET. In this context, it was noted that UNIDO has capacity gaps in terms of funds absorption, staffing and management gaps, and programme development.

Key Observations on Operational Capacity:

UNIDO, as per the above has capacity gaps in terms of funds absorption, staffing and management gaps, and programme development. They are currently working to equip TVET institutions with teachers/facilitators and equipment in high schools, secondary schools and vocational training institutions in Zwedru and Kakata and are also working with informal institutions. *Note: Priority to follow up with UNIDO. Background is EU had funding for education that was supposed to go to UNICEF for traditional education programming but new MoE refused because he wants funding for partnership/private schools - so the situation is unusual and ad hoc.*

International Labor Organization (ILO)

Personnel Information: 9 positions | Total personnel: 2

ILO’s office is a Regional Office for West Africa, with an International Director supporting a Joint Country Office for Nigeria, Ghana, Liberia, Sierra Leone, and Liaison Office for ECOWAS.

ILO’s positions based in Monrovia include, 1 Focal Point/Project Manager, ILO Project Office in Liberia; 1 Project Manager, ILO Project Office in Liberia; 1 Finance and Administrative Clerk; and 1 Driver.