

Operational Plan 2011-2015

DFID in Liberia

April 2011

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Introduction

The UK Government is determined to help reduce the inequalities of opportunity we see around the world today. We believe that promoting global prosperity is both a moral duty and in the UK's national interest. Aid is only ever a means to an end, never an end in itself. It is wealth creation and sustainable growth that will help people to lift themselves out of poverty.

In May 2010, the International Development Secretary, Andrew Mitchell, commissioned the Bilateral Aid Review (BAR) to take a comprehensive and ambitious look at the countries in which the Department for International Development (DFID) works through our direct country and regional programmes. The review focussed on the best ways for the UK to tackle extreme poverty, ensuring that we make the greatest impact with every pound we spend. In parallel, through the Multilateral Aid Review (MAR), DFID assessed how effective the international organisations we fund are at tackling poverty.

On the 1st March 2011, the key outcomes of the reviews were announced, including the results that UK aid will deliver for the world's poorest people over the next four years. The Bilateral Aid Review has refocused the aid programme in fewer countries so that we can target our support where it will make the biggest difference and where the need is greatest. The Multilateral Aid Review findings enable us to put more money behind effective international organisations which are critical to delivering the UK's development priorities. In addition the independent Humanitarian Emergency Response Review looked at how the UK can build on its strengths in responding impartially to humanitarian needs and help ensure future disaster responses can be better prepared and coordinated.

DFID is committed to being a global leader on transparency. In the current financial climate, we have a particular duty to show that we are achieving value for every pound of UK taxpayers' money that we spend on development. Results, transparency and accountability are our watchwords and guide everything we do. DFID regards transparency as fundamental to improving its accountability to UK citizens and to improving accountability to citizens in the countries in which it works. Transparency will also help us achieve more value for money in the programmes we deliver and will improve the effectiveness of aid in reducing poverty.

The UK Aid Transparency Guarantee commits DFID to making our aid fully transparent to citizens in both the UK and developing countries. As part of this commitment we are publishing Operational Plans for country programmes. The Operational Plans set out the vision, priorities and results that will be delivered in each of our country programmes.

We will concentrate our efforts on supporting achievement of the Millennium Development Goals (MDGs), creating wealth in poor countries, improving their governance and security and tackling climate change. The prize, in doing so, is huge: a better life for millions of people, and a safer, more prosperous world.

1) Context and Vision

Liberia remains one of the poorer countries of the world and is unlikely to meet any of the Millennium Development Goals before 2015. It has a GDP per capita of \$500 (Sub-Saharan average of \$679) and continues to lie near the bottom of the United Nation's Human Development Index, with some of the worst infant and maternal mortality rates in sub-Saharan Africa. Following 14 years of highly destructive civil war (1989-2003), it remains under UN Security Council supervision with a large UN military presence in excess of 8,000 peace keeping troops.

A fragile state in a fragile region, Liberia's stability continues to be impacted by events in the region. Tensions during Guinea's 2010 elections and the post election violence in Cote D'Ivoire and the knock-on impact on Liberia. Similarly any tensions or violence in Liberia would have the potential to destabilise the region further. The UK has made a substantial investment in the Mano River Union sub-region through its bilateral programmes in Sierra Leone and Liberia, as well as peacekeeping operations in both countries. For this reason DFID will maintain a role as a bilateral contributor to Liberia, albeit a smaller donor in comparison to Liberia's largest bilateral supporter, the USA. In addition the UK will continue to make a contribution through the multilateral system through UK contributions to the UN, European Union, World Bank and African Development Bank.

To maximise results against the available budget, DFID has rationalised its operating model. This has involved timely exit from projects once finished and a shift to channelling its funds through multi-donor funds. This has enabled DFID to transform its portfolio from 12 small projects in a variety of sectors to 2 programmes supporting reform in the health sector and much needed infrastructure rehabilitation, essential if Liberia is to continue attracting international private sector investors into the country and further stimulate the economy. In addition, to save administrative costs, DFID has transferred the management of the Liberia Programme to its office in Sierra Leone. A further rationalisation has been delivered by combining the two Foreign and Commonwealth Office (FCO) and DFID representative posts into one, ensuring also that DFID's contribution to the wider UK objectives for the region is still delivered, i.e. to promote prosperity, support stability, reduce poverty and promote good governance. A review of the Liberia programme will be undertaken in 2012 to determine future engagement and funding.

2) Results

Headline results

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year)
MDGs/Water and Sanitation	Tonnage of municipal solid waste collected in Monrovia through proper channels and disposed of in landfill site every month	270 (2010)	450 (2015) (DFID funds contribute approximately 10% to this result)
MDGs/Health	Maternal Mortality Ratio	994/100,000 (2007)	760/100,000 (2013) (DFID funds contribute approximately 50% to this result)
MDGs/Health	Infant mortality ratio	71 per 1,000 live births (2007)	59 per 1,000 live births (2013) (DFID funds contribute approximately 50% to this result)
Wealth Creation	Kilometres of road rehabilitated and/or constructed	0 KM (2009)	330 Km (2015) (DFID funds contribute approximately 10% to this result)

2) Results (continued)

Evidence supporting results / Value for Money (VfM) rationale

The evidence base in Liberia is comparatively weak, reflecting the low capacity of the Government of Liberia. By channelling funds through two multi-donor funds, DFID benefits from the resources of other donors in the monitoring and evaluation of programmes.

The Value for Money rationale for investing in Liberia is based on four key issues:

- **Peace and stability:** Despite improvements including significant Foreign Direct Investment, Liberia remains fragile. Supporting continued progress is essential to consolidate and safeguard the gains achieved, and reduce the risk of slipping back into conflict, not only in Liberia but in the region.
- **Private sector:** Funding through a multi-donor fund, DFID can leverage the larger-scale development of key infrastructure, including roads, critical to private sector development.
- **Public sector:** The Health Sector Pool Fund has the potential not only to support the Government of Liberia transform the health sector, but to provide valuable reform lessons for other sectors.
- **Programme delivery:** Delivery through multi-donor funds, combined with oversight by the DFID Sierra Leone team, enables administrative costs to be kept to a minimum whilst maintaining the delivery of results at the same level.

3) Delivery and Resources

DFID will continue to deliver its bilateral assistance in Liberia through two delivery routes:

Health Sector Pool Fund (HSPF)

The HSPF was established in 2008 was to align donor agencies behind the Government of Liberia's national health policies and plans. This has the dual benefit of increasing the leadership of the Ministry of Health and Social Welfare (MOHSW) in the allocation of health sector resources and reducing excessive transaction costs for the Government of Liberia. The HSPF operates under the auspices of a Steering Committee, on which the MOHSW sits together with all donors that are part of the Joint Financing Agreement with the MOHSW (currently the World Health organisation (WHO), the World Bank, the European Union and USAID as well as DFID), and observed by a representative of the NGOs (currently Médecins du Monde). All activities funded by the HSPF are based on proposals initiated by the Ministry of Health and Social Welfare and agreed by the Steering Committee.

Liberia Reconstruction Trust Fund (LRTF)

The LRTF exists to finance the rehabilitation of infrastructure, particularly roads. The Fund is administered by the World Bank, which is charged with monitoring and reporting progress of agreed projects to the Government of Liberia and donors and has fiduciary responsibility for the management of donor funds. It is governed by an Oversight Committee comprising representatives from Government of Liberia and donor agencies. The Committee has responsibility for overseeing and supervising the performance of the LRTF including: establishing the funding criteria for projects; reviewing and approving project proposals brought forward by the Government of Liberia; and reviewing implementation.

3) Delivery and Resources (continued)

Pillar/Strategic priority	2010/11		2011/12		2012/13		2013/14		2014/15		TOTAL 2011-14	
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000
Wealth Creation		2,875		2,500		1,500		2,000			0	6,000
Governance and Security	220										0	0
Other Health	4,000		3,000		5,000		4,000				12,000	0
Water and Sanitation		2,950		2,500		1,500		2,000			0	6,000
TOTAL	4,220	5,825	3,000	5,000	5,000	3,000	4,000	4,000	0	0	12,000	12,000

3) Delivery and Resources (continued)

Efficiency savings

The transfer of responsibility for leading and managing of DFID's Liberia programme to the Sierra Leone team has allowed DFID to make significant efficiency savings in the order of £100,000 per year. The savings have been represented in the DFID Sierra Leone Operational Plan.

Please see the following sections of the DFID Sierra Leone Operational Plan for further details:

- 6) Delivering Value for Money
- 7) Monitoring and Evaluation
- 8) Transparency