

**Department of Economic and Social Affairs (DESA) and United Nations  
Development Program (UNDP)**

**Stakeholder Consultation Workshop**

**Building Capacity to Utilize Sustainable Development Principles in  
National Policy-Making in Liberia**

**Date:** July 13-14, 2011

**Location:** Monrovia, Liberia (RLJ Kendeja Conference Facility)

**Summary Report**

**Background**

DESA and UNDP are currently collaborating on the implementation of the Development Account project ROA-105 “Strengthening National Capacity for the Integration of Sustainable Development Principles into Development Strategies in Countries Emerging from Conflict” in Liberia. Liberia is a pilot country under this project.

Liberia is in a promising era of peace, encouraged by the collaboration of influential leaders, including representatives from both Government and civil society organizations. Among its successes in the past few years is the *Lift Liberia* program, a poverty reduction strategy (PRS) initiated in 2006 to guide sustainable development efforts. The program has been centered on a four-pillared approach that focused development on Consolidating Peace and Security, Revitalizing the Economy, Strengthening Governance and the Rule of Law, and Rehabilitating Infrastructure and Delivering Services.<sup>1</sup> *Lift Liberia* has further guided the issues by considering five crosscutting frames of reference: Gender Equity; Environment; HIV and AIDS; Children and Youth; and Peacebuilding. Liberia’s approach has been pioneering, as it fuses peacebuilding and sustainable development strategies and acknowledges that the two endeavors are mutually reinforcing.<sup>2</sup> With *Lift Liberia* in its final year of implementation, Liberia is looking forward to the next medium-term development plan for Liberia, the upcoming second Poverty Reduction Strategy (PRSII) that is currently under development.

The United Nations Department of Economic and Social Affairs/Division of Sustainable Development (UNDESA/DSD) and United Nations Development Program (UNDP) are privileged to support Liberia’s efforts to help conceive and shape their PRSII. UNDESA/DSD has produced a working draft of a practical document to support development planning in conflict-affected contexts: “Guidance Notes for Developing National Sustainable Development Strategies (NSDS) in Post-Conflict Countries”.<sup>3</sup> The Guidance Notes seek to help national policy makers and

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<sup>1</sup> DESA/DSD. 2009. *Report on Sustainable Development Strategies of Countries Emerging from Conflict in Africa*.

<sup>2</sup> Fruchart, V., Wam, P.E., and Webster, W. 2009. Effective Poverty Reduction Strategies in Fragile and Conflict-Affected Countries: Lessons and Suggestions. *Conflict, Crime & Violence Issue Note: September*. The World Bank Group. Washington DC.

<sup>3</sup> UNDESA (forthcoming). *Developing National Sustainable Development Strategies in Post-Conflict Countries*.

civil society leaders in identifying and building on real links between sustainable development and peacebuilding.

Accordingly, in Monrovia, Liberia UNDESA/DSD and UNDP sponsored a two-day workshop with to key stakeholders who are contributing to the design of the PRSII and other national development plans to share information on conflict-sensitive development principles which are described in the working draft of the Guidance Notes. Since the Guidance Notes are specifically meant to address complicated planning situations in conflict-affected contexts, the engaged parties saw that they prove useful for planners and policy makers in Liberia as they transition from the *Lift Liberia* PRS to the PRSII and longer-term national development strategies, such as the National Vision 2030.

The workshop brought together influential representatives from Liberia’s government, civil society, academia, UNDESA/DSD and UNDP. It enabled them to interact and collectively identify the main entry points for conflict-sensitive development approaches in the current and new development strategies. Over the course of the workshop, the participants discussed key principles of conflict-sensitive development, and collective application of these principles in Liberian development. This exercise seeks to aid Liberian stakeholders as they determine how best to take advantage of existing peace dividends and to further peacebuilding through development in Liberia. This communication helps the stakeholders to envision informed action steps for Liberia’s continuing path toward long-term, peaceful, sustainable development.

### **Objectives**

The stakeholder consultation workshop achieved the following predefined objectives:

1. Introduce the Development Account project ROA-105 “Strengthening National Capacity for the Integration of Sustainable Development Principles into Development Strategies in Countries Emerging from Conflict” and Guidance Notes.
  - Discuss the project structure, objectives and the role of Liberia.
  - Share key NSDS principles and concepts, including those that are specifically meant to support development in conflict-affected contexts.
  - Review the content of the Guidance Notes in connection with ongoing development plans in the country.
2. Scope Liberian development strategies of the past and present.
  - Discuss key development processes, sector issues and stakeholder experiences.
  - Considering Guidance Note principles, review achievements of current plans and define gaps in these strategies.
  - Define key challenges, limits and political economy dimensions of sustainable development in the Liberian context.
  - Foster practical linkages between Liberia’s development progress and peacebuilding.
3. Develop action plans to achieve goals and address challenges in post-conflict NSDS in Liberia.
  - Identify conflict-sensitive development goals and challenges in Liberia.

- Map and discuss current goals, challenges, action steps to address those challenges, and supporting logistics for action.
  - Conceptualize links between the Guidance Note principles and the ongoing PRSII.
  - Define guidance and support needs to achieve plan implementation.
4. Overview of the United Nations Conference on Sustainable Development 2012 (Rio+20).
- Present Conference structure and objectives
  - Outline preparatory meetings leading up to Conference.
  - Discuss Liberia's capacity, institutions, and main challenges related with implementing Green Economy initiatives.
  - Identify Liberia's opportunities, participation goals, and desired outcomes associated with Conference participation.
  - Review linkages between Rio+20, the NSDS Project and PRS.
5. Facilitate networking between professionals with different types of expertise (e.g., policy, sector, development, geographically-specific conditions and needs).

### **Program**

The workshop took place over two days (13-14 July 2011) at the RLJ Kendeja Conference Facility in Monrovia, Liberia. The detailed agenda with schedule can be found in attached Annex 1.

#### **Day One of the program focused on:**

- Introducing the participants to Development Account project ROA-105 "Strengthening National Capacity for the Integration of Sustainable Development Principles into Development Strategies in Countries Emerging from Conflict."
- Identifying the sustainable development challenges in Liberia. Assessing the sustainable development challenges relevant to four of Liberia's PRSII pillars: (1) Peace, Security and Rule of Law; (2) Economic Transformation; (3) Human Development; (4) Governance and Public Relations.
- Discussing Liberia's former, current and future strategies, objectives and achievements in sustainable development.
- Prioritizing Liberia's key objectives for sustainable development and peacebuilding.
- Introducing the participants to the Guidance Notes strategy and content, the five elements of post-conflict NSDS, and the seven key challenges to post-conflict sustainable development.

#### **Day Two of the program focused on:**

- Informing the participants of the upcoming Conference for Sustainable Development: Rio+20 and the Green Economy (June 2012).
- Discussing Liberia's environmental initiatives and how Liberia can become involved in Rio+20.
- Presenting how the participant groups ranked the key challenges under each PRSII pillar.

- Supporting the participants as they brainstormed action plans to address Liberia’s sustainable development and peacebuilding challenges and objectives, which the participants had identified. Participants were randomly assigned to one of four pillar working groups for the exercise. Each working group completed an action plan matrix. (See Annex 7 below for the matrix template.)
- Presenting and discussing the action plan matrices prepared by each group. All workshop participants were encouraged to provide input and constructive feedback following each matrix presentation.
- Discussing “next steps” for incorporating ideas and lessons into sustainable development planning in Liberia, and how stakeholders can ensure progress in this regard.

### **Attendance**

The workshop brought together approximately 70 key Liberian stakeholders (national government, county experts, and others), and development partners associated with the UN-system, all of whom are contributing to sustainable development planning. The list of participants is included in attached Annex 2.

### **Topics**

The workshop brought together the Liberian government and UN agencies to discuss how to sustain development and peacebuilding efforts through a mutually reinforcing approach in post-conflict Liberia. The workshop facilitated discussion and application of NSDS conflict-sensitive development principles as they related to Liberia’s upcoming medium-term poverty reduction strategy, the PRSII. The workshop focused on the following topics, described below.

#### **NSDS and the Guidance Notes**

The Development Account project ROA-105 “Strengthening National Capacity for the Integration of Sustainable Development Principles into Development Strategies in Countries Emerging from Conflict” was launched because previously published NSDS guidance notes, “Guidance in Preparing a National Sustainable Development Strategy: Managing Sustainable Development in the New Millennium” (2002) needed to be augmented in order to meet the unique development planning needs of post-conflict situations. The guidance notes, “Developing National Sustainable Development Strategies in Post-Conflict Countries,” were developed to help fill this gap, outlining principles for taking a hands-on and realistic approach to developing conflict-sensitive national sustainable development strategies. The guidance notes focus on already existing national development strategy and planning processes-such as Poverty Reduction Strategy Papers (PRSP)-and integrate conflict-sensitive development principles and to support peacebuilding through development in post-conflict contexts.

The guidance notes were developed to address the dual challenges of peacebuilding and sustainable development, and more specifically, provide guidance on how to approach sustainable development in post-conflict countries. They are primarily intended to support national governments of post-conflict countries. In addition, they can support all other actors involved in development processes in post-conflict societies, like civil society organisations, the private sector, donors, and development

organisations, as well as country and field-level practitioners. The guidance notes have been developed to support development in countries emerging from conflict; this includes detailed description of the unique challenges that characterize conflict contexts and methods for addressing those through sustainable development planning.

### **Liberia's PRSII**

This workshop focused on the value of integrating conflict-sensitive development principles into existing strategy design processes. Liberia's upcoming PRSII was a focus of workshop discussions, as it is a key entry point for long-term sustainable development and peacebuilding efforts. The Guidance Note principles concentrate on strengthening the three interdependent dimensions of development: economic, social and environmental, and emphasizes a medium to long-term outlook, rather than just urgent and short-term interventions. Thus, the workshop focused primarily on how to bolster the PRSII by ensuring that each of its four pillars addresses the three dimensions of development, while also considering the five elements and seven key challenges for sustainable development in post-conflict countries.

### **Conference for Sustainable Development: Rio+20**

The workshop also dedicated a session to reviewing the preparatory process for the United Nations Conference on Sustainable Development 2012 (Rio+20) and discussing Liberia's national preparations process.

The UNDESA/DSD Project Manager and the Executive Director of Liberia's Environmental Protection Agency (EPA) educated the attendees on the upcoming Rio+20 conference. They explained the Green Economy and what it means for Liberia. They also drew links between the Green Economy initiatives and the PRSII. Additionally, the participants were asked to brainstorm on Liberia's environmental successes and setbacks; how they can take advantage of Rio+20; and what steps are necessary to do so.

### **Procedure**

During the workshop, the attendees were first educated on Development Account project ROA-105 "Strengthening National Capacity for the Integration of Sustainable Development Principles into Development Strategies in Countries Emerging from Conflict" and the conflict-sensitive development principles in the Guidance Notes. The workshop focused on conflict-sensitive development principles and the incorporation of these into Liberia's forthcoming Poverty Reduction Strategy Papers II (PRSP). The PRSP is described as a common entry point for post-conflict NSDS, as described in the Guidance Notes. This workshop was appropriately timed as Liberia is currently drafting its medium-term PRSP, for the first PRSP will conclude this year, 2011. The 68 attendees included influential members of the Government of Liberia, country representatives and experts, and development partners from UN agencies. The workshop facilitators encouraged the participants to interact with one another in a series of exercises, in an effort to promote ongoing collaboration. In Session 5 the participants were first divided by table, and asked to determine which key challenges were most relevant in Liberia (See Annex 4 for list of challenges that were ranked in order of priority). In Session 8 the table working groups were asked to determine which challenges were most relevant to each pillar of the PRSII. (See Annex 6 for the worksheet used by the tables).

On the second day, in Session 16 the participants were divided into four working groups, one for each of the PRSII pillars referenced above. They were asked to creatively brainstorm solutions to identified challenges and to fill out policy matrices in order to create viable action plans. The action plans can serve as guidelines for overcoming the key challenges of sustainable development in Liberia. (See Annex 7 for the Action Plan Matrix worksheet template).

### ***The Key Challenges in Liberia***

There are significant challenges that are unique to the post-conflict situation in Liberia. The workshop focused primarily on determining which of these challenges are most pertinent in Liberia and how to further address these issues based on each pillar.

The seven key challenges, as presented in the Guidance Notes, are as follows:

1. Poverty, marginalisation, and vulnerability
2. Unsustainable exploitation of natural resources and environmental deterioration
3. Insecurity, militarization, and lawlessness
4. Societal divisions
5. Poor governance, corruption, and low capacity
6. Poor economic performance, limited fiscal resources, and disruption of infrastructures and public services
7. Regional and external risks

A handout was provided to the participants in Session 5, which provided some definitions to help contextualize these general challenges in the Liberian context (see Annex 4 for handout). For the exercise in Session 8 a longer version of the Session 5 handout was provided. This handout included the challenge definitions and some brief ideas on how these have been addressed in other countries so as to facilitate brainstorming among participants (see Annex 5 for handout).

### **General Challenges**

The participants, divided into working groups by table, determined which of the key challenges is most significant overall in Liberia. (See Annex 1; Session 5.) The three main challenges for Liberia overall were determined by the participants to be: (3) insecurity, militarization, and lawlessness; (5) poor governance, corruption, and low capacity; (6) poor economic performance, limited fiscal resources, and disruption of infrastructures and public services.

### **Challenges by PRSII Pillar**

During a follow-up activity, the participants were asked again to work in a group at each table and to select which of the challenges were most pertinent to each of the PRSII pillars (See Annex 6): (1) Peace, Security and Rule of Law; (2) Economic Transformation; (3) Human Development; (4) Governance and Public Relations. The working groups ranked the priority challenges as follows according to each pillar:

#### ***Pillar I: Peace, Security and Rule of Law***

Key Challenges: (3) Insecurity, militarization, and lawlessness; (5) poor governance, corruption, and low capacity; (7) regional and external risks.

*Pillar II: Economic Transformation*

Key Challenges: (1) Poverty, marginalisation, and vulnerability; (2) unsustainable exploitation of natural resources and environmental deterioration; (6) poor economic performance, limited fiscal resources, and disruption of infrastructures and public services.

*Pillar III: Human Development*

Key Challenges: (1) Poverty, marginalisation, and vulnerability; (5) poor governance, corruption, and low capacity; (6) poor economic performance, limited fiscal resources, and disruption of infrastructures and public services.

*Pillar IV: Governance and Public Relations*

Key Challenges: (3) Insecurity, militarization, and lawlessness; (5) poor governance, corruption, and low capacity; (6) poor economic performance, limited fiscal resources, and disruption of infrastructures and public services.

**Action Plans**

The participants were divided into four working groups in Session 16 on the second day, divided and randomly assigned by PRSII pillar. The groups brainstormed and created action plan matrices, defining and planning the implementation of solutions to each of the pillar challenges identified in Session 8 on the prior day (See Annex 1 for the workshop schedule). An action plan matrix names the PRSII Pillar Goal (please note that these are still being defined during the PRSII development process); defines the key challenges to achieving that objective (the three key challenges identified in Session 8); and sets forth actions, agents and measurable targets to success (see Annex 7 for the full matrix template).

**Working Groups**

The workshop was interactive so that the attendees would engage, brainstorm and collaborate to identify development challenges in Liberia, produce novel ideas, and to promote ongoing relationships. The participants were divided into working groups randomly, and not by area of expertise. This was meant to encourage the generation of innovative ideas within each sector.

**Follow-Up and Next Steps**

Based on the workshop experience and the progress of the joint project in Liberia, DESA and UNDP in cooperation with Liberia Ministry of Planning and Economic Affairs (MOPEA) discussed the following “next steps”:

1. Form a project steering committee led by members from DESA, UNDP and representative stakeholders to follow up on the workshop and the issues and ideas generated during the event.
  - a. **Apply ideas in Pillar Working Groups.** Identify champions to bring workshop results to a PRSII working group meeting for each pillar. In these meetings the participants should consider, develop and refine the concerns and recommendations generated in the July 13-14 workshop. Particular consideration should be given to the Pillars’ Action Plan Matrices, which were generated during the workshop (see Annex 7 for

- a matrix template). Additional challenge identification and response planning could be done in these pillar working groups through facilitated sessions similar to those held in the July 13-14 workshop.
- b. **Generate and apply ideas in Thematic Working Groups.** Identify champions to bring workshop results to a PRSII working group meeting for each theme under Pillar 5 – Cross-Cutting Issues. Due to time constraints the July 13-14 workshop did not conduct any challenge identification or action planning for these important cross-cutting themes. In these thematic working group meetings the participants should conduct problem identification (such as that which was done for the pillars in Session 8) and action planning (such as that which was done in Session 16). (See Annex 1 for the workshop agenda.) These meetings could be facilitated in a way similar to the July 13-14 workshop exercises. Facilitation could be done by a thematic working group member or by a UNDP or UNDESA workshop team member.
  - c. **Generate targeted issue management through other regional sustainable development endeavors, such as the Mano River Union.** As an example, the Mano River Union (MRU) may be targeted by donors as a vehicle for regional stability building and development. Targeting the MRU for a similar working session, such as that held during the July 13-14 workshop, would address key post-conflict challenge issues (e.g., natural resource management and regional risks). These issues could benefit from extra focus in Liberian development planning.
  - d. **Share and develop ideas at upcoming summits and conferences.** Champions of addressing the challenges discussed in the workshop and in the working groups can bring further benefit to the PRSII as they take their stories and questions to upcoming summits – such as the Liberia Development and Environmental Forum Conference in Washington, D.C. on September 21-22, 2011. In these events, which foster information exchange and enable networking of Liberian expertise, Pillar and Thematic Working Group representatives (or representatives of regional initiatives such as MRU) can present their working groups’ challenges and proposed solutions. With such presentations, representatives can gather information and recommendations in order to refine proposed solutions, which can then be taken back to the PRSII process and applied.
2. Plan a follow-up working session within a three-month period (in October or November 2011) to discuss the progress of implementing the workshop recommendations and action plans, and recommend further actions for complete implementation.
    - a. **Survey the needs of the Pillar and Thematic Working Groups.** Working group representatives share with the NSDS project focal point how the process of identifying and addressing challenges is progressing. This information will inform the structure of the follow-up workshop so that group needs are addressed and participant discussion is focused on key issues.
    - b. **Reporting back from Pillar and Thematic Working Groups.** A representative from each working group should present in the follow-

up meeting the outcomes of the follow-up discussions. What are the current action plans and how are they being applied in the PRSII? What has been helpful about this? What kind of further support do the working groups need? These questions can foster cross-group learning and further progress.

- c. **Planning for Rio+20.** Participants in the follow-up workshop will brainstorm ideas and an action plan to enable meaningful Liberian engagement at the Rio+20 summit.

### **Online Information**

The workshop report as well as main presentations and sample templates will be posted on the DESA/DSD website ([http://www.un.org/esa/dsd/dsd\\_aofw\\_nsd/issues.shtml](http://www.un.org/esa/dsd/dsd_aofw_nsd/issues.shtml)) under Pilot Countries – Liberia.

Annex 1: *Workshop Agenda*

**Department of Economic and Social Affairs (DESA) and United Nations  
Development Program (UNDP)**

**Stakeholder Consultation Workshop**

**Building Capacity to Utilize Sustainable Development Principles  
in National Policy-Making in Liberia**

**Date:** July 13-14, 2011

**Location:** Monrovia, Liberia (RLJ Kendeja Conference Facility)

**Program**

**Background**

DESA and UNDP are currently collaborating on the implementation of the Development Account project ROA-105 “Strengthening National Capacity for the Integration of Sustainable Development Principles into Development Strategies in Countries Emerging from Conflict” in Liberia. Liberia is a pilot country under this project.

Liberia is in a promising era of peace, encouraged by the collaboration of influential leaders, including representatives from both Government and civil society organizations. Among its successes in the past few years is the *Lift Liberia* program, a poverty reduction strategy (PRS) initiated in 2006 to guide sustainable development efforts. The program was centered on a four-pillared approach that focused development on Consolidating Peace and Security, Revitalizing the Economy, Strengthening Governance and the Rule of Law, and Rehabilitating Infrastructure and Delivering Services.<sup>1</sup> *Lift Liberia* further guided the issues by considering five crosscutting frames of reference: Gender Equity; Environment; HIV and AIDS; Children and Youth; and Peacebuilding. Liberia’s approach was pioneering as it fused peacebuilding and sustainable development strategies, acknowledging that the two endeavors were mutually reinforcing.<sup>2</sup> With *Lift Liberia* in its final year of implementation, Liberia is looking forward to the next medium-term development plan for Liberia, its upcoming Poverty Reduction Strategy (PRS II).

The United Nations Department of Economic and Social Affairs/Division of Sustainable Development (UNDESA/DSD) and United Nations Development Program (UNDP) are privileged to support Liberia’s efforts to help conceive and shape their PRSII. UNDESA/DSD produced new Guidance Notes for Developing National Sustainable Development Strategies (NSDS) in Post-Conflict Countries.<sup>3</sup>

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<sup>3</sup> UNDESA (forthcoming). *Developing National Sustainable Development Strategies in Post-Conflict Countries*.

The Guidance Notes are expected to help national policy makers and civil society leaders identify the links between sustainable development and peacebuilding.

Accordingly, UNDESA/DSD and UNDP sponsored a two-day workshop in Monrovia, Liberia to introduce the principles in the working draft of the Guidance Notes to key stakeholders who are contributing to the design of the PRSII and national development plans. Since the Guidance Notes are specifically meant to address complicated planning contexts, they could prove useful for planners and policy makers in Liberia as they transition from the *Lift Liberia* PRS to the PRSII and longer-term national development strategies.

The workshop brought together influential representatives from Liberia's government, UNDESA/DSD and UNDP. It enabled them to interact and collectively identify the main entry points for conflict-sensitive development approaches in the current and new development strategies. Over the course of the workshop, the participants were introduced to key principles in conflict-sensitive development, and together will apply these principles to Liberia. This will aid them in determining how to take advantage of existing peace dividends to further peacebuilding. This communication allowed the stakeholders to envision the strategies necessary for Liberia to continue on the path toward peaceful, sustainable development.

## Objectives

The stakeholder consultation workshop achieved the following predefined objectives:

1. Introduce the Development Account project ROA-105 “Strengthening National Capacity for the Integration of Sustainable Development Principles into Development Strategies in Countries Emerging from Conflict” and Guidance Notes.
  - Discuss the project structure, objectives and the role of Liberia.
  - Share key NSDS principles and concepts.
  - Review the content of the Guidance Notes in connection with the ongoing development plans in the country.
2. Scope Liberian development strategies of the past and present.
  - Discuss key development processes, sector initiatives and stakeholder experiences.
  - Considering Guidance Note principles, review achievements of current plans and define gaps in these strategies.
  - Define key challenges, limits and political economy dimensions of sustainability in the Liberian context.
  - Explore linkages between Liberia’s development progress and peacebuilding
3. Develop action plans to achieve goals and address challenges in post-conflict NSDS in Liberia.
  - Identify conflict-sensitive development goals and challenges in Liberia.
  - Map and discuss current goals, objectives, action steps and success indicators.
  - Suggest links between post-conflict NSDS and the ongoing PRSII.
  - Define guidance and support needs to achieve plan implementation.
4. Overview of the United Nations Conference on Sustainable Development 2012 (Rio+20).
  - Discuss Conference structure and objectives, and identify Liberia’s opportunities, participation goals, and desired outcomes.
  - Outline preparatory meetings leading up to Conference.
  - Discuss Liberia’s capacity, institutions, and main challenges related with implementing Green Economy initiatives.
  - Review linkages between Rio+20, the NSDS Project and PRS.
5. Facilitate networking between professionals with different types of expertise (e.g., policy, sector, development, geographically-specific conditions and needs).

**Participants**

The workshop will bring together 68 representatives of key stakeholders from Liberian government and civil society. There will also be representatives from the United Nations organizations and international partners and donors who are involved in designing and implementing national development plans and strategies, including the United Nations Development Program (UNDP) and United Nations Department of Economic and Social Affairs (UNDESA).

Invitees are grouped under one of the following categories:

1. Government of Liberia
2. UN Agencies

The range of invites and their associated organizations accounts for expertise in addressing each of the seven major challenges in understanding and addressing conflict situations and the variables affecting post-conflict Liberia.

1. Poverty, marginalisation, and vulnerability.
2. Unsustainable exploitation of natural resources and environmental deterioration.
3. Insecurity, militarization, and lawlessness.
4. Societal divisions.
5. Poor governance, corruption, and low capacity.
6. Poor economic performance, limited fiscal resources, and disruption of infrastructures and public services.
7. Regional and external risks.

**Language:**

English will be the working language of the workshop.

## DETAILED AGENDA

Day 1			
Time	Session	Theme	Presenter
9:00-9:30	1	Arrival of Participants and Registration	
9:30-10:30	2	Opening Remarks	Assistant Minister Sectoral and Regional Planning – Lee Mason; UNDP Deputy Resident Representative – Fernando Abaga Edjang; Executive Director for Liberia Environmental Protection Agency, or EPA – Ms. Anyaa Vohiri
10:30-11:00	3	<b>Introduction to the Workshop Objectives and its Participants</b> <ul style="list-style-type: none"> <li>- Present the workshop objectives; review the agenda; provide the ground rules and expected outcomes; and introduce the participants.</li> </ul>	UNDESA/NSDS Project Manager – Sami Areikat
11:00-11:15		Coffee Break	
11:15-11:45	4	<b>Development Account Project ROA-105: “Strengthening National Capacity for the Integration of Sustainable Development Principles into Development Strategies in Countries Emerging from Conflict.”</b> <ul style="list-style-type: none"> <li>- Introduce history and concept of the project, and its role in Liberia.</li> </ul>	UNDESA/NSDS Project Manager – Sami Areikat
11:45-1:00	5	<b>Identifying Sustainable Development Challenges in Liberia</b> <ul style="list-style-type: none"> <li>- Explain the seven post-conflict sustainable development challenges presented in the Guidance Notes.</li> <li>- Advise the participants, divided into groups by table, to rank the challenges according to their relevance to Liberia.</li> <li>- Collect results and share findings with participants.</li> </ul>	UNDP Representative – Stanley Kamara; UNDESA Consultant – Sandra Ruckstuhl; Facilitated Break Out
1:00-2:00		Lunch	
2:00-2:15	6	<b>Assessing Sustainable Development Challenges in the PRS Pillars</b> <ul style="list-style-type: none"> <li>- Provide instructions for next group exercise.</li> <li>- Determine which key challenges are most relevant to each pillar as outlined in the upcoming PRSII.</li> <li>- Discuss and collect data from participants.</li> </ul>	UNDP Representative – Stanley Kamara; UNDESA Consultant – Sandra Ruckstuhl

2:15-3:30	7	<b>Sustainable Development in Liberia</b> <ul style="list-style-type: none"> <li>- Discuss Liberia's previous, current and future strategies, objectives and achievements in sustainable development.</li> <li>- Consider the country's approach to sustainable development in its previous PRS; its peacebuilding strategies; and how it has addressed its history of conflict.</li> <li>- Establish which challenges are most relevant to the PRS pillars.</li> <li>- Prioritize the key objectives for post-conflict sustainable development.</li> </ul>	Deputy Minister for Sectorial Planning – Minister Dorbor Jallah
3:30-3:45		Coffee Break	
3:45-4:00	8	<b>Determining the Challenges for Each PRS Pillar</b> <ul style="list-style-type: none"> <li>- Break out by table into working groups to determine which key NSDS challenges are most relevant to each PRSII pillar.</li> <li>- Collect data for comparison among groups.</li> </ul>	Facilitated Break Out
4:00-4:55	9	<b>Introduction to the Guidance Notes</b> <ul style="list-style-type: none"> <li>- Review Guidance Notes strategy and content, the five elements, including the seven key challenges, and entry points.</li> <li>- Discussion of how to apply Guidance Notes in Liberia.</li> </ul>	UNDESA Consultant – Sandra Ruckstuhl
4:55-5:00	10	<b>Day One Wrap-up</b> <ul style="list-style-type: none"> <li>- Sum up the day's activities, plan for the following day, and provide logistical information to the participants.</li> </ul>	UNDESA Consultant – Sandra Ruckstuhl; MOPEA Representative – McNeil Wilson

Day 2			
Time	Session	Theme	Presenter
9:30-10:00	11	<b>Welcome and Review of the Day's Agenda and Objectives</b> <ul style="list-style-type: none"> <li>- Review the results from the previous day, outline agenda and set goals for the second day.</li> </ul>	UNDESA Consultant – Sandra Ruckstuhl; MOPEA Representative – McNeil Wilson
10:00-11:00	12	<b>Rio+20: The Green Economy</b> <ul style="list-style-type: none"> <li>- Explain what the Green Economy means to Liberia.</li> <li>- Define the links between the Green Economy initiatives and strategies and poverty eradication, and how they may contribute to Liberia's sustainable development efforts.</li> <li>- Discuss the achievements and difficulties related to Liberia's environmental initiatives. Identify the main successes, challenges, and risks.</li> <li>- Discuss potential partnerships within the international community and the private sector for a more successful implementation of the Green Economy in Liberia.</li> <li>- Review the next steps: National preparation for Rio+20 in Liberia.</li> </ul>	UNDESA/NSDS Project Manager – Sami Areikat

11:00-11:45	13	<b>The Role of Liberia in Rio+20</b> <ul style="list-style-type: none"> <li>- Discuss and brainstorm on how Liberia can take advantage of Rio+20.</li> <li>- Determine the upcoming steps for facilitating the preparatory process.</li> </ul>	Executive Director for Liberia Environmental Protection Agency, or EPA – Ms. Anyaa Vohiri
11:45-12:00		Coffee Break	
12:00-12:45	14	<b>Discussion of Previous Day's Results</b> <ul style="list-style-type: none"> <li>- Circulate the results from the previous day, which demonstrate how each table ranked the key Guidance Notes challenges under each PRS pillar.</li> <li>- Display comparative matrix to show all tables' results.</li> </ul>	UNDP Representative – Stanley Kamara; UNDESA Consultant – Sandra Ruckstuhl
12:45-2:00		Lunch	
2:00-2:15	15	<b>Formulating an Action Plan</b> <ul style="list-style-type: none"> <li>- Describe the process of formulating an effective action plan by determining its objectives, conceiving viable solutions, setting up management and implementation techniques, and determining the indicators of success.</li> <li>- Establish a working group for each PRSII pillar to develop action plans for each.</li> </ul>	UNDESA Consultant – Sandra Ruckstuhl
2:15-3:15	16	<b>Action Plan Working Groups: Brainstorming and Planning</b> <ul style="list-style-type: none"> <li>- Break into four working groups to formulate focused action plans to address identified challenges for each PRSII pillar.</li> </ul>	Facilitated Break Out
3:15-3:30		Coffee Break	
3:30-4:00	17	<b>Action Plan Working Groups: Presentation and Discussion</b> <ul style="list-style-type: none"> <li>- Each pillar presents its action plan to all participants.</li> <li>- Plenary group provides input, suggestions, and constructive changes to reach consensus.</li> </ul>	UNDESA Consultant – Sandra Ruckstuhl
4:00-4:45	18	<b>Action Plan Follow-up</b> <ul style="list-style-type: none"> <li>- Discuss ensuring progress towards objectives, providing the necessary guidance and requirements for capacity development, and leadership mechanisms or participation incentives.</li> <li>- Consider next steps for Rio+20 preparation.</li> </ul>	UNDESA/NSDS Project Manager – Sami Areikat
4:45-5:00	19	Closing remarks, wrap-up and thanks.	UNDESA/NSDS Project Manager – Sami Areikat

Annex 2: *Participant List*

<b>NO.</b>	<b>Name</b>	<b>Institution Represented</b>
1.	Romell A. Wleh	Environmental Protection Agency (EPA)
2.	Mohammed Ali	Ministry of Planning and Economic Affairs (MOPEA)/ Community Development Outreach (CDO)
3.	Harris T. Kannah	Ministry of Internal Affairs (MIA)
4.	Reuben B. Gboweh	NAC
5.	Fredrick L.M. Gbermie	MOPEA
6.	J. Kpadeh Sumo	Liberia Reconstruction and Development Committee (LRDC)/ MOPEA
7.	M. Garnowolo Davis	MOPEA
8.	Nicholas Johnson	Ministry of Public Works and Transport (MoPT)
9.	Mohammedu Kamara	MoPT
10.	Leo B. Cole	Forestry Development Authority (FDA)
11.	James Kokro	FDA
12.	Saah A. David Jr.	FDA
13.	Elijah Sarti Nah	MOPEA
14.	Jesse Korboi	MOPEA
15.	John D. Kamtor	FDA
16.	D. Sleh Gurhey Sr.	MOPEA
17.	Shanda Cooper	Ministry of Defense (MOD)
18.	Tania Abraham	Ministry of Justice (MOJ)
19.	J. Samuel Weeks	FDA
20.	Gerard L. Rutle	MOJ
21.	Thomas A. Burch	Independent National Commission on Human Rights (INCHR)
22.	Joseph Fahnbulleh	Central Bank of Liberia (CBL)
23.	Rebecca Benson	MIA
24.	C. Kelvin Marire	MOPEA
25.	Sedia K. William	MOPEA
26.	Roland Kalloh	MOPEA
27.	Japu Taylor	MOPEA
28.	Patrick O. Sawyer	CDO/MOPEA
29.	Amose T. Dorbor	MOPEA
30.	Pechel L. Simpson	Ministry of Finance (MOF)
31.	Molewuleh Gray	National Investment Commission (NIC)
32.	Josiah M. Arthur	National Housing Authority (NHA)
33.	Isam T. Osman	United Nations Population Fund (UNFPA)
34.	Kumeh A. Assaf	United Nations Development Programme (UNDP)
35.	T. Calvin Kollie	MOPEA/CDO
36.	Anthony B. Sheriff	MIA/Development Superintendent
37.	D. Erasmus Gongarr	MOT
38.	Gabriel Fernandez	MOPEA
39.	James Jaber	MOPEA/CDO
40.	John Z. Buway	MIA/ Development Superintendent

41.	Weah William	MOPEA
42.	J. Zaygar Bright	MOPEA
43.	Wellington Jah	UNDP
44.	Kehleboe Gonghoe	Ministry of Labor (MOL)
45.	S. Barbah Kaba	MOT
46.	Johansen Voker	EPA
47.	Amor T.Tubor Jr.	MOPEA
48.	Meneil Wilson	MOPEA
49.	Stephen N. Termeh Sr.	Ministry of Agriculture (MOA)
50.	Sieene Abdul Baki	Ministry of Gender and Development (MOGD)
51.	Sidiki A. Quisia	MOPEA/CDO
52.	Cleopatra Watkin Johnson	MOPEA
53.	Baylay Togba	MIA
54.	Emmanuel Kerkula	MIA
55.	Lee Manson	MOPEA
56.	Stanley Kamara	UNDP
57.	Alex Krauss	World Bank (WB)
58.	Hala Hanna	MOPEA
59.	Theophilus Addey	LRDC/MOPEA

Annex 3: *Ground Rules*  
See Annex 1; Agenda Session 3.

## GROUND RULES

- Encourage *everyone* to **participate fully**.
- **Identify problems to solve together**. Talking about challenges also brings the *opportunity* to find solutions.
- Keep an **open mind**. Keys to successful development are creativity and forward thinking.
- **Speak freely**, and allow others to do the same.
- **Ask questions**. We are here to learn. *No question is silly*.
- Be a **constructive** critic. Exchange ideas and build solutions together. Respect differences.
- Remain **focused on the discussion**. Please be attentive and do not distract others from doing the same. This includes silencing all devices, cell phones, pagers, etc.
- Respectfully **adhere to the schedule**. Arrive and return from breaks on time.
- Be proud of your **collective commitment**. This is an exciting time to make real change in Liberia. Enjoy the process.

## Guidance Notes Challenges

### **1. Poverty, marginalisation, and vulnerability:**

- Economic, social and political inequality among culturally, ethnically, or socially defined groups.

### **2. Unsustainable exploitation of natural resources and environmental deterioration**

- Direct harm of natural resources and ecosystems, for example, through hazardous substances or overtaxing renewable resources.
- Indirect harm to the environment often caused by coping strategies of local and displaced people in emergency situations or via uncontrolled overexploitation.

### **3. Insecurity, militarization, and lawlessness**

- Distorted traditional power structures that include active non-state armed groups and easily accessible weapons.
- Human rights abuses and violent crime.

### **4. Societal divisions**

- Residual politicisation and stereotyping.
- Bridges between social groups are weak, though group ties and identities within groups are strong.

### **5. Poor governance, corruption, and low capacity**

- Decimation of government institutions and organizational linkages.
- Poor coordination among local and national institutions, formal and traditional institutions, the state and the (newly developing) civil society.
- Corruption.
- "Brain drain," the loss of the country's most skilled workers.

### **6. Poor economic performance, limited fiscal resources, and disruption of infrastructures and public services**

- Damaged infrastructure, scarce employment opportunities, reduced foreign investment, big shadow economies, and increased capital flight.
- Inability to collect taxes, manage resources, implement policy, or uphold the rule of law.

### **7. Regional and external risks**

- Receipt of support or intervention from other countries that is not context-sensitive.
- Conflict as a result of the direct or spill-over effect from external involvement.

## **Challenges of Post-Conflict Redevelopment:**

### **1. Poverty, marginalisation, and vulnerability:**

- Economic, social and political inequality among culturally, ethnically, or socially defined groups.

*How to Handle Challenge through Sustainable Development:*

- Concentrate on the needs of vulnerable and marginalised groups.
- Determine and address the root causes of poverty.

### **2. Unsustainable exploitation of natural resources and environmental deterioration**

- Direct harm of natural resources and ecosystems, for example, through hazardous substances or overtaxing renewable resources.
- Indirect harm to the environment often caused by coping strategies of local and displaced people in emergency situations or via uncontrolled overexploitation.

*How to Handle Challenge through Sustainable Development:*

- Set priorities and timing early, as inaction or poor choices can easily lead to locking development into an unsustainable path that undermines peace.
- Properly manage resources to encourage economic growth and employment; and to foster multi-level and multi-group engagement, cooperation and reconciliation.

### **3. Insecurity, militarization, and lawlessness**

- Distorted traditional power structures that include active non-state armed groups and easily accessible weapons.
- Human rights abuses and violent crime.

*How to Handle Challenge through Sustainable Development:*

- Improve political processes so that they are inclusive and legitimate.
- Implement state-society contract formation and reformation.

### **4. Societal divisions**

- Residual politicisation and stereotyping.
- Bridges between social groups are weak, though group ties and identities within groups are strong.

*How to Handle Challenge through Sustainable Development:*

- Negotiate long-term goals and create a shared vision for the future to build trust and bridges, and confidence in the government's interest in equality.
- Openly discuss differences and understand the benefits and losses of certain policies and trade-offs.

## **5. Poor governance, corruption, and low capacity**

- Decimation of government institutions and organizational linkages.
- Poor coordination among local and national institutions, formal and traditional institutions, the state and the (newly developing) civil society.
- Corruption.
- "Brain drain," the loss of the country's most skilled workers.

*How to Handle Challenge through Sustainable Development:*

- Implement policies to fight corruption.
- Build capacity; working toward better governance is crucial.

## **6. Poor economic performance, limited fiscal resources, and disruption of infrastructures and public services**

- Damaged infrastructure, scarce employment opportunities, reduced foreign investment, big shadow economies, and increased capital flight.
- Inability to collect taxes, manage resources, implement policy, or uphold the rule of law.

*How to Handle Challenge through Sustainable Development:*

- Consider growth strategies of several dimensions: social, economic, and environmental.
- Strengthen policies by seeking to achieve multiple goals at once, where possible. For example, using resources more efficiently is better socially, economically and environmentally.

## **7. Regional and external risks**

- Receipt of support or intervention from other countries that is not context-sensitive.
- Conflict as a result of the direct or spill-over effect from external involvement.

*How to Handle Challenge through Sustainable Development:*

- Coordinate and cooperate across borders. For example, joint infrastructure projects can stimulate economic growth and create employment.
- Build relations between neighbouring countries. For example, transboundary environmental cooperation and management of ecosystems or natural resources can be a stepping stone to (re)build relations and trust between countries.

This handout features a summary of the Guidance Notes. United Nations Department of Economic and Social Affairs Division for Sustainable Development. *Developing National Sustainable Development Strategies in Post-Conflict Countries*. Development Account Project (ROA 105). (2011): 20-23, 35-36. Strengthening National Capacity for the Integration of Sustainable Development Principles into Development Strategies in Countries Emerging from Conflict. Available at: [http://www.un.org/esa/dsd/dsd\\_aofw\\_nsd/nsds\\_pdfs/guidancenotes.pdf](http://www.un.org/esa/dsd/dsd_aofw_nsd/nsds_pdfs/guidancenotes.pdf)

Annex 6: *The Relevance of Challenges to PRSII Pillars – Worksheet Template*  
See Annex 1, Agenda Session 8.

<b>PRS2 Pillar</b>	<b>Relevant challenges (#s)</b>	<b>Reason</b>
Peace, Security and Rule of Law		
Economic Transformation		
Human Development		
Governance and Public Relations		

Annex 7: Action Plan Matrix – Worksheet Template  
See Annex 1, Agenda Session 16.

ACTION PLAN MATRIX

Challenge	Action	Institution in Charge	Output Indicator	Outcome Indicator	Data Source	End Date
<b>Pillar:</b>						