



# **Economic Policy Management and Sustainable Development (ECOMAN SD)**

**Annual Work Plan**

**January – December 2012**

**Country: Liberia**

UNDAF Outcome(s)/Indicator(s) 2:	National Economic Policies and Programs are being implemented to support equitable, inclusive and sustainable socio-economic development.
Expected Outcome(s)/Indicator (s):	National mechanisms, institutions and capacities for MDG-based, conflict-sensitive planning, analysis and monitoring strengthened.
Expected Output(s)/Annual Targets:	<ol style="list-style-type: none"><li>1) Through policy advisory and advocacy services, the PRS II deliverables in line ministries, MOCI, LEITI and CSOs improved, resource governance and implementation of national development strategies enhanced;</li><li>2) An MDGs Acceleration Framework (MAF) formulated and become operational, M&amp;E capacities for results-based management (RBM) strengthened and tracking policy implementation and MDGs achievement enhanced.</li><li>3) Technical capacities of LISGIS and the CSIOs enhanced in data collection, analysis, and dissemination through focused training; Increased availability of data for development planning and monitoring through support to finalization of 2010 CWIQ survey report and launch of 2011 Statistical Bulletin.</li><li>4) Key institutional support to the UL to carry out research and analysis and enhanced availability of relevant data for policy formulation through the conduct of socio-economic studies.</li><li>5) Through targeted support to the Aid Management Unit, donor aid figures will be tracked; quarterly reports prepared and the 2012 Paris Declaration Survey compiled.</li><li>6) Legal and institutional framework for sustainability of micro-finance services strengthened at all (Macro, Meso, and Micro) levels</li><li>7) Institutional support for building the capacity of governance entities to deliver improved access to socio-economic services and create livelihood opportunities for local communities provided. Special attention to the most vulnerable groups (youth and women) ensured.</li><li>8) Capacity building support for community based institutions to increase access to social and economic services for sustainable livelihoods, especially for vulnerable groups (mainly youth and women) provided.</li></ol>
Responsible Parties:	MPEA, LISGIS, MoL, MoCI, MoF, MoGD, LEITI Secretariat and the University of Liberia.
Implementing Partner:	UNDP-Liberia,

### Brief Summary

The ECOMANSD AWP consolidates the efforts to strengthen the national development planning, economic management and governance capacities as articulated in the revised Country Programme Action Plan (CPAP 2008). It highlights UNDP and partners' support to the GOL in consolidating the gains made to date and endeavors to ensure sustained and accelerated progress towards attainment of the MDGs. It builds on the achievements of previous AWP's (2008 – 2010). Emphasis is given to supporting residual activities of PRS I and some newly planned activities for developing PRS II

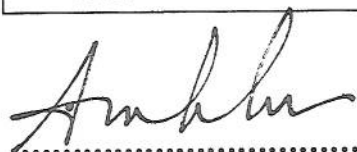
The AWP consolidates the support to economic and natural resource governance, statistical development, key socio-economic researches, surveys and preparation of UNDP flagship reports, mainstreaming results based management and MDG-based planning processes for accelerating human development in an environment of sustainable peace and development. It strengthens the progress recorded in PRS I by ensuring implementation of activities outlined in the National Visioning document, the strategic priorities and recommendations from the CPAP and UNDAF reviews and the imperative capacity work for delivering as one UN.

It contains both the Macro (policy) and local engagements. Specific macro level areas of co-operation support include: key interventions in formulating a consumer protection policy with the Ministry of Commerce & Industry (MoCI), institutional support to LEITI for an electronic documents library; national engagement on MAF and MDGs break-through strategy; continued implementation of the NSDS and review of the LISGIS Act, capacity strengthening of AMU for enhanced tracking of aid flows; strengthening Participatory National Budget preparation to be inclusive, pro-poor and focus on the vulnerable sections of the Liberian society.

The meso and micro-level activities are focused on implementing specific residual activities of the KMV, MF and CBRD projects.

Programme Period: 1 January – 31 December 2012 Programme Component: Policy Support and Economic Management Project Title: ECOMANSD Project ID: 00061364 Project Duration: 1 Year Management Arrangement: Direct Execution Implementation/National Implementation	Total Budget <b>US\$ 4,629,020.00</b> Allocated resources: <ul style="list-style-type: none"> <li>• UNDP Core US\$ 1,049,855.00</li> <li>• EC Contributions 170,000.00</li> <li>• UNCDF 339,110.00</li> <li>• Danish Contribution 660,000.00</li> <li>• Central Bank of Liberia 900,000.00</li> <li>• Norwegian Government 1,024,532.00</li> <li>• GOL in kind contribution 99,041.00</li> <li>• Other: 463,000.00</li> </ul>
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Agreed by (Government):


3/9/12  
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 Hon. Amara Konneh  
 Minister of Planning and Economic Affairs

Agreed by (UNDP)

  
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EXPECTED OUTPUTS <i>And baseline, Indicators including annual targets</i>	PLANNED ACTIVITIES <i>List all activities including M &amp; E to be undertaken during the year toward stated CP Outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<b>Output 3:</b> Strengthened capacities at LISGIS and the CSIOs for data management, analysis and dissemination for enhanced tracking of relevant development indicators including those of the MDGs and gender statistics base-lines;  <b>Baseline</b> 15 CSIOs established and functional; 2010 CWIQ survey conducted but data yet to be analyzed; LAN and server system established for enhanced communication and secure data storage  <b>Indicators:</b> <ul style="list-style-type: none"> <li>- LiberiaInfo (v3) on-line version launched.</li> <li>- Sex/age disaggregated data available</li> <li>- 2010 CWIQ and LFS reports published and launched.</li> <li>- Updated County Information packs disseminated in the 15 counties.</li> </ul> <b>Annual Targets</b> <ul style="list-style-type: none"> <li>- LiberiaInfo updated to version 3 and accessible online.</li> <li>- County Information Pack for the 15 counties updated to reflect;</li> <li>- Analysed 2010 CWIQ survey data disseminated.</li> <li>- 3 LISGIS staff members trained to enhance ICT capacities in LISGIS (at least 1 female participant).</li> </ul>	<b>Activity Result 3: Increased availability and accessibility to relevant disaggregated data for use in monitoring national, sectoral and local level planning strategies and tracking of progress of the MDGs.</b>  <b>3.1</b> Strengthen capacities of CSIOs in data collection and analysis to track development indicators including MDGs at the local level; <ul style="list-style-type: none"> <li>• Support to four (2-days each) training workshops for CSIOs on data analysis, basic mapping and reporting</li> <li>• One-off assorted stationery supplies for 15 CSIOs, 5 Regional Offices plus Coordinator's Office.</li> </ul> <b>3.3</b> Support to 2010 CWIQ survey report drafting, finalization, printing and launching. <ul style="list-style-type: none"> <li>• Hiring of 1 local consultant (2 months)</li> <li>• Printing &amp; launch of 2010 CWIQ report</li> </ul> <b>3.4</b> Support to NSDS roll-out; <ul style="list-style-type: none"> <li>• Support to 3<sup>rd</sup> NSDS implementation review w/shop (plus 3 coordination sub-group meetings);</li> <li>• Support to training of Gender and Statistics Resource team on analysis of sex-disaggregated data using SPSS and updating of Gender Statistics baseline</li> <li>• Support to the review and finalization of LISGIS Act; (1 validation workshop to be supported)</li> </ul> <b>3.5</b> Strengthening of data management and storage capacities at LISGIS HQ. <ul style="list-style-type: none"> <li>• Support in-country training of 3 LISGIS ICT Staff.</li> <li>• Procurement of a back-up Server for data storage</li> </ul> <b>3.6</b> End-term evaluation of Nimac project. Hiring of 2 Consultants (local & international - 2 months each). <b>3.7:</b> Project equipment and supplies, Common services and staff salaries								
	X	X				LISGIS/ UNDP	EC	72300-Materials input, 71600-Training, travel & DSA	58,000.00
	X	X				LISGIS/ UNDP	EC	71300-local consultant salary,	20,000.00
	X					LISGIS/ UNDP	EC	71300-local consultant salary,	4,000.00
			X			LISGIS/ UNDP	EC	72300-Materials input,	10,000.00
			X			LISGIS/ UNDP	EC	72300-Materials input,	3,000.00
	X		X			LISGIS/ MOGD/UNDP	EC	72300-Materials input,	3,000.00
			X			LISGIS/ UNDP	EC	72300-Materials input,	3,000.00
	X		X			LISGIS/ UNDP	EC	72300-Materials input,	3,000.00
	X		X			LISGIS/ UNDP	EC	72300-Materials input,	3,000.00
	X		X			LISGIS/ UNDP	EC	72200- training	3,000.00
	X		X			LISGIS/ UNDP	EC	72300-Materials input,	10,000.00
	X		X			LISGIS/ UNDP	EC	71600-Travel, DSA and fees	15,000.00
	X		X			UNDP	UNDP/EC (\$23,000)	72500-Supplies & salaries	45,000.00
	<b>Sub-Total (Output 3)</b>								



analysis of national budget processes, gender gaps in budgeting and strategic interventions for GRB delivered.	CET, ECOWAP and AGOA. <ul style="list-style-type: none"> <li>Support to Transition/Harmonization Plan for CET preparation and endorsement (hire 1 local consultant to conduct research)</li> <li>Support to strengthening economic/development diplomacy (1 workshop supported)</li> </ul>	X	X	X	MOCI/UNDP	UNDP	72200- Materials & goods	3,000
		X	X	X	MOCI/UNDP	UNDP	71300-Local Consultant	5,000.00
4.7 Support to Liberia's accession to WTO <ul style="list-style-type: none"> <li>Technical support to updating/review of current draft policy (Hire 1 local consultant for 2 months).</li> <li>Support a 1-day validation workshop to finalize policy.</li> <li>Support to printing and launch of finalized trade policy.</li> </ul>	4.8: Support to strengthen Public-Private sector partnerships including development of a Liberia Medium-term Private Sector Development Strategy with an embedded policy for women's enhanced participation in private sector institutions; <ul style="list-style-type: none"> <li>Hire 1 Local consultant (2 months) and provide travel support to external collaborating team.</li> <li>Support to a 1-day Public-Private Dialogue (PPD) between government, the Corporate Responsibility Forum and key business promotion groups ;</li> <li>Support a 2-day Training programme for developing business communication and innovation skills for 30 young business school graduates (40% of whom will be women).</li> </ul>	X	X	X	MOCI/UNDP	UNDP	72200- Materials & goods	3,000
		X	X	X	MOCI/UNDP	UNDP	72200- Materials & goods	12,000
		X	X	X	MOCI/UNDP	UNDP	71300-Local Consultant	8,000.00
		X	X	X	MOCI/NIC/CRF/ UNDP	UNDP	72200- Materials & goods	5,000.00
		X	X	X	UNDP/GIZ/IFC	UNDP	72200- Materials & goods	7,000.00
<b>Sub-Total (Output 4)</b>								<b>260,000.00</b>



EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List all activities including M &amp; E to be undertaken during the year toward stated CP Outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<b>Output 5:</b> Fully -functional aid management system enhancing transparency and mutual accountability that will strengthen donor assistance monitoring, and effective national budget planning processes.  <b>Baseline:</b> Aid Management Platform installed and piloted; Paris declaration compliance and fragile states survey completed and data analyzed;  <b>Indicators:</b> <ul style="list-style-type: none"> <li>• Functional Aid Management Platform (AMP) system</li> <li>• Quarterly donor aid reports published;</li> <li>• Aid figures reflected in the national budget;</li> </ul> <b>Annual Targets:</b> <ul style="list-style-type: none"> <li>• Regular aid data reporting by donors and data entry to a web-enabled AMP for enhanced access to all stakeholders.</li> </ul>	<b>Activity Result 5: Increased availability of high quality data on aid flows into Liberia to strengthen government's budget preparation and the MTEF planning.</b>  <b>5.1:</b> Support to the roll-out of full-fledged AMP tool and strengthening of capacities of the Aid Management Unit; <ul style="list-style-type: none"> <li>• Hiring of an International Consultant to provide technical support to the roll-out of the AMP tool.</li> <li>• Support to compilation and validation of aid data from donors to AMU (1 workshop supported).</li> <li>• Support to capacity building of AMU staff ( a 3-day workshop facilitated by Development Gateway Foundation on the AMP supported)</li> <li>• Support capacity building of AMU staff (Economy class Air Tickets/DSA to 2 international conferences);</li> </ul> <b>5.3:</b> Project equipment and supplies, Common services and (International) staff salaries	X	X			AMU/PBSO /UNDP (Funding gap)	PBSO	71200-Inter-Consultant	100,000
		X	X			AMU/UNDP	UNDP	72200-Materials & goods	3,000.00
					X	AMU/UNDP	UNDP	72200-Materials & goods	5,000.00
				X	X	AMU/UNDP	UNDP	71600-Travel, DSA and fees	12,500.00
		X	X	X	X	UNDP	UNDP	74500-Supplies	10,000.00
<b>Sub-Total (Output5)</b>									<b>130,500.00</b>
<b>A. Total Outputs 1 – 5 (ECOMAN)</b>									<b>816,500.00</b>

EXPECTED OUTPUTS And baseline, Indicators including annual targets	PLANNED ACTIVITIES List all activities including M & E to be undertaken during the year toward stated CP Outputs	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<b>Output 6 - Legal and institutional framework for sustainability of micro-finance services strengthened at all (Macro, Meso, and Micro) levels</b>									
<b>6.1. Capacities and outreach of at least five FSP supported</b>									
<p><b>Baseline:</b> 9 MFIs are supported and represent a total outreach of more than 40,000 as of December 2010 are supported; No MFI reaches 100% OSS; 3 MFIs report PAR&gt;30 days above 15% <b>Annual targets:</b> 9 MFIs are supported; Outreach is increased to a minimum of 60,000 clients; 1 MFI at least reaches 100% OSS; 3 MFIs at least report PAR&gt;30 days below 10%; 3 proposals at least are developed to support the sector</p> <p><b>6.2: Innovation is supported for financial products development and extension in rural areas</b></p> <p><b>Baseline:</b> MFIs clients have currently access to only group loans with exception from BRAC; Banks and <b>Annual targets:</b> 3 Financial Service Providers at least have introduced new responsive financial products in reaching out to rural areas, including savings, micro-insurance, money transfer, payment system, micro-lease, etc.</p>	<ul style="list-style-type: none"> <li>Support the Loan Portfolio Audit of at least 3 MFIs</li> </ul>	X	X	X	X	PMU/CBL/FSP	UNDP	71200-Inter-Consultant	21,000.00
	<ul style="list-style-type: none"> <li>Conduct a TOT on due diligence</li> </ul>	X				PMU/CBL	UNDP	74500-Misc	1,500.00
	<ul style="list-style-type: none"> <li>Conduct a due diligence of at least 5 MFIs</li> </ul>		X	X	X	PMU/CBL/LTSPs	UNDP	71600-Travel	30,000.00
	<ul style="list-style-type: none"> <li>Organize at least 4 training workshops on Strategic Business Planning, Risk Management, Market research and product development, and Strategic Leadership in collaboration with the Bankers Institute</li> </ul>	X	X	X	X	PMU/BI	UNDP	72600-Grant	30,000.00
	<ul style="list-style-type: none"> <li>Provide financial assistance to least 1 MFI</li> </ul>		X	X		FSP	UNCDF	72600-Grant	8,000.00
	<ul style="list-style-type: none"> <li>Develop proposal to support capacity building and revitalization of the Credit Union movement in Liberia</li> </ul>	X				PMU/WOCCU	FM		0
	<ul style="list-style-type: none"> <li>Develop proposal on branchless and mobile banking</li> </ul>	X				PMU/WIZZIT	FM		0
	<ul style="list-style-type: none"> <li>Conduct a Diagnosis of the Financial Inclusion state of art in Liberia</li> </ul>			X		PMU/CBL/UNCDF	UNCDF	71200-inter-Consultant	
	<ul style="list-style-type: none"> <li>Organize National Conference on the State and future of Financial Inclusion in Liberia</li> </ul>			X		PMU/MNL/CBL	UNCDF	72600-Grants	15,000.00
	<ul style="list-style-type: none"> <li>Revise the Liberia Strategy for Financial Inclusion on the basis of the new diagnosis</li> </ul>				X	Microfinance Task Force	UNCDF	71200-Inter-Consultant	21,000.00
<ul style="list-style-type: none"> <li>Produce and publish 3 occasional papers</li> </ul>		X	X	X	PMU	UNDP	72500-supplies	5,000.00	

EXPECTED OUTPUTS <i>And baseline, Indicators including annual targets</i>	PLANNED ACTIVITIES <i>List all activities including M &amp; E to be undertaken during the year toward stated CP Outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)	
<b>Output 6.2: (Micro-Finance) - Meso-level a supportive infrastructure for the sector established</b>										
<p><b>6.2.1.</b> The Liberian Microfinance Network is strengthened</p> <p><b>Baseline:</b> The Liberian Microfinance Network, LMN, has been in existence for almost four years but is not functional</p> <p><b>Annual targets:</b> LMN has a proper Business Plan in place and is functional</p> <p><b>6.2.2.</b> The microfinance centers under the University of Liberia and Cuttington University are supported</p> <p><b>Baseline:</b> The Cuttington University is enrolled in microfinance</p> <p><b>Annual targets:</b> The Cuttington university and the University of Liberia have both developed a Business Plan to address learning in microfinance</p> <p><b>6.2.3.</b> The capacities of the local technical services providers are developed</p> <p><b>Baseline:</b> MFIs have no quality access to microfinance trainings, audits, etc.</p> <p><b>Annual targets:</b> 10 LTSPs at least are trained on due diligence 50 microfinance staff at least are trained by the Bankers Institute</p>	<ul style="list-style-type: none"> <li>Support the formulation and development of the MNL 3-year business plan to address the needs of its members and its sustainability plan</li> <li>Support the organization of the General Assembly of MNL and renewal of the officials</li> <li>Facilitate the exposure visit of MNL to Rwanda and Ethiopia</li> <li>Assist the LMN to develop a code of conduct and ethics</li> <li>Produce and disseminate the related code of conduct</li> <li>Produce a Directory of Financial Inclusion Players in Liberia including MFIs, Credit Unions, VSLAs, SUSU, Commercial Banks, TSPs, Audit firm, Universities, donors, etc</li> <li>Provide technical support to improve/develop microfinance curricula</li> <li>Provide logistical and operational support</li> </ul>	X	X			PMU	UNDP	71300-Local-Consultant	5,300.00	
				X			MNL	UNDP	74500-Misc	3,000.00
					X		PMU	Others	71600-Travel	15,000.00
					X		PMU/MNL			
					X		PMU/MNL	Others	71400-Contractual services	3,000.00
			X				PMU	UNDP	71400-Contractual services	5,000.00
			X				Universities	Others	71400-contractual services	5,000.00
				X			Universities	Others	-	5,000.00
		<ul style="list-style-type: none"> <li>Resume the internship programme with the MFIs and the University of Cuttington</li> </ul>		X			PMU/MFI/Universities	UNDP	74500-Misc 72500-Supplies	15,000.00
		<ul style="list-style-type: none"> <li>Build relationship with the Bankers Institute to develop training programmes for microfinance and sign an MOU with LIFS donors on MFI training</li> </ul>	X	X			PMU/BI	UNDP		0



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		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<p><b>6.3.3.</b> A coordination mechanism established to harmonize the intervention of key stakeholders</p> <p><b>Baseline:</b> An Investment Committee is set up and functional</p> <p><b>Annual targets:</b> A High level Steering Committee is set up to guide the programme and appropriate tools are developed to smooth the functioning of the Investment Committee</p>	<ul style="list-style-type: none"> <li>Set up a national steering committee to reinforce synergy and coordination among stakeholders</li> <li>Organize the periodical meetings of the IC</li> </ul>	X				PMU/CBL/UNDP			0
	<ul style="list-style-type: none"> <li>Disseminate the new national strategy for financial inclusion</li> </ul>		X	X		PMU	74500-Misc.		3,000.00
	<ul style="list-style-type: none"> <li>Organize the periodical meetings of the national steering committee</li> </ul>	X			X	PMU/MPEA/CBL	74500-Misc.		5,000.00
<b>Sub-total+5000++5300</b>						MPEA/CBL/UNDP			3,000.00

EXPECTED OUTPUTS <i>And baseline, Indicators including annual targets</i>	PLANNED ACTIVITIES <i>List all activities including M &amp; E to be undertaken during the year toward stated CP Outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description
<p><b>6.4:</b> FSP on lending portfolio improved</p> <p><b>Baseline:</b> MFIs use grants to build up their loan portfolios</p> <p><b>Annual target:</b> 3 MFIs have access to soft loan</p> <p><b>6.4.1.</b> LIFS management staff is in place</p> <p><b>Baseline:</b> CTA, Project Analyst and Financial and Administrative Assistant recruited</p> <p><b>Annual target:</b> Recruit one additional Project Analyst for capacity building</p>	<ul style="list-style-type: none"> <li>Provide loans to at least 3 MFIs</li> </ul>		X	X	X	FSP	CBL	900,000.00
<p><b>6.4.1.</b> LIFS management staff is in place</p> <p><b>Baseline:</b> CTA, Project Analyst and Financial and Administrative Assistant recruited</p>	<ul style="list-style-type: none"> <li>CTA salary and related costs</li> </ul>	X	X	X	X	PMU	UNCDF	204,893.00
	<ul style="list-style-type: none"> <li>Senior Project Analyst salary costs</li> </ul>	X	X	X	X	PMU	UNDP	21,600.00
	<ul style="list-style-type: none"> <li>Junior Project Analyst</li> </ul>			X	X	PMU	UNDP	8,000.00
	<ul style="list-style-type: none"> <li>Finance and administrative assistant salary costs</li> </ul>	X	X	X	X	PMU	UNDP	15,600.00
<p><b>6.4.2.</b> LIFS management unit is equipped and function</p> <p><b>Baseline:</b> LIFS staff not trained to date 1 car bought in 2006 and that reached 120,000 km</p> <p><b>Annual target:</b> staff are trained in microfinance and a new vehicle procured</p>	<ul style="list-style-type: none"> <li>Driver salary related costs</li> </ul>	X	X	X	X	PMU	UNDP	8,500.00
	<ul style="list-style-type: none"> <li>Operation, communication and marketing</li> </ul>	X	X	X	X	PMU	UNDP	5 000.00
	<ul style="list-style-type: none"> <li>Staff capacity and knowledge building (International staff)</li> </ul>	X	X	X	X	PMU	UNCDF	9,727.00
<p><b>6.4.3.</b> LIFS is well managed with good delivery rate</p> <p><b>Baseline:</b> 70% of planned activities achieved in 2011</p> <p><b>Annual target:</b> 90% of all annual planned goals achieved and the financial delivery rate is 95%</p>	<ul style="list-style-type: none"> <li>Staff capacity and knowledge building (National staff)</li> </ul>	X	X		X	PMU	UNDP	20,000.00
	<ul style="list-style-type: none"> <li>Procure vehicle</li> </ul>	X				PMU	UNDP	35 000.00
	<ul style="list-style-type: none"> <li>Field missions</li> </ul>	X	X	X	X	PMU	UNDP	15,000.00
<p><b>Sub-Total (Output6)</b></p>	<ul style="list-style-type: none"> <li>UNCDF technical backstopping</li> <li>ISS (3%)</li> </ul>	X	X			PMU	UNCDF	10,000.00
							UNDP	8,355.00
								<b>2,053,475.00</b>



EXPECTED OUTPUTS <i>And baseline, Indicators including annual targets</i>	PLANNED ACTIVITIES <i>List all activities including M &amp; E to be undertaken during the year toward stated CP Outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<b>Output7.3:</b> Educational Institutions Strengthened through Schools Construction and Improved School Management and Teacher Training (MDG 2)  <b>Baseline:</b> 31 primary schools in place  <b>Indicator:</b> <ul style="list-style-type: none"> <li>- 2 schools with teacher accommodation constructed; school management and supervision structure set up (PTA)</li> <li>- 3 student clubs formed, 10 students selected for secondary scholarships</li> <li>- 3 schools provided with learning materials.</li> </ul> <b>Annual Target:</b> 3,000 students including teachers and PTA members supported through capacity building and improved infrastructure facilities	<ul style="list-style-type: none"> <li>• Construct 2 new schools<sup>1</sup> and WATSAN facilities and furniture (Gbah Ta, Doe Ta )</li> <li>• Training and capacity building support to local school management committees including PTAs (5 schools)</li> </ul>	X	X			UNDP, MOE, MPW, contractor	Govt of Norway	72100-Contraseery	233,000.00
						UNDP & MOE	Govt of Norway	72500-Supplies	6,000.00





**ANNEX 3:**  
**LIST OF ACRONYMS**

ABIC	Angie Brooks International Center
AMP	Aid Management Platform
AMU	Aid Management Unit
CBL	Central Bank of Liberia
CDA	County Development Agenda
CPAP	Country Programme Action Plan
CSO	Civil Society Organizations
CWIQ	Core Welfare Indicators Questionnaire
DEX	Direct Execution
DGF	Development Gateway Foundation
EPA	Environmental Protection Agency
HIES	Household Income and Expenditure Survey
HIPC	Heavily Indebted Poor Country
ICT	Information Communication Technology
LCC	Liberia Chamber of Commerce
LEITI	Liberia Extractive Industries Transparency Initiative
LFS	Labour Force Survey
LIBA	Liberian Business Association
LIMPAC	Liberia Macroeconomics Polices Capacity Building Project
LISGIS	Liberia Institute for Statistics and Geo-Information Services
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MoA	Ministry of Agriculture
MoCI	Ministry of Commerce and Industry
MoE	Ministry of Education
MoF	Ministry of Finance
MoGD	Ministry of Gender and Development
MoH	Ministry of Health
MoL	Ministry of Labor
MPEA	Ministry of Planning and Economic Affairs
NEX	National Execution
NHDR	National Human Development Report
NIMAC	National Information Management Center
NSDS	National Statistical Development Strategy
PBSO	Peace Building Support Office
PRS	Poverty Reduction Strategy
RBM	Results based Management
UL	University of Liberia
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development programme

## RISK LOG

<b>Project Title: Economic Policy and Management</b>	<b>Award ID:</b>	<b>Date:</b>
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mgmt response	Owner	Submitted, updated by	Last Update	Status
1	Limited national ownership and political commitment		Political Operational	Could jeopardize the sustainability of interventions. <b>Low Risk</b>	Continued engagement; capacity building for Government leadership and decision making	UNDP; National Counterparts		At project initiation	Ongoing.
2	Limited institutional capacity within Government Ministries and Agencies		Organizational Financial	Could pose challenges to timely delivery of outputs, particularly in the area of statistics and policy reform. <b>Medium Risk</b>	Continued engagement; technical support	UNDP; National Counterparts		At project initiation	Ongoing: Likely to improve over time with complementary projects such as TOKTEN/LEC BS/SES

### COMPONENT 6: ANNEXES

- The CPAP signed by UNDP and the Government Coordinating Agency would be appended if necessary.
- Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs (where the NGO is designated as the “implementing partner”) should be attached.

**ANNEX 1**  
**The Annual Work Plan (AWP) Monitoring Tool (Year 2010)**

<p><b>EXPECTED OUTPUTS AND INDICATORS</b> including annual targets</p>	<p><b>PLANNED ACTIVITIES</b> <i>List all the activities including monitoring and evaluation activities to be undertaken during the year towards stated CP outputs</i></p>	<p><b>EXPENDITURES</b> <i>List actual expenditures against activities completed</i></p>	<p><b>RESULTS OF ACTIVITIES</b> <i>For each activity, state the results of the activity</i></p>	<p><b>PROGRESS TOWARDS ACHIEVING OUTPUTS</b> Using data on annual indicator targets, state progress towards achieving the CP outputs. Where relevant, comment on factors that facilitated and/or constrained achievement of results including:  <ul style="list-style-type: none"> <li>▪ <i>Whether risks and assumptions as identified in the CP M&amp;E</i></li> <li>▪ <i>Framework materialized or whether new risks emerged and activities, quality of products and services, coordination and/or other management issues</i></li> </ul> </p>
<p><b>OUTPUT 1:</b> <b>INDICATOR 1.1 WITH TARGET FOR THE YEAR:</b> <b>INDICATOR 1.2 WITH TARGET FOR THE YEAR:</b> <b>INDICATOR 1.3 WITH TARGET FOR THE YEAR:</b></p>				
<p><b>OUTPUT 2:</b> <b>INDICATOR 2.1 WITH TARGET FOR THE YEAR:</b> <b>ETC.</b></p>				

**ANNEX 2:  
Field Visit Report Format**

The content of the field visit report varies depending on the purpose of the visit. At a minimum, any field visit report must contain an analysis of the progress towards results, the production of outputs, partnerships, key challenges and proposed actions. **This format may be changed to suit local needs.**

**Date of visit:** \_\_\_\_/\_\_\_\_/\_\_\_\_

**Subject and venue of visit:** \_\_\_\_\_

[Project number(s) and title(s), venue visited]

**Purpose of the field visit:**

Outcomes	Update on outcomes	Outputs	Update on outputs	Reasons if progress below target	Update on partnership strategies	Recommendation and proposed action
	A brief analysis on any relevant changes pertaining to the outcome as stated in results matrix.	State output from project document or work plan	Achievements of the project in outputs (marking if strategic) and soft assistance (if any)	If applicable		Actions on any matter related to outcome, progress of outputs, and/or partnerships. Corrective measures. Responsibilities/time.

**PROJECT PERFORMANCE—IMPLEMENTATION ISSUES**

[If the person conducting the field visit observes problems that are generic and not related to any specific output, or that apply to all of them, he or she should address the 'top three' such challenges.]

List the main challenges experienced during implementation and propose a way forward.

\_\_\_\_\_

**PROGRESS TOWARDS RESULTS LESSONS LEARNED**

Describe briefly key lessons learned during the project:

\_\_\_\_\_

**Participants in the field visit:**

**Prepared by:** \_\_\_\_\_

(Name, title and organization)

**Annexes**

List of persons met

Other annexes

EXPECTED OUTPUTS <i>And baseline, Indicators including annual targets</i>	PLANNED ACTIVITIES <i>List all activities including M &amp; E to be undertaken during the year toward stated CP Outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<p><b>7.6</b> Improved Access to ICT and Mobile Phone Coverage across Kokoyah District (MDG 8)</p> <p><b>Baseline:</b> 2 Cell Towers in place</p> <p><b>Indicator:</b> ICT/Mobile phone coverage Extended in Kokoyah</p> <p><b>Annual Target :</b> 3 Cell Towers constructed</p>	<ul style="list-style-type: none"> <li>Construct 3 additional cell towers erected in Gbecohn and Rock Crusher</li> <li>Construct 1 community information center in Gbecohn</li> <li>Procure 6 pieces of desk top computers with 1 printer and 1 photocopier for the community information center</li> </ul>	X	X	X	X	UNDP, Ericsson, MTN-Lone star & SWAP	Ericsson	Unknown	TBD
						UNDP, Contractor & Community	Govt of Norway	72100-Contr-Serv	50,000.00
						UNDP	Govt of Norway	72200-Equip & Furniture	10,000.00
<p><b>7.7</b> Communities are better able to understand MDGs, Millennium Village Project Concept, Objectives and able to participate in project fully (MDG 8)</p> <p><b>Baseline:</b> None</p> <p><b>Indicator:</b> Community sensitization and local governance strengthened.</p> <p><b>Annual Target:</b> 50 communities/villages in Kokoyah District sensitized about the KMV project goals and activities.</p>	<ul style="list-style-type: none"> <li>Sensitize communities and government stakeholders on the MDGs &amp; MVP concept goals and objectives</li> <li>Organise quarterly review meetings for project stakeholders (Committee Members, TBAs, GCHVs), Communities &amp; Government line Ministries.</li> <li>Capacity building workshops for local authorities and leaders of viable community-based organizations like the NKDA</li> </ul>	X	X	X	X	UNDP, MIA, MPEA, District Steering Committee and MDG Centre	Govt of Norway	72300-Materials & goods	10,000.00
						UNDP, Government line Ministries & Donor	Govt of Norway	74500-Misc.	6,000.00
								74500-Misc.	3,000.00

EXPECTED OUTPUTS <i>And baseline, Indicators including annual targets</i>	PLANNED ACTIVITIES <i>List all activities including M &amp; E to be undertaken during the year toward stated CP Outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description Amount (USD)	
7.8 Operation and Management of Project	Communication & Audio Visual Equipment (Internet/mobile phone)	X	X	X	X	UNDP & Blue Point Technology	Norway	72400	30,800.00
	Materials & Goods (fuel, stationery, other consumables)	X	X	X	X	UNDP	Norway	72300	70,000.00
	Insurance & Security Costs	X	X	X	X	UNDP	Norway	63500	30,000.00
	Travel	X	X	X	X	UNDP	Norway	71600	20,000.00
	Facilities & Administration	X	X	X	X	UNDP	Norway	75100	100,000.00
	Cleaning & Maint Services	X	X	X	X	UNDP	Norway	72100	10,000.00
	Project Manager					UNDP	Norway	71400	24,000.00
	Project Engineer	X	X	X	X	UNDP	Norway	71400	12,705.00
	Community Development Assistant	X	X	X	X	UNDP	Norway	71400	12,705.00
	Community Facilitators	X	X	X	X	UNDP	Norway	71400	TBD
	International UN Volunteer	X	X	X	X	UNDP	Norway	71400	33,336.00
	Finance/Admin Assistant	X	X	X	X	UNDP	Norway	71400	10,026.00
	Admin Clerk	X	X	X	X	UNDP	Norway	71400	7,958.00
	Field Security Assistant	X	X	X	X	UNDP	Norway	71400	10,026.00
	Gender Assistant	X	X	X	X	UNDP	Norway	71400	12,705.00
	Agriculture Coordinator	X	X	X	X	UNDP	Norway	71400	18,000.00
	Health Coordinator	X	X	X	X	UNDP	Norway	71400	18,000.00
	Education Coordinator	X	X	X	X	UNDP	Norway	71400	18,000.00
	M & E Officer					UNDP	Norway	71400	12,705.00
	Government Seconded Staff-Agriculture (2)					UNDP	Norway	71400	8,160.00
Government Seconded Staff- Health					UNDP	Norway	71400	4,080.00	
Government Seconded Staff-Education					UNDP	Norway	71400	4,080.00	
Drivers (2)					UNDP	Norway	71400	9,934.00	
Driver (1)					UNDP	Norway	71400	TBD	
Rental & Maintenance of other equipments					UNDP	Norway	73400	53,000.00	
New Project Vehicle (1)					UNDP	Norway	72200	45,000.00	
General Management Support (GMS) 7% of Budget					UNDP	Norway		44,185.00	
Implementation Support Services (ISS) 3% of Budget					UNDP	Norway		18,937.00	
<b>Sub-Total (Output7)</b>					UNDP				<b>1,184,558.00</b>

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List all activities including M &amp; E to be undertaken during the year toward stated CP Outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<b>Output 8: Capacity building support for community based institutions to increase access to social and economic services for sustainable livelihoods, especially for vulnerable groups (mainly youth and women) provided</b>									
<b>8.1</b> Women access to economic structures for improved Livelihood  <b>Baseline:</b> No baseline data available although trainings have been conducted by CBRD in the past.  <b>Annual Target:</b> 20 community persons trained in market management 2 Market complexes completed	<ul style="list-style-type: none"> <li>Complete the construction of the Yanewon and Foya markets</li> <li>Provide 4 days training workshop for 20 market management staffs that will be selected from the communities</li> </ul>	X	X			UNDP, MOGD, MIA	DANIDA	72300- Materials & goods	71,566.00
			X	X			UNDP, MOGD, MIA	DANIDA	72500- Supplies 74500- Training
<b>8.2:</b> Village savings and loan & micro-enterprise skills training successfully conducted  <b>Annual Target:</b> 20% males and 80% females trained in entrepreneurship and micro-enterprise development	<ul style="list-style-type: none"> <li>Conduct village savings and loan workshop</li> <li>Formation and operation of VSL&amp;A groups</li> <li>Monitoring &amp; evaluation of VSL&amp;A groups</li> </ul>	X	X			UNDP, MODG, MIA	Govt of Denmark	72500- Supplies	50,000.00
		X	X			UNDP, MODG, MIA	Govt of Denmark	72500- Supplies	15,000.00
					X	UNDP, MODG, MIA	Govt of Denmark	72500- Supplies	
<b>8.3</b> Community Access to Improved Infrastructure and Livelihood <b>Baseline:</b> 500,000 people in rural areas of Maryland, Gbarpolu, Bomi, Rural Montserrado etc.  <b>Annual Target:</b> 5 sustainable livelihood projects in agriculture and skill trainings	<ul style="list-style-type: none"> <li>Implement sustainable livelihood projects in agricultural skills training for women and men in the counties taking into consideration specific needs.</li> </ul>	X	X			UNDP, MOA, MIA, MOGD	BCPR/ Sida	71200- Intern. Consultant	100,000.00

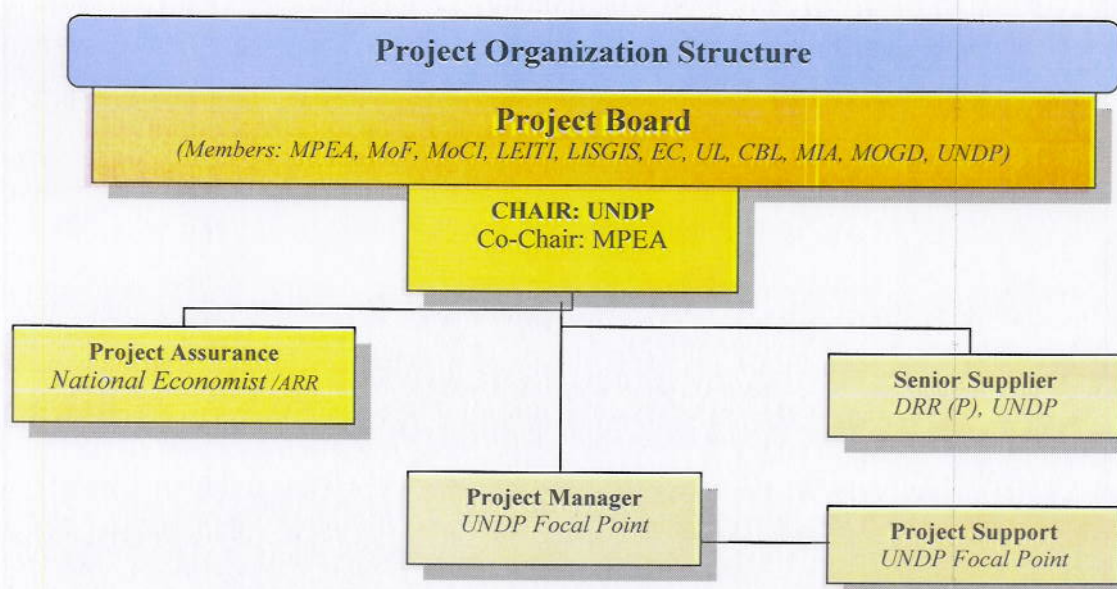


EXPECTED OUTPUTS <i>And baseline, Indicators including annual targets</i>	PLANNED ACTIVITIES <i>List all activities including M &amp; E to be undertaken during the year toward stated CP Outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
		<p><b>8.4 Activity Results:</b> Management and Operations</p> <p><b>Indicators:</b> Number of monthly narrative and financial reports produced; number of quarterly reviews conducted; number of monitoring and evaluation missions conducted</p>	<ul style="list-style-type: none"> <li>Materials &amp; Goods (fuel, stationery, other consumables)</li> <li>Insurance &amp; Security Costs</li> <li>Travel</li> <li>Facilities &amp; Administration</li> <li>Cleaning &amp; Maint Services</li> <li>Project Manager</li> <li>Project Engineer</li> <li>Community Development Assistant</li> <li>Project Assistant</li> <li>Procurement Assistant</li> <li>Drivers (#1)</li> <li>Driver (1)</li> <li>Rental &amp; Maintenance of other equipments</li> <li>Miscellaneous Expenses</li> <li>General Management Support (GMS) 7% of Budget</li> <li>Implementation Support Services (ISS) 3% of Budget</li> </ul>	X	X		X	X	UNDP
		X	X	X	X	UNDP	63500-Insur.&Sec	10,000.00	
		X	X	X	X	UNDP	DANIDA/BCPR	71600-travel	20,000.00
		X	X	X	X	UNDP	UNDP	75100-F&A	100,000.00
		X	X	X	X	UNDP	UNDP	72100-Contr.Serv.	5,000.00
		X	X	X	X	UNDP	UNDP	71200-Int.Cons.	24,000.00
		X	X	X	X	DANIDA	DANIDA	71400-Contr.Serv.	14,769.00
		X	X	X	X	UNDP	UNDP	71400-Contr.Serv.	14,769.00
		X	X	X	X	DANIDA	DANIDA	71400-Contr.Serv.	14,769.00
						UNDP	UNDP	71400-Contr.Serv.	14,769.0
						DANIDA	DANIDA	71400-Contr.Serv.	6,446.00
						DANIDA	DANIDA	71400-Contr.Serv.	6,308.00
						UNDP	UNDP	73400-Rental & Maint.	50,000.00
						UNDP	UNDP	74500-Misc.	10,000.00
									44,164.00
									18,927.00
<b>Sub-Total (Output8)</b>									<b>655,487.00</b>
<b>B. Total Outputs 6 - 8 (Sustainable Development)</b>									<b>3,893,520.00</b>
<b>GRAND TOTAL - Economic Management &amp; Sustainable development AWP (A + B)</b>									<b>4,629,020</b>

### COMPONENT 3: MANAGEMENT ARRANGEMENTS

As per the CPAP agreement, the Economic Management and Sustainable Development Project will be directly executed by UNDP using the Direct Execution modality (DEX). In exceptional cases, partial NEX modality will be used with clear and full justification and letter of agreement (LOA) provided. The DEX modality is permitted only in exceptional circumstances, such as post-conflict countries, where the national government lacks adequate technical capacity to manage and implement programs in its portfolio. In such situations, UNDP assumes full responsibility for implementation, management and achievement of project objectives with oversight from a Project Board.

To ensure transparency and accountability in the implementation of the project, a Project Board has been established, which comprises the UNDP as the Chair and MPEA as the Co-Chair. Other members will include the Ministry of Finance (MOF), the Ministry of Commerce and Industry (MoCI), the Secretariat of the LEITI, and the Liberia Institute of Statistics and Geo-Information Services (LISGIS), the University of Liberia and the European Commission (EC). The Project Board has the responsibility to provide oversight for the project<sup>2</sup> during its life span. To perform this function, it will be assisted by a Project Manager who will be directly supervised by the Economic Advisor of UNDP, while project assurance will be the responsibility of the two Assistant Resident Representatives-from the Pro-Poor and Strategy and Policy respectively. The PM is expected to manage the project to its successful conclusion, ensuring that the project activities are undertaken and its objectives achieved.



<sup>2</sup> Under the CPAP arrangement, the annual work plans are considered as projects. However, in justifiable circumstances, full project documents are produced to support the implementation of certain activities.

## COMPONENT 3 MONITORING AND EVALUATION

To ensure the project is implemented in line with its objectives and specific indicators, quarter reviews will be conducted. The Project Manager will be responsible for preparing these reports. Specific items to be captured in the report will be projects outputs, activities, expenditures, challenges and recommendations for addressing the challenges and the lessons learnt. The final reports will be submitted to the Project Board for deliberation in its meetings, which will be held quarterly with virtual meetings when the need arises. A comprehensive yearend report will be prepared and submitted to the Project Board.

When there is a need to conduct site visitation, the Project Board will appoint a committee to undertake the exercise. Every field visit would be reported following the Field Visit Report Format (Annex-2) as per UNDP's "Handbook on Planning, Monitoring and Evaluating for Development Result".

The Project Manager will form part of the committee membership, and the report for this arrangement will be prepared by him/her. To determine whether the project has achieved its intended objectives for the year, an annual review meeting will be convened with key stakeholders looking at the planned activities, outputs, achievements, constraints and remedial actions.

## COMPONENT 5: LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA signed between the Government of Liberia and the UNDP on 27 April 1977 and all CPAP provisions apply to this document.

### RISK

In implementing this project, there are likely to be some risks which could surface and negatively impact the implementation of the project. In this case, responsive mechanisms would be required to mitigate them. They are political commitment and ownership as well as the human and institutional capacities required to implement some of the activities defined in the results matrix.

1) *Political Commitment and Ownership*: The impending democratic elections of 2011 and the UNMIL draw down are real tests to democratization and peace building efforts. The Peaceful, free and fair conduct of elections and the presence of fully capacitated national security apparatus following UNMIL draw down are really required if success in the implementation of this project is to be achieved. Demonstrated adequate political will is required from the heads of all sector ministries and agencies that will be involved in the implementation of the project. In addition, the ownership question is very critical in ensuring sustainability of achieved results. In the absence of political will and the desired ownership for this project, the risk achieving project results and sustainability of impact would be increased.

However, the probability for risk is **low** given the high level of political will and ownership demonstrated by the Government of President Ellen Johnson-Sirleaf in the formulation and implementation of its development agenda/strategy, coupled with its continued engagement in project implementation.

2) *Inadequate Human and Institutional Capacities*: This risk has posed a major problem in the public sector that, has contributed to weak service delivery. Some areas of the private sector, academia and civil society have also suffered similar capacity constraints. However, with the catalytic reform process underway, the Government, with support of its partners, has put in place to address the capacity constraints, there is a high probability of mitigating this risk. For example, the Government in collaboration with its partners is presently implementing emergency capacity building projects such as the Civil Service Capacity Building (CISCAB) Project, the Senior Executive Service (SES), the Transfer of Knowledge Through Expatriate Nationals (TOKTEN), Governance and Economic Management Assistance Programme (GEMAP), and the Liberia Emergency Capacity Building Support (LECBS) projects.