



**Support to Strengthening National Institutions**

**Annual Work Plan**

**January 2012 – December 2012**

**Country: Liberia**

UNDAF Outcome(s)/Indicator(s):	By 2012 democratic, accountable and transparent governance is being advanced in a participatory and inclusive manner and in accordance with human rights standards
Expected Outcome(s)/Indicator (s):	Governance systems reformed to promote and sustain democratic principles with strengthened decentralized capacity Citizen participation advanced to promote democratic principles of representation, inclusion and accountability
Expected Output(s)/Annual Targets:	i) New civil service established with redefined roles promoting equity, accountability, transparency and probity at all levels; ii) National Anti-corruption strategy enhanced and a legal and institutional framework well functional with the public being aware of government responsibility and those of accountability- especially in relation to granting and management of concession agreements; iii) CSOs and media better able to promote citizens' participation, engage in advocacy and monitor gender sensitive MDG-based development and protection and fulfillment of human rights.
Implementing partner:	UNDP-Liberia
Responsible parties:	Governance Commission, Civil Service Agency, Liberia Anti-corruption Commission, CSOs, Ministry of Planning, National Elections Commission

**Narrative**

Liberia is undergoing rapid transformation in the current post-conflict recovery process. Since making a transition to democracy in 2005, the country continues to register steady progress in many critical areas, most notably, the restoration of state authority, the resurgence of community activities and rural livelihoods, the restructuring of the civil service, restoration of rule of law, and security sector reform, among others. Yet in the wake of these ground-breaking reforms, it is also recognized that the country continues to suffer from a serious capacity crisis. The public service, for example, is over-staffed and overburdened with unqualified personnel while the minority of professionally trained and capable public servants are inadequately remunerated, have poor morale, and ill-equipped to support the delivery of basic services to the people. Corruption continues to be rife. Women's participation and gender equality is far from being a reality. To stem this, a strong administrative capacity is needed to provide clarity and coherence for the implementation of national priorities, as articulated in the National Poverty Reduction Strategy (PRS), including those connected with MDG targets.

Programmatic interventions have been introduced to address some of the capacity gaps and promote transparency and accountability, for example TOKTEN, LECBS, SES and GEMAP. The Government has elaborated a 10-year National Capacity Development Strategy (NCDS) which outlines the capacity needs of the government to meet both the short-term objectives as outlined in the PRSP as well as to ensure transformation and sustainability and is in the process of implemented this strategy. Through this AWP, UNDP seeks to support improved governance including electoral management, citizen participation, gender equality and enhanced transparency and accountability. Specifically, it intends to contribute to the building of an efficient, responsive, results-oriented, transparent and accountable public administration system in Liberia. It will specifically focus on support to anticorruption work, recognizing that minimizing corruption is critical to poverty reduction and the promotion of social and people-centered sustainable development. Additionally, it will foster a dynamic partnership with national integrity institutions e.g., civil society, Civil Service Agency and the Governance Commission in order to improve the quality of service delivery, enhance social responsibilities and ensure the broad participation of citizens in decision-making. In this regard, the capacity of civil society will be strengthened to play an effective role in advocating for democratic governance and the promotion of national integrity. Further capacity building support will be provided to GC to reform the public sector and promote civic engagement and overall, enhance the participation of citizens in the process of governance and more specifically in electoral management.

The Annual work plan will also support the building of the capacities of national institutions to implement UNDP funded programmes/projects and provide significant direct implementation support for the gradual transfer from the current Direct

Implementation Modality to National Implementation Modality across all projects and programmes in Liberia. It is expected to improve the overall performance of national institutions particularly in the areas of programme management, procurement and financial management and consequently enhance the external assistance for the country's development. The AWP is being implemented in compliment to other ongoing UN Capacity Development Initiatives which are more long term than the planned two-year duration for implementation of this immediate project. For 2012, the project activities are linked to the overall CP output; New civil service established with defined roles, mandates and functions to promote accountability, transparency and probity and with gender balance at all levels

Programme Period: January – December 2012  
Programme Component: Democratic Governance  
Project Title: Public Administration Reform and Civic Engagement;  
Support to 2010-2012 Liberian electoral Cycle; Support to Strengthening national Implementation

Project IDs: 00061530;00062447; 00075179, 00061536; 00051302;  
00053114; 00055823; 00071939

Project Duration: One year

Management Arrangement: Direct Implementation

Total Budget US \$ 5,154,470  
Allocated resources:  
• Government  
• Regular  
    ○ Core US 1,000,000.00  
    ○ Donor  
        ○ USAID – US 378,011.  
        ○ OSI – US 187,000  
        ○ GoL – US 191,814.  
        ○ GIZ - US 1,107,968  
        ○ EC – US 2,595,228  
        ○ Sweden – US 200,00  
        ○ Denmark – US 155,956  
• In kind contributions US 114,700 ( in Kind)

Agreed by

3/9/12

Ministry of Planning and Economic Affairs (MPEA)

Agreed by (UNDP):

UNDP





**COMPONENT 2: ANNUAL WORK PLAN BUDGET SHEET**  
**Year: 2012**

EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES <i>List all activities including M&amp;E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
<b>Activity Result 1: Public Sector Policy Document Finalized and Printed</b>									
<b>Output 1: Governance and Public Sector Reform Policy and Action Plans Produced.</b>  <b>Baseline: Public Sector Reform Policy Statement approved and Guidelines for Mandates and Functional Review (MFR) Produced, completed</b>  <b>Indicators:</b> # Forum/ Dialogue held  # and type of participants and at least 25% of women participation  Type/quality of Dialogue Report produced  # of Training/orientation sessions conducted.  Feedback from participants  # and type of reports on SOEs and AAs identified  Quality of final report produced  <b>Annual Targets:</b> 1. At least 2 dialogue held 2. 1 training/orientation	1.1 Organize Forums/Dialogues on Issues to build support for Public Sector Reform - Formulate a Communication Strategy to create awareness about the Public Sector Reforms and Implementation - Organize dialogue with relevant members of the Legislature - Organize dialogue with State-Owned Enterprises (SOEs) and Autonomous Agencies (AA) - Prepare Conference Reports of the Dialogue	X				GC	04000	72100-Contractual Services-Companies	\$43,000
	1.2 Build local/internal capacity to conduct MFRs for ministries, agencies and commissions (MACs) Hold training sessions for local consultants and internal review committees (IRCs) on MFR methodology and implementation Prepare final training reports	X	X			GC	04000	72100 Contractual Services-Company	\$7,000
	1.3 Carry out a review of studies on autonomous agencies and SOEs and prepare an updated report on business processes and operations of State Owned Enterprises or Public Corporations and Autonomous Agencies  1. Hire 2 local consultants to map out		X			GC	04000	71300-Local Consultants	\$15,000

<p>held for local consultants and IRC for at least 8 MACs Updated Report on SOEs and AAs produced</p>	<p>and collect all studies on SOEs &amp; AAs conducted since 2006 and digitize for review and produce baseline data to inform review - for 3 months@ \$2,500 per month</p> <p>2. Update GC 2006 Review Report of Autonomous Agencies and SOEs and prepare summary of findings and recommendations</p> <p>3. Hold Discussions with respective heads of AAs and SOEs on findings and recommendations</p> <p>4. Prepare final report and present it to President and Cabinet</p>																															
<p><b>Activity 1 Total</b></p> <p><b>\$65,000</b></p>																																
<p><b>Activity Result 2: Capacity of LACC to Investigate Corruption Cases Enhanced, In Collaboration with Other Institutions of Integrity</b></p>																																
<p><b>Output 2:</b> LACC's capacity to investigate allegations of corruption and collaborate with other national institutions of integrity enhanced;</p> <p><b>Indicators:</b> Number and quality of cases reviewed, investigated and prosecuted impartially by LACC/MOJ, consistent with constitutional provisions.</p> <p>Number and % of female staff trained</p> <p><b>Annual Target:</b> At least 10 cases successfully investigated and forwarded to MoJ annually</p> <p><b>Baseline:</b> LACC over past 2</p>	<p><b>2.1 Finalization of the National transparency Barometer in collaboration with GC and CSOs;</b></p> <p>2.1.1 Field Staff Training with at least 30% women's participation</p> <p>2.1.2 Baseline Study/Data Collection</p> <p>2.1.3 Data Entry and Processing</p>	<p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p>																													
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years investigated and forwarded a total of 7 cases to MoJ for prosecution. No cases have been independently prosecuted by LACC	2.1.4 Report Preparation (Recruitment of 1 National and 1 International Consultant)	X	X	GC	04000	71300-National Consultant 71200-International Consultant	\$9,000 \$10,000
2.2 Training and Capacity Building of secretariat Staff and line-managers with specific focus on investigative and prosecution functions	2.2.1 Training with specific focus on investigation and prosecution functions(6 Staff)	X	X	LACC	04000	71600-Travel	\$33,000
2.2.2 Observance of International Anti-Corruption Day 2012	2.2.2 Observance of International Anti-Corruption Day 2012		X	LACC	04000	72100-Contractual Services-Companies	\$15,000
2.2.3 Procurement of Digital Voice Recorders for Prosecution (5)	2.2.3 Procurement of Digital Voice Recorders for Prosecution (5)	X		LACC	04000	72200-Equipment & Furniture	\$1,000
2.2.4 Development of National Transparency Index and Monitoring Checklist	2.2.4 Development of National Transparency Index and Monitoring Checklist	X	X	LACC	04000	71300-National Consultant	\$5,000
2.2.5 Undertake a Study on the impact of Corruption in Public Service Delivery, Poverty, Human Rights and Protection of Women	2.2.5 Undertake a Study on the impact of Corruption in Public Service Delivery, Poverty, Human Rights and Protection of Women	X	X	LACC	04000	71300-National Consultant	\$5,000
2.2.6 Support to Operation and Maintenance	2.2.6 Support to Operation and Maintenance	X	X	LACC	04000	72100-Contractual Services-Companies	\$6,000
Activity 2 Total	Activity 2 Total						\$115,000
Output 3: Improved institutional and technical	Activity Result 3: Mapping of CBOs, NGOs, and CSOs Completed and National NGO Council Formed.						

<p>capacity of Civil Society for effective partnership with GoL for promoting peace, security and gender equality, stability and sustainable development in Liberia</p> <p><b>Baseline:</b> Lack of policy and structural framework for the effective engage of CSO in sustainable development</p> <p><b>Indicators:</b> National CSO council formed.</p> <p># of national validation workshop held</p> <p># of participants with gender representation CSOs updated on Directory. Draft copy presented for their review.</p> <p>CSOs Policy Frame Work and Directory submitted to the cabinet via hard copy as well as power point presentation</p> <p><b>Target</b></p> <ol style="list-style-type: none"> <li>1 national CSO Council formed</li> <li>Two national validation workshops held</li> <li>1 CSO document and 1 Policy framework document</li> </ol>	3.1	Support to the Formation of the National NGO Council	X	X		CSOs	04000	75700-Workshop	\$5,000	
		3.2	conduct 2 national workshops to validate CSOs Directory & Policy Framework document	X			GC	UNDP	75700-Workshop	\$25,000.00
		3.3	submit to cabinet validated CSO Directory & Policy Framework document				GC			\$0.00
		<b>Activity 3 Total</b>								



validated 4. 15 county representations made											
<b>Activity Result 4: Project Management</b>											
<b>Output 4: Enhanced Project Management, Monitoring and Evaluation</b>  <b>Indicator:</b> Number and quality of project management trainingset up with effective operation and strategies  <b>Annual Target:</b> Set up effective functional project management system, recruit and train recruit Project Manager  <b>Baseline:</b> Same as target.	4.1 Project staff 1 driver + 1 procurement assistant	X	X	X	X	X	X	UNDP	04000	71400 - Contractual Services individual	25,000 (US 10,000 funding gap)
	4.2 Operational Cost/Maintenance	X	X	X	X	X	X	UNDP	04000	72100-Contractual Services- Companies	\$10,000
	4.3 Communication	X	X	X	X	X	X	UNDP	04000	72100-Contractual Services- Companies	\$1,000
	4.4 Support to Common Services (ISS)	X	X	X	X	X	X	UNDP	04000	72100-Contractual Services- Companies	5,000
	4.5 M&E, Reviews and audits	X	X	X	X	X	X	UNDP	04000	72100-Contractual Services- Companies	5,000
	4.6 Miscellaneous	X	X	X	X	X	X	UNDP	04000	74500- Miscellaneous	6,000
<b>Activity 4 Total</b>											
<b>Total-PADM Funding Gap</b>											
<b>\$52,000</b>											
<b>262,000<sup>1</sup> \$12,000</b>											

<sup>1</sup> Additional US\$ 12,000 to be sourced as co-financing from all Governance projects towards the salaries of pillar procurement assistant and driver.

## National Capacity Development Strategy

<p><b>Output 6:</b> National Capacity Development Strategy and action plan (NCDS) Rolled-out</p> <p><b>Indicator 1:</b> Extent or % of implementation support operational and number of women consulted, participated as well as in training or part of NCDU staff</p> <p><b>Indicator 2</b> amount of ongoing CD initiative recorded as part of database</p> <p><b>Baseline:</b> NCDU established, core staff recruited; NCDS completed, validated and approved by Cabinet</p> <p><b>Annual Targets:</b> implementation rolled-out; communication strategy fully developed;</p>	<p>6.1 Conduct National Regional Sensitization and Consultation on the NCDS in three regional countries</p>	<p>X</p>				<p>UNDP</p>	<p>04000</p>	<p>75700 workshop facilitations/ 72500 supplies</p>	<p>35,900.00</p>
	<p>6.2 Roll-out of NCDS Communication Strategy ensuring that the needs of men and women are addressed</p>	<p>X</p>	<p>X</p>			<p>UNDP</p>	<p>04000</p>	<p>71300 National consultants 75700 workshops; 72100contractual services</p>	<p>4,120.48</p>
<p><b>Output 7: Enhanced capacity of NCD to manage facilities provided in an efficient and timely manner</b></p> <p><b>Indicator:</b> number and type of equipment, facilities procured; nature of specialist support services mobilized; number of female staff recruited at</p>	<p>7.1 Support to operations and functioning of NCDU/CO 7.1.2 support to Personnel Costs, etc (NCDU Director 42,000.00 NCDU Coordination Specialist (UNDP) 18,000.00 NCDU Data Analyst and Reporting Officer 24,000.00 National Program Analyst (UNDP) 16,000.00 Drivers (UNDP) - 2 persons</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP</p>	<p>04000</p>	<p>71405 (contractual services)</p>	<p>113,400.00</p>