



**National Reconciliation and Conflict-Sensitive National Long Term Vision for Sustainable Development  
(Liberia Rising National Vision 2030)**

**Annual Work Plan**

**January – December 2012**

**Country: Liberia**

**UNDAF Outcome(s)/Indicator(s) 2:**

Advanced democratic, accountable and transparent governance in a participatory and inclusive manner and in accordance with human rights standards; National Economic Policies and Programs are implemented and monitored to support equitable, inclusive and sustainable Socio-Economic development.

**Expected Outcome(s)/Indicator (s):**

Participatory long-term national development planning framework leading to broad-based economic growth, socio-political development, inclusive political settlements, and achievement of MDGs. Building local and national mechanisms, institutions and capacities for peace consolidation, national reconciliation and democratic governance.

**Expected Output(s)/Annual Targets:**

- 1) Institutional frameworks, structures and capacities for vision development, strategic planning and program management established and operationalized
- 2) Capacities for Conflict Sensitive Sustainable Development, Peace-building and Reconciliation Strategies and action plans built
- 3) Thematic studies; Consultations and validation processes for development of Medium-term economic growth completed;
- 4) Vision 2030 and a Medium term development strategy developed and launched.

**Executing Entity:**

United Nations Development Program **Responsible Parties:** Ministry of Planning and Economic Affairs (MPEA) and Governance Commission (GC), and National Reconciliation Committee.

**Implementing Partner:**

UNDP Liberia

**Funding Agencies:**

UNDP Liberia, BCPR and the GOL

## Project Brief

The Government of Liberia has just completed its first medium term development plan (PRS I: April 2008 – June 2011) dubbed "Lift Liberia". PRS I was intended to address immediate needs of post war Liberia. It excluded a longer-term vision towards which each plan should be linked. The implementation of the PRS I has demonstrated the fact that a more reliable tool for achieving sustainable socio-economic development for Liberia is developing a long term development plan. It is for this purpose that the Government of Liberia, through the Ministry of Planning and Economic Affairs (MPEA) and the Governance Commission, has embarked on the National Visioning exercise that will serve as foundation for all development planning frameworks during the vision period (2012 – 2030). This foundation platform will define the unifying framework for ensuring economic growth, wealth creation/sharing, peaceful co-existence and socio political transformation of Liberia over the next 18 years.

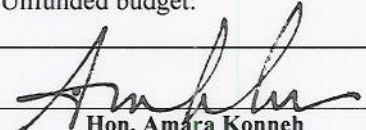
This conflict sensitive national long term vision for sustainable development called "Liberia RISING 2030" will be implemented through series of medium-term plans, commencing with a 5-year development plan (2012 – 2017), which will be reflected and supported by the Medium Term Expenditure Framework (MTEF) among other things will call for a move away from disjointed sector based planning towards an a holistic and integrated planning within and between different sectors. In line with this the Government of Liberia has introduced a program/project based budgeting mechanism to ensure attention is also given to sector plans. This paradigm shift will be further enhanced and managed through building the capacity of the Sectoral & Regional Planning Department, the Government Project Management and Public Sector Investment Program Offices which will be supported by the National Visioning Secretariat. Furthermore, although many efforts have been made, at national and local levels to build the institutions and processes necessary to constitute an 'infrastructure for peace' challenges remain in the consolidation, coherence and capacity of reconciliation processes, dialogue, conflict management, and the building of consensus around national priorities. Hence, learning from the past and building on the present to transform the future, it is therefore a critical moment to scale up investment in the strengthening of national reconciliation, social cohesion and the ability to manage conflicts constructively in order to prevent the use of violence to solve conflicts and ensure a sustainable peace process in Liberia

This AWP builds on its predecessor and seeks to support the full implementation of the national visioning exercise which started with the launch of various studies through hiring of technical assistants, staffing of the offices of the secretariat. With the necessary human resources in place to gather critical inputs for the vision development process; the next step is holding broad-based national consultations to gather inputs and understand the aspirations of Liberians on the desired future of the country. The concept of national vision is overwhelmingly embraced through initial dialogue and consultations. Capitalizing on progresses made so far and embarking towards sustainable economic development requires an articulated long term development plan along with a medium term agenda for a nationally adapted MDG acceleration framework with defined activities, built capacities, clearly defined principles and methodologies of integrating and utilizing conflict sensitive sustainable development strategies into national development plans and the long term vision at large.

**Program Period** Jan. 01 - Dec. 31, 2012  
**Program Component:** Pro-Poor Economic Development  
**Project Title:** National Long Term Vision and Economic Growth Strategy for Liberia  
**Project ID:** 00076180

Total Budget	US\$ 1,762,500
Allocated resources:	
• UNDP-Liberia	US 400,000
• UNDESA (expected)	US\$ 20,000
• GOL	US 27,500
• Other expected	US
○ BCBR	TBD US\$ 558,000
○ Donor	TBD
• In kind contributions	US\$ 45,000
Unfunded budget:	712,000

Agreed by (Government):

  
 Hon. Amara Konneh  
 Minister of Planning and Economic Affairs

Agreed by( UNDP ):

  
 Dominic Sam  
 Country Director

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				RESPONSIB LE PARTY	Funding Source	Budget Description	Amount (USD)
		Q1	Q2	Q3	Q4				
<b>Output 1:</b> Institutional frameworks, structures and capacities for program management of strategic planning and visioning processes established and operationalized.  <b>Baseline:</b> Structure and capacity to undertake national visioning exercise inadequate  <b>Indicator:</b> <ul style="list-style-type: none"> <li>- No. of national visioning offices functioning.</li> <li>- Number of local professionals hired</li> <li>- Number of international consultant hired</li> <li>- Number of county staff hired</li> <li>- Number of outreach visits conducted</li> </ul>	<p><b>Activity Result:</b> Coordination and management supports provided via Institutional capacities of the National Visioning Secretariat including local research/NCT capacities/staffing strengthened</p> <p>Local Professional Services National Visioning Core Team Coordinator</p> <p>Professional Service fee for PRS2 pillar technical advisors</p> <p>Professional service fee for National Vision focal point and Deputy National Coordinator Liberia Development Alliance</p> <p>Administrative Costs</p> <p>Local Professional Services national Core Team</p> <p>Strengthening coordination capacity of Secretariat via Logistical and operational supports National visioning Coordination meetings facilitation, workshops, trainings, stationeries and supplies Procure hall rental and conference facilities for conduct of meetings, workshops and training, communication phone cards</p> <p>Strengthening outreach via vehicle for consultations-procure one vehicle</p>	X	X	X	X	MPEA/GC	UNDP-04000	Professional fee/salary for Payment for one (1) National Core Team coordinator for four months	28,000.00
		X	X	X	X	MPEA/GC	UNDP-04000	Payment for Professional Service fee for 4 pillar technical advisors for 12 months	110,000.00
		X	X	X	X	MPEA/GC	UNDP-04000	Payment to National Vision focal point and Deputy National Coordinator for 12 months	35,000.00
							UNDP-04000	ISS/Common Services Cost Project supplies Repairs/maintenance of vehicle, Staff costs	50,000.00
		X	X	X	X	MPEA/GC	UNFUNDED	Professional fee/salary for Payment for 4 four National Core Team members	72,000.00
		X	X	X	X	MPEA/GC	GOL		27,500.00
						MPEA	GOL in-kind	1 vehicle	45,000.00
<b>Sub-total Output 1</b>									<b>367,500.00</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	Funding Source	PLANNED BUDGET	
	Q1	Q2	Q3	Q4	Budget Description	Amount (USD)				
<p><b>Output 2:</b> Capacities for Conflict Sensitive Sustainable Development, Peace-building and Reconciliation Strategies and action plans built</p> <p><b>Baseline:</b> Development planning in Liberia have placed limited emphasis on sensitivity to conflict triggers that are often ignored.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- No of Liberian Diaspora Community meetings completed</li> <li>- Number of workshop held and no of staff trained in conflict sensitive development planning</li> <li>- # of conflict sensitivity trainings/sessions conducted</li> <li>- Number of Palava Huts restorative justice processes to reconcile past grievances</li> <li>- # of activities in the plan supported and number of persons benefitting with gender balance.</li> <li>- Number of radio programs, dramas &amp; jingles produces and aired</li> <li>- # of facilitators trained, including percentage of women</li> <li>- #Early warning and response system reports</li> </ul> <p><b>Annual Target:</b></p> <ul style="list-style-type: none"> <li>- 3 diaspora meeting conducted</li> <li>- 2 trainings conducted in conflict sensitive development planning .</li> <li>- PRS evaluated, report validated and printed.</li> <li>- Consensus building stakeholder consultations completed.</li> <li>- At least 30% of participants in regional consultations female</li> <li>- Hiring of foreign technical experts and local counterparts for studies</li> </ul>	<p><b>Activity Results:</b> National Reconciliation and sustainable development capacities enhanced in a conflict sensitive manner</p>									
	Support to policy dialogue and other consultations to integrate environmental sustainability, conflict sensitive tools gender equality programs and IMAF in programming; including Rio+20 report	X	X	X	X	MPEA	UNFUNDED/ UNDESA	International Consultant- and a national program manager	20,000.00	
	Support for senior Peace and Development services to facilitate/strengthen the institutional programming and management of peace and reconciliation processes	X	X	X	X	MPEA/	UNFUNDED/ BCPR	Catering stationeries and supplies, facilities and secretariat	296,000.00	
	Support to t/Focus group and thematic group discussions and consultations on reconciliation via <u>National dialogue and societal consultation processes and mechanisms</u>	X	X	X	X	MPEA/GC	UNFUNDED/ BCPR	Various, and local experts	110,000.00	
	National reconciliation strategy and implementation support to the Liberia Priority Plan for reconciliation including early warning and response system	x	x	x	x	MIA	UNFUNDED/ BCPR	Facilitators, travels, Payment for rental facilities, catering	92,000.00	
	Payment for Sensitization, communication and Media strategy/outreach on Reconciliation and Peace building including jingles and videos		X	X		/PUL	UNFUNDED/ BCPR		60,000.00	
	Support 3 Diaspora Consultations for the Liberia Rising Vision 2030 Process						UNFUNDED/ BCPR			
<b>Subtotal output 2</b>										
<b>578,000.00</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>Activity Result:</b> National consultations conducted to increase national awareness and ownership of the National Vision							
<b>Output 3:</b> Thematic studies completed and National Consultations held <b>Indicators:</b> <ul style="list-style-type: none"> <li>- No of regional consultations held N</li> <li>- Number of media related services procured</li> <li>- # of validation workshop held</li> <li>- Total number of citizens participating in validation workshop</li> <li>- # of district consultations conducted</li> <li>- # of citizen participating in District consultations</li> <li>- Number of bill boards, T-shirts, drama produced</li> <li>- See</li> </ul> <b>Annual Target:</b> <ul style="list-style-type: none"> <li>- 5 regional consultations held</li> <li>- 155 district consultations conducted</li> <li>- At least 1000 citizens attend regional consultations</li> <li>- At least 8000 citizens attend district consultation</li> <li>- At least 15 billboards, 5000 T-shirts installed and distributed</li> <li>- Visioning process launched</li> <li>- Alternative futures for Liberia identified.</li> <li>- PRS evaluated, report validated and printed.</li> <li>- Consensus building stakeholder consultations completed.</li> <li>- At least 30% of participants in regional consultations female</li> <li>- Hiring of foreign technical experts and local counterparts for studies</li> </ul>	Support to regional consultation on the vision -(5 REGIONAL CONSULTATIONS)	X	X	X	X	MPEA/GC	UNDP-04000	Regional consultations	72,000.00
	Start up Communication and media outreach strategy- procure services of a national communications firm Conduct Media Coverage (Print, electronic, & TV) for NV consultation	X	X	X	X	MPEA/GC	UNDP-04000	Payment for media coverage	25,000.00
	Support to validation workshop for the review and integration of cross cutting themes and stakeholder's perspectives in the medium term strategy (PRS2) hall rental, Catering and banners, stationeries						UNFUNDED		50,000.00
	District consultations – payment for DSA, transportation reimbursement for participants, catering services	X	X	X	X	MPEA/GC	UNFUNDED	Payment for transportation	300,000.00
	Produce billboards, T-shirts, dramas for NV consultation	X	X	X	X	MPEA/GC	UNFUNDED	Payment for Publicity	100,000.00
	District consultations- , fuel and rental of vehicle	X	X	X	X	MPEA/GC	UNFUNDED		75,000 .00
<b>Subtotal Output 3</b>									<b>622,000.00</b>



## 1. MANAGEMENT ARRANGEMENTS

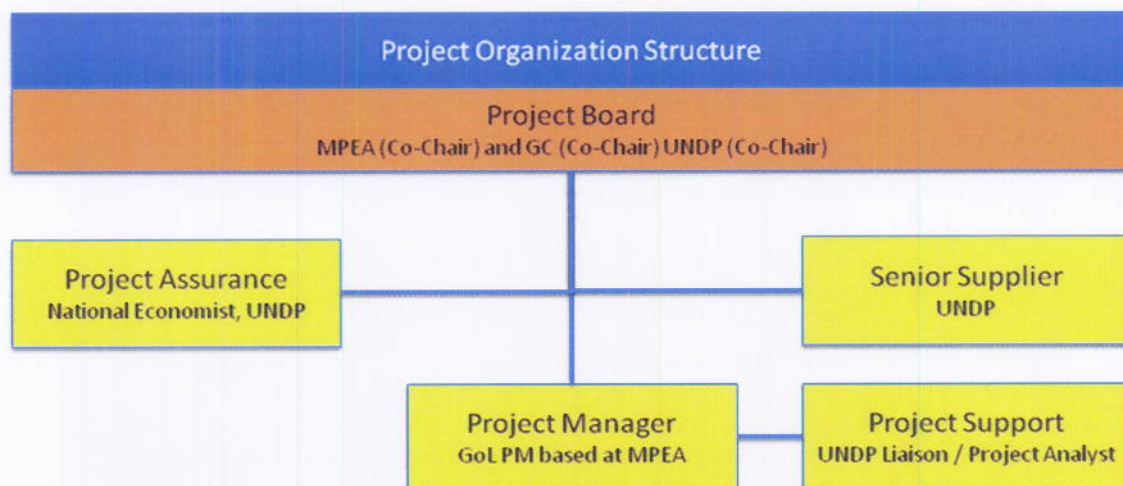
The AWP will be supported by UNDP through a modified Direct Execution modality, which reflects the transition towards National Execution (DEX to NEX), and will allow for certain execution activities to be undertaken by the Government. Based on the mutual commitment to national ownership, the Government of Liberia's strong leadership for the National Visioning Process and the opportunity to build on existing institutional capacity within the Government, the following implementation activities will be directly executed by the MPEA and GC<sup>1</sup>:

- Recruitment of national officers to support the National Visioning Process, who will hold GoL contracts and have accountability to the GoL hiring units.
- Management and proper utilization of advanced funds based on signed LOA and accompanying detailed descriptions of services in accordance with reporting requirements as outlined in the Letter of Agreement, and as per the 2012 AWP and applicable schedules and related project documents.

Under this modality, both UNDP and the Government of Liberia will bear full responsibility for accountability, transparency, timely implementation, management and achievement of results. As Liberia transitions gradually to a National Execution (NEX) modality, UNDP will support execution of the project, in close collaboration with government counterparts. With the support of UNDP and the guidance and oversight of the GC and MPEA, the National Visioning Secretariat located at MPEA will be responsible in managing the day-to-day activities and processes of the project. For transparency reasons, a Letter of Agreement (LOA) was signed between UNDP and the MPEA. The LOA documents specific activities that will be executed by the Secretariat in compliance with both Government of Liberia and UNDP procedures.

A Project Board comprising MPEA and the Governance Commission, UNDP and other stakeholders will be constituted to provide policy guidance and direction to the secretariat. GC and MPEA will serve as chair of the Board while UNDP will serve as Co-Chair. A representative of the civil society and relevant donor partners will serve as observers. The project Board will have the following responsibilities: i) provide guidance to the project manager, ii) approve annual work plans, iii) set acceptable tolerance levels for the project, iv) oversee project implementation, v) deliberate on the need for substantive project revisions and vi) conduct periodic project reviews at least once every quarter of the year.

A local Project Manager will manage the overall support activities carried out with the guidance of the secretariat. The Project Manager will be based at the National Visioning Secretariat and report to the Head of the Secretariat. The Visioning Secretariat is a government institutional anchor and it is housed at MPEA. It will oversee the visioning exercise, which will complement the accountability and resources management function held by UNDP under the DEX modality. The chart below describes the management structure within the context of the modified DEX modality<sup>2</sup>.



## 2. Monitoring and Evaluation

The Project Manager will have direct responsibility for the implementation of the project activities with the support from the Head of the National Visioning Secretariat (Focal National Visioning Coordinator). He/she will prepare, disseminate and submit quarterly progress report to the project board. The report will cover progress against targets, financial issues, revisions or modifications if required to enhance project delivery, challenges and constraints and risks to execute the project. The Project Manager will also prepare a detailed end year report. He/she in consultation with the MPEA M&E Unit will ensure evidence based monitoring. Where applicable and required, joint field visits will be undertaken by GoL and UNDP.

Reports relating to the processes will be managed by government implementing partners. Reports will be prepared and reviewed by the Head of the National Visioning Secretariat at the MPEA. The Head ensures quarterly progress reports are prepared and submitted to the National Steering Committee and UNDP on timely bases. In collaboration with the Project Manager, the Head of Secretariat will develop a comprehensive 1-year work

<sup>1</sup> See Letter of Agreement between the MPEA, GC and UNDP outlining terms for delegated authority for executing select services, signed on 13 August 2010.

<sup>2</sup> The Project Management structure reflects the pilot DEX to NEX project arrangements.



plan, which will list key activities, outputs, needed resources and timelincs. Based on the work plan, activities and outputs will be monitored and evaluated. Additionally, the Head in collaboration with UNDP will identify and develop evaluation indicators for measuring timely implementation of policy level activities. Monitoring visits, through an M&E work plan, will be made to institutions, agencies, counties, districts and villages where consultation activities are going. Quarterly meetings of the National Steering Committee will be convened to review progress and reports of visits and take desired actions.

<sup>1</sup> The Project Management structure reflects the pilot DEX to NEX project arrangements.

#### **2. Risks and Remedial Actions**

Resumption of activities of former warring factions may represent a latent threat against the achievement of the objectives. Lack of political commitment, funding and limited capacities to undertake the technical analysis and projections might pose serious risk to the project. Other areas of risk include UNMIL draw down and potential security gap that this may create the impending elections and its possible consequences, mobilization of required resources to fully undertake the project on time; the possibility that citizens /national stakeholders may perceive the visioning process as a donor-driven process due to the provision of funding.

#### **3. Addressing Gender and Environment Issue**

To integrate gender and equality issues during the national visioning process, the project will initiate studies to determine policy impact and hold policy dialogue and consultations on gender dimension of the vision. This will be complemented by focus group discussions and advocacy meetings involving experts on gender and other stakeholders.

Concerning the impact of the project on environment, it will incorporate existing experience and lessons learned from on-going environmental protection and management programs, the impact of concessions and other relevant issues and advocate for sustainable management of natural resources and the environment.

#### **4. Legal Context<sup>3</sup>**

The implementation of this AWP is governed by the standard Basic Agreement signed between the Government of Liberia and the UNDP on 27 April 1977

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<sup>3</sup> This is the [List of SBAA and Non-SBAA Countries](#)

EXPECTED OUTPUTS AND INDICATORS including annual targets	PLANNED ACTIVITIES <i>List all the activities including monitoring and evaluation activities to be undertaken during the year towards stated CP outputs</i>	EXPENDITURES <i>List actual expenditures against activities completed</i>	RESULTS OF ACTIVITIES <i>For each activity, state the results of the activity</i>	PROGRESS TOWARDS ACHIEVING OUTPUTS 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 Framework materialized or whether new risks emerged</i></li> <li>▪ <i>Internal factors such as timing of inputs and activities, quality of products and services, coordination and/or other management issues</i></li> </ul>
OUTPUT 1: INDICATOR 1.1 WITH TARGET FOR THE YEAR: INDICATOR 1.2 WITH TARGET FOR THE YEAR: INDICATOR 1.3 WITH TARGET FOR THE YEAR:				
OUTPUT 2: INDICATOR 2.1 WITH TARGET FOR THE YEAR: ETC.				

**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.

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**PROGRESS TOWARDS RESULTS LESSONS LEARNED**

Describe briefly key lessons learned during the project:

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**Participants in the field visit:**

Prepared by: \_\_\_\_\_  
(Name, title and organization)

**Annexes**

List of persons met

Other annexes