



Government of Liberia



Empowered lives.
Resilient nations.

2015 Annual Work Plan

Strengthening National Capacities for Development Effectiveness (C4DE)

UNDAF OUTCOMES:

4.1: By 2017 Liberia has governance institutions equipped with inclusive systems to perform effectively

EXPECTED CP OUTCOME:

4: Liberian governance systems strengthened to ensure consolidation of peace and stability supported by effective and well-functioning institutions that foster inclusive participation of stakeholders, especially women and youth, with enhanced service delivery at local levels.

**UNDAF ACTION PLAN
OUTPUT**

4.1.4: By 2016, a robust M&E framework developed and adopted.

**EXPECTED PROGRAMME
OUTPUTS:**

1. Strengthened National Mechanisms for Implementation of UN development projects and AfT projects
2. Strengthened GOL Capacity to Implement, Monitor and Report on Progress Towards the New Deal Commitment
3. Strengthened Capacity for Monitoring, Evaluation and External Resource Management to Account for Developments
4. Capacity for Evidence-Based Policy Analysis, Research Studies and Statistical Development Enhanced
5. Institutional Development of the new MFDP and LRA strengthened

**IMPLEMENTING PARTNER:
RESPONSIBLE PARTIES:**

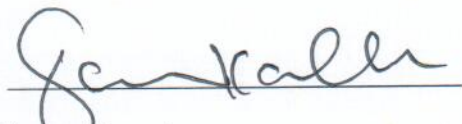
Ministry of Finance and Development Planning (MFDP)
Liberia Institute of Public Administration (LIPA), Internal Audit Agency (IAA), Liberia Institute of Certified Public Accountants (LICPA), Liberia Institute for Statistics and Geo-Information Services (LISGIS), United Nations Development Programme (UNDP)

Brief Description

As part of national effort to ensure development effectiveness, the Government of Liberia has undertaken a number of initiatives aimed at ensuring that the coordination of development assistance is in line with national priorities. In addition, the requisite structures with Government have been set up to ensure effective coordination of donor funding by developing a platform for monitoring AID inflows. This AWP aimed at strengthening the current functional and technical capacities of MACs to effectively coordinate and harmonize delivery of GOL/UNDP programme; support a mechanism for GoL-Donor, civil society and private sector - coordination; strengthen coordination for implementation of the AfT to enable the government to account for development results being attained by the AfT; support strengthening of the overall aid management and coordination and M&E for evidence-based data and reporting; support to strengthen Liberia's capacities to meet commitments under the "New Deal; and support the newly established MFDP and LRA with systems and provision of experts.

Programme Period:	2013 - 2017
Key Result Area (Strategic Plan)	_____
Atlas Award ID: 00085801	Project ID 00093327
Start date:	January 2015
End Date	December 2017
PAC Meeting Date	17 December 2014
Management Arrangements	NIM

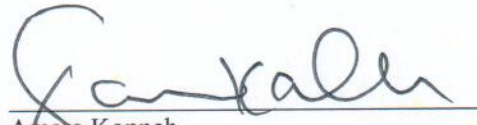
Total resources required	\$1,420,000
Total allocated resources:	
UNDP Regular	\$1,318,000
Other:	
• UNDP BCPR	\$ 102,000
• Government	In Kind



pp Amara Konneh
Minister, MFDP
Agreed by (Government):

2/25/15

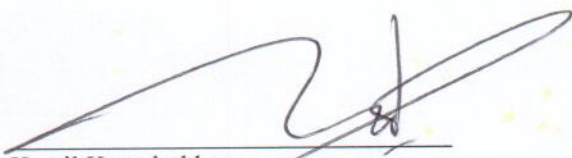
Date



pp Amara Konneh
Minister, MFDP
Agreed by Implementing Partner:

2/25/15

Date

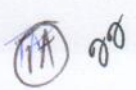


Kamil Kamaluddeen
County Director
Agreed by (UNDP)

26/02/15

Date

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BACKGROUND

The Act creating the new Ministry of Finance and Development Planning was signed into law by Her Excellency President Ellen Johnson Sirleaf in September of 2013 after being passed by the 53rd National Legislature sitting in its second session. The ACT effectively dissolved the Ministry of Finance and the Ministry of Planning and Economic Affairs and created the new Ministry of Finance and Development Planning incorporating most of the core functions of former Ministry of Finance and the former Ministry of Planning & Economic Affairs.

The Government of Liberia (GoL) and United Nations Development Programme (UNDP) launched in June 2013 nine Multi-year programs and projects under the current GoL/UNDP 2013-2017 Country Program (Country Program Document) under the coordinating leadership of the former Ministry of Planning and Economic Affairs. Among the nine programs, were two separate multi-year programs namely "Enhancing Development Effectiveness through Support to Liberia Development Alliance" and Capacity Support to GoL for UNDP Programme Coordination and Communication (DIM-NIM)" which were under the specific functions and mandates of former Ministry of Finance and Ministry of Planning and Economic Affairs respectively.

In light of the creation of the new Ministry of Finance and Development Planning, an internal review of the two programs in relation to the structure of the new ministry showed that there are compelling similarities in both of the program outputs leading to the overall goal of the use of national systems. Furthermore, it was also determined the two programs management arrangement would fit within the mandate and functions of the Division of Development Planning in the Department of Budget and Development Planning which are constituent elements from the two former ministries and work in close consultation with the Department of Economic Management on the implementation of activities related to the Human Development Report (HDR), Millennium Development Report (MDGR), Development Dialogue, Aid Policy, Aid Management and support to evidence based statistics. In this regards, it was found paramount to merge the two programs into one program for holistic coordination and administration as the ultimate goal is the promotion of use of the country systems consistent with the Paris Declaration.

Therefore, this program is a hybrid of the former projects "Enhancing Development Effectiveness through Support to Liberia Development Alliance" and Capacity Support to GoL for UNDP Programme Coordination and Communication (DIM-NIM)" were implemented and coordinated under separate ministries, namely the Ministry of Finance and Ministry of Planning and Economic Affairs respectively, hence the name "Strengthening of National Capacities for Development Effectiveness (C4DE).

STRATEGY

The strategy for implementing this AWP shall be anchored on the vision to tie resource input to development results under an effective coordination and communication of development results of all AWP's in consistent with the AfT and GoL /UNDP 2013-2017

Programme. This will be significantly strengthened by the fact that the delivery of the outputs in this AWP will be coordinated on a single platform.

The GoL will continue to increase its investment in this AWP and strengthen the elements for sustainability by assuming the staffing costs previously supported under the two merged projects. Contracted GoL staff paid by the projects will be integrated into the regular civil service and this will strengthen security of tenure for the staff rather than on the contracted year to year basis, minimize staff turn-over, maintain institutional knowledge and continuity and thus justifying the investments in the different capacity building initiative for these staff that the program will invest in.

Furthermore, as the Ministry of Finance and Development Planning makes significant investment to improve its internet connectivity over the next 12 months, this is also seen as an area within which GoL will assume cost for the program as major internet based database platforms will be supported under this program and will be hosted by MFDP website for public access. The MFDP will at the same time provide the conducive working environment for the program to operate as in kind contribution to the program.

Support for this AWP will therefore further consolidate the gains made through investments by UNDP previously in strengthening of the AfT Implementation Coordination, National M&E Coordination & Aid Management Coordination, NGO Coordination, continue to provide sectoral coordination for the development of the MDGs and enhance the role of statistics in national development planning. All programmatic issues focused on strengthening Liberia's capacity to meet its commitment on the New Deal are also anchored within the support of this AWP. Lessons learned from the previous implementation have been incorporated in the design of this new program and the program will remain flexible to incorporating any emerging changes during the implementation period.

In light of the fore-going, this AWP shall support the following specific areas:

a) Capacity Enhancement and Coordination:

With more than 100 staff from MAC have benefited from training on National Implementation Modality over the last two years, capacity enhancement and coordination by the GoL will attain a new dimension within the rest of the period of the program implementation. The NIM Toolkit designed to institutionalize knowledge transfer will become resident in the MACs in 2015 to provide NIM policy, business processes, procedures together with a variety of tools and templates to facilitate the various NIM business processes.

Online access to the NIM Toolkit will also become available in 2015 on the MFDP website, furthermore, in an effort to institutionalize NIM training, LIPA will be supported in the

development of a training curriculum and training modules for refresher and induction short term NIM trainings. Coordination of UNDP supported programs will also become strengthened during the remaining duration of the new program with renewed emphasis on the accountability of aging NEX advances and post NIM audit recommendation implementation follow-up issues that the synergies brought about by the creation of the new Ministry should be effectively coordinated.

b) Enhancing Professional Qualification

Capacity limitations in specific NIM functional areas continue to exist and this new program will seek to address the situation. Specific training for officers leading to Certification on Accounting Technicians Scheme, West Africa (ATSWA) and CIPS Level 2 Certification, commenced in 2014 were aborted by the outbreak of the EVD during the period. Over the remaining program period, efforts will be exerted to continue the training while the program will also situate itself to incorporate subsequent NIM functional areas training needs based on future capacity assessment results and the NIM post audit recommendations implementation.

c) Strengthen MACs capacity to implement Post NIM Audit recommendation

The implementation of post NIM audit recommendation and findings of capacity assessment needs to be strengthened. For a more structured and continuous way of doing this, this program over the next three years will seek to work with the Internal Audit Agency (IAA) to perform regular M&E on the status of implementation of the post NIM audit recommendations and the results of 2012 and 2014 micro assessments. The reports from such an exercise will indicate whether or not the appropriate mitigation actions are been taken and to build capacities on addressing the identified gaps on the basis of post NIM audit recommendations or micro assessment findings for full transition to NIM.

d) Enhancing M&E to account for development results

Significant investments were made by the UNDP and the World Bank in 2014 to support the development of the National Key Indicators (NKIs) an exercise that reduced the Aft measurable indicators from over 200 to 52 indicators. Just as downstream work were about to be accelerated on this exercise for training of MAC M&E Units to internalized and report on the NKIs, the EVD crisis intensified.

A key investment in M&E over the program period is the creation of the online portal on the MFDP website for the uploading of M&E reports by all actors with emphasis on the NKIs. The program will also support the associated interventions that will contribute to the critical service provision of accessing Aft M&E information online. This repository will be an important source of M&E information for baselines when the process for development of the next generation of national development plan, post Aft 2017, is commenced.

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e) Institutional mechanisms for implementation of AfT strengthened

The outbreak of the EVD disease and its impact is compelling the country to rethink its development agenda and priorities. The EVD outbreak has also introduced a new set of actors and structures and hence, the need for proper coordination to ensure interventions being undertaken in response to EVD will smoothly transition to building the required strong foundations for full scale development work.

It is within this context this program will further strengthen the work of the high level coordination platform, the Liberia Development Alliance (LDA), enabling it to have regular coordination forums for the multi-stakeholder in both the development work and EVD induced interventions to ensure an interface between the Presidential Advisor Council on Ebola (PACE) & the Incidence Management System. Work with civil society and the private sector on advocacy and M&E with respect to the high level coordination mechanism will also be supported under this program.

f) GoL capacity to implement, monitor and report on progress towards the New Deal commitment strengthened

Support the implementation of the Liberia New Deal Pilot providing support for: regional validation workshops on the New Deal Fragility Assessment and country level indicators; consultancy for development of New Deal Compact; validation of New Deal Compact; periodic monitoring and evaluation of New Deal Compact.

The Government of Liberia with the US and Sweden as lead donors undertook a fragility assessment in Liberia in 2012 together with a fragility spectrum and a list of draft indicators. In 2013, a new PRSP 'The Agenda for Transformation (AfT)' was launched, reflecting the PSGs and based on the New Deal principles and recommendations. Liberia also developed and launched a New Deal dashboard to track aid disbursement across the five PSGs. In the same year, the process of developing a compact began, leading to the development of a compact consultation note with options for compact. Before this note, it was unclear how the government and partners would approach the compact formulation process. Additionally, there was also the need to hold a series of consultations with selected cabinet members, to ensure political buy-in for the compact, and to clarify that this compact was not duplicating the AfT.

In early 2014, momentum picked up again with agreement to move towards a compact. Mission support from UNDP HQ helped to establish agreement on an approach to developing a compact linked to the Agenda for Transformation. It was also agreed that a compact would provide a basis for increasing the use of country systems. An initial allocation from the UNDP support facility of USD 244,200 was provided to enable the process, and a consultancy produced an inventory of use of country systems by international aid agencies in Liberia. Another consultant developed an outline and a roadmap for the compact in mid-June and this was agreed at a high level meeting led by the Minister of Finance on 3 July with donor representatives.

The crisis following the Ebola outbreak put further activities to implement the New Deal in Liberia on hold for the remainder of 2014. The mapping of use of country systems provided a basis for discussions in the early recovery cluster about how to protect and strengthen

national capacities during the crisis. To ensure the country office has the capacity to coordinate efforts around the New Deal, a Policy Analyst has been recruited to surge the CO's capacity to engage, particularly in convening regular donor meetings.

Outlook for 2015 - With the report on the use of the Country systems inventory, a series of discussions have already begun among partners of the need to kick start the compact, process, seeing it as one way to build back better and build resilience. A policy dialogue on the report of the use of country systems is planned to be held with the view to ensuring that recommendations are implemented. Finalizing the development of national key indicators and linking the PSGs is to be undertaken. Following significant improvement in the fight against Ebola evidenced by the conduct of senatorial elections in December 2013 and GoL's declaration for reopening of schools in early February 2015, the playing field for rebuilding better has again leveled. We therefore expect conversation between GoL, lead donors and other key stakeholders aimed at resuming work on the compact to begin as quickly as possible.

g) Strengthen NGO Coordination Capacity

In 2008/2009, the UNDP supported the GoL through the Ministry of Planning & Economic Affairs develop a computer based NGO registration database. Over the year the use of this database has been affected by two key factors: emerging policy changes requiring modification of the database and the collapse of database due to viral attacks to which only partial recovery has been made. The transitional period of the institutional change-over from the old Ministry of Finance and Development Planning to the new Ministry of Finance and Development Planning also weakened the support for the effective maintenance

This program will provide support to migrate the current NGO database to a web-based platform to be hosted on the MFDP website. This will protect the security of data to ensure back-up of data. Migration to an online NGO registration system will change the NGO registration process from the current manual process to the online registration system that enables information uploads. This will enhance accountability, provide real time access to NGO related development intervention information and also serve as a repository for learning. Overall, this platform will also provide real time information on **WHO** is doing **WHAT** and **WHERE** to view the NGOs activities landscape.

h) Institutional development of the new MFDP & LRA strengthened

Since 2010, the UNDP has provided support for the institutional development processes of the Ministry of Finance and Development Planning and the Liberia Revenue Authority. Under this program, a final batch of support in 2015 is being requested to complete the set-up and facilitate the effective functioning of the LRA data center. This will include the supporting the procurement of the remaining required equipment for the data center that were not procured in 2014. This will facilitate the completion of the data center and its subsequent operationalization.

Support will be provided under this program for the MFDP organization development process for investments in the human development capacities that enable the staff



depart from old business practices to be streamlined through operationalizing the new MFDP 5 year strategic plan will be key to enabling the new ministry to effectively deliver. This will include the fielding of short-term subject-matter expertise in those areas specifically identified by the MFDP and also support study tours for learning investing primarily in middle and upper level cadre of civil servants.

i) Capacity for evidence –based policy analysis, research studies and statistical development enhanced

The program will continue to support LISGIS, and LIMPAC to strengthen the capacities of these institutions to undertake macroeconomic analysis and socio economic surveillance capacities, socio economic research and policy analysis. This will entail support for the production and dissemination of the NHDR and MDGs reports, National Accounts and the LDHS as well as technical assistance to the office of the Minister of Finance and Development Planning for macroeconomic policy and research.

j) Partnerships, Communications, Monitoring & Project Management

The program will continue to build on the new concentration on the Liberia country context that is presenting an opportunity to leverage for partnership post EVD. Therefore the program will continue to strengthen the documentation and advocacy process of UNDP/GOL partnership in Liberia through Information Education and Communication (IEC) materials; including promoting the use and advocacy of UNDP tag line to improve stakeholder knowledge of UNDP's development results.

A critical supporting pillar of the partnership initiative is the critical role of the media. This program will therefore continue to support media and IP training in UNDP thematic reporting to entrench the culture of development reportage and facilitate communication for development even in the midst of the EVD. More support will be provided for the practice of communication for Development through the promotion of professionalism; internal checks and balances to ensure a responsible professional media that is a tool for national development.

The GoL capacity to provide effective coordination for the overall UNDP programming in Liberia will also be an area of continuing support under this program. This will include support to AWP program implementation by ensuring effective coordination from inception, management, M&E, communication of development results and improved networking and capacity building of all IP's and RP's. With the formation of the new Ministry capacities of the staff have to be built to enable the technical interface between the MACs and the MFDP on UNDP program implementation coordination issues, ensuring reporting and the conduct of regular program board meetings and coordinate and implement key programme management resources functions like audits and evaluations.

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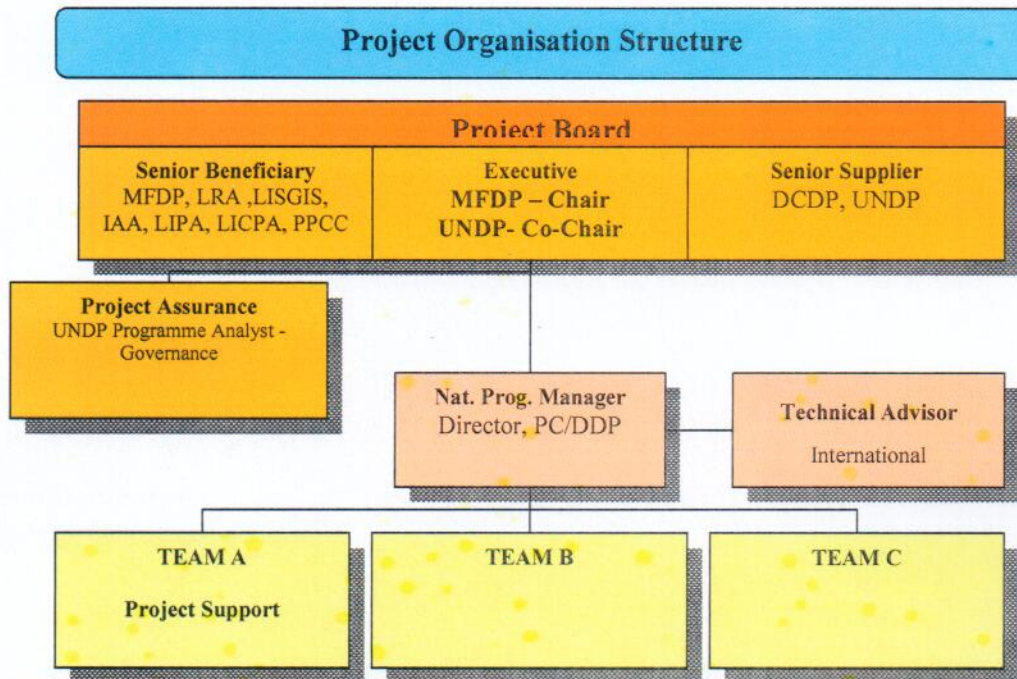
IMPLEMENTATION ARRANGEMENTS

The program will be implemented under the national implementation modality. The Ministry of Finance and Development Planning (MFDP) will assume direct responsibility for the implementation, under the Division of Development Planning (DDP) will manage and coordinate the activities of this program. Supported by the Technical Advisor, the Director, Plan Coordination, as focal points will report to MFDP and UNDP on the production of outputs, achievement of objectives and the use of resources provided by UNDP. Accordingly, the MFDP will follow national systems and procedures and in reference to the national implementation guidelines on accounting, financial reporting and auditing shall be responsible for maintaining records on all implementation actions, including financial records to the extent possible that they do not contravene UNDP financial rules and regulations.

UNDP will support the implementation of this program, particularly in the areas for strengthening national implementation support capacity within the country office. It will provide support services in the recruitment of staff and in the training and monitoring. It will work closely with the MFDP to ensure policy direction, guidance and technical support to the project. In line with UNDP's Executive Board decision 98/2 "all costs associated with the delivery of other resources funded program at country level are to be fully covered through cost recovery mechanisms". In this regards, General Management Service fee of approximately 8% if applicable will be charged on non-core resources mobilized in the implementation of this program and Direct project Costs (DPCs) on UNDP Implementation Support Services¹.

A Project Board comprising the Ministry of Finance and Development Planning as chair; UNDP as co-chair and, Liberia Institute Public Administration (LIPA), Civil Service Agency (CSA), Internal Audit Agency (IAA), Liberia Institute of Certified Public Accounts (LICPA), Public Procurement and Public Procurement and Concession Commission (PPCC), Liberia Revenue Authority (LRA) and LISGIS as members will be established. Other stakeholders may be added as the project evolves.

¹ Refer to Standard Level of Agreement (SLA) between MFDP and UNDP on provision of Support Services



Executive – the Minister, Ministry of Finance and Development Planning as Chair of the Program Board and UNDP Country Director as co-chair will be responsible for the ensuring that the program is delivering value for time and resources; the Executive chairs the Project Board meetings.

Program Manager – to be based at Division of Development Planning/Ministry of Finance and Development Planning as Government National Program Manager (NPM) – Director, Coordination and Planning Unit together with the International Technical Advisor, will plan and oversee the program’s implementation, ensuring overall guidance, quality assurance and will ensure compliance with UNDP rules and procedures,; the NPM will ensure that the program realizes the results described in the AWP under NIM modality; furthermore, the NPM will work closely with the Program support, helping to define responsibilities of the assigned Government program personnel and other specialist program teams, ensuring progress reporting to the project board.

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Program support – this will be the program Team based at Division of Development Planning (DDP)/MFDP led by Assistant Director, M&E Unit will be responsible for: setting up and maintaining project documentation; updating plans and assessing impact of changes; defining and maintaining project management standards, taking minutes of meeting and compilation of program reports in consultation and inputs from the technical team comprising of implementing Responsible Parties.

Senior Supplier – this role, to be played by the Deputy Country Director for Programmes (DCD/P) at UNDP will ensure the design, development and procuring the project's products, ensuring compliance to applicable procurement rules and procedures;

Project Assurance - This will be the Strategic Policy Unit and Sustainable Transformation Team, under the leadership of the Unit Heads; it will ensure adherence to quality systems; assesses all aspects of the project's performance and products, working on behalf of the project board and keeping it fully informed.

Implementing Agency Capacity Assessment

The implementing agency of the project, Ministry of Finance and Development Planning (MFDP) is one of the newest cabinet level departments in the Liberian Government established by the Legislature Act and was signed into law by Her Excellency President Ellen Johnson Sirleaf in September of 2013 after being passed by the 53rd National Legislature sitting in its second session. The MFDP mandate is to formulate, institutionalize and administer economic development, fiscal and tax policies for the promotion of sound and efficient management of financial resources of the government. The MFDP has not undergone a micro assessment, therefore, MFDP capacity it is considered as **'High Risk'** under the UN Harmonized cash Transfer modality until a micro assessment exercise is conducted to determine financial management risk which subsequently informs the appropriate cash transfer modality.

Financial Disbursement and Reporting

Financial Accountability: The Implementing Partner shall be responsible for ensuring that the allocated resources for the Annual Work Plan are utilized effectively in funding the envisaged activities. It shall have a tracking system that it will maintain records and controls for the purpose of ensuring the accuracy and reliability of the Annual Work Plan's financial information. The tracking system in place shall ensure that envisaged disbursements are within the approved budgets. The tracking system shall track the disbursements and the

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commitments besides capturing expenditure records through direct payments and support services made by UNDP on behalf of the Implementing Partner.

Cash Transfer (NEX Advance) modality: UNDP country office will preferably apply Direct Payment as the Cash Transfer modality i.e UNDP will make payment to third party service providers on behalf of the Ministry of Finance and Development Planning (MFDP) in the absence of an appropriate risk rating. Direct Cash Transfer (NEX Advances) will be given exceptionally according to the AWP activities, from which funds MFDP will incur expenditures. At the end of each quarter (calendar), replenishment of NEX advances will be granted by the UNDP upon submission of the financial report of the prior quarter expenditures. The harmonized financial tool i.e. the Funding Authorization and Certificate of Expenditure (FACE) will be used as the financial reporting and request instrument. UNDP financial rules and regulations will apply on NEX Advance management, i.e. 80% of all previous outstanding NEX Advance/s made to the MFDP under all UNDP programs/projects must be accounted for with auditable supporting documents before the next NEX Advance is made to the MFDP.

Efforts will be taken by the UNDP Country Office to avoid the occurrence of similar problems from the past whereby the IPs were unable to report the expenditures incurred from the Cash Advances, resulting in un-liquidated advances that remained long outstanding in the UNDP books and became subject of critical comments from both external and internal audit. Effective Quality Control will be placed for payments of Advances. Any advance that is not liquidated two weeks following the submission deadline will result in the suspension of the Advance modality application to the IP and payments will be effected on the basis of direct payment requests until such time that the outstanding advance is liquidated and the corresponding financial report is submitted.

Direct payments: As agreed and reflected in the AWP, UNDP country office shall make direct payments to third parties/vendors for services procured by the Implementing Partner in accordance with the Annual Work Plan. Funds will be disbursed to vendors or third parties for obligations incurred by the MFDP on the basis of requests signed by the designated official of the MFDP. At the request of MFDP, Direct payments will also be made to vendors or third parties for obligations incurred by UNDP as support services of activities agreed with MFDP. The Minister of Finance and Development Planning or a designated official will sign the request for direct payment. For UNDP to procure the goods and services included in the AWP, MFDP will draft the technical specifications for goods and the terms of reference for the services to be procured. Documentation of payment by the Country Office



must be made available to the MFDP. A register for such requests shall be maintained to facilitate follow-up.

Agency Implementation – UNDP as a Responsible Party conducts expenditure from requisition through to disbursement with no cash being transferred to the implementing partner. However, the implementing partner has full programmatic control and so full control over expenditures – refer to Letter of Agreement between UNDP and the Government of Liberia for the Provision of Support Services.

Cost recovery: The cost of the support services provided by UNDP CO will be recovered from the program according to the Direct Project Cost (DPCs) guidelines based on the Blanket Letter of Agreement signed between the formal MPEA and UNDP on the provision of support services, copy attached as annex.

Financial Reporting: UNDP at the end of the month will submit to the MFDP a detailed expenditure report generated from UNDP Global Integrated System (Atlas) for all program transactions and supporting documents can be availed when necessary. The MFDP should verify the disbursements and revert to UNDP for any correction to be made for any erroneous transaction. On quarterly basis, UNDP will submit to the MFDP the Combined Delivery Report (CDR) for verification and signature as a true record of quarterly expenditure report.

Fiduciary Compliance: In managing the Annual Work Plan resources, the MFDP has fiduciary and compliance responsibilities to UNDP. It also has compliance responsibility for UNDP's reporting procedures. On the other hand, UNDP CO has the overall fiduciary responsibility for UNDP funded programs and projects.

Procurement of Goods and Services: Liberia's Government established rules and procedures governing procurement may be used when Government procures, as long as it does not contravene UNDP's rules and procedures. However, UNDP must be informed of procurement processes within the MFDP and when necessary UNDP must be represented in procurement committees that are held to evaluate quotations and bid offers for technically complex or big procurements.

Ownership of equipment, supplies and other properties financed from the UNDP funding shall be considered as UNDP's, unless title is transferred on purchase. Matters relating to

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the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

The Audit Requirements: The project shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP. Should the biennial Audit Report of the Board of Auditors of UNDP to its governing body contain observations relevant to the project, such information shall be made available to the Donors.

The project must be audited once in its lifetime. The objective of the audit is to provide the United Nations Development Program Administrator with the assurance that United Nations Development Program resources are being managed in accordance with the financial regulations, rules, practices and procedures for the project the annual work plan activities, management and implementation arrangements, monitoring evaluation and reporting provisions and the requirements for implementation in the areas of management, administration and finance.

The United Nations Development Programme will audit the program by sub-contracting private auditors to carry out the audit exercise. The Responsible Parties will ensure that final accounts of the year under audit are submitted to United Nations Development Programme by the end of January of the following year.

Thus an audit of this project must confirm and certify that:

- i. Disbursements are made in accordance with the Annual Work Plan;
- ii. Disbursements are valid and supported by adequate documentation;
- iii. An appropriate system for internal control is maintained by the Implementing Partner and can be relied upon;
- iv. Annual Work Plan financial reports are fair and accurately presented;
- v. The Annual Work Plan monitoring and evaluations reports are prepared as required;
- vi. Annual Work Plan disbursements are duly verified by the implementing partner and
- vii. The procurement, use control and disposal of non-expendable equipment's are in accordance with Government or UNDP requirement.

The United Nations Development Programme takes the responsibility to audit the project. A reputable firm sub-contracted by UNDP will conduct the audit. Funds for audit expenses are budgeted within the Annual Work Plan. In the event of such an audit, the Implementing

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Partner will ensure that auditors are given all records and information that they will need to perform a meaning full performance audit.

It is the responsibility of the MFDP to ensure that all audit observations are attended adequately. The MFDP may include the activities of this program in the normal audit for their use. UNDP activities for procurement of goods and services shall be subjected exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

Monitoring Framework and Evaluation

Tracking of the achievement of benchmarks/indicators for each activity will monitor the performance of the Program. Monitoring of specific Program activities will be the responsibility of the MFDP. The aim will be to provide timely information about the progress, or lack thereof, in the production of the outputs and achievement of the Program objectives. Monitoring and evaluation will be undertaken in accordance with standard UNDP policy (http://stone.undp.org/undpweb/eo/evalnet/docstore3/yellowbook/documents/full_draft.pdf). MFDP will produce quarterly progress and financial reports according to standard UNDP procedures and format, and/or as required by the UNDP Country Office, formats refer to the National Implementation (NIM) Toolkit.

The mechanisms that will be used to monitor the Program will include:

- I. Quarterly progress reports, including also both technical and financial information, prepared by the Implementing Partner; the format of the report shall follow UNDP standards;
- II. Annual progress report, including also both technical and financial information, prepared by the Implementing Partner at the end of the year; the format of the report shall follow UNDP standards;
- III. Final report including also both technical and financial information, prepared by the Implementing Partner at the end of the year; the format of the report shall follow UNDP standards;
- IV. Field visits undertaken jointly by Implementing Partner and United Nations Development Programme.

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- V. An evaluation of the activities implemented under the program may be carried out as part of the Outcome Evaluation during the program cycle.

RISKS

Risks identified under this project include:

- A non-functioning Program Board can affect the effective implementation of AWP;
- Lack of consolidated M&E plan of all UNDP programs and earmarked resources to conduct monitoring and field visits may affect effective oversight role of MFDP as Government Coordinating Agency;
- Non submission on a timely basis of AWP progress/status reports;

Mitigating Factor(s):

- Timely establishment of Project Board members
- Develop and implement a composite monitoring and evaluation plan;
- Tying additional release of funds to the receipt of reports

LEGAL CONTEXT

The country programme document 2013 – 2017 (CPD) and respective multi-year programs shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Liberia and the United Nations Development Programme, signed by the parties on 27 April 1977. Revisions may be made to this project with the signature of the UNDP Resident Representative only, provided he or she is assured the other signatory of the project have no objection to the proposed changes, in the case of revisions which do not involve significant changes in the immediate objectives, output or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation.

PUBLICITY AND PUBLICATIONS

Unless UNDP requests or agrees otherwise, the Implementing Partner and other collaborating parties shall take all appropriate measures to publicize the fact that the project has been funded by UNDP. Information given to the press, project beneficiaries, all related publicity materials, official notices, reports and publications, shall acknowledge that

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the activity was carried out with funding from the UNDP, and shall display in an acceptable way the UNDP logo. In addition, all publications must be reviewed by UNDP before publication, and shall bear the appropriate UNDP disclaimer.

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Annual Work Plan - Strengthening National Capacities for Development Effectiveness (C4DE) Programme

Year: 2015

<p>Related CP outcome: Inclusive Governance and Public Institutions 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</p>										
EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			Amount
		Q1	Q2	Q3	Q4		Funding Source	Cash Transfer Modality	Budget Description	
<p>Output 1: GoL capacity to design, manage, implement development program/project improved</p> <p>Indicator 1.1: Rate of financial reporting requirement compliance.</p> <p>Baseline: (2014) Gaps identified in micro-assessment for program implementation, financial reporting and procurement capacities of 40 MACs.</p> <p>Target: Zero (0) rejected FACE forms</p> <p>Indicator 1.2: # of Finance staff enrolled for accounting certification with 25% women representation</p>										
<p>Activity Result 1.1: NIM Functional Areas capacities improved</p>										
	Action 1.1.1: Facilitate trainings for MACs on national implementation modality (NIM) for project planning, implementation and monitoring					MFDP	UNDP	DP	Contractual services	5,000
	Action 1.1.2: Coordinate programme management meetings including , Mid-year and end-year Program outcome board meetings and retreat to facilitate National Execution to enhance AWP implementation					UNDP	UNDP	DP	Contractual services	11,000
	Action 1.1.3: Organize quarterly compliance monitoring & reporting on					IAA	UNDP	DP	Contractual services	10,000

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<p>Baseline: (2014) 36 MACs Finance Staff started training on ATSWA/CPA at LIPA coordinated by LICPA</p> <p>Target: 15 Finance Staff</p>	<p>implementation of post NIM Audit recommendations for MACs</p> <p>Action 1.1.4: Conduct Hands-on, coaching and mentoring on procurement business processes for MACs</p>	<p>PPCC</p> <p>UNDP</p> <p>DP</p>	<p>Training materials</p> <p>45,000</p>	
<p>Activity Result 1.2: Certification on Finance and Procurement</p>				
<p>Indicator 1.3: # of MACs Procurement staff undertake hands-on training and CIPS Level 2 certification with 25% women representation</p> <p>Baseline: (2014) Gaps identified in micro-assessment for procurement certification capacities of 40 MACs.</p> <p>Target: 25 procurement staff</p>	<p>Action 1.2.1: Organize training of MACs finance staff on ATSWA/CPA at LIPA</p> <p>Action 1.2.2: Organize training of MAC Procurement staff on CIPS2 by PSO</p>	<p>LIPA</p> <p>UNDP</p> <p>DP</p> <p>PPCC</p> <p>UNDP</p> <p>DP</p>	<p>Contractual services</p> <p>20,000</p> <p>Contractual services</p> <p>20,000</p>	
<p>Activity Result 1.3: MACs capacity to develop, monitor and report on sector and national projects enhanced</p>				
<p>Indicator 1.4: Online M&E national database portal # of M&E plans # of M&E reports uploaded on database # of sector projects</p> <p>Baseline: (2013) MACs M&E capacity limited and 32 MACs M&E assessed. No</p>	<p>Action 1.3.1: Finalize National Key Indicators</p> <p>Action 1.3.2: conduct training for MACs on NKIs, develop M&E plans and design GOL projects</p> <p>Action 1.3.3: Organize and conduct stakeholders meetings to finalize revised ATT M&E Plan and National M&E capacity building plan</p>	<p>MFD</p> <p>UNDP</p> <p>DCT</p> <p>MFD</p> <p>UNDP</p> <p>DCT</p> <p>MFD</p> <p>UNDP</p> <p>DCT</p>	<p>Contractual services</p> <p>5,000</p> <p>Contractual services</p> <p>15,000</p> <p>Workshops Catering</p> <p>10,000</p>	

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<p><i>organized means of reporting</i></p> <p>Target: M&E national database portal 15 M&E Plan 30 M&E reports 10 sector projects</p>	<p>Action: 1.3.4: Print and distribute revised AFT M&E Plan and National M&E capacity building plan</p>					3,000
<p>Indicator: 1.5: # of M&E manuals printed and distributed</p> <p>Baseline: (2013) Draft M&E and capacity building plans developed</p> <p>Targets: 150 Manuals</p>	<p>Action 1.3.5: Develop M&E national database portal & online registration system through MFDP web-based portal</p>				Local Consultancy - contractual services	25,000
<p>Activity Result 1.4: MACs Financial Management Risk rating and training needs identified</p>						
<p>Indicator 1.6: Curriculum on short-term National Implementation (NIM) training developed</p> <p>Baseline: (2014) NIM Toolkit produced and NIM trainings workshops held, for sustainability, NIM training needs to be institutionalized through LIPA</p> <p>Target: 1 NIM training curriculum and training modules</p>	<p>Action 1.4.1: Conduct micro assessment</p>				Local Consultancy - Contractual services	3,000
<p>Indicator 1.6: Curriculum on short-term National Implementation (NIM) training developed</p> <p>Baseline: (2014) NIM Toolkit produced and NIM trainings workshops held, for sustainability, NIM training needs to be institutionalized through LIPA</p> <p>Target: 1 NIM training curriculum and training modules</p>	<p>Action: 1.4.2: Disseminate micro assessment findings and assist MACs develop action plans on addressing capacity gaps</p>				Workshop, catering	5,000
<p>Activity Result 1.5: Transitioning of NIM Training to LIPA significantly advanced</p>						
<p>Indicator 1.6: Curriculum on short-term National Implementation (NIM) training developed</p> <p>Baseline: (2014) NIM Toolkit produced and NIM trainings workshops held, for sustainability, NIM training needs to be institutionalized through LIPA</p> <p>Target: 1 NIM training curriculum and training modules</p>	<p>Action: 1.5.1: Develop NIM training curriculum and training modules of the functional areas</p>				Workshop 75700	10,000
<p>Indicator 1.6: Curriculum on short-term National Implementation (NIM) training developed</p> <p>Baseline: (2014) NIM Toolkit produced and NIM trainings workshops held, for sustainability, NIM training needs to be institutionalized through LIPA</p> <p>Target: 1 NIM training curriculum and training modules</p>	<p>Action: 1.5.2: Conduct Stakeholder engagement to vet the curriculum and training modules</p>				Conference 75700	5,000
<p>Total Output 1</p>						

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Activity Result 2.1: Well-coordinated AFT meetings									
Output 2: Institutional mechanisms for implementation of AFT strengthened Indicator 2.1: % of projects completed aligned to AFT Baseline: (2014) 50 percent Targets: 80 percent Indicator 2.2: # of Private sector constituency engagement meetings # of civil society constituency engagement meetings Baseline: (2013) 1 private sector engagement meeting held Targets: 3 Private sector meetings 2 Civil society meetings Indicator:2.3 National NGO Policy Baseline:	Action 2.1.1: Organize LDA Steering Committee Meetings	MFDP	UNDP	DCT	Conference Facilities, caterings 75700	10,000			
	Action 2.1.2: Organize GoL- Donor Platform Coordination meetings	MFDP	UNDP	DCT	Conference facilities, Catering – Contractual services	10,000			
	Action 2.1.3: Organize pillar & sector meetings at national level	MFDP	UNDP	DCT	Conference facilities, Catering	10,000			
	Action 2.1.4: Engage private sector and civil society on AFT implementation	MFDP	UNDP	DCT	Meetings	5,000			
Activity Result 2.2: Mid-term and annual AFT reviews held									
	Action 2.2.1: Conduct midterm review of AFT in line with Liberia Economic Stabilization and economic Recovery Plan; Hold One cabinet retreat on the implementation of the AFT	MFDP	UNDP	DCT	Contractual services	20,000			

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Total Output 2										188,000
Activity Result 3.1: Liberia New Deal Compact functional										
Output 3: GoL capacity to implement, monitor and report on progress towards the New Deal commitment strengthened Indicator:3.1 New deal Compact Baseline: (2014) No new Deal Compact in place Target: 1 New Deal Compact 100 copies of New Deal Compact document	Action 3.1.1: Hire international consultants to develop Liberia new Deal Compact and M&E framework	UNDP	UNDP/BCPR	DP	International consultants	30,000				
	Action 3.1.2: Organize a stakeholder meeting to Validate New Deal Compact	UNDP	UNDP/BCPR	DP	Workshop	6,000				
	Action 3.1.3: Publish Liberia New Deal Compact	UNDP	UNDP/BCPR	DP	Publish Contractual Services	4,000				
	Action 3.1.4: Hold development dialogue on the result of the use of country systems inventory	UNDP	UNDP/BCPR	DP	Workshop Contractual Services	10,000				
	Action 3.1.5: Print and disseminate the report of the use of country systems	UNDP	UNDP/BCPR	Agency	Print Contractual Services	10,000				
Total Output 3										60,000
Activity Result 4.1: MFDP Operationalized										
Output 4: Institutional development of the new MFDP & LRA strengthened Indicator 4.1: # of staff with technical skills in respective functional area Baseline: (2014) New functional areas for hired Directors and Assistant	Action 4.1.1: Conduct subject matter specific trainings	LIPA	UNDP	DP	Training materials, venue	10,000				
	Action 4.1.2: Organize study tour for MFDP new officers	UNDP	UNDP	DP	Travel	40,000				
	Action 4.1.4: Hire short term	UNDP	UNDP	DP	International	25,000				

Directors under the newly created LRA and MFDP	subject matter experts								Consultants	
Targets: 30 Directors 45 Assistant Directors	Action 4.1.5: Organize validation of the MFDP 3 year strategic plan		MFDP	UNDP	DP				Contractual Services	5,000
Indicator 4.2: # of LRA Medium Term (3-5 years) IT Strategy developed and being adhere to	Activity Result 4.2: Residual capacity support to LRA provided and Data Centre fully established and operational									
# of servers for Data Center being constructed at LRA HQ	Action 4.2.1: Facilitate establishment and operationalization of the LRA data center		UNDP	UNDP	Agency				Contractual Services	100,000
# of industrial copiers to effectuate enhanced IT service delivery	Activity Result 4.3: Enhanced Policy Support for Institutional Change Management of the LRA and Efficiency of the Tax Collection System									
# of vehicle to facilitate mobility of IT team between HQ, sector ministries and Tax and Customs Business Offices	Action: 4.3.1: Conduct Tax Gap analysis		UNDP	UNDP	Agency				Contractual Services	18,000
Baseline: (2014) No IT strategy in place; Data center under construction by UNDP; It team currently has one vehicle	Action 4.3.2: Develop an Enterprise, Fraud and Risk management strategy		UNDP	UNDP	Agency				Contractual Services	20,000
	Action: 4.3.3: Conduct feasibility Study of the establishment of the Real Estate Cadastre		UNDP	UNDP	Agency				Contractual Services	20,000
Targets: LRA Medium Term (3-5 years) IT Strategy 2 servers for Data Center 2 industrial 1 vehicle	Total Output 4									238,000
Output 5: Capacity for evidence – based policy analysis, research studies	Activity Result 5.1: Strengthened national strategy for the development statistics for evidence based policy analysis and formulation									



and statistical development enhanced

Indicator 5.1:

Social-economic report

Baseline: (2014) Social-economic data is available but needs to be updated

Target:

1 Social –economic report

Indicator 5.2:

Economic Journals published

Baseline: (2014) Economic papers are written but no regular economic journals produced

NHDR

Targets:

2 Economic journals

Action 5.1.1: Conduct data collection for social-economic surveillance (HIES)									DP	Contractual services	32,000
Action 5.1.2: Launch, print and conduct dialogue on 2014 National MDGs Report									DP	Workshops/trainings/publication	58,000
Action 5.1.3: Prepare NHDR report under the theme "Enhancing the Management of Extractives as enablers of Liberia's Development Agenda"										International consultant – 71200	60,000
									DP	Local Consultants 71300	18,000
										Stakeholder engagement - 75700	22,000
Action 5.1.4: Print and launch "Innovative Approaches and Coping mechanisms to the Ebola Virus Disease in Liberia" document									Agency	Contractual service	10,000
Action 5.1.5: Hold 4 quarterly development dialogue forums									Agency	Conference and workshops	20,000
Action 5.1.6: Conduct one analytical forums									Agency	Conference and workshops	25,000
Activity Result 5.2: Provide support for strategic policy studies											



	Action 5.2.1: Conduct Fiscal space studies and social – economic impact analyses					UNDP	UNDP	Agency	Contractual service	48,000
	Total Output 5									293,000
	Activity Result 6.1: Programme Communications and Partnership									
Output 6: Project Management, Partnerships, communications and monitoring Indicators: # of “special media platforms supported # of communication and knowledge products produced and disseminated # of Media stories # of quarterly progress reports Annual report Baselines: 1. Limited publicity of UNDP’s contribution to development (source: ADR report) 2. Draft partnership and communication strategy in place	Action 6.1.1: Develop one visually stimulating documentary on GoL/UNDP funded projects					UNDP	UNDP	DP	Contractual services	6,000
	Action 6.1.2: Organize training and Award ceremony for media					UNDP	UNDP	DP	Contractual services	5,000
	Action 6.1.3: Procure GoL/UNDP programme branding materials including knowledge products					UNDP	UNDP	DP	Contractual services	10,000
	Activity Result 6.2: Project management									
	Action 6.2.1: UNDP Project Staff (International and National)					UNDP	UNDP	DP	Individual Contracts	290,000
	Action 6.2.2: Policy Analyst New Deal					UNDP	UNDP/BCPR	Agency	Staff costs – 71400	42,000
	Action 6.2.3: Procure office equipment and office equipment maintenance					MFDP	UNDP	DP	Contractual services	12,000
	Action 6.2.4: Operational costs – Vehicle maintenance					MFDP	UNDP	DCT	Contractual Services	15,000
	Action 6.2.5: Operational costs – office supplies					UNDP	UNDP	DP	Supplies	12,000
	Action 6.2.6: M&E					MFDP	UNDP	DP	Travel - 71600	15,000

	Action 6.2.7: NIM Audit										32,000
								UNDP	UNDP	Agency	Consultancy
	Action 6.2.8: Miscellaneous										10,000
							UNDP	UNDP	Agency	Misc - 74500	
Total Output 6											
449,000											
PROJECT TOTAL – UNDP TRAC & BCPR											
1,420,000											

Annexes:

Annex 1: Project Staff

ANNEX 1: Project staff cost

	Name of Position	International/National	Status	Number of Months	Proforma Cost
1	International Technical Specialist (P3)	International	In post	12	224,000
2	New Deal Analyst - NOB	National	In post	12	42,000
3	Programme Finance & Admin. Assistant (SC6) (UNDP)	National	In post	12	18,000
4	Driver (SC2) - Technical Specialist	National	In post	12	8,000
5	Driver - (SC2) Economic Advisor	National	In post	12	8,000
	Total				300,000



**Blanket Letter of Agreement between UNDP and the Government of
Liberia for the Provision of Support Services under the 2013-2017
GOL/UNDP Country Programme Programmes/Projects**

Dear Hon. Konneh,

1. Reference is made to consultations between Officials of the Government of *Liberia* (hereinafter referred to as "the Government") and Officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the following programme support documents:-

- Support to Electoral Reform Programme;
- Decentralization and Support to the Legislature ; Programme
- Support to Constitutional Reform Programme;
- Justice, Security and Rule of Law Programme;
- Peace Consolidation and National Reconciliation Programme;
- Statistics, National Accounts and Aid Management Programme;
- Private Sector Development Programme;
- Energy and Environment Programme;
- Promoting integrity, Oversight, accountability Programme;
- Support to Government of Liberia for National Implementation Project; as described below.

2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.

3. The UNDP country office will provide as agreed within the respective programmes, and at the request of the designated Implementing Partners, the following support services for the activities of the programmes:

- a. Identification and /or recruitment of project personnel and consultants
- b. Identification and facilitation of training activities
- c. Procurement of goods and services.
- d. Backstopping and initiating, defining, running and closing of projects
- e. Conducting M&E activities, as while as facilitating Implementing Partners
(P) capacity assessments and audits.

4. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the programme support document or project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a programme or project, the annex to the programme support document or project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.

5. The relevant provisions of the *Standard Basic Assistance Agreement (SBAA) signed between Government of Liberia and UNDP and on 27 April 1977* (the "SBAA"), including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed programmes through its designated Implementing Partners. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document

6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions, Article XII of the SBAA.


7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the programme support document or project document.

8. The UNDP country office shall submit quarterly progress reports on the support services provided to the Government of Liberia.

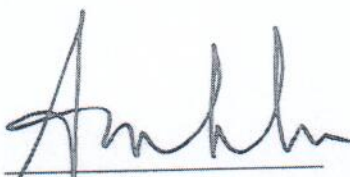
9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

8. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between UNDP and the Government of Liberia on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

Yours sincerely,

 28/2/13

Signed on behalf of UNDP
Dominic sam
Country Director



26/04/2013

For the Government
Hon. Amara Konneh
Acting Minister
Ministry of Planning and Economic Affairs

Attachment

DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between Ministry of Planning and Economic Affairs (MoPEA), the institution designated by the Government of Liberia and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed programmes under the 2013 – 2017 GOL/UNDP Country Programme. The analysis of these activities covers the amount of time and human resources undertaken to process these transactions. A charge of 3% on expenditures incurred would justify processing of implementing partners transactions according to the UNDP Global policy on cost recovery. This fee, the Implementing Support Services (ISS) from UNDP programming guidelines, forms part of programme/project implementation and its an integral part of programme/project costs.

2. In accordance with the provisions of the letter of agreement signed on 28 February 2013 and the programme support document 10 programmes, the UNDP country office shall provide support services for the Programme as described below.

Support Services	Schedule for the Provision of the Support Services	Cost to UNDP of providing such Support Services	Amount and Method of Reimbursement of UNDP
1. Identification and /or recruitment of project personnel and consultants including payments, disbursements and other related transactions	As agreed in the Annual Workplan (AWP)s from inception to closure of the project	Implementation Support Services (ISS)	3% of expenditures incurred
2. Identification and facilitation of training activities, conferences, and workshops including fellowships	As agreed in the Annual Workplan (AWP)s from inception to closure of the project	Implementation Support Services (ISS)	
3. Procurement of goods and services and disposal/sale of equipment	As agreed in the Annual Workplan (AWP)s from inception to closure of the project	Implementation Support Services (ISS)	
4. Travel, visa requests, ticketing, shipment, clearance, vehicle registration and accreditation	As agreed in the Annual Workplan (AWP)s from inception to closure of the project	Implementation Support Services (ISS)	

3. Description of Functions and Responsibilities involved:

The management of programmes is under national implementation modality, meaning that the programmes are managed and implemented by the Government Line Ministries and Agencies as the Implementing Partners.

3.1 Managerial Function and Responsibilities of the Implementing Partners:

- 3.1.1 Ensure expected results from the project are achieved.
- 3.1.2 Ensure that the outputs are produced through effective process management and use of UNDP funds.
- 3.1.3 Submit quarterly progress reports to UNDP.
- 3.1.4 Ensure provision of in-kind contribution at Central Government.
- 3.1.5 In collaboration with UNDP arrange and manage Quarterly Board and Annual programme review meetings.
- 3.1.6 Maintain an up-to-date inventory of equipment acquired and disposed of.

3.2 Financial Functions and Responsibilities of the Implementing Partners

- 3.2.3 Verify that disbursements do not exceed the available funds or the amount allocated to each approved Activity.
- 3.2.2 Review and approve of Combined Delivery Reports (CDR) submitted quarterly by UNDP.
- 3.2.3 Ensure audit of the programme is done at least once during implementation

3.3 Managerial Functions and Responsibilities of UNDP:

- 3.3.4 Arrange review meetings chaired by the Minister, Ministry of Planning and Economic Affairs or his/her representative.
- 3.3.2 Prepare review meeting report within two weeks of the meeting.
- 3.3.3 Monitor progress of the project
- 3.3.4 Arrange for outcome/programme evaluation in consultation with MoPEA

3.4 Financial Functions and Responsibilities of UNDP:

- 3.4.1 Process direct payments related to project expenditure in accordance with the programme/AWPs activities
- 3.4.2 Provide Government partners with financial up-dates, including the CDRs on quarterly basis.
- 3.4.3 Monitor budget and ensure that it is kept up-to-date.
- 3.4.4 Prepare and sign annual mandatory budget revisions in close consultation with Government.



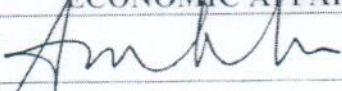

Empowered lives.
Resilient nations.

SERVICE LEVEL AGREEMENT
BETWEEN
THE UNITED NATIONS DEVELOPMENT PROGRAMME
AND
THE MINISTRY OF PLANNING & ECONOMIC AFFAIRS, on behalf of The Strengthening Government's Capacity (DIM-NIM) Programme

1. The United Nations Development Programme ("UNDP") and THE MINISTRY OF PLANNING & ECONOMIC AFFAIRS, Republic of Liberia] ('MPEA'), on behalf of The Strengthening Government's Capacity (DIM-NIM) Programme or the ("Client") entered into a corporate framework agreement/memorandum of understanding (the "Corporate Agreement") for the provision of services on a cost recovery basis, dated September 1, 2013.
2. UNDP, through the UNDP Liberia Country Office, agrees to provide services to the Client in accordance with the Corporate Agreement and this Service Level Agreement (the "SLA").
3. The purpose of this SLA is to establish the terms and conditions for the provision of services to the Client by UNDP. The services under this SLA may be provided in the following areas: (a) human resources services; (b) general administrative services; (c) financial services; (d) procurement services; and (e) information, communication and technology services.
4. The Client shall request a service or services by means of sending [a formal letter, and the relevant inputs/annexes identified in Annex I or Agency Service Request Form as Annex I-b attached hereto, to Mr. Cleophas Torori, Deputy Country Director/Programme, UNDP-Liberia.
5. **Cost recovery.** The Client shall reimburse UNDP the costs incurred in connection with the services rendered under this SLA as per the prevailing Direct Project Cost List for standard services and the Local Price List for ad hoc/non-standard services (attached as Annex II). Fees and turn-around time are subject to revision by UNDP in case the actual occurrence of requests varies by 25% in either direction of the anticipated occurrences during the corresponding period of time as specified in Annex I (Detailed Breakdown of Services and Service Conditions).
6. **Reporting and payment of service fees.** UNDP shall report back to the Client on the services provided on a quarterly basis. Fees will be charged upon services rendered, following the aforementioned report.

7. **Service delivery principles.** UNDP shall provide consistent and reliable services to the Client in accordance with applicable UNDP regulations, rules, policies and procedures. Approaches and solutions shall be developed and offered in consideration of the environment in which the Client operates, as well as the Client's needs and UNDP capabilities.
8. **Beneficiary of services/Client's responsibility.** All services provided by UNDP are for the exclusive benefit of the Client, including any resulting title and/or other property rights, unless agreed otherwise. In addition to cost recovery under paragraph 5, above, the Client shall be fully responsible for any damage, loss and/or liability incurred (including with respect to the management, defense and settlement of any claims) in connection with the services and any contracts concluded thereunder, except when arising from UNDP's gross negligence or willful misconduct.
9. **Performance monitoring and quality assurance.** A survey will be conducted by UNDP annually to collect feedback from the Client and the relevant UNDP personnel in order to (i) measure timeliness, quality and responsiveness of the services provided by UNDP, as well as the timeliness and quality of the Client's requests; (ii) identify the Client's evolving needs, and (iii) identify bottlenecks and other obstacles.
10. **Amendment.** This SLA may be modified at any time by mutual written agreement of UNDP and the Client. Annex I is a working tool and it is subject to periodic review and revision by UNDP and the Client.
11. **Term of the SLA.** This SLA shall become effective on September 1, 2013. It will remain in effect until terminated by UNDP or the Client. A 14-day written notice is required for the termination to take effect.

ACCEPTED AND AGREED:

For THE MINISTRY OF PLANNING & ECONOMIC AFFAIRS:	For UNDP: Kamil K. Kamaluddeen Country Director
Name: 	Name: 
Title: Acting Minister	Title:
Date: 18/3/14	Date: 25/11/13

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Annex I: DETAILED BREAKDOWN OF SERVICES AND SERVICE CONDITIONS UNDER THE SERVICE LEVEL AGREEMENT

BETWEEN THE UNITED NATIONS DEVELOPMENT PROGRAMME AND [full name of UN entity]

*The chart below is indicative and for reference purposes only. UNDP Business Units must review and adapt the Annex depending on the local context.

Service area [specify area]	Service description	Inputs required	Anticipated occurrence	UNDP turnaround time	UNDP focal point
Human Resources	<p>[provide detailed description of service corresponding to description in Universal Price List/Local Price List, and annex any relevant forms and/or templates]</p> <p>FIXED-TERM (1st year) Staff recruitment package (per person) - Advertising (20%) - Short-listing (40%) - Interviewing (40%) Staff HR benefits administration and management (per person) Recurrent personnel management services: staff payroll, banking administration and management (person/year) - Payroll validation, disbursement (35%) - Performance evaluation (30%) - Extension, promotion, entitlements (30%) - Leave monitoring (5%)</p> <p>FIXED-TERM (subsequent year) Recurrent personnel management services: staff payroll, banking administration and management (person/year) - Payroll validation, disbursement (35%) - Performance evaluation (30%) - Extension, promotion, entitlements (30%) - Leave monitoring (5%)</p> <p>TEMPORARY APPOINTMENT Recruitment package (per person) - Advertising (20%) - Short-listing (40%) - Interviewing (40%) Staff HR benefits administration and</p>	<p>[specify inputs and annexes required such as the Terms of Reference, etc]</p>	<p>[specify number of anticipated requests for this service per week, month or year]</p>	<p>[specify the time the Business Unit will take to deliver specific service upon receipt of request]</p>	<p>[specify Business Unit's focal point for delivery of the service]</p>

Service area	Service description	Inputs required	Anticipated occurrence	UNDP turnaround time	UNDP focal point
	management (per person) Recurrent personnel management services: staff payroll, banking administration and management (person/year) - Payroll validation, disbursement (35%) - Performance evaluation (30%) - Extension, promotion, entitlements (30%) - Leave monitoring (5%)				
	SERVICE CONTRACT (1st year) Recruitment package (per person) - Advertising (20%) - Short-listing (40%) - Interviewing (40%) Contract issuance Recurring PO created in Atlas (per person)				
	Recurrent personnel management services: staff payroll, banking administration and management (person/year) - Payroll validation, disbursement (35%) - Performance evaluation (30%) - Extension, promotion, entitlements (30%) - Leave monitoring (5%)				
	Create express PO in Atlas (per PO) Payment of monthly salary (by Finance) (per payment)				
	SERVICE CONTRACTS (subsequent year) Recurring PO for extended period created in Atlas (per PO)				
	Recurrent personnel management services: staff payroll, banking administration and management (person/year) - Payroll validation, disbursement (35%) - Performance evaluation (30%) - Extension, promotion, entitlements (30%) - Leave monitoring (5%)				
	Create express PO in Atlas (per PO) Payment of monthly salary (by Finance) (per payment)				
	OTHER HR Fellowship package (per participant)				

Service area	Service description	Inputs required	Anticipated occurrence	UNDP turnaround time	UNDP focal point
General administrative services	ACCREDITATION AND IDs				
	Issue/Renew IDs (per UN LP, UN ID, etc)				
	Stay permit / expatriate ID (per unit)				
	Local driver's license (full process, per unit)				
	Accreditation with government (per unit)				
	Vehicle registration (full process, excluding license fees, per unit)				
	Visa request (excluding government fee, per unit)				
	Visa extension (excluding government fee, per unit)				
	Re-entry visa issuance (excl. govt. fee, per unit)				
	Non-immigrant visa authorization (per unit)				
	Visa upon arrival (excluding government fee, per unit)				
	Ground Pass (per unit)				
	Diplomatic ID card (per unit)				
	Report staff arrival / extension / departure (per unit)				
	TRAVEL				
	Air travel ticket issuance (booking, purchase, per person)				
	Issuance of Travel Authorization PT8 (per person)				
	Hotel reservation (per person)				
	TRANSPORT AND LOGISTICS				
	Vehicle registration and tax exemption (per unit)				
	Car maintenance (per unit)				
	Tax rebate for gasoline consumption (per unit)				
	Vehicle transfer – buying excluding vehicle registration (per unit)				
Vehicle transfer – disposal (per unit)					
Insurance of personal effects (per case)					
Import customs clearance – vehicles (per unit)					
Hotel reservation for incoming travellers (per person)					
Event / conference arrangement (per event)					
Logistic arrangements for event - transport,					

Service area	Service description	Inputs required	Anticipated occurrence	UNDP turnaround time	UNDP focal point
	equipment rental, translation services (per case)				
	Disposal of non-expendable property (below US\$2,500, per unit)				
	Disposal of non-expendable property (above US\$2,500, per unit)				
	Facilitation for import car registration (per unit)				
	Import customs clearance - non-vehicles (per unit)				
	Export shipment (per unit)				
	VAT exemption certificate (per unit)				
	REGISTRY				
	Incoming correspondence and mail (per item)				
	Incoming fax message (per item)				
	Outgoing mail (per item)				
	Incoming pouch (per item)				
	Outgoing pouch (per item)				
	Messenger / courier services (per item)				
Procurement	(LOW VALUE) PROCUREMENT PROCESS (not involving CAP, below US\$30,000) (per PO)				
	- Identification and selection (50%)				
	- Contracting / Issue purchase order (25%)				
	- Follow-up (25%)				
	PROCUREMENT PROCESS (involving CAP and/or ITB, RFP requirements, above US\$30,000) (per PO)				
	- Identification and selection (50%)				
	- Contracting / Issue purchase order (25%)				
	- Follow-up (25%)				
	RECRUITMENT OF CONSULTANTS (1st contract period)				
	Consultant recruitment (per person)				
	- Advertising (20%)				
	- Short-listing and selection (40%)				
	- Contract issuance (40%)				
	Create express PO in Atlas (per PO)				
	Payment of consultant's fee (by Finance, per payment)				
	RECRUITMENT OF CONSULTANTS (subsequent contract period)				

Service area	Service description	Inputs required	Anticipated occurrence	UNDP turnaround time	UNDP focal point
Finance	- Contract renewal (per contract)				
	- Create express PO in Atlas (per PO)				
	- Payment of consultant's fee (by Finance, per payment)				
	Payment to vendors and staff (per transaction)				
	- Issue check only (Atlas agencies only)				
	- Vendor profile only (Atlas agencies only)				
	F10 settlement (per transaction)				
	Overtime payments (per transaction)				
	AR management process: create/apply receivable pending item, record deposit item (per individual transaction)				
	Journal Voucher or General Ledger Journal Entry (GL JE) (per transaction)				
Information Technology	Servers and network maintenance (per quarter)				
	Website hosting – set up (one time, per item)				
	Website hosting – maintenance (per year)				
	Internet service charges per workstation (per month)				
	ICT consultation (per minute)				
	LCD projector rental (per day)				
	Laser printer rental (per day)				
	Computer notebook rental (per day)				
	Email service charge per workstation (per month)				
	ICT support cost ¹ (per month)				
Off-site ICT support (per hour)					

¹ Fixed cost per month, reflecting the costs of technical support (on-site & by phone), installation of PC/printer, VDO conference set-up, LCD projector set-up for presentations, swapping PCs, setting-up new e-mail account, and ICT equipment sourcing.