



Government of Liberia



UNDP Liberia

Project Document

Support Government of Liberia (GOL) Capacity on National Implementation

Project Document

Support GOL Capacity for National Implementation

Title: Support GOL Capacity for Nat. implementation

UNDAF Outcome(s): Inclusive Governance & Public Institutions

Expected CP Outcome(s): Inclusive Governance & Public Institutions

Expected Output(s): National Capacities for National Implementation enhanced

Implementing Agency: Ministry of Planning & Economic Affairs

Responsible Agencies: UNDP - Liberia

Brief Description

The objective of this project is to support national institutions in the implementation of the UNDP funded programmes/projects and to support the Government Coordinating Agency to enhance its coordination and implementation capacity. In support of programmes/projects transition to National Implementation Modality, this project is expected to improve the overall performance of national institutions particularly in the areas of programme, procurement and financial management and consequently enhance the external assistance for the country's development. This will be achieved through a multi-pronged capacity development approach as detailed in this project document to provide training to bridge capacity gaps as identified in the capacity assessment of the national partners. The project is being implemented in compliment to other ongoing UN Capacity Development Initiatives including the roll-out of the harmonized Approach to cash Transfer to national partners (HACT). It is expected that over time, national institutions would have the capacity to take over increased responsibility for implementing UNDP supported programmes.

<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">Programme Period:</td> <td>2013 - 2017</td> </tr> <tr> <td>Key Result Area (Strategic Plan):</td> <td>Capacity Dev.</td> </tr> <tr> <td>Atlas Award ID:</td> <td>00071183</td> </tr> <tr> <td>Project ID:</td> <td>00084808</td> </tr> <tr> <td>Start date:</td> <td>January 2013</td> </tr> <tr> <td>End Date:</td> <td>December 2014</td> </tr> <tr> <td>Project Board Meeting Date:</td> <td>21 February 2013</td> </tr> <tr> <td>Management Arrangements</td> <td>NIM</td> </tr> </table>	Programme Period:	2013 - 2017	Key Result Area (Strategic Plan):	Capacity Dev.	Atlas Award ID:	00071183	Project ID:	00084808	Start date:	January 2013	End Date:	December 2014	Project Board Meeting Date:	21 February 2013	Management Arrangements	NIM	<table style="width: 100%; border-collapse: collapse;"> <tr> <td>Total resources required</td> <td style="text-align: right;">450,000</td> </tr> <tr> <td>Total allocated resources:</td> <td style="text-align: right;">_____</td> </tr> <tr> <td>• Regular</td> <td style="text-align: right;">450,000</td> </tr> <tr> <td>• Other:</td> <td style="text-align: right;">_____</td> </tr> <tr> <td> ○ Donor</td> <td style="text-align: right;">_____</td> </tr> <tr> <td> ○ Donor</td> <td style="text-align: right;">_____</td> </tr> <tr> <td> ○ Donor</td> <td style="text-align: right;">_____</td> </tr> <tr> <td> ○ Government</td> <td style="text-align: right;">_____</td> </tr> <tr> <td>Unfunded budget:</td> <td style="text-align: right;">_____</td> </tr> <tr> <td>In-kind Contributions</td> <td style="text-align: right;">_____</td> </tr> </table>	Total resources required	450,000	Total allocated resources:	_____	• Regular	450,000	• Other:	_____	○ Donor	_____	○ Donor	_____	○ Donor	_____	○ Government	_____	Unfunded budget:	_____	In-kind Contributions	_____
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Agreed by (Government of Liberia): Amara Konneh, Acting Minister, MoPEA *AK*

Agreed by (Implementing Agency): Amara Konneh, Acting Minister, MoPEA *AK*

Agreed by (UNDP): Dominic Sam, County Director *DS*



I. SITUATION ANALYSIS

Liberia has made commendable recovery from the ravages of civil conflict. However, the country still suffers from enormous institutional and human capacity constraints. The need for more effective and efficient implementation of development programmes to deliver expected results has never been clearer. With significant increases in finances for development comes a responsibility to ensure that resources are spent efficiently and accountably to contribute to targeted development goals by implementing partners.

Key to addressing this issue of contributing to development goals by implementing partners is the enhancement of national and sub-national capacities to own, manage and improve implementation functions, including: programme and project management, procurement, and financial management. Moreover, developing national implementation capacities is a key objective of the [Paris Declaration on Aid Effectiveness](#)¹, where donor and partner countries have committed to strengthening and increasing the use of country systems in financial management and procurement, and to decreasing the use of parallel implementation units.

On the basis of its global core mandate of capacity development for partner countries, UNDP has initiated a broad programme to support national implementation capacity development. The key objectives of this programme are to (1) provide field-based advocacy and advisory support services in implementation capacities; (2) collect, produce, and disseminate guidance materials, tools, and techniques for field use; and (3) support the measurement and improvement of Paris Declaration indicators relating to the strengthening and use of country systems.

Programming Framework in Liberia

The previous Country Programme Action Plan (CPAP) covers the period 2008 – 2012 signed between Government of Liberia (GOL) and United Nations Development Programme (UNDP) on March 11, 2008, as per Article 2.7 of UNDP's Financial Regulations and Rules. Within the context of the Article, the term 'execution' means: a) UNDP programme activities carried out under the harmonized operational modalities established in response to General Assembly resolution A/RES/56/201², assuming the overall ownership over and responsibility for specific UNDP programme activities and the acceptance of accountability for results; b) UNDP programme activities not carried out under the harmonized operational modalities established in response to General Assembly resolution A/RES56/201, assuming the overall management of specific UNDP programme activities and the acceptance of accountability to the Administrator for the effective use of UNDP resources.

¹ Please refer: <http://www.oecd.org/dac/aideffectiveness/parisdeclarationandaccrualagendaforaction.htm>

² Please see <http://www.undg.org/index.cfm?P=226> for more information.

The Ministry of Planning and Economic Affairs, as the Government Coordinating Agency is primarily responsible for the planning, coordination and overall management of the programmes. Implementing partners will be responsible to UNDP for the achievement of planned results and the use of UNDP resources in a transparent and accountable manner. Implementing Partners are also responsible for reporting and accounting on resources utilized. Monitoring and evaluation of all the UNDP programmes will be undertaken jointly by UNDP, IPs and the Ministry of Planning and Economic Affairs as the government coordinating agency.

UNDP Liberia has utilized the Direct Execution (DEX)/Direct Implementation (DIM) modality, for all programmes and projects since the end of the conflict in 2003. This means that UNDP took full responsibility in the financial and programmatic management of UNDP funds and programmes as this role was not assumed by the Government. This however reduced programme/project monitoring opportunities of the Country Office as the Programme related workload became centralized in the Country Office and diminished in the field. This situation transferred substantive accountability risks from the Government to the UNDP Country Office. The reality of ownership for programmes became obscured and the role of Government in the management of Programmes was effectively diminished

Consequently, UNDP Liberia initiated a project to build the capacities of national institutions to implement UNDP funded programmes/projects and provide significant support for the gradual transfer from the current Direct Implementation modality to National Implementation across all projects and programmes in Liberia under the current 2013-2017 GOL/UNDP country programme.

Progress towards National Implementation Modality

Letter of Agreements (LOAs)

Given that UNDP had not undertaken capacity assessment of implementing partners as a prerequisite for national implementation, over the years, the UNDP has attempted to determine the extent of national capacity available, by trial testing the systems and processes in the government, learn early lessons, and structure and comprehensive capacity assessment to address the gaps. For this reason, it had introduced Letters of Agreement (LOAs) which afforded national implementation under direct implementation to engage Line Ministries and Agencies to implement Annual Work plan activities. Thus in 2011, 57 LOAs were signed between UNDP and 34 Line Ministries and Agencies amounting to approximately over USD16 million. The utilization of these LOAs has revealed that there are capacity challenges notwithstanding some progress in terms of increasing accountability for advances. In 2012, over 26 LOAs were signed between UNDP and LMAs committing approximately USD 6 million under cash transfer modality.

Micro Assessment

With the support of, and in collaboration with the United Nations ExCom Agencies (UNDP, UNICEF, UNFPA and WFP), UNDP in close with the ExCom Harmonized Approach to Cash

Transfer to National Partners (HACT) Task Force spearheaded the micro assessment of 28 implementing partners funded by Resident Coordinators Office (RCO) and UNDP. The micro assessment was conducted as per the Terms of Reference (TOR), whose objectives were:-

- To identify strengths and weaknesses in the Implementing Partner's capacity - Institution and Financial Management
- To establish appropriate cash transfer modality
- To identify capacity gaps and recommend training needs of the respective Implementing Partners.

Key Messages from Micro Assessment

In summary, the following are some of the key messages:

- Some level of capacity has been built by many development partners but technical level human resources is a challenge in many institutions, e.g accounting functions performed by none finance/accounting personnel;
- There are still capacity gaps relating to lack of Accounting Policies and Procedures; internal and external audits; monitoring and reporting etc;
- There is great National partners willingness to improve on country system and human skills
- Transparency and Accountability mechanisms are being established but they need to be strengthened
- Efforts for improving payment processes have been made but needs to be streamlined
- Need for greater efforts towards system automation, archiving a retrieval of documents (e-governance).
- The staff turnover in government, in addition to the already existing capacity constraints, poses a particular challenge and therefore require continuous capacity building to maintain the desired level of both institutional and financial capacities required for effective implementation.

Capacity building of Line Ministries and Agencies

In 2011 and 2012, contributions have been made to strengthen capacities of Ministries, Agencies & Commissions (MACs) on national implementation policies, rules and regulations in the management funding under UNDP supporting programmes/projects. Ministry of Planning and Economic Affairs (MoPEA) in partnership with UNDP took lead in organizing; residential training workshops in Buchanan attended by 133 Senior-level staff/officers from over 30 LMAs on UN funded development programme/projects management. The workshops provided training on national programme implementation modality to enhance skills of implementing partners in project management, procurement, financial, results based management and human resources management. MoPEA coordinated and showed leadership during the 2012 AWP formulation planning process and many MACs were more actively engaged in the formulation of their respective AWP as compared to previous years

To effectively improve financial and narrative reporting, a training/experience sharing workshop was conducted for 52 Finance and Procurement Officers drawn from 25 LMAs. These

selected LMAs have been receiving NEX Advances (cash transfers) under letters of Agreements (LOAs) from UNDP for the last three years. This specific training workshop was organized to share experiences from partners and identify common challenges or bottlenecks which affect effective project reporting.

Intensive trainings on project financial management have been conducted by tailoring specific practical coaching and mentorship trainings at the request of some key LMAs. These training sessions were carried at the MACs offices and this provided an opportunity for many staff members to attend, 75 staff members from the Joint Security Program (JSP) partners, MIA and GC have benefited from these trainings. The results and impact of these trainings has been demonstrated by the use of the UN harmonized financial reporting tool (Funding Authorization and Certificate of Expenditure – FACE) for requesting and reporting on expenditures by all the LMAs receiving NEX Advances from UNDP in 2012.

II. OBJECTIVES

The objective of this project is to:

- build national capacities for national implementation of UNDP funded programmes/projects and provide a significant direct implementation support for the gradual transfer from direct implementation to national implementation modality across all projects in Liberia. The aim is to improve the efficiency of performance particularly in the area of programme and financial management. It is designed to enhance the external assistance for the country's development by strengthening its institutional capability to take over increased responsibility for implementing UNDP assisted programmes and provide assistance in the progressive expansion of national implementation modality.
- Enhance capacity of national institutions in their efforts to gain readiness for implementation under NIM modality. Under the AfT/Liberia Development Alliance (LDA) arrangements, it is understood that the National Implementation and Management Support Unit (NIMSU) at the MoPEA, which has been spearheading DIM/NIM process will be merged into the Technical Secretariat of the LDA to provide overall coordination of UN Country Assistance under a modality of National Implementation.

At the end of the project it is expected that programme and financial responsibilities will be transferred to the Government implementing partner. This approach will result in a gradual transfer from Direct Implementation to National Implementation across all programme/projects with the NIM expected to be fully achieved within 2 years

III. STRATEGY

The UNDP Country office intends within the context of the present UNDAF Action Plan to systematically move from Direct Implementation towards full National Implementation progressively across all programmes and projects. Direct implementation will apply to ongoing programmes/project which will continue in the 2013 – 2017 programme and are outside the

UNDAF Action Plan. The Government of Liberia (GoL) will endorse such specific ongoing programs/projects outside of the UNDAF Action Plan for which direct implementation will still be required.

Therefore, to facilitate and achieve full National Implementation, a capacity building plan needs to be developed to address the capacity gaps identified through the IP micro assessment reports. Strengthening the national institutions core functional areas in Programme Management, Financial Management, Procurement and Information and Communication Technology will enhance effective and efficient implementation of projects and programmes. The project will work to ensure coordination of the capacity building measures with the National Capacity Building Unit in the Ministry of Planning by sharing the results of the micro assessments and triangulate information of all capacity building measure specific to both institutional and financial capacities that may also positively impact the overall movement from DIM to NIM.

The strategy calls for the following:

- Engagement of Partners and Consensus Building on the objectives of the capacity improvement process and the expectations of key stakeholders in the process. This step is essential to ensure national ownership of the process and its long term sustainability.
- Identification of capacity building gaps from the completed 2012 IPs micro assessment reports.
- Identification of baselines (current capacity on the basis of the findings of the micro assessments); development of indicators to measure change and setting target on an annual basis to measure progress towards the change.
- Based on the findings of the 28 IPs micro assessment, a Capacity Development Strategy and Action Plan is agreed upon through the Consensus Building forum (UN and National stakeholders). This will build on institutional strengths and focus on quick-wins (e.g. under one year) and short/medium term initiatives of one year or more. A clear exit strategy which integrates and feeds into the wider Government National Capacity Development strategy will also be prepared and build synergies with the envisaged USAID GEMS five year programme aimed at strengthening capacities for 15 key MACs. Consultations have already begun with the USAID GEMS team at MoPEA. The project will liaise with the Internal Audit Secretariat on semi-annual basis to gauge progress made in capacity improvement in financial management on the basis of the indicator developed as a result of the findings of the capacity assessment.
- Conduct Micro assessment and Procurement assessment of the current capacities and skills for national implementation for key implementing partners not assessed in 2012 including NGOs and CSOs. It is important to involve partners in planning the assessment. At the end of the assessments, the findings will be summarized and the results interpreted. Findings will be validated through meetings with stakeholders before finalization of the report.
- Implement and monitor capacity development interventions as defined in close collaboration with implementing partners.
- Evaluate the capacity building interventions, document and share lessons learnt.

Moreover, the project will undertake the development of Training Modules on National Implementation based on Global Modules but adapted to the local context in collaboration with a local capacity development institution. This will include an update of existing guidelines in financial, administrative and operational aspects of National implementation to help National Programmes cope with UNDP and government policies and procedures;

The project will also undertake adequately paced training courses/workshops to acquaint and familiarize officials and technical level staff of relevant government agencies and civil society organizations in all aspects of national implementation. Real priority areas are:

- a) Programme management – focus of operations of many government ministries is on day to day recurrent activities. The requisite knowledge and skills for the development of programmes and projects which respond to needs within the sector and/ or communities is limited and needs to be enhanced, especially developing these issues/opportunities/constraints into projects through elaboration of logically linked objectives, activities and budget. The management of programmes/projects effectively and efficiently utilizing available resources (human, material and financial) to meet stated objectives is also a culture that has to be built within the public sector in particular. Civil Society has much better experience and hence capacity in this area, but still need to have their skills enhanced in achieving delivery and risk management.
- b) Financial management – most financial guidelines are outdated and outmoded and most financial practitioners in both the public and civil society sector still lack skills and experience in accounting in financial management and reporting.
- c) Procurement – extensive reform has taken place in the sector with the establishment of a Public Procurement and Concession Commission (PPCC) and the elaboration of detailed procurement guidelines. The responsibility for procurement has additionally been decentralized from the General Services Agency to individual agencies and ministries. However most of the ministries and agencies still have limitations have not had consistent hands on experience and proper application of the standard procurement procedures though the PPCC has been conducting trainings. The focus of the PPCC has been on mainly large scale contracts and concessions. There is still a need to build the capacity of the public sector through hands on experience in terms of developing procurement plans, development of specifications for goods and services and competitive and transparent bidding processes to ensure timely delivery of quality goods and services.
- d) Depending on the outcome of the assessment, monitoring and evaluation, human resources development and IT will be prioritized as separate modules or topics, based on needs/gaps identified.
- e) Finalize development of a National Implementation Operational Guide (NIMOG) for use by Government and partners on policies and practices under the National Implementation modality. In this regard, UNDP with MoPEA will select consultants to be fielded to work

on this key task. Critical partners in this task will include the Ministry of Finance, the PPCC and the Internal Audit Secretariat (IAS)

The project will also undertake regular visits to the field to monitor program/project implementation and financial management and improve communication lines between UNDP country office and national implementation programme management to validate results as reported at the quarterly program outcome meetings. The project office will work to enhance existing systems for financial reporting, including linkages to ATLAS;

With the establishment of the National Implementation Management Support Unit (NIMSU) at the MoPEA, linkages with the National M&E Coordination will be strengthened and local level monitoring of the programs supported under the new CPD will be coordinated with the County Development Officers of the Ministry of Planning. It is planned that periodic visits to the IPs offices will be undertaken, to monitor the financial management and provide training for staff not only in Finance but also in Programme Management. Care will be taken to ensure a balance of roles and responsibilities so that programme units can effectively provide substantive technical and programme management backstopping as well.

<ul style="list-style-type: none"> regular project board meetings # of MACs submitting on-time narrative and financial reports for project implementation # of senior level staff trained financial reporting training conducted with 25% women representation # of senior level staff trained procurement trainings and conducted with 25% women representation. # of senior level staff trained in Results-based Management conducted for MACs with 25% women representation <p>Targets:</p> <ul style="list-style-type: none"> 2 workshops conducted for narrative and financial reporting of programs/projects with 25% women representation 2 workshops conducted procurement of goods and services with 25% women representation 2 workshops for senior level staff on NIM conducted with 25% women representation 1 workshop for to review finance section of the NIMOG undertaken with 25% women representation. 1 workshop to review procurement section if NIMOG undertaken with 25% women representation. 1 validation workshop on the NIM 	<p>level staff on NIM</p>					
	<p>Activity Total 1.1</p>					<p>24,000</p>
<p>Activity Result 1.2: Finalize and validate the draft NIMOG</p>						
	<p>Action:</p>					
	<p>1.2.1. Organize two day workshop to Finance personnel to review NIMOG and incorporate Government inputs</p>	<p>MoPEA</p>	<p>UNDP</p>	<p>75700 workshops and trainings</p>	<p>1,500</p>	
	<p>1.2.2. Organize two day workshop to Procurement personnel to review NIMOG and incorporate Government inputs</p>	<p>MoPEA</p>	<p>UNDP</p>	<p>75700 workshops and trainings</p>	<p>1,500</p>	
	<p>1.2.3. Conduct validation workshop on NIM manual</p>	<p>MoPEA</p>	<p>UNDP</p>	<p>75700 workshops and trainings</p>	<p>2,000</p>	
	<p>1.2.4. Printing of National Implementation Operational Guide</p>	<p>MoPEA</p>	<p>UNDP</p>	<p>National Consultant</p>	<p>4,000</p>	
	<p>1.2.5 Conduct Training-of-Trainers (TOT)</p>	<p>MoPEA</p>	<p>UNDP</p>	<p>75700 workshops and trainings</p>	<p>2,000</p>	
	<p>Activity Total</p>				<p>11,000</p>	
	<p>Output 1 Total</p>					<p>35,000</p>

manual conducted.													
AWP - Output 2 Fully established NIMSU and GoL capacity for UN program implementation coordination improved <i>Baseline:</i> NIMSU exist but needs to be equipped to function effectively <i>Indicators:</i> <ul style="list-style-type: none"> • Laptops procured • Printers procured • LCD and screen • Capacity action plan developed • # of quarterly program outcome meetings held • # of quarterly narrative and financial Program reports received and archived • # of Program review exercises undertaken. • # number of program monitoring visits conducted • # of coaching/mentoring session held with MACs on program/project narrative and financial reporting. • # of study tour supported for NIM implementation <i>Targets:</i> <ul style="list-style-type: none"> • 2 laptops, 2 printers, LCD and screen • Capacity Development Plan • 4 quarterly outcome board meetings held. • 10 quarterly program narrative reports 	Activity Result 2.1: NIMSU Equipment procured												
	Action:												
	2.1.1: Procure 2 laptops, 2 printers, LCD and screen						UNDP		UNDP		72200 Equipment	6,000	
	2.1.2: Purchase office supplies						UNDP		UNDP		72500 office Supplies	5,000	
	Activity 2.1: Total											11,000	
	Activity Result 2.2: Micro assessment of UNDP key Implementing Partners completed												
	Action:												
	2.1: Organize a workshop to disseminate outcome of Micro assessment								MoPEA		UNDP	75700 workshops and trainings	3,000
	2.4: Develop a training plan to address capacity gaps identified								UNDP		UNDP	75700 workshops and trainings	1,000
	Activity 2.2: Total											4,000	
	Activity Result 2.3: Effective Country Programme oversight provided												
	Action:												
	2.3.1: Organize 1 mid- year review and 1 end of year program implementation review.								MoPEA		UNDP	75700 workshop	6,000
	2.3.2 Conduct at least 2 Monitoring								UNDP		UNDP	71600 -Travel	5,000

received and achieved.	visits								
<ul style="list-style-type: none"> 2 quarterly Program M&E Visits conducted 24 coaching/mentoring sessions held with MACs on program/project narrative and financial reports. 2 study tours for NIM supported 	2.3.3: Support for study tours for NIM		UNDP	UNDP	71600 - Travel				25,000
	Activity Total 2.4								36,000
	Total Output 2								51,000
Activity Result 3: Effective Project Management provided									
	Action:								
	5.1: Project staff under UNDP contracts – Nationals		UNDP		71400 – Individual contracts				24,000
	5.2: Staff Salaries under MPEA contracts – Nationals		MoPEA		National Staff – Government contracts				70,000
	5.4: Project staff under UNDP contracts – International		UNDP		61300 – staff costs				243,000
	5.5: Office Supplies, Vehicles insurance operation and maintenance		UNDP		70000 - Operation and maintenance				23,000
	5.5: Miscellaneous		UNDP		75400 - MISC				4,000
	Total – Output 3								364,000
Total Annual budget									
									\$\$450,000

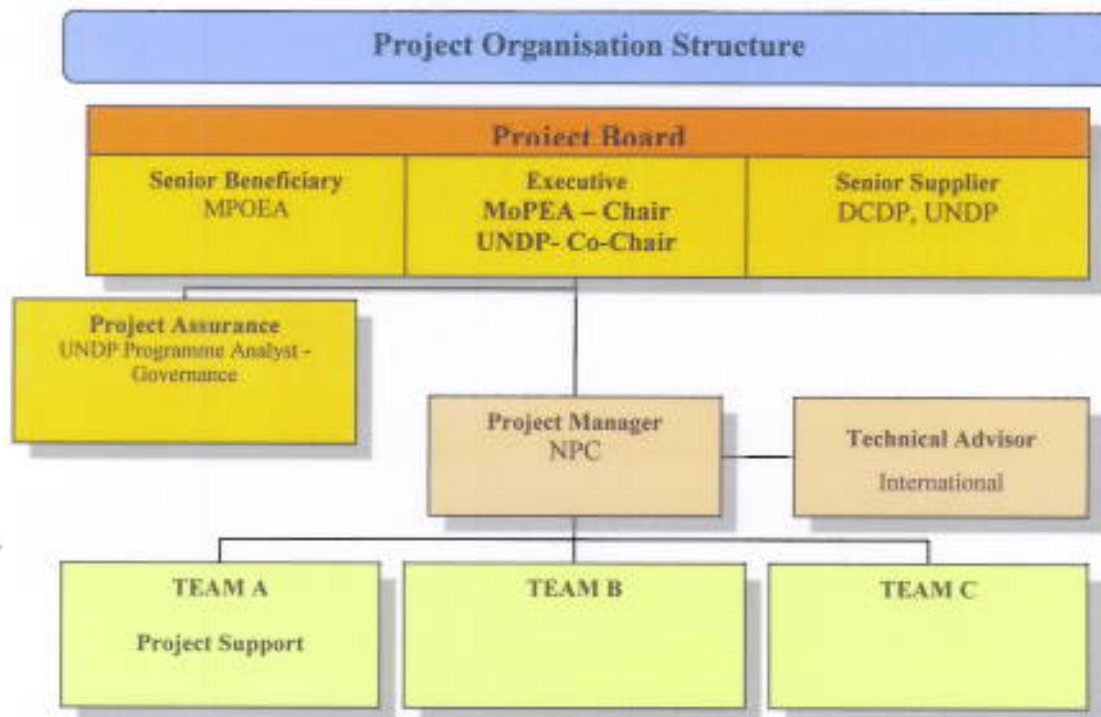
IV: IMPLEMENTATION AND MANAGEMENT RRANGEMENTS

The project will be implemented under the national implementation modality. The Ministry of Planning and Economic Affairs (MPEA) will assume direct responsibility for the implementation, under the DSRP, the NIMSU will manage and co-ordinate the activities of this programme. Supported by the Technical Advisor, the National Programme Coordinator (NPC) as focal points will report to UNDP and the MoPEA on the production of outputs, achievement of objectives and the use of resources provided by UNDP. Accordingly, the MoPEA will follow national systems and procedures and in reference to the national implementation guidelines on accounting, financial reporting and auditing and 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 programme, 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 MoPEA 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 programme at country level are to be fully covered through cost recovery mechanisms". In this regards, General Management Service fee of approximately 7% if applicable will be charged on non-core resources mobilized in the implementation of this programme and 3% UNDP Implementation Support Services³.

A Project Board comprising the Ministry of Planning and Economic Affairs as chair; UNDP as co-chair and, Ministry of Finance, Civil Service Agency and Civil Society Advisory Committee as members will be established. Other stakeholders may be added as the project evolves.

³ Refer to Letter of Agreement (LOA) between MOPEA and UNDP on provision of Support Services



Executive – the Minister of Planning and Economic Affairs as Chair of the Project Board and UNDP Country Director as co-chair will be responsible for the ensuring that the project is delivering value for time and resources; the Executive chairs the Project Board meetings.

Project Manager – to be based at Minister of Planning and Economic Affairs in Government counter – National Programme Coordinator (NPC), will plan and oversee the project’s implementation, ensuring overall guidance, quality assurance and will ensure compliance with UNDP rules and procedures.; the PM will ensure that the project realizes the results described in the AWP; in all this, the PM will work closely with the Project support, helping to define responsibilities for project personnel and other specialist project teams, ensuring progress reporting to the project board.

Project support – this will be the NIMSU based at the MoPEA and 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 reports;

Senior Supplier – this role, to be played by the Deputy Resident Representative (DRR/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 Governance Team, under the leadership of the Unit Head; 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 Planning and Economic Affairs (MoPEA) is one of the newest cabinet level departments in the Liberian Government established by the Legislature Act of 14th February 1976. The MoPEA is dedicated to undertaking Economic Studies for Planning and Economic Policy to foster, promote and develop the Liberian economy. The MoPEA drives its development agenda in all the 15 counties through the presence of Country Development Officers (CDOs), who provide advisory services and monitor development projects at the county level. The overall risk micro assessment for the Ministry of Planning and Economic Affairs is '**Moderate Risk**' for both its institutional and financial management capacity.

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 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 provide quarterly NEX Advances to the Ministry of Planning and Economic Affairs (MoPEA) according to the AWP activities, from which funds MoPEA will incur its expenditures. At the end of each quarter (calendar), replenishment of 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 IP under all UNDP programmes/projects must be accounted for with supporting documents before the next NEX Advance is made to the IP.*

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, UNDP country office shall make direct payments to other parties 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 Implementing Partner on the basis of requests signed by the designated official of the MoPEA. Direct payments will be made to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partner. The Minister of Planning or a designated official will sign the request for direct payment. For UNDP to procure the goods and services included in the AWP, Implementing Partner 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 Implementing Partner. A register for such requests shall be maintained to facilitate follow-up.

Direct Agency Implementation – UNDP 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 project based on the Letter of Agreement signed between the MoPEA and UNDP on the provision of support services, copy of the Letter of Agreement attached as annex.

Financial Reporting: UNDP at the end of the month will submit to the Implementing Partner a detailed expenditure report, supporting documents can be availed when necessary. The Implementing Partner should verify the disbursements and revert to UNDP for any correction to be made. On quarterly basis, UNDP will submit to the Implementing Partner 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 Implementing Partner has fiduciary and compliance responsibilities to UNDP. It also has compliance responsibility for UNDP's reporting procedures.

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 Implementing Partner and when necessary UNDP must be represented in procurement committees that are held to evaluate quotations and bid offers.

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 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 Programme administrator with the assurance that United Nations Development Programme 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 project by sub-contracting private auditors to carry out the audit exercise. The implementing agency 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 equipments 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 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 Implementing Partner to ensure that all audit observations are attended adequately. The implementing partner may include the activities of this

Quality Management for Project Activity Results

OUTPUT : National Implementing Partner's capacity developed on National Implementation (NIM)		
Activity Result 1 (Atlas Activity ID)	Short title to be used for Atlas Activity ID Capacity Development DIM to NIM Project	Start Date: 1 st Jan 2013 End Date: 31 st Dec 2014
Purpose	What is the purpose of the activity? To build capacity on national implementation modality of UNDP funded projects/programmes	
Description	<i>Planned actions to produce the activity result.</i> <ul style="list-style-type: none"> • Capacity Development • Support National Implementation Management Support Unit (NIMSU) • Programme Management 	
Quality Criteria	Quality Method	Date of Assessment
Activity 1: Capacity Development		
Purpose: To build the capacity of the national implementing partners (project management, finance and procurement)		
1.1. Facilitate formulation of NIM operational manual and in accordance with NIM UNDP rules and regulations	Quarterly reports - Local consultants recruited through a competitive process	Q2 – Q4
1.2 Organize and coordinate trainings and workshops to strengthen capacity of the key ministries on project management, finance and procurement	Quarterly reports	Q2 – Q4
2.2 Develop a capacity development plan to address capacity Gaps identified in the micro assessment	Capacity Development Plan	Q2 – Q4
Activity 2: National Implementation Management Support Unit (NIMSU)		
Purpose:		
2.1 Recruit NIMSU staff	Quarterly report	Q1
2.2 Procure equipment for NIMSU	Quarterly report	Q2
Activity 3: Programme Management		
Purpose: To provide proper management of the project for effective implementation of		

project activities.		
2.1 Contribution to salaries of CO project staff (1 Int'l PM, 1 Finance Assistant and 1 driver) MoPEA supported staff salaries	Staff appraisal reports	Q2 – Q4
2.2 Procurement of project support equipment and office supplies, maintenance of vehicles	Project procurement plan	Q2 – Q4
2.3 Organize participatory monitoring visits and conduct on- the-job training	Monitoring visits to key ministries and counties conducted by UNDP and MPEA and report	Q2 – Q4
2.4 Preparation of periodic reports (monthly, quarterly and annually) and updating management information on the project/financial progress against AWP	Provide monthly and quarterly progress report of the project and quarterly project review reports to the Outcome Board	Q2 – Q4
3.5 Programme management resources	Quarterly reports	Q2 – Q4
3.6 Maintenance and fuel, Travel, Miscellaneous	Quarterly reports	Q2 – Q4

Exit strategy

After the funding by UNDP, the MoPEA plans to incorporate and institutionalize all the positions under the NIMSU which will be merged with other units to form Liberia Development Alliance (LDA) in the GOL budget starting with the fiscal year of July 2015. Furthermore, with the full implementation of NIM by the end of the two to three years, it is expected that under the DaO environment, other funding arrangement to facilitate implementation of one UN programme may be considered for effective Aid coordination. The exit strategy should not be seen as a “sunset” strategy but a gradual seamless process which subsequently leaves a framework of accountability and a strong national investment for programme management and oversight and mainstreamed into government planning and budgeting framework. Within this context, it provides a procedural framework for planning, coordination and feedback

Legal Context

The country programme document 2013 – 2017 (CPD) 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 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.

ANNEXES**ANNEX 1: Risks****Project Risks**

FINANCIAL	1. Inadequate project funding leaving many priority activities un-implemented. This remains a major project risk
OPERATIONAL	1. Fully operational NIMSU and Recruitment of NIMSU staff
ORGANIZATIONAL	1. Inadequate technical capacity at the county level (especially) to coordinate implementation of project activities
POLITICAL	1. Commitment of the new government ministries to national implementation
STRATEGIC	1. Government implementing partners failure to provide political leadership to produce desired results
SECURITY	
X_OTHER	1. Increase in political activity could delay project activities as the civil servant become reluctant to make decisions that could have political ramifications for their political bosses

ANNEX 2: Project staff cost

	Name of Position	International/National	Status	Number of Months	Proforma Cost
1	International Technical Specialist (P3) (UNDP)	International	In post	12	230,000
2	National Project Coordinator (MPEA)	National	In post	12	50,000
3	Programme Associate M&E (MPEA)	National	Recruiting	12	13,000
4	Programme Finance & Admin. Assistant (SC6) (UNDP)	National	In post	12	18,000
5	Driver (SC2) - Technical Specialist (UNDP)	National	In post	12	7,200
6	Driver - National Project Coordinator (MPEA)	National	Recruiting	12	6,000
	Total				324,000

ANNEX 3: AGREEMENTS

Letter of Agreement between UNDP and the Government of Liberia for the Provision of Support Services

ANNEX 4: Terms of Reference

TOR - National Project Coordinator

Functions / Key Results Expected

Under the overall supervision of the Deputy Minister, Department of Sectoral and Regional Planning, Ministry of Planning and Economic Affairs, and direct supervision of the Assistant Minister for Regional Planning, MPEA the incumbent will perform the following functions:

1. Unit Coordination and Management

- ❖ Day to day functioning of the NIMSU team and managing the delivery of results
- ❖ Prepare monthly and quarterly progress reports and organize quarterly progress reviews
- ❖ Coordinate the distribution of responsibilities amongst unit team members and organize monitoring and tracking system of all Unit services

2. Support to Delivering as One (DaO) Steering committee

- ◆ In consultation with the Co-chairs and the UN Resident Coordinator, support the DaO Steering Committee's GoL participation to provide strategic guidance and overall leadership process.
- ◆ Support the GoL to lead the change process for the national vision and priorities, and its aligned with the principles espoused by the Paris Declaration.
- ◆ Assist the DaO Steering committee identify critical issues for policy decisions to facilitate both the planning and implementation of Delivering as One.
- ◆ In consultation with the Co-chairs, support the scheduling and secretariate functions of the steering committee.
- ◆ Support the JSC to promote a common understanding of the Delivering as One Initiative and its strategic orientation.
- ◆ Assist the JSC in ensuring the alignment of DaO with national priorities as defined in the PRS.
- ◆ Assist the JSC monitor the progress of the implementation of the DaO plans and decide on corrective measures, where appropriate;

3. Capacity Building of LMAs on National Implementation

- ❖ Support the organization and coordinate training, and provide capacity building mentoring support on National Implementation

- ❖ Facilitate in training on NIM tools to enhance the capacity of the LMAs on the understanding and usage of the NIM tools
- ❖ Organize Programme Outcome and Project Board according to the calendar of quarterly meetings and follow up with UN and LMAs for effective management
- ❖ Support LMAs and other IPs in documenting and follow up of identified bottlenecks/challenges during implementation
- ❖ Assist in reviewing and adoption of UNNIM guidelines to the local context and develop best practice approaches to efficient project input delivery
- ❖ Prepare and periodically update GoL development projects Mapping and Analysis table by UN Development Partners.
- ❖ Monitor timely and proper completion of project closure actions
- ❖ Familiarize LMAs with NIM/UN's policies and procedures

4. Guide LMAs on Programmes and AWP's Formulation

- ❖ Ensure MoPEA's effective participation in the UNDAF and its related operationalization tools formulation by providing inputs
- ❖ Establish an inventory of available funding options and windows of UN's core and non-core resources and advice LMAs on accessible funding and procedures to these funding sources
- ❖ Ensure that the AWP formulation process is an inclusive one, generating the meaningful participation of LMAs and MoPEA, and consistent with GoL priority gaps
- ❖ In liaison with senior management in MoPEA support harmonization and alignment of stakeholders support mechanisms and procedures.
- ❖ Coordinate the development of the timeline of annual AWP process with development partners and LMAs and review all AWPs in conformity with the CPAPs and agreed management arrangements.
- ❖ Ensure that all LMAs listed as implementing partners play the respective role in the formulation of the AWP
- ❖ Ensure that LMAs have all time relevant guidelines including templates/formats and supporting documents where feasible
- ❖ Ensure consistent in format and quality of the AWPs, ensuring that the activities are contributing or aligned to the GoL priorities - PRS2/Mid-Term Plan.

5. Oversight on the implementation of the Development Programmes (Donor Funded)

- ❖ Strategic oversight of planning, implementing and monitoring of the programmes and AWPs, tracking use of financial resources by LMAs in accordance to NIM for UN and other development funded AWPs.

- ❖ Coordinate with LMAs in the organization of annual and quarterly work planning and progress reviews project/Programme Outcome Boards.
- ❖ Review and monitor the modality of funding national strategic plans (budget support) where applicable against AWP/national programmes .
- ❖ Track progress on the implementation of the programmes/AWPs targets embodied in the One Programme, the and the UN Costed Action Plan, other partners development partners and in line with the PRS2/Mid-Term Plan results.
- ❖ Organize training sessions to LMAs to ensure progress towards application of RBM tools and instruments
- ❖ Monitor and follow up with LMAs the preparation of substantive reports and submission to the donors in a timely manner in accordance with the funding agreements.
- ❖ Ensure that the UN One Programme (among other frameworks) are aligned to national M&E framework is aligned to the One M&E framework and track the planned targets as agreed in the monitoring plans
- ❖ Track funding flows of AWP on a quarterly basis (commitment, disbursement, remaining unfunded budget).
- ❖ Organize assessment of impact and sustainability of projects implemented by NGOs supported through donor funds/UN grant resources. Document lessons learned from the implementation of previous year's AWP and make prioritized recommendations that might improve the design and implementation of future AWP.
- ❖ Document implementation bottlenecks on the implementation of national programmes and projects including challenges relating to resource absorption.

6. Programme Financial Management and Monitoring

- ❖ Reviews Programme delivery by LMAs in accordance with signed AWP against donor requirements
- ❖ Follow up and review quarterly reports against expenditure vs planned budget and related planned activities and identify levels of budget variations.
- ❖ Provision of advice on reporting, preparation of reports including donor reports in accordance to donor requirement
- ❖ Conducts periodic financial reporting training for LMAs staff.

7. Assurance and Audit Management:

- ❖ Consult with developing partners on the NGO/NIM audit plan
- ❖ Initiate the audit process by national audit office or participate in the recruiting of external private auditors when the national audit office is not conducting the audit of the development projects

- ❖ Support the LMAs in preparation of the follow-up action plan on audit findings.

Education and Experience

Advanced university degree or Undergraduate degree with 5 years relevant experience in Business Management/Administration or other relevant field.

Minimum of three years of relevant work experience in supporting Capacity Development Initiatives relating to the key areas of Procurement, Financial Management and Programme Management with the United Nations or an international organization

- Knowledge of UN management system, practices, rules and regulation and the accountability framework for results is an advantage
- Excellent knowledge of general management and techniques including management principles, corporate governance and accountability, use of information technology, knowledge of project management, analysis and quality management
- Demonstrated integrity, confidentiality and balanced judgment
- Demonstrated Leadership qualities and track record as team player
- Willingness and readiness to take on added responsibility and to build team morale and consensus
- Ability to work under consistently stressful conditions

TOR – International Advisor

Functions / Key Results Expected

Under the overall supervision of the Acting Minister, Ministry of Planning and Economic Affairs, and direct supervision of the Deputy Minister for Regional Planning, MPEA the incumbent will perform the following functions:

1. DIM to NIM Project Coordination and Management

- ❖ Day to day functioning of the DIM to NIM team and managing the delivery of results
- ❖ Prepare project quarterly progress reports
- ❖ Coordinate the distribution of responsibilities amongst project team members and organize monitoring and tracking system of all project services

2. Capacity Building of LMAs on National Implementation

- ❖ Assess national capacity for national implementation and identify gaps in Procurement, Finance, Programme and Human Resources management within the context of Direct Budget Support (DBS) and other funding modalities;
- ❖ Organize and coordinate training, and provide capacity building mentoring support on National Implementation modality;
- ❖ Provide training on NIM tools to enhance the capacity of the LMAs on the understanding and usage of the NIM tools;
- ❖ Organize Programme Outcome and Project Board according to the calendar of quarterly meetings and follow up with UN and LMAs for effective management;
- ❖ Document and follow up of identified bottlenecks/challenges during implementation
- ❖ Review and adapt UNDP NIM guidelines to the local context and develop best practice approaches to efficient project input delivery;
- ❖ Prepare and periodically update GoL development projects Mapping and Analysis table by UN Development Partners;
- ❖ Monitor timely and proper completion of project closure actions;
- ❖ Familiarize LMAs with NIM/UN's policies and procedures;

3. Guide LMAs on Programmes and AWP's Formulation

- ❖ Provide strategic direction to and lead MoPEA and LMAs programming and contribute to enhancing quality and effectiveness of UN development assistance – alignment to the PRS2/Mid-Term Plan;

- ❖ Ensure MoPEA's effective participation in the UNDAF and CPAP formulation process by providing inputs;
- ❖ Maintains an inventory of available funding options and windows of UN's core and non-core resources and advice LMAs on accessible funding and procedures to these funding sources;
- ❖ Ensure that the AWP formulation process is an inclusive one, generating the meaningful participation of LMAs and MoPEA, and consistent with GoL priority gaps;
- ❖ In liaison with senior management in MoPEA support harmonization and alignment of stakeholders' support mechanisms and procedures;
- ❖ Coordinate the development of the road map of annual AWP process with development partners and LMAs and review all AWPs in conformity with the CPAPs and agreed management arrangements;
- ❖ Ensure that all LMAs listed as implementing partners play a significant role in the formulation of the AWP;
- ❖ Ensure that LMAs have all time relevant guidelines including templates/formats and supporting documents (i.e CPAP and UNDAF);
- ❖ Ensure consistent in format and quality of the AWPs, ensuring that the activities are contributing or aligned to the GoL priorities - PRS2/Mid-Term Plan;

4. Oversight on the implementation of the Development Programmes (Donor Funded)

- ❖ Strategic oversight of planning, implementing and monitoring of the programmes and AWPs, tracking use of financial resources by LMAs in accordance to NIM for UNDP funded AWPs;
- ❖ Coordinate with LMAs in the organization of annual and quarterly work planning and progress reviews project/Programme Outcome Boards;
- ❖ Review and monitor the modality of funding national strategic plans (budget support) where applicable against AWPs/national programmes and make recommendations on the use of this modality compared with the project funding modality in terms of:
 - Impact
 - Transparency
 - Accountability
 - Monitoring
 - Administration (for CSO and UNDP)
 - Coordination with other donors
- ❖ Track progress on the implementation of the programmes/AWPs targets embodied in the CPAP and in line with the PRS2/Mid-Term Plan results;
- ❖ Organize training sessions to LMAs to ensure progress towards application of RBM tools;

- ❖ Monitor and follow up with LMAs the preparation of substantive reports and submission to the donors in a timely manner in accordance with the funding agreements;
- ❖ Ensure that the national M&E framework is aligned to the UNDAF M&E framework and track the activities in the field based on a monitoring plan;
- ❖ Track funding flows of AWP's on a quarterly basis (commitment, disbursement, remaining unfunded budget);
- ❖ Organise assessment of impact and sustainability of projects implemented by NGOs supported through donor funds/UNDP grant resources. Document lessons learned from the implementation of previous year's AWP's and make prioritized recommendations that might improve the design and implementation of future AWP's;
- ❖ Identify implementation bottlenecks of the implementation of national programmes and projects including challenges relating to resource absorption;

5. Programme Financial Management and Monitoring

- ❖ Reviews Programme delivery by LMAs in accordance with signed AWP's and donor requirements;
- ❖ Follow up and reviews quarterly reports against expenditure vs planned budget and related planned activities and identify levels of budget variations;
- ❖ Provision of advice on reporting, preparation of reports including donor reports in accordance to donor requirement;
- ❖ Conducts periodic financial reporting training for LMAs staff;

6. Assurance and Audit Management:

- ❖ In consultation with UNDP ensure that audit is conducted in accordance with UNDP's guidelines, including the selection of auditors, if applicable;
- ❖ Assist LMAs for corrective action based on audit observations;
- ❖ Responsible for facilitating the audit by private sector auditors if the audit is not conducted by the national audit office.

Education and Experience

Advanced university degree in Business Management/Administration or other relevant field.

Minimum of five years of relevant work experience (at least two should be in a post conflict country) in supporting Capacity Development initiatives relating to the key

areas of Procurement, Financial Management and Programme Management with the United Nations or an international organization

- Knowledge of UN management system, practices, rules and regulation and the accountability framework for results is an advantage
- Prior experience of working in a country where National Execution Modality is being implemented is an asset
- Excellent knowledge of general management and techniques including management principles, corporate governance and accountability, use of information technology, knowledge of project management, analysis and quality management
- Demonstrated integrity, confidentiality and balanced judgment
- Demonstrated Leadership qualities and track record as team leader
- Willingness and readiness to take on added responsibility and to build team morale and consensus
- Ability to work under consistently stressful conditions

TOR – Project Assistants

Functions / Key Results Expected

Under the overall supervision of the Deputy Minister for Regional Planning, Ministry of Planning and Economic Affairs, and direct supervision of the National Programme Coordinator, NIMSU, the incumbent will work with UN system organizations, LMAs, civil society and NGOs to provide coaching and programme assistance on matters relating to monitoring and evaluation.

The specific functions of the incumbent will include:

- ❖ Analyzes and reports on programme and project progress in terms of achieving results, using existing monitoring and evaluation tools and introducing new mechanisms and systems; identifies constraints and resource deficiencies and recommends constructive action. Monitors project expenditures and disbursements to ensure delivery is in line with approved project budgets and to realize targeted delivery levels;
- ❖ Monitors the effective implementation of the capacity building of LMAs on national implementation, monitors the use of the harmonized tools by LMAs and other Implementing Partners;
- ❖ In collaboration with Government counterparts, UN Programme Advisers, NGOs and other partners contributes substantively to the formulation and design of the country programme and its component projects in line with Government priorities and according to UN programme policies and procedures. Ensures

quality of programme/project design incorporating lessons learned, best practices and establishing appropriate execution and monitoring mechanisms and systems;

- ❖ Ensure that the AWP formulation process is an inclusive one, generating the meaningful participation of LMAs and MPEA, and consistent with GoL priority gaps;
- ❖ In liaison with senior management in MPEA support harmonization and alignment of stakeholders' support mechanisms and procedures;
- ❖ Support coordination of the development and the timeline of annual AWP process with development partners and LMAs and review all AWPs in conformity with the CPAPs and agreed management arrangements;
- ❖ Ensure that all LMAs listed as implementing partners play a significant role in the formulation of the AWP;
- ❖ Ensure that LMAs have all time relevant guidelines including templates/formats and supporting documents (i.e CPAP and UNDAF);
- ❖ Ensure consistent in format and quality of the AWPs, ensuring that the activities are contributing or aligned to the GoL priorities - PRS2/Mid-Term Plan;
- ❖ Provide strategic oversight in planning, implementing and monitoring of the programmes and AWPs, tracking use of financial resources by LMAs in accordance to NIM for UN/UNDP funded AWPs;
- ❖ Coordinate with LMAs in the organization of annual and quarterly work planning and progress reviews project/Programme Outcome Boards;
- ❖ Track progress on the implementation of the programmes/AWPs targets embodied in the CPAP and in line with the PRS2/Mid-Term Plan results;
- ❖ Organize training sessions to LMAs to ensure progress towards application of RBM tools
- ❖ Monitor and follow up with LMAs the preparation of substantive reports and submission to the donors in a timely manner in accordance with the funding agreements;
- ❖ Ensure that the national M&E framework is aligned to the UNDAF M&E framework and track the activities in the field based on a monitoring plan;
- ❖ Track funding flows of AWPs on a quarterly basis (commitment, disbursement, remaining unfunded budget);
- ❖ Organize assessment of impact and sustainability of projects implemented by NGOs supported through donor funds/UNDP grant resources. Document lessons learned from the implementation of previous year's AWPs and make prioritized recommendations that might improve the design and implementation of future AWPs;
- ❖ Document implementation bottlenecks on the implementation of national programmes and projects including challenges relating to resource absorption;
- ❖ Assist LMA colleagues in designing data collection formats as and when the need arises,

- ❖ Participate in the UN Statistics Working Group and other M&E-relevant inter-agency groups, and maintain a solid working relationship and constantly share information with UN partners on relevant Government statistics;
- ❖ Reviews Programme delivery by LMAs in accordance with signed AWP against donor; requirements especially for funds advanced to Implementing Partners;
- ❖ Follow up and review quarterly reports against expenditure vs planned budget and related planned activities and identify levels of budget variations;
- ❖ Conducts periodic on the job financial reporting training for LMAs staff;
- ❖ Support the LMAs in preparation of the follow-up action plan on audit findings;
- ❖ Conduct monitoring field visits including spot checks on project implementation;

Perform other tasks and responsibilities as may be assigned by the National Programme Coordinator, NIMSU

Education and Experience

University degree in Development Planning or Statistics, Business Management/Administration or other relevant field

Minimum of three years of relevant work experience in supporting Capacity Development Initiatives relating to the key areas of Procurement, Financial Management and Programme Management with the United Nations or an international organization

- Knowledge of UN management system, practices, rules and regulation and the accountability framework for results is an advantage
- Excellent knowledge of general management and techniques including management principles, corporate governance and accountability, use of information technology, knowledge of project management, analysis and quality management
- Demonstrated integrity, confidentiality and balanced judgment
- Demonstrated Leadership qualities and track record as team player
- Willingness and readiness to take on added responsibility and to build team morale and consensus
- Ability to work under consistently stressful conditions

TOR – Project Drivers

Summary of Key Functions:

Provision of reliable and secure driving services
Proper use of vehicle

Day-to-day maintenance of the assigned vehicle
Availability of documents/ supplies

1. Ensures provision of reliable and secure driving services by a) driving office vehicles for the transport of authorized personnel and delivery and collection of mail, documents and other items and b) meeting official personnel and visitors at the airport, visa and customs formalities arrangement when required.
2. Ensures cost-savings through proper use of vehicle through accurate maintenance of daily vehicle logs, provision of inputs to preparation of the vehicle maintenance plans and reports.
3. Ensures proper day-to-day maintenance of the assigned vehicle through timely minor repairs, arrangements for major repairs, timely changes of oil, check of tires, brakes, car washing, etc.
4. Ensures availability of all the required documents/supplies including vehicle insurance, vehicle logs, office directory, map of the city/country, first aid kit, and necessary spare parts.
5. Ensures that all immediate actions required by rules and regulations are taken in case of involvement in accidents.

Education and Experience

Secondary Education. Valid Driver's license

2 years' work experience as a driver; safe driving record; knowledge of driving rules and regulations and skills in minor vehicle repair.

Executive Summary

Introduction

Following UN General Assembly Resolution 56/201 on the triennial policy review of operational activities for development of the United Nations (UN) system, undg ExCom Agencies UNDP, UNICEF, UNFPA and WFP) adopted a common operational framework for transferring cash to government and non-government Implementing Partners. This implementation would significantly reduce transaction costs and alleviate the burden that the multiplicity of UN rules and procedures create for its partners. However, the UN has a duty to ensure that its Implementing Partners possess the technical, financial, management, and administrative capacity to carry out all facets of its programme in a manner that is cost effective, of sound quality while minimising the risks of managing its funds. An assessment of these risks is necessary through the analysis of the technical, financial, management and administrative capacities of UN's existing and potential Implementing Partners.

The implementing partner being subject to our review is the Ministry of Planning and Economic Affairs (MoPEA). MoPEA is one of the newest cabinet-level departments in the Liberian Government. It has constitutional authority to undertake economic studies for planning and economic policy to foster, promote, and develop the Liberian economy.

While the Liberian Government provides MoPEA most of its funding, the latter also receives funding through projects from many international donors.

Overall Conclusions

We refer to our findings as set out below in the Executive Summary of our report detailing weaknesses in the technical, financial, management, and administrative procedures of the Implementing Partner and which therefore pose a risk to its institutional and financial management capacity.

In our opinion, because of the nature of the matters referred to in our findings, the overall risk assessment for the Ministry of Planning and Economic Affairs is **'Moderate Risk'** for its institutional and financial management capacity.

The key strengths are summarised in the table below:

Areas for assessment	Details
1. Managerial Capacity	
1. Leadership Commitment	Leaders of the organisation are ready and willing to implement the UN funded projects
2. Management experience and qualifications	The Deputy Minister for Administration and the Financial Controller will be involved with UN funded projects Members of the management team hold a bachelor's degree with prior experience in execution of donor funded projects (UNDP, SIDA, and EU) as a minimum.

Areas for assessment	Details
3. Planning and budgeting	<ul style="list-style-type: none"> -Results-based management methodology is applied. -Budget and actual are not compared periodically. -The budget system is weak and no variance analysis is performed to compare budgeted amounts against actual expenditure. -MoPEA does not have a work plan for its activities.
4. Supervision, review, and reporting	<ul style="list-style-type: none"> -The Deputy Minister for Administration and the Financial Controller supervise the implementation of work plans by reviewing monthly and quarterly reports. - Progress against targets is measured by reviewing quarterly and annual reports. - MoPEA plans and achievements are submitted to the Ministry of Finance and donors. -Monthly technical and Steering Committee meetings are held and attended by the Deputy Minister for Administration and the Department Heads. - MoPEA activities have not been the subject to external evaluation.
5. Networking	<ul style="list-style-type: none"> - MoPEA operates through a network, which includes the Ministry of Internal Affairs, Ministry of Finance, Ministry of Public Works, Decentralisation and Local Development, etc.) -The Coordination and the information sharing are done during joint monthly steering committee meetings and the organisation heads meetings
2 technical capacity	
1. Technical knowledge and skills	<ul style="list-style-type: none"> - Programs and project are monitored by the technical committee including : <ul style="list-style-type: none"> • Deputy Minister for Administration; • Internal Auditor; • Procurement Consultant; • Financial Controller; • Procurement Director; • Assistant Director of Human Resources. - MoPEA uses donor partners as technical contacts and networks. - MoPEA is not affiliated to a professional network
3 Administrative capacity	
1. Facilities, infrastructure and equipment	<ul style="list-style-type: none"> -There is inadequate technical infrastructure and facilities (laptops, printers, software, telephone services).
2. Procurement and contracting	<ul style="list-style-type: none"> -The MoPEA has legal authority to enter into contracts and agreements with other organisations. - MoPEA has a dedicated procurement capacity. -Lack of written internal procurement procedures. It follows the Public Procurement and Concessions Act, 2005. - MoPEA has a personnel manual and recruitment procedures. -Lack of written procedures for assets management -Assets register maintained and updated periodically
3. Recruitment and personnel management	<ul style="list-style-type: none"> - MoPEA has legal authority to enter into employment contracts with individuals. - Recruitment is carried out in accordance with the 1983 Order for Civil Service published and MoPEA's recruitment policy and procedures manual. -No evidence that MoPEA conducted recruitment objectively and transparently.
4. Financial management capacity	

Areas for assessment	Details
1. Financial management organization and personnel	<ul style="list-style-type: none"> - Lack of written procedures and regulations for financial management. - MoPEA has a dedicated finance section headed by a Financial Controller. - The Deputy Minister for Administration and the Financial Controller have adequate skills and experience required to manage development projects. - The Deputy Minister for Administration and Financial Controller has prior experience in executing donor funded projects (UNDP, SIDA, and EU).
2. Financial position	<ul style="list-style-type: none"> - MoPEA has a sustainable financial position. It is funded and supported by the Government of Liberia. - It has implemented a development projects and activities financed by fund donors (UNDP, EU and SIDA).
3. Internal control	<ul style="list-style-type: none"> - MoPEA maintains 3 bank accounts; two of which are for its own use whilst the third is for UNDP funds. - Lack of written rules and procedures with regards to segregation of duties for receipt, handling and custody of funds. - There are adequate bank accounts for the operations of MoPEA mainly at the Central Bank of Liberia. Payments are mainly made by cheque or transferred directly to bank accounts. In addition, MoPEA has small amounts of cash expenses to cover small purchases. All cheques are signed by the three authorised bank signatories
4. Accounting and financial reporting	<ul style="list-style-type: none"> - MoPEA accounts are prepared in accordance with the Government of Liberia standards. MoPEA adheres to the reporting systems and formats which vary amongst donors. - MoPEA does not have a written procedure to track and to report separately on the receipt and use of funds from individual donors. - The reporting structure of MoPEA is generic and does not meet donor reporting requirements. Hence the reports are converted manually using MS Excel to meet specified donor reporting templates.
5. Audit	<ul style="list-style-type: none"> - MoPEA financial statements are supposed to be audited by the GAC or a firm of approved Certified Public or Chartered Accountants. - We reviewed the PKF audit report on the donor funds which showed no adverse findings. - There are delays in the preparation of financial statements for GAC audit. The MoPEA financial statements were last audited in 2009.

Recommendations

We have reported in our detailed findings recommendations in response to the requirements of the Terms of Reference. The following criteria have been applied to prioritise the recommendations:

Priority levels for ranking recommendations

Priority 1 - Urgent remedial action is required

Key procedures or internal controls are absent or are not complied with on a regular basis. There is a fundamental weakness or deficiency in a procedure or internal control which involves a substantial risk of either material error, or irregularity or fraud. There is a substantial risk of failure to achieve the procedure or control objectives which concern reliability, effectiveness and efficiency of operations and compliance with applicable laws and regulations. Such risks could lead to an adverse impact on the Implementing Partner's activities. Remedial action should be taken urgently.

Priority 2 - Prompt specific action is required

There is a weakness or deficiency in procedure or internal control which, although not fundamental, relates to shortcomings which expose specific areas (e.g. cash and bank management or budgetary and expenditure control) to a less immediate level of risk of either error, or irregularity or fraud. Such a risk could impact on the effectiveness of the activities and should be of concern to the Implementing Partner management. Prompt specific action should be taken.

Priority 3 - Specific remedial action is desirable

There is a weakness or deficiency in procedure or internal control which individually has no major impact but where the Implementing Partner would benefit from improved procedure or internal controls and/or where the Implementing Partner would have the opportunity to achieve greater effectiveness and/or efficiency. There is a possibility of undesirable effects at the process level, which, combined with other weaknesses, could give cause for concern.

We set out below a summary of the institutional and financial management assessment findings of the Implementing Partner, full details of which are included in the relevant sections of this report.

Institutional Capacity Assessment

Finding n°.	Area	Title	Priority (*)	Entity comments
1	Administrative capacity	Lack of work plans and reports of the internal audit department	1	
2	Technical capacity	Delays in the preparation of the financial statements	1	
3	Administrative capacity	Lack of weekly project meetings minutes	2	
4	Technical capacity	Inadequate reporting system	1	
5	Administrative capacity	Lack of up to date equipment	1	

Financial Management Capacity Assessment





Finding n°.	Area	Title	Priority (*)	Entity comments
1	Technical capacity	Finance Department staff lack professional qualifications	Level 1	
2	Reporting and Monitoring - Information Systems	Lack of computerised financial reporting system	Level 2	
3	Managerial capacity	Lack of updated fixed assets register, poor asset tracking and inadequate asset security	Level 2	
4	Technical capacity	Unavailability of bank reconciliations and bank statements	Level 1	

Risk assessment rating per functional area



We considered the risks of weaknesses and deficiencies in the design or operating effectiveness of the technical, financial, management and administrative procedures to determine the nature, timing and extent of evidence gathering procedures.

A weakness or a deficiency exists where an internal control or series of internal controls does not reasonably prevent or detect risks that could have an adverse impact on the objectives of the Implementing Partner's activities. A deficiency exists when an internal control is designed, implemented or operated in such a way that it is unable to prevent, or detect and correct, errors, irregularities and frauds on a timely basis.


During our assessment, we have provided an indication on the severity of risk and identified their root causes. In the table below, we define through colour codes the risk ratings subsequently used in the report:

	<i>High</i>	Fundamental weaknesses and irregularities in the design and effectiveness. An organisation with red rating fails to meet most of the basic minimum criteria.
	<i>Significant</i>	Significant weaknesses in the design and effectiveness. An organisation with yellow rating fails to meet some of the basic minimum criteria.
	<i>Moderate</i>	Minor weaknesses in the in the design and effectiveness. An organisation with blue rating has met most of the basic minimum criteria.
	<i>Low</i>	Procedures were suitably designed and operated effectively. An organisation with green rating will have strong capacity to manage the UNDP funds.

Based on the capacity assessment carried out and the findings highlighted above, the risk ratings for the institutional and financial management capacity are indicated below:

Functional area	Rating	Comments
Institutional assessment		Score 3 - The Blue which represents moderate risk Technical, managerial and administrative capabilities are currently in place but these can be improved by sourcing and appropriately allocating additional resources.
Financial management assessment		Score 2 - The Orange which represents significant risk The financial management procedures and controls are in place but with significant weaknesses and inadequacies.

The overall risk rating is indicated below:

	Score 3 - The Blue which represents moderate risk The organisation met over half the basic minimum criteria for financial management and institutional assessment. Areas of improvement include strengthening internal audit reporting and risk assessment capacity and preparation of timely financial statements for GAC audit to enhance the current financial management system.
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ANNEX 6: Procurement Plan

PROCUREMENT PLAN FOR SUPPORT TO GOI CAPACITY ON NIM PROJECT - 2013

Country Office: UNDP Liberia (Monrovia)

Time Frame: January 2013 - December 2013

GOODS

Description	Est. Quantity	Est. Unit Cost in US \$	Est. Total Cost in US \$	Procurement Method	Intuitive Requisition Date	Est. Delivery Date	Project Name	Project Contact Person	Buyer Name	Comments / Status
Sub Total:										
IT Equipment			6							
Purchase laptops for NIMSU at MoPEA	2	2,000.00	2,400.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	MoPEA to write to UNDP requesting for procurement and to provide specs
Purchase printers for NIMSU at MoPEA	2	250.00	500.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	
Purchase LCD Projector for NIMSU at MoPEA	1	600.00	600.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	
Purchase LCD Projector Screen with stand for NIMSU at MoPEA	1	150.00	150.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	
Sub Total:										
Printing			3,000							
Design and Printing of NIM Manual	200	20.00	4,000.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	MoPEA to write to UNDP for printing services
Sub Total:										
Stationery			39							
Flash Discs (4 GB)	5 pieces	11.00	55.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Printer Toner - HP Laserjet Color CP1215 - Size 125A Cyan/Blue, 20 Magenta , 25 Black(85)	20Pcs - Yellow, 20 Cyan/Blue, 20 Magenta , 25 Black(85)	85.00	7,225.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
External Drive (500 GB)	6 pcs	125.00	750.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Dividers	2 box (each packet is 0.90)	0.90	9.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Binding Materials - Top (clear Transparent) Back (colors - Blue, Pink, Green & Yellow)	Transparent - 2 pkts, Blue - 2 Pkts, Green - 2 pkts, Pink - 2pkts, yellow -2pkts	6.00	12.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Compaq Discs - Rewritable CDs (Sony)	4 pkts	20.00	80.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Led Pencils	1 box	15.00	15.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Photocopier Toner -Canon Toner Cartridge	10 pieces	55.00	550.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Photocopy paper - A4 Supreme	20 cartons	22.00	440.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Flip Chart Pad - Sieno	4 cartons	100.00	400.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Flip Chart Board	2 pieces	70.00	140.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA

Description	Est. Quantity	Est. Unit Cost in US \$	Est. Total Cost in US \$	Procurement Method	Tentative Requisition Date	Est. Delivery Date	Project Name	Project Contact Person	Buyer Name	Comments / Status
Mantle Envelopes/folders - Yellow	5 pks	9.00	45.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Letter paper	10 pks	24.00	240.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Power Extension cords	4 pcs.	9.00	36.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Workshop Note pads	5 cartons	50.00	250.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Brown Envelopes - Size A3 (100)		7.50	11.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Brown Envelopes - Size A4 - (500)		3.70	26.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Brown Envelopes - Size A5 (200)		2.70	7.40	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Workshop pens - Ball Point (500)	10 cartons	58.00	580.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Scotch Tape	4 pieces	0.50	2.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
HB Pencil	50 pieces	0.25	12.50	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Glue Stick	5 boxes	5.20	26.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Marker - Snowman	4 packets	2.20	8.80	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Staple Pin	4 packets	0.45	1.80	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Colorful Paper Clip - Large size	2 packets	1.50	3.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Colorful Paper Clip - Small size	2 packets	1.00	2.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Water - 500ml	12 cartons (144 bottles)	4.00	50.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Plastic Transparent Folders (Cosmic)	3 Packets (300 Pcs)	1.08	3.24	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Poster sheets (assorted colors)	10 reams	9.19	91.90	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Rubber Dirt Buckets	4 pcs.	3.00	12.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Napkins	6 boxes	3.00	18.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Desk Calculator (Citizen 12 digit)	1 Piece	10.00	10.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Sub Total:		0.00	11,113							
Workshops & Training										
Catering Services for workshop and training for project managers, Assistants and UNDP counterparts	March	2,500.00	2,500.00	RFQ			DRM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Catering Services for dissemination of micro assessment findings workshop - 28 MACs	March	2,500.00	2,500.00	RFQ			DRM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Catering Services for workshop on NIMDOG	April	1,500.00	1,500.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Catering Services for workshop on NIMDOG validation	June	2,500.00	2,500.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Catering Services for workshop and training for Senior LMA Staff	Semper	2,500.00	2,500.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA

Description	Est. Quantity	Est. Unit Cost in US \$	Est. Total Cost in US \$	Procurement Method	Tentative Acquisition Date	Est. Delivery Date	Project Name	Project Contact Person	Buyer Name	Comments / Status
Catering Services for TOT training on NIMOG	November	2,500.00	2,500.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Catering Services for Project Board Meetings	1st Quarter	500.00	500.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Catering Services for Project Board Meetings	2nd Quarter	500.00	500.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Catering Services for Project Board Meetings	3rd Quarter	500.00	500.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Catering Services for Project Board Meetings	4th Quarter	500.00	500.00	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Sub Total		13,500	13,500							
General Item										
Project Manager scratch cards	11 months	\$ 100	1,100				DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
National Project Coordinator scratch cards	12 months	\$ 75	825				DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Project Driver scratch cards	11 months	\$ 25	275				DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Project Assistant scratch cards	10 months	\$ 50	750				DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Project Manager Modern monthly subscription	11 months	\$ 80	880				DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Project Assistant Modern monthly subscription	10 months	\$ 60	600				DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
National Project Coordinator Modern monthly subscription	12 months	\$ 80	960				DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
National Project Coordinator - Cellcom 4G modem	3	19	19				DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Project vehicle - MoPEA, RL1519 - regular servicing and repairs			4,050				DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Project vehicle - UN-77 - Regular Vehicle servicing and repairs			4,000				DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Project vehicle - UN-77 - and RL 1519 seat covers	2 set	150	300				DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Project vehicle - UN-77 - canvas cover for the back of the vehicle	1	80	80				DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Project vehicle - UN-77 - plastic mats	4	40	40				DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Project Vehicle-UN-77-Door Lock	1 set	100	100				DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Sub Total			13,596.00							
SEBUNIS										
Description	Est. Quantity	Est. Unit Cost in US \$	Est. Total Cost in US \$	Procurement Method	Tentative Acquisition Date	Est. Delivery Date	Project Name	Project Contact Person	Buyer Name	Comments / Status
IC (National)										
Hiring of consultant to Design the NIM Operational Manual	1	500	500	Desk review of CVs	May	May	DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Sub Total		\$ 500.00	\$ 500.00							

Description	Est. Quantity	Est Unit Cost in US \$	Est. Total Cost in US \$	Procurement Method	Tentative Acquisition Date	Est. Delivery Date	Project Name	Project Contact Person	Buyer Name	Comments / Status
Institutional Contract (USD 248K) Provisions of Monthly Fuel/Gas - MoPEA Vehicle RL1519 - 100 Gallons a month	12	600	7,200	RFQ			DIM-NIM	Project Assistant	Procurement Unit	UNDP procurement process on behalf of MoPEA
Sub Total		\$ 600.00	\$ 7,200.00							
Total Procurement Cost in US \$			\$ 7,200.00							

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