



Government of Liberia



UNDP Liberia

# 2015 Annual Work Plan

## Extractive Industries for Sustainable Development

<b>UNDAF OUTCOMES:</b>	<p><b>2.1:</b> Improved sustainable Natural Resource Utilization and food Security</p> <p><b>4.3:</b> By 2017, Liberia has an effective and efficient natural resources management framework enabling transparent, accountable and equitable distribution of economic benefits and protection of rights of all</p>
<b>EXPECTED CP OUTCOME:</b>	<b>2.1.4</b> Utilization of Natural Resources (land, water and forest) improved .
<b>UNDAF ACTION PLAN OUTPUT</b>	<b>4.1.4:</b> By 2016, a robust M&E framework developed and adopted.
<b>EXPECTED PROGRAMME OUTPUTS:</b>	<ol style="list-style-type: none"> <li>1. Liberia’s legal framework, policies and institutional capacities to govern its mineral and oil sector are strengthened</li> <li>2. The voice and participation of civil society, women’s organizations and communities in dialogues, conflict prevention mechanisms and decisions related to extractive industries is strengthened and institutionalized</li> <li>3. Transparency in the management of revenues from minerals and oil is improved</li> <li>4. Linkages between SMEs and multinational companies in the extractivesector strengthened, increasing employment opportunities, particularly for youth</li> <li>5. Capacity of miners in artisanal, small-scale and low-value mining and capacity of regulatory institutions is strengthened</li> <li>6. The impact of Liberia’s extractive industry on human development is documented, lessons drawn and disseminated to the wider public</li> </ol>
<b>EXECUTING ENTITY:</b>	Ministry of Planning and Economic Affairs/MoPEA
<b>IMPLEMENTING AGENCY:</b>	United Nations Development Agency (UNDP)
<b>RESPONSIBLE PARTIES</b>	PACOMR, NBC, EPA, NIC, MOJ, UNDP, PWYP, MLME,

### **Brief Description**

This project is designed to build a solid foundation on which Liberia's extractive sectors can be efficiently and transparently managed for the shared benefit of its citizens. The project will therefore enhance knowledge and skills of policy makers and technicians as well, in the application of administrative and regulatory mechanisms of the extractive sectors in general but with specific focus on the oil and gas sectors. Adopting a systemic approach, the project seeks deeper participation of civil society encompassing women's and youth's participation in advocating transparency, accountability and as well as managing conflict for peace, stability and development.

The project envelops six outputs:

1. Liberia's legal framework, policies and institutional capacities to govern its mineral and oil sector are strengthened
2. The voice and participation of civil society, women's organizations and communities in dialogues, conflict prevention mechanisms and decisions related to extractive industries is strengthened and institutionalized
3. Transparency in the management of revenues from minerals and oil is improved
4. Linkages between SMEs and multinational companies in the extractive sector strengthened, increasing employment opportunities, particularly for youth
5. Capacity of miners in artisanal, small-scale and low-value mining and capacity of regulatory institutions is strengthened
6. The impact of Liberia's extractive industry on human development is documented, lessons drawn and disseminated to the wider public

The project will be implemented over a three years period from 2014 – 2016, initially under a D-M. implementation will follow UNDP procedures and processes for the first year (2014) after which national implementation modality will be used for the remaining two years (2015-2016).

Programme Period: 2014 - 2016

Key Result Area (Strategic Plan) \_\_\_\_\_

Atlas Award ID: \_\_\_\_\_

Start date: Jan 2015  
End Date: December 2015

PAC Meeting Date: 2 April 2015

Management Arrangements: DIM

Total resources required: **\$ \$1,031,146.00**

Total allocated resources:


- Government
- UNDP-BCPR \$820,773.31
- Gap \$210,372.69

  
Amara Konneh  
Minister/MFDO

Date: 9/29/15

  
Ciata Bishop  
Director-General/Nationa Bureau of concessions

Date: 22/06/15

  
Kamil Kamaluddeen  
Country Director/UNDP

Date: 19/6/15

### Extractive Industries for Sustainable Development

**Related Project Outcome:** The extractive sector of Liberia is governed in more participatory, equitable and sustainable ways to ensure that they contribute to peace and sustainable human development **Related CP outcome:** Inclusive and sustainable economic transformation informed by evidence-based macro-economic policy promoting access to livelihood, innovative and competitive private sector and efficient natural resource management

**CP Output:** National capacity for the management and utilisation of natural resources revenue enhanced

EXPECTED OUTPUTS	PLANNED ACTIVITIES					TIMEFRAME				RESPONSIBLE PARTY	Funding Source	Cash Transfer modality	Budget Description	Amount		
	Q1	Q2	Q3	Q4												
Baselines, associated indicators and annual targets	<i>Activities and associated actions</i>															
<b>Output</b>	<b>Activity Result 1.1:</b> Parliamentary Committee on Oil and Minerals Resources (PACOMR) supported															
1: Liberia's legal framework, policies and institutional capacities to govern its mineral and oil sector are strengthened	<b>Action:</b> 1.1.1: Provide technical assistance to the Parliamentary Committee on Oil and Mineral Resources (PACOMR) through the establishment of a technical and administrative secretariat; hiring of two local staff (i) Policy Analyst; ii) Conflict Prevention Expert to support PAMCOM in policy, budgets and law formulation in mining, oil and gas sectors.					X	X	X	X						60,000.00	
<b>Baseline:</b> Lack of parliamentary oversight and capacity to monitor, analyze, deliberate and make decisions on laws, policies and budgets related to extractive industries. Lack of capacity of the Ministry of Justice and other key government	<b>Activity Result 1.2:</b> Contracts and Concessions negotiation capacity of the Ministry of Justice (MoJ) strengthened															
	1.2.1: Regularize technical assistance to the Ministry of Justice in building contract negotiation capacity					X	X	X	X							39,500.00
	<b>Activity Result 1.3</b> Technical capacity of the national Bureau of Concessions strengthened to conduct post concession monitoring															

<p>agencies engaged in negotiation of extractive industries contracts</p> <p>Absence of an integrated geo-database with information on concessions and fees</p> <ul style="list-style-type: none"> <li>Limited capacity of the Environmental Protection Agency in undertaking monitoring of environmental impacts of extractive projects</li> <li>Absence of a local content policy</li> </ul>	<p>1.3.1: Conduct quarterly stakeholders' dialogue aimed at promoting coordination among key policy makers in the extractive sector to include: members of the Parliamentary Committee on Oil and Mineral Resources (PACOMR), National Bureau of Concession, Ministry of Lands Mines and Energy, LEITI and Civil Society (CSO).</p>	X	X	X	X	NBC	UNDP-BCPR	DIM/UNDP SYSTEMS	75700 Training and workshops	30,000.00
<p>1.3.2: Support to the official launch of the national concession reporting/monitoring template and training of concessions on the use of the monitoring template</p>	X	X	X	X	NBC	UNDP-BCPR	DIM/UNDP SYSTEMS	75700 Contractual services-individual	12,000.00	
<p><b>Activity Result 1.4: Capacity assessment of the Environmental Protection Agency conducted</b></p>										
<p>1.4.1: Conduct capacity assessment of the Environmental Protection Agency (EPA) to identify gaps and propose recommendations to address the gaps</p>	X	X	X	X	EPA	UNDP-BCPR	DIM/UNDP SYSTEMS	71400 Contractual services-individual	10,000.00	
<p>1.4.2 Conduct nationwide sensitization on the adversities of climate change in concessions communities (5 regional stakeholders dialogue)</p>	X	X	X	X	EPA/climate change secretariat	UNDP-BCPR	DIM	71400- Contractual services	20,000.00	
<p><b>Activity Result 1.5: Liberia's local content policy fully developed and operational</b></p>										
<p>1.5.1: Support to the drafting of a local content policy, spearheaded by the</p>	X	X	X	X	NIC	UNDP-BCPR	DIM/UNDP SYSTEMS	71200 International Consultant	45,000.00	
<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Periodical reports with analysis of</li> </ul>										



<ul style="list-style-type: none"> <li>• <i>response to requests by the Parliamentary Committee</i></li> <li>• <i>Number of training sessions involving civil servants conducted on legal and contractual issues, including staff of the Ministry of Justice</i></li> <li>• <i>Report with recommendations of administrative and legal processes prepared</i></li> <li>• <i>A database of mining and oil concessions developed, tested and used by mining regulatory authority</i></li> <li>• <i>EPA capacity assessment report</i></li> <li>• <i>Local content policy and corresponding changes in legislation</i></li> </ul>							
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*drafted*

**Targets:**

- *A secretariat supporting a Parliamentary committee is set up*
- *At least 3 briefs and/or reports produced*
- *Reviews of at least 1 concession agreement or production sharing agreement is made and recommendations provided*
- *At least 2 training sessions conducted*
- *Existing concession procedures reviewed*
- *Inventory of geo-data and other data on concessions conducted*
- *1 capacity assessment of EPA conducted*
- *A local*

<p>International development issues in mining, oil and development issues; budget analysis; syntheses of studies on Liberia's extractive sector, conflict analysis and dynamics in the producing areas and options for resolution prepared for the Parliamentary Committee</p> <ul style="list-style-type: none"> <li>• Existence of short term consultancy for policy advisory support to the EPA</li> <li>• On-demand analytical products including regular conflict analysis on the producing areas prepared in</li> </ul>																												
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<ul style="list-style-type: none"> <li>• Lack of opportunities for communities to have a say in legislation and concessions/contracts related to oil and mining</li> </ul>								
<ul style="list-style-type: none"> <li>• Limited knowledge of implications of mining and oil development</li> </ul>								
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mining and oil-related issues, including deposits, investments, fiscal revenues, environmental impacts, job opportunities.

Limited knowledge of implications of mining and oil development

Lack of opportunities for communities to have a say in legislation and concessions/contracts related to oil and mining



for CSO's to enhance sector knowledge

- A public awareness campaign plan is developed and implemented
- At least 5 communication and media products on issues in extractive industries and development prepared and broadcast nationally and in mining/oil communities
- Discussion fora

organized in at least 6 sub-regions and documented

- Draft laws, regulations (or revisions) prepared to institutionalize community participation

**Targets:**

- A public awareness campaign plan is developed
- At least 1 community consultation the prevention of conflict related to exploitat

<ul style="list-style-type: none"> <li>• Annual mapping of conflict hotspots undertaken</li> <li>• At least 1 communication and media product produced and disseminated</li> <li>• National dialogue on managing extractive sector – using both radio debates, and conference</li> </ul>													70,000.00
Activity 2: Total													

Output 3: Transparency in the management of revenues from minerals and oil is improved	Activity Result 3.1: A conflict-sensitive, transparent and well-managed community fund mechanism is developed									
Action:										
Activity Result 3.2: Concessions data collection and information gathering by LEITI increased										
3.2.1: Conduct a mapping exercise that combines data research and interviews with companies/officials, in order to improve local knowledge on concession beneficiary data collection	X	X	X	X	X	X	X	X	X	64,000.00
Establishment of Centre of Excellence on Extractive Governance	X	X	X	X	X	X	X	X	X	10,000.00
No systematized and transparent information on concession beneficiaries	Activity Result 3.3: Production audit of four extractive sectors conducted and results disseminated for corruption risk management and mitigation of loss of extractive revenue									
Widespread perceptions of corruption and unfaithful extractive revenue disclosure	X	X	X	X	X	X	X	X	X	40,000.00
Indicators A procedure for governance and administration of the County Social Development Fund developed	X	X	X	X	X	X	X	X	X	1,000.00
Report with mapping concession beneficiary data information	X	X	X	X	X	X	X	X	X	1,000.00

<p>prepared</p> <p>Report identifying key areas of corruption risk in the extractive sectors prepared and findings disseminated to at least 50 stakeholders</p>						
<p><b>Targets</b></p> <p>1 Research on community development funds conducted</p> <p>A model for governance of community development funds proposed</p> <p>Extractive sector production audit conducted and report disseminated</p> <p>Assessment of corruption risk conducted</p> <p>Findings presented to key stakeholders</p>						
					<p><b>Activity 3: Total</b></p>	<p><b>130,000.00</b></p>

Activity Result 4.1: Procurement departments of multi-national companies are sensitized and can utilize local content policy												
<p><b>Output 4:</b> Linkages between SMEs and multinational companies in the extractive sector strengthened, increasing employment opportunities, particularly for youth</p> <p><b>Baseline:</b> <i>Lack of evidence, definition and documentation about local content in oil and mining MNCs</i></p> <p><i>Anecdotal evidence indicates very limited amount of goods and services procured by Liberian SMEs to MNCs</i></p> <p><i>Absence of adequate skills on the part of Liberian MSMEs in procurement processes, bidding procedures, product quality and standards</i></p> <p><i>Absence of capacity on the part of policy</i></p>	4.1.2. Regional Stakeholder Consultation (4 Consultative exercise in Tubmanburg, Gbarnga, Zwedru and Buchanan) by holding 1 day workshop in each regional center	X	X	X	X			UNDP-BCPR	DIM UNDP SYSTEMS	75700 Workshop 71600 Travel Cost	30,000.00	
	<b>Activity Result 4.2.: Liberian SMEs capacity strengthened in procurement processes, bidding procedures, product quality, standards, etc.</b>											
	4.2.1. Conducting training and sensitization of SMEs on procurement processes, bidding procedures, product quality, standards, etc.			X	X	X			UNDP-BCPR	UNDP SYSTEMS	75700 Workshops/Trainings	21,200.00
	Design, deployment and maintenance of LIBA's website (hire one IT staff for maintenance)		X		X	X			UNDP-BCPR	UNDP SYSTEMS	72100 Contractual Services Companies	17,000.00
4.2.2 Assess specific needs of SMEs working in sectors of existing or potential supply to the extractive (such as safety clothing and PPE producers, catering businesses, water bottling and food processing, distribution SMEs, transportation, logistics, construction SMEs, and security and IT service providing SMEs)				X	X			UNDP-BCPR	UNDP SYSTEMS	72100 Contractual Services Companies	25,000.00	



makers to enhance access to finance and provision of infrastructure that creates an enabling environment for SMEs

*Lack of skills among Liberian youth*

**Indicators:**  
*Goods and services procured by MNCs from Liberian SMEs*

Number of MNCs sensitized and trained in local content promotion and utilization

*At least 10 procurement-related meetings and networking events organized with representatives of MNCs/ their 1st tier subcontractors and SMEs*

*At least 3 media and news outlets announce bids regularly from oil and mining*

*MNCs; online web portal development*

*Legal and policy changes on financing of SMEs drafted*

*At least 10 recruitment-related meetings and networking events organized with representatives of MNCs/ their 1st tier subcontractors and students*

*At least 100 interns recruited by MNCs from Liberian universities, vocational and other training centres*

**Targets for year**

**1:**

*Survey of procurement processes of MNCs carried out*

*Discussion with SMEs and procurement officers of MNCs organized*



<p>regulatory institutions is strengthened</p> <p><b>Baselines:</b> No knowledge about the value chains in artisanal, small-scale and low-value mining</p> <p>Lack of business skills among artisanal miners</p> <p><b>Indicators:</b> A study mapping artisanal, small-scale and low-value mining small-scale, low-value mining trained in environmental, safety standards and business skills</p> <p>Prepared, covering at least 3 counties</p> <p><b>Targets :</b> Mapping of ASM, small-scale and low-value mining and associated value chains conducted</p>	<p>environmental standards, access to markets and access to technology.</p> <p>5.1.2. Spatial mapping of artisanal, small-scale and low-value mining, and associated value chains conducted</p> <p>5.1.3. Conduct regional stakeholders engagement on confidence-building to develop a clear vision with national objectives for ASM</p>										
	<p><b>Activity 5: Total</b></p>										50,000.00

Activity Result 6.1.: Liberia National Human Development Report prepared and its messages widely disseminated

<p>Output 6: The impact of Liberia's extractive industry on human development is documented, lessons drawn and disseminated to the wider public.</p> <p><b>Baseline:</b> <i>Lack of analytical knowledge about the impact of Liberia's extractive industry on human development</i></p> <p><b>Output indicators:</b> <i>Human Development Report prepared on the state and impact of Liberia's extractive sector; Key messages of the report reached an estimated 1 million people in Liberia; findings discussed with at least 50 stakeholders</i></p> <p><b>Targets:</b> <i>Consultations</i></p>	<p>7.1.1. Conduct research, with primary data collection if necessary, and develop Liberia's NHDR on the state and the impact of Liberia's extractive sector on human development</p>	<p>x</p>	<p>x</p>	<p>MoPEA</p>	<p>UNDP-04000</p>	<p>UNDP SYSTEMS</p>	<p>71200 International Consultant 71300 Local consultants (2 persons)</p>	<p>40,000.00 13,800.00</p>
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<p><i>conducted</i></p> <p>1 Research carried out</p> <p>1 Report produced and disseminated</p>									<p><b>Activity 6: Total</b></p> <p><b>53,800.00</b></p>
<p><b>Output7:</b>  <b>Management, quality assurance and compliance strengthened</b></p>	<p><b>Activity Result 7.1: Programme management-partnerships, communications, monitoring, compliance and oversight enhanced</b></p>								
<p><b>7.1.1</b> Conduct effective concessions monitoring and routine data collection on concessions (procurement of one monitoring vehicle)</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>NBC</p>	<p>UNDP-BCPR</p>	<p>DIM</p>	<p>72100</p>	<p>35,000.00</p>
<p><b>7.1.2</b> Support to LEITI Technical Unit to conduct corruption risk assessment and production audit of extractives (purchase of one vehicle for routine visits to concessions communities)</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>LEITI</p>	<p>UNDP-BCPR</p>	<p>DIM</p>	<p>72300</p>	<p>35,000.00</p>
<p><b>7.1.3:</b> Programme Manager- UNDP international Specialist-P3/4</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP</p>	<p>UNDP-BCPR</p>	<p>DIM</p>	<p>61300</p>	<p>200,000.00</p>
<p><b>7.1.4</b> Strengthen the capacity of the National Climate Secretariat to coordinate awareness of the effects of climate change in concession communities and stakeholders through logistical support, including internet, scratch cards, fuel/gas</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP</p>	<p>UNDP-BCPR</p>	<p>DIM</p>	<p>71400</p>	<p>5,000.00</p>
<p><b>7.1.5: Direct Project Cost</b></p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP</p>	<p>UNDP-04000</p>	<p>DIM</p>	<p>74500</p>	<p>10,000</p>
<p><b>7.1.6: DIM-NIM-UNDP</b></p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP</p>	<p>UNDP-04000</p>	<p>DIM</p>	<p>72100</p>	<p>3,750</p>
<p><b>7.1.7: Communications and partnership-</b></p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP</p>	<p>UNDP-04000</p>	<p>DIM</p>	<p>72400</p>	<p>1,000</p>

