

PROJECT TITLE: LIVELIHOODS AND EMPLOYMENT CREATION IN LIBERIA**PROJECT NUMBER:****Implementing Partner: Ministry of Commerce & Industry (MOCI)****Start Date:** February 2021 **End Date:** December 2025**LPAC Meeting date:** January 20, 2021**Brief Description**

In Liberia, poverty and inequality are major problems confronting the population. Poverty affects a slight majority of the population (50.9%), with the burden heavier in the rural areas (71.8%) as compared to the urban settings (31.5%). Liberia is ranked 176th out of 189 countries on the UNDP 2019 Human Development Index. There are many factors that contribute to poverty and inequality in Liberia. One of these factors is limited access to sustainable and viable income-generating opportunities. Based on the World Bank Macro Poverty Outlook (8 June 2020), Liberia is expected to witness an increase in extreme poverty (at 1.90 \$USD per day PPP) from 44.4 percent in 2019 to 46.3 percent. These estimates are largely based on output-poverty elasticities that considers the macro-micro impact COVID-19 is estimated to have on the country, especially with implications for MSMEs, households that rely on remittances. The poverty rates are expected to decrease somewhat in the medium-term (45.8% in 2021 and 45.2% in 2022) as a result of efforts to mitigate the fall-out from COVID-19.¹

As the country implements its response to the COVID-19 pandemic, it is important to support measures that reduce the socioeconomic impact on the vulnerable and contribute to socioeconomic recovery that is sustainable and resilient over the long-term. Two areas that can support the creation of sustainable and viable income-generating opportunities for the poor and vulnerable population—who feel the brunt of poverty in Liberia—are agriculture and Micro, Small and Medium Enterprises (MSMEs). Emergency and recovery support for the informal sector² (domestically owned SMEs), which account for 85% of employment³, is critical in addressing the economic shocks faced by informal workers as a result of the COVID-19 health crisis. UNDP, through its Livelihood Project, seeks to contribute to the reduction of poverty and inequality by supporting initiatives that engage poor and vulnerable households/population in sustainable income generation activities. In line with UNDP Liberia Country Programme Document (2020-2024), the project will target vulnerable populations in seven (Montserrado, Grand Cape Mount, Grand Bassa, Sinoe, Lofa, Nimba, and Grand Gedeh) of the fifteen counties in Liberia.

The Livelihood Project will engage poor and vulnerable population in socioeconomic schemes with the aim of improving their lives and livelihood. Consideration will be given to women, youth and persons living with disabilities who are often at the worst end of the economic spectrum. These interventions will occur through two major components:

1. Supporting the creation of sustainable, viable and diversified livelihood opportunities for youth, women and persons living with disabilities (PWDs) through investment in and developing community infrastructures, environmental services and vocational/life skills, including digital skills; and inputs and technical advice to increase local food production; and
2. Strengthening business and enterprise development services by promoting access to finance, capacity building and innovation.

The Project's goal is to contribute to the reduction of poverty and inequality in seven counties (Grand Gedeh, Nimba, Lofa, Grand Cape Mount, Montserrado, Sinoe and Grand Bassa) by supporting the creation of income-generating opportunities for poor and vulnerable population, including refugees and their host communities. It will support sustainable livelihood activities, including technology-enabled livelihoods around agriculture, non-timber forest products as well as the establishment and strengthening of MSMEs in

¹ Rapid Assessment and roadmap for COVID impacts and implications in Liberia (Draft), UNDP 2020

² In 2010, 49.5% of people (206,000 women and 136,000 men) employed outside of agriculture in Liberia were in the informal sector, with a further 10.8% in informal employment, making the sector extremely important for the Liberian economy, as well as for the individuals and households who rely on the related earnings- WIEGO Resource Document: Informal Economy Budget Analysis-2017

³ World Bank 2019- From Growth to Development: Priorities for Sustainably Reducing Poverty and Achieving Middle-Income Status by 2030

the seven targeted counties. These interventions will provide livelihood and incomes for the target population and help transition them out of poverty.

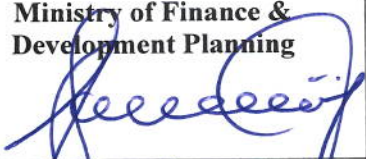
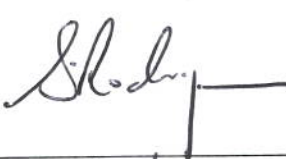
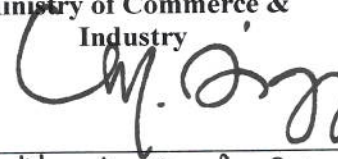
The Project will be implemented in partnership with relevant government Ministries, Agencies and Commissions (MACs), including Ministries of Finance and Development planning, Commerce and Industries, Agriculture, Mines and Energy, Internal Affairs, Youth and Sports, and Gender, Children and Social Protection, Environmental Protection Agency, National Fisheries and Aquaculture Authority, Forestry Development Authority, National Investment Commission, and National WASH Commission. Additionally, UNDP will work in partnership with Food and Agriculture Agency (FAO), UN Refugee Agency (UNHCR), as well as the United Nations Capital Development Fund (UNCDF) in supporting innovative agriculture and financial solutions.

Social mobilization at the community level will focus on promoting community ownership, participation, and capacity- building of community organizations to ensure sustainability of project results.

Contributing Outcome (UNSDCF/CPD and PAPD):
**Contributing Outcome (UNSDCF/CPD) & PAPD
 UNSDCF (2020-2024) Outcome 2/ UNDP Outcome 2: By 2024, 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.**
 Indicative Output(s) with gender marker:
Output 1.1: Gen 2
Output 1.2: Gen 2
Output 2.1: Gen 2
Output 2.2: Gen 2
Output 2.3: Gen 2
Output 2.4: Gen 2

Total resources required:	7,817,000.00 USD	
Total resources allocated:	UNDP TRAC:	500,000
	Donor: SDPE FW	280,000
	Government:	
	In-Kind:	Office space, 1 Project Officer
Unfunded:	7,037,000.00	

Agreed by (signatures):

Government	UNDP	Implementing Partner
Hon. Samuel D. Tweah Minister Ministry of Finance & Development Planning 	Mr. Stephen Rodriques Resident Representative 	Hon. Mawine G. Diggs Minister Ministry of Commerce & Industry 
Date: 17-03-2021	Date: March 3, 2021	Date: March 8, 2021

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II. DEVELOPMENT CHALLENGE

Following 2 decades of conflict, Liberia benefitted from the 2003 Accra Comprehensive Peace Agreement, which led to various reforms underpinned by a period of strong economic growth, apart from the Ebola crisis in 2014 and 2015 that has had crippling effect on the economy. The level of inflation continues to grow, while GDP growth projections for 2019 were revised down from 4.7 to 0.4 percent. The agriculture sector, which standouts as the primary source of livelihood for most of Liberia's population and provides sustenance for many households has also experience it share of the pitfalls due to a narrowing of the economic base and little investment, disruption in local farming and trading systems, limited infrastructures, loss of personal assets and a breakdown in social capital. These limitations have contributed substantially to income poverty and impaired human development. To address these challenges, the government of Liberia has prepared three important agricultural policy documents since 2006: The Statement of Policy Intent for the Agricultural Sector of 2006, the 2008 National Food Security (NFSN) and the 2009 Food Agricultural Policy and Strategy (FAPS). In 2009 the GOL committed to the Africa-wide Comprehensive African Agriculture Development Programme (CAADP) aimed to promote economic growth in the region through agricultural development. In 2011, the GOL finalized the Liberia Agriculture Sector Investment Program (LASIP). Finally, in 2013 the GOL prepared the Agenda for Transformation (AfT), a long-term vision to achieve structural economic transformation, prosperity, and inclusive growth by 2030 and in 2016 the Liberian Agricultural Transformation Agenda (LATA) was launched. These have been followed by several programs and project initiatives to address the issues of food security, infrastructure, value chain etc. Despite progress made over the last decades productivity of the sector remains low and the majority is involved in subsistence farming. The situation is likely to be worsened by COVID-19 due to mobility restrictions and reduced purchasing power that affects food demand and thus food security with a greater impact on the most vulnerable population groups

Liberia is ranked 176⁴ out of 189 countries by the UNDP Human Development Report⁴ with a human development index of 0.465, making it one of the poorest countries in the world. Poverty is rife in Liberia, with the national poverty headcount standing at 50.9%. The situation is worse in rural Liberia at 71.6% compared with 31.5% for the urban setting⁵. Food insecurity is relatively high at 39.1% and similarly higher in rural community (50.9%) in contrast with urban areas (28.1%). In the same vein, inequality is also an issue in Liberia with the country's Gini coefficient⁶ at 0.33 or 33%⁷. Moreover, Liberia faces slow economic growth and reduced ability to create jobs, which is linked to the socioeconomic crisis currently plaguing the society. These conditions are expected to be further worsened by the ongoing coronavirus pandemic (COVID-19) and its ramifications on the economy, health and livelihoods for the poor and vulnerable people across the country.

Despite the country's endowment with abundant natural resources and its relatively small size and population, high levels of unemployment remain a challenge. 18.1% of the workforce is estimated to be in paid employment⁸ while an estimated 78.8% of the workforce is said to be vulnerably employed. This has contributed to many other social issues in the country ranging from increase in crime and poor health to high illiteracy, especially in women, youth and children. A significant contributing factor to the poverty level in the country is the limited viable and sustainable income-generating opportunities. Employment opportunities outside of the public sector are limited, making the government the largest employer in the country.

Environmental issues like pollution and forest degradation, disaster and climate change pose significant risks to Liberia in reaching its goals for reducing poverty and achieving sustainable development. Liberia is vulnerable to the impacts of climate variability and change, such as warmer temperatures, increases in annual rainfall, and increases in the frequency of heavy rainfall events with significant impacts on women and youth. These impacts present challenges to the country's socio-economic development because of the risks they pose to critical sectors such as agriculture, fisheries, forestry etc. Liberia's low adaptive capacity

⁴UNDP 2019 Human Development Index. <http://hdr.undp.org/sites/default/files/hdr2019.pdf>

⁵LISGIS 2016: Household Income and Expenditure Survey, Liberia

⁶ The Gini coefficient/index estimates inequality across the distribution of household consumption basically focusing on monetary inequality.

⁷ Ibid 2016: Household Income and Expenditure Survey, Liberia

⁸ LISGIS 2010: Liberia Labor Force Survey, Monrovia, Liberia

to respond to climate change is partially due to the detrimental effects of the civil war and limited resources to address these issues. Since the war, the government, along with various international and national institutions and organizations, has been taking actions to better understand and address environment and climate change challenges throughout the country. Through the UNDP implemented Green Climate Funded National Adaptation Plans project launched in 2018 and other initiatives, the country has made significant gains in terms of expanding the knowledge base for scaling up adaptation, building institutional frameworks and mechanism for mainstreaming climate change in sectoral and national development planning, formulation of financing mechanisms for scaling up adaptation (including public, private, national and international) etc. while there are still challenges and barriers, these initiatives have strengthened the capacity of the Environmental Protection Agency to support sustainable development in key sectors. Strong environmental governance will be a key in protecting the people of Liberia from the environmental and climate change challenges, propel development gains to reduce hunger and poverty so that no one is left behind, and enhance climate-resilient economic and social development.

Two key sectors which currently provide income and livelihood for people at the lower economic scale are agriculture and Micro, Small and Medium Enterprises (MSMEs). These sectors are equally important for post- COVID19 response in mitigating the devastating impacts of this crisis on the economy and livelihoods, with a focus on the most affected: small and medium enterprises, the informal sector, women, youth, and persons living with disabilities (PWDs). However, these sectors are faced with multiple challenges that undermine their productivity. The agriculture sector has largely remained seriously challenged and unproductive due to several factors including low human capital, poor infrastructure (especially roads, access to energy, machinery and technology), low availability of and access to inputs and finance, lack of active public or private extension services, a weak policy environment to support private sector investments in the sector, and a lack of trust among market actors to engage in activities like bulk purchasing and marketing⁹. Limited or non-existent capacity for the storage/ preservation and processing of food and other agricultural products is also a serious factor impeding growth and productivity of the sector. These challenges have rendered the sector somewhat unproductive and unattractive. Households, whose primary livelihoods activities are built on self-employed agriculture, bear the highest burden of poverty in the country, at an alarming rate of 79.6%.¹⁰

The business environment in Liberia for MSMEs faces several challenges and inherent weaknesses including weak management capabilities, fragmented markets and limited diversification, undercapitalization and limited access to capital and credit; limited skilled workforce and the absence of long-term planning. MSMEs are particularly constrained by limited information on viable business ideas; lack of innovation to diversify the traditional production; inability by businesspeople to identify and access markets; failures to identify business viability as a determinant for access to capital as well as lack of capacity to develop proper business plans. In addition, limited entrepreneurial skills, limited employable skills and limited access to finance, particularly among women, youth and young entrepreneurs, pose challenges in reducing poverty and inequality. Access to finance for MSMEs and agriculture production is very limited. The majority of MSMEs face serious challenges in accessing loans to continue and/or expand their business as manifested by just around 18% of MSMEs were reported to have accessed loans in 2017¹¹. Often, the terms and conditions of the loans such as high interest rates, short payback timetables, amount of loans, etc. are also unfavorable. Agriculture loans require long duration, low interest, relatively large capital, and grace period for payback of interest and loan amount. With no dedicated banks to conduct such services, it is very difficult for commercial banks under the current loan scheme to effectively serve the agricultural sector that need strong support to revive it and make it attractive and productive.

With less than 20% of the population having access to energy in Liberia, many businesses are straddled by the high operating costs due to their reliance on privately operated gasoline and diesel generators to run their businesses. For those that rely on public electricity supply, the service cost is quite prohibitive. Enhancing access to reliable and cost-efficient energy supply such as solar can have a huge impact on MSMEs by reducing their energy bills and operating cost, enabling them to expand operating hours and increasing profits and ability to expand services. For agribusinesses energy supply is vital for expanding productivity, value addition through processing as well as improving storage of products.

⁹ USAID 2016: Improving food and nutrition security and economic well-being in vulnerable communities in Liberia, Monrovia, Liberia

¹⁰ LISGIS 2016: Household Income and Expenditure Survey, Liberia

¹¹ Building Markets 2017: Market Overview Report, Monrovia, Liberia accessed on February 18, 2020 at https://buildingmarkets.org/sites/default/files/pdm_reports/market_overview_report_2013_final.pdf

Women and youth play key roles in agriculture and the informal business sectors (domestic workers, subsistence farmers, petty- traders etc.). However, they remain more challenged and disadvantaged as compared to the male and adult population. They are more affected by factors that constrained the sectors as compared to the male and the adult population. Women and young girls play a major role in agriculture and small enterprise management. In many instances, women work equal hours tending farms and livestock, while also having to cater to domestic responsibilities. However, much of their efforts often go unrecognized at the household and national level. National statistics tend to forget their efforts or minimize the impact of women who participate in agriculture or MSME to the economy.¹² Poor households bear a disproportionate share of the work and responsibility of feeding and caring for family members through unpaid household work. The drudgery of women's work and its time-intensive demands contribute to women's "time poverty" and greatly limit poor women's choice of other, more productive income-earning opportunities. The monetary value of women unpaid work is estimated at 10.8 trillion each year¹³. Women constitute a majority of the poor and are often the poorest of the poor. The societal disadvantage and inequality they face because they are women shapes their experience of poverty differently from that of men, increases their vulnerability, and makes it more challenging for them to climb out of poverty¹⁴. In Liberia, about 46.3% of female-headed households are poor. Given the high level of poverty in the country, with (50.9%) of the women population in urban areas and a higher burden in the rural area (71.6%)¹⁵, it is important to consider that women are significantly more affected by poverty, as women (particularly in rural communities) are constrained by unpaid work compared to their male counterparts.

Approximately 64% of the population of Liberia is below the age of 25¹⁶. Majority of the youth have fewer skills, work experience, financial resources, physical assets, and mostly find themselves in poverty-affected families, owing to the effects of the civil crisis and limited access to education foundation and basic services. Some are further disadvantaged as a result of exposure to drugs and other harmful substances that lend them to crime and isolation in society. Youth are mainly in the informal or vulnerable employment sector; are very likely to drop out of school (60% have not completed primary education); female youth stand a greater risk of unintended pregnancy (estimated one-third of young women give birth before the age of 18); while people living with disabilities face unique financial and physical barriers to accessing education and other services.¹⁷ These constraints have impeded the ability of youth to be productive and economically viable. With a population growth rate of 2.1% and an increasingly youthful population, the youth unemployment problem will continue to increase over time, with the potential to create instability and affect the peace and development of the country.

Persons living with disabilities (PWDs) face multiple challenges and are among the poorest of the poor in the world. In Liberia, it is estimated that around 16-20 percent of the population live with one form of disability or the others, and 99 percent of them live in extreme poverty.¹⁸ People with disabilities tend to be marginalized, stigmatized and excluded from education, skills training and income-generating opportunities. Because they have a limited voice in politics and society, their issues are not included in national policies, especially in poverty reduction initiatives causing their living conditions to continue to deteriorate in a "vicious cycle"¹⁹. PWDs often lack access to basic services and opportunities for income generations. Those involved in income generation say PWDs informal employment often received less incomes compared with people without disabilities.²⁰ They live in deplorable and degrading conditions that have consequences for their health, growth and development. Their lack of access to income generating opportunities (which is often the result of combined factors such as stigmatization, discrimination, marginalization, limited/lack of skills, limited, poor quality or no education, etc.) significantly contributes to the high level of poverty among them.

¹² Jaka et Shava, 2018: Resilient rural women's livelihoods for poverty alleviation and economic empowerment in semi-arid regions of Zimbabwe

¹³ Oxfam International 2020: Why the majority of the world's poor are women accessed from <https://www.oxfam.org/en/why-majority-worlds-poor-are-women> on 28/02/2020

¹⁴ Aragon and Miller, 2017: Global Women's Issues: Women in the World Today, extended version, Bureau of International Information Programs, United States Department of State

¹⁵ LISGIS 2016: Household Income and Expenditure Survey, Liberia

¹⁶ Index Mun Factbook 2019: Liberia Demographics Profile 2019, accessed February 10, 2020 from https://www.indexmundi.com/liberia/demographics_profile.html

¹⁷ USAID, 2019: USAID/Liberia Youth Assessment Situational Analysis Report, Monrovia, Liberia accessed February 10, 2020 from https://www.youthpower.org/sites/default/files/YouthPower/files/resources/Brief_LIBERIA_JUNE19th_ONLINE%20VERSION.pdf

¹⁸ Hanifen 2019: WHAT YOU NEED TO KNOW ABOUT PEOPLE WITH DISABILITIES IN Liberia, accessed 28/02/2020 from <https://borgenproject.org/disabilities-in-liberia/>

¹⁹ Ibid

²⁰ Tinson, Adridge, Born and Hughes, 2016: Disability and Poverty, why disability must be at the centre of poverty reduction, New Policy Institute, London, England, Great Britain

In 2017, Liberia hosted 99,000 international migrants, including 18,990 refugees with majority of refugees hailing from Ivory Coast. While voluntary repatriation has been ongoing, some refugees have had to locally integrate in their host communities in counties like Grand Gedeh, Nimba, Cape Mount and Lofa. While the presence of refugees has led to increased cost of goods and services (water, food, labour, transportation etc), unemployment, brought pressure on facilities and social services (education, health, water supply etc), increased social vices and deteriorated environmental services; they are often vulnerable due to limited access to land, basic services and opportunities for income generations. They are also faced with stigmatization, discrimination and marginalization. These coupled with their limited/lack of skills, limited, poor quality or no education, significantly contributes to the high level of poverty among them.. It is therefore important that interventions intended for addressing poverty and enhancing livelihood for vulnerable people also focus on the needs of refugees and their host communities.

Currently, Liberia suffers from a scarcity of essential social services particularly in rural areas (education, health, water and sanitation). The inability of vulnerable people to pay for these essential services then leads them to more serious consequences in terms of long-term health care access, and the ability to further generate income in the absence of sustainable livelihood and safety nets.

To help reduce the poverty and inequality levels among the vulnerable population, there is a need to improve two key sectors: Agriculture and MSMSEs. Agriculture accounts for approximately 70% of income-generation across the country. It provides livelihood and income for many households, private entities and government. Many of the people involved in MSMEs make use of one form of agricultural products or another. By using these two sectors to complement each other in the quest for poverty reduction, many of the vulnerable population can see their socioeconomic status improve in the short to medium- and longer term.

III. STRATEGY

High and persistent poverty and inequality levels are a significant hindrance to the growth and development of many people in Liberia. Limited opportunities for sustainable and viable income-generation are significant factors that undermine human progress towards prosperity. In Liberia, the ability and desire of the population to transition from poverty to prosperity is constrained by several governance and socioeconomic factors compounded by technical, financial and logistical deficits in many key sectors of the economy. High unemployment rate; limited access to finance and credit; limited technical knowledge and skills among the labour force, particularly women and youth, poor; archaic infrastructure and technology; unsustainable and undiversified livelihood activities; unsustainable management of natural resources and limited markets are some of the underlying problems that limit people's income-generating capacity and perpetuate poverty among the population.

The transition from poverty to self-reliance will involve holistic support through sustainable, diversified and inclusive economic growth underpinned by investments in sustainable and climate smart agriculture, food security, job creation and improved resilience to climate change and natural disasters. In 1975 the government established the National Social Security and Welfare Corporation (NASSCORP) for the purpose of providing social protection for job related injuries, occupational illnesses, in availability and old age retirement. The third component of NASSCORP legal mandate which relates to the provision of social assistance in presently not implemented. In 2011 Liberia social protection spending equated to approximately 16% of GDP²¹, with vast majority of this being donor funded and relating to short term, project based social assistance programs delivered in the form of in kind transfer (food) that receive the largest share of expenditure, representing a total of 76% of funding-divided into school feeding (34%) of the overall spending in social safety net, supplementary feeding programs (33%) and food distribution (9%), with cash transfer accounting for only 5% of total expenditure ²²The proposed social protection interventions earmarked are intended to enhance livelihood and income generation that favours refugees, migrants, PWDs, youth, women within the context of Leaving No One Behind (LNOB). UNDP will support the government through its relevant Ministries, Agencies and Commissions (MACs) to address the issues of poverty and inequality by supporting the creation

²¹ Figazzolo, L and Weedon, E. (2011)

²² National Social Protection Policy and Strategy, Government of Liberia, 2013

SDI

KIMS B

MSD

of better opportunities for income-generation, through its Sustainable Livelihood Project, in synergy with its Private Sector Development Project, under the Inclusive Growth and Sustainable Development portfolio. The Livelihoods Project will promote sustainable management of natural resources (non-timber products), sustainable and diversified livelihood activities, and increased access to finance and markets. All these interventions will be linked to the private sector project that focuses on easing the environment for doing business through the creation of conducive legal, policy and regulatory reforms; and enhancing Access to Financial Services- including credit especially for agricultural and agri-business supplier development and women- owned enterprises; as well as governance, rule of law and justice and thereby ensuring macro-micro policy linkages to ensure sustainability.

The Project aims to tackle poverty by supporting economic activities at grassroots levels, particularly targeting women, youth and PWDs. The Project therefore seeks to support the poorest communities by providing the resources (skills, financing, inputs) and creating an enabling macro environment and policy framework) to facilitate the leveraging of local resources for sustainable income- generation. Given that COVID-19 threatens to profoundly impact on the livelihoods of poor rural farmers who depend on agriculture, the project's investments in rural agricultural programmes (agro-processing, seeds, productive small infrastructure, agricultural supply and value chains, etc) are intended to help the most vulnerable populations become more self-reliant, mitigate some of the impacts of the pandemic, and ensure that food systems and food security are more sustainable. Efforts will be made to expand trade by developing value chains related to natural resources for more sustainable livelihoods and employment (e.g. non- timber forest products, fishing industry, low value minerals).

The Project adopts a strategy that emphasizes on building long-term resilience with a comprehensive, long-term, and transformational view that seeks to work with communities consistently, using a variety of approaches over an extended period. The Project has a 5-year period targeting the same communities, from which baseline data will be collected at project inception to measure change. This long-term approach will ensure that the communities are gradually transformed from subsistence production to market economy without the disruptions occasioned by short-term interventions. This is in line UNDP's approach of fostering resilience through a transformative process of strengthening the capacity of individuals and communities. The Project will thus seek the following livelihoods recovery outcomes: i) more diversified livelihoods that can respond to shocks and stresses; ii) increased economic engagement of youth, women and PWDs; iii) sustainable utilization of local environmental resources for livelihoods.

The intervention will be modeled on *UNDP's Three-Track Approach to Livelihoods Recovery* which offers a systematic approach to transforming from short- term jobs to medium and long- term employment and inclusive growth, more specifically: i) Stabilising livelihoods and livelihoods systems in the short term; ii) Supporting the revitalisation and development of local economies using a combination of indigenous and new knowledge /innovation drivers; and iii) Support long- term policies and strategies for decent work and employment, inclusive of women's economic empowerment. The short, medium and long- term interventions will start at the same time but with different intensities as the situation in Liberia may dictate in the context of COVID-19 and other government priorities.

It is envisaged that the impact of this project will be wide-reaching as strengthened income capacities produce resources for such needs as health, education, socioeconomic community infrastructure and other basic social services that enhance sustainable and resilient livelihoods. District and community structures would be mobilized, engaged and leveraged for the purpose of collaboration, efficiency and to avoid duplication. It is also envisaged that the knowledge which exists within these structures and development partners will be invaluable to evidence-based interventions within the target counties, districts and communities.

Sustainable livelihoods and employment creation require the backing of a strong policy environment that removes barriers to trade and business and promote social assistance schemes for informal workers while promoting incentives for private sector investment in critical sectors and areas where the poor live. The achievement of the Project's objectives and results will significantly rely on the government creating an enabling environment for business and other income- generating activities; the effective implementation of relevant economic recovery and poverty reduction, policies, strategies and plans by the government with support from partners and other stakeholders; the provision of resources for the implementation of key national strategies/plans by government and partners/stakeholders.



Recognizing the importance of sound environmental management to the achievement of sustainable project results and poverty reduction in Liberia, the project will capitalize on the role of the EPA as a key partner for screening interventions to ensure that they do not exert negative impact on land, forests, water systems, wetlands, marine ecosystems, and other natural resources--assets that many of the poor depend on for their livelihoods. The project will identify and manage environmental and social issues consistent with the EPA guidelines and UNDP Social and Environmental Standards and related Accountability Mechanism.

The project's support to livelihood and employment will aim at advancing women's economic empowerment as a prerequisite for sustainable development and pro-poor growth. Thus, interventions will promote women's economic empowerment through support for sound public policies that gives women control over resources, enlist broad stakeholder's long-term commitment to GEWE in ensuring that women must have more equitable access to support and services provided by the project. The project will facilitate increased dialogue among development actors and responsible parties for implementation in order to improve co-ordination and support for women rights at the national and local levels.

To achieve this, the Project will address the development challenges using three mutually reinforcing approaches:

1. Supporting the creation of sustainable, viable and diversified livelihoods opportunities for youth, women and PWDs through investment in and development of community infrastructures, environmental services, vocational and life skills, including digital skills; and inputs and technical advice to increase local food production;
2. Strengthening business and enterprise development services by promoting access to finance, capacity-building and innovation that are responsive to the rights and needs for economic advancement of women, youth and PWDs; and
3. Supporting policies and strategies that facilitate a conducive environment for a thriving local private sector and investment by foreign entities.

Box 1: Guiding Principles

The Project will adopt a strategy that proactively addresses the principles of pro-poor development in order to ensure that the benefits of the project translate into increased jobs/income and diversified livelihoods for women, men and youth who make up the poorest segment of the population as follows:

- *Targeting areas where the poor live:* Informed by results of livelihoods assessments, the interventions will target rural areas where the poverty headcount is high (67.7%) and which contributes 37% of the inactive and under-employed population nationally within seven (7) counties²³. The Project will also target urban poor areas which account for a lower poverty rate (55%) but contribute a higher 63% of the inactive and unemployed labour force.
- *People-centredness:* The project will i) Ensure that the needs and priorities of most affected women and men are central, primary, and that the project benefits are targeted at affected people; ii) Take concerns of disadvantaged groups into account, e.g. women, minorities, persons with disabilities, refugees, migrants and children; iii) Involve stakeholders from different organisations, government, private sector, NGOs and communities, to ensure people's livelihood perspectives are represented from the very beginning of the project (inception stage)..
- *Gender equality:* The project will integrate gender equality in all stages of the assessment, analysis and planning (data to be disaggregated by sex and age) and implementation, determine the need to have specific livelihoods strategies addressing specific needs of women and men to promote gender equality and women's empowerment and ensure there is disaggregated data on women and men's skills and needs.
- *An area-based approach²⁴ (Local Area Development)* where the interventions are implemented concurrently in one location for each of the target communities will form a key part of the strategy, which will enable the project team monitor and measure change from the baseline. This will ensure complementarity of the outcomes and produce a wider impact within each focal area.
- *Utilizing factors of production which the poor possess:* the project will emphasize using the factors of production which the poor possess but which remain under-utilized. These include high potential agricultural land, and semi-skilled and unskilled labour. To achieve this, the Project will undertake community level

²³Cape Mount, Montserrado, Lofa, Nimba, Grand Gedeh, Sinoe and Grand Bassa. These are the identified counties for intervention over the next 5 years.

²⁴ UNDP Area-Based Development (ABD) approach is targeting specific geographical areas characterised by a particular complex development problem (setting it apart from surrounding areas), through an integrated (multi-sector), inclusive (community versus particular groups or individuals), participatory (bottom-up) and flexible (responsive to changes) approach

infrastructure interventions that utilize unskilled labour. The income from the wages of such interventions will be used to mobilize savings and loan which will provide capital for small businesses; thus, providing an additional factor of production (capital).

- *Producing final products which the poor consume:* The Project will focus on expanding production of products which the poor consume, and which form a significant portion of household expenditure. These will include food (with focus on adding market value) and basic household items like soap that utilize local produce.

UNDP will provide a balanced package of measures to examine and support local innovations, strengths and resources, develop local economic infrastructure, and identify and link entrepreneurs with potential markets to improve local economic opportunities. This will involve working through the County Services Centers (CSCs) established across the country through the UNDP Liberia Decentralization Support Programme (LDSP).

Outcome 1: By 2024, targeted women and youth beneficiaries of the project in Montserrado, Lofa, Grand Cape Mount, Nimba, Grand Bassa, Sinoe and Grand Gedeh are actively engaged in sustainable and diversified livelihood activities for income-generation.

Under this outcome the Programme will support the creation of diversified livelihoods opportunities for Women, men and youth through investment in community infrastructure and environmental services; contributing to the following SDGs (1, 2, 5, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16) . These will focus on interventions that address the underlying principles of pro-poor development and will encompass the following:

Output 1.1: Holistic livelihood interventions for poorest and vulnerable women, men and youth populations developed and implemented.

The programme will adopt a strategy that proactively addresses the principles of pro-poor development in order to ensure that the benefits of the programme translate into increased jobs/income and diversified livelihoods for poor sections of the population based on the guiding principles.

Output 1.2: Livelihood resilience developed for the poorest and vulnerable women, men and youth population.

The Programme will initially adopt an unconditional cash transfer initiative to assist women, men and youth recipients in mitigating resulting economic fallout, for example through increased food security. The cash transfer will assist targeted vulnerable women head of households and PWDs with quotas, in navigating the economic crisis as a result of the COVID-19 pandemic. Additionally, where possible, the project will support a cash-for-work (CfW) approach where youth and women undertake the infrastructure construction/rehabilitation jobs to earn an income while at the same time developing strategic infrastructure that will support rural economic activities. Transition to long-term employment will be achieved through organization of the beneficiaries into savings and loan groups (VSLAs²⁵) and savings and loan cooperative societies (SACCOs). In order to broaden access to financial services, the cash transfers under this component will be undertaken through mobile banking services, thus facilitating the unbanked youth to have an account. An established system will be set up to monitor both physical and financial progress under the component, thus facilitating transparency.

This initiative seeks to respond to the impact of the COVID19 on small business and food and nutrition security on poor women and youth. As Liberia responds to the COVID-19 pandemic and its socio-economic impact, the crisis has exposed many of the ways that women and youth are vulnerable. It has also highlighted the importance of having access to essential resources like clean water, accurate information, basic goods for families to survive and tools for communities to rebuild their economies. A Resilience Fund that provides access to basics for vulnerable families and helps economies recover from this crisis is an important element of managing the crisis and recovery effort. A Resilience Fund will be established where NGOs and CSOs can participate through sub-agreements to leverage comparative advantage in a specific geographic and thematic areas. This initiative will be linked to the Business Support Unit at the County Service Centers, which will be governed by a Governance Committee comprising of UNDP, Ministry of Commerce and Industry and Ministry of Internal Affairs. The Governance Committee will provide overall

²⁵ Village Saving and Loan Associations



strategic direction and guidance to the Fund and ensures its alignment with the objectives of the Livelihood Project. The operations of the Fund will be handled by a Management Committee through an innovative partnership between UNDP, the local MOCI at the CSC, and local authorities within each cluster.

Emergency temporary employment: The project will focus on Emergency temporary jobs which include cash-for-work/production, emergency employment services and short-cycle training. The aim is to provide quick cash incomes and stimulate the development of new skills, including digital livelihoods enhancement skills where possible, and local economic activities in the targeted communities within the targeted counties, including those hosting refugees, PWDs and other vulnerable groups. However, since these jobs are quasi subsidization by the project, they may have considerable effect on the labour market.

a. Cash-for-work/production (repair of roads, bridges, irrigation schemes, storage facilities etc.) will help re-establish or increase agricultural production, restore the natural resource base, rebuild damaged or missing rural infrastructure and foster or strengthen market linkages. The immediate benefits for income and/or food security is expected to diminish the likelihood of long-term food aid needs in rural areas and will provide an important base for longer -term recovery and rehabilitation.

b) Agriculture inputs to boost production-UNDP will work with the Ministry of Agriculture and other key actors to supply inputs including seeds (i.e. seed rice), fertilizers, tools etc to small farmers in order to safeguard food production. This support is critical considering that many farmers have experienced disruption/loss in their agriculture inputs, as a result of COVID 19 and will be unable to farm and feed their families without support.

c) Emergency public employment services (PES): UNDP will support the Ministry of Labor (MOL) to help provide an important bridge between job seekers and employment opportunities. PES is particularly relevant for identifying immediate job opportunities through rapid assessments and for matching job seekers with vacancies, for example in public works programmes.

d) Short-cycle skills training – The project will target vulnerable groups who have inadequate skills to benefit from employment opportunities emerging from the COVID-19 context. Training will address the immediate needs of humanitarian and development agencies in the areas of construction, transportation, education, health and security, etc.

Targeted livelihood and self-employment start-up grants: The project will deliver targeted livelihood and self-employment start-up grants aimed at those most affected by COVID-19. Without direct assistance, it will be difficult for livelihoods to replace assets. The project will target high-risk groups and groups with urgent needs and aim to help them return to or rebuild their livelihoods, tapping into immediate emerging opportunities during and after COVID-19. The project will be mindful of creating space as well as an enabling environment for the recovery of the private sector and avoid as much as possible permanently substituting for existing commercially viable activities in Liberia. Based on assessments, the project may focus on the immediate reconstruction of road and transport networks that facilitate the recovery of rural livelihoods and access to markets for agricultural products. Microcredit instruments may be utilized to support, as this is useful for reviving social and local economic networks.

Cash aid will help re-monetize and boost the almost stagnant Liberian economy and rebuild livelihoods during and post COVID-19. The effects of cash aid will be closely monitored, especially the potential inflationary impact on prices and wages. On the other hand, investments in infrastructure and support for an open business environment can accelerate recovery of the private sector.

Even though the employment and income-generation programmes in this track are short-term, they can lay the foundation for longer term employment generation. Social protection institutions (Ministry of Gender & Social Protection) will be engaged to distribute cash payments and assist in either better targeting or in broadening the scope and improving the equitable distribution of this type of assistance. Contact with selected entrepreneurs in important sectors will also be initiated to begin to assess future employment possibilities.

UNDP may use the 3x6 approach to ensure a link between component 1 and 2. The 3 x6 approach consists of three organizing principles and six fundamental steps that are implemented in three distinct phases, as outlined below:

Principle 1— Inclusion: Engaging (Step 1), Generating Income (Step 2);



Principle 2— Ownership: Saving (Step 3), Joint Venturing (Step 4); and
Principle 3— Sustainability: Investing (Step 5) and Accessing Markets (Step 6).

The project will adopt differentiated livelihood interventions to support targeted beneficiaries within and across the different sub-regions and populations based on disaggregated diagnostic that is informed, amongst other things, by the proposed livelihood assessment at project inception. This study will examine the barriers to strengthening sustainable livelihoods against shocks and stresses, including environmental (pollution, degradation, climate change/disaster risk vulnerability and resilience, key high conservation values etc) and social issues (cultural practices and traditions, gender inequality, religion, multi-dimensional poverty, education etc.).

Outcome 2: By 2024, targeted women and youth MSMEs in Montserrado, Lofa, Grand Cape Mount, Nimba, Grand Bassa, Sinoe and Grand Gedeh have increased access to finance and capacity- building initiatives for business establishment and expansion.

Under this outcome the project will support the strengthening of Business and Enterprise Development Services responsive to the needs of women and youth by promoting access to finance and building capacities of MSMEs in partnership with financial institution, while contributing to the following SDGs (1, 2, 5, 7, 8, 9, 10, 11, 12, 13, 16).

The Project is preceded by UNDP Business Opportunities through Support Services (BOSS) project which worked with and strengthened the capacities of local businesses (MSMEs) by developing their capacities (market access through business skills development) and creating access to finance. The Project's interventions will build on the achievements of the BOSS by scaling up best practices and replicating success models, while leveraging on interventions from UNDP's Private Sector to maximize access to finance that will support the creation of opportunities for income and the reduction of poverty. It will strengthen private sector intermediary organisations and companies, including MSMEs owned by women, youth and PWDs to ensure that they are more competitive and contribute to economic diversification in Liberia. The following interventions will be conducted in support of this component, which aims at strengthening and increasing the human capital for women and youth entrepreneurial in Liberia:

Output 2.1: Entrepreneurial skills of targeted women and youth value chain actors developed

Developing entrepreneurial skills for women, youth and value chain actors in selected commodities/agricultural products.

This intervention will mainly involve:

- Conducting participatory assessments of viable value chains linked to livelihoods of youth, women and PWDs; and
- Training, mentoring and coaching of value chain actors in selected commodities/agricultural products.

The participatory assessments will be conducted in the Project communities to identify current and potential livelihood activities of targeted population and to determine the level of value chain activities ongoing and required to promote income generation. Findings of the assessment will be used to select value chain actors for the development of entrepreneurial skills with the aim of diversifying their livelihood activities and adding value to products they are producing and marketing for improved income- generation.

The Project will provide training, coaching and mentoring for MSMEs, working through existing umbrella organizations such as the Liberia Business Association and Chambers of Commerce, in order to develop and enrich their skills for the efficient and effective management of their livelihood and income- generating activities. The Project will seek to develop/enrich skills such as business plan development, record keeping, financial and human management, and marketing strategy, among others for the productivity and success of their livelihood and income- generating activities.

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Output 2.2: MSMEs of targeted women and youth entrepreneurs established and strengthened.

Facilitating access to finance for MSMEs, mainly youth, women and PWDs in targeted communities, leveraging on interventions under UNDP Private Sector Development Project around the framework for enhancing access to finance.

This intervention will mainly involve:

- Providing of loan, grants to existing establishments and start-up grants/capitals to MSMEs in collaboration with the UN Capital Development Fund (UNCDF), and leveraging its finance and business models that supports services, women's and youth economic empowerment, food security, innovation and digital finance;
- Facilitating access to soft commercial credits tailored to agribusinesses; and
- Facilitate innovative promotion/challenge in vocational schools with the objective of funding innovative business plan.
- Provide support to women and youth in terms of access to technologies and innovations, trainings and extension services.

Guiding Box 2: Indicative COVID-19 dictated interventions to be confirmed after the MSME impact assessment

Solutions – depending on the needs identified in the assessment, there are a range of high-impact programmatic intervention options that can be pursued in 5 areas:

1. *Intelligence and Foresight* – making sure MSMEs have access to the information they need, relating to COVID, support available from government and private sector, as well as key info that affects their business (price fluctuations, trade and mobility restrictions).
2. *Market access* – working with governments to ensure local MSMEs have access to markets to secure inputs and outputs required for their businesses. Also working with private sector actors to include and support MSMEs in their supply chains (fruits and vegetables, stationery and supplies etc.).
3. *Transformation* – working with MSMEs to transform their business for COVID. This includes accelerating digital transformation of their existing business lines, but also considering shifting manufacturing capacity to COVID-relevant goods, such as local production of PPE with technical support.
4. *Financing* – partnering with UNCDF to offer (i) MSME e-grants & (ii) local government finance
5. *Ecosystem* – fostering a conducive ecosystem for MSMEs to survive COVID and thrive/grow post-COVID, including tax relief in the short-term and policy incentives that facilitate the development of new economic sectors with MSMEs in the longer-term.

Where applicable and necessary, the Project will provide access to low-value grants to MSMEs having challenges for them to sustain and expand their businesses. The low-value grants will follow a robust assessment, selection process and capacity development to ensure proper management of funds and the improvement of their business. The low-value grants will be designed to serve as revolving funds where others can benefit from and can be built into the sustainability of the intervention. Special consideration will be given to youth, PWD and women- owned businesses. The low-value grants will be provided in stages based on performance to ensure the intended results are achieved.

Furthermore, the Project will provide start-up capital to innovative, and potential individuals, groups or institutions working in partnership with local banks, MOCI and UNCDF, to facilitate the establishment of business/agribusiness in support of expanding opportunities for income-generation. Targeted participants will be selected based on an assessment, vetting, training and presentation of innovative proposals or business plan. The beneficiaries will be coached, mentored and followed up by UNDP and MOCI throughout the life span of the Project to promote and ensure the proper management of the fund as well as the improvement and sustenance of their businesses. Leveraging on work on Private Sector Development and Engagement for Inclusive Resilient Growth, UNDP will seek to work with UNCDF and International Financial Institutions to set up a guarantee scheme with local banks, to facilitate lending even after the end of the Project. UNDP's Enterprise Risk Management Policy will be used to assess and manage the risk associated with this component of the Project, based on which an Operational Manual which will be developed, including a criteria for screening and selecting beneficiaries, safeguards against fraud and waste and reporting on the effectiveness and efficiency of the funds. The manual will leverage on UNCDF's work on local and inclusive development finance and its support for a wide range of providers (e.g. microfinance institutions, banks, cooperatives, money transfer companies).

In addition, agribusinesses identified with the support of the MOA, Liberia Business Association (LIBA), Liberia Chamber of Commerce and MOCI will be supported to access credits from relevant lending through a tailored loan leveraged from the PSD development access to credit interventions. The Project will work to facilitate a negotiated term befitting agricultural undertaking such as low interest rates, long and flexible payback terms, grace period, etc. Such terms are necessary in order to allow for efficiency, effectiveness and productivity to be achieved with credits in the sector. Other modalities for credits will be explored with the view and intent that access and the terms and conditions are flexible and reasonable. This includes the establishment and strengthening of community-based financing instruments (VSLA, cooperative financing platform), etc., that provides easy access to revolving fund by agricultural cooperatives, agribusinesses and individual farmers.

Output 2.3: Targeted women, men and youth producers and buyers of agricultural produce linked for easy and fair business transaction.

One of the challenges producers of agricultural commodities face is access to market. On the other hand, some manufacturers and/or value chain actors face the challenge of lack of regular suppliers of raw or primary products for the factory. Often, this gap of lack of effective linkage between producers and potential buyers results in loss of income for both the producers and the buyers (**women, men and youth**). The Project will seek to address this problem by facilitating direct link between producers and potential buyers in a market-friendly environment by working with existing commodity platforms and supporting transformation to digital commodities platform, where the producers and buyers can exchange goods/services at a fair market value. Where necessary (determined through Needs Assessments), the Project will support the creation and/or strengthening of agro-processing facilities (used for processing and value addition) in communities to facilitate easy linkage between producers and value chain actors. Producers in these locations will be organized into cooperatives for the management and maintenance of the machinery and the marketing of the finished products. Additionally, the Project will work in partnership with communities in supporting the development of small infrastructures such as farm- to- market roads, to improve access to markets and basic services; promote the use of alternative energy (solar) for small-scale processing of agriculture commodities and other value addition; work with partners to support agri-business supplier development programme and a market-oriented business development service provision; as well as support the establishment/strengthening of commodity platforms (cocoa/rubber) and certification of commodity products to attract international markets.

While the need to support use of alternative energy is critical for enhancing agro-processing and reducing energy cost for vulnerable population. The project will engage stakeholders including the EPA, Rural Renewable Energy Agency, private sector and communities people – particularly, women and youth whose voices are rarely heard - from across the supply chain into inclusive and participatory processes at an early stage, to shape positive alternatives and identify the support, skills and safety nets needed to achieve a just transition. Such a transition in agriculture production and energy use can help food-producing communities transform from potential sceptics and blockers to powerful advocates for the shift towards clean and renewable energy toward a climate-safe future

Guiding Box 3: Promoting sustainable jobs and inclusive growth

To promote sustainable jobs and inclusive growth, the project will leverage and create linkage with the UNDP project on Private Sector Development and Engagement for Inclusive Resilient Growth, which supports policies and strategies for private sector growth and investment. A national enabling environment for employment and decent work is essential to sustain employment achieved by the previous components. Since poverty and inequality are endemic, employment programmes will pay particular attention to social inclusion and poverty reduction. Job creation programmes targeted at individuals and communities need to be supported by national systems and policies that create an environment conducive to employment growth in Liberia. Use of social dialogue among key players to secure broad agreement on policies, as well as on legal and institutional reforms may be important to consider together with UN agencies such as the ILO. The SDGs and international labour standards along with other relevant international treaties and agreements will provide the project with useful guiding principles for these reforms and consultations in Liberia.

Fostering an enabling environment for long-term employment creation, decent work and investment involves: i) developing and adopting national and sectoral policies most relevant for employment; ii) supporting private sector development; and iii) consolidating employment through promoting a process of social dialogue to define the rules of the game. These rules will include appropriate labour and productivity standards and the dialogue may be tripartite or with more parties. UNDP will work with ILO to lead in these processes.

Output 2.4: Youth, Women and PWDs focused vocational/skills training programmes conducted.

The Project will build the skills of vulnerable Youth, women and PWDs through technical and vocational training focused on specific initiatives that are demand driven. Farming and harvesting of non-farm forest products (e.g. bamboo and wild palm) will be used to build sustainable livelihoods around conservation/protected areas, among others.

IV. RESULTS AND PARTNERSHIPS

Results: The Project's strategy and interventions are geared towards responding to the problem of limited income-generating opportunities, which significantly contribute to the overarching problem of poverty in inequality in Liberia. The Project seeks to support poor and vulnerable households, groups and communities to have access to income generating opportunities to facilitate their transitioning from poverty to prosperity. The Project seeks to achieve the results outlined below.

Strategic Objective: By 2024, Liberia has diversified, and inclusive economic growth underpinned by investments in sustainable and environmentally-friendly agriculture, food security, job creation and improved resilience to climate change and natural disasters.

Project goal: The goal of the Livelihood Project is to contribute to the reduction of poverty and the minimization of inequality in Montserrado, Lofa, Grand Cape Mount, Nimba, Grand Bassa, Sinoe and Grand Gedeh by supporting the creation of resilient livelihood and income-generating opportunities for poor and vulnerable population by 2024.

Project outcomes: Outcome 1: By 2024, targeted poor and vulnerable households/population in Montserrado, Lofa, Grand Cape Mount, Nimba, Grand Bassa, Sinoe and Grand Gedeh are actively engaged in sustainable and diversified livelihood activities for income-generation.

Output 1.1: Holistic livelihood interventions for poorest and vulnerable women, men and youth populations developed and implemented.

Output 1.2: Livelihood resilience developed for the poorest and vulnerable women, men and youth population.

Outcome 2: By 2024, targeted MSMEs in Montserrado, Lofa, Grand Cape Mount, Nimba, Grand Bassa, Sinoe and Grand Gedeh have increased access to finance and capacity- building initiatives for business establishment and expansion.

Output 2.1: Entrepreneurial skills of targeted women and youth value chain actors developed

Output 2.2: MSMEs of targeted women and youth entrepreneurs established and strengthened.

Output 2.3: Targeted women, men and youth producers and buyers of agricultural produce linked for easy and fair business transaction.

Output 2.4: Youth, Women and PWDs focused vocational/skills training programs conducted.

Partnerships:

The success and effectiveness of the Livelihood Project will largely depend on the quality of partnerships with governments, intergovernmental organizations, civil society organizations (CSOs), communities and the private sector. Over the 5-year period, the project will seek to forge partnerships and cooperation with other international organizations and donors, including International Financial Institutions (IFFs) such as the World Bank Group to bring additional financing and greater expertise to the project. There are various initiatives of interest in this regard, one intervention of interest includes the World Bank support to inclusive growth in Liberia project that seek to help spur inclusive growth and enhance the resilience of the most vulnerable people in Liberia.²⁶ An intervention such as this offers opportunities for resource mobilization, collaboration, coordination, knowledge sharing and co-creation which the project will explore.

To ensure coherence and maximize benefits, opportunities for collaboration with other projects and linkages with other substantive areas – SDGs related to the rule of law and democratic governance, peacebuilding, poverty, trade, environment, south-south cooperation and Gender – will be critical. The Government will be the key partner in this project, mainly through the Ministry of Commerce & Industry (MoCI), Ministry of Agriculture (MOA), National Investment Commission (NIC), Ministry of Youth & Sports (MoYS), and Ministry of Gender, Children & Social Protection (MoGCSP). The Liberia Chamber of Commerce and the Liberia Business Association will provide support for implementation and facilitate the sustainability of the project, working along with government partners. Partnership with the EPA will be key to ensuring that all project interventions are screened and conform with existing environmental and social safeguards.

At the national level, the Project will support the development of policies and strategies by contributing information from community-level experiences and lessons into policy and the development planning process, while making the relevant links to UNDP's work, including in Governance, Decentralization, as well as Energy and Environment. While the Project will build on previous UNDP work in creating livelihoods; however, this Project will focus on livelihood creation from a climate- smart perspective. Project implementation will be further supported by strengthened sub-national and national structures which will increase the impact of community- level interventions while incorporating lessons and information from the grassroots into national policies and strategies. To facilitate the achievement of this strategy, links will be made with UNDP and other UN agencies' work in the related areas of Climate Change and Resilience (UNDP); resilience (UNDP); youth employment (ILO), women's economic empowerment (UN Women, FAO, WFP), self-reliance and inclusion under the Global Compact (UNHCR) and Governance (UNDP) to ensure sustainability and impact.

At the community level, the project will promote social mobilization/organization, building upon ongoing initiatives under the Governance Pillar with respect to citizens empowerment. To ensure community ownership, social mobilization will be an integral part of project implementation from the inception and onward. This will allow community stakeholders to be involved as key decision-makers for delivery of various project outputs that enhances livelihood and employment benefits. This effort will focus on getting community stakeholders to understand that their participation in project activities will serve their own collective benefit, and the project is mainly accountable to them. Social mobilization will be undertaken through understanding

²⁶ <https://www.worldbank.org/en/news/press-release/2020/03/17/world-bank-to-support-inclusive-growth-in-liberia>

the stakeholders' needs and problems and assisting them through trained staff to engage in a dialogue to agree on collective action for improving livelihood and employment opportunities. This approach seeks to create partnership and a sense of community ownership for the project. Social mobilization as a continuous process of two-way dialogue will ensure that new ideas from the stakeholders are well received, examples from elsewhere are presented to communities and the communities are encouraged to think and put forth ideas that will generate truly users owned, managed and governed structures and systems, which are self-sustaining to the maximum possible extent.

The strategy for resource mobilization builds on and complements ongoing efforts to mobilize funding and support from public and private sources as well as bilateral and multilateral initiatives, including activities funded by UNDP's Climate Promise initiative, Green Climate Fund (GCF) and Global Environment Facility (GEF). Core resources will be used to build partnerships and mobilize additional resources towards implementing sustainable and pro-poor interventions in Liberia. UNDP will also explore opportunities with other bilateral and multilateral partners and regional institutions. UNDP will organize consultations with businesses and Development Partners to identify areas of convergence and discuss opportunities for engagement, including strategies to support selected projects. Resources will be mobilized through (1) leveraging resources by mainstreaming programme initiatives in sectoral strategies, plans, and programmes; (2) strengthening resource mobilization activities with regional, global actors; and (3) leveraging UNDP's Global Policy Network, to reduce transaction costs for delivering high quality knowledge and advisory support.

Risks and Assumptions

The following represents some of the risks that may impact the implementation of the project:

- Political decisions by government leaders pertaining to trade tariffs or barriers, investment, development priorities etc.
- Political instability (protests, conflicts, riots, political elections and new appointment that may impact on leadership).
- The chance that macroeconomic conditions like exchange rates, government regulation, or political stability will affect the project investment or funding.
- Participation of relevant government partners may be limited due to financial and logistical constraints faced by government partners.
- Negotiation for favourable credit terms will be difficult due to the lack of dedicated banks for agricultural activities in the country.
- There is a likelihood that the Project would exclude any potentially affected stakeholders, marginalized groups, from fully participating in decisions that may affect them due to oversight, access or budget constraints.
- A significant component of the project will be implemented in rural areas with women as a target. However, women traditional role in domestic work and agriculture may limit their ability to participate in project decision making regarding interventions. The project will mitigate this risk by ensuring gender equity in all project decision making and activities.
- There is a risk that the project would potentially reproduce discrimination against women based on gender, if participation of gender groups is unsuccessful.
- Secondary activities could lead to adverse social and environmental effects, for example development of small rural infrastructures may present their own social or environmental risks. These will be addressed through environmental management plans for such activities
- There may be project activities that may result in the limited generation of non-hazardous material waste.
- The COVID-19 pandemic poses a national or global threat that can create social and economic chaos.

Assumptions

The key assumptions for effective Programme implementation are:

- **Political stability:** there is an assumption that the current political stability will continue throughout the life of the project.
- **Continued and consistent economic growth:** The Project assumes that the current economic growth trajectory will be maintained throughout the project period. Unanticipated slow down or contraction of the economic would affect delivery of outputs especially if accompanied by reduced government revenues and expenditure.

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- **Disaster/health risks:** the proposed Project assumes that there will be no sudden shocks of an environmental, social, or economic nature. Disaster shocks, resulting in new crises would negatively impact the implementation of the Project. Disaster shocks that may occur include natural disasters of a climatic nature, conflict, epidemics/pandemics, other health and economic shocks related to international commodity prices.
- Management will ensure that project team members are available with the requisite skills and competencies needed to complete project tasks and objectives.
- The National Implementing Partners will participate in the timely execution of the Project Plan (i.e. timely approval cycles and meeting when required).

Stakeholder engagement: The stakeholder engagement will form the basis for building strong, constructive, and responsive relationships that are essential for the successful implementation of the project, beginning at the inception to ensure the timely public access to all relevant information and that stakeholders have an opportunity to input into the Project design and the evaluation of results. The intent of this process is to establish and maintain a constructive relationship with a variety of external stakeholders over the entire life of the Project. All relevant stakeholders, including state and non-state actors, including communities and private sector will be engaged, within the framework of this project, through a consultative process that allows for communities to have a strong voice. The Project will help communities identify interventions that are demand-driven and linked to their well-being and livelihoods needs, through public awareness- raising campaigns of poverty–environment issues. This will include identifying and understanding the various processes, institutions, actors, mandates, existing policies and other factors that are relevant for enhancing disaster and climate resilience.

Mainstreaming Gender: Gender inequality with respect to differential access to education, income, economic opportunities exacerbate the vulnerable situation of women and girls. Women play key role in the development of the economy but have limited access to the needed resources such as technologies and innovations, trainings, extensions services, infrastructures, land, and credit. Until the gender gap is closed, to enable equitable access to resources for women and men, especially the socially disadvantage women within society, it is unlikely to achieve the sustainable development goals.

Economic empowerment for women is beneficial to all. When women who are living in poverty are empowered, they speak out and make their own choices, and influence the processes that determine the future of their communities and the pattern of economic development. Promoting gender equality in livelihood process is crucial to addressing poverty reduction and human development.

Both men and women are affected by poverty. It is therefore important to incorporate their concerns in addressing environmental and climate risks as well as the mismanagement of natural resources. In the Liberian context, the National Adaptation Plan project has conducted gender analysis and developed tools for mainstreaming gender into project activities. The provision of additional gender expertise for screening project activities will ensure that project interventions are gender sensitive.

The project’s initiative will essentially improve the participation of women, PWDs and the youth in training, agricultural, waste management, energy and other economic activities. Women will constitute up to 50% of the project’s direct beneficiaries. The project foresees their active participation in decision-making through various engagements. Their important involvement is a crucial step in the economic and social sustainability of the project. Accordingly, the project embeds itself within local and national existing initiatives – such as the empowerment of women through initiatives that allow them to be more aware of their rights such as access to land, water and in general other factors of production. The project will also increase the awareness of women’s rights by bringing in the area of intervention new actors such as the private sector, and public entities. Likewise, to women, the project aims to increase the youth’s participation in decision making and trade platforms that touch upon economic activities at the local level.

South-South and Triangular Cooperation (SSC/TrC): The project will participate in targeted capacity-building initiatives around sustainable livelihood practices (i.e. biodiversity and eco-tourism, climate smart agriculture, waste management) that allows stakeholders and beneficiaries the opportunity to exchange knowledge and lessons learned – through South-South and North-South cooperation – with a view of applying best practices and success stories. This will include exploring SSC in Ghana, Nigeria and Rwanda.

Sustainability and Scaling Up

The sustainability and scaling up component of the project is framed within the following context:

Ownership and Community involvement- The project will involve communities and seek their buy- in at the earliest stage of project inception. Through community mobilization/organization, communities will get a degree of control of the financial return from the project or other tangible benefits, and based on the successful outcome, the project will provide a sense of satisfaction that allows communities to drive the interventions beyond the life of the project, particularly with the involvement of the private sector.

*Private sector- Linkages and partnerships-*The project will link with or build upon ongoing interventions. The Project will work in synergy with the Private Sector Development Project as well as the Energy and Environment Project. This will allow for the sharing of experiences and knowledge that can contribute to expanding the outcomes and overcoming of barriers and challenges. By building partnership with national and sectoral agencies during implementation, interventions can be integrated within regular operations of entities such as the Ministry of Agriculture. This will allow for the adoption by these institutions, which results in the intervention being implemented and expanded to reach a wider scope at the sub-national level. Technical and financial support to the Liberia Chamber of Commerce and Liberia Business Association will promote capacity- building for sustaining interventions with MSMEs.



Empowered lives.
Resilient nations.

V. RESULTS FRAMEWORK

<p>Intended Outcome as stated in the UNSDCF Programme Results and Resource Framework: By 2024, Liberia has diversified, and inclusive economic growth underpinned by investments in sustainable and environmentally friendly agriculture, food security, job creation and improved resilience to climate change and natural disaster</p>											
<p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p>											
<p>Output 3.3: Policies and programmes for promoting small and medium business strengthened</p>											
<p>Indicator 3.3.1: Number of policy frameworks revised to support Livelihoods and private sector development.</p>											
<p>Baseline: 1</p>											
<p>Target: 4</p>											
<p>Data Source: Ministry of Commerce and Industry</p>											
<p>Indicator 3.3.2: Number of banks offering low-interest rates (4-6%) to rural livelihood start-ups</p>											
<p>Baseline: 0</p>											
<p>Target: 4</p>											
<p>Data Source: Central Bank of Liberia</p>											
<p>Partners: UNDP, UNCDF, FAO, UNHCR</p>											
<p>Applicable Output(s) from the UNDP Strategic Plan:</p>											
<p>Project title and Atlas Project Number:</p>											
EXPECTED OUTPUTS	OUTPUT INDICATORS ¹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5		LoP FINA L
<p>Outcome 1: By 2024, targeted women and youth beneficiaries of the project in Montserrado, Lofa, Grand Cape Mount, Nimba, Grand Bassa, Sinoe and Grand Gedeh are actively engaged in sustainable and diversified livelihood activities for income-generation.</p>											
Output 1.1: Holistic livelihood interventions for poorest and vulnerable women, men and youth	Indicator 1.1.1: Number of communities mobilized/organized to drive project implementation	Livelihood Project monitoring and progress/annual reports; UNDP annual report	1.1.1: 0	2020	10	30	0 ²⁷	0	0	40	Beneficiary tracking/monitoring; review and analysis of monitoring and progress reports
			1.1.2: 0	2020	0	500	750	750	500	2500	

²⁷ The zero does not represent the total absence of any interventions, but a continuation of interventions started in previous years.

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populations developed and implemented	Indicator 1.1.2 Number of women and youth benefiting from livelihood interventions carried out, disaggregated by sex and age	1.1.3:0	2020	0	50	100	200	200	200	500	and databases; minutes from community engagements.
	Indicator 1.1.3: Number of persons who received assistance for viable and sustainable livelihood activities, disaggregated by sex and age	1.1.1:0	2020	150	200	200	200	200	200	750	
	Indicator 1.1.4: % of beneficiaries (Women, men and youth) who are generating income from their livelihood activities, disaggregated by sex and age	1.1.4:0	2020	20%	200	30%	30%	30%	30%	80%	
	Indicator 1.1.5 Number of local people (farmers) trained to provide extension support, disaggregated by sex and age	1.1.5:0	2020	25	50	75	100	100	200		
	Indicator 1.1.6 Number of women, youth and PWDs participating in community meetings and contributing in project decisions, disaggregated by sex and age	1.1.6:0	2020	100	200	300	500	500	1100		
Output 1.2: Livelihood resilience developed for the poorest and vulnerable women, men and youth population.	Indicator 1.2.1: Number of long-term viable and sustainable livelihood interventions/programmes implemented	1.2.1:0	2020	0	1	3	0	0	4		Beneficiary tracking/monitoring; review and analysis of monitoring and progress reports and databases.
	Livelihood Project monitoring and progress/annual reports; UNDP annual report	1.2.2:0	2020	0	500	750	500	750	2500		

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developed	Indicator 1.2.2: Number of persons benefiting from long-term viable and sustainable livelihood interventions, disaggregated by sex and age	1.2.3:0	2020	0	200	400	400	250	1250	
	Indicator 1.2.3: Number of beneficiaries with adaptive capacity ²⁸ for viable and sustainable livelihood activities, disaggregated by sex and age									
Outcome 2: By 2024, targeted women and youth MSMEs in Montserrat, Lofa, Grand Cape Mount, Nimba, Grand Bassa, Sinoe and Grand Gedeh have increased access to finance and capacity-building initiatives for business establishment and expansion.										
Output 2.1: Entrepreneurial skills of targeted women and youth value chain actors developed	Indicator 2.1.1: Number of value chain actors who received training and other support for entrepreneurial skills development disaggregated by sex and age of ownership	2.1.1:0	2020	0	150	150	150	50	500	Beneficiary tracking/monitoring; review and analysis of monitoring and progress reports and databases.
	Indicator 2.1.2: Number of women VSLAs set up/strengthened whose members engage in MSMEs	2.1.2	2020	0	2	2	2	2	8	
	Indicator 2.1.3: % of value chain actor utilizing the skills acquired, disaggregated by sex and age	2.1.3:0	2020	0	10%	20%	20%	30%	80%	
	Indicator 2.1.4: % of value chain actor trained/supported with increased income and viable business ²⁹ , disaggregated by sex and age	2.1.4:0	2020		5%	10%	15%	20%	50%	
								150	200	

²⁸ Having 3 or more livelihood skills; having saving/bank account from livelihood activities

²⁹ More profit, strong likelihood of continuity and success, etc.

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	2.1.5 Number of women: setting up a profitable economic activity; and able to decide on the allocation of earnings, disaggregated by sex.		2.1.4:0	2020		50	100		400	
			2.1.5:0			10	20	50	100	
Output 2.2: MSMEs of targeted women and youth entrepreneurs established and strengthened.	Indicator 2.2.1: Number of MSMEs established/strengthened disaggregated by sex and age of owners Indicator 2.2.2: % of women, men, PWDs and youth MSMEs established/strengthened with increased income and viable business ³⁰	Livelihood Project monitoring and progress/annual reports; UNDP annual report	2.2.1: 57 ³¹	2020	25	50	75	75	275	Beneficiary tracking/monitoring; review and analysis of monitoring and progress reports and databases.
			2.2.2:0		0	5%	15%	30%	80%	
	Indicator 2.2.3 Number of MSMEs accessing business support through the county services centers		2.2.2:0		0	25	25	50	150	
Output 2.3: Targeted women, men and youth producers and buyers of agricultural produce linked for easy and fair business transaction.	Indicator 2.3.1 Number of producers/buyers linked for business transactions disaggregated by sex and age Indicator 2.3.2: % of women, men and youth producers/buyers linked who report ease and	Livelihood Project monitoring and progress/annual reports; UNDP annual report	2.2.1:0	2020	0	25	25	25	100	Beneficiary tracking/monitoring; review and analysis of monitoring and progress reports and databases.
			2.3.2: 0	2020	0	10%	10%	15%	50%	

³⁰ More profit, strongly likelihood of continuity and success, etc.

³¹ In 2017, the BOSS project conducted initial Business Needs Assessments and stakeholders mapping in four counties, providing support to 57 businesses

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<p>satisfaction of business transaction, disaggregated by sex and age</p> <p>Indicator 2.3.3: % of women, men and youth producers linked who report increased income/profitability from their produce, disaggregated by sex and age</p> <p>Indicator 2.3.4: Number of persons including farmers linked to digital trade platform and benefiting from knowledge sharing, employment etc. disaggregated by sex and age</p> <p>Indicator 2.3.5: % of MSMEs accepting digital payment for local goods and services, including agriculture products in rural areas</p>	2.3.3:0	2020	0	10%	10%	15%	15%	50%	
	2.3.3:0	2020	0	1000	1500	2500	5000		
	2.3.3:0	2020	0	5%	5%	15%			
	2.3.3:0	2020	0	5%	5%	15%			
<p>Output 2.4: Youth, Women and PWDs focused vocational/skills training programs conducted.</p> <p>Indicator 2.4.1: Number of youths, women and PWDs who received vocational skills training disaggregated by sex, age and vulnerability</p> <p>Indicator 2.4.2: % of beneficiaries utilizing the skills acquired³², disaggregated by sex and age</p>	2.4.1:0	2020	0	500	500	500	500	2000	Beneficiary tracking/monitoring; review and analysis of monitoring and progress reports and databases.
	2.4.2:0	2020	0	10%	10%	10%	20%	50%	
	2.4.3:0	2020	0	10%	10%	10%	20%	50%	

³² This could be either thru apprenticeship or own establishment

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VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners	Cost
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	UNDP, MOCI, MYS, MoGCSP, MOA, MIA, MFDP, RREA	30,000
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP, MOCI, MFDP	N/A
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Every 6 months	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP, MOCI, MYS, MoGCSP, MOA, MIA, MFDP, RREA local stakeholders/communities/beneficiaries	10,000

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Annual programme Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	MOCI, MYS, MoGCSP UNDP, MFDP	N/A
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	MOCI, UNDP, MFDP	5,000
Programme Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Quarterly, Annually, and at the end of the programme (final report)		MOCI, UNDP, MFDP,	2,500
Programme Review (Project Board)	The Project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the	Every 6 months	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	UNDP, MOCI, MYS, MoGCSP, MOA, MIA, MFDP, RREA	10,000

	<p>project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</p>				
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In addition, the Project will conduct an assessment at the beginning of the implementation phase to validate existing information and further gather other pieces of information on the needs and priorities, strategies and design, planned interventions and indicators that will guide and better inform implementation, monitoring and evaluation of the programme interventions, objectives and results. The Project will use a quasi-impact evaluation involving an experimental study design to assess the impacts of the programme in addressing poverty issues. This will be important as it will define UNDP Liberia's future interventions in contributing to poverty reduction through livelihood support.

Evaluation Plan³³

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Baseline Evaluation	MOCI			May 2022		25, 000
Quasi-impact Evaluation	MOCI			September 2024		50, 000

³³ Optional, if needed

VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					Responsible Parties/ Partners	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount
Outcome 1: By 2024, targeted women and youth beneficiaries of the project in Montserrado, Lofa, Grand Cape Mount, Nimba, Grand Bassa, Sinoe and Grand Gedeh are actively engaged in sustainable and diversified livelihood activities for income-generation.										
Output 1.1: Holistic livelihood interventions for poorest and vulnerable women, men and youth populations developed and implemented Output 1.2: Livelihood resilience developed for the poorest and vulnerable women, men and youth population. <i>Gender marker:</i>	Activity Result 1: Community productive small infrastructures (roads, wells, drains, markets, solar lighting, warehouse) developed 1.1 Community mobilization/organization	10,000	10,000	10,000	10,000	10,000	MIA, UNDP			50,000.00
	1.1.1 Capacity support (logistics) for climate smart agriculture mobile extension services to rural farmers	20,000	20,000	20,000	20,000	20,000	MOA, UNDP			100,000.00
	1.2 Development of small infrastructures (roads, bridges, wells, drains, markets, solar lighting, warehouse, processing) to improve access to markets and basic services	50,000	50,000	50,000	50,000	50,000	MIA, EPA, UNHCR, MPW ³⁴			250,000.00
	1.2.1 Support for access to improved seeds and other inputs through Commodity Development Centers and SMEs	50,000	50,000	50,000	50,000	50,000	MOA			250,000.00

³⁴ Ministry of Public Works

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	Activity Result 1.2: Environmental management for employment creation (green jobs) enhanced	50,000	75,000	75,000	100,000	100,000	EPA MCC			400,000.00
	1.2.2 Solid and plastic waste management with focus on innovative plastic recycling/reuse for livelihood									
	1.2.3 Improved skills for green energy (solar, biofuel, eco-stoves, compost, etc.)	20,000	20,000	20,000	20,000	20,000	RREA MYS/E PA MOA			100,000.00
	1.2.4 Installation of solar drying machines for fishing and farming cooperatives in 3 counties, to reduce post-harvest losses.	50,000	50,000	50,000	50,000	75,000	RREA/ EPA/U NDP			275,000
	1.2.4 Building capacity at the community level for provision of extension services by community extension officers that are accessible to farmers		25,000	25,000	25,000		MOA/U NDP			75,000
	Sub-Total for Output 1									1,500,000.00
Outcome 2: By 2024, targeted women and youth MSMEs in Montserrado, Lofa, Grand Cape Mount, Nimba, Grand Bassa, Sinoe and Grand Gedeh have increased access to finance and capacity- building initiatives for business establishment and expansion.										
Output 2.1: Entrepreneurial skills of targeted women and youth value chain actors developed	2.1 Development of select value chains for employment creation 2.1.1 Evaluation on the existing VSLA/BOSS initiatives undertaken by UNDP and partners to identify new opportunities and best practices for upscaling	10,000					MOCI/ UNDP			10,000.00
Output 2.2: MSMEs of targeted women and youth entrepreneurs established and strengthened.	2.1.2 Participatory assessment of viable value chains linked to livelihoods of youth, women and PWDs	30,000					MOA/ MOG/ MOCI			10,000.00
Output 2.3:										

<p>Targeted women, men and youth producers and buyers of agricultural produce linked for easy and fair business transaction. Output 2.4: Youth, Women and PWDs focused vocational/skills training programs conducted.</p> <p><i>Gender marker:</i></p>	2.1.3 Entrepreneurship skills building on identified value chains		65,000	100,000	100,000	100,000	MOA			365,000.00
	2.1.4 Support to Liberian business organizations and business capitalization: provision of loans and grants for small capital equipment and, where possible, partnering with local innovators to develop local machines for some processes	50,000	50,000	100,000	100,000	100,000	MOCI, UNCDF			400,000.00
	2.1.5 Creation and support of platforms, including a digital online platform for agriculture and service products for buyers and sellers to promote trade, mutual support, knowledge sharing and peer learning; and a platform for connecting job seekers and emergency employment opportunities	10,000	15,000				MOCI, MOL, UNDP			25,000
	2.1.6 Support for accelerating digital payments (mobile money) for local goods and services, including agriculture products in rural areas	10,000	15,000				MOCI, MIA, UNDP			25,000
	2.1.7 Capacity building, including financing to startup/strengthening VSLA		5,000	5,000	5,000	5,000	MOCI			20,000
	2.2 Enhanced Financial Access 2.2.1 Enterprise Development Fund for Youth, Women and PWDs through revolving fund for youth, women and PWDs new businesses who cannot access commercial credit	50,000	50,000	100,000	100,000	100,000	MOCI/MYS/MOG./UNCDF			400,000.00

	2.2.2 Provide soft seed funds and facilitate commercial credits, tailored to agribusinesses linked to private sector support business climate interventions	100,00	100,000	100,000	100,000	100,000	MOCI/ MOA/ UNCDF			500,000.00
	2.2.3 Cash transfers grants to support business continuity of vulnerable SMEs (petit traders, women in cross border trade, barbershop and salons, restaurants etc), farming cooperatives and small farmers adversely affected by the COVID-19 emergency	50,000	150,000	100,000	100,000	100,000	MOCI/ MYS/ MOG/ UNCDF/ UNDP/ NHCR			450,000.00
	2.2.4 Creation of County business support units ³⁵ within existing County service centers set up by UNDP to provide support including training for women and youth on financial and business management	20,000	20,000	20,000	20,000	20,000	MOCI/ UNDP/ UNCDF			100,000.00
	2.2.5 Provide specific business start-up, strengthening grants to PWDs in SMEs (i.e. tea shop, money changing, mobile money and scratch card dealing) in 3 counties	50,000	50,000	50,000	50,000	50,000	MOG/ MOCI/ UNCDF/ UNDP			250,000

³⁵ The business support units will provide additional services to support MSMEs including business development training, value addition and enterprise development support, use of ICT to collect and disseminate market information, engaging private sector for value chain development, facilitating access to credit, creation of local networking platforms for MSMEs etc.

2.3 Innovation for pro-poor employment creation	50,000	50,000	50,000	50,000	50,000	MOCI/ BWI/M OG/UN DP/UN CHR			250,000.00
2.3.1 Facilitate innovation promotion/challenge in vocational schools— Provide support grant to best business plans developed with start up grant.									
2.3.2. Provide grant to support youth innovation in agri businesses (pet food, poultry, seed production, dairy, organic garden, market information etc.)		50,000	50,000	50,000	50,000	MOA MYS/U NCDF/			200,000
Sub-Total for Output 2A									3,055,000.00
2.3.3 Conduct hands on agri-vocational skills support, including for disadvantaged youth and prison inmates in 5 counties		100,000	100,000	150,000	150,000	MOA/ MOJ/M OE/UN DP/FA O			500,000.00
2.3.4 Support the agriculture training programs at University of Liberia, Booker T. Washington etc. to develop practical agriculture skills/training, demonstration, production sites and sustainable commercial schemes (seed production, breeding, soil testing etc.) using available assets of the institutions.	100,000	100,000	200,000	200,000	200,000	MOA/U NDP/F AO			800,000.00

	2.3.5 Provide start-up kits to specific youth-led businesses/cooperatives, in transformative agro-processing small industries	100,000	150,000	250,000	350,000	350,000	MOCI/MYS/MOA/UNDP/UNCDF			1,200,000.00
	2.3.6 Provide support for the establishment of professional networks and knowledge sharing platforms of youth, women PWDs in improved Agriculture and livelihood businesses in targeted counties to enhance knowledge on best practices, including SSC	20,000	20,000	20,000	20,000	20,000	MOCI/UNDP			100,000.00
	Sub-Total for Output 2B									2,600,000.00
	MONITORING									32,000.00
	TOTAL									6,937,500.00
	Evaluation (as relevant)	EVALUATION								75,000.00
	General Management Support (8%)									555,000.00
										7,817,000.00

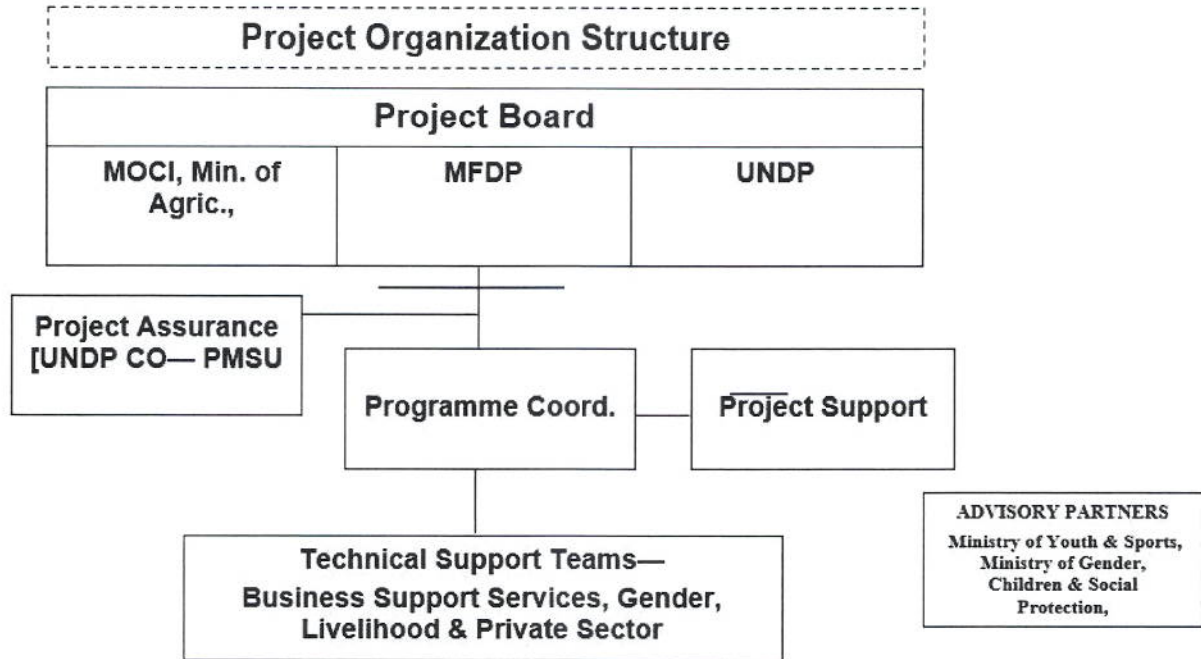
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VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Project will be implemented over a period of 5 years commencing in February 2021 and running up to December 2025. The Project will be executed under the UNDP National Implementation Modality, consistent with the Standard Basic Assistance Agreement between UNDP and the Government of Liberia and the Country Programme. The Implementing Partner (IP) for this project is the Ministry of Commerce & Industry (MOCI). The IP will be responsible and accountable for managing this project, including achieving project outcomes, and for the effective use of UNDP resources. The Project Support will consist of a Project Officer³⁶ who will carry out day-to-day implementation of the project with the oversight of the Programme Coordinator. The Project management arrangements are summarized below:



Project Board

The Project will set up a Project Board, co-chaired by the MFDP and UNDP. Members of the Board will include heads of MACs (Ministries, Agencies and Commissions) who have stake in this project (Ministry of Commerce & Industries, Ministry of Agriculture, Ministry of Youth & Sports, Ministry of Gender, Children & Social Protection and other relevant MACs). The Board will meet quarterly to oversee progress and provide strategic guidance, including approval of project work plans and reporting. The project board is responsible for project oversight, ensuring that appropriate project management milestones are completed, the project benefits from oversight and monitoring; and that the project works closely with all key partners. Project assurance on behalf of the Project Board will be the responsibility of the Head of Inclusive Growth and Sustainable Livelihoods in UNDP. Monitoring and Evaluation will be the responsibility of both UNDP, MOCI and MFDP, with reporting done through the Project Assurance component of the project implementation structure.

Implementing Partner (IP)

The Ministry of Commerce and Industry (MOCI) as the IP is responsible and accountable for day-to-day management of the Project and the Annual Work Plan (AWP), achievement of targets, outputs and outcomes, and for the effective use of project resources.

³⁶ A GoL paid staff seconded as the government's contribution to the project, who shall provide support for the day-to-day implementation/operation of the project

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Responsible Parties (RPs)

The Ministry of Agriculture, Ministry of Youth & Sports, and Ministry of Gender, Children & Social Protection as the RPs will act on behalf of the IP based on written agreement to provide services to the project. The RPs will be responsible for the implementation of specific components of the project, and will be expected to report back to the IP on achievement of results for the components for which they are accountable

Project Steering Committee

The Steering Committee will be chaired by the MOCI with membership to include the technical focal points from the relevant ministries, agencies and commissions (MACs)- MFDP, MOA, MOYS, MIA, MOGCSP. Periodic project reviews by the Project Steering Committee will be done in accordance with key reporting requirements of UNDP, i.e., annual reviews, a mid-term evaluation and a final evaluation. The annual review reports will include detailed information on the status of project implementation and the achievement of project outputs and outcomes as outlined in the project's RRF. The detailed expenditure report will indicate expenses by category as outlined in the project budget (original or latest approved revision).

The Steering Committee will be consulted if and when the Project Manager's tolerances (in terms of time and budget) have been exceeded. These tolerances will be monitored by the UNDP Programme Management Support Unit (PMSU). Quarterly Progress Reports (QPRs), prepared by the Project Manager, will be reviewed by the PSU and consolidated for submission to Project Steering Committee meetings.

Technical Support Teams-This team shall comprise of subject matter experts on livelihood, business support, gender, youth and PWDs from the relevant MACs. The project shall draw on the expertise of this team for reviewing technical reports. The team is collectively responsible for: assisting the programme or project manager to deliver programme or project objectives. carrying out the elements (within their technical expertise) of the programme or project they are tasked with; advising the programme or project manager if any risks arise that are likely to affect delivery of programme or project objectives and to be part of the risk reduction process; providing information for programme or project documentation; and producing programme or project products as planned to the required level of quality and to timescales.

Project Advisory Partners

An Advisory Panel of 5 experts nominated by the Ministry of Youth & Sports, Ministry of Gender, Children & Social Protection and relevant NGOs shall advise on project implementation and ways to strengthen linkages with partners and donors. Meetings may be held virtually or in person.

IX. LEGAL CONTEXT

This Project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Liberia and UNDP, signed on April 27, 1977. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by the Ministry of Commerce and Industry (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

Government Entity (NIM)

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, considering the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999)³⁷.
4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
 - (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General’s Bulletin ST/SGB/2003/13 of 9 October 2003, concerning “Special measures for protection from sexual exploitation and sexual abuse” (“SEA”).
 - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment (“SH”). SH is defined as any unwelcome

³⁷ The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.

conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities) and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:
 - i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
 - iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
 - iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
6. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards and related Accountability Mechanism.
7. The Implementing Partner shall: (a) conduct programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to projects, sites under this programme, relevant personnel, information, and documentation.
9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the programme or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
10. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document.
11. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
12. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

13. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

14. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
15. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities

shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

16. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

- 1. Social and Environmental Screening**
- 2. Risk Log**
- 3. Terms of Reference**
- 4. Theory of Change Diagram**

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Annex 1: Environmental and Social Impact Assessment

Project Information

Project Information	
1. Project Title	Livelihood and Employment Creation in Liberia
2. Project Number	
3. Location (Global/Region/Country)	Liberia

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

This project enhances human right indirectly by its contribution to helping alleviate poverty through sustainable income generation thereby supporting the right to adequate living standards

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

The key beneficiaries of the project are women and youth under various livelihood components that promotes gender equality and women empowerment. Women are specifically targeted because they carry a disproportionately higher burden in poverty situation. PWDs because of their lack of access to basic services and opportunities for income generations are also targeted, drawing on the concept of leave no one behind.

Briefly describe in the space below how the Project mainstreams environmental sustainability

Use of natural resources, energy and climate change could affect the quality of the physical environment. While the project, from an environmental perspective is not expected to induce significant environment risk, it will comprehensively consider environmental sustainability issues throughout its implementation because sustainable development is an essential prerequisite for a successful and impactful livelihood development initiative.

The project board will minimize any impacts by consulting regularly with the Environmental Protection Agency (EPA), which is a member of the project board. The EPA is the leading authority for implementing the national environmental policy and enforcing the protection of natural resources in the country. Having oversight of the environmental issues affecting agriculture, food security and other rural and urban issues in the country will enable EPA to identify and advise on mitigating and managing any environmental risks that may arise during the lifetime of the project.

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Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?	QUESTION 3: What is the level of significance of the potential social and environmental risks?			QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
<p><i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p><i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>			
Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
Risk 1: There is a likelihood that the Project would exclude any potentially affected stakeholders, marginalized groups, from fully participating in decisions that may affect them due to oversight, access or budget constraints	I = 2 P = 2	Low	There is a risk that some circumstances will affect the ability of the project implementing team to engage the full range of affected stakeholders.	The project implementing team will incorporate the views and needs of potential beneficiaries via inclusive stakeholder participation from project start to end. The project implementing team will conduct real-time monitoring of each stakeholder engagement activity to ensure that these processes are fully inclusive. Management processes (e.g. budgets and work plans) will be adjusted should circumstances prevent any relevant stakeholder groups from engaging in the process.
Risk 2: secondary activities could lead to some social and environmental effects, for example adaptation projects identified through this project may present their own social or environmental risks	I = 2 P = 2	Low	It is highly likely that the project will lead to secondary activities. It is not likely that these activities will have adverse risks and the expected impacts of such activities are currently anticipated to be minor.	The overall risk of secondary activities affecting negative social and environmental outcomes is currently deemed low. However, the risks from secondary activities will be reviewed on a case-by-case basis to mitigate any adverse impacts from this project over the medium-to-long term.

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Risk 3: There will be project activities (such as workshops and desk-based work) that will result in the limited generation of non-hazardous material waste	I = 2 P = 2	Low	There is a limited risk that the project, will lead to excess resource use and wastage. The assessed risk is low impact because the scale of resource use is envisaged to be minimal in relation to the number of beneficiaries reached.	The project team could implement activities, and encourage third party organizations to implement activities, according to best practice in sustainable resource use. Examples include applying the waste hierarchy to minimize waste and promoting green procurement among other measures.
QUESTION 4: What is the overall Project risk categorization?				
Select one (see SESP for guidance)			Comments	
<i>Low Risk</i>	<input checked="" type="checkbox"/> x	Overall risk categorization is assessed as low.		
<i>Moderate Risk</i>	<input type="checkbox"/>			
<i>High Risk</i>	<input type="checkbox"/>			
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?				
Check all that apply			Comments	
<i>Principle 1: Human Rights</i>	<input type="checkbox"/>	N/A		
<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input checked="" type="checkbox"/> X	It is envisaged that local authorities will provide support with the engagement of female beneficiaries, youth and PWDs. Targeted measures will be put in place to promote the empowerment of women and other vulnerable groups in view of their marginalized role in society.		
<i>1. Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>	N/A		
<i>2. Climate Change Mitigation and Adaptation</i>	<input type="checkbox"/>	N/A		
<i>3. Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>	N/A		
<i>4. Cultural Heritage</i>	<input type="checkbox"/>	N/A		
<i>5. Displacement and Resettlement</i>	<input type="checkbox"/>	N/A		

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	<p>6. <i>Indigenous Peoples</i></p> <p>7. <i>Pollution Prevention and Resource Efficiency</i></p>	<input type="checkbox"/>	<p>N/A</p> <p>Technical guidance and support is envisaged from EPA to prevent pollution and promote resource efficiency during implementation, though the use of appropriate management plans.</p>
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Final Sign Off

<i>Signature</i>	<i>Date</i>	<i>Description</i>
QA Assessor <i>K.T. Abudu-Buntisi</i>	<i>2/19/21</i>	UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver 	<i>01/19/21</i>	UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair 		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.



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Annex 2: Risk Log

The Programme Coordinator will review, adapt, and update this template during the two-month inception phase and throughout the project implementation period. It will guide the routine process of risk identification, mitigation and management, as required, throughout the duration of the project.

#	Description	Date Identified	Type	Impact & Probability of impact + probability of risk occurring)	Countermeasures / Mngt response (equivalent to GCF mitigation measures)	Owner	Submitted, updated by	Last Update	Status
1	Political decisions by government leaders pertaining to trade tariffs or barriers, investment, development priorities etc.	21/05/20	Political and organizational	P = 2 I = 2	Government partners will be engaged to secure commitment toward creating the enabling environment for supporting MSMEs	Programme Coordinator			
2	Political instability (protests, conflicts, riots, political elections and new appointment that may impact on leadership).	21/05/20	Political	P = 2 I = 2	The project has provided for Project team and will engage a wide range of stakeholders at national and subnational level. The project will also ensure that institutional memory is recorded The project team will develop business continuity plans to address project implementation during emergencies	Programme Coordinator			

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3	The chance that macroeconomic conditions like exchange rates, government regulation, or political stability will affect the project investment or funding	21/05/20	Political and organizational	P = 2 I = 2	The project will enlist the support of the MFDP and other actors within the macroeconomic space to provide technical guidance and support for resource mobilization, addressing issues relating to government regulations etc.	Programme Coordinator							
4	Negotiation for favourable credit terms will be difficult due to the lack of dedicated banks for agricultural activities in the country	21/05/20	Political and strategic	P = 2	The project team will: secure the partnership with the UNCDF and government actors to identify innovative financing solutions, working with local financial institutions	Programme Coordinator							

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5	Participation of relevant government partners may be limited due to financial and logistical constraints faced by government partners	21/05/20	Political	P = 2 I = 2	<p>The project team will: conduct awareness raising among key decision-makers;</p> <p>The project will leverage on previous and existing capacity building initiatives implemented through various UNDP and other partners programs that are focus of strengthening capacity building, in addition to planned capacity building to be delivered under the project</p> <p>A stakeholder's participation and engagement plan will be developed, including a strategy to guide such process</p>	Programme Coordinator			
6	Excluding any potentially affected stakeholders from fully participating in decisions that may affect them	21/05/20	Social	P = 2 I = 2	<p>The project implementing team will conduct real-time monitoring and evaluation of each stakeholder engagement activity to ensure that these processes are fully inclusive.</p> <p>Management processes (e.g. budgets and work plans) will be adjusted should country circumstances prevent any affected stakeholder groups from engaging in the process.</p>	Programme Coordinator			


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7	<i>Secondary activities arising out of this project could lead to unintended social and environmental effects</i>	21/05/20	Social	P = 2 I = 2	Risks from secondary activities will be reviewed on a case-by-case basis to mitigate any adverse impacts from this project over the medium-to-long term. Secondary activities will have independent risks but since projects will focus on adaptation and sustainable development, it is not likely that they will have adverse risks and the expected impacts of such projects are currently anticipated to be minor.	Programme Coordinator			
8	Secondary activities could lead to adverse social and environmental effects, for example development of small rural infrastructures may present their own social or environmental risks.	21/05/20		P = 2 I = 2	Relying on the guidance and technical support of EPA, these will be addressed through environmental management plans for such activities	Programme Coordinator			





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9	A significant component of the project will be implemented in rural areas with women as a target. However, women traditional role in domestic work and agriculture may limit their ability to participate in project decision making regarding interventions.	21/05/20	Social	P = 2 I = 2	The project will mitigate this risk by ensuring gender equity in all project decision making and activities. The project will seek to, as far as possible, align specific activity and interventions with existing endowments and the community activity	Programme Coordinator		
10	There may be project activities that may result in the limited generation of non-hazardous material waste.	21/05/20	Environmental	P = 2 I = 2	Relying on the guidance and technical support of EPA, these will be addressed through waste management plans for such activities.	Programme Coordinator		
11	The COVID-19 pandemic poses a national or global threat that can create social and economic chaos	21/05/20	Health	P = 3 I = 3	Relying on the guidance and technical support of health authorities, guidance to health protocols will be followed. Additional contingency plans will be developed where applicable	Programme Coordinator		

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Annex 3: Terms of Reference

Terms of Reference Project Board

The setting up of a Project Board is a UNDP corporate requirement for managing programmes and project. It is a mechanism for to ensure consensus building among key partners (particularly the IP), UNDP and Responsible Parties (RPs) to provide oversight over programme performance/implementation. It is mandated to steer the project towards desired outcomes.

Composition of the Board

The Project Board will be co-chaired by the Ministry of Finance & Development Planning and the UNDP Resident Representative. It will comprise the following members:

- Ministry of Commerce & Industries
- Ministry of Agriculture,
- Ministry of Youth & Sports
- Ministry of Gender, Children & Social Protection
- UNHCR
- UNCDF
- Environmental Protection Agency
- Programme Coordinator
- National Investment Commission

Representatives of other stakeholders can be co-opted onto the Board as and when it is appropriate

Meetings of the Project Board

The Project Board will meet quarterly over the life of the Project. The Co-Chairpersons will convene the meetings giving at least five days' notice for a meeting. Relevant documentation which includes quarterly or annual report, quarterly monitoring report, draft quarterly work plan and budget and quarterly monitoring and evaluation will be submitted to the Project Board members together with the notice of the meeting. The Team Leader for Inclusive Growth & Sustainable Development will be an ex-officio member of the Project Board and will be responsible for keeping records of the proceedings

The Project Board will:

- Ensure that there is coherent project organization at both the National and local levels
- Following agreement, set tolerances in the Annual Work Plans and other plans as required with the Project Coordinator,
- Monitor and control the progress of the project activities at a strategic level considering the changes influenced by the project on any baseline investments
- Ensure that risks are being tracked and mitigated as effectively as possible
- Organize Project Board meetings. Normally these meetings will take place quarterly.
- Review and assess progress towards achieving the outputs is consistent from a project supplier perspective
- Promote and maintain focus to deliver the outputs from the project
- Ensure that the resources from the project supplier are readily available
- Arbitrate on, and ensure resolution of any supplier priority or resource conflicts
- Ensure that the expected project outputs and related activities of the project remains consistent with the perspective of project beneficiaries
- Facilitate national policy and institutional changes necessary to engender success in project activities.

- Annually review project progress and make managerial and financial recommendations as appropriate, including recruitment for the Project Management Unit, review and approval of annual reports, budgets and workplans.

Initiating the project

- Review the Local Project Appraisal Committee Meeting Minutes
- Agree on Project Coordinator's responsibilities, as well as the responsibilities of the other members of the Project Management Unit.
- Delegate any Project Assurance function as appropriate.
- Review the Progress Report for the Inception stage
- Review and appraise detailed Project Plan and Annual Work Plan, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

Running the project

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints.
- Address project issues as raised by the Project Coordinator.
- Provide guidance and agree on possible countermeasures/management actions to address specific risks.
- Agree on Project Coordinator's tolerances in the Annual Work Plan and quarterly plans when required.
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner.
- Appraise the Project Annual Review Report, make recommendations for the next Annual Work Plan, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions.
- Provide ad-hoc direction and advice for exception situations when project coordinator's tolerances are exceeded.
- Assess and decide on project changes through revisions.

Closing the project

- Assure that all Project deliverables have been produced satisfactorily.
- Review and approve the Final Project Review Report, including Lessons-learned.
- Make recommendations for follow-on actions
- Commission project evaluation (only when required by partnership agreement)
- Notify operational completion of the project

Project Implementation Unit

The PIU will be, where required, guided by the decisions of the Project Board to support the achievement of project outcomes through the following tasks:

Project Management

- Ensure timely and effectively planning and implementation of the project
- Ensure timely and effective financial management of the project in accordance with UNDP financial and operational policies, rules and regulations for National Implementation, through effective partnership with implementing partners, responsible partners, and UNDP.
- Manage and assist implementing pilot projects through guidance and administrative support.

Coordination and Networking

- Coordination with activities related to the implementation of the project, including sourcing additional funding to ensure future sustainability of project interventions and,
- Facilitate networking between Provincial and National stakeholders.

- Establishment of and assistance in networking between specialized institutions, stakeholders, and technical specialists from elsewhere.

Technical Support to Project Implementation

- Organization of technical cooperation activities between national organizations for capacity building, livelihood etc, and management related to the implementation of the project;
- Organization of consultative meetings for introducing and implementing programme activities; □
Collection and dissemination of information on policy, economic, scientific and technical issues related to the project;
- Provision of support for the preparation of technical and feasibility studies;
- Project Monitoring and Reporting
- Timely and effective preparation of progress reports (technical and financial) concerning programme results, outputs and activities in accordance with Project monitoring and reporting requirements based on UNDP formats;

Knowledge Management and Communication

- Maintenance of project information archives- photos, video, documents, outputs, etc,
- Appropriate dissemination and publication of materials and outputs from the project;
- Capturing national activities, and project process lessons learned and disseminating them in appropriate formats (maintaining project website and links to national ministries, UNDP Websites, etc)

Programme Coordinator

- The Programme Coordinator shall be responsible for the overall strategic planning, reporting, resource mobilization and timely delivery of good quality outputs and results through providing high-quality supervision of the Project Officer as well as effective coordination between the implementing partners, responsible parties, beneficiaries and UNDP.
- He/she will report directly with the Project Board key beneficiaries, and other relevant bodies and stakeholders where relevant. He/she will also liaise with representatives of UNDP, and MOCI to coordinate the annual work plan and report on project activities, outputs, and results on a timely basis. The Programme Coordinator will also liaise with other Programme Coordinators and coordinators of related and relevant projects and programmes implemented by UNDP, and /or funded by donors; as well as national Government and NGO's as required.
- He/she will be responsible for all technical, planning, monitoring, progress and financial reporting for the project. This will include performance planning and monitoring. The Programme Coordinator will consult and coordinate closely with UNDP and MOCI.
 - Providing strategic guidance and oversight to the Project Officer located at MOCI, and manage its staff and budget to ensure effective delivery of project activities, outputs, and results;
 - Provide guidance for the delivery of all technical outputs and plans and financial reporting in-line with the requirements of UNDP
 - Provide support for preparing the annual work plan of the project, work programme and monitoring and evaluation procedures and Financial Regulations and reports based on the Project Documents and in close consultation and coordination with the Programme Specialist, Project Board, and UNDP.
 - Coordinate and monitor the activities described in the work plan, and report to UNDP and the Project Board,
 - Identify opportunities and engage in resource mobilization to attract resources for the project

- Facilitate liaison and networking within the project, including with relevant donors, regional organizations, other relevant organizations, non-governmental organizations, key stakeholders and other individuals involved in project implementation
- Ensure consistency between the various project elements and related activities provided or funded by other donor organizations and national Government;
- Oversee the development of Terms of Reference for consultants and contractors, manage/follow up to ensure timely consultancy deliverables, and be ultimately responsible for the delivery of work produced by consultants under the project;
- Coordinate and oversee the timely and effective preparation of the substantive and operational reports for project implementation
- Represent the project at national and regional fora, including international events where required.
- Assist in the delivery of training courses on both technical and project management, monitoring and evaluation issues to strengthen national capacity in this area;
- Prepare progress and monitoring reports concerning project activities in accordance with the project monitoring plan, and in accordance with UNDP requirements and format; and
- Participate and prepare project reviews where required;
- Source additional funding for initiatives started by the project at the local and national level to ensure sustainability of the interventions. This includes working with Government to assist them in learning from project initiatives and looking for mainstreaming opportunities to ensure replication and sustainability.

Qualifications

The selected candidate will have:

- A Liberian with at least 7 years of professional experience in project management posts with increasing management responsibility;
- Demonstrated flexible leadership and negotiation skills;
- Demonstrable excellent verbal and written communications skills, both at a technical level and in the preparation of information for policy makers and wider civil society;
- Previous experience in the operational aspects of international projects
- Proven financial management experience of large budgets;
- The selected candidate will have a post graduate degree or equivalent qualifications in economics, development planning and relevant field;
- Excellent working knowledge of English.
- Familiarity with the goals and procedures of international organizations, UNDP will be a distinct advantage;
- Experience of aligning project goals with wider development frameworks for long term benefits and understanding of cross-sectoral national planning processes will be highly regarded.
- Experience of evaluating both technical projects and organizational strategy, policy development and change management, including development of M&E frameworks will be an advantage.

Duty Station: Monrovia with travels to project sites

Project Officer

The Project Officer shall be responsible for the day to operations of the project and coordinating project activities with other Responsible Parties. He/she maintains a close eye on the operational and financial performance, identifies probable issues that may need attention, supports in problem analysis and solution identification as necessary, coordinate resolution as per action-items assigned, drafting required correspondences to stakeholders concerned and initiating preparation of project reports. He/she will report directly with the Programme Coordinator who provides strategic oversight for the project.

1. Project implementation

- Ensuring GOL Policies and Procedures, Financial Rules and Regulations (FR&R) are adhered to for efficient project implementation and progress.
- Develop quarterly and annual workplans in concert with other partners
- Monitor project financials and advise accordingly.
- Maintenance of all supporting project financial documents for audit and review processes.
- Collect and disseminate information on policy, economic, social, scientific, and technical issues related to Project implementation.

2. Operational and Logistic Support

- Ensure conformity of project disbursement requests with procedures, work plans, and availability of resources for expenditure.
- Liaise with the Programme Coordinator to process and monitor all payment requests within the Project
- Preparation of Concept Notes and Terms of Reference (ToR) for required inputs in the projects (staff, individual and institutional consultancy services, procurement of goods and services, organization of training, seminars, etc.), with expert and/or client support as required.
- In accordance with GoL Policies, manage travel for all personnel in the Project Team
- Organize all project and stakeholder meetings as and when necessary and maintain records of these meetings.
- Maintain records of project files and Activity reports in hard and soft copy.
- Review weekly Activity reports and quarterly financial reports with respect to outputs based on work plans and budget forecasts
- Identify operational, administrative, financial and other bottlenecks that may impede project delivery; recommend solutions and take appropriate remedial action
- On behalf of the Project, participate in periodic visits to the project sites within to review compliance with recognized procedures.

The Project Officer will be an existing GoL paid staff designated by the Ministry of Commerce & Industry (MOCI) for the purpose of managing the day-to-day implementation of the project as part of the Ministry's contribution to the project. This consequently reinforces the visibility and image of MOCI as an effective Implementing Partner in project services and management and strengthens its competitive position as a partner of choice for achieving the results of the project.

Qualifications

The designated candidate will have:

- A Liberian with at least 5 years of professional experience in project management posts with increasing management responsibility.
- Familiarity with the policies and procedures of GoL
- Demonstrated flexible leadership, coordination and negotiation skills;
- Demonstrable excellent verbal and written communications skills, both at a technical level and in the preparation of information for policy makers and wider civil society.
- The candidate will have a post graduate degree or equivalent qualifications in Business Administration, Management and relevant field.
- Excellent working knowledge of English.

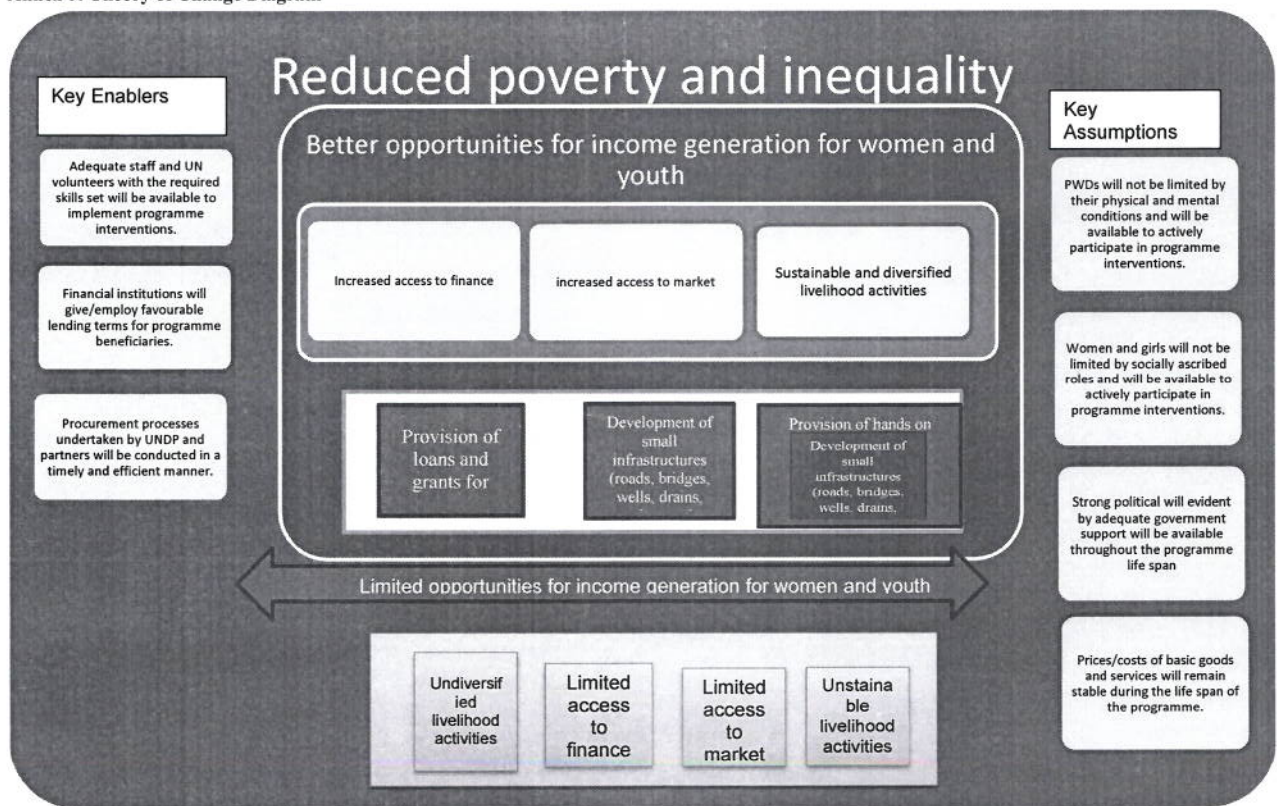
Duty Station: Monrovia with travels to project sites

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Annex 5: Theory of Change Diagram



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