

2016 Annual Work Plan

PROMOTING PRIVATE SECTOR DEVELOPMENT AND NATURAL RESOURCES GOVERNANCE PROGRAMME



UNDAF OUTCOMES:

2.2: Private sector development: Improved equal access to sustainable livelihoods opportunities in an innovative and competitive private sector for rural and urban areas

2.4: Macro-economic policy environment: Improved evidence-based policies to maintain a stable and inclusive macro-economic environment

4.3: Natural Resources Management: By 2017, Liberia has an effective and efficient natural resource management framework enabling transparent, accountable and equitable distribution of economic benefits and protection of rights of all

#2: 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

EXPECTED CP OUTCOME:

UNDAF ACTION PLAN OUTPUT:

2.2.2: Mechanisms developed to streamline the regulatory framework for the private sector, including standardization of enforcement mechanisms by 2017

2.2.3: Increased access to business development services and quality vocational training, focusing on employment creation, MSMEs development targeting youth, women and persons with disabilities

2.2.4: Enhanced access to sustainable financial services, market linkages and value chain upgrading for MSMEs, with special focus on the rural areas

2.4.2: Provide technical and advisory support for enhanced natural resources governance facilitation with focus on revenue management, as well as on coordinating negotiation in the concessions/ contracts in the oil sector and the strengthening of tax administration through adoption of VAT

2.4.3: Strengthened national framework for regional and global economic cooperation and integration towards macroeconomic harmonization and convergence by 2017, with focus on international trade

4.3.4: By 2015, government's capacity for contracts, agreements and concessions negotiations enhanced

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- EXPECTED PROGRAMME OUTPUTS:**
1. An enabling environment for inclusive and sustainable private sector development created
 2. Improved productivity and competitiveness of local enterprises

IMPLEMENTING PARTNER: National Investment Commission

IMPLEMENTING AGENCIES: National Investment Commission (NIC); Ministry of Commerce and Industry (MOCI), Liberian Business Association (LIBA), Central Bank of Liberia, Center Songhai, Liberia Marketing Association (LMA), ABIC and African Women Entrepreneurship Program (AWEP)

Programme Brief

UNDP under its 2013-2017 Country Programme seeks to support the Government's drive for sustainable Economic Transformation by rolling out a package of measures aimed at reducing obstacles to enterprise/private sector development, expanding access to inclusive financial services while strengthening governance of natural resources. The program hopes to build on on-going assistance to microfinance institutions to expand the range and reach of inclusive finance to areas such as micro-insurance and leasing; and effective natural resource management and linking natural resources to value-addition and jobs creation. Also, the focus will be on strengthening governance of natural resources in the context of reconciliation and peace consolidation and the overall transformation of the Liberian economy.




In furtherance to this, enhanced Women Entrepreneurship in livelihood, gender based initiatives, increase women participation in community decision-making; gender equity participation at local levels and expand on the concept that gender is not synonymous with women, and therefore, examines in the context of violent conflict and peacebuilding efforts through a gender lens that is inclusive of the roles of men and women in in these counties.

The Private Sector Development Programme is in consonance with the national vision for a private sector-led growth as encapsulated in the Economic Transformation Pillar of the Agenda for Transformation (AFT). The Programme focuses on a mix of upstream policy and regulatory interventions and downstream catalytic and transformational interventions which will facilitate inclusive and sustainable growth. The 5-Year Programme will adopt a two prong approach aimed at:

- Creating an enabling environment for inclusive and sustainable private sector development,
- Developing the capacity of the local entrepreneurs for improved productivity and competitiveness

The programme is anchored on two outcome areas of UNDAF as aligned with AFT all geared toward promoting sustainable economic transformation in a coherent coordinated and accountable way.

Programme Period:	2013-2017	Total resources required:	\$864,000.00
Key Result Area (Strategic Plan): Sustainable Economic Development		Total allocated resources:	\$864,000.00
Atlas Award ID: 00075374/Project ID 00087313		UNDP Regular:	\$534,000.00
Start date:	Jan 1, 2016	Other:	\$ 50,000.00
End Date	31 December 2016	Donor: Irish Government	\$280,000.00
PAC Meeting Date	_____	Government:	In Kind
Management Arrangements	NIM _____	Unfunded budget:	_____
		In-kind Contributions:	_____

Agreed by	Signature	Date
Hon. Amara M. Konneh Minister Ministry of Finance and Development Planning Republic of Liberia		3/2/16
Hon. Emonia David Tarpoh Chairman / CEO National Investment Commission Republic of Liberia		16/02/16
Dr. Kamil Kamaluddeen Country Director, United Nations Development Programme		25/02/16

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EXPECTED OUTPUTS And Baseline Indicators including annual targets	PLANNED ACTIVITIES List activities to be implemented	TIMEFRAME				RESPONSIBLE PARTY	FUNDI NG SOURC E	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Budget Description	Amount US\$	
Output 1: AN ENABLING ENVIRONMENT FOR INCLUSIVE AND SUSTAINABLE PRIVATE SECTOR DEVELOPMENT										
Baseline: Fragments and uncoordinated policies and program for private sector development.										
Indicators										
• A National Private Sector Development Plan developed and adopted through a participatory process.										
• # of work sessions for mainstreaming PSD Plan										
• # of businesses registered at the country level										
• # of GoL/Donor co-ordinating mechanism for private sector development institutionalized.										
• Liberia's position in World Bank Ease of Doing Business Ranking										
• Percentage Increase in FDI										
• Industrial Sector Support Programme formulated and implemented										
Activity 1.1.1. Train PSDS focal persons in key Ministries departments and agencies to co-ordinate the implementation of the PSDS.										
		X	X	X		NIC	UNDP	Direct Payment	75700 Workshop 72800 Equipment	8,000.00
Activity Result 1.2: Trade and Investments Promotion										
Activity 1.2.1 Provide support for the conduct of investment mapping throughout Liberia aimed at building linkages between the domestic private sector, FDI's and concessionaires and support to two international investment outreach and forum aim at attracting investors globally										
		X	X	X	X	NIC	UNDP	Direct Payment	71600 Travel 72800 Equipment	10,000.00
Activity 1.2.2 Support to the Hosting of one Regional Investment Conference for the Mano-River Union States (Host Country Liberia; Guinea and Sierra Leone counterparts)										
		X	X			NIC	UNDP	Direct Payment	71600 travel cost 72300 Goods & Services 75700 Workshop	10,000.00
Activity 1.2.3 Review and update investor's guide to provide information on key priority sectors and upgrade NIC's website (Investment Guide updated and 2,000 printed/ Hosting and maintenance of website										
		X	X			NIC	UNDP	Direct Payment	Goods & Services 72300 71300 Local Consultant	10,000.00
Activity 1.2.4 Support to the Consumer Protection and Education Unit for awareness and sensitization campaigns in										
		X				MOCI	UNDP	Direct	75700 Workshop	8,000.00

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EXPECTED OUTPUTS And baseline indicators including annual targets	PLANNED ACTIVITIES List activities to be implemented	TIMEFRAME				RESPONSIBLE PARTY	FUNDING SOURCE	Cash Transfer Modality	PLANNED BUDGET	
		Q1	Q2	Q3	Q4				Budget Description	Amount US\$
Target 1.1: Conduct two (2) training sessions for PSD focal persons in key ministries and agencies in support to the PSD Implementation Plan Target 1.2: PPP regulation develop in line with the PPP policy framework Hosting of one major investment conference for the three Ebola effected countries in support to promoting regional trade and integration 2 Investment promotion outreach tour conducted to identify 3-5 catalytic new industrial-size investors in agriculture, agro-processing and manufacturing 20-days country tour awareness campaign in educating rural communities on consumer protection Updating of Investor's guide and upgrading of NIC's website (Printing of 2000 copies of the investor's guide) Target 1.3: Hosting of two training sessions for the inspectorate division staff of MOCI and provision of safety gears and equipment for field operations Conduct one training session on GMP for	the rural parts of the Country Activity 1.2.5 Develop a PPP implementation framework that will remove structural and operational overlaps and bottlenecks towards investments in PPPs and train sectors MACs in understanding the procedures and processes as it relates to concession management and PPPs					NIC	UNDP	Direct Payment	71300 Local Consultant	8,000.00
	Activity Result 1.3: Formulation and Implementation of an Industrial Sector Support Programme									
	Activity 1.3.1 Enhance the Capacity of the Inspectorate Division Staffs through training and the provision of safety gear for field inspection (Jackets, Boots, Helmets, Flash lights, T-shirts and Gloves)			X	X	MOCI	UNDP	Direct Payment	75700 Training and Workshop 72300 Goods & Services	6,000.00
	Activity 1.3.2 Organize and hold Good Manufacturing Practice (GMP) Workshop for Technical Personnel Food and beverage manufacturing industries	X	X	X	X	MOCI	UNDP	Direct Payment	71300 Consultancy (local) 71300 Local Consultant	6,000.00
	Activity 1.3.3 Review of the MOCI existing Strategic Plan	X	X			MOCI	UNDP	Direct Payment	71300 Local Consultant	10,000.00
	Activity 1.3.4 Carried Forward from 2015 AWP balance payments for 2 MOIC local consultants	X	X			MOIC	UNDP	Direct Payment	71300 Local Consultant	25,000.00
	Activity 1.3.5 Recruit M&E Specialist to set up an M&E Unit at the MOCI and train staff of the unit to monitor and keep track of all MOCI programs and projects.	X	X	X	X	MOCI	UNDP	Direct Payment	71300 Local Consultant	25,000.00

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EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activities to be implemented	TIMEFRAME				RESPONSIBLE PARTY	FUNDING SOURCE	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Cast Transfer Modality	Budget Description	Amount US\$
<ul style="list-style-type: none"> technical personnel Recruit one M&E specialist for the ministry to help structure the ministry's new M&E unit and train staff of the unit 										
<p>Target 1.4:</p> <ul style="list-style-type: none"> National Private Sector Development Strategy operational Key institutional, legal and regulatory reforms to facilitate private sector development initiated. PSDS Monitoring structure developed and functional Trade and business information system developed and operational Consumer protection law enacted Labor standard developed 										
<p>Output 2: IMPROVED PRODUCTIVITY, COMPETITIVENESS AND DIVERSIFICATION OF MSMEs.</p>										
<p>Baseline:</p> <ol style="list-style-type: none"> Evidence-based research conducted and recommended program identified Business development training and facilitators' manual developed LIBA membership fully decentralized. First phase of capacity building activities for 										
<p>Activity Result 2.1: Business Development and Skills Training for MSMEs Provided</p>										
	Activity 2.1.1 Development of a Standard Operating Procedure (SOP) in line with LIBA's Institutional Framework (with focus on its Human Resource, Finance and Public Relations units)	X	X			LIBA	UNDP	Direct Payment	71300 Local Consultant 75700 Workshops	22,000.00
	Activity 2.1.2 Support to LIBA's Communication Strategy and the development of a Business Directory for Liberian own businesses	X	X			LIBA	UNDP	Direct Payment	71300 Local Consultant	22,000.00
	Activity 2.1.3 Feasibility Study, Business Plan and Architecture Design of LIBA's New Headquarters	X	X	X		LIBA	UNDP	Direct Payment	71300 Local Consultant	22,000.00

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EXPECTED OUTPUTS And baseline indicators including annual targets	PLANNED ACTIVITIES List activities to be implemented	TIMEFRAME				RESPONSIBLE PARTY	FUNDING SOURCE	CASH Transfer Modality	PLANNED BUDGET	
		Q1	Q2	Q3	Q4				Budget Description	Amount US\$
Indicators 2: • # of youth trained in entrepreneurship development with focus on gender. • # of impact investment study conducted. • Number of skill entrepreneurs with creative ability. • # of LIBA businesses exporting readily made agric-food product Target: • Institutionalizing LIBA Strategic Plan and the development of a structural framework to guide the LIBA's operations and activities • LIBA communication strategy develop • Development of a feasibility study report and business plan that target's the establishment of a business development center. • At least 30 farming communities trained in livelihood & entrepreneurial development with focus on women and disability groups. • 100 youth train in basic vocational, skills to include carpentry, masonry	Activity 2.1.4 Construction of Greenhouses for production and training for farming communities	X	X			Center Songhai	UNDP	Direct Payment	72300 Goods & Services 75700 Training	8,000.00
	Activity 2.1.5: Vocational and skills training for 100 youth to include male and female at Center Songhai	X	X	X	X	Center Songhai	UNDP	Direct Payment	75700 Training, workshop & conference	120,000.00

EXPECTED OUTPUTS
And baseline, Indicators
Including annual targets

PLANNED ACTIVITIES
List activities to be implemented

TIMERFRAME
Q1 Q2 Q3 Q4

RESPONSIBLE PARTY

FUNDING SOURCE

Cash Transfer Modality

PLANNED BUDGET
Budget Description

Amount US\$

**Output 2:
IMPROVED PRODUCTIVITY
AND COMPETITIVENESS OF
LOCAL ENTERPRISES**

Baseline:

Majority of Liberian owned businesses are informal with limited business management skills, limited access to finance and business opportunities

Indicators:

- 25 % increase in business training services for local entrepreneurs
- # of financial assistance to rural business Liberian through the LMA
- At least 1,000 Liberian business owners/managers trained in entrepreneurship and business management
- Training in African Agribusiness Supplier Development Programme (AASDP) completed

Targets:

- Develop a supplier development matrix for concessionaires demands
- Promotion of made in Liberia products through supporting of the Liberia Market Place

Activity Result 2.2: Promote Inclusive Market Development Through Business Linkages and Value Chain Development

Activity	Q1	Q2	Q3	Q4	RESPONSIBLE PARTY	FUNDING SOURCE	Cash Transfer Modality	Budget Description	Amount US\$
Activity 2.2.1 Organize and host one Supplier Development Training Workshop and develop a supplier development matrix that identifies concessionaires and multi-nationals needs for domestic goods and services		X	X		NIC	UNDP	Direct Payment	71300 Local Consultant 75700 Workshop	10,000.00
Activity 2.2.2 Training farming communities and women groups using improve technology on oil palm production and soap manufacturing	X	X			NIC (UFA)	UNDP	Direct Payment	72300 Goods and Services	10,000.00
Activity 2.2.3 Support to sustainability of the trade store (Liberia Market Place) and publication of MOCI Trade Bulletin		X	X		MOCI (EIF)	UNDP	Direct Payment	72300 Goods and Services 75700 Workshop and Training	8,000.00
Activity 2.2.4 Capacity enhancement for marketers through advance skills and techniques in business and financial management	X	X			LMA	UNDP	Direct Payment	75700 Workshop and Training	10,000.00
Activity Result 2.3: Enhancing Access to Finance and Inclusive Financial Services									
Activity 2.3.1 Facilitate the expansion of Credit Union in support to rural enterprise development		X			CBL (Micro Finance Unit)	UNDP	Direct Payment	71300 Local Consultant 75700 Workshop and Training	25,880.00

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EXPECTED OUTPUTS And baseline indicators including annual targets	PLANNED ACTIVITIES List activities to be implemented	TIMEFRAME				RESPONSIBLE PARTY	FUNDING SOURCE	CASH Transfer Modality	PLANNED BUDGET	
		Q1	Q2	Q3	Q4				Budget Description	Amount US\$
<ul style="list-style-type: none"> 10 credit union facilitate established in strategic rural areas to support rural communities 2 training session of Marketers through a skill development program 										
PROGRAMME MANAGEMENT / QUALITY ASSURANCE										
Activity result 4.1: Programme management, quality assurance, monitoring and operations										
	Activity 4.1.1 Communications, partnerships and NIM including conduct of quarterly HACT Trainings for IPs.	X	X	X	X	UNDP	UNDP	Direct Payment	75700 Training	4,000.00
PROGRAMME MANAGEMENT										
	Activity 4.1.2 Programme management, operations, logistics and drivers' salaries	X	X	X		UNDP	UNDP	Direct Payment	75700 Training	15,000.00
MONITORING/EVALUATION, FIELD VISITS, AND BANK CHARGES										
	Activity 4.1.3 Support PSDS Co-ordinator (salary for PSD Coordinator)	X	X	X	X	NIC	UNDP	Direct Payment	71300 Individual Consultant (Local)	42,000.00
	Activity 4.1.4 Procuring of a six (6) ton truck for collection of raw cassava produce from farms to be processed and distributed to the local market	X				AWEP	UNDP	Direct Payment	71600 Travel Cost and Training 75700	25,000.00
	Activity 4.1.5 Skill enhancement with specific skills in successful leadership and strategic management/ Project Finance and Financial Analysis Techniques for Infrastructure Projects (PPP)	X	X			NIC	UNDP	Direct Payment	71600 Travel Cost and Training 75700	18,000.00
	Activity 4.1.6 Support to the logistics and operation of the PTU Unit at NIC (Fuel, communications and vehicle repairs)	X	X			NIC	UNDP	Direct Payment	72200 Equipment	8,000.00
	Activity 4.1.7 Provision of (4) four cassava processing machines for female cooperatives in (4) counties (including transporting of machines and training)	X	X			AWEP	UNDP	Direct Payment	72200 Equipment	20,000.00

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EXPECTED OUTPUTS And baseline, indicators Including annual targets	PLANNED ACTIVITIES List activities to be implemented	TIMEFRAME				RESPONSIBLE PARTY	FUNDI NG SOURCE	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Budget Description	Amount US\$	
GMS (8% of Project Cost)		X	X	X	X	UNDP	UNDP	Direct Payment	75,100 F&A	33,120.00
Sub-Total										
534,000.00										
Project Title: Enhancing Women Economic Empowerment and Role in Peacebuilding and Social Cohesion in Liberia										
EXPECTED OUTPUTS And baseline, indicators Including annual targets	PLANNED ACTIVITIES List activities to be implemented	TIMEFRAME				RESPONSIBLE PARTY	FUNDI NG SOURCE	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Budget Description	Amount US\$	
Output 1:										
Improved women Entrepreneurship at the local levels with focus on , skills and livelihood for a sustained growth and peace building and conflict resolutions in, Bonni, Capemount, Gbarpolu, Grand Bassa, Nimba, Grand Gedeh and Sinoe, counties.										
Baseline: African Women Entrepreneur programme Annual Report & Agenda for Transformation										
Indicators:										
# of Women trained in entrepreneurship										
# of Women trained in livelihood activities										
# of Women trained in peacebuilding and conflict resolution										
Target:										
<ul style="list-style-type: none"> 4 Extensive trainings conducted in soap making, pastry, 2 business management training 2 peacebuilding & conflict Resolution trainings 										
Activity Result 1.1: ACTIVITY 1: TRAINING FOR WOMEN IN ENTREPRENEURSHIP AND SKILLS TRAINING										
Action: 1.1 Printing and production of pcs of brochures and training manual for 150 women in concession areas of Sinoe, Bassa, Grand Gedeh, Nimba, Bonni and Gbarpolu Counties										
		X	X			AWEP	Gov. of Ireland	Direct Payment	72500 Supplies	5,000.00
Action: 1.2: 4months Vocational skills Training materials in soap making, pastry and business management as part of women economic empowerment for 150 women in concession areas of Sinoe, Bassa, Grand Gedeh, Nimba, Bonni and Gbarpolu Counties.										
		X	X	X		AWEP	Gov. of Ireland	Direct Payment	75700 Workshop & training	30,000.00
Action: 1.3: Fee for 3 trianers for capacity development training in soap making, pastry and small business management-customer service 150 women in concession areas of Sinoe, Bassa, Grand Gedeh, Nimba, Bonni and Gbarpolu Counties										
		X	X	X		AWEP	Gov. of Ireland	Direct Payment	71800 Contractual services IP	9,000.00
Action 1.4: Startup kits and seed funds (through VSLA groupings) for service 150 women in concession areas of Sinoe, Bassa, Grand Gedeh, Nimba, Bonni and Gbarpolu Counties										
					X	AWEP	Gov. of Ireland	Direct Payment	72300 Materials and Goods	70,000.00
Action 1.5: peacebuilding & conflict										
		X	X	X		AWEP	Gov. of	Direct	75700	12,000.00

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EXPECTED OUTPUTS
And baseline indicators
Including annual targets

PLANNED ACTIVITIES
List activities to be implemented

Resolution trainings in the six counties for 150 women as part of social cohesion mechanism Sinoe, Bassa, Grand Gedeh, Nimba, Bomu and Gbarpolu Counties.

Conduct town hall meetings and discussions around peacebuilding & conflict Resolution involving community members to include chiefs and elders, youth, men and women in the training communities of the six counties in Action 1.5

TIMEFRAME

Q1	Q2	Q3	Q4
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RESPONSIBLE PARTY

FUNDING SOURCE

Cash Transfer Modality

PLANNED BUDGET

Budget Description	Amount US\$
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Subtotal:

126,000.00

EXPECTED OUTPUTS
And baseline indicators
Including annual targets

PLANNED ACTIVITIES
List activities to be implemented

Output2 : Increased awareness and conduct trainings in Gender Advocacy and awareness and peace building conflict resolution and in concessions communities of the six counties
Baseline: Current policies are more national than local based approaches
Indicators: # of trained and certificated in gender advocacy/awareness
Gender team established for community awareness
Target:

- 150 women trained in gender advocacy
- 2 Trainings for gender team

Activity Result 2.0: TRAINING IN GENDER BASED ADVOCACY and conflict Resolution

Action 2.1: 150 Women trained in gender awareness and advocacy in concessions communities (Sinoe, Bassa, Grand Gedeh, Nimba, Bomu and Gbarpolu Counties)

Action 2.2: Two Trainer's payments to facilitate training gender advocacy and community peace building

Action 2.3: Procurement of training materials for 150 women in concession areas of Sinoe, Bassa, Grand Gedeh, Nimba, Bomu and Gbarpolu Counties

TIMEFRAME

Q1	Q2	Q3	Q4
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RESPONSIBLE PARTY

FUNDING SOURCE

Cash Transfer Modality

PLANNED BUDGET

Budget Description	Amount US\$
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Subtotal:

18,000.00

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EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activities to be implemented	TIMEFRAME				RESPONSIBLE PARTY	FUNDI NG SOURC E	PLANNED BUDGET			
		Q1	Q2	Q3	Q4			Budget Description	Amount US\$		
Output 3 : Enhanced capacity development for disabled females in income generation supported with seed money to promote social cohesion an peacebuilding and conflict resolution Baseline: 2014 AWEP's Report Indicators: # of trained females Disabled trained in come generation activities # of trained females trained in peacebuilding and conflict resolution # of trained females Disabled in business management Target: <ul style="list-style-type: none"> 20 from each of the six counties to be trained in income generation 20 from each county to be trained in peacebuilding & conflict resolution 48 Females Disabled to receive seed money for business and startup kit 	Activity Result 3: Training for disabled Women and EVD survivors and affected in come generation activities Action 3.1: Startup kits and seed funds (through VSILA groupings) for 48 disabled women and girls as well as EVD survivors and affected women already trained in pastry making and handicraft in Montserrat County Action 3.2: Training in peacebuilding and Conflict resolution to include gender based awareness/sensitization for 48 Disabled women/girls and EVD survivors and affected women in Montserrat County			X		AWEP	Gov. of Ireland	Direct Payment	72300 Materials and Goods	15,000.00	
							AWEP	Gov. of Ireland	Direct Payment	75700 Workshop& training	5,000.00
							AWEP	Gov. of Ireland	Direct Payment	71300 Local Consultant	
Subtotal:											\$23,000.00
EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activities to be implemented	TIMEFRAME				RESPONSIBLE PARTY	FUNDI NG SOURC E	PLANNED BUDGET			
		Q1	Q2	Q3	Q4			Budget Description	Amount US\$		
Output 4:0 Support established and functional network and peacebuilding of women in agro-business Baseline: AWEP's annual report	Activity Result 4.0 ESTABLISHING OF NETWORK OF WOMEN IN AGRICULTURE BUSINESS IN THE SIX COUNTIES. Action 4.1: Conduct trainings in coordination and communication AWEP women to include VSILA trainings for agro processors already trained and supplied agro processing machines Action 4.2: Peacebuilding and conflict Resolution					AWEP	Gov. of Ireland	Direct Payment	75700 Workshop& training	12,000.00	
						AWEP	Gov. of Ireland	Direct			5,000.00

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EXPECTED OUTPUTS
And baseline, indicators including annual targets

of 2014 and 2015

Indicators: # of agro-business established and report produced
trained conducted in agro business

Target:
• Training conducted for 150 women and other agro-businesses with the six counties
• 4 trainings conducted in agro-business management

Subtotal:

PLANNED ACTIVITIES
List activities to be implemented

In the form of town hall meetings amongst communities and Ebola survivors in Lofa, Margibi, Bonri and Montserrado as well as in concession areas for women affected on specific issues of employment, etc.

Conduct town hall meetings and discussions around peacebuilding & conflict Resolution involving community members to include chiefs and elders, youth, men and women, EVD survivors and affected persons in the training communities of the six countries in Action 4.2

TIMEFRAME

RESPONSIBLE PARTY

FUNDING SOURCE

Cash Transfer Modality

Budget Description

Amount US\$

EXPECTED OUTPUTS
And baseline, indicators including annual targets

EXPECTED OUTPUTS
And baseline, indicators including annual targets

TIMEFRAME

RESPONSIBLE PARTY

FUNDING SOURCE

Cash Transfer Modality

Budget Description

Amount US\$

Output 5.0:
Project Management

Activity Result 5.0: Project implementation

Action 5.1: Radio Awareness

Action 5.2: Midterm Evaluation

Action 5.3: Fuel and vehicle maintenance

Action 5.4: Phone & internet modem cards

Action 5.5: Travel

Action 5.6: Stationery

Action 5.7: Equipment and supplies to include projector and a set of computer(desk top)

Action 5.8: Salary for 4 staff-AWEP (1 Project Coordinator, 2 supervisors and 2 drivers)

	TIMEFRAME				RESPONSIBLE PARTY	FUNDING SOURCE	CASH TRANSFER MODALITY	BUDGET DESCRIPTION	AMOUNT US\$
	Q1	Q2	Q3	Q4					
Action 5.1: Radio Awareness	x	x	x	x	AWEP	Gov. of Ireland	Direct Payment	74200 Audio vision	6,000.00
Action 5.2: Midterm Evaluation			x		AWEP	Gov. of Ireland	Direct Payment	71300 Local Consultant	4,000.00
Action 5.3: Fuel and vehicle maintenance	x	x	x	x	AWEP	Gov. of Ireland	Direct Payment	72300 Material and Goods	4,000.00
Action 5.4: Phone & internet modem cards	x	x	x	x	AWEP	Gov. of Ireland	Direct Payment	72400 Communication	800.00
Action 5.5: Travel	x	x	x	x	AWEP	Gov. of Ireland	Direct Payment	71600 Travel	7,000.00
Action 5.6: Stationery	x	x	x	x	AWEP	Gov. of Ireland	Direct Payment	72500 Supplies	4,000.00
Action 5.7: Equipment and supplies to include projector and a set of computer(desk top)	x	x			AWEP	Gov. of Ireland	Direct Payment	72200 Equipment	2,000.00
Action 5.8: Salary for 4 staff-AWEP (1 Project Coordinator, 2 supervisors and 2 drivers)	x	x	x	x	AWEP	Gov. of Ireland	Direct Payment	71800 Contractual Services-1P	23,800.00

\$17,000.00

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EXPECTED OUTPUTS And baseline, indicators Including annual targets	PLANNED ACTIVITIES List activities to be implemented	TIMEFRAME				RESPONSIBLE PARTY	FUNDI NG SOURC E	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Cash Transfer Modality	Budget Description	Amount US\$
	Action 5.9 Salary for one UNDP's staff	X	X	X	X	AWEP	Gov. of Ireland	Direct Payment	6000 Regular staff	20,000.00
	Action 5.10 Bank Charges	X	X	X	X	AWEP	Gov. of Ireland	Direct Payment	74500 Misc	2,000.00
	Action 5.11 GMS (8% of Project Cost)	X	X	X	X	UNDP	Gov. of Ireland	Direct Payment	71500 R&A	22,400.00
Subtotal:										
96,000.00										
AWEP's Total:										
280,000.00										

EXPECTED OUTPUTS And baseline, indicators Including annual targets	PLANNED ACTIVITIES List activities to be implemented	TIMEFRAME				RESPONSIBLE PARTY	FUNDI NG SOURC E	PLANNED BUDGET			
		Q1	Q2	Q3	Q4			Cash Transfer Modality	Budget Description	Amount US\$	
Output 1.0 Conduct adult literacy training for rural women for 50 women Baseline: ABIC's annual report of 2015 Indicators: # of adult literacy program conducted # of rural women taught Target: • Teaching carried out for 50 rural women in basic reading and numeracy in Suakoko, Bong County • 1 trainings conducted in adult literacy	Activity Result 1.0 Rural Women Adult Literacy Programme in basic reading and numeracy skills										
	Action 1.1: Purchasing of chairs and tables for classroom learning (Payment carried forward from 2015)		X			ABIC	UNDP	Direct Payment	72500	5,000.00	
	Action 1.2 Purchasing Printer, inks, and projector for classroom learning carried forward from 2015)			X			ABIC	UNDP	Direct Payment	72200	5,000.00
	Action 1.2 Stationery supplies including banners and training kits for 30 women (carried forward from 2015)			X			ABIC	UNDP	Direct Payment	72300	5,000.00
	Action 1.3: Printing of T-shirts and Certificates, cartridges for graduation (Carried forward from 2015)				X		ABIC	UNDP	Direct Payment	75700	2,200.00
	Action 1.4: Feeding and Transportation for 30 Rural Women under training (carried forward from 2015)			X			ABIC	UNDP	Direct Payment	75700	4,000.00
	Action 1.5: Procurement of riding boots for Pink Panthers (carried forward from 2015)				X		ABIC	UNDP	Direct Payment	72300	2,000.00
Action 1.6: Pink Panthers bike registration and insurance (carried forward from 2015)				X		ABIC	UNDP	Direct Payment	74500 insurance	4,500.00	
Action 1.7: Bank Charge		X	X	X	X	ABIC	UNDP	Direct Payment	74500 Misc	800.00	
Subtotal											
28,500.00											

EXPECTED OUTPUTS And baseline, indicators Including annual targets	PLANNED ACTIVITIES List activities to be implemented	TIMEFRAME				RESPONSIBLE PARTY	FUNDI NG SOURC E	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Cash Transfer Modality	Budget Description

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EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activities to be implemented	TIMEFRAME				RESPONSIBLE PARTY	FUNDI NG SOURCE	PLANNED BUDGET			
		Q1	Q2	Q3	Q4			Cash Transfer Modality	Budget Description	Amount US\$	
Output 2:0 Conduct awareness on nonviolence for the 2017 presidential and general elections on Liberia Baseline: ABIC's Women Situation Room of 2011 of 2015 Indicators: # of workshop on advocacy and awareness on nonviolence conducted Target: • 1 day workshop for 115 participants electoral advocacy and awareness on nonviolence Subtotal	Activity Result 2.0 Women Situation Room (WSR): One day advocacy and awareness for non-violence 2017 Presidential and General Elections in Liberia Action 2.1: Women Situation Room Workshop on advocacy and awareness on non-violence on the 2017 Presidential and General Elections classroom learning including feeding and transportation Action 2.2 Stationery and banners items for WSR workshop Action 2.3 Sundry		X			ABIC	UNDP	Direct Payment	75700	3,000.00	
				X			ABIC	UNDP	Direct Payment	72500	1,000.00
		X	X	X	X		ABIC	UNDP	Direct Payment	74500	2,000.00
Subtotal										6,000.00	

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activities to be implemented	TIMEFRAME				RESPONSIBLE PARTY	FUNDI NG SOURCE	PLANNED BUDGET			
		Q1	Q2	Q3	Q4			Cash Transfer Modality	Budget Description	Amount US\$	
Output:3 Project Management	Activity Result 3.0 Project Implementation Action 3.1: Salary for Project Manager (to include 1 months carried forward from 2015) Action 3.2 Salary Project Officer (to include 1 months' salary carried forward from 2015) Action 3.3 Payment for Trainers (to include 3 months' salary carried forward from 2015) Action 3.4: Stipend for volunteers Action 3.5: Fuel and vehicle maintenance Action 3: 6: Field Travel visit to include M&E Action3.7: Payment to Rapporteur Action 3.8: Media coverage Action 3.9: Stationery and printing needs		X	X	X		ABIC	UNDP	Direct Payment	71800	2,000.00
		X	X	X	X		ABIC	UNDP	Direct Payment	71800	1,500.00
		X	X	X	X		ABIC	UNDP	Direct Payment	71800	2,000.00
		X	X	X	X		ABIC	UNDP	Direct Payment	75700	1,500.00
		X	X	X	X		ABIC	UNDP	Direct Payment	72300	1,500.00
		X	X	X	X		ABIC	UNDP	Direct Payment	71600	1,850.00
		X	X	X	X		ABIC	UNDP	Direct Payment	71300	150.00
		X	X	X	X		ABIC	UNDP	Direct Payment	72500	500.00
		X	X	X	X		ABIC	UNDP	Direct	72500	1,000.00

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activities to be implemented	TIMEFRAHE				RESPONSIBLE PARTY	FUNDI NG SOURC E	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Cash Transfer Modality	Budget Description	Amount US\$
	Action 1.6: Bank Change/Sundry	X	X	X	X	ABIC	UNDP	Direct Payment	74500 Misc	500.00
	GMS (8% of Project Cost)	X	X	X	X	UNDP	UNDP	Direct Payment	75100 F&A	4,000.00
Subtotal										
15,500.00										
Total for ABIC										
50,000.00										
Grand Total for PSD, AWEF & ABIC:										
\$864,000.00										

IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS

The project will be implemented under the national implementation modality. The National Investment Commission as IP will support AWEF to assume direct responsibility for the implementation, the NIC will also manage and co-ordinate the activities of this programme, supported by the National Programme Coordinator (NPC) as focal point. AWEF will report to NIC for onward submission UNDP on the production of outputs, achievement of objectives and the use of resources provided under this programme. Accordingly, the NIC and AWEF will follow national systems and procedures and shall make reference to the national implementation guidelines on accounting, financial reporting and auditing and shall be responsible for maintaining records on all implementation actions, including financial records to the extent possible that they do not contravene UNDP financial rules and regulations.

UNDP will provide support services in the recruitment of staff, training and monitoring and evaluation. UNDP will work closely with AWEF and NIC to ensure policy direction, guidance and technical support to the project. In line with UNDP's Executive Board decision 98/2 "all costs associated with the delivery of other resources funded programme at country level are to be fully covered through cost recovery mechanisms". In this regards, General Management Service fee of approximately 7% if applicable will be charged on non-core resources mobilized in the implementation of this programme and UNDP Direct Project Costs (DPCs) for implementation support services, make reference to the blanket Letter of Agreement signed between UNDP and Government of Liberia (GOL) annexed to this programme document and Standard Level Agreement (SLA) signed between NIC and UNDP on the provision of support services by UNDP Country Office.

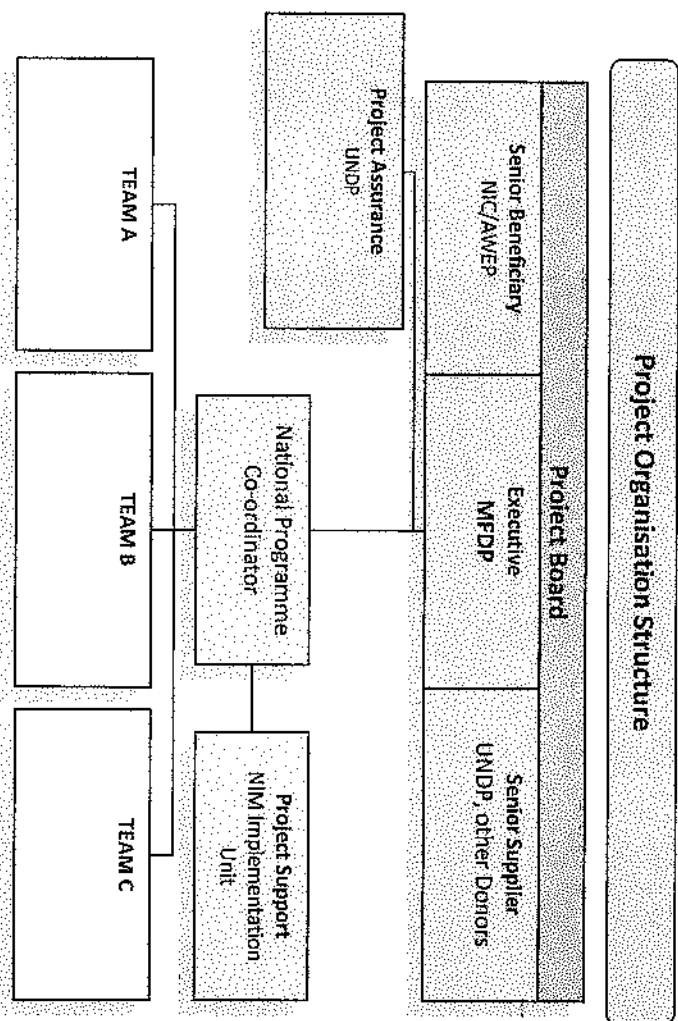
A Project Board comprising the Ministry of Finance and Development Planning (MFDP) as Chair; UNDP as co-chair and, National investment commission, Central bank of Liberia, Ministry of Commerce & Industry, National Bureau of Concession, Ministry of Youth and Sports and Liberia Marketing Association and donors as members will be established. Other stakeholders may be added as the project evolves.

¹ Refer to Letter of Agreement (LOA) between GOL and UNDP on provision of Support Services

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ORGANISATION STRUCTURE



Definitions and Accountabilities of Implementing Partner and Responsible Party

As stated in Financial Regulation 27.02 of the UNDP Financial Regulations and Rules, an implementing partner is "the entity to which the Administrator has entrusted the implementation of UNDP assistance specified in a signed document along with the assumption of full responsibility and accountability for the effective use of UNDP resources and the delivery of outputs as set forth in such document." By signing a project document, an implementing partner enters into an agreement with UNDP to manage the project and achieve the results defined in the relevant documents. The accountability of an implementing partner is to:

- Report, fairly and accurately, on project progress against agreed work plans in accordance with the reporting schedule and formats included in project agreement;
- Maintain documentation and evidence that describes the proper and prudent use of project resources in conformity with the project agreement and accordance with applicable regulations and procedures

This documentation will be available on request to project monitors (project assurance role) and designated auditors.

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As stated in the Financial Regulation 17.01 of the UNDP Financial Regulations and Rules, an implementing partner may enter into agreements with other organizations and entities, known as responsible partners, who may provide goods and services to the project, carry out project activities and produce project outputs. Responsible parties are accountable directly to the implementing partner.

A Responsible Party is defined as an entity that has been selected to act on behalf of the implementing partner on the basis of a written agreement or contract to purchase good or provide services using the project budget. In addition, the responsible party may manage the use of these goods and services to carry out project activities and produce outputs. All responsible parties are directly accountable to the implementing partner in accordance with the terms of their agreement or contract with the implementing partner. Implementing partners use responsible parties in order to take advantage of their specialized skills, to mitigate risk and relieve administrative burdens.

Implementing Agency Capacity Assessment

The implementing agency of the project NIC is government institution mandated to encourage, promote and assist in the development of foreign direct investment in all sectors of the economy of Liberia other than those sectors in which foreign direct investment is prohibited by law. The overall risk micro assessment rating for the NIC is **significant Risk** for financial management capacity.

Financial Disbursement and Reporting

Financial Accountability: The Implementing Partner shall be responsible for ensuring that the allocated resources for the Annual Work Plan are utilized effectively in funding the envisaged activities. It shall have a tracking system that it will maintain records and controls for the purpose of ensuring the accuracy and reliability of the Annual Work Plan's financial information. The tracking system in place shall ensure that envisaged disbursements are within the approved budgets. The tracking system shall track the disbursements and the commitments besides capturing expenditure records through direct payments and support services made by UNDP on behalf of the Implementing Partner.

Cash Transfer (NEX Advance) modality: UNDP country office will provide quarterly NEX Advances to the implementing partner or responsible according to the AWP activities, from which funds the national partner will incur its expenditures. At the end of each quarter (calendar), replenishment of advances will be granted by the UNDP upon submission of the financial report of the prior quarter expenditures. The harmonized financial tool i.e. the Funding Authorization and Certificate of Expenditure (FACE) will be used as the financial reporting and request instrument. *UNDP financial rules and regulations will apply on NEX Advance management, i.e. 80% of all previous outstanding NEX Advances made to the IP under all UNDP programmes/projects must be accounted for with supporting documents before the next NEX Advance is made to the IP.*

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

Direct payments: As agreed, UNDP country office shall make direct payments to other parties for services procured by the Implementing Partner in accordance with the Annual Work Plan. Funds will be disbursed to vendors or third parties for obligations incurred by the Implementing Partner on the basis of requests signed by the designated official of the national implementing partner. A Direct payments will be made to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partner. The Head of NIC or a designated official will sign the request for



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direct payment. For UNDP to procure the goods and services included in the AWP, Implementing Partner will draft the technical specifications for goods and the terms of reference for the services to be procured. Documentation of payment by the Country Office must be made available to the Implementing Partner. A register for such requests shall be maintained to facilitate follow-up.

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

Cost recovery: The cost of the support services provided by UNDP CO will be recovered from the project based on the Letter of Agreement signed between the GOL and UNDP on the provision of support services, copy of the Letter of Agreement attached as annex.

Financial Reporting: UNDP at the end of the month will submit to the Implementing Partner a detailed expenditure report, supporting documents can be availed when necessary. The Implementing Partner should verify the disbursements and revert to UNDP for any correction to be made. On quarterly basis, UNDP will submit to the Implementing Partner the Combined Delivery Report (CDR) for verification and signature as a true record of quarterly expenditure report and end of the year CDR is produced at the end of February of the following year for signature by NIC.

Fiduciary Compliance: In managing the Annual Work Plan resources, the Implementing Partner has fiduciary and compliance responsibilities to UNDP. It also has compliance responsibility for UNDP's reporting procedures.

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

Ownership of equipment, supplies and other properties financed from the UNDP funding shall be considered as UNDP's, unless title is transferred on purchase. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

MONITORING & EVALUATION

Monitoring is a continuous function that aims primarily at providing management and main stakeholders of a country programme or a project with early indications of the progress, or lack thereof, towards delivering intended results. Effective monitoring is not demonstrated by merely producing reports in a prescribed format at set intervals. As a minimum, on annual basis, the following monitoring activities must be carried out in accordance with the programming policies and procedures outlined in the UNDP User Guide:

- On quarterly basis, project progress reports shall be submitted to NIC from AWP to UNDP.
- An Issue Log shall be activated in Atlas and updated to facilitate tracking and resolution of potential problems or requests for change.
- A risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the AWP implementation.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events
- An annual review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the AWP and appraise the Annual Work Plan (AWP) for the following year.

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- A representative from the UNDP office should visit each project at least once a year. Field visits serve the purpose of results validation and provide latest information on progress for annual report preparation. Field visits should be documented through brief and action-oriented reports, submitted within the week of return to the office.

AUDIT CLAUSE

Audit is an integral part of sound financial and administrative management, and part of the UNDP's accountability system. Audit services cover the overall management of the project's implementation, monitoring and oversight. The audit of projects nationally implemented by Government or by non-governmental organizations will be more of a financial nature that is ultimately meant to have the auditors express their opinion on:

- The annual expenditure;
- The assets and equipment;
- The cash position of a given project.

To this effect, the audit work should include the review of work plans, progress reports, project resources, project budget, project expenditure, project delivery, recruitment, operational and financial closing of projects (if applicable) and disposal or transfer of assets. As part of its assurance responsibilities, UNDP will conduct spot checks on the assets and documentation on the use of project resources.

6.1. Annual Audit

Annual audits will be conducted by the legally recognized auditor of the Government, or by a commercial auditor engaged by the Government in accordance with the established procedures set out in the Programming and Finance manuals.

Risk Analysis -

Agreements - Any additional agreements, such as cost sharing agreements, Letter of Agreement between GOL and UNDP for the provision of support services by UNDP country office should be attached.

Terms of Reference - TOR for key project personnel should be developed and attached

Capacity Assessment - Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

Special Clauses - In case of government cost-sharing through the project which is not within the CPD, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the

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Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
 4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
 5. All financial accounts and statements shall be expressed in United States dollars.
 6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
 7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
 8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.
- In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) [7%]cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- (b) Direct cost of DPCs as per the SLA signed between UNDP and NIC - implementing partner or the blanket Letter of Agreement on UNDP Support Services signed between UNDP and MPEA (then Government Coordinating Agency now MFDP) .

9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."

Compensation Benefit – UNDP under this project will support the remuneration component for the PSD & AWEP's Coordinator

Name	Title	Implementing Institution	Yearly Amount
Andrew Anderson	PSD Coordinator	NIC	US\$42,000
Rugie Barry	AWEP Project Officer	AWEP	US\$14,400

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