

<p>LPP and other related programs (incl. Justice and Security program & national reconciliation strategic roadmap)</p> <p>Baseline</p> <ul style="list-style-type: none"> • At least 1,500 people in Gbarnga regional locations are knowledgeable about the LPP; • Public support office exists in Gbarnga at Hub One to inform county, districts and communities about the concept and services of the hub; <p>Indicators 4.1 # of uploads of new content on PBO website 5.4.2 # of media session held 5.4.3 # of outreach in collaboration with</p>	<p>Action 4.1: Work along with IPs to organize media outreach programs in targeted communities to enhance citizens' understanding of the LPP;</p>		PBO	PBF	DCT	Contract	3,000
<p>Output 3 Conflict Sensitivity Manuals finalized and trainings</p>	<p>Action Results 3.0 Local officials and CSOs have increased understanding on Conflict Sensitivity to support the implementation of Government's programs including county and social development programs – as well as in conflict mediation and conflict resolution</p>						

<p>Baseline</p> <ul style="list-style-type: none"> • 21 representatives from government ministries, agencies and CSOs trained in 2010; • Three draft manuals in CS and CM produced; pending review and publication. <p>Indicator(s)</p> <p>3.1 # of trainings conducted for local officials</p> <p>3.2 # of Conflict Sensitivity Manuals produced</p> <p>3.3 # of technical sit-in session held</p> <p>3.4 # of local stakeholders meeting held</p> <p>3.5 # of training conducted in conflict mediation</p> <p>3.6 # of executive dialogue forum conducted</p> <p>3.7 # of trainings conducted for reps from CSOs and CPCs in designated countries</p>	<p>Action 3.1: Conduct training for 15 county development officers (CDOs) and 15 assistant development superintendents in the application of CS in programming and development at local government level.</p> <p>Action 3.2: Print 100 copies of, and distribute Conflict Sensitivity manuals to 15 local government administrations in the counties including Supt, Assistant Sup¹ for development, country project planners, etc</p> <p>Action 3.3: Conduct one training in mediation and early warning for 50 LNP/PSU personnel from Regional Hub counties</p> <p>Action 3.5 Support to CSOs and related partners implementing peace and reconciliation programmes</p>			PBO	PBF		DPC	Workshop Levels 1 & 2	15,000
			PBO	PBF		DPC	Printing and field visits for distribution/Contract	5,000	
			PBO	PBF		DPC	Feeding/DS A	4,800	
			PBO	PBF	DCT		Small grants	8,000	
Component 2: PBF Secretariat									
Other Activities / Administration Related									

Expected Output and baseline associated indicators and targets	Planned activities List of activity results and associated actions	Timeframe				Responsible Party	Funding Source	Expanding Modalities		Planned Budget	
		Q 1	Q 2	Q 3	Q 4			PBO (DCT)	UNDP (DPC)	Budget Description	Amount (US\$)
		Action Result 4.0: Effective Project Management provided									
	Action: 4.1 Hire one Procurement Officer					PBO	PBF	DCT		Contract	24,000
	Action: 4.1 Hire one contractor for support to Finance Office					PBO	PBF	DCT		Local contractor	9,000
	Action: 4.2 Procure office furniture and equipment					PBO	PBF	DCT		Contract and other services (related to supplying goods and services.	11,000
	Action: 4.3. Office Supplies									Contract and other services	
	Action: 4.4. Vehicles (non-moss compliant)					PBO	PBF		DPC	Vehicles	40,000
						PBO	PBF	DCT		(related to supplying goods and services.	5,000

Action: 5.6.5 PBO Vehicles fuel, insurance and maintenance	PBO	PBF	DCT		Fuel and maintenance	60,000
	PBO	PBF		DPC	Oversee travels	22,000
	PBO	PBF	DCT		DSA & fuel	4,000
	PBO	PBF		DPC	Individual contracts	7,800
Action 4.7. Facilitate PBO local travels (including DSA)	PBO	PBF			National Staff - Government contracts	274,200
	PBO	PBF	DCT		Feeding and accommodation or DSA	3,500
Action 4.8.: Project staff under UNDP contracts – Nationals	PBO	PBF	DCT		Contract	1,000
	PBO	PBF		DPC	Staff costs	286,742
Action 4.9. Staff Salaries under PBO contracts – Nationals	PBO	PBF	DCT		Scratch cards	6,900
	PBO	PBF	DCT		Contract	
Action 4.10.: Facilitate PBO's staff annual planning retreat	PBO	PBF				
	PBO	PBF				
Action 4.11: PBO staff training for use of office portal and shared-drive	PBO	PBF				
	PBO	PBF				
Action 4.12.: One Project staff under UNDP contract – International	PBO	PBF				
	PBO	PBF				
Action 4.13.: Staff communication cards	PBO	PBF				
	PBO	PBF				
Action 4.14: Website	PBO	PBF				

maintenance												1,100
Action 4.15: Janitorial Services	PBO	PBF	DCT		Contract							1,800
Action 4.16.: Internet subscription	PBO	PBF	DCT		Contract/ Vendor							8,640
Action 4.17: Internship & allowances	PBO	PBF	DCT		Contracts							4,679
Action 4.18: Cost of UNDP Direct Payment Request	PBO	PBF		DPC	Cost of services to be provided by UNDP							12,562
Action 4.19: AIDs Management Unit	PBO	PBF		DPC	Support for one year							35,000
Bank Changes (PBO account)	PBO	PBF	DCT		Bank charges							945
UNDP GSM 7%	PBO	PBF		DPC	Agency management fee							74,576
NIM trainings	PBO	PBF		DPC								3,000
Communications/partnerships (UNDP)	PBO	PBF		DPC								2,000
Audit	PBO	PBF		DPC								3,000
M & E UNDP	PBO	PBF		DPC								2,000
Total annual budget												1,130,944

STRENGTHENING TRADITIONAL/LOCAL MECHANISM FOR PEACE: ANNUAL WORK PLAN (AWP)

Expected Output and baseline associated indicators and targets	Planned activities List of activity results and associated actions	Timeframe				Responsible Party	Source of Funding	Expending Modalities		Planned Budget	
		Q 1	Q 2	Q 3	Q 4			PBO (DCT)	UNDP (DPC)	Budget Description	Amount (US\$)
OUTPUT 1 County Peace Committees reactivated and strengthened in 15 counties	Action 1.1: Assess PCs and harmonize existing peace structures					MIA - PBO with UNMIL	PBF	DCT		DSA, Fuel & field coaching	30,000.00
	Action 1.2 Support to Action Plan and provision of logistics to CPCs					MIA - PBO with UNMIL	PBF		DPC	Planning meetings, supplies, DSA	95,000.00
Indicator # of peace structures including County Peace Committees assessed, re-activated and strengthened	Action 1.3 Recruit communication consultant to develop and roll out communication strategy					MIA - PBO with UNMIL	PBF		DPC	Consultancy services	23,157.50
	Baseline 7 counties CPCs partially functional and access limited support										
Target 13 CPCs structures functional in 15 counties by 2016											
MoV: MIA-PBO and UNMIL Reports											

<p>Indicator # of CPCs trained in conflict mediation leadership and general peacebuilding</p> <p>Baseline 325 CPC members trained (Sept. 2013)</p> <p>Target 900 CPC members trained, of which at least 30% women (August 2016)</p> <p>MoV: Training Reports</p>	<p>Action 1.2 Revise training curriculum and conduct gender sensitive trainings for CPCs</p>					<p>MIA-PBO with UNMIL & partners</p>	<p>PBF</p>	<p>DCT</p>	<p>DPC</p>	<p>Training, DSA, and materials (approx.)</p>	<p>48,000.00</p>
<p>Indicator % of CPCs and target communities benefited from small grants to intervene in emerging conflict</p> <p>Baseline 7 CPCs benefited from grants to address conflict at local level (Sept. 2013)</p> <p>Target 13 CPCs access grants to address local conflict</p> <p>MoV: MIA-PBO Report</p>	<p>Action 1.3: Advocate and anchor CPCs within County Council and provide support for its effective functionality</p>					<p>MIA-PBO with UNMIL</p>	<p>PBF</p>	<p>DCT</p>		<p>Dialogues, town hall meeting, equipment, accommodation, transportation, etc approx</p>	<p>30,000.00</p>

<p>Indicator # of CPCs deployed and functional</p> <p>Baseline 0</p> <p>Target At least 7 CPCs anchored within the County Council (CC) once the CC is functional</p> <p>Mov: Reports of the CC & MIA-PBO</p>	<p>Action 1.4: Decentralize CPCs at village/community level</p>		<p>MIA-PBO with UNMIL and EWER Working Group</p>	<p>PBF</p>	<p>DCT</p>		<p>Field trips, community dialogues, consultations, DSA, etc</p>	<p>12,675.00</p>
<p>Indicator 2.2 # of County EWER reports feeding into Regional Justice and Security Hubs</p> <p>Baseline 45</p> <p>Target 100 EWER reporters from all 15 counties to be trained and deployed. Mov: PBO Annual Reports (2014 & 2015)</p>	<p>Action 2.2: Assess existing structures and build links between Justice and Security actors at the regional hub level and community based early warning and response actors including the CPCs;</p>		<p>MIA-PBO with UNMIL and EWER Working Group</p>	<p>PBF</p>			<p>Training logistics, feeding, accommodation, DSA, etc.</p>	<p>40,000.00</p>
<p>Indicator 2.4: Baseline: 0</p>	<p>Action 2.4: Provide training materials and logistical support to the Conflict early</p>		<p>MIA-PBO</p>	<p>PBF</p>		<p>DPC</p>	<p>Training materials and supplies</p>	<p>20,000.00</p>

<p>Target: 50% of logistical support incl. computers, transport, communication, etc (August 2016)</p> <p>MoV: MIA-PBO Half yearly report</p>	<p>warning working group in hub regions.</p>					<p>Computer, transportati on, communication, honorarium etc.</p>	<p>5,000.00</p>
<p>OUTPUT 3 CSOs and CBOs captivity strengthened to support CPCs to respond to emerging threats to peace at the district and communities to prevent and resolve conflict.</p>	<p>Action 3.2 Assess and strengthen existing institutional capacities of national CSOs and CBOs for conflict resolution, management and transformation</p>		<p>MIA/PBO with CSOs</p>	<p>PBF</p>	<p>DCT</p>		<p>155,000.00</p>
<p>Indicators # of mechanisms in place to access grant # of CSOs and CBOs awarded small grants # of conflicts collectively (CSOs, CBOs including CPCs) resolved, mitigated and alerts provided for timely response</p> <p>Baseline 15 CPCs/CBOs benefited PBF</p>	<p>Action 3.3 Based on objective criteria provide financial support to selected CSOs and CBOs to intervene in conflicts and facilitate dialogues using small grant mechanism</p>		<p>MIA-PBO with CSOs</p>		<p>DCT</p>		<p>155,000.00</p>

Funds (Dec. 2009)										
Target										
25 CSOs/CBOs (Sept. 2015)										
MoV: MIA-PBO Report										

Other Activities / Administration Related

Expected Output and baseline associated indicators and targets	Planned activities List of activity results and associated actions	Timeframe				Responsible Party	Source of Funding	Expending Modalities		Planned Budget	
		Q 1	Q 2	Q 3	Q 4			PBO (DCT)	UNDP (DPC)	Budget Description	Amount (US\$)
	Action 1.1 Procure two Vehicles for <i>project activities</i>					UNDP	PBF		DPC	Purchase of Vehicles	100,000.00
	Action 1.2 Equipment (including those for EWER centers)					UNDP	PBF		DPC	Purchase of Equipment	50,000.00
	Action 1.3 Procure office supplies					MIA/PBO	PBF	DCT		Purchase of supplies	7,560.00
	Action 1.4 Staff Communication cards					MIA/PBO	PBF	DCT		Communications	3,000.00
	Action 1.5 Local travels (DSA, etc)					MIA/PBO	PBF	DCT		Staff field movement	30,000.00
	Action 1.6 Procure Furniture					UNDP	PBF		DPC	Furniture	36,500.00

	Action 1.6 Maintenance & repairs (depreciation)								MIA/PBO	PBF	DCT		Maintenance ^e	14,901.92
	Action 1.7 Commodities								MIA/PBO	PBF	DCT		Project materials	12,000.00
	Action 2.8 Indirect support costs (7% GSM)								UNDP	PBF		DPC	Indirect cost	58,456.45
	Action 2.1 Hire and retain Project staff (data management officer, project assistants & driver)								MIA/PBO	PBF	DCT		Contract	71,400.00
	Action 2.5 Vehicle Fuel Supplies								MIA/PBO	PBF	DCT		Fuel	31,200.00
	Action 2.6 Banking Charges								UNDP	PBF		DPC	Banking	1,064.64
	Action 2.7 UNDP Direct Payment Cost								UNDP	PBF		DPC	Cost of services	10,634.06
	Action 2.8 Monitoring & Evaluation conducted by UNDP								UNDP	PBF		DPC	DSA, and other cost during the M&E activities	4,000.00
	Action 2.9 Audit cost								UNDP	PBF		DPC	Estimated audit cost of the project	4,000.00
Total Budget														843,549

LAW REFORM COMMISSION: ANNUAL WORK PLAN -2014

Expected Output and baseline associated indicators and targets	Planned activities List of activity results and associated actions	Timeframe				Responsible Party	Source of Funding	Expending Modalities		Planned Budget	
		Q 1	Q 2	Q 3	Q 4			LRC (DCT)	UNDP (DPC)	Budget Description	Amount (US\$)
<p>Output 1: A National Law Reform Policy Act formulated and endorsed by the people and Government of Liberia</p> <p>Baseline:</p> <ul style="list-style-type: none"> No policy guidelines for law reform since 1847) <p>Indicator: 1.1 Policy framework including Gender and youth specific guidelines developed</p> <p>Target: Policy guidelines available by 2015</p> <p>MOV: Policy documents</p>	<p>Action 1.1:conduct desk review of relevant available literatures: 1.1.1 Recruit 2 Legal Researchers 1.1.2 Recruit 3 support staff. 1.1.3 Collect, compile and conduct desk review of various relevant instruments</p> <p>Action 1.2. Conduct nation-wide consultation to gain citizens' perspectives on the process and contents of the law reform act: 1.2.1 Develop travel itinerary and set up research teams. 1.2.2 Engage CSOs thru NCSL in various countries and hold technical meetings for consultations 1.2.3 Visit countries and hold</p>					LRC/CLNBA	PBF	DCT		71400-Service Contracts	24,000
						LRC/MIA/NCS CL/LNBA	PBF	DCT		71600-Travel	30,000.00

	consultations in capital cities.																															
	<p>Action 1.3. Organize 2 validation workshops to discuss and finalize draft reform policy formulated:</p> <p>1.3.1 Circulate draft to various stakeholders for comments</p> <p>1.3.2 Identify venues and schedules for validations.</p> <p>1.3.3 Conduct first validation exercise</p> <p>1.3.4 Conduct second validation exercise</p>																															
	<p>Action 1.4. Review the zero draft of the proposed National Law Reform Policy with CSOs:</p> <p>1.4.1 Plan review with NCSL</p> <p>1.4.2 Hold one day review</p>																															
	<p>Action 1.5 Review the zero draft of the proposed National Law Reform Policy with Legislature to solicit their views and support:</p> <p>1.5.1 Communicate with</p>																															

	Legislature 1.5.2 Submit draft Policy to Legislature 1.5.3 Schedule review session and identify venue 1.5.4 Conduct review with Legislature														
	Action 1.6. Conduct 1 national validation exercise of the National Law Reform Policy: 1.6.1 Revise National Law Reform Policy based on previous reviews 1.6.2 Circulate revised Policy to stakeholders 1.6.3 Organize validation exercise, dates, schedules and venues 1.6.4 Undertake the validation exercise				LRC/MIA/NCS CL/LNBA	PBF	DCT		72100- Contract services companies	7,500					
	Action 1.7 Conduct 1 technical session with the President of Liberia and Cabinet Members for approval of the National Law Reform Policy:				LRC	PBF	DCT		Training logistics, feeding, accommoda tion, DSA, etc.	40,000.00					

	<p>1.7.1 Submit updated Policy to President</p> <p>1.7.2 Secure schedule for technical session</p> <p>1.7.3 Conduct technical session</p>										
	<p>Action 1.8. Printing of 1,000 copies of the final National Law Reform Policy Document for dissemination to all stakeholders:</p> <p>1.8.1 Revise Policy per previous consultations/sessions</p> <p>1.8.2 Circulate for final comments</p> <p>1.8.3 Finalize Policy with Office of Legal Advisor to President and with the Legislature</p> <p>1.8.4 Advertise for proposal to print (Bid)</p> <p>1.8.5 Conduct Bid review</p> <p>1.8.6 Select Printer/sign contract</p> <p>1.8.7 Collect printed copies,</p>					LRC	PBF	DCT			5,000.00

	check for accuracy and launch Policy						UNDP			74700-transport, shipping and handling	15,000 1,500
	<p>Action 1.9. Plan and hold 15 county consultation with Traditional leaders, local leadership, women groups and youth groups nationwide:</p> <p>1.9.1 Arrange and transport participants</p> <p>1.9.2 Conduct consultations</p>						UNDP	PBF	Agency implementation	74700-transport, shipping and handling	70,000
	<p>Action 1.10: A Procure 2land cruiser 4WD</p> <p>1.10.1 Ensure vehicles are available on time</p> <p>1.10.2 Process vehicle documents with appropriate Government authorities</p> <p>1.10.3 Commence using vehicles</p>						UNDP	PBF			

<p>Output 2 Options paper for harmonization of the dual legal system in Liberia formulated</p> <p>Baseline: Report of Access to Justice workshop includes recommendations for actions</p> <p>Indicator: Options paper available</p> <p>Target: Options paper validated by 2014</p> <p>MOV:</p>	<p>Action 2.1. Undertake Perception survey:</p> <p>2.1.1. Develop and print questionnaire on the public's perception about the dual legal system and their view on harmonizing the system.</p> <p>2.1.2 Recruit 1 Researcher for 16 months (4th quarter 2014 and the year 2015).</p> <p>2.1.3 Engage NCSCS and conduct training for public consultations.</p> <p>2.1.4 Conduct the field survey</p>				<p>LRC/MIA/MoJ/ NCSCS/LNBA</p>	<p>PBF</p>	<p>DCT</p>	<p>72100- Contract services companies</p>	<p>1,000</p> <p>8,000</p> <p>5,000</p> <p>20,000</p>
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Documents and reports of Law Reform Commission	Action 2.2 Conduct study tours to Sierra Leone & Ghana for regional best practice:			LRC	PBF	DCT		71600-Travel	20,000
	<p>2.2.1 Contact appropriate authorities/offices in Sierra Leone and Ghana.</p> <p>2.2.2 Select 5-member team and schedule travel</p> <p>2.2.3 Pay 5-day working visit each to Sierra Leone and Ghana.</p>								
	<p>Activity 2.3: Expand research of the effect of the dual legal system on equal justice in 3 phases (1847-1944, 1944-1980 & 1986 to current):</p> <p>2.3.1 Establish 3 separate research teams and assign 1 period to each team</p> <p>2.3.2 Develop the scope of the study by each team.</p> <p>2.3.3 Conduct exhaustive desk study covering the three periods.</p> <p>2.3.4 Finalize report from perception survey, foreign</p>			LRC	PBF	DT		75700-workshops & conferences	5,000

	visits and desk study (produce a unified / overall report).								
Output 3: Core Group of 20 Trained Legal Drafters Created	Action 3.1: Train and Establish the Model Legislative Drafting Group (Training of Trainers): 3.1.1 Invite partner institutions to designate candidates for Legislative Drafting Training 3.1.2 Arrange training schedules, venue and basic rules				LRCLAGS/L NBA	PBF	DCT	75700- workshops & conferences	
Baseline: Only 5 persons in-country with technical legal drafting skills									
Target; Core group of at least 20 persons with legal drafting skills									
Indicator: Network of staff from LRC, MOJ and Legislature, Law School; Bar Association with legal drafting skill	Action 3.2 Undertake training in legal drafting: 3.2.1 Conclude the training program / produce materials. 3.2.2 Recruit trainers (local and foreign). 3.2.3 Conduct training. 3.2.4 Conduct post training evaluation/assessment.				LRCLAGS/L NBA LRC/UNDP/PB O/UNMIL	PBF	DCT	75700- workshops & conferences	3,000 15,000 5,000
OUTPUT 4 Codified laws & opinions of the Supreme Court targets.	Action 4.1. Collection /compilation of laws & opinions:					PBF	DCT	75700- workshops & conferences	
Supreme Court Opinion up to	4.1.1 Engage the Office of the				LRC/MoJ/LNB				5,000

<p>2011 available</p> <p>Liberia Code of Law reflective of 52nd Legislature available</p> <p>Indicators</p> <p>Liberia Code of Laws Revised updated by new volumes</p> <p>Additional volumes of the Liberian Law Reports published</p> <p>Target:</p> <p>By 2015 readily available up to date opinions of the Supreme Court & laws passed during the 1st & 2nd second sessions of 53 Legislature</p> <p>MoV</p> <p>Revised Code of Law and Law Review</p>	<p>Clerk of the Supreme Court to collect opinions.</p> <p>4.1.2 Sort and file opinions in appropriate files.</p> <p>4.1.3 Scan opinions and convert into word documents for editing purposes.</p> <p>4.1.4 Summarize opinions and create syllabi.</p> <p>4.1.5 Engage the Secretariat and the Publications Division of the MoFA to collect outstanding laws from the 52nd Legislature.</p> <p>4.1.6 Scan the laws and convert into word document.</p>																		
<p>Program cost</p>																			
<p>GMS @ 7%</p>																			
<p>Total Budget</p>																			

A/JUDICIARY

LRC/MoJ/LEGI
SLATURE/MoF
A/LEGAL
ADVISOR'S
OFFICE

5,000

277,000.00

19,390

296,390.00

VI. IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS

The project will be implemented under the national implementation modality. The Ministry of Internal Affairs (MIA) will assume direct responsibility for the implementation, under the Deputy for Administration. The PBO will manage and co-ordinate the activities of this programme. The National Director as focal point will report to UNDP and the MIA on the production of outputs, achievement of objectives and the use of resources provided by UNDP. Accordingly, the MIA will follow national systems and procedures and in reference to the national implementation guidelines on accounting, financial reporting and auditing and shall be responsible for maintaining records on all implementation actions, including financial records to the extent possible that they do not contravene UNDP financial rules and regulations.

UNDP will support the implementation of this programme by providing support services in the recruitment of consultants and in the training and monitoring. Overall programmatic oversight and advice will be provided by the Reconciliation and Development Advisor. UNDP will also work closely with the MIA 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 regard, General Management Service fee of approximately 7% if applicable will be charged on non-core resources mobilized in the implementation of this programme and 3% UNDP Implementation Support Services⁶.

A Project Board, under the oversight comprising the Ministry of Planning and Economic Affairs as chair; UNDP as co-chair and, Ministry of Internal Affairs, Governance Commission, Independent National Rights Commission and Civil Society Advisory Committee as members, will be established. The Project Board will operate under the overall guidance of the National Reconciliation Steering Committee (NRSC). The NRSC includes representatives of the main stakeholders: the Minister of Internal Affairs (chair), Ministry of Planning and Economic Affairs, Governance Commission, the Independent National Commission on Human Rights, CSO representatives, and representatives from two UN determined (UNDP and UNICEF) and a representative from multi-lateral and bi-lateral institutions. The NRSC will overall policy guidance and coherence to the implementation of the National Reconciliation Roadmap.

⁶ Refer to Letter of Agreement (LOA) between MOPEA and UNDP on provision of Support Services

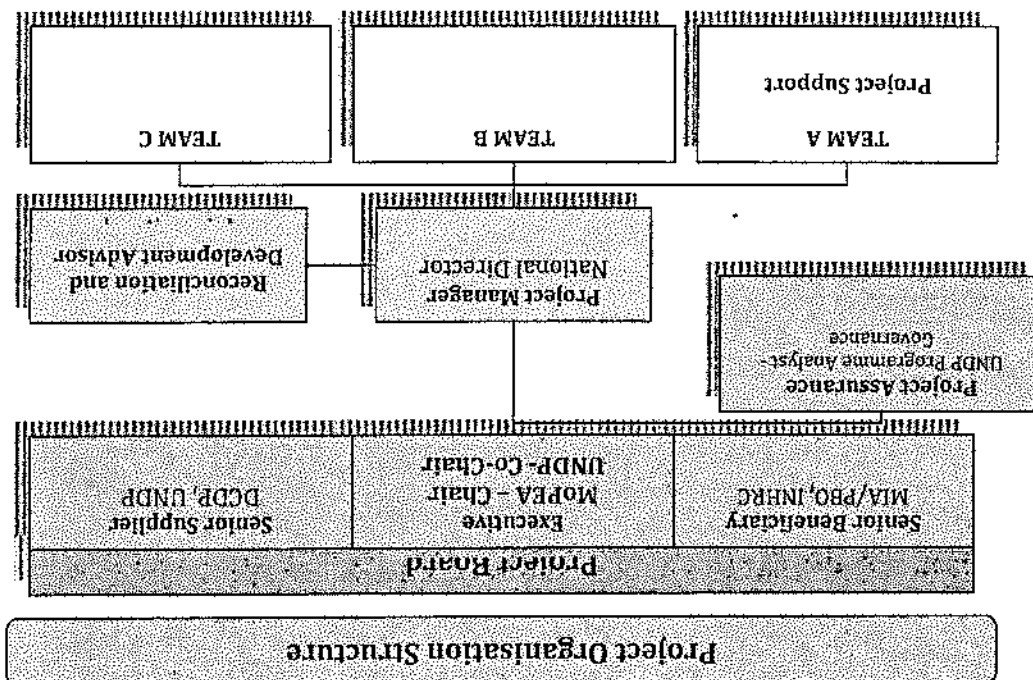
Project Assurance - This will be the Governance Team, under the leadership of the Unit Head; it will ensure adherence to quality systems; assesses all aspects of the project's performance and products, working on behalf of the project board and keeping it fully informed;

Senior Supplier - this role, to be played by the Deputy Resident Representative (DRR/P) at UNDP will ensure the design, development and procuring the project's products, ensuring compliance to applicable procurement rules and procedures;

Project support - this will be the PBO based at the MIA and will be responsible for: setting up and maintaining project documentation; updating plans and assessing impact of changes; defining and maintaining project management standards, taking minutes of meeting and compilation of reports;

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

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



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 MIA. Direct payments will be made to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partner. The Minister of Planning or a designated

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

Cash Transfer (NEX Advance) modality: UNDP country office will provide quarterly NEX Advances to the Ministry Internal Affairs (MIA) according to the AWP activities, from which funds MIA 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.

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.

Financial Disbursement and Reporting

The implementing agency of the project, Ministry of Internal Affairs (MIA) overall risk micro assessment is 'Moderate Risk' for both its institutional and financial management capacity.

Implementing Agency Capacity Assessment

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

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

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

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

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

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

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

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

The project must be audited once in its lifetime. The objective of the audit is to provide the United Nations Development Programme administrator with the

Tracking of the achievement of benchmarks/indicators for each activity will monitor the performance of the Programme. Monitoring of specific Programme activities will be the responsibility of the Implementing Partner. The aim will be to provide timely information about the progress, or lack thereof, in the production of the outputs and achievement of the Programme objectives. Monitoring and evaluation will be undertaken in accordance with standard UNDP policy

VII. Monitoring Framework and Evaluation

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

The United Nations Development Programme takes the responsibility to audit the project. A reputable firm sub-contracted by UNDP will conduct the audit. Funds for audit expenses are budgeted within the Annual Work Plan. In the event of such an audit, the Implementing Partner will ensure that auditors are given all records and information that they will need to perform a meaningful performance audit.

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

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

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

assurance that United Nations Development Programme resources are being managed in accordance with the financial regulations, rules, practices and procedures for the project the annual work plan activities, management and implementation arrangements, monitoring evaluation and reporting provisions and the requirements for implementation in the areas of management, administration and finance.

- The mechanisms that will be used to monitor the Programme will include:
- I. Quarterly progress reports, including also both technical and financial information, prepared by the Implementing Partner; the format of the report shall follow UNDP standards;
 - II. Annual progress report, including also both technical and financial information, prepared by the Implementing Partner at the end of the year; the format of the report shall follow UNDP standards;
 - III. Final report including also both technical and financial information, prepared by the Implementing Partner at the end of the year; the format of the report shall follow UNDP standards;
 - IV. Field visits undertaken jointly by Implementing Partner and United Nations Development Programme.
 - V. An evaluation of the activities implemented under the programme may be carried out as part of the Outcome Evaluation during the programme cycle.

(<http://stone.undp.org/undpweb/evaluation/docstore3/yellowbook/document/s/fulldraft.pdf>). MIA will produce quarterly progress and financial reports according to standard UNDP procedures and format, and/or as required by the UNDP Country Office, formats refer to the National Implementation Operational Guide (NIMOG).