



ONE PROGRAMME

COSTED ACTION PLAN 2013-2017

LIBERIA

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SIGNATURE PAGE

The United Nations Development Assistance Framework (UNDAF) and the Costed Action Plan together make up the UN One Programme for Liberia. This Costed Action Plan has been prepared by the United Nations Country Team (UNCT) in consultation with the Government of Liberia and other partners, operationalizing the UNDAF and it defines in greater detail, management and coordination arrangements, financial modalities, monitoring and evaluation (M&E) processes and serves as the main legal document for multi-year programming.

By signing hereunder, the Government of Liberia and the United Nations endorse this Costed Action Plan and underscore their joint commitment to the fulfilment of its goals.

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13 February 2013

Date

UNITED NATIONS COUNTRY TEAM

By signing hereunder the members of the United Nations Country Team endorse the One Programme Costed Action Plan 2013-2017 and underscore their joint commitment to the fulfilment of its goals.

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I. Introduction

1. Since 2003, The Government of Liberia (GoL), in collaboration with the UN and other Development Partners, has made significant progress in securing peace and rebuilding essential infrastructure and services that were destroyed during the 14 year conflict. In order to consolidate the gains and achievements, Liberia is now moving from a period of recovery to long-term sustainable development, inclusive growth and wealth creation as articulated in its long-term national vision and medium-term Agenda for Transformation (AfT).
2. The first Poverty Reduction Strategy was completed in 2012. In formulating its post PRS development agenda, the GoL launched two strategically complementary processes geared towards identifying both long and medium-term national priorities in a comprehensive and coordinated manner. This process resulted in the development of the National Vision 2030, whose overarching goal is to transform Liberia into a middle income country by 2030. In order to achieve this, a series of medium-term plans will be implemented to guide development activities in Liberia. Starting with a successor to the PRS1, the AfT will focus on investing in three main areas: infrastructure, including transport, ports, and energy; people, including youth and employment, health, education and reconciliation; and institutions, with particular emphasis on security, private sector development and public sector reform.
3. The first United Nations Development Assistance Framework (2008 – 2012) assisted the GoL to implement national objectives by aligning its interventions with the four pillars of the PRS1. Taking into consideration the reformulation of the Government's priorities, the end of the UNDAF in 2012, and the launch of Delivering as One in 2010, the United Nations in Liberia during this period, began preparations for the development of a successor to the UNDAF. In 2010, Liberia became the first post-conflict country with an Integrated Mission to implement Delivering as One.
4. It was decided by the UN Country Team (UNCT) that the new UNDAF would be more strategic and focused on the comparative advantage of the UN as well as take into account the requirements of Delivering as One. In line with the latter, it was also agreed that in addition to the Strategic Framework and Results Matrix at the Outcome and Outputs levels, the UNDAF would be accompanied by a detailed Costed Action Plan. Together they constitute the One Programme.
5. The UNDAF describes the UN's collective response to national development priorities, while the corresponding Costed Action Plan operationalizes the UNDAF and defines in greater detail, management and coordination arrangements, financial modalities, monitoring and evaluation (M&E) processes and serves as the main legal document for multi-year programming.
6. Delivering as One allows the UN to deliver results against clearly defined national development priorities as articulated in the AfT and the National Vision 2030 and accelerate efforts to increase coherence, accountability and effectiveness of its operations. Delivering as One also forms an important strategic choice that the UN system in Liberia has made to advance the agenda of the Paris Declaration and the Accra Agenda for Action especially with regards to Government ownership, alignment, and harmonization and reduced transaction costs for the Government.
7. The One Programme Costed Action Plan is the common strategic framework of the UN at country level and brings together the work of the resident and non-resident UN system agencies. It forms an important instrument for ensuring that the UN system interventions are coherent and harmonized and aligned to national priorities as set forth in the National Vision 2030 and the AfT.
8. This One Programme Costed Action Plan supersedes any previously signed Country Programme Action Plans of UNDP, UNFPA, UNICEF and WFP and other equivalent operational documents of UN system agencies in Liberia.

II. Partnerships, Values and Principles

9. The One Programme Costed Action Plan is an operational document that defines the mutual cooperation and agreement between the Government of Liberia and the United Nations system for the period 2013 – 2017.
10. The Delivering as One Joint Steering Committee comprising the GoL, the UN and Development Partners, co-chaired UN Resident Coordination and the Minister of Planning and Economic Affairs (MoPEA), will provide the overall coordination of the One Programme for achievement of priorities embedded in the AfT and the National Vision 2030. All relevant line ministries are captured as Partners in the activities planned in the One Programme Costed Action Plan, as are all relevant collaborating non-state actors implementing parts of the One Programme Costed Action plan and the UN Pillar Annual Work Plans. The partnerships are also extended to bilateral and multi-lateral Development Partners who have organized their interventions in support of the National Vision 2030 and the AfT to ensure harmonization and alignment of development efforts.
11. Both Resident UN system agencies and offices (WFP, FAO, UNAIDS, UNDP, UNFPA, UNICEF, WHO, ILO, IOM, UNESCO, UN Habitat, UN Women, UNODC, UNOPS including select Sections from the UN Mission in Liberia and the World Bank, IFC, IMF) and non-resident UN system agencies (UNIDO and UNCDF) collaborate towards the achievement of the result in the One Programme Costed Action Plan.
12. A range of Implementing Partners (IPs) will implement UN funded interventions (including Government Agencies, research institutions, and civil society organisations at different levels).
13. Partnerships with and engagement of the private sector will be pursued for advancing the development outcomes laid out in the One Programme Costed Action Plan and strategic engagement with civil society, will also be sought.
14. The UN Charter and the Universal Declaration of Human Rights, together with the UN conventions, provide overall guidance to the UN system in Liberia.
15. The One Programme Costed Action Plan subscribes fully to the principles of UN reform and the 2003 Rome Declaration on Harmonization and 2005 Paris Declaration on Aid Effectiveness. The UN System will promote national ownership and leadership, harmonisation and simplification of procedures and guidelines, increased use of national systems, and enhanced accountability of all parties. The Government and the UN will work together on national capacity development both at the central and local levels. All UN system agencies including the Non-Resident UN system agencies will subscribe to the One Programme Costed Action Plan.
16. The Code of Conduct depicted under Annex VI defines the principles that will guide and harmonize relations among UN system agencies and between UN system agencies and the Government. Once signed, it will help develop mutual trust, greater transparency and improved agreements amongst all the Partners.
17. The One Programme Costed Action Plan will, in respect of each of the United Nations system Agencies signing, be read, interpreted, and implemented in accordance with and in a manner that is consistent with the basic agreement between such United Nations system organization and the Government of Liberia.

List of cooperation and assistance agreements between the Government of Liberia and the UN System:

18. WHEREAS the Government of Liberia (hereinafter referred to as “the Government”) has entered into the following:
 - a) WHEREAS the Government and UNDP have entered into a basic agreement to govern UNDP’s assistance to the country (Standard Basic Assistance Agreement (SBAA), which was signed by both parties on 27/04/1977). Based on Article I, paragraph 2 of the SBAA, UNDP’s assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs,

and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP's Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of 'execution' and 'implementation' enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the undg simplification and harmonization initiative. In light of this decision this One Programme Action Plan together with an Annual Work Plan (which shall form part of this One Programme Costed Action Plan, and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA.

- b) With the United Nations Children's Fund (UNICEF) a Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF on 20/07/2001.
- c) With the Office of the United Nations High Commissioner for Refugees (UNHCR) a Country Cooperation Agreement concluded between the Government and UNHCR on 18/08/1997.
- d) With the World Food Programme a Basic Agreement concerning assistance from the World Food Programme, which Agreement was signed by the Government and WFP on 05/04/2012.
- e) With the United Nations Population Fund (UNFPA) the SBAA signed by UNDP and the Government on 27/04/1977 be applied, mutatis mutandis, to UNFPA.
- f) With UNESCO the Bilateral Agreement between the Government of Liberia for the establishment of the UNESCO Country Office as established 06/04/2004.
- g) With the Food and Agriculture Organization of the United Nations the Agreement for the opening of the FAO Representation in Liberia on 31/03/1977.
- h) With other resident and non-resident UN system agencies, the signed agreements for establishment of their representation in Liberia.
- i) The One Programme Costed Action Plan will, in respect of each of the UN system agencies signing, be read, interpreted, and implemented in accordance with and in a manner that is consistent with the basic agreement between such United Nations System Agency and the Government.

III. Programme Actions and Implementation Strategies

- 19.** The One Programme Costed Action Plan is derived from priorities articulated in the Government AfT, whose interventions have been clustered into five pillars, namely: Security, Peace, Justice and Rule of Law; Economic Transformation; Human Development; Governance and Public Institutions; and Cross-cutting Issues. The UN's strategic assistance is aligned with the AfT along the first four Government pillars while the principles and attributes in the fifth pillar have been mainstreamed across the One Programme Costed Action Plan. The broad UN interventions, at thematic and outcome level are summarised in Table 1 below.
- 20.** The UN assistance is captured at two strategic levels namely; the UNDAF and the Costed Action Plan, both of which make up the One Programme 2013-2017. The One Programme is operationalized through four UN Pillars Annual Work Plans that capture at Key Action level the costed and prioritized intervention across all UN system agencies, implemented either through joint programmes, directly by UN system agencies or through support to Government Ministries, Agencies and Commissions. Each UN system agency signatory to the One Programme will however maintain their Country Office Annual Work Plan, aligned to the UN Pillar Annual Work Plans and the One Programme. Each of the four One Programme Pillars will be convened by a Convener Agency identified based on comparative advantage and capacity to deliver on the priorities in the pillar.
- 21.** The operationalization of the results stated above is anchored on the Delivering as One Principles: One Programme, One Budgetary Framework; One Office; One Leader and One Voice. Equally, the five undg programming principles: Human Rights-Based Approach to programming; Capacity Development; Result

Based Management; Gender Equality; and Environmental Sustainability are mainstreamed across the Pillars of the One Programme.

22. The One Programme Costed Action Plan is supported by a detailed Monitoring and Evaluation Framework, a One Budgetary Framework¹, a Resource Mobilization Strategy, a programme management and governance structure and a Delivering as One reporting mechanism.
23. The One Programme will be funded by a combination of core and non-core resources of UN system agencies and UNMIL as well as the ‘One UN Fund in Liberia’. All cash transfers to Implementing Partners will be based on the One Programme Pillar Annual Work Plans agreed between the UN Participating organizations, the Resident Coordinator and the UN Pillar Convener Agencies. UN system agencies will be audited internally and separately for the management of the resources and implementation of the activities under their responsibility in line with their established rules and regulations.
24. Internal and external communication relating to the One Programme will be undertaken by the UN Communication Group and supported by the Resident Coordinator’s Office. The UNCG brings together communication staff from all the UN system agencies.
25. Monitoring of the Costed Action Plan will be based on the Monitoring and Evaluation Framework and the Monitoring and Evaluation Calendar of the revised Costed Action Plan and initially manually handled through the Inter-Agency Technical Support Group, and progressively transitioned to a Web-based Monitoring and Evaluation platform supported by the Resident Coordinator’s Office. The Government and the UN will ensure regular monitoring and evaluation of the One Programme, for efficient utilisation of resources, and achievements of results as well as values of accountability, transparency and integrity.
26. The Costed Action Plan budget estimate is USD Total of **468,395,995** of which **389,155,770** is to be mobilized, including **125,232,830** through the One Fund. It depicts the financial breakdown by Pillar, and funding stream (Core, Non-core and One Fund) in millions of USD.

Table 1: The One Programme Costed Action Plan alignment to National and Millennium Development Goals

National Pillars and Sector ²	2013-2017 One Programme Pillar and Outcomes	National Priority	Millennium Goals
Peace, Security and Rule of law 1. Security 2. Peace & Reconciliation 3. Justice and Rule of Law 4. Judicial Reform	Peace, Security and Rule of Law Outcome 1.1: Rule of Law: Liberia has an improved, inclusive Rule of Law framework for effective administration of and equitable access to justice in compliance with International Human Rights Standards Outcome 1.2: Peace and reconciliation: Liberia has an improved, coherent and inclusive mechanism for national reconciliation operationalized at national, regional	To improve the quality of life of the Liberian people and promote sustainable and equitable socio economic development by ensuring a secure environment where peace and the rule of law of are upheld.	MDG 1: Eradicate Extreme Poverty and Hunger MDG 3: Promote Gender Equality and Empower Women MDG 8: Develop a Global Partnership for Development

¹ The One Budgetary Framework is composed of three components: Core funds from Participating UN Organizations and UNMIL, non-core resources from UN system agencies, Government and Development Partners’ contributions, and the One Fund.

² The Government has Five Pillars (Peace, security and Rule of Law; Economic Transformation, Human Development, Governance and Public Institution and Cross-cutting issues). While the UN has considered alignment across all the pillars, the One Programme and Costed Action Plan will have Four Pillars and will cross-cut themes and principles in AfT Pillar 5.

	<p>county and local level.</p> <p>Outcome 1.3: Security: Liberia has more efficient, effective, accountable and responsive security institutions at the national, regional, county and local levels</p>		
<p>Economic Transformation</p> <ol style="list-style-type: none"> 1. Private Sector Development 2. Macroeconomic strengthening 3. Infrastructure 4. Agriculture and Food Security 5. Forestry 6. Mineral Development and Management 	<p>Sustainable Economic Transformation</p> <p>Outcome 2.1: Natural Resource and Food Security: Improved sustainable natural resource utilization and food security</p> <p>Outcome 2.2: Private sector development: Improved equal access to sustainable livelihoods opportunities in an innovative and competitive private sector for rural and urban areas;</p> <p>Outcome 2.3: Basic Infrastructure and Energy: Improved access to sustainable basic infrastructure</p> <p>Outcome 2.4: Macro-economic policy environment: Improved evidence-based policies to maintain a stable and inclusive macro-economic environment</p>	<p>To transform the economy to meet the demands of Liberians by leveraging the FDI in mining and plantations to develop the domestic private sector; provide employment for youthful population; invest in infrastructure for economic growth; address fiscal and monetary issues for macroeconomic stability ; and improve agriculture to expand the economy for rural participation and food security</p>	<p>MDG1: Eradicate Extreme Poverty and Hunger</p> <p>MDG 3: Promote Gender Equality and Empower Women</p> <p>MDG 7: Ensure Environmental Sustainability</p> <p>MDG 8: Develop a Global Partnership for Development</p>
<p>Human Development</p> <ol style="list-style-type: none"> 1. Education 2. Health and Social Welfare 3. Social Protection 4. Water and Sanitation 	<p>Human Development</p> <p>Outcome 3.1: Health and Nutrition: The population has increased access to and utilization of equitable, affordable, and quality health and nutrition services.</p> <p>Outcome 3.2: Education: School-aged girls and boys and youth have increased access to quality inclusive ECD, Basic, Post-Basic and Alternative basic Education, especially in counties with education indicators below the national average.</p> <p>Outcome 3.3: Social Welfare: Social welfare systems and services are improved and utilized, especially by the most vulnerable groups and individuals.</p> <p>Outcome 3.4: Social Protection: Vulnerable households and groups benefit from appropriate social protection services and systems.</p>	<p>To improve quality of life by investing in: quality education; affordable and accessible quality health care; social protection for vulnerable citizens; and equitable access to environmentally friendly water and sanitation services.</p>	<p>MDG 1: Eradicate Extreme Poverty and Hunger</p> <p>MDG 2: Achieve Universal Primary Education</p> <p>MDG 3: Promote Gender Equality and Empower Women</p> <p>MDG 4: Reduce Child Mortality</p> <p>MDG 5: Improve Maternal Health</p> <p>MDG 6: Combat HIV and AIDS, Malaria and Other Diseases</p> <p>MDG 7: Ensure Environmental Sustainability</p>

	<p>Outcome 3.5: Water, Sanitation & Hygiene: Population has increased utilization of safe water and practice safe sanitation and hygiene in underserved areas</p> <p>Outcome 3.6: HIV-AIDS: Scaled up access to and utilization of HIV Prevention, treatment, care and support services.</p>		
<p>Governance and Public Institutions</p> <ol style="list-style-type: none"> 1. Political Governance 2. Public Sector Modernization and Reform 3. Economic Governance 	<p>Inclusive Governance and Public Institutions</p> <p>Outcome 4.1: Strengthening Key Governance Institutions: By 2017 Liberia has governance institutions equipped with inclusive systems to perform effectively</p> <p>Outcome 4.2: Constitutional and Legal Reform: By 2017, a review of the Constitution is completed with a framework that guarantees democratic governance and equal rights of all citizens.</p> <p>Outcome 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.</p> <p>Outcome 4.4: Public Sector Institutions and Civil Service Reform: By 2017, Liberia has an improved and decentralized public sector and civil service providing fair and accountable basic services to people</p>	<p>To build and operate efficient and effective institutions and systems, in partnership with the citizens, that will promote and uphold democratic governance, accountability, justice for all and that will strengthen peace</p>	<p>MDG 1: Eradicate Extreme Poverty and Hunger</p> <p>MDG 2: Achieve Universal Primary Education</p> <p>MDG 3: Promote Gender Equality and Empower Women</p> <p>MDG 4: Reduce Child Mortality</p> <p>MDG 5: Improve Maternal Health</p> <p>MDG 6: Combat HIV and AIDS, Malaria and Other Diseases</p> <p>MDG 7: Ensure Environmental Sustainability</p> <p>MDG 8: Develop a Global Partnership for Development</p>

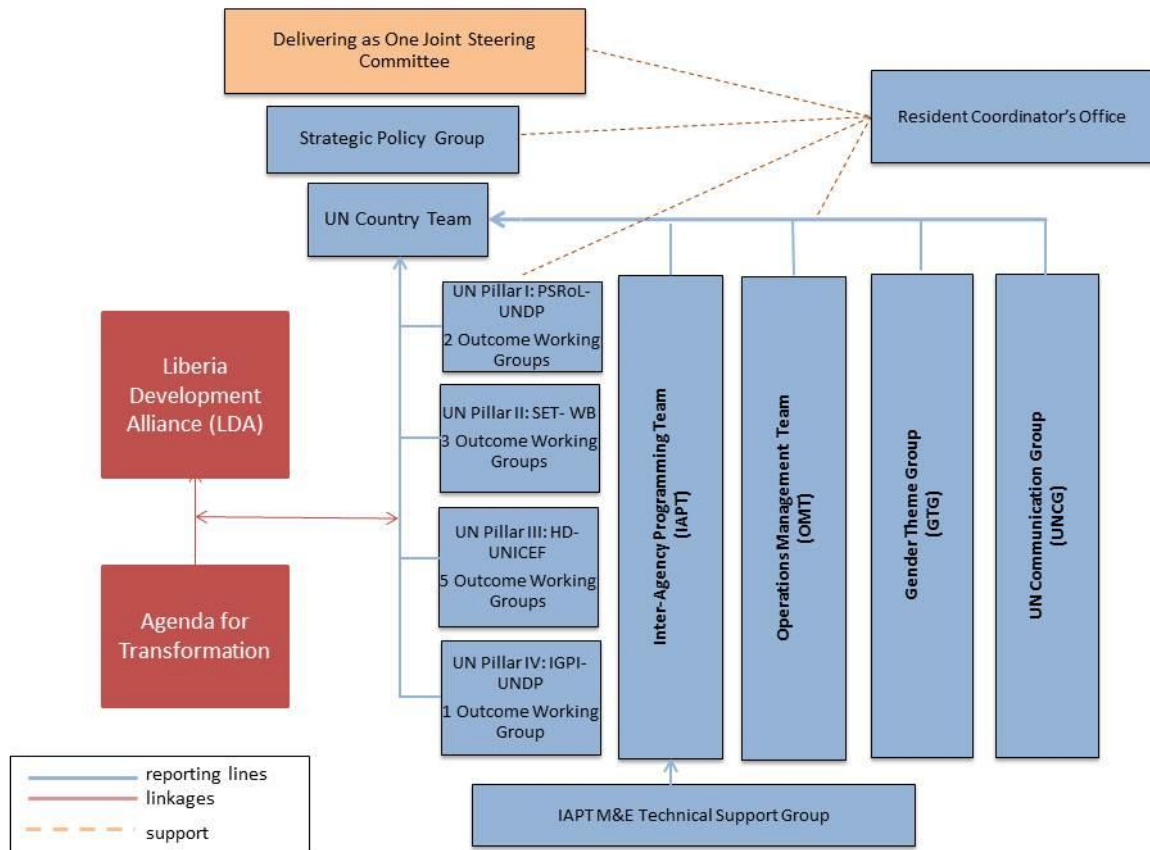
27. Once signed by the UN and the Government, the One Programme Costed Action Plan will be the reference document for deriving UN Pillar Annual Work Plans and consequently the agency-specific Annual Work Plans throughout the course of the One Programme cycle. It is also anticipated that a number of joint programmes involving two or more UN system agencies will be developed from the One Programme Costed Action Plan in addition to already existing joint programmes.

28. Cooperative capacity builds on the premise that not all UN system agencies need to work on a Joint programme, but only those UN system agencies that can add value to the joint programme. Instead UN system agencies can collaborate to achieve common results through collaborative capacity. Collaborative capacity entails UN system agencies, working together around common national priorities, needs and results as elaborated in the One Programme Costed Action Plan.

IV. Programme Management and Responsibilities

29. A number of coordination structures will be utilized to guide, deliver and monitor the implementation of the One Programme Costed Action Plan. Coordination will be carried out on two levels: a) Internal UN coordination; b) UN coordination with Partners. The organigram below summarizes the different levels of coordination structures and mechanisms:

Coordination Mechanism



30. The One Programme Costed Action Plan will be implemented under the overall coordination of the Delivering as One Joint Steering Committee, comprising of the Government, the UN and select Development Partners. Government Ministries, NGOs, INGOs and UN system agencies will implement programme activities. The Costed Action Plan will be made operational through the development of UN Pillar Annual Work Plans and/or project documents which describe the specific results to be achieved and will form an agreement between the UN system agencies and each Implementing Partner on the use of resources. The One Programme Pillar Annual Work Plans are noted in Annex II.
31. To the extent possible the UN system Agencies and Partners will use the minimum documents necessary, namely the signed One Programme Costed Action Plan and signed Annual Work Plans to develop and implement programmes. However, as necessary and appropriate, project documents can be prepared in so far as alignment with the Costed Action Plan and the UN Pillar Annual Work Plans is ensured.
32. The UN will coordinate its programmatic and operational activities through a number of structures.

Annexes-VIII-XI provides detailed Terms of Reference for the various Committees, Task Forces and Working Groups.

- 33. The Delivering as One Joint Steering Committee:** A Joint Steering Committee made up of Government, Development Partners and UN Representatives will provide strategic guidance and overall leadership to the Delivering as One process. It will ensure UN alignment with the Government's National Vision 2030 and the AfT priorities and adheres to the Paris Declaration and other aid effectiveness commitments. The Joint Steering Committee will meet at regular intervals to discuss critical issues and make policy decisions to facilitate One Programme implementation including:
- Policy issues;
 - Strategic programme design and delivery;
 - Monitoring and evaluation; and
 - Strategic partnerships.
- 34. The Strategic Policy Group and the United Nations Country Team:** The Strategic Policy Group (SPG) is the highest decision-making body within the UN system in Liberia, and includes UNMIL Heads of Sections and the Heads of all UN system agencies. It is chaired by the SRSG, who has delegated authority to the DSRSG/Resident Coordinator to take the lead on the development and implementation of the One Programme. The expanded UN Country Team (UNCT), which consists of UN Heads of UN system agencies and Heads of key UNMIL sections, will make the day-to-day decisions and oversee reporting and management of the One Programme. Relevant issues will be raised at the SPG for final approval. The SPG is responsible for reporting on Delivering as One and One Programme implementation to the Joint Steering Committee.
- 35. The United Nations Country team (UNCT):** Under the leadership of the Resident Coordinator (RC) the UNCT guides the strategic development and management of the One Programme. Specifically, the UNCT is responsible for providing the overall guidance for the planning, implementation, monitoring and evaluation of the Costed Action Plan and ensures the achievement of results and adherence to the Global principles, Code of Conduct and to the One Programme. The Joint Steering Committee and UNCT are empowered to make decisions dealing with the programmatic and operational aspects of the Costed Action Plan, based largely on recommendations from One Programme Pillar Groups and the Inter-Agency Programming Team.
- 36. One Programme UN Pillar Groups:** The day-to-day management of the One Programme is the responsibility of the One Programme UN Pillar Groups. Each UN Pillar Group brings together the UN system agencies and UNMIL Sections engaged in and contributing to that Pillar. The UN Pillar Groups will be convened by the Head of the UN system agency identified as Convener of the respective Pillar. The UN Pillar Group Convener regularly reports to the UNCT.
- 37. Inter-Agency Programming Team (IAPT):** IAPT is responsible for the design and overall management of the One Programme, which includes all preparatory and intermediate steps leading to its formulation, finalization, approval and implementation. It provided strategic guidance and oversight to all programmatic processes related to the previous UNDAF such as the Review of the Joint Programmes, the Mid-Term Review of the Country Programme Action Plans of UN system agencies and the UNDAF Mid-Term Review. IAPT is tasked to oversee the monitoring of the implementation of the One Programme and reports to the UNCT.
- 38. One Programme Outcome Working Groups:** The Outcome Working Groups comprise of programming staff that provide technical level assistance to the UN Pillar Groups. Moreover, the Outcome Working Groups manage the development of UN Pillar Annual Work Plans and ensure implementation of planned activities.
- 39. Inter-Agency Monitoring and Evaluation Technical Advisory Group:** The M&E Group provides technical and advisory support to the IAPT and UN Pillar Groups in the monitoring of the One Programme. The M&E Group will also oversee Annual Reviews, Mid-Term evaluations and other tasks listed in the M&E schedule. The M&E Group Convener is a member of the IAPT, and M&E Group members are appointed to participate in specific UN Pillar Groups.

- 40. Operations Management Team (OMT):** The OMT will be responsible for the design and management of all Delivering as One components relating to common services, premises and other operational issues, including the Harmonized Approach to Cash Transfer. In a similar manner to the IAPT, the OMT will monitor progress, identify challenges and make recommendations to UNCT in all matters concerning UN system operations.
- 41. UN Communications Group (UNCG):** The UNCG will implement, monitor and review the UNCT Communications Strategy. As such, the UNCG will assume overall responsibility for promoting awareness and understanding of Delivering as One, both internally and externally, as well as ensuring that the UN speaks with one voice on key policy issues. Moreover, the UNCG will strive to mobilize support for the initiative among all UN staff, GoL and Development Partners.
- 42. The Gender Theme Group (GTG):** The GTG is responsible for promoting application of gender friendly and human rights-based approaches to programming and operations in the work of the UN in Liberia. It provides feedback and advises the UNCT and UN Pillar Groups and other coordination structures to ensure that gender and human rights are mainstreamed in the planning and implementation of UN activities.
- 43. Government participation:** the UN will work collaboratively with its external Partners to ensure strategic alignment and programme delivery. In particular, the Government will be involved in UN programming at two different levels:
- **At the Ministerial level:** The Minister of Planning and Economic Affairs as well as nominated line ministries are members of the Delivering as One Joint Steering Committee which provides strategic guidance and advise on UN priorities and interventions.
 - **At the technical level within line ministries:** Technical counterparts, especially the AFT Pillar Technical Advisors and line ministries will work closely together with the UN Pillar and Outcome Working Groups, as well as with Implementing Partners to ensure programme delivery within the One Programme Costed Action Plan.

Funding and Administrative Arrangements

- 44.** The One Programme will be funded by a combination of core and non-core resources of UN participating organizations and the ‘One Fund in Liberia’. The financing of the unfunded portion of the One Programme will come from resources mobilized by UNCT, either through traditional sources or/and allocated through the One Fund. The ‘One Fund in Liberia’ will be operated based on the terms and conditions set forth in the Terms of Reference and the Memorandum of Understanding for the One Fund and will be administered by UNDP as the Administrative Agent.
- 45.** For the UN system agencies that are committed to apply harmonized cash transfer procedures and coordinate monitoring and assurance activities with other UN system agencies applying the Harmonized Approach to Cash Transfers (“HACT”), the paragraph 79-80 will apply.
- 46.** All cash transfers to an Implementing Partners are based on the Annual Work Plans agreed between the Implementing Partner and the UN system agencies. Cash transfers for activities detailed in the Annual Work Plans can be made by the UN system agencies using the following modalities:
- a) Cash transferred directly to the Implementing Partner: a) Prior to the start of activities (direct cash transfer), or b) After activities have been completed (reimbursement);
 - b) Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;
 - c) Direct payments to vendors or third parties for obligations incurred by UN system agencies in support of activities agreed with Implementing Partners.
- 47.** Direct cash transfers shall be requested and released for programme implementation periods not exceeding

three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UN system agencies shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.

48. Following the completion of any activity, any balance of funds shall be reprogrammed by mutual agreement between the Implementing Partner and the UN system agencies, or refunded.
49. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as a public accounting firm, selected by the UN system agencies may conduct such an assessment, in which the Implementing Partner shall participate.
50. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities will be established in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

Reporting

51. UN system agencies will be expected to follow their own policies and procedures for reporting as well as the UNDG approved “Standard Operational Format and Guidelines for Reporting Progress on One Programme”, as applicable, including possibilities for a Web-based Reporting platform. At the end of each year, UN system agencies reports will be synthesised by the UN Pillar Groups and consolidated into one report by the RCO that will be presented and discussed at the One Programme Annual Review Meeting. After the Review Meeting, the consolidated report will be finalised, taking into account inputs and recommendations of the Meeting. The Resident Coordinator’s Office will distribute the reports to relevant stakeholders.
52. As for UN system agencies receiving funds from the One Fund under the Path Through Modality, each UN system agency will be expected to provide financial and narrative reports to the Administrative Agent. The Administrative Agent will in turn prepare consolidated narrative progress and financial reports, and will provide those consolidated reports, through the Resident Coordinator after UNCT approval, to each Development Partner that has contributed to the Fund Account in accordance with the timetable established through the One Fund administrative arrangements.

V. Resources and Resource mobilization strategy

Human Resources

53. The Human Resource requirements to attain the anticipated results of the One Programme Costed Action Plan will be determined through a skills mapping of the UN System in Liberia. The OMT will develop an action plan on how best to roll-out the current Operational Change Management and common services plans. The OMT is also responsible for harmonization of office procedures and work processes, procurement, IT systems etc.
54. Capacity of the Resident Coordinator’s Office will be strengthened in line with needs and demands for the coordination of One Programme Costed Action Plan implementation.

Financial Resources

55. The Costed Action Plan budget estimate is USD Total of **468,395,995** of which **389,155,770** is to be mobilized, including **125,232,830** through the One Fund. It depicts the financial breakdown by Pillar, and funding stream (Core, Non-core and One Fund) in millions of USD.

Table II: Estimated One Programme Resource (in USD) for the 2013-2017 Programme Cycle

	Core	Non-Core	One Fund	Totals
Pillar 1: Peace Security & Rule of Law	7,161,850.00	31,744,890.00	10,132,260.00	49,039,000.00
Pillar 2: Sustainable Economic Transformation	37,900,000	62,790,025	44,190,000	144,880,025.00
Pillar 3: Human Development	29,898,375.00	137,523,025.00	60,210,570.00	227,631,970.00
Pillar 4: Inclusive Governance & Public Institution	4,280,000	31,865,000	10,700,000	46,845,000.00
Total	79,240,225	263,922,940	125,232,830	468,395,995

Summary Budget for 2013				
Pillar	Core	Non Core	One Fund	Total
UN Pillar 1-Peace Security and Rule of Law	957,000.00	12,202,109.00	1,355,000.00	14,514,109.00
UN Pillar 2 –Sustainable Economic Transformation	7,059,000.00	21,507,500.00	5,612,160.00	34,178,660.00
UN Pillar 3-Human Development	3,746,678.00	42,009,250.52	6,334,225.00	52,090,153.52
UN Pillar 4- Inclusive Governance and Public Institutions	2,889,000.00	2,889,000.00	1,635,354.00	7,413,354.00
Coordination Support	456,000.00	244,000.00	115,500.00	815,500.00
Sub Total	14,651,678.00	78,607,859.52	14,936,739.00	108,196,276.52
Administrative Cost on One Fund	-	-	1,045,571.73	1,045,571.73
Total	14,651,678.00	78,607,859.52	15,982,310.73	109,241,848.25

56. Each UN system agencies, core, non-core or equivalent types of resources will remain within the control of the agency, however programmed and disbursed in full alignment with the One Programme Costed Action Plan. The alignment of core, non-core or equivalent types of resources to the One Programme will be monitored through the Annual Reports submitted to the UNCT by the UN Pillar Groups with support from the Resident Coordinator's Office.
57. Under the leadership of the Resident Coordinator, the UNCT will work together to mobilize resources to cover the funding gap of One Programme Costed Action Plan through the One Fund modality.
58. Earmarked funding sources from, e.g. Friends of WFP, UNICEF National Committees, Friends of UNFPA, Thematic Trust Funds etc, specifically mobilized and financed to support a specific programme will be considered as part of non-core resources contributing to the overall Costed Action Plan One Budgetary Framework on the understanding that these entities are controlled by the aforementioned UN system agencies.
59. Response to humanitarian emergencies will continue through appropriate mechanisms, including the Cluster approach, the Central Emergency Response Fund (CERF) and the Consolidated Appeals Process (CAP).

60. The UN system agencies shall appoint staff and consultants for programme development, programme support, technical assistance, as well as monitoring and evaluation activities.
61. Subject to annual reviews and progress in the implementation of the One Programme, the UN system agencies resources are distributed by calendar year and in accordance with the One Programme Costed Action Plan. One Programme budgets will be reviewed and further detailed in the One Programme Annual Work Plans and relevant project documents.
62. In case of direct cash transfers or reimbursement, UN system agencies shall notify the Implementing Partner of the amount approved and shall disburse funds to the Implementing Partner in accordance with mutually agreed arrangements.
63. In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by the UN system agencies in support of activities agreed with Implementing Partners, the UN system agencies shall proceed with the payment in accordance with mutually agreed arrangements.
64. The UN system agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.
65. UN system agencies will continue to be audited internally and separately for the management of the resources and implementation of the activities under their responsibility in line with their established rules and regulations. Where more than one UN agency provide cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN system agencies.

Representation

66. The UN Resident Coordinator is responsible for representing the UN in political dialogue at the level of the Head of Government, as well as in high level fora for policy dialogue, such as the parliament and accompanied, as appropriate, by heads of any UN system agencies whose comparative competencies are covered in the dialogue. Heads of UN system agencies are responsible for representing the UN in policy dialogue at the ministerial level on issues falling within their mandates as covered under the One Programme Pillar Annual Work Plans.
67. High-level representation in public events will be coordinated by UNCT to ensure that the UN speaks with one voice through the RC or through a Head of Agency, on behalf of the UN.

VI. Communications

68. UNCG has developed a Joint Communications Strategy that is aimed at enhancing visibility of the UN system to stakeholders in and outside the country and increase UN staff awareness of operations of different UN system agencies. The strategy will therefore promote internal and external communication targeting Government officials, Development Partners, UN staff, private sector, civil society, media and the general public. The Communication Strategy provides a framework for speaking with a unified voice on how the United Nations in Liberia contributes to poverty reduction by supporting national development goals.
69. External communication will involve developing a common newsletter, and/or online tools; undertaking coordinated campaigns and events; joint press conferences and announcements; developing a common website to carry substantive information from all UN system agencies on their areas of work at national level; developing a common visual identity; and creating dedicated task forces in UNCG for a particular theme or target audience.

70. Internal communication will involve dissemination of the objectives of Delivering as One; regular information sharing between Heads of UN system agencies and staff members, developing an intranet and common calendar of events; and establishing an inter-agency knowledge network which will help country-level staff to exchange information, messages and good practices.
71. It is important to recognise that communicating as ‘One’ should not result in eliminating individual agency identity and public image. UN system agencies that rely on external fundraising will continue to prepare material, activities and messaging geared specifically to the communication needs of their fundraising networks, without jeopardising the Delivering as One UN spirit.

VII. Monitoring and Evaluation

72. The Government and the UN system agencies will be responsible for ensuring regular monitoring and evaluation of the One Programme, with a view to ensuring efficient utilisation of resources, and achievements of results as well as accountability, transparency and integrity. Monitoring of the One Programme Costed Action Plan will be based on the Monitoring and Evaluation Framework and the Monitoring and Evaluation Calendar of the One Programme. Monitoring of UN operations will be at two levels: performance monitoring and situation monitoring.
73. Performance monitoring will concentrate on commitments of the UN and Partners. Monitoring of programme implementation and monitoring and evaluation against the indicators listed in the One Programme M&E Framework will be carried out by respective UN Pillar Group in close collaboration with the RCO and the IAPT M&E Technical Support Group. The monitoring mechanism will include the following activities:
- Quality assurance activities:
 - On-site reviews and spot checks
 - Audits of Implementing Partners
 - Field visits undertaken jointly by the Government and the UN
 - Situation monitoring and analysis:
 - Progress reports for review at quarterly and annual review meetings
 - Community consultations in areas of intervention of the One Programme
 - Performance monitoring and evaluation:
 - Statistical surveys
 - Evaluations to obtain baseline data and measure progress against agreed targets
 - Online tools:
 - Development of tools for Knowledge Management, e.g. an e-M&E platform and database
74. Progress reviews of the One Programme will be undertaken at mid and end-year of programme implementation. Mid-year review will be conducted by the four UN Pillar Groups with support from the RCO. The UN Pillar Groups will review progress made by different UN system agencies towards each of the Outcomes and make recommendations for the remaining 6 months of the annual programming cycle.
75. UN Pillar Groups will synthesize the progress reports of individual UN system agencies and identify contributions made by each agency towards the One Programme Costed Action Plan. With support from the RCO, a synthesis report will be produced and discussed at an annual One Programme Review Retreat. Annual reviews of relevant sectors will also provide necessary information on progress made towards implementation of Key Actions of the One Programme Annual Work Plans. A One Programme Annual Review report will be compiled and shared with relevant stakeholders.
76. In addition to quarterly and annual monitoring, routine monitoring of key actions will be undertaken as per the arrangements provided in the One Programme M&E and Resources Framework. Routine and

periodic monitoring processes (including surveys), i.e. Joint programmes, National HIV/AIDS Spending Assessment (NASA) HIV/AIDS sero-surveillance surveys, UNGASS reports as per UN Pillar monitoring calendar and plans.

77. Situation monitoring will look at broad national human development indicators that the UN is contributing to. The situation monitoring of the One Programme will be conducted in close collaboration with relevant sectors. Surveys include the Demographic and Health Survey; Household Budget Survey; and Labour Force Survey, etc. Findings from these reports and surveys will highlight progress made towards each of the MDG targets as well as the human development indicators.
78. The established national data tracking system will provide data for the One Programme M&E framework.
79. In instances where cash has been transferred to Partners to implement a range of activities, those Implementing Partners agree to cooperate with the UN system agencies for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UN system agencies. To that effect, Implementing Partners agree to the following:
 - Periodic on-site reviews and spot checks of their financial records by the UN system agencies or their representatives,
 - Programmatic monitoring of activities following the UN system agencies standards and guidance for site visits and field monitoring,
 - Special or scheduled audits. Each UN system agency, in collaboration with other UN system agencies (where so desired: and in consultation with the respective coordinating Ministry) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the UN system agencies, and those whose financial management capacity needs strengthening.
80. The office of the Auditor General may undertake audits of Government Implementing Partners. If the Auditor General chooses not to undertake audits of specific Implementing Partners to the frequency and scope required by the UN system agencies, the UN system agencies will commission audits to be undertaken by private sector audit services. Assessment and audits of NGO Implementing Partners will be conducted in accordance with the policies and procedures of the UN system agencies.

VIII. Commitments of the Government

81. The Minister of Planning and Economic Affairs (or an appropriate representative) will co-chair the UN Delivering as One Joint Steering Committee, established to guide alignment of UN operations with Government priorities. In this regard, the Government will invite UN system agencies to its periodic programme reviews and planning meetings related to national priorities which UN system agencies are supporting.
82. The Government will support existing pillar and sectoral coordination structures relevant to this One Programme Costed Action Plan.
83. The Government will support the UN system agencies efforts to raise funds required to meet the needs of the One Programme and will cooperate with the UN system agencies in encouraging potential Development Partner Governments to make available to the UN system agencies the funds needed to implement unfunded components of the programme; endorsing the UN system agencies efforts to raise funds for the programme from the private sector both internationally and in Liberia; and by permitting contributions from individuals, corporations and foundations in Liberia to support this programme which will be tax exempt for the Development Partner, to the maximum extent permissible under applicable law.
84. Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the United Nations System.

- 85.** A standard Funding Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the Annual Work Plans, will be used by Implementing Partners to request the release of funds, or to secure the agreement that the relevant UN system agencies will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.
- 86.** Cash transferred to Implementing Partners should be spent for the purpose of activities as agreed in the Annual Work Plans only.
- 87.** Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the Annual Work Plans, and ensuring that reports on the full utilization of all received cash are submitted to the UN system agencies, Funds within six months after receipt of the funds. Where any of the national regulations, policies and procedures are not consistent with international standards, the relevant UN system agencies regulations, policies and procedures will apply.
- 88.** In the case of international NGO Implementing Partners, cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the Annual Work Plans, and ensuring that reports on the full utilization of all received cash are submitted to the relevant UN system agencies within six months after receipt of the funds.
- 89.** To facilitate scheduled and special audits, each Implementing Partner receiving cash from any of the UN system agencies will provide the UN Agency or its representative with timely access to:
- All financial records which establish the transactional record of the cash transfers provided by the UN Agency, Fund or Programme;
 - All relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.
- 90.** The findings of each audit will be reported to the Implementing Partner and the relevant UN system agencies. Each Implementing Partner will furthermore:
- Receive and review the audit report issued by the auditors.
 - Provide a timely statement of the acceptance or rejection of any audit recommendation to the relevant UN system agencies that provided cash and to the Auditor General.
 - Undertake timely actions to address the accepted audit recommendations.
- 91.** Report on the actions taken to implement accepted recommendations to the UN system agencies and to the Auditor General, on a quarterly basis.

IX. Other Provisions

- 92.** This One Programme Costed Action Plan supersedes any previously signed Country Programme Action Plans of UNDP, UNFPA, UNICEF and WFP and other equivalent operational documents of UN system agencies.
- 93.** In the event of any significant change in the situation requiring a change in objectives or a need to extend the duration and scope of the planned programme components, the Government will make a formal request to the UN system agencies through the Representatives of each of the UN system agencies and an appropriate amendment to this One Programme Costed Action Plan will be negotiated.
- 94.** In the event of a failure by one party to fulfil any of its obligations under this One Programme Costed Action Plan:

- a) where the defaulting party is one of the UN system agencies, the Government may either (i) suspend the discharge of its own obligations vis-à-vis the defaulting party by giving written notice to that effect to the defaulting party or (ii) terminate the One Programme Costed Action Plan vis-à-vis the defaulting party by giving written notice of sixty (60) days to the defaulting party; and
 - b) where the defaulting party is the Government, the UN system agencies as to which the Government has defaulted, either alone or together with all other UN system agencies, may either (i) suspend the discharge of its own obligations by giving written notice to that effect to the defaulting party or (ii) terminate the One Programme Costed Action Plan by giving written notice of sixty (60) days to the defaulting party.
- 95.** Any dispute between the Government and UN system agencies shall be resolved in accordance with basic agreements stipulated in Paragraph 17 of this One Programme Costed Action Plan. Any dispute among the UN system agencies shall be resolved exclusively among the UN system agencies through approaches identified in the UNDG approved dispute resolution mechanism.
- 96.** The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in paragraph 18 above. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations of 13th February 1946 and the Convention on the Privileges and Immunities of the UN system agencies of 21st November 1947 to UN system agencies property, funds, and assets and to its officials and consultants. In addition the Government will accord to the UN system agencies and their officials and to other persons performing services on behalf of the UN system agencies the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the UN system agencies and the Government.
- 97.** The Government will be responsible for dealing with any claims, which may be brought by third parties against any of the UN system agencies and its officials, advisors and agents. None of the UN system agencies nor any of their respective officials, advisors or persons performing services on their behalf will be held responsible for any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular UN system agencies that such claims and liabilities arise from gross negligence or misconduct of that UN Agency, Fund or Programme, or its officials, advisors or persons performing services.
- 98.** Without prejudice to the generality of the foregoing, the Government shall insure or indemnify the UN system agencies from civil liability under the law of the country in respect of vehicles provided by the UN system agencies but under the control of or use by the Government

X. Annexes

Annex I: Costed Action Plan 2013-2017 Matrix

National Development Goal: To improve the quality of life of the Liberian people and promote sustainable and equitable socio economic development by ensuring a secure environment where peace and the rule of law of are upheld.								
UN Pillar I: Peace Security and Rule of Law								
Outcome 1.1: Rule of Law: Liberia has an improved, inclusive Rule of Law framework for effective administration of and equitable access to justice in compliance with International Human Rights Standards:								
Outcome Level Indicators, Baselines & Targets								
Indicators: % of cases reported to the statutory and customary justice system (disaggregated by age, sex, disability and type of case including SGBV), <u>Baseline:</u> Civil cases: 3% formal, 38 % informal and 59% to no forum at all. Criminal cases: 2% formal, 45% informal, 53% no forum at all. ³ : <u>Target:</u> 23% for formal justice system,								
Indicator: % of reported cases disposed off (disaggregated by age, sex, disability and type of case including SGBV). <u>Baseline:</u> -SGBV cases: 4% Other Cases: 3% No age disaggregated data available <u>Target:</u> 2014 – 20%, 2017- 50%								
Indicator: # of pre-trial detainees (disaggregated by age, sex , and county, <u>Baseline:</u> 1393 <u>Target:</u> 2014: 700, 2017 – 400, Level of compliance of the customary and statutory justice systems with international human rights standards; <u>Baseline/Target:</u> TBD (Scale measure of compliance with IHR will be developed and used for all relevant indicators) ,								
<u>Target:</u> Effective oversight and accountability mechanisms exist in rule of law institutions at all levels, <u>Baseline:</u> MoU between police and prosecution								
<u>Target:</u> Justice and Security institutions within the 5 Hub complex, RoL Institutions with capacity to effectively administer justice at regional, county and district level – disaggregated by the ratio of judges, magistrates, judicial officers, prosecutors, public defenders, correction and probation officers, <u>Baseline:</u> TBD								
<u>Target:</u> Justice and security institutions within the Hub Complex (Criminal courts, prosecution, police, immigration, corrections, probation), Integrated record keeping and case management system established and functioning in 2 Hubs, <u>Baseline:</u> 0 <u>Targets:</u> 2 regional hubs (6 counties)								
Means of verification:								
Risks:								
Lack of GoL budgetary support for the RoL sector; Lack of adequate bi- and multi-lateral sector funding for RoL sector reform; Strong traditional beliefs, values, practices and gender stereotyping could hamper compliance with IHR standards; Lack of GoL political will for reform, notably by the Judiciary; Separation of Powers not complied with; Security problems escalate thus distracting from reform and development agenda.								
Assumptions:								
UNCT and UNMIL work in a coherent and integrated manner and deliver as one; the One Programme is properly aligned to the GoL's AIT); GoL pursues a reform agenda and has the capacity to deliver reforms; Independence of National Commissions is respected by various branches of government; GoL will have adequate capacity, resources and commitment to sustain programme achievements; Civil society groups and CSOs are able to effectively represent community and group interests and resist government and donor pressure.								
Outputs	Indicators, Baselines, Targets	Means of Verification	Role of Partners	One Budgetary Framework (Indicative Funds)				Monitoring Process/Mechanism
				Total	Core/regular	Non-core	One Fund-	
Output 1.1.1: Framework on harmonization of customary and statutory justice systems developed in compliance with IHRS. UNDP and UNICEF	Existence of legal framework document <u>Baseline: 0 / Target: 1</u> Existence of scale of measure for compliance with IHR <u>Baseline: 0 / Target: 1</u>	Legal framework document	Leadership and Coordination: MoJ/MIA/Legislature/Law Reform Commission, Independent National Human Rights Commission (INCHR) National Bar Assoc. Legal Advice and technical support: UNMIL/LJSSD/UNDP/UNICEF /UNODC	1,000,000 (UNDP) 200,000 (UNICEF)	200,000 31,290	800,000 101,226	0 67,484	Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report Database/DevInfo

3 Peaceworks “Looking for Justice: Liberian Experiences with and Perceptions of Local Justice Options”, 2009, United States Institute of Peace. Total number of civilian cases- 3181, criminal cases – 1871, p. 75.No data disaggregation available for this source

			UNMIL HRPS (technical advisory services)					
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
<p>Output 1.1.2: Liberia Independent National Commission on Human Rights (INCHR) strengthened to implement its mandate to improve the Human Rights situation.</p> <p>UNDP and UNICEF</p>	<p># of human rights monitors trained and deployed to all counties Baseline: 0 / Target: 15 (at least 30% women)</p> <p># of HR violations reported and addressed (disaggregated by age, sex, disability, county) Baseline: TBD / Target: 100%</p> <p>Existence of reporting mechanism and capacity in place Baseline: 0 Target: quarterly reporting</p> <p>National Human Rights Action Plan (NHRAP) drafted and rolled out (Yes/No)</p> <p>National Strategy for the Implementation of the Convention on the Rights of Persons with Disabilities (NSICRPD) drafted and rolled out (Yes/No)</p> <p>Proportion of districts with community-based monitoring of the NHRAP Baseline: TBD (in 2012) Target: 80%</p> <p>Proportion of districts with community-based monitoring of the NSICRPD Baseline: TBD (in 2012) Target: 80%</p> <p># of NHRAP recommendations and UPR recommendations implemented Baseline: 0 Target: 70%</p>	<p>CSO reports UNMIL/UNCT reports</p> <p>INCHR/UNMIL reports on NHRAP and UPR implementation</p> <p>National Human Rights Survey</p>	<p>Coordination and leadership: INCHR</p> <p>Advocacy and monitoring: Human rights CSOs</p> <p>Technical and logistical support: UNDP, UNICEF, UNODC</p> <p>Technical advisory services: UNMIL HRPS</p>	<p>500,000 (UNDP) 250,000 (UNICEF) 25,000 (HRPS)</p>	<p>250,000 39,115 25,000</p>	<p>0 126,531 0</p>	<p>250,000 84,354 0</p>	<p>Pillar level One Programme M&E Group meetings/weekly, quarterly and annual report;</p> <p>IAPT meetings and reports and minutes;</p> <p>Minutes of UNCT meetings; reports from retreats; RC Annual report</p>
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
<p>Output 1.1.3: Enhanced protection of vulnerable groups in the justice system, including women, children, refugees, IDPs and persons with disabilities.</p> <p>UNDP, UNICEF, IOM, UNHCR</p>	<p>Proportion of reported cases of GBV successfully prosecuted (disaggregated by age, sex, disability, county) Baseline: 4% Target: 50%</p> <p>Proportion of reported cases of violence against children successfully prosecuted (disaggregated by age, sex, disability, county) Baseline: 10% Target: 30%</p> <p>Number of survivor/child-friendly witness and victim protection services at regional level Baseline: 0 Target: 5</p> <p># of refugees/IDPs provided with legal</p>	<p>MoJ reports Judiciary Reports MoHSW Reports MoGD Reports</p> <p>GBV IMS System MoJ SGBV Crimes Unit Report</p>	<p>Leadership and Coordination: MoJ/MoHSW/MoGD , INCHR</p> <p>Legal Advice and technical support : UN Women/UNICEF/UNDP/UNMIL and UNHCR/UNODC</p> <p>Technical advisory services : UNMIL HRPS:</p>	<p>1,000,000 (UNDP) 3,200,000 (UNICEF) 200,000 (IOM) 1,000,000 (UNHCR)</p>	<p>400,000 500,700 0 0</p>	<p>600,000 1,619,580 190,000 1,000,000</p>	<p>0 1,079,720 10,000 0</p>	<p>Pillar level One Programme M&E Group meetings/weekly, quarterly and annual report;</p> <p>IAPT meetings and reports and minutes;</p> <p>minutes of UNCT meetings; reports from retreats; RC Annual reports</p> <p>Through information from UNHCR, LRRRC, BIN, IRC and UNICEF IOM internal assessments Working closely with MoJ</p>

	Assistance(disaggregated by age, sex, disability, county) Baseline: TBD Target: TBD								
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism	
Output 1.1.4: Improved application of IHR standards and principles through domestication and treaty reporting ⁴ UNDP, UNFPA, ILO, UN Women	<p># of key IHR instruments ratified</p> <p>Baseline : TBD: Target: Optional Protocols to CRC on involvement of children in armed conflict and on the sale of children, child prostitution and pornography to be ratified</p> <p># of ratified IHR instruments domesticated Baseline: requires completion of GoL review of current status of ratification/accession and domestication. Baseline: TBD Target: 100% review</p> <p># of treaty reports submitted timely Baseline: CRC 2nd, 3rd and 4th combined report submitted in 2009, CEDAW report submitted 2009 Target: CCPR, CESC, CRC and CEDAW report submitted in 2013</p> <p># of UPR recommendations followed up: Baseline: 0 Target: 30</p> <p># of UPR recommendations moved from 'neither accepted nor rejected' to 'accepted' Baseline: 0 Target: 15</p>	National Gazette Treaty Body reports	<p>Leadership and Coordination: MoJ, Judiciary, Legislature, Law Reform Commission, MoGD, MoD, MoI, INCHR</p> <p>Advocacy & Monitoring: LNBA, ABA, AFELL, and other CSOs.</p> <p>Technical advisory services in domestication and treaty reporting</p> <p>UNMIL HRPS, ILO , UNW, UNODC</p> <p>Legal and technical advice: IOM, UNICEF, UNMIL/HRPS, UNDP, UNFPA</p>	<p>200,000 (UNDP)</p> <p>80,000 (ILO)</p> <p>2,000,000 (UNIFPA)</p> <p>100,000 (UN Women)</p> <p>10,000 (HRPS)</p>	<p>80,000</p> <p>400,000</p> <p>0</p> <p>0</p>	<p>200,000</p> <p>0</p> <p>1,600,000</p> <p>100,000</p> <p>10,000</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>Pillar level One Programme M&E Group meetings/weekly, quarterly and annual report;</p> <p>IAPT meetings and reports and minutes;</p> <p>minutes of UNCT meetings; reports from retreats; RC Annual report</p>
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism	
Output 1.1.5: Improved public knowledge of legal rights and remedies for access to justice UNDP, UNICEF	<p>% of survivors accessing justice services (disaggregated by county and district)</p> <p>Baseline: 35% Target: 50%</p> <p>Change in public perception of justice system (disaggregated by age, sex, disability and county). Baseline: TBD</p>	<p>MOJ IMS Reports</p> <p>MOGD IMS</p> <p>MOHSW IMS</p> <p>IOM</p> <p>KABP Survey on justice System</p>	<p>Sector leadership and coordination: MOJ, INCHR</p> <p>Funding support: UNDP, UNICEF, UNODC</p> <p>Technical advisory services: UNMIL HRPS</p>	<p>1,000,000 (UNDP)</p> <p>600,000 (UNICEF)</p> <p>10,000 (HRPS)</p>	<p>200,000</p> <p>93,880</p> <p>0</p>	<p>800,000</p> <p>303,672</p> <p>10,000</p>	<p>0</p> <p>202,448</p> <p>0</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report;</p> <p>IAPT meetings and reports and minutes;</p> <p>minutes of UNCT meetings; reports from retreats; RC Annual report</p>

4 This output will have linkage with constitutional and legal reform ensuring compliance all human rights instruments and treaties to which Liberia is state party are domesticated in line with the constitutional provision. There shall not be a separate Output under Governance in reference to IHRs domestically under Inclusive Governance Institutions' Pillar (IV)

	Target: TBD (UNDP)			Total	Core/regular	Non-core	One Fund	Monitoring Process/Mechanism
Output 1.1.6: Service delivery capacity of the rule of law institutions improved at national and local levels. Note: This Output is part of the broader Liberian Peace Programme and only captures component of the Regional Hubs related to Rule of Law consideration. It will be implemented in close collaboration with Output 1.3.2, corresponding to Hub components under security Outcome UNDP	# of logistic support facilities provided, renovated, upgraded and/or constructed (disaggregated by type, institution, geographic location) Baseline: 1 regional hub Target: 5 Regional HUBS	Project reports MoJ Reports ToJ Reports UNMIL reports	Leadership and coordination: the Judiciary, MoJ, INCHR Advice and technical support: UNMIL, UNDP, UNOPS, UNODC Technical advisory services: UNMIL HRPS	5,000,000 (UNDP)	2,250,000	1,500,000	1,250,000	Pillar level One Programme M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 1.1.7: Increased institutional and professional capacity of rule of law institutions to effectively administer justice. UNDP, UNICEF	# of Justice sector professionals trained (prosecutors, public defenders, judges, court officers, investigators, police disaggregated by role, age, sex, disability, county) Baseline: Data from JTI (2012) Target: at least 50% of all Justice sector professionals trained		Leadership & coordination: MoJ, Judiciary, INCHR Logistical and technical support: UNDP, IOM, UNICEF, UNMIL, UNODC UNMIL HRPS (technical advisory services)	4,065,000 (UNDP) 1,200,000 (UNICEF)	500,000 187,760	3,565,000 607,344	0 404,896	Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report
Outcome 1.2: Peace and reconciliation: Liberia has an improved, coherent and inclusive mechanism for national reconciliation operationalized at national, regional county and local level.								
Outcome Level Indicators, Baseline & Targets								
Indicator: % of disputes successfully resolved by ADR mechanisms (disaggregated by county, sex, age, ethnicity, disability and type of conflict); Baseline: TBD; Land Commission, MoYS								
Indicator: # of relevant TRC recommendations effectively implemented, Baseline: TRC report; Target: recommendations on inclusiveness, participation and decentralization adopted								
Indicator: Change in perception of national identity and belonging (disaggregated by sex, age, disability, ethnicity and geography); Baseline: PBO LPP M&E unit; Target: Curriculum on peace education and human rights for schools								
Means of verification:								
PBO LPP M&E reports; Land Commission, MoI, MoYS, County reports; MOE-IMS reports								
Risks: GoL budgetary support for national reconciliation; Lack of adequate bi- and multi-lateral sector funding for national reconciliation; Vulnerable and marginalized groups lack confidence in national reconciliation process; Lack of GoL political will for profound and genuine reconciliation process; Political and economic marginalization among youth; Internal and trans-border security problems escalate undermining social cohesion.								
Assumptions: UNCT and UNMIL work in a coherent manner and deliver as one; GoL pursues an inclusive reconciliation agenda and has the capacity to deliver on key reconciliation priorities; Independence of National Commission is respected by various branches of government; GoL will have adequate capacity, resources and commitment to sustain programme achievements; Civil society groups and CSOs are able to effectively represent community and group interests and resist government and donor pressure.								
Outputs	Indicators, Baselines, Targets	Means of Verification	Role of Partners	One Budgetary Framework (Indicative Funds in '0000)				Monitoring processes/Mechanisms
				Total	Core/regular	Non-core/	One Fund	
Output 1.2.1 Inclusive policy processes within the security sector enhanced UNDP, UNICEF	Effective national coordination structure for reconciliation exists. Baseline: National reconciliation road map developed Target: Inclusive, integrated coordination structure exists, in accordance with national reconciliation road-map	INCHR monitoring Local Government reports Consultation reports CSO reports Population survey TAG reports	IOM: Logistical and technical support UNICEF, UN Women, UNODC Technical advisory services: UNMIL HRPS	1,300,000 (UNDP)	300,000	1,000,000	0	Pillar level One Programme M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report

				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 1.2.2: Transitional justice as captured in Strategic Roadmap for National Healing, Peace building, and Reconciliation enhanced. UNICEF	# of functioning ADR mechanisms (disaggregated geographically) Baseline: 15 Peace Committees Target: 88 Peace Committees Formal ADR Framework developed Baseline – 0 Target – 1	INCHR reports Local government reports CSO reports UNMIL monitoring information ADR Framework document Land Commission, PBO	UNICEF, UNODC Technical advisory services: UNMIL HRPS	3,200,000 (UNICEF)	500,700	1,619,580	1,079,720	Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 1.2.3: Capacities, systems and structures for dialogue, mediation and conflict resolution (including Alternative Dispute Resolution) at national, county, and community levels strengthened	# of public fora held by INCHR and CSOs on national reconciliation Baseline: N/A Target: TBD	CSO reports INCHR reports Population survey	Leadership and coordination: INCHR, Civil Society Organizations Advice and technical support: UNDP, UNMIL/HRPS, UNICEF, UNODC	800,000 (UNDP) 20,000 (HRPS)	800,000 0	0 20,000	0 0	Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 1.2.4: Women, youth and vulnerable groups empowered to participate and assume leadership roles, for peace building and national reconciliation UN WOMEN	% of representatives from vulnerable and marginalized groups involved in strategy roll-out and implementation Baseline – n/a Target – 30%	INCHR monitoring Local Government reports Consultation reports CSO reports Population survey TAG reports	Leadership and coordination: INCHR, Civil Society Organizations Advice and technical support: UNDP, UNMIL/HRPS, UNICEF, UNODC	1,559,000 (UN Women)	0	1,559,000	0	Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 1.2.5: Socio-political resilience and institutions for positive peace strengthened UNICEF, UNESCO	Change in perception of national identity and belonging (disaggregated by sex, age, disability, ethnicity and geography); Baseline: PBO LPP M&E unit; Target: Curriculum on peace education and human rights for schools	INCHR monitoring Local Government reports Consultation reports CSO reports Population survey TAG reports	Governance Commission, MoE, LINSU and CSO	1,000,000 (UNICEF)	0	1,000,000	0	Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report

Outcome 1.3: Security: Liberia has more efficient, effective, accountable and responsive security institutions at the national, regional, county and local levels

Outcome Level Indicators, Baseline & Targets:

Indicator: # of LNP officers deployed in Monrovia and County police stations disaggregated by sex and rank; Baseline: 2,035, Target: 3,535

Indicator: # of BIN official border crossings fully staffed and fully operational Baseline:0; Target:36

Indicator: # of LNP Strategic Plan projects completed; Baseline: 40; Target: 140

Indicator: # of BIN Strategic Plan projects completed; Baseline: 2; Target: 101

Indicator: # Number of National Security Council meetings convened annually; Baseline: 6; Target: 12

Indicator: % increase in national budgetary allocations for security sector institutions (Baseline: FY11/12: Annual Budget (LNP, BIN); Target: 20% per subsequent year minimum.

Indicator: % of civilian complaints registered with LNP which are investigated by LNP Professional Standards Division and final disposition decided; Baseline: 2011: 156 registered/18 disposed – 12%; Target: 75% minimum disposal rate achieved and sustained.

Proportion of human rights violations and non-compliance cases reported, and addressed across all security sector institutions (disaggregated by age, gender and type)

Indicator: Proportion of human rights violations reported and are addressed through INHCR- IMS; Baseline: 0; Target: 60%

Means of Verification:

LNP Annual Plan and internal records; National Budget; LNP Professional Standards Division registers; Regional Hub Referral Office records; Minutes from the Justice and Security Board meetings; UNMIL HRPS SIT REPS and INCHR Reports

Risks:

Lack of GoL budgetary support for the security sector; Lack of adequate bi- and multi-lateral sector funding for SSR; Strong traditional beliefs, values, practices and gender stereotyping could hamper compliance with IHR standards; Lack of GoL political will for security sector reform; Internal and

trans-border security problems escalate putting pressure on limited resources and undermining social cohesion;								
Assumptions:								
UNCT and UNMIL work in a coherent manner and deliver as one; GoL pursues a reform agenda and has the capacity to deliver reforms; GoL will have adequate capacity, resources and commitment to sustain programme achievements; Civil society groups and CSOs are able to effectively represent community and group interests and resist government and donor pressure; Security institutions perform professionally and attract sufficient public trust.								
Outputs	Indicators, Baselines, Targets	Means of Verification	Role of Partners	One Budgetary Framework (Indicative Funds in '0000				Monitoring processes/Mechanisms
				Total	Core/regular	Non-core/	One Fund	
Output 1.3.1: Identified critical security gaps filled UNDP	# of LNP Police Support Unit Officers trained and deployed in regions and counties <u>Baseline:70, Target: 600</u> # Number of regular LNP officers vetted, recruited, trained and deployed per year <u>Baseline: 300, Target: 600 minimum</u> # of prisons fully staffed with trained corrections officers <u>Baseline: 1, Target: 14</u> % of BIN officers trained and deployed <u>Baseline: 521 of 1680 officers (31%) Target: 100%</u> Corrections Response Unit established and deployed (Baseline: 0 target 78) % of UNMIL security functions identified in Joint Transition Plan taken on or resolved by Government security agencies or other agreed means <u>Baseline: 0%, Target: 100%</u> % of GoL fiscal budget for security sector <u>Baseline: 4.9% of GDP, Target: 6% of GDP</u>	UNPOL Planning Department Report PBF-L Status Reports INCHR reports JSJP Reports SSR and USAID Reports (AFL) GoL reports RBB Reports Security Agency Budgets and Annual Reports UNSG Report April 2012 (TAM report) Government of Liberia-UNMIL Transition Planning Worksheets Annual budgetary submission from the Ministry of Finance to the Legislature	UNMIL/UNPOL, UNDP, UNICEF, USAID –technical support Technical advisory services: UNMIL HRPS	1,350,000 (UNDP) 15,000 (HRPS)	350,000 0	0 15,000	1,000,000 0	Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 1.3.2:Regional Hubs in place with capacity to deliver services Note: This Output is part of the broader Liberian Peace Programme and only captures component of the Regional Hubs related to security consideration. It will be implemented in close collaboration with Output 1.6.6 corresponding to Hub components under RoL Outcome UNDP, UNOPS	# of hubs fully operational <u>Baseline: 0, Target 5</u> # of hubs effectively operational Baseline: 70% of staff deployed, plus plan in place to phase in recurring costs % of population with the coverage area aware of and accessing services provided by the hub (disaggregated by age, gender and county) <u>Baseline: TBD after KABP survey Target: TBD (UNDP)</u>	PBF-L reports INCHR reports JSJP reports CSO reports UNMIL & UNCT reports MoJ reports Judiciary reports Reports by PBO to the PBF Joint Steering Committee World Bank/UNMIL policy note on security sector public finance management	Technical support : UNDP,UNICEF: HRPS: Technical advisory services UNMIL	8,000,000 (UNOPS- through PBSO)	0	8,000,000	0	Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 1.3.3: Security Sector oversight, accountability and management structures enhanced	Change in public confidence in security agencies and institutions <u>Baseline: 30 – 40 %, Target: 90 – 100%</u> # of public hearings by Legislature on security sector issues	UNPOL Planning Dept Reports JSJP Reports Security Agency	Leadership and coordination: MoJ, LNP, BIN, BCR, INCHR , etc. Technical and logistical support	1,000,000 (UNDP)	500,000	250,000	250,000	Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report;

UNDP	<p>Target: Four critical security sector bills endorsed, (police bill, prison bill, drugs control bill and gun control bill)</p> <p>Security Sector Civilian Oversight Mechanism established Baseline: 0, Target 1</p> <p># of public officials prosecuted on charges related to corruption Baseline: MICS0 TBD Target: TBD</p> <p>A prison oversight and monitoring mechanism established Baseline 0, Target 1</p>	<p>reports MICS Legislative Reports Population survey Reports by Security Sector Civil Society Working Group Reports by the Armed Violence Observatory</p>	<p>UNMIL/UNPOL,UNDP,UNICEF: Technical advisory services: UNMIL HRPS UNMIL, UNPOL, UNDP,IOM, UNICEF, UN Women</p> <p>Technical advisory services: UNMIL HRPS</p> <p>Coordination and leadership: MoJ, MoD, the Judiciary</p> <p>Advice and technical support: UNDP,UN Women</p>						<p>IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report</p>
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism	
Output 1.3.4:IHR standards effectively institutionalized in all Security Sector institutions UNDP, UNICEF, UN Women	<p># of security sector institutions with HR, Gender, Child Protection, Human Trafficking and HIV/AIDS training and Professional Standards institutionalized Baseline: TBD, Target:TBD</p> <p># of reported, investigated and addressed HR violations (disaggregated by institution) Baseline: TBD, Target: TBD</p>	<p>Institutional HRMS and training reports Professional Standards bodies reports MoJ reports Judiciary reports Reports by new security sector civilian oversight mechanism Reports by INCHR monitors</p>	<p>UNMIL, UNPOL, UNDP,IOM, UNICEF, UN Women</p> <p>Technical advisory services: UNMIL HRPS</p>	<p>350,000 (UNDP) 1,300,000 (UNICEF) 250,000 (UN Women)</p>	<p>50,000 203,405 0</p>	<p>0 657,957 250,000</p>	<p>300,000 438,638 0</p>	<p>Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report</p>	
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism	
Output 1.3.5: Enhanced female empowerment in security sector institutions UNDP, UN Women	<p>Gender-sensitive Human Resource Policy in place for all security sector institutions.</p> <p>20% female representation achieved and sustained within security agencies Baseline: LNP 17.3%; Target: 20%</p> <p>Level of women's recruitment, retention, training and promotion in security sector institutions Baseline: TBD Target: 20% female representation in within each rank structure of security sector agencies Baseline: 2012 - LNP & BCR have draft Target: HR Policy</p>	<p>Training academies' reports HRMS reports MoJ reports MoD reports Judiciary reports UN Women</p>	<p>Coordination and leadership: MoJ, MoD, the Judiciary, INCHR</p> <p>Advice and technical support: UNDP,UN Women</p> <p>Technical advisory services: UNMIL HRPS</p>	<p>250,000 (UNDP) 805,000 (UN Women)</p>	<p>100,000 0</p>	<p>0 805,000</p>	<p>150,000 0</p>	<p>Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report</p>	
<p>National Development Goal: To transform the economy to meet the demands of Liberians by leveraging the FDI in mining and plantations to develop the domestic private sector; provide employment for youthful population; invest in infrastructure for economic growth; address fiscal and monetary issues for macroeconomic stability ; and improve agriculture to expand the economy for rural participation and food security</p>									

UN Pillar II: Sustainable Economic Transformation								
Outcome 2.1: Natural Resource and Food Security: Improved sustainable natural resource utilization and food security								
Indicators, Baseline and Targets at Outcome level								
Indicator: Prevalence of food insecurity, disaggregated by household characteristics, sex and geographic area; <u>Baseline:</u> Liberia: 41%; Rural: 57%; Urban: 18%; Rural Female headed households: 63.3%; ; Rural Male headed households: 56% ; <u>Targets:</u> Liberia: 20%; Rural: TBD; Urban: TBD; Rural Female headed households: TBD; Rural Male headed households: TBD								
Indicator: Domestic production of staple food commodities, livestock and marine products disaggregated by type and geographic area; <u>Baseline:</u> Paddy rice: 296,090 MT.; Fresh cassava tubers 493,000 MT.; livestock: TBD; fish: TBD; <u>Target:</u> Paddy rice: 495,000 MT.; Fresh cassava tubers 800,000 MT.; livestock: TBD; fish: TBD;								
Indicators: Annual quantity of imported staple cereals by type; <u>Baseline:</u> imported milled rice 242,567 MT, <u>Target:</u> imported milled rice 200,000 MT;								
Indicator: % post-harvest loss of staple cereal crops disaggregated by type and geographic area; <u>Baseline:</u> 40%; <u>Target:</u> 10%								
Indicator: Rate of deforestation; <u>Baseline:</u> 0.65% annually; <u>Target:</u> 0.50% annually								
Means of verification: Agricultural production statistics (livestock, crops, fisheries); CFSNS; Trade statistics Liberia MDG Report								
Risks: Insufficient government and private sector investment in agriculture; Inflation and increasing food prices; Adverse climatic variations affect production; Inadequate capacity of the Government of Liberia and local communities to effectively implement agriculture and food security strategies and programmes; Deterioration of the macroeconomic context and social political instability								
Assumptions : Sustainable food security remains a key priority in Government of Liberia's development strategies; Infrastructure development, including for transport and marketing, meets the targets in the Agenda for Transformation Trough Action (ATTA) and leads to lower costs of production; Land tenure system supports agricultural production.								
Outputs	Indicators, Baselines, Targets	Means of Verification	Role of Partners	One Budgetary Framework (Indicative Funds in '000)				Monitoring Processes/Mechanisms
				Total	Core/regular	Non-core/	One Fund	
Output 2.1.1: Agricultural production and productivity of small holder farmers increased and diversified. FAO	Annual yields of staple food crops on by acreage, farm type and geographic area Baseline: Rice 1.18 MT/ Hectare; cassava 8.01 MT/Hectare Target: Rice 2.5 MT/ Hectare; cassava 10.0 MT/Hectare Average number of livestock and poultry owned by smallholder household by type and geographic area Baseline Livestock: Goats 3; Pigs 3; Poultry: Chicken 7 Target Livestock: Goats 6; Pigs 4; Poultry: Chicken 14 Proportion of smallholder farmers with access to improved inputs, in particular, high yielding rice varieties by type and geographic area Baseline: 9%; Target: 18%	MoA & LISGIS Agricultural production survey CFSNS LISGIS/MOA/WFP/FAO Bureau of Fisheries reports JP FSN Reports MoA/LISGIS Agricultural production survey	Consultations: Environmental Protection Agency (EPA); National Disaster Relief Commission; Liberian National Farmer Union; National Bureau of Fisheries; LISGIS; Liberian Meteorological Services Technical Assistance and Advice: European Union; USAID/FED Central Agricultural Research Institute	19, 000,000 (FAO)	2,800,000	4,400,000	11,800,000	
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 2.1.2: Value-added post-harvest food processing, facilities and market linkages for small holder farmer organizations expanded FAO, WFP, UN Women	Number of post harvest processing facilities established by smallholder farmer organizations in target areas (disaggregated by type of membership groups and type of facility) Baseline: (i) mixed cooperatives: 9 (ii) women groups: 5 and youth groups, disability farmers groups: 0 in <i>Bong, Nimba, Lofa, Montserrado Grand Kru and Gbarpolu</i> Target: (i) mixed smallholder cooperatives: 18 (ii) women farmer organizations:12 and youth and disability farmer organizations: 10 in <i>Bong, Nimba, Lofa, Montserrado, Grand Kru, Grand Bassa, Gbarpolu, and Bomi</i> Number of smallholder farmer organizations assisted to participate in competitive tenders to supply food commodities to P4P programme	Agricultural Annual Statistics Survey Report from the national agricultural census Studies from agricultural research centers	Consultations: Liberian National Farmers Union; National Rural Women's Structure; Chamber of Commerce Technical Assistance: USAID/FED; Liberian metrology, food safety and testing services Building productive capacities through -Technical assistance and global forum and Transfer of technology : artisanal and industrial (UNIDO)	9,300,000 (FAO) 6, 000,000 (WFP) 750,000 (UN Women)	1,400,000 0 0	2,200,000 4,000,000 750,000	5,700,000 2,000,000 0	Conducting Baseline livelihood survey of targeted and Non-targeted farmers at the beginning of project, Follow up farmers organizations survey annually Midterm and final evaluation Monthly monitoring of food procurement contracts with targeted FO Annual review meetings

	(disaggregated by type of membership). Women groups, youth groups etc.) and by geographic area Baseline: 8 groups (3 women groups; 5 mixed cooperatives, 0 youth and disability groups) Target: 20 groups (10 women groups; 5 mixed cooperatives; 5 youth groups, disability groups: TBD) Proportion of post harvest losses reduced through local processing Baseline: 30-35 % (2011) Target: 25% Metric tons of processed food commodities (rice, beans, cassava flour) sold by farmer organizations through selected market development programmes disaggregated by commodity, market programme and geographic area Baseline: 500 MT Annually Target: 800 MT Annually							
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 2.1.3: Productive safety-nets with focus on smallholder youth and women farmers expanded in selected target areas WFP, FAO, UN Women< UNIDO	Number of women, youth and disabled farmers participating in agricultural asset creation schemes in target areas Baseline: (WB), 5,000 (WFP) Target: 2,500 Annually (WFP) Number of women, youth, and persons with disabilities benefiting from agricultural inputs distribution, grants and loan schemes in target areas disaggregated by category, inputs and geographic area Baseline:TBD Target:40% increase on 2012 baseline Number of community grain reserves (CGRs) established in target areas disaggregated by category, inputs and geographic area Baseline: 5 Target: 15 in 7 counties (Bong, Lofa, Nimba, Grand Kru, Gbarpolu&Bomi) Number of Communities assisted to create productive agricultural assets (such as small scale irrigation schemes, fish ponds and farm to market roads) in target counties of Lofa, Bong and Nimba, Baseline 34, Target 50	Agricultural statistics and WB reports	Consultations: National Rural Women's Structure; LRRRC Technical Advice: FEWS-NET Capacity development for post harvest management: UNIDO	4,500,000 (WFP) 3,500,000 (FAO) 750,000 (UN Women) 6,000,000 (UNIDO)	0 500,000 0 1,000,000	3,000,000 800,000 750,000 5,000,000	1,500,000 2,200,000 0 0	Conducting Baseline livelihood survey of targeted and Non-targeted farmers at the beginning of project, Midterm and final evaluation Monthly monitoring of safety net assistance, Quarterly assessment of assets created Annual review meetings
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 2.1.4 Utilization of Natural Resources (land, water and forest) improved WFP, FAO, UNDP	Hectares of land under lowland rice farming Baseline: 27,000 in 2010 Target: 42,000 in 2017 Hectares of irrigated land developed/rehabilitated through UN assisted community projects Baseline: 1,200, Target: 2,000 Number of communities assisted to adopt sustainable forest resources management practices disaggregated by category, and geographic area	MoA/LISGIS Crop Survey	Consultation: Land Commission; EPA Technical Assistance: USAID/FED; EPA	2,000,000 (WFP) 3,500,000 (FAO) 4,750,000 (UNDP)	0 500,000 750,000	1,300,000 800,000 3,000,000	700,000 2,200,000 1,000,000	Conducting Baseline livelihood survey of targeted and Non-targeted farmers at the beginning of project, Midterm and final evaluation Monthly monitoring of safety net assistance, Quarterly assessment of assets created Annual review meetings

	<u>Baseline:</u> 10 communities <u>Target:</u> 30 communities Number of communities assisted to adapt and mitigate the effects of climate change disaggregated by category, and geographic area <u>Baseline:</u> TBD in 2013 <u>Target:</u> 25 communities							
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 2.1.5: Capacities of public and community level institutions to coordinate, deliver and monitor food security programmes increased WFP, FAO, UN Women	Number of food security and vulnerability assessment reports produced <u>Baseline:</u> 1 every 2 years <u>Target:</u> 1 every year Number of farmer-based organizations assisted to deliver extension services (disaggregated by type of membership and geographic area) <u>Baseline:</u> 11 <u>Target:</u> 25 Number of government cooperating partners trained in agriculture and food security related skills , disaggregated by sex, and geographic area <u>Baseline :</u> TBD with MoA in 2012 <u>Target:</u> Increase by 100%	MoA/LISGIS Crop Survey MoA reports	Consultations: National Farmers Union; National Rural Women's Structure Technical advisory services: UNMIL HRPS	2,500,000 (WFP) 7,890,000 (FAO) 300,000 (UN Women)	0 1,200,000 0	1,800,000 1,800,000 300,000	700,000 4,890,000 0	Baseline capacity assessment of community level institutions including FOs Monthly tracking of resource utilization and capacity building interventions, Quarterly and annual review
Outcome 2.2: Private sector development: Improved equal access to sustainable livelihoods opportunities in an innovative and competitive private sector for rural and urban areas								
;								
Indicators, baselines and Targets at Outcome level Indicator: Employment to population ratio; <u>Baseline:</u> 60.5%; <u>Target:</u> TBD Indicator: Share of women in wage employment in the non-agricultural sector disaggregated by sector and geographic area; <u>Baseline:</u> 11.4%; <u>Target:</u> 30% Indicator: Labour force participation rate, disaggregated by sex, age, disability and geographic area; <u>Baseline:</u> Liberia: 62.8%; Urban: 54.9%; Rural: 71.2%; Male: 66.1%; Female: 59.9%; Youth: TBD; Disability: TBD; <u>Target:</u> TBD with Government Indicator: Proportion of own-account and contributing family workers (vulnerable employment) in total employment disaggregated by sex, age, disability and geographic area; <u>Baseline:</u> Liberia: 77.9%; Urban: 67.5%; Rural: 86.1%; Male: 68.3%; Female: 87.3%; Youth: TBD; <u>Target:</u> Liberia: 65%; Urban: 55%; Rural: 75%; Male: 60%; Female: 70%; Youth: TBD Indicator: Proportion of workers in the informal sector disaggregated by category, sex, age, disability and geographic area; <u>Baseline:</u> Liberia: 68%; Urban: 59%; Rural: 75%; Male: 61.3%; Female: 74.7% ; Youth: TBD, Disabled: TBD ; <u>Target:</u> Liberia: 55%; Urban: 50%; Rural: 60%; Male: 55%; Female: 55%; Youth: TBD, Disabled: TBD Indicator: Proportion of labour force in the private sector disaggregated by industry, size, sex, disability and geographical area; <u>Baseline:</u> 57% (incl. informal sector); <u>Target:</u> 70% (incl. informal sector) Indicator: The cost of doing business (as measured in the World Bank Business Survey) <u>Baseline:</u> Number of days to start a business: 9 days; Cost as a % of per capita income: 68.4%; <u>Target:</u> 7 days; 50%;								
Means of verification: Liberia labour force survey LISGIS/mol; chi LISGIS; National population and housing census LISGIS; Ministry of labour; Nic, moci, mol, mof; Labour force survey; cwiq; Human rights survey; World bank doing business report								
Risks: Corruption and rent seeking behavior is not sufficiently addressed; Inflation; Low liquidity within the financial sector; Slow growth of the private sector leading to skilled labor supplies exceeding demands; Costs of formalization outweigh the expected benefits for micro enterprises.								
Assumptions: Government remains committed to inclusive growth, anchored on the private sector, and demonstrates ownership of the reform mechanisms; Infrastructure development, including for transport and energy, meets the targets in the ATTA and leads to lower costs of production; Concessionaires remain committed to adhere to practices of corporate responsibility outlined by the corporate responsibility forum; Decentralization of banking services and continued commitment from the central bank to the expansion of financial services in rural areas.								

Outputs	Indicators, Baselines, Targets	Means of Verification	Role of Partners	One Budgetary Framework (Indicative Funds)				Monitoring Processes/Mechanisms
				Total	Core/regular	Non-core	One Fund	
Output 2.2.1: Strengthened capacities for promotion and implementation of labour and employment policies, legislation and partnerships. <u>UN Women, ILO</u>	<p>Proportion of paid employees, employers and members of producers' cooperatives in total employment, disaggregated by sex, age, disability and geographic area</p> <p><u>Baseline:</u> Liberia: 21.1%; Urban: 41.6%; Rural: 12.8%; Male: 31.2%; Female: 11.1%; Youth: TBD <u>Target:</u> Liberia: 30%; Urban: 45%; Rural: 20%; Male: 35%; Female: 20%; Youth: TBD, Disability: TBD</p> <p>Number of Liberians in the informal sector represented by worker associations or unions.</p> <p><u>Baseline:</u> TBD with Mol <u>Target:</u> TBD</p> <p>Number of child labour cases identified and conclusively investigated disaggregated by category, industry, sex, age, disability and geographical area;</p> <p><u>Baseline:</u> TBD with Mol <u>Target:</u> TBD</p> <p>Number of collective bargaining agreements reached between the Tripartite partners disaggregated by category and industry</p> <p><u>Baseline:</u> TBD with Mol <u>Target:</u> TBD</p> <p>Evidence and existence of the implementation of HIV and AIDs policies and programmes in the work place</p> <p><u>Baseline:</u> National HIV and Aids Workplace Policy adopted; National Rubber Sector HIV and Aids Work Place policy pending <u>Target:</u> Implementation of HIV and Aids Workplace Policy in various sectors; Adoption and implementation of the National Rubber Sector HIV and Aids Work Place policy.</p> <p>Availability of a strategy for the roll-out of the Decent Work Bill at MOL</p> <p><u>Baseline:</u> No <u>Target:</u> Yes</p>	<p>Labour Force Survey Report LISGIS/MOL</p> <p>Ministry of Labour Reports</p>	<p>Leadership and coordination: Ministry of Labour</p> <p>Support to the Implement of National Employment Policy and Action Plan: ILO, UN Women, UNMIL/HRPS, INCHR</p> <p>Technical advisory services: UNMIL HRPS</p>	<p>300,000 (UN Women) 1,000,000 (ILO) 20,000 (HRPS)</p>	<p>0 0 0</p>	<p>300,000 1,000,000 20,000</p>	<p>0 0 0</p>	
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 2.2.2: Mechanisms developed to streamline the regulatory framework for the private sector, including standardization of enforcement mechanisms by 2017	<p>A streamlined private sector regulatory framework with standardized enforcement mechanisms in place</p> <p><u>Baseline:</u> No <u>Target:</u> Yes</p> <p>Existence of an ISO Certified National Standards Lab</p>	<p>NIC and MoCI MIS reports MoCI</p> <p>Commercial Court records</p>	<p>Leadership and coordination: Ministry of Labour, Move, MoCI and Commercial courts</p> <p>Technical support: UNDP/ILO Technical advisory services: UNMIL HRPS</p>	<p>6,000,000 (UNDP) 1,000,000 (ILO) 15,000 (HRPS)</p>	<p>2,000,000 0 0</p>	<p>3,000,000 1,000,000 15,000</p>	<p>1,000,000 0 0</p>	

UNDP, ILO	Baseline: No Target: Yes Existence of coordinated and standardized enforcement mechanisms for commercial contracts and concession agreements Baseline: No Target: Yes		Advocacy for promotion of private sector institutional framework: UNIDO ⁵						
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism	
Output 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	Number of persons graduating annually from quality vocational training and business skills training, disaggregated by vulnerability, sex, age, disability and geographic area Baseline: TBD in 2012 Target: 10,000 per year	MoI/ MoCI / MoYS reports Labour Force Survey	Leadership and coordination: MoI, MoCI and MoYS Technical support: UN Women, ILO, UNIDO ⁶ Technical advisory services: UNMIL HRPS	400,000 (ILO) 4,500,000 (UN Women) 20,000 (HRPS)	0 0 0	400,000 2,500,000 20,000	0 2,000,000 0		
ILO, UN Women				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism	
Output 2.2.4: Enhanced access to sustainable financial services, market linkages and value chain upgrading for MSMEs, with special focus on the rural areas.	Number of EMIS and database experts trained at central level Baseline: TBA Target: 80 trained and EMIS functional. Number of data collection and EMIS experts at county level. Baseline: TBA Target: 85 Number of registered MSMEs, disaggregated by industry, ownership, sex, disability and geographic area 9 Baseline: 8,369 businesses registered with LBR (7,200 are Liberian owned, 1169 are foreign businesses) and 388 petty traders registered; Target: Target TBD with GOL Number of financial products available through formal institutions, disaggregated by type, size of loans, targeted clients and geographic area Baseline: TBD with Central Bank Liberia and MoCI Target: TBD Number of persons accessing financial services through Village Savings and Loan Associations disaggregated by sex, age, disability and geographical area. Baseline: TBD with Central Bank Liberia in 2012 Target: 30,000	MoCI / Liberia Business Registry CBL Reports	Leadership and coordination: MoI, CBL, MoPEA, Chamber of Commerce, LiBA Technical advisory services: UNDP, UNCDF, UNMIL HRPS	5,750,000 (UNDP) 1,500,000 (UN Women) 30,000 (HRPS)	750,000 0 0	5,000,000 (UNCDF) 1,500,000 30,000	0 0 0	Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report	
UNDP, UN Women									

5 Further discussion required on indicative resources from UNIDO.

6 Further discussion required on indicative resources from UNIDO.

Outcome 2.3: Basic Infrastructure and Energy: Improved access to sustainable basic infrastructure Indicator, baseline and targets at Outcome at Outcome level: Indicator: Proportion of urban population living in slums disaggregated by sex, age, disability and geographic area; <u>Baseline:</u> TBD; <u>Target:</u> TBD Indicator: Percent of households with access to electricity and / or renewable energy sources, disaggregated by sex of head of household and geographic area; <u>Baseline:</u> 10% in Monrovia, 2% in rural areas; <u>Target:</u> TBD Means of verification: MoPW report of new feeder roads; National Population and Housing Census LISGIS Risks: Non-exoneration of alternative energy products from customs duties makes products unaffordable for public consumption; Domestic skills not adequately developed to meet the needs for infrastructure construction; Interventions for improving housing conditions for the poor benefit high income earners; Liberian private sector too weak to support infrastructure development. Assumptions: Government remains committed to improving housing conditions for the urban poor; Cost of grid electricity continues to decline; Policy frameworks is endorsed by the Government of Liberia; Highways and other development corridors are built/								
Outputs and Key Activities	Indicators, Baselines, Targets	Means of Verification	Role of Partners	One Budgetary Framework (Indicative Funds in '000)				Monitoring Processes/Mechanisms
				Total	Core/regular	Non-core/	One Fund	
Output 2.3.1: National Urban Development strategy, plans and legal framework prepared and capacities strengthened for implementation by 2017. UN Habitat	National urban development strategy and legal framework in place <u>Baseline:</u> 0 <u>Target:</u> 1 National urban development plans in place <u>Baseline:</u> 0 <u>Target:</u> 10	MoPW, MLME, NHA, LWSC and LEC annual report	Leadership & Coordination: MoPW Technical Support: UN Habitat	7,000,000 (UN Habitat) 18,000,000 (UNOPS)	100,000 18,000,000	4,900,000	2,000,000	Annual review at the National Urban Forum and Quarterly review by the National Steering Committee
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 2.3.2: Policy framework developed for increasing access to adequate and affordable housing and capacity of National Housing Authority strengthened for implementation by 2017 UN Habitat	National Housing Policy available <u>Baseline:</u> 0 <u>Target:</u> 1	NHA annual report MoPW data/report NHA and MoPW annual report	Leadership & Coordination: MoPW Technical Support: UN Habitat with GoL Contribution of \$ 40,000.00 Technical advisory services: UNMIL HRPS	2,000,000 (UN Habitat) 2,000,000 (UNOPS)	0 0	1,500,000 2,000,000	500,000 0	
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 2.3.3: Agricultural and marketing infrastructure expanded. UN Women, UNDP, ILO	Number of gender-sensitive market facilities constructed disaggregated by type and location. <u>Baseline:</u> TBD <u>Target:</u> Increase by 100% Kilometers of feeder road and bridges rehabilitated / constructed disaggregated by type, length and location. <u>Baseline:</u> TBD <u>Target:</u> TBD	Liberia Produce and Marketing Corporation (LPMC), MoA, Farmers Corporate annual report MoPW and MoA annual report	Leadership and coordination: MoPW and MoA Technical and capacity building UNDP, UN Women & ILO	4,000,000 (UN Women) 4,000,000 (UNDP) 3,500,000 (ILO)	0 500,000 3,500,000	4,000,000 2,500,000 0	0 1,000,000 0	Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 2.3.4: Enhanced capacities of national agencies for on grid and off grid electricity provision, with particular focus on providing alternative energy sources to rural communities, by 2017. UNDP, UN Women	Existence of a master plan for development of Rural and Renewable Energy <u>Baseline:</u> 0 <u>Target:</u> 1 Number of rural communities accessing affordable and reliable alternative energy sources disaggregated by geographic area. <u>Baseline:</u> TBD <u>Target:</u> TBD	Rural and Renewable Energy Agency (RREA) of Liberia RREA data and annual report		200,000 (UN Women) 2,200,000 (UNDP)	0 0	200,000 2,200,000	0 0	Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report

Outcome 2.4: Macro-economic policy environment: Improved evidence-based policies to maintain a stable and inclusive macro-economic environment								
Indicators, Baseline and targets at Outcome level								
Indicators: Proportion of official household survey and census reports containing data disaggregated by sex, age, education, etc. and at national, sectoral and county levels; <u>Baseline:</u> 70%; <u>Target:</u> 100%								
Indicator: Proportion of official surveys planned under the NSDS completed and reports disseminated; <u>Baseline:</u> 40%; <u>Target:</u> 75%								
Indicator: Proportion of national, sectoral and local development policies and programmes formulated using data and statistics, integrating population factors and disaggregated by sex; <u>Baseline:</u> TBD <u>Target:</u> TBD;								
Indicator: Existence of a gender-responsive budgeting framework at national and local government levels; <u>Baseline:</u> 0; <u>Target:</u> 1								
Indicator: Liberia's ECOWAS import source penetration ratio; <u>Baseline:</u> 16-20%; <u>Target:</u> 30%								
Indicator: Proportion of Liberia's tariffs aligned with ECOWAS common external tariff; <u>Baseline:</u> TBD; <u>Target:</u> TBD								
Means of verification: National Strategy for Development Statistics (NSDS) Reports; LISGIS; National Coordinating Committee on the Common External Tariff (NCC-CET)								
Risks: Unanticipated shocks due to changes in the dual currency regime; Outbreaks of crisis within the region threaten economic trade integration; Inflation; Government staff turnover threatens the sustainability of capacity and institutional strengthening measures.								
Assumptions: Government remains committed to sound macroeconomic management and performance; Government and Legislature remain committed to gender equality in planning and budgeting; National Strategy for Development Statistics remains operational and effectively coordinates data collection and analysis; Demonstrated commitment of other ECOWAS countries for regional economic cooperation and integration.								
Output	Indicators, Baselines, Targets	Means of Verification	Role of Partners	One Budgetary Framework (Indicative Funds)				Monitoring Processes/Mechanisms
				Total	Core/regular	Non-core/	One Fund	
Output 2.4.1: Enhanced national and local capacities for macro-economic modeling and policy research, development and advocacy with focus on data collection, analysis and utilization towards effective socio-economic surveillance and monitoring development results, including the MDGs, by 2017	<p>Number of national technical staff successfully completing formal training courses on data management; <u>Baseline:</u> TBD <u>Target:</u> TBD</p> <p>Number of national technical staff successfully completing formal training courses on integration of population factors into development planning <u>Baseline:</u> TBD <u>Target:</u> TBD</p> <p>Proportion of completed national survey reports / databases made available by LISGIS and other statistical agencies <u>Baseline:</u> 25% <u>Target:</u> 75%</p> <p>Strength/quality of Debt sustainability Capacity within the MOF <u>Baseline:</u> No <u>Target:</u> Yes</p> <p>Financial reporting by SOEs <u>Baseline:</u> No <u>Target:</u> Yes</p> <p>Existence of informed economic analysis within the system of National Accounts <u>Baseline:</u> No <u>Target:</u> Yes</p> <p>Timely publication of Balance of Payments data and Government's finance statistics <u>Baseline:</u> No <u>Target:</u> Yes</p> <p>Number of institutions engaged in policy advocacy and policy research <u>Baseline:</u> TBD <u>Target:</u> TBD</p> <p>Publication of relevant policy analysis reports by national research think tank <u>Baseline:</u> No <u>Target:</u> Yes</p>	NSDS Review Reports	<p>Leadership and coordination: MoF/PEA/LISGIS</p> <p>Technical advisory services: UNMIL HRPS</p>	<p>3,500,000 (UNDP)</p> <p>3,200,000 (UNFPA)</p> <p>500,000 (ILO)</p> <p>25,000 (HRPS)</p>	<p>1,500,000</p> <p>1,200,000</p> <p>500,000</p> <p>0</p>	<p>500,000</p> <p>2,000,000</p> <p>0</p> <p>25,000</p>	<p>1,500,000</p> <p>0</p> <p>0</p> <p>0</p>	<p>Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report;</p> <p>IAPT meetings and reports and minutes;</p> <p>minutes of UNCT meetings; reports from retreats; RC Annual report</p>
UNDP, UNEPA, ILO								

				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 2.4.2: Strengthened capacities for fiscal and monetary policy management, including in gender responsive budgeting with focus on financial systems automation, soundness of fiscal policy, debt management and efficacy and transparency of spending, by 201	Existence of published fiscal monetary information including analytical reports on the National Budget performance <u>Baseline:</u> No <u>Target:</u> Yes Existence of a Value added tax regime <u>Baseline:</u> No <u>Target:</u> Yes Gender Responsive Budgeting incorporated into the Medium Term Expenditure Framework <u>Baseline:</u> No <u>Target:</u> Yes	NSDS Review Reports	Leadership and coordination: MoF/PEA/LISGIS Technical advisory services: UNMIL HRPS, UNFPA	1,500,000 (UNDP) 350,000 (UN Women) 20,000 (HRPS)	1,000,000 0 0	250,000 350,000 20,000	250,000 0 0	Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report
UNDP, UN Women								
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 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	Existence of a functioning National Coordinating Committee on Multilateral Surveillance <u>Baseline:</u> No <u>Target:</u> Yes Existence of a harmonization and Transition Plan on Common External Tariff (CET) <u>Baseline:</u> No <u>Target:</u> Yes Proportion of intra-regional trade from ECOWAS region <u>Baseline:</u> 16 – 20 % <u>Target:</u> 30 % Existence of national plans for the removal of tariff and nontariff barriers to regional trade <u>Baseline:</u> No <u>Target:</u> Yes	NSDS Review Reports	Leadership and coordination: MoF/PEA	1,700,000(UNDP) 200,000 (UN Women) 250,000 (ILO)	700,000 0 0	750,000 200,000 250,000	250,000 0 0	Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report
UNDP, UN Women, ILO								
National Development Goal: To improve quality of life by investing in: quality education; affordable and accessible quality health care; social protection for vulnerable citizens; and equitable access to environmentally friendly water and sanitation services.								
UN Pillar III: Human Development								
Outcome 3.1 Health and Nutrition: The population has increased access to and utilization of equitable, affordable, and quality health and nutrition services								
Indicators, Baselines and Targets at Outcome level								
Indicator: % of health facilities achieving two-star level of EPHS accreditation; <u>Baseline:</u> 9%; <u>Target:</u> 90%;								
Indicator: Proportion of deliveries with skilled birth attendants; <u>Baseline:</u> 22% ; <u>Target:</u> 40%								
Indicator: % of Health Centers and Hospitals providing functional emergency obstetric and neonatal care services; <u>Baseline:</u> 38%, <u>Target:</u> 65%								
Indicator: Contraceptive prevalence rate (CPR) and unmet need; CPR <u>Baseline:</u> 11%; CPR <u>Target:</u> 16%; Unmet <u>baseline:</u> 36%; Unmet <u>target:</u> 18%								
Indicator: Proportion of children who received Penta-3; <u>Baseline:</u> 73%; <u>Target:</u> 90%								
Indicators: Proportion of infants (0-6 months) exclusively breastfed; <u>Baseline:</u> 34%; <u>Target:</u> 50%								
Indicator: Existence of guidelines for disability-sensitive EPHS; <u>Baseline:</u> N; <u>Target:</u> Y								
Indicators: Existence of Guidelines on Non-Communicable Diseases (NCD); <u>Baseline:</u> N; <u>Target:</u> Y.								
Means of Verifications: EPHS Accreditation report; HMIS, NHRS, CWIQ and DHS; EmONC Assessment; LDHS, HMIS, LDHS, HMIS; EPI Survey and Review								
Risks: Lack of adequate fulfillment of donor commitments; Food security, food prices and livelihood situation deteriorates; Planning, management and monitoring capacity not adequately enhanced								
Assumptions: Increased resources allocation for implementation of EPHS; National Health human resource plan effectively implemented; Supply chain and logistics management system effective; Road Map on Maternal and Newborn health is fully implemented; Maternity legislation and Code of Breast milk Substitutes Code enacted								

Outputs and Key Activities	Indicators, Baselines, Targets	Means of Verification	Role of Partners	One Budgetary Framework (Indicative Funds, in '000)				Monitoring Process/Mechanism
				Total	Core/regular	Non-core/	One Fund	
Output 3.1.1 Strengthened national capacity to provide comprehensive maternal and newborn health services with emphasis on most vulnerable and marginalized communities in compliance with national policies UNICEF, UNFPA,WHO & IOM	Proportion of health facilities with functioning referral systems Baseline: 70% Target: 90%	EPHS accreditation Report	Merlin will participate in key activities through the Pool Fund	7,400,000 (UNICEF) 20,838,000 (UNFPA)	1,157,850 3,715,000	3,745,290 16,700,000	2,496,860 423,000	Information & reports from MOHSW Reports from Civil Service Agency Information & Reports from WHO Field visits & assessments to the various hospitals
	Proportion of health facilities providing youth-, adolescent-and disability-friendly SRH services according to standards Baseline: 15% for youth and adolescent, N/A for disability Target: 50%	HMIS	Technical advisory services and technical field support to relevant local actors: UNMIL HRPS, INCHR	1,052,000 (WHO) 25,000 (HRPS) 475,000 (IOM)	290,000 0 0	390,000 25,000 237,500	472,000 0 237,500	
	Proportion of counties reporting maternal and neonatal deaths within 48 hours. Baseline: TBD Target: 60%	HMIS Report	MOH&SW provides leadership and oversight role					
	Percentage of EmONC facilities with communication system in place Baseline: 30% Target: 90%	HMIS Report	Family health unit/MOH&SW will coordinate implementation of the Roadmap on maternal and newborn health					
	Proportion of Health Facilities implementing the Road Map for Reduction of Maternal and Newborn Mortality according to the standards. Baseline: TBD Target: 85%	EPHS accreditation Report	Coordination, Planning, Implementation: IOM/WHO/MOH&SW/Medical Associations					
Ratio of Health practitioner to population at selected health facilities Baseline: TBD Target: 4 Regional Hospitals	EPHS accreditation Report							
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 3.1.2 : Women and adolescents have increased awareness and knowledge related to maternal and newborn health care information and services. UNFPA, UNICEF, WHO	Proportion of women and adolescents who have knowledge in Maternal, Newborn, and Child Health care and immunization issues. Baseline: TBD Target: 85%	KAP Survey	Merlin will participate in key activities through the Pool Fund	800,000 (UNFPA) 2,500,000 (UNICEF) 1,53,430 (WHO)	500,000 391,165 100,000	300,000 1,265,301 785,930	0 843,534 167,500	
	Proportion of newborns breastfed within one hour of birth Baseline: 34% Target: 60%	KAP Survey, EPI Survey	Technical advisory services and technical field support to relevant local actors: UNMIL HRPS, INCHR MOH&SW provides leadership and oversight role	25,000 (HRPS)	0	25,000	0	
	Proportion of health facilities with functional Community Health Development Committee (CHDs). Baseline: TBD Target: 30%	HMIS, EmONC Assessment	Family health unit/MOH&SW will coordinate implementation of the Roadmap on maternal and newborn health					
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 3.1.3 Capacity of Ministry of Health and Social Welfare strengthened to implement and monitor EPHS at all levels within Human Rights	Proportion of population within 5km of health facility. Baseline: 69% Target: 85%	MOHSW Annual Report	USAID major contributor to EPHS through Rebuilding Basic Health Services (RBHS)	7,350,000 (UNICEF) 1,120,000 (UNFPA) 1,592,000 (WHO)	1,150,030 200,000 674,000	3,719,982 920,000 0	2,479,988 0 918,000	Information & reports from MOHSW Information & Reports from Civil Service Agency Information & Reports from WHO Information & Reports from UNDP
	Proportion of transfused blood that meets national standards	Health Management Information System	National Blood Safety Programme	30,000 (HRPS) 237,500 (IOM)	15,000 0	15,000 237,500	0 0	

framework UNICEF, UNFPA, WHO & IOM	Baseline: TBD Target: 100% Proportion of health facilities with functioning diagnosis for basic investigation including HIV and AIDS, Tuberculosis, and Malaria Baseline: TBD Target: 85% Proportion of health facilities providing timely, accurate and complete HIS reports to the MOH&SW. Baseline: 76% Target: 90% Proportion of health facilities with no stock-out of essential drugs in the last three months Baseline: TBD Target: 80% Existence of Multi-sectoral plan on Non-Communicable Diseases (NCD). Baseline: N Target: Y Ratio of Professors (Lecturers/Teaching) staff to Medical students at the National Medical Training Institute. Baseline: TBD Target: TBD	(HMIS) and National Blood Safety Report HMIS and National Blood Safety Report HMIS and Essential Public Health Services (EPHS) accreditation report, HMIS HMIS, NDS Report	National Diagnostic Unit Technical advisory services and technical field support to relevant local actors: UNMIL HRPS, INCHR MOH&SW provides leadership and oversight role Transfer of diaspora Health Professionals to Liberia: IOM/WHO/MOHSW/A.M D'ogliotti Medical School/Medical Association					Field visits to the training institution
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 3.1.4 Enhanced technical capacity of health workers and community volunteers for increased coverage of case management of common childhood illness at community level UNICEF, WHO	Proportion of communities with at least one Trained Community Volunteer Baseline: TBD Target: 80% Proportion of diarrhea cases among children under five effectively treated with ORT Baseline: 72.1% Target: 80% Proportion of ARI cases among children under five treated with effective antibiotics Baseline: 48.7% Target: 75% Proportion of malaria cases in children treated with ACT within 24 hours of onset of fever Baseline: 37.6% Target: 80%	MOH&SW Report from Community Health Division HMIS and DHS HMIS and DHS HMIS, MIS	Mentor Initiative working on community based case management of malaria NMCP responsible for guidelines, policies, and coordination on malaria Technical advisory services and technical field support to relevant local actors: UNMIL HRPS	3,030,000 (UNICEF) 378,000 (WHO) 15,000 (HRPS)	474,095 321,000 0	1,533,543 0 15,000	1,022,362 57,500 0	
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 3.1.5 National capacity enhanced to maintain immunization coverage over 90% in all counties. UNICEF, WHO, UNFPA	Number of counties with Polio-free status maintained and non-Polio AFP rates of <2/100,000 population less than 15 years of age Baseline: Polio: 15 Counties AFP: 13 Counties Target: Polio: 15 Counties AFP: 15 Counties	MOH&SW EPI Report	EPI Division of MoHSW will function as coordinating body Technical advisory services and technical field support to relevant local actors: UNMIL HRPS	9,800,000 (UNICEF) 3,671,000 (WHO) 750,000 (UNFPA) 30,000 (HRPS)	1,533,380 1,118,500 0 0	4,959,975 2,000,500 750,000 30,000	3,306,650 552,000 0 0	

	Proportion of health facilities conducting immunization outreach through the RED strategy. Baseline: TBD Target: 90%	HMIS							
	Proportion of health facilities with functioning cold chain system Baseline: 71% Target: 90%	HMIS							
	Proportion of health facilities with no stock-out of vaccines and related supplies in the last three months Baseline: 60% Target: 90%	MOH&SW CI Report and HMIS							
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism	
Output 3.1.6 Enhanced capacity of health workers and community volunteers to deliver essential nutrition interventions with decentralized service delivery at community level UNICEF, WFP, UNFPA	Coverage of bi-annual Vitamin A supplementation of children age 6-59 months. Baseline: 86% Target: 95%	HMIS and DHS	Technical advisory services and technical field support to relevant local actors: UNMIL HRPS MOH&SW provides leadership and oversight role	6,400,000 (UNICEF) 2,000,000 (WFP) 85,000 (UNFPA) 125,000 (WHO)	1,001,385 0 85,000 50,000	3,239,170 2,000,000 0 25,000	2,159,450 0 0 50,000	Baseline capacity assessment of institutions in the health sector Monthly tracking of resource utilization and capacity building interventions, Quarterly and annual review	
	Proportion of pregnant women receiving iron supplements Baseline: 41% Target: 70%	HMIS and DHS							
	Proportion of children under 5 years treated for moderate and severe acute malnutrition Baseline: TBD Target: 80%	Nutrition/SMART survey							
	Proportion of public sector health workers and community volunteers trained on the delivery of essential nutrition interventions. Baseline: , Target: 30% over baseline Proportion of health facilities conducting nutritional surveillance Baseline: TBD, Target : 80%								
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism	
Output 3.1.7 Caregivers knowledge and skills enhanced to carry out optimal feeding and care practices in children below two years with focus in south eastern counties and urban poor UNICEF	Timely introduction of complementary feeding (6-9 months) Baseline: 55% Target:75%	CFNS and DHS		6,400,000 (UNICEF)	1,001,390	3,239,170	2,159,450		
	Proportion of infants bottle-fed or fed with Breast milk Substitutes Baseline:32% Target: 10%	CFNS and DHS							
	Proportion of caregivers with children below two years reached with child stimulation counseling Baseline: 0% Target: 30%	MoHSW and Education reports							
	Proportion of children 6-23 months receiving minimum adequate diet as per WHO –UNICEF IYCF standard Baseline: TBD Target: 40%	CFNS and DHS							

Outcome 3.2 Education: School-aged girls and boys and youth have increased access to quality inclusive ECD, Basic, Post-Basic and Alternative basic Education, especially in counties with education indicators below the national average. Indicators, Baseline and targets at Outcome level Indicator: Gross Enrolment Rate, (ECD, BE); B: 106; T: 110, Indicator: Gross Completion Rate (ECD, BE); B: 83; T: 90, Indicator: Net Enrolment Rate (ECD, BE); (ECD) B: 47%; T: 60; (BE) B: 42%; T:70, Indicator: % of girls transiting from Basic to Post Basic Education; B: TBD; T: 20% increase yearly, Indicator: % of enrolled students completed PE and ABE with acceptable learning achievements (By Grade 1, 3, 6, 9 & 12); B: TBD; T: 20% increase yearly, Indicator: Percentage of new model schools for ECD/BE/ABE located in areas over 5 miles from existing schools; B: TBD in 2012 ; T: 50 % *all data - for ALL indicators (ECD, BE, ABE, PBE) will be disaggregated by sex and district, with assessment of inclusion of those with disabilities Means of verification: School Census/EMIS; School Census/EMIS; School Census/EMIS; Specific studies Risks: Weak infrastructure and governance system in education; Utilization of quality education service remains low due to household factors, such as poverty, or competition from traditional bush schools, which are not sufficiently addressed by other UNDAF programs; Limited coverage of current programme of teacher training Assumptions: Gov. committed to adequate long term funding including funding for complementary support schemes; Strong coordination within education sector and relevant ministries; MOE committed to implement Education Act in line with PRSP goals.								
Output	Indicators, Baselines, Targets	Means of Verification	Role of Partners	One Budgetary Framework (Indicative Funds in '000				Monitoring Process/Mechanisms
				Total	Core/regular	Non-core/	One Fund	
Output 3.2.1: A holistic ECD approach designed, modeled and piloted UNICEF	Existence of approved ECD Curriculum. <u>Baseline:</u> Not approved <u>Target:</u> Approved % of ECD teachers trained on the new curriculum <u>Baseline:</u> 0% <u>Target:</u> 60% of these under trained teacher in at least 7 low-performing counties Proportion of public schools received ECD materials <u>Baseline:</u> 0% <u>Target:</u> All public schools offering ECD have appropriate materials Proportion of schools in low performing counties conducting performance assessment according to standards. <u>Baseline:</u> 0 <u>Target:</u> 30% Percentage of public schools implementing ECD according to Child Friendly School (CFS) standards <u>Baseline:</u> 0 <u>Target :</u> 20%	MoE Report Training report Project Monitoring report Commissioned survey Project Monitoring report	Open Society Initiative to facilitate printing and distribution of ECD policy Technical advisory services and technical field support to relevant local actors: UNMIL HRPS	8,500,000 (UNICEF)	1,329,970	4,302,020	2,868,010	
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 3.2.2 Children learning level in Basic Education improved UNICEF, WB	Competency-based Basic Education Curriculum revised <u>Baseline:</u> Curriculum exists and being piloted <u>Target:</u> 80% public schools using revised curriculum with 50% of their teachers trained Student to Textbook ratio for grades 5-9 in core subjects <u>Baseline:</u> 2009 student/textbook ratio: 4:1 overall <u>Target:</u> Student to textbook ratio no more than 2:1 for grades 5-9 in core subjects Proportion of children at risk of dropping out, including children with disabilities, who receive long-term complementary support. <u>Baseline:</u> TBD in 2012 <u>Target:</u> 20% Percentage of schools meeting standards of learning achievement for grade 1,3,6,9 <u>Baseline:</u> TBD <u>Target:</u> 70% Percentage of teachers complying with established code of Conduct for security of	EMIS School Census EMIS school census EMIS, MoE/Education Pooled Fund Progress report EMIS, MoE/Education Pooled Fund Progress report MoE Project reports	UNMIL to provide policy support on girls education and human rights UNOPS to support rehabilitation of schools infrastructure World Bank to procure and distribute textbooks for grades 5-9 under FTI (GPE) Grant Technical advisory services and technical field support to relevant local actors: UNMIL HRPS, INCHR	21,000,000 (UNICEF) 15,000 (HRPS)	3,285,800 0	10,628,520 15,000	7,085,680 0	

	<p>children Baseline: No code of conduct Target: 50%</p> <p>Number of students participating in pilot innovative education projects Baseline: None Target: 500 students, including at least 300 girls, participating in pilot in 5 selected areas</p>							
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
<p>Output 3.2.3.: Education management system strengthened including the decentralization process</p> <p>UNICEF, UNESCO</p>	<p>Number of Centers of Excellence established Baseline: 0 Target: 3 Centers of Excellence set up;</p> <p>Percentage of newly constructed or rehabilitated schools meeting the child-friendly school standards Baseline: TBD Target: 80%</p> <p>Existence of guidelines and curriculum revisions on inclusive education for children and youth with disabilities Baseline: N Target: Y</p> <p>Existence of guidelines to improve learning materials utilization. Baseline: N Target: Y</p> <p>Number of county school boards functioning Baseline: TBD in 2012 Target: All 15 counties</p> <p>Number of PTAs effectively functioning Baseline: 200 Target: 1,000</p> <p>Number of EMIS and database experts trained at central level Baseline: TBA Target: 80 trained and EMIS functional.</p> <p>Number of data collection and EMIS experts at county level. Baseline: TBA Target: 85</p>	<p>Reports from MOE</p> <p>Audit reports</p> <p>Validated through commissioned study</p> <p>DEO/CEO Inspection reports to M&E Unit;</p> <p>MoE and LISGIS reports</p> <p>MoE and LISGIS reports</p>	<p>Technical advisory services and technical field support to relevant local actors: UNMIL HRPS</p> <p>MoE provision of training facilities and trainees.</p> <p>UNESCO: Technical assistance</p> <p>LISGIS provision of trainers in statistics and data collection and analysis</p>	<p>3,700,000 (UNICEF)</p> <p>15,000 (HRPS)</p> <p>149,000 (UNESCO)</p>	<p>578,930</p> <p>0</p> <p>0</p>	<p>1,872,642</p> <p>15,000</p> <p>103,000</p>	<p>1,248,430</p> <p>0</p> <p>46,000</p>	
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
<p>Output 3.2.4 Expanded Post-Basic Education provision strengthened</p> <p>UNICEF, UNFPA, UNESCO</p>	<p>Number of students placed under regulated single-sex residential accommodation Baseline: TBD in 2012 Target: 4,000 girls and 2,000 boys</p> <p>Existence of higher education strategic plan Baseline: No higher education strategic plan Target: Higher Education Strategic Plan developed</p> <p>Number of primary and secondary schools implementing the integrated sexuality education curriculum. Baseline: 200 Target: 1,500</p> <p>Number of secondary school teachers and mentors trained to provide full scope of</p>	<p>Project reports</p> <p>School mapping and census</p> <p>National Commission of Higher Education</p> <p>Pilot project reports</p> <p>MoE and Min. of Youth and Sports reports</p> <p>MoE and Min. of Youth and Sports reports</p>	<p>World Bank and UNESCO to take leadership in formulation of higher education strategic plan and curriculum development</p> <p>UNFPA to facilitate sexuality education)</p> <p>Liberia MoE coordination, provision of learning facilities in each county and management of schools involved in the project. Ivorian MoE provision of trainers</p> <p>UNESCO: Technical assistance</p>	<p>2,500,000 (UNICEF)</p> <p>1,500,000 (UNFPA)</p> <p>1,501,000 (UNESCO)</p>	<p>391,165</p> <p>500,000</p> <p>0</p>	<p>1,265,301</p> <p>1,000,000</p> <p>1,071,000</p>	<p>843,530</p> <p>0</p> <p>450,000</p>	

	<p>secondary education using the Ivorian curriculum to Ivorian refugees in Nimba, Grand Gedeh and Maryland Counties. Baseline: 0 Target: 120</p> <p>Number of secondary school teachers trained to provide full scope of secondary education using the Liberian curriculum to Liberian children in Ivorian refugees host communities in Nimba, Grand Gedeh and Maryland Counties. Baseline: 0 Target: 110</p> <p>Technical and Vocational Ed and Training capacity baseline determined and capacity development action plans developed</p> <p>Capacity built, on the basis of identified capacity gaps and action plans Baseline: TBA Target: TBA</p>		<p>Liberia MoE coordination, provision of learning facilities in each county and management of schools involved in the project. UNESCO: Technical assistance</p> <p>MoE and MYS coordination and leadership UNESCO: Technical assistance MoE and MYS coordination and leadership UNESCO: Technical assistance</p>					
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
<p>Output 3.2.5 Alternative Basic Education (ABE), for out-of-school children, youth, women and persons with disabilities designed and implemented UNICEF, UN Women</p>	<p>Percentage of public schools in the targeted areas implementing ability-based ABE curriculum, including life-skills; Baseline: TBD Target: 80%</p> <p>Percentage of grade 3 and 6 students meeting the competency based assessment of literacy, numeracy and life-skills. Baseline: No CBA exists Target: 70%</p> <p>Percentage of ABE learners who progress to junior secondary Baseline: Not available Target: 10%</p> <p>Percentage of targeted out of school children receiving long-term complementary support, including scholarship grant system Baseline: TBD in 2012 Target: 20%</p> <p>Number of young women and rural women graduating from Level 3 literacy programmes. Baseline: TBD 2012 Target: 7,500</p>	<p>EMIS School Census</p> <p>EMIS with commissioned study</p> <p>MoE/Education Pooled Fund progress report</p>	<p>UN Women and UNMIL to provide programme and policy support on girls and women's education and human rights</p> <p>World Bank to disburse school grants under FTI Grant</p> <p>Technical advisory services and technical field support to relevant local actors: UNMIL HRPS, INCHR</p>	14,880,000 (UNICEF) 750,000 (UN WOMEN)	2,328,220 0	7,531,070 750,000	5,020,710 0	
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
<p>Output 3.2.6 Increased government ownership and implementation of effective school feeding programme in low performing areas WFP, UNESCO</p>	<p>Number of girls receiving educational incentive including take home rations in low performing areas Baseline: 9,000, Target: 6,000</p> <p>Government contribution to school feeding program as percentage of annual national education sector budget Baseline: TBD, Target: TBD</p> <p>Number of schools benefiting from the essential learning package including school gardens, de-worming, fuel efficient stoves and hygiene education, Baseline: TBD in 2012, Target: 200</p> <p>Number of education units at central and county levels with capacity to independently design and implement school feeding nutrition programme.</p>	<p>EMIS; School Census MOE/WFP monitoring</p> <p>EMIS; School Census;</p> <p>MOE School Feeding Report</p> <p>MOE School Feeding Report</p> <p>Ministry of Gender and development reports</p>	<p>MOE for implementation and policy issues, MOA to support school gardening, WFP to provide food and technical support</p> <p>MoE, Min. of Gender coordination, provision of learning facilities UNESCO: technical support</p>	12,000,000 (WFP) 1,820.00 (UNESCO)	0 1,000,000	8,000,000 120,000	4,000,000 700,000	<p>Baseline capacity assessment of institutions in the health sector</p> <p>Monthly tracking of resource utilization and capacity building interventions,</p> <p>Quarterly and annual review</p>

	<p>Baseline: 0 Target: 8</p> <p>Existence of National School Feeding programme policy and National Home Grown School Feeding programme strategy</p> <p>Baseline: 0 Target: National School Feeding Policy adopted Home Grown School Feeding Strategy developed and implemented</p> <p>Number of marginalized and vulnerable adolescent girls provided with literacy, numeracy and livelihood development skills in the Montserrado and Gbarpolu Counties</p> <p>Baseline: TBA, Target: 252</p>							
<p>Output 3.2.7: Integrated curriculum and increased understanding among children, youth and general public of peace, tolerance and national identity.</p> <p>UNICEF</p> <p>Note: This Output has been moved from Peace and Reconciliation (initially 1.2.4) to Education for alignment</p>	<p>Human Rights and Civics curriculum exists</p> <p># of schools teaching civic education and history of Liberia (Ensure linkage Human Development Outcome Group)</p> <p># of functioning community based resource centers providing peace building information and activities</p> <p>Baseline: 0 Target: 15</p>	<p>National curriculum MoE statistics</p>	<p>Advice and technical support: UNICEF, UNDP</p> <p>Technical advisory services: UNMIL HRPS</p>	<p>3,410,000 (UNICEF) 20,000 (HRPS)</p>	<p>533,590</p>	<p>1,725,870 20,000</p>	<p>1,150,580</p>	<p>3,410,000</p>
<p>Outcome 3.3 Social Welfare: Social welfare systems and services are improved and utilized, especially by the most vulnerable groups and individuals.</p> <p>Indicators, Baseline and Targets at Outcome Level</p> <p>Indicator: Level of Government of Liberia overall budget allocation for social welfare services; Baseline: TBD; Target: Indicator: <u>10% increase</u> over baseline each year. Birth registration coverage among children under 5 years; Baseline: 7% (BVS Data 2012); Target: 50% nationwide</p> <p>Indicator: Percentage of referred social welfare cases processed through a national case management system; Baseline: 0; Target: <u>75% of cases</u></p> <p>Means of verification: National budget; LDHS; BVS birth registration data; MoHSW service provision data</p> <p>Assumptions: Sustained financial and human resource investment made by Government of Liberia for social service deliver; Coordination amongst service delivery agencies and institutions is operational at both the national and sub-national levels</p> <p>Risks: Community norms and attitudes impede effective case reporting and response</p>								
Output	Indicators, Baselines, Targets	Means of Verification	Role of Partners	One Budgetary Framework (Indicative Funds in '000)				Monitoring Processes/Mechanisms
				Total	Core/regular	Non-core/	One Fund	
<p>Output 3.3.1</p> <p>The capacity of relevant actors to manage social welfare cases, monitor residential facilities, and promote family-based care is improved</p> <p>UNICEF, IOM, WHO</p>	<p>Existence of social welfare case management system with links to government institutions</p> <p>Baseline: No case management system exists Target: Case management system exists</p> <p>Proportion of districts with at least one trained social worker</p> <p>Baseline: 24% (16/68 districts) Target: 75%</p> <p>Proportion of districts with persons trained to deliver psychosocial support</p> <p>Baseline: TBD Target: 80%</p> <p>Proportion of children living in institutions - including residential facilities for children with disabilities - whose status is reviewed at least once every year</p> <p>Baseline: TBD Target: 100%</p> <p>Existence of an operational foster-care system and regulatory structure</p> <p>Baseline: No foster care system exists Target: Foster care system and regulatory structure are operational</p>	<p>MoHSW service provision data</p> <p>MoHSW staff data</p> <p>MoHSW staff data</p> <p>MOHSW service provision data</p> <p>MOHSW service provision data</p>	<p>WHO to contribute toward the training of persons to deliver psychosocial support</p> <p>Technical advisory services and technical field support to relevant local actors: UNMIL HRPS, INCHR</p>	<p>5,000,000 (UNICEF) 500,000 (IOM) 50,000 (WHO) 15,000 (HRPS)</p>	<p>782,350 0 50,000 0</p>	<p>2,530,590 475,000 0 15,000</p>	<p>1,687,060 25,000 0 0</p>	<p>National surveys</p> <p>Information & reports from MOHSW</p> <p>IOM filed visits & assessments</p> <p>Collaboration with MoJ</p>

				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 3.3.2 Birth registration services available across the country UNICEF	Proportion of districts with birth registration services Baseline: 50% (34/68 districts) Target: 75% of districts Proportion of registered births for which certificates are issued within 30 days Baseline: TBD Target: 75%	BVS birth registration data BVS birth registration data	Birth registration coordinated through the Bureau of Vital Statistics at MoHSW Technical advisory services and technical field support to relevant local actors: UNMIL HRPS, INCHR	3,800,000 (UNICEF)	594,570	1,923,260	1,282,170	
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 3.3.3 A safe and secure environment for survivors and individuals at risk of violence, HTP, exploitation, discrimination, abuse and neglect exists across the country UNFPA, UNICEF and ALL Agencies signatory to SGBV JP	Proportion of political subdivisions with a community-based protection and violence prevention structure Baseline: TBD in 2012 Target: 50% Number of counties with a one-stop service delivery center for survivors of VEDAN and HTP Baseline: 0 Target: 6 Number of government-operated safe homes operating in compliance with established standards Baseline: 0 Target: 5	MoGD service point data UNJP on GBV service provision data UNJP on GBV service provision data	IOM will provide support to their targeted populations as needed Technical advisory services and technical field support to relevant local actors: UNMIL HRPS, INCHR	3,500,000 (UNFPA) 1,200,000 (UNICEF) 760,000 (UN GOL JP SGBV)	500,000 187,760 0	3,000,000 607,344 760,000	0 404,896 0	
Outcome 3.4 Social Protection: Vulnerable households and groups benefit from appropriate social protection services and systems. Indicators, Baseline and Targets at Outcome Level Indicator: Percentage of food-insecure population in targeted areas; Baseline: 41%; Target: 30%. Indicator: Essential asset deficiencies among households in targeted areas; Baseline: TBD, based on CWIQ 2010 and HRS-2010; Target: TBD, based on CWIQ 2010 and HRS-2010 Means of verification: CFSNS Reports ; CWIQ Report: HRS Report Risks: Systemic shock or emergency dramatically increases size of vulnerable population Assumptions: Targeting mechanisms in social protection programs effectively identify and include most vulnerable households and individuals; Transfer recipients distribute and utilize transfers appropriately; GoL decision-making on social protection intervention areas remains need-based and depoliticized.								
Output	Indicators, Baselines, Targets	Means of Verification	Role of Partners	One Budgetary Framework (Indicative Funds in '000)				Monitoring Processes /Mechanisms
				Total	Core/regular	Non-core/	One Fund	
Output 3.4.1 Government of Liberia capacity to coordinate and deliver social protection services is enhanced UNICEF, ILO	Existence of National Social Protection Policy Baseline: No policy exists Target: National policy exists Functioning inter-ministerial planning mechanisms Baseline: No social protection inter-agency planning mechanisms in place Target: Functional social protection inter-ministerial mechanisms in place Existence of national social protection monitoring and evaluation system Baseline: No coordinated M&E system exists Target: National M&E system for social protection exists National Child Well-Being Council functioning in line with the Children's Law Baseline: Children's Law passed, Council not established Target: Council established and functioning	Existence of cabinet-approved policy Inter-ministerial coordination arrangements National social protection M&E system Appointment and approval of Council members and regular meetings	MPEA is responsible for coordination of the sector as chair of the National Social Protection Steering Committee and host to its secretariat. The National Child Well-Being Council will include membership from key ministries with child-focused mandates, per the statute establishing it. IOM will contribute to ensuring that the needs of their target populations are addressed in coordinated programming Technical advisory services and technical field support to relevant local actors: UNMIL HRPS, INCHR	1,200,000 (UNICEF) 300,000 (ILO) 2,000,000 (WFP)	187,760 300,000 0	607,340 0 1,000,000	404,900 0 1,000,000	Baseline capacity assessment of local intuitions involved in social protection Monthly tracking of resource utilization and capacity building interventions, Quarterly and annual review

				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 3.4.2 Vulnerable populations, especially youth, are better prepared for work and have increased opportunities for transitional income generation. WFP, IOM, ILO	Number of youth, women, persons with disabilities, and farmers trained in employment and livelihood skills programs Baseline: WFP: 500 ; WB: TBD; IOM: 400, ILO: TBD Target: WFP: 2500 TBD Number of youth participating in labour intensive public work schemes, Baseline: WFP: 500, WB: TBD Target : WFP: 2,500 (annual); WB: 15,000; 75% youth	WFP and WB programme data WFP, ILO and WB programme data	LACE, in addition to ministries outlined above, works as a major implementing partner in the sector ILO to provide technical and advisory services for capacity building Technical advisory services and technical field support to relevant local actors: UNMIL HRPS	2,900,000 (WFP) 200,000 (IOM) 3,000,000 (ILO) WB: Financial contributions beyond 2013 to be finalized pending internal planning	0 0 0	1,000,000 200,000 3,000,000	1,900,000 0 0	Baseline capacity assessment of local intuitions involved in social protection Monthly tracking of resource utilization and capacity building interventions, Quarterly and annual review
Output 3.4.3 The most vulnerable households and individuals receive appropriate safety net transfers. WFP, UNICEF	Number of vulnerable households in chronically food insecure areas (Bomi, Grand Kru, Gbarpolu, Maryland and River Gee) receiving UN safety net assistance (FFW/CFW activities), Baseline: 4,450 HHs under CFW, 4,450 beneficiaries for FFW, Target: Annual Target: 2,500 HHs under CFW, 2,000 HHs Food For Work Number of girls and boys from vulnerable communities receiving hot meal in schools through UN assisted programs. Baseline: 324,000 boys and girls receive hot meals. Target: 234,000 boys and girls receive hot meals	GoL and UN social protection service provision data MOGD SCT Secretariat data	Implementation through above-mentioned ministries Technical advisory services and technical field support to relevant local actors: UNMIL HRPS	45,000,000 (WFP) 7,500,000 (UNICEF)	0 1,173,500	35,000,000 3,795,900	10,000,000 2,530,600	Vulnerability assessment of target groups at community, school, household and individual levels Monthly tracking of resource transfer and utilization Quarterly and annual review of progress
Outcome 3.5: Water, Sanitation & Hygiene : Population has increased utilization of safe water and practice safe sanitation and hygiene in under-served areas Indicators, Baseline and Targets at Outcome level Indicator: % of population utilizing sustainable improved water facilities; Baseline: 68% Target: 77%. Indicator: % of population utilizing sustainable improved sanitation facilities; Baseline: 17% Target: 40%; Indicator: % of population washing hands with soap at 3 critical moments; Baseline: TBD Target: 20 points increase. Indicator: Approved WASH advocacy plan exists ; Baseline: No; Target: Yes Means of Verification: LDHS, WHO/UNICEF JMP Risks: Inadequate capacity of County and district level to plan, implement and monitor WASH services. Assumptions: The water atlas is updated and remains the main sector prioritization tool ; Adequate financial resources are allocated to the sector by Government and donors; Government of Liberia remains committed to implement adopted sector policies and strategic plan; Sector report, (mid-term, 5 years), CSO report								
Output	Indicators, Baselines, Targets	Means of Verification	Role of Partners	One Budgetary Framework (Indicative Funds in '000)				Monitoring Processes/Mechanism
				Total	Core/regular	Non-core/	One Fund	
Output 3.5.1 400,000 ⁷ additional persons have improved water and sanitation services, and knowledge of safe hygiene practices, in under-served areas	Number of additional persons with access to improved water facilities Baseline: 0 Target: 400,000 Number of additional persons with access to improved sanitation facilities Baseline: 0 Target: 400,000	Periodic reports, sector review report Periodic reports, sector review report Project report	Ministry of Public Works, LWSC, NGOs, USAID	13,400,000(UNICEF) WB financial contributions on solid waste management to be finalized pending internal planning	2,096,650	6,782,010	4,521,340	

7 At least 30% of the additional persons are female

UNICEF, WB	Standard hygiene promotion guidelines developed and disseminated Baseline: N Target: Y Number of municipalities with functional solid waste management system Baseline: TBD Target: WB	Periodic reports, sector review report							
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism	
Output 3.5.2 500 additional primary schools and 50 Health facilities have implemented WASH package in underserved areas UNICEF	Number of additional schools benefiting from WASH in School (WinS) package. Baseline: 0 Target: 500 Number of additional health facilities benefiting from WASH package Baseline: 0 Target: 50	Project reports, Annual reviews Project reports, Annual reviews	Ministry of Education, Ministry of Health and SW, NGOs Technical advisory services and technical field support to relevant local actors: UNMIL HRPS, INCHR	3,800,000 (UNICEF)	594,570	1,923,260	1,282,170		
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism	
Output 3.5.3 WASH governing bodies established UNICEF, UNDP	Existence of NWRSB, WSSC, RWSSB and DCMHYP (Y/N)	Executive orders or Acts	MPW, MLME, MOHSW, LWSC, USAID	1,200,000 (UNICEF) 1,000,000 (UNDP)	187,760 0	607,340 0	404,896 1,000,000	Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report	
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism	
Output 3.5.4 Effective WASH sector M&E capacity is strengthened at central and County levels UNICEF	Existence of sustainable M&E system Baseline: No Target: Yes	Periodic M&E reports available	MPW, MLME, MOHSW, LWSC, USAID Technical advisory services and technical field support to relevant local actors: UNMIL HRPS	1,200,000 (UNICEF) 20,000 (HRPS)	187,760 0	607,340 20,000	404,896 0		
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism	
Output 3.5.5 Financial management capacity in WASH sector is strengthened at central level UNICEF	Existence of Annual financial review mechanism. Baseline: No Target: Yes	Annual sector reports	MPW, MLME, MOHSW, LWSC, USAID	380,000 (UNICEF)	59,460	192,324	128,216		

Outcome 3.6 HIV-AIDS: Scaled up access to and utilization of HIV Prevention, treatment, care and support services.								
Indicator: Percentage of HIV positive women who receive ARVs to reduce the risk of Mother to child HIV transmission; <u>Baseline:</u> 54.2%; <u>Target:</u> 85%								
Indicator: Percentage of infants born to HIV positive women receiving virological test within 2 months; <u>Baseline:</u> 20%; <u>Target:</u> 85%								
Indicator: Percentage women and men aged 15 to 49 who received an HIV test in the past 1 year ; <u>Baseline:</u> 19%; <u>Target:</u> 85%								
Indicator: Percentage of the most at risk populations reached with HIV prevention programmes; <u>Baseline:</u> 15%; <u>Target:</u> 65%								
Indicator: Number of HIV and AIDS Workplace policies and programs implemented in targeted sectors; <u>Baseline:</u> 0; <u>Target:</u> 1								
Indicator: Existence of policy and guidelines against discrimination against HIV positive people with disabilities.; <u>Baseline:</u> N; <u>Target:</u> Y								
Means of Verification :ANC registers, DHS; UNGASS; ANC registers; NACP M&E program data (2008-2011);Spectrum Projection (EPP) 2011 ;MOT ; Workplace Policies documents								
Risks: Inadequate national commitment or international coordination to sustain the HIV and AIDS response								
Assumptions: The multi-sector response to HIV and AIDS is well coordinated.; UNFPA, WHO, UNICEF, MoHSW for PMTCT providing funding and technical assistance for PMTCT in public and private health facilities; UNDP & UNAIDS, NAC, MOHSW, MOJ for MSM providing funding and programming assistance for reaching MSM and other key populations; ILO and Mo.								
Output	Indicators, Baselines, Targets	Means of Verification	Role of Partners	One Budgetary Framework (Indicative Funds in '000)			Monitoring Process Mechanisms	
				Total	Core/regular	Non-core/		One Fund
Output 3.6.1 Increased knowledge and understanding of the causes of HIV infection and measures of prevention among youth and adolescents. <u>UNICEF, UNFPA</u>	Percentage of young women and men aged 15–24 who correctly identify ways of preventing HIV and rejecting major misconceptions about HIV transmission <u>Baseline:</u> 23.5% <u>Target:</u> 70% Proportion of youth and adolescents tested for HIV and receiving their results disaggregated by age <u>Baseline:</u> NA <u>Target:</u> 30% Existence of comprehensive HIV and Nutrition Guidelines <u>Baseline:</u> No <u>Target:</u> Yes	The next DHS will include HIV to ensure consistence of data	LISGIS, UNFPA, UNICEF, UNODC Technical advisory services and technical field support to relevant local actors: UNMIL HRPS, INCHR	2,210,000 (UNICEF) 1,000,000 (UNFPA)	345,790 0	1, 185, 260 1,000,000	745,684 0	
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 3.6.2 Increased number of women accessing ARVs/ART services <u>UNFPA, WHO</u>	Percentage of women aged 15 – 49 testing for HIV and receiving their results (PMTCT setting) <u>Baseline:</u> 96% <u>Target:</u> 100% Percentage of mothers receiving prenatal ART or prophylaxis <u>Baseline:</u> 21% <u>Target:</u> 80% Percentage of infants born to HIV positive women receiving virological test within 2 months <u>Baseline:</u> 65% <u>Target:</u> 100%	NACP Quarterly reports HMIS UNGASS EID records	UNICEF, WHO, UNODC, MoHSW Technical advisory services and technical field support to relevant local actors: UNMIL HRPS	500,000 (UNFPA) 34,000 (WHO)	100,000 0	400,000 34,000	0 0	
				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 3.6.3 Increase in number of people living with HIV accessing quality care, treatment and support services <u>UNICEF, WHO</u>	Percentage of estimated HIV positive with TB co-infection that receive treatment for TB & HIV <u>Baseline:</u> 50% <u>Target:</u> 90% Percentage of adults and children with HIV known to be on treatment for 12 months after initiation of ART <u>Baseline:</u> 62% <u>Target:</u> 85% Number of health facilities providing ART services <u>Baseline:</u> 29, <u>Target:</u> 320	HMIS, TB Incident Study, NACP, NTLCP Cohort study UNGASS report	WHO, MoHSW, UNODC, NACP, NAC Technical advisory services and technical field support to relevant local actors: UNMIL HRPS	1,350,000 (UNICEF) 100,000 (WHO)	211,230 0	683,262 100,000	455,508 0	

				Total	Core/regular	Non-core	One Fund-	Monitoring Process/Mechanism
Output 3.6.4 NAC capacity strengthened to implement multi-sectorial and decentralized National HIV Response <u>UNICEF, UNAIDS, WHO, ILO</u>	Existence of National Commitments and Policy Instruments (NCPI) Baseline: N Target: Y Number of HIV and AIDS Workplace policies and programs implemented in targeted sectors Baseline: 0 Target: 1		WHO, MoHSW, UNODC, NACP, NAC Government will continue to consider HIV as a key development priority Technical advisory services: UNMIL HRPS, INCHR	740,000 (UNICEF) 400,000 (UNAIDS) 100,000 (WHO) 300,000 (ILO)	115,785 400,000 0 300,000	374,529 0 100,000 0	249,686 0 0 0	
National Development Goal: To build and operate efficient and effective institutions and systems, in partnership with the citizens, that will promote and uphold democratic governance, accountability, justice for all and that will strengthen peace.								
UN Pillar IV: Inclusive Governance and Public Institutions								
Outcome 4.1: Strengthening Key Governance Institutions: By 2017 Liberia has governance institutions equipped with inclusive systems to perform effectively Indicators, Baseline and Targets at Outcome level Indicator: Revised and improved version of rules and procedures for the Legislature codified and published; Baselines: rules and procedures do not facilitate effective functions of the legislature; Target: Revised rules and procedures for both houses published Indicator: Women's membership and chairs in House Committees; Baseline: most of the House committees have below 15% women's representation; Target: at least 30% women represent in all committees and women chair 30% of committees; women legislative caucus is effectively engaged and integrating a gender perspective into bills. Indicator: Revised and improved operational mechanisms and SOPs of the National Elections Commission; Baseline: Administrative and operational procedures and guidelines are unclear; Target: Published revised SOPs Means of Verification: Amended rules of procedures published for both Chambers of the Legislature; House and Senate committee composition directory; SoPs Risks: Conflict of public and private interests in legislation; Inadequate clarity of the role and appreciation of the constitutional responsibilities of Legislature in democratic governance Assumptions: Political will of the Legislature continues to exist; Reduced number of Executive sessions; Legislators actively engaging and accountable to constituencies; Oversight is carried out in the public's interests; Capacity of the Legislative Secretariats fully supported; Separation of legislative and executive functions fully observed; Weak adherence to the rule of law.								
Output	Indicators, Baselines, Targets	Means of Verification	Role of Partners	One Budgetary Framework (Indicative Funds in '000)			Monitoring Process/Mechanisms	
				Total	Core/regular	Non-core/		One Fund
Output 4.1.1: By 2017, the Legislature is better able to perform legislative, representational and oversight functions in an inclusive, effective and efficient manner <u>UNDP</u>	Mechanisms for inclusive constituency engagement <u>Baseline:</u> sporadic and infrequent constituency engagement which are not issue-based and do not ensure reflection of views and concerns of broad spectrum of constituency; <u>Target:</u> planned periodic and issue-based constituency engagement, all inclusive and ensures feedback mechanism demonstrated ability of Legislators to initiate, introduce, review and sponsor bills in a timely and inclusive manner; <u>Baseline:</u> limited ability to initiate, articulate issues (particularly legal drafting) review bills, ; <u>Target:</u> enhanced capacity of Legislators, legal drafting department and committee support office to provide support for drafting and presenting evidence-based bills; public hearing made mandatory. # of reports including of audits received, reviewed and responded to on time; , <u>Baseline:</u> TBD <u>Target:</u> TBD (all reports, including audit are reviewed and substantive responsive provided in a timely manner)	Legislators' Hand Book New Bills; time (log) from initiation to completion of bills; contents of bills, policy briefs, research. Daily Journals for each sitting and annual Legislative Journal for Each Chamber of the Legislature	Coordination, implementation of the revised and re-prioritized Legislative Modernization Plan: The Legislature, Joint Legislative Modernization Committee Funding, and advocacy: Development partners such as SIDA, EC NGOs such as NDI Technical advisory services: UNMIL HRPS	3,500,000 (UNDP) 10,000 (HRPS)	500,000 0	0 10,000	3,000,000 0	Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report

				Total	Core/regul ar	Non-core	One Fund-	Monitoring Process/Mechanism
<p>output 4.1.2 By 2017, the NEC has the capacity to independently conduct free, fair, transparent and credible elections</p> <p>UNDP</p>	<p>Electoral law reviewed, amended, published and proposals made for constitutional amendment;</p> <p><u>Baselines:</u> gaps and deficiencies in the existing electoral framework identified;</p> <p><u>Target:</u> Proposals for constitutional amendment made</p> <p>Systems, rules, procedures relevant to institutional and administrative functions reviewed and published;</p> <p><u>Baseline:</u> GAC report reveals weak administrative and institutional systems and mechanisms (human resources, finance, asset management and procurement in particular);</p> <p><u>Target:</u> Clear SOPs developed; staff oriented and fully rolled out NEC's staff have relevant skills and knowledge to conduct elections at national and local level in an inclusive, participative and transparent manner.</p> <p><u>Baseline:</u> 2011 national elections were conducted with technical support from its international partners; minimum infrastructure and procedural guidelines and mechanisms are in place.</p> <p><u>Target:</u> NEC is fully capable, technically and operationally, to organize and conduct credible elections.</p> <p>Mechanisms for engagement of political parties, CSOs, women's groups, youth, different-abled groups and media are well defined and strengthened.</p> <p><u>Baseline:</u> weak capacity of NEC's external relations division in engaging stakeholders in a sustained and meaningful manner.</p> <p><u>Target:</u> NEC's external relations division is robust in its planning, operations and public outreach; the division is fully equipped in terms of staff skills and capacity and fully engaged with stakeholders particularly IPCC, media, women and youth groups, local authorities.</p>	<p>Amended electoral law presented to the Legislature.</p> <p>Media reporting, international observers' review.</p> <p>NEC's operational and logistical plans;</p> <p>NEC's divisions/ units' delivery/reports;</p> <p>Media reporting;</p> <p>Published new law</p> <p>Proposals for constitutional amendment</p>	<p>The Government of Liberia and NEC in particular will lead in the implementation of its planned 2012 – 2018 Strategic plan and coordinate partner support to the implementation of the Strategic Plan. Development partners such as the EC, SIDA, will provide funding and engage in advocacy to ensure review of electoral laws and regulations and institutional reform and development of the institution. UNDP will manage the basket fund. NGOs such as IFES, NDI and others will be involved in implementation of interventions with the Strategic Plan as well as engage in outreach with key stakeholders such as CSOs and political parties to ensure inclusive participation and advocacy to attain institutional reform and capacity development of NEC as well as political parties.</p> <p>UNMIL HRPS, INCHR (technical advisory services)</p>	4,000,000 (UNDP)	400,000	2,000,000	1,600,000	<p>Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report;</p> <p>IAPT meetings and reports and minutes;</p> <p>minutes of UNCT meetings; reports from retreats; RC Annual report</p>

8 The capacity development seeks to enable NEC's capability to conduct both senior senatorial (2014) and presidential (2017) elections.

				Total	Core/regul ar	Non-core	One Fund-	Monitoring Process/Mechanism
Output 4.1.3 By 2015, organized groups of women, Youth, persons with disabilities, media and CSOs capacity to engage in political	Roles and regulatory framework for CSOs clarified/established Baseline: Women's/Youth/Disability/Media (WONGOSOL, FLY, NUOD) have structure and secretariats ; Media has a regulatory framework;	Corresponding laws and statutes	Government through the MPEA will continue to provide oversight and coordinate CSO operations in the country. Development	1,000,000 (UNDP) 250,000 (UN Women)	1,000,000 0	0 250,000	0 0	

processes particularly in electoral and legislating processes enhanced. UNDP, UN Women	Target: An overall regulatory framework for CSOs developed/published. Women, youth, persons with disabilities, media and CSOs received trainings on the use of framework, advocacy, lobbying and Civic Rights/Human Rights, Participation and Engagement; Baseline: TBD Targets: Women, youth, persons with disabilities, media and CSOs are fully engaged in political processes		partners will provide funding to the sector and advocate for enhanced coordination and improved policy engagement by the sector. NGOs will provide outreach to the sector to support activities; CSOs will lead in the coordination of their sector. INCHR will provide technical advice.					
				Total	Core/regul ar	Non-core	One Fund-	Monitoring Process/Mechanism
Output 4.14 By 2016, a robust M&E framework developed and adopted UNDP	M&E system, mechanisms, and plans in place, and annual reports published Baseline: Departmental based M&E Systems Target: 1 National overarching National M&E System	M&E System, Monitoring Reports, Electronic Database	Leadership: Ministry of Finance and Planning Technical advisory services: UNMIL HRPS, INCHR	1,000,000 (UNDP) 20,000 (HRPS)	300,000 0	200,000 20,000	500,000	Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report
Outcome 4.2 Constitutional and Legal Reform: By 2017, a review of the Constitution is completed with a framework that guarantees democratic governance and equal rights of all citizens. Indicators, Baseline and Targets at outcome level Indicator; Review completed, proposals made: Baseline: Current constitution; Target: Constitution reviewed and key issues addressed Indicator: Constitution guarantees equality of all citizens (male and female) in terms of social, political and economic rights; Baseline: TBD Target: Constitution guarantees equality for all; Number of international/regional HR instruments domesticated, implemented and reported on by 2017; Baseline: TBD Target: Implementation of all relevant instruments is being reported on a regular basis. Means of verification: Proposals; Relevant constitutional provisions; Laws, statutes and periodical reports; Human Rights Monitoring reports Risks :Lack of effective communication ability to engage public at large on constitutional and legal issues at all levels; deliberate move to capture reform process by vested interest Assumptions: Political will to reform is maintained at the highest level; broad-based consultation held on reforms UNMIL HRPS (technical advisory services)								
Output	Indicators, Baselines, Targets	Means of Verification	Role of Partners	One Budgetary Framework (Indicative Funds in '000)				Monitoring Process/Mechanisms
				Total	Core/regul ar/assesses	Non-core/ other/ extra budgetary	To be mobilized (One Fund- Funding Gap)	
Output 4.2.1 By 2014, review of current constitution and legal framework undertaken and new human rights compliance proposals drafted UNDP	New proposals consistent with international human rights standards and balanced relationship between three arms of government in place (Y/N) New constitution and legal provisions guaranteeing equal rights of women and men of all ethnic/religious backgrounds. (Y/N)	Proposal and its provisions Relevant provisions of the Constitution	leadership for constitutional review: INHRC Funding support: UNDP, UNODC Advocacy and technical support: UNPD, UNMIL HRPS Outreach: CSOs NGOs will also	250,000 (UNDP) 20,000 (HRPS)	50,000 20,000	0 0	200,000 0	Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report
Outcome 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. Indicators, Baseline and targets at outcome level Indicators: A regulatory framework for natural resources management with community participation endorsed (with provision for oil, mines, fisheries, forest, land, etc.); Baseline: 0; Target: 1 Indicator: Government capacity for contracts, agreements and concessions negotiations supported by expert knowledge, skills, facts and data ; Baseline: Need for comprehensive capacity assessment; Target: TBD Indicator: Land reform policy developed with provision for protection of rights of all concerned, with women's rights to land ensured in law and practice; Baseline: 0; Target: 1 Indicator: Complaint and redress mechanisms exist and in use; Baseline: 0; Target: 1 Indicator: Existence of transparency and accountability mechanisms in project distribution and resource expenditure of social and economic benefits; Baseline: 0. Targets: 1 Means of Verification: Legal Framework and its provisions; Contents and terms and conditions of contracts, agreements, concessions ;Legislations on land reform and the provisions of citizen's rights ;Institutional arrangement, structure, rules and procedures and staff Risks: Short-term gains undermine longer-term social economic costs; Varied understanding of stakeholders; Ethical standards, may be compromised; Corruption is not sufficiently addressed Assumptions: Leadership and political will is maintained at the highest levels; Community is brought fully on board; Negotiation process fully transparent; Social benefit-costs are fully accounted for; Principles of inter-generational sharing of resources fully observed								

				Total	Core/regul ar	Non-core	One Fund-	Monitoring Process/Mechanism
Output 4.3.1 By 2015, an expanded, comprehensive regulatory framework for natural resources management formulated and endorsed <u>UNDP, UN -Habitat</u>	Land policy drafted and published <u>Baseline: 0; Target: 1</u> LEITI's capacity and mandate expanded (Y/N) Information management system established and functional <u>Baseline: 0; Target: 1</u>	New land policy Revised/approved mandate, staff (number and functions) MIS and the associated institutional arrangements (people, equipment, tools)	Leadership and Coordination: National Investment Commission, MoL, M& E, MoA, NOCAL, FDA etc.) Funding support: UNDP Advocacy and technical support: UNDP, Development partners, Outreach and advocacy: CSOs, NGOS Technical advisory services: UNMIL UNDP, HRPS	1,500,000 (UNDP) 4,500,000 (UN Habitat)	500,000 0	800,000 (REDD+ & Climate Change Coordination Activities) 4,500,000	200,000 0	Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report
				Total	Core/regul ar	Non-core	One Fund-	Monitoring Process/Mechanism
Output 4.3.2 By 2016, complaint and redress mechanism for natural resources management are established and operational <u>UNDP, UN -Habitat</u>	Alternative (land) dispute resolution (ADR) mechanism established, tested and rolled-out <u>Baseline: 0; Target: 1</u> Community-based monitoring fully integrated into M&E system with a human rights-based approach <u>Baseline: 0</u> <u>Target: 1</u> overarching National M&E System Leadership: Land reform commission	Advocacy and technical support: Development partners,	Outreach and advocacy: CSOs, NGOS Technical advisory services and technical field support to relevant local actors: UNMIL HRPS, UN Habitat, INCHR	1,500,000 (UNDP) 8,000,000 (UN Habitat) 30,000 (HRPS)	750,000 0 0	250,000 8,000,000 30,000	500,000 0 0	Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report
				Total	Core/regul ar	Non-core	One Fund-	Monitoring Process/Mechanism
Output 4.3.3 By 2015, government's capacity for contracts, agreements and concessions negotiations enhanced <u>UNDP</u>	Electronic database on contracts, agreements and concessions maintained, in use and publicly accessible; With information on the percentage contribution of the sector to national revenue <u>Baseline: 0</u> <u>Target: 1</u> comprehensive database available Proposition of Staff from relevant institutions have successfully undertaken technical trainings in appropriate tools. <u>Baseline: TBD</u> <u>Target: TBD</u>	Database and the extent of its accessibility Training reports	Leadership: The National Investment Commission, The Bureau of Concessions Technical advisory services: UNMIL HRPS, INCHR	1,250,000 (UNDP) 15,000 (HRPS)	250,000 0	900,000 15,000	100,000 0	Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report
Outcome 4.4 : Public Sector Institutions and Civil Service Reform:								
By 2017, Liberia has an improved and decentralized public sector and civil service providing fair and accountable basic services to people								
<u>Indicators, Baseline and Targets at outcome level</u>								
Indicator: Public sector reformed and functions streamlined and rationalized; <u>Baseline:</u> No; <u>Target:</u> Yes								
Indicator: Number of national ministries/agencies implementing decentralization consistent with the National Decentralization Policy; <u>Baseline</u> -3; <u>Target:</u> all service sector ministries and relevant oversight entities;								
Indicator: 15 counties share revenue with national government and also collect local revenue for development administration and management; <u>Baseline:</u> TBD; <u>Target:</u> 15 counties								
Indicator: Participation of citizens, in particular women, youth, persons with disabilities and CSOs in county and local planning, budgeting, and decision making processes institutionalized <u>Baseline:</u> TBD; <u>Target:</u> 15 counties								
Indicator: National Disaster Risk Management policy effected with key sector ministry/agency plans, and capacity assessed and operational at national and county level; <u>Baseline:</u> 0; <u>Target:</u> 1								
<u>Means of Verification:</u> Published MFR and Annual reports; Annual reports, Progress report on decentralization implementation;; Physical presence of institutions; Annual budgets; Presence of salutatory bodies at local level and share of CSOs representation; New policy and institutional arrangements								
<u>Assumptions:</u> Leadership and political will remain strong; Civil Service works through a performance-linked compensation system; National and local institutions are economically viable								
<u>Risks:</u> Delivery of public goods and services affected due to lack adequate infrastructure and amenities								
Output	Indicators, Baselines, Targets	Means of Verification	Role of Partners	One Budgetary Framework (Indicative Funds in '000			Monitoring	

				Total	Core/regul ar	Non-core/	One Funds	Process/Mechanism
Output 4.4.1 By 2015, county governments have operational and technical capacity to formulate and implement county development plan and budget. <u>UNDP</u>	Number of ministries and agencies that decentralized functions to counties and districts as per the national implementation plan <u>Baseline:</u> 3 ministries (Health, Education and Public works have decentralized functions to county level) <u>Target:</u> all service sector ministries and relevant oversight entities 15 county governments have formulated annual development plan and budgets and implementation commenced. <u>Baseline:</u> TBD; <u>Target:</u> 15 counties	Physical presence of entities, staff, annual reports Annual county development plan and budgets	Leadership: Governance Commissioner and MIA Funding and Technical Support: Development Partners such as DFID Technical advisory services and technical field support to relevant local actors: UNMIL HRPS	5,000,000 (UNDP) 30,000 (HRPS)	1,000,000 10,000	0 20,000	4,000,000 0	Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report
				Total	Core/regul ar	Non-core	One Fund-	Monitoring Process/Mechanism
Output 4.4.2 By 2016,public sector institutions' capacity is enhanced with clearly defined mandates, structures and functions UNDP	Mandates and functions of public sectors institutions reviewed/published <u>Baseline:</u> TBD <u>Target:</u> TBD Pay and pension reformed, job classified and incentives harmonized for national and local government staff <u>Baseline:</u> salaries not harmonized <u>Targets:</u> Harmonized GoL payroll	New MRF Standardized Payroll, job classification	Leadership: Governance Commissioner and CSA Funding and Technical Support: Development Partners such as DFID	200,000 (UNDP) 4,000,000 (UNOPS)	200,000 0	0 4,000,000	0 0	Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report
				Total	Core/regul ar	Non-core	One Fund-	Monitoring Process/Mechanism
Output 4.4.3 By 2016, county service delivery and out -reach are informed by needs and priorities of citizens <u>UNDP</u>	County and district planning councils institutionalized and fully functional with adequate representation of women, youth and CSOs <u>Baseline:</u> TBD, <u>Target:</u> TBD Biennial public perception survey on quality and accessibility of service delivery conducted, reports accessible to wider public at national and community level <u>Baseline:</u> TBD, <u>Target:</u> TBD Information on public affairs including budgetary allocation and utilization of public resources publicized at county, district and facility level <u>Baseline:</u> TBD, <u>Target:</u> TBD % of districts with community-based monitoring of service delivery with a human rights-based approach <u>Baseline:</u> TBD, <u>Target:</u> TBD % of representation of women, youth, persons with disabilities and CSOs in community level committees (peace building, health, education, WASH, child welfare, etc.); <u>Baseline:</u> Standard Baseline to be determined <u>Target:</u> at least 50% women, 25 % youth	County and district planning manuals ; Count council proceedings Survey reports, public accessibility Public Notice Board, media broadcasts; public knowledge of (access to) relevant information	Leadership: Governance Commissioner and MIA/LG, INCHR Technical advisory services and technical field support to relevant local actors: UNMIL HRPS, UNDP Funding: Sida and EU with UNDP Managing the Basket Fund	10,500,000 (UNDP) 30,000 (HRPS)	500, 000 0	10,000,000 (EU & Sida support 30,000	0 0	Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report
				Total	Core/regul ar	Non-core	One Fund	Monitoring Process/Mechanism
Output 4.4.4 By 2016, National Disaster Risk Reduction (DRR) policy	National DRR policy is translated in to national priorities <u>Baseline:</u> 0	Sectoral implementation plans and reports	The Ministry of Internal Affairs will lead the way for the establishment and making	6,500,000 (UNDP)	0	6,000,000 (Early Warning & 500,000 Support DRR Policy)	0	Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report;

implemented and supported by a commission with clearly defined mandates UNDP, UNHCR	Target:1		operational of the National Disaster Risk Management Commission and the extension of its scope in the counties of Liberia. Funding support: UNDP LISGIS will lead in development of the National hazard and disaster map including validation and publication.	3,000,000 (UNHCR)	0	3,000,000	0	IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report
				Total	Core/regul ar	Non-core	One Fund	Monitoring Process/Mechanism
Output 4.4.5 By 2015, effective Public Finance Management (PFM) with a transparency and accountability mechanism is instituted UNDP	National and Local Government Budgeting exercises Baseline: TBD Target: TBD	National/local budgets, audit reports	Government through Ministry of Finance will lead and coordinate the process. Partners will provide support and technical advice to the process Technical advisory services: UNMIL HRPS	1,500,000 (UNDP) 20,000 (HRPS)	500,000 0	500,000 20,000	500,000 0	Pillar level UNDAF M&E Group meetings/weekly, quarterly and annual report; IAPT meetings and reports and minutes; minutes of UNCT meetings; reports from retreats; RC Annual report

Annex II: One Programme Annual Work Plans 2013

UN Pillar I: Peace Security & Rule of Law: Convener Agency- UNDP

Outcome 1.1: Rule of Law: Liberia has an improved, inclusive Rule of Law framework for effective administration of and equitable access to justice in compliance with International Human Rights Standards											
OUTPUT	Key Actions	UN/GoL Agency(ies), Role of partners		Year 1 (2013)				Annual Budgetary Framework			
		UN	GoL / Partners	Q1	Q2	Q3	Q4	Core Fund	Non-Core Fund	One Fund	Total Annual Budget
Output 1.1.1 Legal framework on harmonization of customary and statutory justice systems developed in compliance with International Human Rights Standards (IHRS)	1.1.1.1 Support the national process for identification and development of policy options for harmonization of statutory and customary justice system	UNDP	MOJ, MIA, UNMIL LJSSD, INCHR	X	X	X	X	\$50,000.00			\$50,000.00
	1.1.1.2 Support evidence gathering and recommendations on IHRS strategy for harmonization of the legal framework	UNICEF	HRPS, MoJ, MIA, INCHR			X	X		\$10,000.00	\$10,000.00	\$20,000.00
	1.1.1.3 Support assessment and mapping of Tribal Governors and customary Court Structure to inform the harmonization of statutory and customary justice systems	UNMIL LJSSD	MIA, MOJ	X	X	X	X				In kind contribution
Output 1.1.2 Liberia INCHR strengthened to implement its mandate to improve the Human Rights situation.	1.1.2.1 Strengthen the capacity of INCHR to monitor and address the HR violations at national and regional levels	UNMIL (HRPS)	INCHR, Civil Society,	X	X	X	X	\$4,000.00			\$4,000.00
	1.1.2.2 Support the NHRAP Steering Committee and INCHR to finalize the Human Rights Action Plan; including the strategy for the implementation of the Convention on the Rights of Persons with Disabilities	UNDP	INHCR, MOJ Human Rights Unit, NHRAP, INCHR, UNMIL- HRPS	X	X	X	X	\$43,000.00			\$43,000.00
	1.1.2.3 Support INCHR to monitor and address child rights violations	UNICEF	INHCR, UNMIL-HRPS, CSOs		X	X	X	\$10,000.00	\$5,000.00		\$15,000.00
Output 1.1.3: Enhanced protection of vulnerable groups in the justice system, including women, children, refugees, IDPs and, persons with disabilities.	1.1.3.1 Strengthen the capacity of the police to investigate and CSD to prosecute SGBV cases	UNDP	MoJ, LNP Judiciary	X	X	X	X		\$130,000.00		\$130,000.00
	1.1.3.2 Strengthen the capacity of the justice system to adequately handle cases of children	UNICEF	MoJ, LNP Judiciary, INCHR	X	X	X	X	\$50,000.00	\$50,000.00	\$50,000.00	\$150,000.00

	1.1.3.3 Support the GoL to review and reform laws and standards in accordance with the Children's Law and Convention for Rights of Child (CRC) Recommendations	UNICEF	MoJ, Law Reform Commission, Legilsature	X	X	X	X		\$10,000.00	\$10,000.00	\$20,000.00
	1.1.3.4 Provide humane and orderly migration and arrival assistance to 2000 stranded Liberian migrants in Ghana and the ECOWAS region	IOM	LRRRC/BIN	X	X	X	X	\$0.00	\$2,375,000.00	\$100,000.00	\$2,475,000.00
	1.1.3.5 Passing of Amended Liberia Refugee Act; alignment of section 20.1 of the Alien Nationality Law to Article 28 of the constitution; ratification of Kampala Convention on IDPs; strengthen the capacity of LRRRC for fast processing of individual refugee claims and Asylum Appeal Committee and promote principles of Non-refoulement	UNHCR	LRRRC and other relevant partners	X	X	X	X		\$242,109.00		\$242,109.00
Output 1.1.4 Improved application of IHR standards and principles through domestication and treaty reporting	1.1.4.1 Support the GoL in the process of ratifying and domesticating the optional protocols to Convention for the Rights of the Child (CRC) and the Hague Convention	UNICEF	MoJ, MoGD, Legislature, INCHR		X	X	X	\$10,000.00	\$10,000.00	\$10,000.00	\$30,000.00
	1.1.4.2 Support the GoL to develop the domestic violence law.	UNFPA	MOGD, UNMIL LJSSD, INCHR	X	X	X			\$50,000.00		\$50,000.00
	1.1.4.3 Support Government to develop and submit its 7th - 8th consolidated CEDAW report.	UN Women	Ministry of Gender and Development	X	X	X			\$100,000.00		\$100,000.00
Output 1.1.5 Improved public knowledge of legal rights and remedies for access to justice	1.1.5.1 Strengthen the capacity of civil society to raise awareness of legal rights and to provide legal services to the public	UNDP	MOJ, MIA, Civil Society, LJSSD	X	X	X	X		\$800,000.00		\$800,000.00
	1.1.5.2 Support public awareness and education on child rights and standards	UNICEF	MoJ, Judiciary, Civil society, INCHR		X	X	X	\$10,000.00	\$10,000.00		\$20,000.00

	1.1.5.3 Support the Trial Judges Association, the Law School, Prosecutors and, Public Defenders and the Liberia National Bar Association to identify topical and legal issues for generation of public key messages	UNMIL LJSSD	MoJ, Judiciary, The Trial Judges Association, Law School, National Bar Association, UNDP, UNMIL- HRPS	X	X	X	X				In kind contribution
	1.1.5.4. Support public awareness on women's rights through a national campaign promoting positive male behavior and the prevention of violence against women.	UN Women	UNMIL HRPS, MOJ, MOGD, LNP, INCHR	X	X	X	X		\$80,000.00		\$80,000.00
Output 1.1.6 Service delivery capacity of the rule of law institutions improved at county and district levels. Note: This Output is part of the broader Liberian Peace Programme and only captures component of the Regional Hubs related to Rule of Law consideration. It will be implemented in close collaboration with Output 1.3.2, corresponding to Hub components under security Outcome	1.1.6.1 Support the GoL to institutionalize child justice security training programmes	UNICEF	Judiciary, MoJ, UNMIL HRSP, INCHR	X	X	X	X	\$20,000.00		\$30,000.00	\$50,000.00
	1.1.6.2 Review and institutionalize curricula and training program (of the law school, judiciary, MoJ) including focus on human rights, child protection, gender, SGBV	UNDP	Law School, Judiciary, MOJ, LJSSD, UNMIL HRPS, INCHR	X	X	X	X	\$35,000.00			\$35,000.00
	1.1.6.3 Strengthen the docket review capacity for public defenders and county attorneys	UNMIL LJSSD	MoJ, Judiciary	X	X	X	X				\$0.00
	1.1.6.4 Support the roll out of the new record keeping system for courts and the prosecutor's office in Bong, Lofa and Nimba counties	UNMIL LJSSD	MoJ, Judiciary, UNDP	X	X	X	X				\$0.00
	1.1.6.5 Assess human rights compliance by justice and security institutions	UNMIL(HRPS)	MoJ, security agencies., civil society, INCHR	X	X			\$30,000.00			\$30,000.00
	1.1.6.6 Strengthen BIN'S border management capacity through technical and financial support.	UNDP	BIN/IOM, UNPOL, PBO	X	X	X	X	\$100,000.00			
Output 1.1.7 Increased institutional and professional capacity of rule of law institutions to effectively administer	1.1.7.1 Monitor, analyse and report on the legal and judicial systems	UNMIL LJSSD	Judiciary, MOJ	X	X	X	X				In kind contribution
	1.1.7.2 Support the training of legal and justice officers on Liberian and International law	UNMIL LJSSD	MoJ, Judiciary, INCHR	X	X	X	X				In kind contribution

justice.	1.1.7.3 Support the revision and reform of domestic laws	UNMIL LJSSD	Law Reform Commission, MoJ, The Legislature, The National Bar Association, INCHR	X	X	X	X				In kind contribution
	1.1.7.4 Support in the development of a frame work for the effective functioning of the Court Administrators Office	UNMIL LJSSD	Judiciary, UNDP	X	X	X	X				In Kind contribution
	1.1.7.5 Support select ROL institutions in reviewing the implementation of their strategic plans	UNDP	The National Bar Association, MoJ, Law Reform Commission, the Judicial Institute, Police, BIN, BC R, LJSSD	X	X	X	X	\$60,000.00			\$60,000.00
	1.1.7.6. Strengthen the GOL capacity to recruit and train corrections staff for Regional Hubs 2 and 3	UNMIL-CAU	MOJ/BCR	X	X	X	X				In kind contribution
Outcome 1.1 Sub Totals								\$422,000.00	\$3,872,109.00	\$210,000.00	\$4,504,109.00
UN Pillar I: Peace Security & Rule of Law: Convener Agency- UNDP											
Outcome 1.2: Peace and reconciliation: Liberia has an improved, coherent and inclusive mechanism for national reconciliation operationalized at national, regional county and local level											
OUTPUT	Key Actions	UN/GoL Agency (ies), Role of partners		Year 1 (2013)				Annual Budgetary Framework			
		UN	GoL/Partners	Q1	Q2	Q3	Q4	Core Fund	Non-Core Fund	One Fund	Total Annual Budget
1.2.1 Inclusive policy processes within the security sector enhanced	1.2.1.1 Support the national process in finalization of the Roadmap Programming Document (Joint Programmme on National Reconciliation).	UNDP	MoPEA, MIA, GC, INCHR, MoYS, MoE, MoGD, CSOs	X				\$100,000.00	\$0.00	\$0.00	\$100,000.00
	1.2.1.2 Strengthen the capacity of select CSOs to engage in consultation, advocacy and outreach activities related to national reconciliation.	UNDP	CSOs, INCHR, PBO	X	X	X	X	\$50,000.00	\$0.00		\$50,000.00

Output 1.2.2 Transitional justice as captured in Strategic Roadmap for National Healing, Peace building, and Reconciliation enhanced.	1.2.2.1 Technical support to development and roll-out of a national Reparations programme (and policy).	UNDP	GC, INCHR, CSOs, UNMIL-HRPS, MIA,	X	X	X	X	\$20,000.00	\$0.00	\$0.00	\$20,000.00
	1.2.2.2 Technical support to community based memorialization initiatives	UNDP	UNMIL HRPS, INCHR, CSOs	X	X	X	X	\$15,000.00	\$0.00	\$0.00	\$15,000.00
	1.2.2.3 Support to strengthen the capacity of the INCHR to engage in consultation, advocacy and outreach activities related to national reconciliation.	UNDP	INCHR	X	X	X	X	\$300,000.00	\$0.00	\$0.00	\$300,000.00
Output 1.2.3 Capacities, systems and structures for dialogue, mediation and conflict resolution (including Alternative Dispute Resolution) at national, county, and community levels strengthened	1.2.3.1 Support to community-based peace committees for conflict monitoring, mediation and response	UNICEF	MIA/PBO, MoYS, CSOs, UNDP, UNMIL/CAS, UN-Habitat, World Bank	X	X	X	X	\$0.00	\$130,000.00	\$100,000.00	\$230,000.00
	1.2.3.2 Support the participation of women, incl. young women, in community peace building and reconciliation through 16 existing Women's Peace Huts and expansion of the programme to four (4) new communities.	UN Women	MoGD, CSO, INGO, LNGO, INCHR	X	X	X	X		\$140,000.00		\$140,000.00
1.2.4 Women, youth and vulnerable groups empowered to participate and assume leadership roles, for peace building and national reconciliation	1.2.4.1 Empower women, including young women, through training in peace building leadership, mediation and reconciliation.	UN Women	MoGD, CSO, INGO, LNGO, INCHR	X	X	X	X	\$0.00	\$135,000.00	\$0.00	\$135,000.00
	1.2.4.2 Youth empowerment through the National Youth Service Programme (NYSP) for Peace and Development, National Volunteers strengthen institutions and service delivery in Education, Health, and Skills development.	UNICEF	MoYS, MoE, UNMIL-HRPS, INCHR	X	X	X	X		\$500,000.00		\$500,000.00
	1.2.4.3 Junior-Volunteer programme for Youth-led social cohesion to strengthen peacebuilding and leadership in conflict prone communities.	UNICEF	MIA-PBO, MoYS, CSOs	X	X	X	X		\$90,000.00	\$10,000.00	\$100,000.00

Output 1.2.5 Socio-political resilience and institutions for positive peace strengthened	1.2.5.1 Write an Inclusive Peoples History for Liberia	UNESCO	GC, MoE, LINSU, CSOs, INCHR, UNMIL -HRPS	X	X	X	X		\$45,000.00	\$15,000.00	\$60,000.00
Outcome 1.2 Sub Totals								\$485,000.00	\$1,040,000.00	\$125,000.00	\$1,650,000.00
UN Pillar I: Peace Security & Rule of Law: Convener Agency- UNDP											
Outcome 1.3: Liberia has more efficient, effective, accountable and responsive security institutions at the national, regional, county and local levels											
OUTPUT	Key Actions	UN/GoL Agency (ies), Role of partners		Year 1 (2013)				Annual Budgetary Framework			
		UN	GoL/Partners	Q1	Q2	Q3	Q4	Core Fund	Non-Core Fund	One Fund	Total Annual Budget
	1.3.1.1 Strengthen the technical capacity of the National Police Training Academy to provide basic and specialized training for security sector personnel (LNP, BIN, BRC) including GBV issues (GBVJP)	UNMIL-UNPOL	LNP, BIN/ LJSSD, UNMIL-HRPS, INCHR	X	X	X	X				In kind contribution
1.3.1 Identified critical security gaps filled	1.3.1.2: Strengthen the logistical capacity of the National Police Training Academy to provide basic and specialized training for security sector personnel (LNP, BIN, BRC) including GBV issues (GBVJP)	UNDP	MoJ, UNPOL	X	X	X	X	\$50,000.00	\$1,000,000.00		\$1,050,000.00
	1.3.1.3 Provision of technical support to the development and implementation of manpower and mobility plans to ensure effective deployment of security sector personnel to rural areas.	UNMIL-UNPOL	MoJ, UNDP	X	X	X	X				In kind contribution
	1.3.1.4 Strengthen the logistical capacity of WACP to promote confidentiality and improve correction facilities (GBV JP)	UNDP	MOJ, WACP, Corrections	X	X	X	X	\$0.00	\$190,000.00		\$190,000.00
	1.3.1.5 Strengthen the capacity of BCR to provide safe separation of women and juveniles in prisons	UNMIL-CAU	MOJ/BCR	X	X	X	X				In Kind Contribution
	1.3.1.6 Strengthen the capacity of corrections officers on dynamic security and use of non-lethal force.	UNMIL/CAU	MOJ/BCR	X	X	X	X				In Kind Contribution

	1.3.1.7 Enhance the capabilities of select community watch groups along Ivorian border to collect and dispose of Small Arms Light Weapons	UNDP	National Commission on Small Arms, BIN, UNMIL PPP	X	X	X	X		\$250,000.00	\$1,000,000.00	\$1,250,000.00
	1.3.2.1 Support to the ongoing operation of the Gbanrga Hub in the provision and monitoring of justice and security services	UNDP	MOJ, MIA, Judiciary, UNMIL LJSSD, UNMIL-HRPS, INCHR	X	X	X	X		\$2,500,000.00		\$2,500,000.00
Output 1.3.2 Regional Hubs in place with capacity to deliver services	1.3.2.2 Technical support to the planning and development of Hubs 2,3,4 and 5	UNMIL-LJSSD,	UNPOL, CAU, UNMIL-HRPS, UNDP, INCHR	X	X	X	X				In kind contribution
	1.3.2.3 Support to the roll out of the infrastructure development of Hubs 2 and 3	UNOPS	MOJ, MIA, Judiciary, UNMIL LJSSD, UNDP	X	X	X	X		\$2,000,000.00		\$2,000,000.00
	1.3.2.4 Support to the roll out of security services delivery of Hubs 2 and 3	UNDP	MOJ, MIA, Judiciary, LJSSD, LNP, BIN, BCR	X	X	X	X		\$3,200,000.00		\$3,200,000.00
	1.3.3.1 Support the establishment of a civilian oversight body for the security sector	UNMIL	MOJ, UNDP	X	X	X	X				In kind contribution
Output 1.3.3 Security Sector oversight, accountability and management structures enhanced	1.3.3.2: Facilitate the implementation of recommendations stemming from the planned reviews of the management and accountability mechanisms of security sector agencies	UNMIL UNPOL	LNP, MOJ, BIN/ LJSSD, HRPS	X	X	X	X				In kind contribution
	1.3.3.3 Support to the establishment of the Legislature Joint Secretariat Resource Center to enhance legislative oversight capacity.	UNDP	SENATE/HOUSE, INCHR						\$50,000.00		\$50,000.00
	1.3.3.4 Support to the establishment of two County Security Committee	UNDP	OFFICE, NAT SECURITY ADV.						\$50,000.00		\$50,000.00

	1.3.4.1 Support to the review of existing codes of conduct/ professional standards of security sector institutions with a view to ensuring compliance with international human rights standards as they relate to children	UNICEF	UNMIL HRPS, MOJ, UN Women, LNP				X			\$20,000.00	\$20,000.00
Output 1.3.4 IHR standards effectively institutionalized in all Security Sector institutions.	1.3.4.1 Support to the implementation of gender policies in security sector institutions, including through the utilization of a standard gender training curriculum for security sector basic recruits.	UN Women	Bureau of Immigration and Naturalization, Liberia National Police, INCHR	X	X	X			\$40,000.00		\$40,000.00
Output 1.3.5 Enhanced female empowerment in security sector institutions.	1.3.5.1 Support security sector agencies to increase recruitment and retention of female officers through the implementation of gender-responsive HR policies, leadership capacity development and introduction of special incentives	UN Women	Bureau of Immigration and Naturalization, Liberia National Police, BCR, INCHR		X	X	X		\$200,000.00		\$200,000.00
Outcome 1.3 Sub Total								\$50,000.00	\$7,290,000.00	\$1,020,000.00	\$8,360,000.00
Pillar Annual Budget								\$957,000	\$12,202,109.00	\$1,355,000.00	\$14,514,109.00
UN Pillar II: Sustainable Economic Transformation: World Bank											
Outcome 2.1: Food Security and Natural Resource : Improved food security and sustainable natural resource utilization											
OUTPUT	Key Actions	UN/GoL Agency (ies), Role of partners		Year 1 (2013)				Annual Budgetary Framework			
		UN	GoL/Partners	Q1	Q2	Q3	Q4	Core Fund	Non-Core Fund	One Fund	Total Annual Budget
Output 2.1.1 Agricultural production and productivity of small holder farmers increased and diversified	2.1.1.1 Support the development of a pro-smallholder agricultural input system, especially women and youth, and including the enhancement of domestic animal feed production and improved seed multiplication capacities	FAO	MoA, Cooperative Development Agency, Farmers' Union of Liberia, Central Agricultural Research Institute, CSOs, private sector (WFP, IFAD)	X	X	X	X	\$112,000	\$864,000	\$108,000	\$1,084,000

	2.1.1.2 Support the restocking of livestock as well as the intensification of livestock production, focusing specifically on poultry	FAO	MoA, Cooperative Development Agency, Farmers' Union of Liberia, CSOs (IFAD)	X	X	X	X	\$140,000	\$1,030,000	\$185,000	\$1,355,000
	2.1.1.3 Support the adoption of improved agricultural techniques by small-holder farmers	FAO	MoA, Cooperative Development Agency, Farmers' Union of Liberia, CSOs, Central Agricultural Research Institute (WFP, IFAD)	X	X	X	X	\$168,000	\$1,196,000	\$262,000	\$1,626,000
	2.1.1.4 Support increased fishery production and revitalization of aquaculture	FAO	MoA, Cooperative Development Agency, Farmers' Union of Liberia, CSOs (IFAD, World Bank)	X	X	X	X	\$84,000	\$598,000	\$131,000	\$813,000
	2.1.1.5 Support sectorial and sub-sectorial policy making on i.e. livestock, agriculture extension services, aquaculture, rice seeds etc.	FAO	MoA, Cooperative Development Agency, Farmers' Union of Liberia, CSOs	X	X	X	X	\$56,000	\$432,000	\$54,000	\$542,000
Output 2.1.2 Value-added post-harvest food processing, facilities and market linkages for small holder farmer organizations expanded	2.1.2.1 Strengthen capacity of small-holder farmer groups to process and market 800 metric tons of staple food commodities through the Purchase 4 Progress (P4P) and other marketing development programmes	WFP	MoA, MoGD, MoCI, Cooperative Development Agency, private sector (FAO, UNWOMEN, UNIDO, IFAD)	X	X	X	X	\$0	\$675,000	\$225,000	\$900,000

2.1.2.2 Strengthen capacity of small-holder women's farmer groups with improved processing and marketing opportunities	WFP	MoA, MoGD, MoCI, Cooperative Development Agency (FAO, UNWOMEN, UNIDO, IFAD)	X	X	X	X	\$0	\$262,500	\$87,500	\$350,000
2.1.2.3 Strengthen the sustainability, management and leadership skills of women in small-holder farmer groups	UNWOMEN	MoA, MoGD, DEN L (WFP, FAO)	X	X	X	X	\$0	\$75,000	\$30,000	\$105,000
2.1.2.4 Provide training on processing, storage and marketing, agro-processing facilities/equipment and technical support to small-holder farmer groups that are not covered by the P4P initiative	FAO	MoA, Cooperative Development Agency, Farmers' Union of Liberia, CSOs (WFP, UNWOMEN)	X	X	X	X	\$280,000	\$2,160,000	\$210,000	\$2,650,000
2.1.2.5 Provide technical assistance to identify storage solutions and processing technologies to reduce loss of agriculture commodities	UNIDO	Ministry of Commerce and Industry, private sector, MoA, private Sector (WFP, IFAD, FAO)	X	X	X	X	\$0	\$25,000	\$150,000	\$175,000
2.1.2.6 Provide technical assistance for value chain analysis on key agriculture commodities to identify market linkages and services (i.e. distribution, storage transport, processing, retail / wholesale, etc.)	UNIDO	Ministry of Commerce and Industry, MoA, private sector (i.e. Louis Dreyfus) (FAO, WFP, IFAD)	X	X	X	X	\$0	\$50,000	\$150,000	\$200,000

Output 2.1.3 Productive safety-nets with focus on smallholder youth and women farmers expanded in selected target areas	2.1.3.1 Support small-holder youth and women farmer organizations to create and rehabilitate productive agricultural assets in Bong, Lofa, Nimba, Grand Kru, Gbarpolu and Bomi counties	WFP	MoA, MoGD, County Authorities, NGOs, CBOs (FAO, UNWOMEN)	X	X	X	X	\$0	\$412,000	\$137,500	\$549,500
	2.1.3.2 Capacitate and organize women to participate in Savings and Loans Associations and farmer organizations	UNWOMEN	MOA, MOGD, CBL, NGOs with training expertise in VSLA(UNDP, IFAD)	X	X	X	X	\$0	\$150,000	\$75,000	\$225,000
	2.1.3.3 Strengthen local food reserve systems through the establishment of Community Grain Banks that are managed by women groups in Lofa, Bong, Nimba, Gbarpolu, Bomi and Grand Kru counties	WFP	MoA, MoGD, County Authorities, NGOs, CBOs (UNWOMEN, FAO)	X	X	X	X	\$0	\$548,000	\$235,000	\$783,000
	2.1.3.4 Support livelihoods of vulnerable population groups, focusing particularly on youth and women, by facilitating access to agricultural inputs, training and markets	FAO	MoA, Ministry of Youth and Sports, Centre Songhai, Cooperative Development Agency, Farmers' Union of Liberia, Youth organizations, women's organizations, CSOs (WFP, UNWOMEN)	X	X	X	X	\$60,000	\$444,000	\$96,000	\$600,000

	2.1.3.5 Provide technical assistance, know-how and oversight, for the development and rehabilitation of agricultural community assets	FAO	MoA, Cooperative Development Agency, Farmers' Union of Liberia, CSOs (WFP, UNWOMEN)	X	X	X	X	\$40,000	\$296,000	\$64,000	\$400,000
	2.1.3.6 Improve the economic status of youth & single headed households through projects that enhance food security.	IOM	MoGD, UN Women, UNFPA	X	X	X	X		\$200,000.00	\$10,000.00	\$210,000
Output 2.1.4 Utilization of Natural Resources (land, water and forest) improved	2.1.4.1 Support communities in developing and implementing sustainable forest resource management strategies	FAO	MoA, Cooperative Development Agency, Farmers' Union of Liberia, Forestry Development Authority, CSOs (UNMIL, UNIDO)	X	X	X	X	\$40,000	\$296,000	\$64,000	\$400,000
	2.1.4.2 Provide technical assistance, including know-how, to the development and rehabilitation of lowland rice and irrigation infrastructure	FAO	MoA, Cooperative Development Agency, Farmers' Union of Liberia, CSOs(WFP)	X	X	X	X	\$60,000	\$444,000	\$96,000	\$600,000
	2.1.4.3 Mobilize and incentivise communities for the development and rehabilitation of lowland rice and irrigation infrastructure	WFP	MoA, MoGD, County Authorities, NGOs and CBOs (FAO)	X	X	X	X	\$0	\$375,000	\$125,000	\$500,000

	2.1.4.4 Raise awareness for behavioral changes in the use of water, land, forest resources and farming practices to ensure sustainability, drawing on UNDP's experiences on sustainable land management (SLM), WASH, agriculture adaptation projects and partnerships with the institutions involved in water, land and forest land use	UNDP	EPA,FDA,ML ME, CSOs, MOA (UNMIL, FAO, WFP)	X	X	X	X	\$75,000	\$0	\$50,000	\$125,000
	2.1.4.6 Support local communities bio-monitoring programmes in collaboration with civil society groups in East Nimba Nature Reserve, Sapu National Park and Lake Piso Multiple Use Protected Area	UNDP	EPA,FDA,ML ME, CSOs,MoA		X	X	X	\$20,000	\$0	\$30,000	\$50,000
Output 2.1.5 Public and community level institutions' capacity enhanced to coordinate, deliver and monitor food security programmes	2.1.5.1 Strengthen government capacity in food security monitoring and vulnerability analysis	WFP	LISGIS, MoA, MoHSW, NGOs (UNICEF)	X	X	X	X	\$0	\$300,000	\$200,000	\$500,000
	2.1.5.2 Strengthen the capacities of farmer organizations and government institutions to deliver extension services, i.e. through the farmer field school approach	FAO	MoA, Cooperative Development Agency, Farmers' Union of Liberia, CSOs(UNIDO)	X	X	X	X	\$120,000	\$870,000	\$133,500	\$1,123,500
	2.1.5.3 Strengthen the capacities of the government to mainstream gender in agriculture service delivery and support women's increased participation in extension services	UNWOM EN	MOA, MOGD (FAO, WFP)	X	X	X	X	\$0	\$100,000	\$0	\$100,000
	2.1.5.4 Provide support to the government in coordinating, monitoring, evaluating and guiding agriculture sector activities	FAO	MoA, Cooperative Development Agency, Farmers' Union of Liberia, CSOs (WFP)	X	X	X	X	\$120,000	\$870,000	\$133,500	\$1,123,500
Subtotal								\$1,375,000	\$12,672,500	\$3,042,000	\$17,089,500

UN Pillar II: Sustainable Economic Transformation: World Bank											
Outcome 2.2: Private sector development: Improved equal access to sustainable livelihoods opportunities in an innovative and competitive private sector for rural and urban areas;											
OUTPUT	Key Actions	UN/GoL Agency (ies), Role of partners		Year 1 (2013)				Annual Budgetary Framework			
		UN	GoL/Partners	Q1	Q2	Q3	Q4	Core Fund	Non-Core Fund	One Fund	Total Annual Budget
Output 2.2.1 Strengthened capacities for promotion and implementation of labour and employment policies, legislation and partnerships	2.2.1.1 Provide institutional support to the national employment bureau for the enactment and the roll-out of a strategy for the "Decent Work Bill".	ILO	MoL, UNMIL-HRPS, INCHR	X	X			\$100,000.00	\$0.00	\$0.00	\$100,000.00
	2.2.1.2 Provide technical assistance to the implementation of the existing labor and employment policy	ILO	MoL, UNMIL-HRPS, INCHR	X	X	X	X	\$60,000.00	\$100,000.00	\$0.00	\$160,000.00
	2.2.1.3 Support the National Association of Women in Cross Border Trade to represent the concerns and interests of informal cross border traders	UN Women	MoGD, AWICBT, MoCI	X	X	X	X		\$75,000.00		\$75,000.00
	2.2.1.4: Provide technical support to the adoption of PPP guideline through translation into policy, facilitating PPP in some areas to broker pro-poor investment/growth	UNDP	MoTI, CSOs	X	X				\$20,000.00		\$20,000.00
	2.2.1.5 Support capacity building of civil society and media towards enhanced advocacy for job creation	UNDP	MOL, ILO (Jointly with UNDP), Media organs	X	X	X		\$40,000.00	\$50,000.00		\$90,000.00
Output 2.2.2 Mechanisms developed to streamline the regulatory framework for the private sector, including standardization of enforcement mechanisms by 2017	2.2.2.1 Support the Government to design an inclusive Private Sector Development strategy and program	UNDP	NIC, MOTI, BOC	X	X				\$75,000.00	\$150,000.00	\$225,000.00
	2.2.2.2 Support to the development of the consumer protection policy standard regime	UNDP	NIC, MOTI, BOC	X	X			\$50,000.00	\$50,000.00	\$0.00	\$100,000.00
	2.2.2.3 Support to formalization and registration of MSMEs	UNDP	NIC, MOTI, BOC	X	X			\$50,000.00	\$70,000.00		\$120,000.00
Output 2.2.3 Increased access to business development services and quality	2.2.3.1 Expand business development skills training programme to at least 3.500 market women, cross border traders and rural adolescent girls/young women.	UN Women	MoGD, MoCI, LMA, Educate, CEP, THINK	X	X	X	X	\$300,000.00	\$250,000.00		\$550,000.00

vocational training, focusing on employment creation, MSMEs development targeting youth, women and persons with disabilities	2.2.3.2 Classification and standardization of small scale labor base contractor	ILO	MOL, UNDP, Media organs	X	X				\$100,000.00		\$100,000.00
Output 2.2.4 Enhanced access to sustainable financial services, market linkages and value chain upgrading for MSMEs, with special focus on the rural areas	2.2.4.1 Provide technical and advisory support for enhanced natural resources governance facilitation with focus on concessions contract management	UNDP	NIC, MOTI, BOC	X	X			\$30,000.00	\$20,000.00		\$50,000.00
	2.2.4.3 Support SME policy and program development	UNDP	NIC, MOTI, BOC	X	X	X	X	\$50,000.00	\$60,000.00		\$110,000.00
	2.2.4.4 Capacity building of national Institutions for data management including gender statistics.	UNFPA	UNMIL-HRPS, MoYS, LISGIS, MoGD, MoHSW	X	X	X	X	\$25,000.00	\$50,000.00	\$25,000.00	\$100,000.00
	2.2.4.5 Support the implementation of the national youth policy	UNFPA	MoYS, MoE	X	X	X	X	\$15,000.00	\$100,000.00	\$15,000.00	\$130,000.00
	2.2.4.6 Establish at least 50 new Savings and Loan Associations for rural women, market women and cross border traders and provide support to Rural Women Extension Agents	UN Women	CB, MoGD, NGOs experienced in training for VSLA	X	X	X	X		\$250,000.00		\$250,000.00
Outcome 2.2 Sub Totals								\$720,000.00	\$1,270,000.00	\$190,000.00	\$2,180,000.00
UN Pillar II: Sustainable Economic Transformation: World Bank											
Outcome 2.3: Basic Infrastructure and Energy: Improved access to sustainable basic infrastructure											
OUTPUT	Key Actions	UN/GoL Agency (ies), Role of partners		Year 1 (2013)				Annual Budgetary Framework			
		UN	GoL/Partners	Q1	Q2	Q3	Q4	Core Fund	Non-Core Fund	One Fund	Total Annual Budget
Output 2.3.1 National Urban Development strategy, strategic urban plans and legal framework prepared	2.3.1.1 Support to the government to develop a sustainable urban development policy and undertake priority policy, legal and institutional reforms	U N-Habitat	Leadership and coordination MIA, Land Commission, MOPW, NHA, cities,	X	X	X	X	\$20,000.00	\$50,000.00	\$30,000.00	\$100,000.00

and capacities strengthened by 2017	2.3.1.2 Provide technical support for the formulation/preparation of strategic urban development plans for selected cities and coordination of urban stakeholders	UN-Habitat	Leadership and Coordination MIA, MCC, MOPW, Land Commission, NHA, cities	X	X	X	X	\$10,000.00	\$110,000.00	\$60,000.00	\$180,000.00
	2.3.1.3 Technical support for the implementation of priority urban development initiatives in select municipalities to enhance local economic growth	UN-Habitat	Leadership and coordination MIA, MoPW, NHA&Cities, Technical support)UNDP	X	X	X	X	\$10,000.00	\$200,000.00	\$300,000.00	\$510,000.00
	2.3.1.4 Provide capacity strengthening support in urban management, municipal finance, service delivery and food security in priority urban centers	UN-Habitat,	Leadership and Coordination MIA, Land Commission, MoPW, MCC, NHA and other cities (Technical support (FAO,UNDP, UNDP, UNICEF, World Bank)	X	X	X	X	\$10,000.00	\$200,000.00	\$100,000.00	\$310,000.00
Output 2.3.2 Policy framework developed for increasing access to adequate and affordable housing and capacity of National Housing Authority and other housing sector stakeholders strengthened by 2017	2.3.2.1 Support the development of a national housing policy	UN-Habitat	Leadership and coordination NHA, MoPW, NIC, MCC, SLUMDAL	X	X	X	X	\$10,000.00	\$90,000.00	\$50,000.00	\$150,000.00
	2.3.2.2 Technical support to priority legal and institutional reforms and capacity development of NHA and other key housing sector stakeholders	UN-Habitat	Leadership and Coordination NHA, MoPW, NIC, MCC, SLUMDAL	X	X	X	X	\$10,000.00	\$70,000.00	\$40.00	\$80,040.00
Output 2.3.3 Agricultural and marketing	2.3.3.1 Construct 4 gender-friendly markets	UN Women	Sirleaf Market Women's Fund, MoPW, LMA	X	X	X	X		\$750,000.00		\$750,000.00

infrastructure expanded	2.3.3.2 Provide Technical support to the MoPW and MoA in the construction of feeder roads and rehabilitation of bridges	ILO	MoL	X	X	X	X	\$1,000,000.00			\$1,000,000.00
Output 2.3.4 Enhanced capacities of national agencies for on grid and off grid electricity provision, with particular focus on providing alternative energy sources to rural communities, by 2017	2.3.4.1 Support women solar engineers to provide 4 communities with access to affordable solar energy	UN Women	MOGD, RREA	X	X	X	X	\$0.00	\$25,000.00	\$0.00	\$25,000.00
Outcome 2.3 Sub Total								1,070,000.00	1,495,000.00	540,040.00	\$3,105,040.00
UN Pillar II: Sustainable Economic Transformation: World Bank											
Outcome 2.4: Macro-economic policy environment: Improved evidence-based policies to maintain a stable and inclusive macro-economic environment											
OUTPUT	Key Actions	UN/GoL Agency (ies), Role of partners		Year 1 (2013)				Annual Budgetary Framework			
		UN	GoL/Partners	Q1	Q2	Q3	Q4	Core Fund	Non-Core Fund	One Fund	Total Annual Budget
Output 2.4.1 Enhanced national and local capacities for macro-economic modeling and policy research, development and advocacy with focus on data collection, analysis and utilization towards effective socio-economic surveillance and monitoring development results, including the MDGs, by 2017	2.4.1.1 Assist the government and LISGIS to collect and analyze food security and market information	WFP	LISGIS	X	X			\$0.00	\$20,000.00	\$20,000.00	\$40,000.00
	2.4.1.2 : Update of Labour Statistics and dissemination of reports	ILO, UNMIL HRPS	LISGIS, MoL	X	X	X		\$40,000.00	\$80,000.00		\$120,000.00
	2.4.1.3: Support to strengthening policy research, policy dialogue and advocacy capacities	UNDP	UL, LIMPAC, CSOs	X	X	X		\$50,000.00	\$50,000.00		\$100,000.00
	2.4.1.4: Policy support to the Office of the Minister of Finance through policy advice	UNDP	MOF	X	X	X	X	\$74,000.00			\$74,000.00
	2.4.1.5:Support to annual National Surveys-CWIQ and LSMS, Labor force	UNDP	LISGIS, MOL,USAID, WB,MPEA:EU, UNFPA, UNMIL - HRPS	X	X	X	X	\$50,000.00	\$200,000.00		\$250,000.00

	2.4.1.6: Support to strengthening macroeconomic analysis and socio economic surveillance capacities of LISGIS and other key economic agencies	UNDP	MPEA, LISGIS,MOF, CBL, UL, LIMPAC	X	X	X	X	\$25,000.00	\$175,000.00		\$200,000.00
	2.4.1.7 Support national capacity for data collection and analysis to inform policy formulation and decision making around the issues of population dynamics, youth, gender equality and sexual and reproductive health	UNFPA	MPEA, LISGIS,UL/IP S, MOH	X	X	X	X	\$200,000.00	\$250,000.00	\$150,000.00	\$600,000.00
Output 2.4.2 Strengthened capacities for fiscal and monetary policy management, including in gender responsive budgeting with focus on financial systems automation, soundness of fiscal policy, debt management and efficacy and transparency of spending, by 2017	2.4.2.1 Support government including the National Legislature to strengthen their capacities to incorporate gender-responsive budgeting in the Medium Term Expenditure Framework.	UN WOMEN	MOF, MOGD, National Legislature, UNMIL-HRPS, INCHR	X	X	X	X		\$30,000.00		\$30,000.00
	2.4.2.2 Review of fiscal (national budgeting) exercise from gender perspective for inclusive budgeting and planning	UNDP	MOF, MOGD, National Legislature	X	X	X	X		\$25,000.00		\$25,000.00
	2.4.2.3. Support to strengthening Revenue and tax administration, forecasting, performance management and public expenditure tracking surveys	UNDP	NIC, MOTI, BOC, UNMIL-HRPS, CSOs	X	X	X	X	\$25,000.00	\$100,000.00		\$125,000.00
	2.4.2.4. Support MoF to commence develop program-based National Budget execution (planning, monitoring and reporting)	UNDP	NIC, MOTI, BOC, UNMIL-HRPS, CSOs	X	X	X	X	\$25,000.00	\$75,000.00		\$100,000.00
	2.4.2.5. Provide technical and advisory support for enhanced natural resources governance facilitation with focus on revenues management as well as on coordination negotiation in the concessions/contract in the oil sector	UNDP	NIC, MOTI, BOC	X	X	X	X	\$75,000.00	\$250,000.00	\$50,000.00	\$375,000.00
Output 2.4.3 Strengthened national framework for regional and global economic cooperation and integration towards	2.4.3.1 Support the Liberian Association of Women in Cross Border Trade to better understand and to benefit from ECOWAS trade policies.	UN WOMEN	MOGD, MOCI, AWICBT	X	X	X	X		\$30,000.00		\$30,000.00
	2.4.3.2:Facilitation of South-South exchange, knowledge transfer with focus on development diplomacy	UNDP	NIC, MOTI, BOC, MoFA, MPEA< MoF	X	X	X	X	\$50,000.00	\$200,000.00		\$250,000.00

macroeconomic harmonization and convergence by 2017, with focus on international trade	2.4.3.3: Support to the promotion of intra regional trade and customs integration and harmonization	UNDP		X	X			\$40,000.00	\$100,000.00		\$140,000.00
	2.4.3.4: Implementation support for the MRU's growth triangle	UNDP	MOFA, MPEA	X	X			\$30,000.00			\$30,000.00
Subtotal								\$684,000.00	\$1,585,000.00	\$220,000.00	\$2,489,000.00
Total Pillar Annual Budget								\$7,059,000.00	\$21,507,500.00	\$5,612,160.00	\$34,178,660.00
UN Pillar III: Human Development: UNICEF											
Outcome 3.1 Health and Nutrition: The population has increased access to and utilization of equitable, affordable, and quality health and nutrition services											
OUTPUT	Key Actions	UN/GoL Agency (ies), Role of partners		Year 1 (2013)				Annual Budgetary Framework			
		UN	GoL/Partners	Q1	Q2	Q3	Q4	Core Fund	Non-Core Fund	One Fund	Total Annual Budget
Output 3.1.1 Strengthened capacity at various levels to provide comprehensive maternal and newborn health services with emphasis on most vulnerable and marginalized communities in compliance with international human rights standards and national policies	3.1.1.1 Support provision of comprehensive sexual and reproductive health services towards the reduction of MMR, including obstetric fistula prevention and management, targeting women and youth in selected counties	UNFPA	MOHSW, NGOs and CSOs, INCHR	X	X	X	X	\$497,175.00	\$575,000.00	\$0.00	\$1,072,175.00
	3.1.1.2 Support coordination, mentoring and monitoring of comprehensive sexual and reproductive health services towards reduction of MMR including prevention of obstetric fistula	UNFPA	MOH&SW/ UNMIL / NGOs/ UNICEF/ WHO, INCHR	X	X	X	X	\$17,825.00	\$53,475.00		\$71,300.00
	3.1.1.3 Provide technical and financial support to strengthen reporting of maternal and newborn deaths within 48 hours at national level	WHO	MOH&SW	X	X	X	X	\$25,000.00	\$50,000.00	\$50,000.00	\$125,000.00
	3.1.1.4 Support training of skilled birth attendants to provide quality emergency obstetric and neonatal care services	UNFPA	MOHSW/ LBNM/ WHO	X	X	X	X	\$35,000.00	\$125,000.00		\$160,000.00
	3.1.1.5 Provide technical and financial support to strengthen essential newborn health care services	UNICEF	MOH&SW/ WHO/ UNMIL HRPS	X	X	X	X	\$232,000.00	\$1,436,000.00	\$249,000.00	\$1,917,000.00

	3.1.1.6 Support the provision of youth- and adolescent-friendly Sexual and Reproductive Health services in selected Counties	UNFPA	MOH&SW/ WHO/ UNMIL HRPS, INCHR	X	X	X	X	\$150,000.00	\$200,000.00		\$350,000.00
	3.1.1.7 Improve the ratio of health practitioners to population at select health facilities	IOM	MOH&SW/ WHO/ UNMIL HRPS	X	X	X	X		\$237,500.00		\$237,500.00
Output 3.1.2 :Increased awareness and knowledge related to maternal and newborn health care information and services especially among women and adolescents	3.1.2.1 Support knowledge-based research, multimedia and community awareness on sexual and reproductive health and family planning	UNFPA	MOH&SW/ LISGIS/ UL/UNMIL HRPS, INCHR	X	X	X	X	\$50,000.00	\$250,000.00		\$300,000.00
	3.1.2.2 Support implementation of child, adolescent and maternal social mobilization and health awareness activities	UNICEF	MOH&SW/ NGOs/ UNMIL HRPS, INCHR	X	X	X	X	\$78,000.00	\$564,000.00	\$71,000.00	\$713,000.00
	3.1.2.3 Support implementation of adolescent sexual and reproductive health strategy and standards for adolescent friendly health services	WHO	MOH&SW/ NGOs	X	X	X	X	\$50,000.00	\$150,000.00	\$50,000.00	\$250,000.00
Output 3.1.3 Strengthened implementation and monitoring of EPHS delivery at all levels within a Human Rights framework	3.1.3.1 Provide technical and financial support for development and implementation of a multisectoral plan for non-communicable diseases	WHO	MOH&SW/ NGOs/ UNICEF/ UNFPA/UN Women/ UNMIL			X	X	\$30,000.00	\$75,000.00	\$200,000.00	\$305,000.00
	3.1.3.2 Provide technical and financial support for implementation of a reproductive health commodities security strategy	UNFPA	MOH&SW/ NGOs/ USAID/ UNMIL HRPS	X	X	X	X	\$50,000.00	\$1,200,000.00		\$1,250,000.00
	3.1.3.3 Provide technical support for the review of the blood safety standards, malaria, HIV and TB diagnostics	WHO	MOH&SW	X	X	X	X	\$25,000.00	\$75,000.00	\$75,000.00	\$175,000.00
	3.1.3.4 Support strengthening of the decentralization process, monitoring and supervision of EPHS implementation	UNICEF	MOH&SW/ UNMIL HRPS	X	X	X	X	\$46,000.00	\$297,000.00	\$38,000.00	\$381,000.00

	3.1.3.5 Support implementation of evidence-based low cost high impact interventions for maternal, newborn, child and adolescent health in selected hard to reach areas	UNICEF	MOH&SW/ NGOs/ UNMIL HRPS, INCHR	X	X	X	X	\$184,000.00	\$1,238,000.00	\$152,000.00	\$1,574,000.00
	3.1.3.6 Improve the ratio of Professors (Lecturers/teaching staff) to medical students at A.M. Dogliotti medical school	IOM	MOH&SW/ UL/ WHO, INCHR	X	X	X	X		\$237,500.00		\$237,500.00
Output 3.1.4 Strengthened delivery of essential health services focusing on prevention and management of childhood illnesses at community level	3.1.4.1 Provide technical support to strengthen case management of common childhood illnesses among children <5 years old	WHO	MOH&SW/ UNICEF	X	X	X	X	\$35,000.00	\$100,000.00	\$50,000.00	\$185,000.00
	3.1.4.2 Support delivery of integrated community case management (ICCM) in 3 select counties	UNICEF	MOH&SW/ WHO/ NGOs	X	X	X	X	\$95,000.00	\$612,000.00	\$78,000.00	\$785,000.00
Output 3.1.5 National capacity enhanced to maintain immunization coverage over 90% in all counties.	3.1.5.1 Provide support for routine and outreach immunization services in the context of RED and REP strategies	WHO	MOH&SW/ USAID/ UNICEF/ NGOs/ UNMIL	X	X	X	X		\$1,125,000.00	\$125,000.00	\$1,250,000.00
	3.1.5.2 Provide support for polio Supplemental Immunization Activities (SIAs)	WHO	MOH&SW/ NGOs/ UNICEF/ UNMIL	X	X	X	X		\$1,600,000.00		\$1,600,000.00
	3.1.5.3 Support cold chain and vaccine management	UNICEF	MOH&SW/ NDS/ UNMIL	X	X	X	X	\$153,000.00	\$990,900.00	\$126,000.00	\$1,269,900.00
	3.1.5.4 Support social mobilization and communication for routine immunization and SIA	UNICEF	MOH&SW/ NGOs/ UNMIL HRPS	X	X	X	X	\$77,000.00	\$495,000.00	\$63,500.00	\$635,500.00
Output 3.1.6 Enhanced capacity of the Ministry of Health specifically health workers and	3.1.6.1 Support the scale up of Essential Nutrition Actions (ENA) in five counties through training of health workers, community volunteers, provision of supplies and ME activities	UNICEF	MoH&SW/ NGOs? WFP	X	X	X	X	\$50,000.00	\$557,639.00	\$74,000.00	\$681,639.00

community health volunteers to deliver essential nutrition interventions with decentralized service delivery at community level	3.1.6.2 Support nationwide expansion and institutional strengthening for quality management of severe acute malnutrition following EPHS standards, including provision of therapeutic foods	UNICEF	MOH&SW// WHO/ NGOs / WFP	X	X	X	X		\$410,877.00	\$75,000.00	\$485,877.00
	3.1.6.3 Support nationwide expansion and institutional strengthening for quality management of moderate acute malnutrition following EPHS standards	WFP	MOH&SW/ WHO/ NGOs / UNICEF	X	X	X	X		\$690,000.00	\$112,000.00	\$802,000.00
	3.1.6.4 Support MOHSW and partners to pilot micronutrient powder (MNP) supplementation for children 6 - 23 months in two counties to design national programme for scale up	UNICEF	MOH&SW/ NGOs WFP	X	X	X	X	\$30,277.00	\$346,804.00	\$41,898.00	\$418,979.00
	3.1.6.5 Support nationwide bi-annual vitamin A and deworming supplementation with coverage over 90% for 665,000 children aged 6 - 59 months	UNICEF	MOH&SW/ WHO	X		X		\$120,000.00	\$145,763.00		\$265,763.00
	3.1.6.6 Support initiatives to promote and increase coverage and compliance of iron-folate supplementation among pregnant and lactating women	UNICEF	MOH&SW/ NGOs/ WHO			X	X		\$261,526.00	\$30,000.00	\$291,526.00
	3.1.6.7 Support prevention of chronic malnutrition through food supplementation to children under 2 years of age and pregnant and lactating women in 5 selected counties	WFP	MOH&SW	X	X				\$24,000.00		\$24,000.00
	3.1.6.8. Establish a nationwide integrated nutrition surveillance including M & E system	WHO	MOHSW WFP	X	X	X	X	\$10,000.00	\$50,000.00	\$20,000.00	\$80,000.00
	Output 3.1.7 Caregivers knowledge and skills enhanced to carry out optimal feeding and care practices in children below two years with focus in	3.1.7.2 Support legislative approval and enforcement of the Regulation of the Marketing of Breast milk Substitutes	UNICEF	MOHSW WHO NGOs	X	X	X		\$25,000.00	\$50,000.00	
3.1.7.2 Support community social mobilization and BCC activities (including design and production) on infant and young child feeding based on the national BCC implementation plan		UNICEF	MOHSW/ NGOs / WFP	X	X	X	X	\$125,000.00	\$595,000.00	\$80,000.00	\$800,000.00

south eastern counties and urban poor	3.1.7.3 Development of national infant and young child feeding strategy inclusive of HIV and nutrition training of central, county health teams and PMTCT sites	UNICEF	MOHSW WHO NGOs	X	X	X	X	\$25,000.00	\$200,000.00	\$20,000.00	\$245,000.00
	3.1.7.4 Support for media campaign on micronutrient interventions and piloting of community based iron supplementation to increase the coverage and compliance of the intervention	UNICEF	MOHSW WHO NGOs	X	X	X	X	\$25,278.00	\$408,641.00	\$50,000.00	\$483,919.00
Outcome 3.1 Sub Totals								\$2,240,555.00	\$15,426,625.00	\$1,830,398.00	\$19,497,578.00
UN Pillar III: Human Development: UNICEF											
Outcome 3.2 Education: School-aged girls and boys and youth have increased access to quality inclusive ECD, Basic, Post-Basic and Alternative basic Education, especially in counties with education indicators below the national average.											
OUTPUT	Key Actions	UN/GoL Agency (ies), Role of partners		Year 1 (2013)				Annual Budgetary Framework			
		UN	GoL/Partners	Q1	Q2	Q3	Q4	Core Fund	Non-Core Fund	One Fund	Total Annual Budget
Output 3.2.1: A holistic ECD approach designed, modeled and rolled out	3.2.1.1 Support ECD capacity development initiatives	UNICEF	MoE, MoHSW, MoGD, UNMIL HRPS	X	X	X	X	\$123,046.00	\$90,000.00	\$10,000.00	\$223,046.00
	3.2.1.2 Support the development and adoption of ECD standards, materials and implementation ECD curriculum and services.	UNICEF	MoE, MoHSW, MoGD	X	X	X	X	\$123,046.00	\$72,000.00	\$8,000.00	\$203,046.00
Output 3.2.2: Children learning level in Basic Education improved, with emphasis on girls and those with special needs and learning disabilities	3.2.2.1 Support quality education through revision and implementation of the national curriculum in accordance with the child friendly education approach	UNICEF	MoE, UNMIL HRPS, INCHR	X	X	X	X	\$195,070.00	\$433,000.00	\$48,000.00	\$676,070.00
	3.2.2.2 Support capacity development in improvement of conducive learning environments through quality school infrastructure	UNICEF	MoE, UNOPS	X	X	X	X	\$171,000.00	\$1,285,497.00	\$142,833.00	\$1,599,330.00
Output 3.2.3 Education management system	3.2.3.1 Support the decentralization of the education system through capacity development initiatives	UNICEF	MoE, UNMIL HRPS	X	X	X	X		\$2,058,921.00	\$228,769.00	\$2,287,690.00

strengthened including the decentralization process	3.2.3.2 Technical Assistance to strengthen MoE capacity in EMIS at decentralized level	UNESCO	MoE		X	X	X		\$103,000.00		\$103,000.00
Output 3.2.4 Expanded formal Post-Basic Education provision strengthened	3.2.4.1 Support implementation of sexual and reproductive health/life skills education programmes for Grade 10 to Grade 12 adolescents	UNFPA	MoE, UNMIL HRPS		X	X	X	\$25,000.00	\$200,000.00		\$225,000.00
	3.2.4.2 Support education institutional initiatives in secondary school (Grade 10 - Grade 12) with national volunteer teachers	UNICEF	MoE, MoYS, UNMIL HRPS	X	X	X	X		\$656,872.00	\$72,986.00	\$729,858.00
	3.2.4.3 Provision of technical support for the strengthening of the TVET program.	UNESCO	MoE, MoYS, UNMIL HRPS	X	X	X	X	\$83,500.00	\$650,000.00		\$733,500.00
Output 3.2.5 Alternative Basic Education (ABE), for out-of-school children, youth, women and persons with disabilities designed and implemented	3.2.5.1 Support development and implementation of ability based ABE curriculum, including life skills and/or "Facts for Life" for out of school children and youth	UNICEF	MoE, MoYS, UNMIL HRPS, INCHR	X	X	X	X	\$263,400.00	\$630,360.00	\$70,039.00	\$963,799.00
	3.2.5.2 Support capacity development of select rural women in literacy and numeracy	UNESCO	MoE, MoGD, UNMIL HRPS, INCHR	X	X	X	X	\$1,500.00	\$121,000.00		\$122,500.00
Output 3.2.6 Increased government ownership and implementation of an effective school feeding programme in low performing areas	3.2.6.1 Reduce gender disparity through provision of girls take home rations for Grade 4 to grade 6	WFP	MoE, MoGD	X	X	X	X		\$1,047,750.00	\$349,200.00	\$1,396,950.00
	3.2.6.2 Provision of an integrated essential education package including school gardens, deworming, nutrition education, micronutrients supplementation, HIV/AIDS education, health and hygiene promotion, fuel efficient stoves	WFP	MoE, MoHSW	X	X	X	X		\$910,300.00	\$303,400.00	\$1,213,700.00
	3.2.6.3 Strengthening of government capacity at local and national levels to manage and take over the national school feeding program	WFP	MOE, MOA, MOHSW,	X	X	X	X		\$322,900.00	\$107,600.00	\$430,500.00
Subtotal								\$985,562.00	\$8,581,600.00	\$1,340,827.00	\$10,907,989.00

UN PILLAR III: UN PILLAR III: HUMAN DEVELOPMENT: UNICEF											
OUTCOME 3.3 SOCIAL WELFARE: SOCIAL WELFARE SYSTEMS AND SERVICES ARE IMPROVED AND UTILIZED, ESPECIALLY BY THE MOST VULNERABLE GROUPS AND INDIVIDUALS.											
OUTPUT	Key Actions	UN/GoL Agency (ies), Role of partners		Year 1 (2013)				Annual Budgetary Framework			
		UN	GoL/Partners	Q1	Q2	Q3	Q4	Core Fund	Non-Core Fund	One Fund	Total Annual Budget
Output 3.3.1 The capacity of relevant actors to manage social welfare cases, monitor residential facilities, and promote family-based care is improved	3.3.1.1 Capacity enhancement of existing health facilities/service providers for the provision of holistic care to survivors of SGBV through one-stop centers and safe homes	UNFPA	MOH&SW, MOGD, THINK, UNMIL HRPS, INCHR	X	X	X	X	\$0.00	\$235,000.00		\$235,000.00
	3.3.1.2 Provide training to service providers in psychosocial counseling	WHO	MHSW, MOGD	X	X	X	X	\$20,000.00	\$0.00		\$20,000.00
	3.3.1.3 Capacity development of select actors to provide sound support to victims of trafficking	IOM	MOH&SW, MoJ, TIP SECRETARIAT, UNMIL HRPS, INCHR	X	X	X	X	\$0.00	\$475,000.00		\$475,000.00
	3.3.1.4 Provide support and technical expertise to line ministries to regulate and diversify care for children without or with limited parental care	UNICEF	MoJ, MoHSW, MoG, MoL, MoE, INGOs, UNMIL HRPS	X	X	X	X	\$38,000.00	\$94,000.00	\$18,000.00	\$150,000.00
Output 3.3.2 Birth registration services available across the country	3.3.2.1 Strengthen capacity of Bureau of Vital statistics to gather, analyze and report on Birth Registration	WHO	MHSW	X	X	X	X	\$8,000.00	\$20,000.00	\$50,000.00	\$78,000.00
	3.3.2.2 Support to MoHSW to roll out of the UBR programme nation-wide (establish offices in 16 counties)	UNICEF	MoHSW, UNMIL HRPS, INCHR	X	X	X	X	\$10,000.00	\$35,000.00	\$5,000.00	\$50,000.00
Output 3.3.3 A safe and secure environment for survivors and individuals at risk of violence, HTP, exploitation, discrimination, abuse	3.3.3.1 Comprehensive prevention, management and response to SGBV and harmful cultural practices including child marriage	UNFPA	MOGD, MOH&SW, MOJ, Community Networks, UNMIL HRPS, INCHR	X	X	X	X	\$50,000.00	\$80,000.00	\$0.00	\$130,000.00

and neglect exists across the country	3.3.3.2 Upgrade of existing Safe Homes of victims of violence (SGBV, trafficking, etc.) to meet international standards	IOM	MOGD, MOH&SW, MOJ, Community Networks, UNMIL HRPS, INCHR	X	X	X	X	\$0.00	\$200,000.00	\$10,000.00	\$210,000.00
	3.3.3.3 Provide technical expertise to government and local structures to develop child protection services based on stipulations in Children's Law (2011) and CRC Committee's Observing Recommendations (2012)	UNICEF	MOGD, MOH&SW, MOJ, Community Networks, UNMIL HRPS, INCHR	X	X	X	X	\$5,000.00	\$20,000.00	\$5,000.00	\$30,000.00
Outcome 3.3 Sub Totals								\$131,000.00	\$1,159,000.00	\$88,000.00	\$1,378,000.00
UN Pillar III: Human Development: UNICEF											
Outcome 3.4 Social Protection: Vulnerable households and groups benefit from appropriate social protection services and systems.											
OUTPUT	Key Actions	UN/GoL Agency (ies), Role of partners		Year 1 (2013)				Annual Budgetary Framework			
		UN	GoL/Partners	Q1	Q2	Q3	Q4	Core Fund	Non-Core Fund	One Fund	Total Annual Budget
Output 3.4.1 Government of Liberia capacity to coordinate and deliver social protection services is enhanced	3.4.1.1 Support the Social Protection National Secretariat to facilitate the National social protection steering committee in policy development and roll out.	UNICEF	MoPEA, UNMIL HRPS, INCHR	X	X	X	X		\$106,000.00		\$106,000.00
	3.4.1.2 Support The MoPEA M&E Unit to develop the Social Protection M&E framework and database	WB	MoPEA, UNMIL HRPS, INCHR	X	X	X	X		\$100,000.00		\$100,000.00
	3.4.1.3 Support baseline data collection for the National Social Protection Strategy	WFP	MoPEA, UNMIL HRPS	X	X	X	X		\$300,000.00	\$100,000.00	\$400,000.00
Output 3.4.2 Vulnerable populations, especially youth, are better prepared for	3.4.2.1 Support government to implement socio economic empowerment for vulnerable youth through skills development, short term employment and income generation	WB	MoYS	X	X	X	X				\$0.00

work and have increased opportunities for transitional income generation.	3.4.2.2 Assist government to scale up rural employment opportunities for vulnerable youth and women	WFP	MoA, MoGD, UNMIL HRPS	X	X	X	X		\$450,000.00	\$150,000.00	\$600,000.00
Output 3.4.3 The most vulnerable households and individuals receive appropriate safety net transfers.	3.4.3.1 Assist government to provide regular cash transfers to labour constrained and extreme poor households	UNICEF	MoPEA, UNMIL HRPS	X	X	X	X		\$1,900,000.00		\$1,900,000.00
	3.4.3.2 Provide Food and Cash for Work transfers to vulnerable households to engage in productive asset creation	WFP	MoA	X	X	X	X		\$1,500,000.00	\$500,000.00	\$2,000,000.00
Outcome 3.4 Sub Totals								\$0.00	\$4,356,000.00	\$750,000.00	\$5,106,000.00
UN Pillar III: Human Development: UNICEF											
Outcome 3.5: Water, Sanitation & Hygiene : Population has increased utilization of safe water and practice safe sanitation and hygiene in underserved areas											
OUTPUT	Key Actions	UN/GoL Agency (ies), Role of partners		Year 1 (2013)				Annual Budgetary Framework			
		UN	GoL/Partners	Q1	Q2	Q3	Q4	Core Fund	Non-Core Fund	One Fund	Total Annual Budget
Output 3.5.1 400,000 additional persons have improved water and sanitation services, and knowledge of safe hygiene practices, in under-served areas	3.5.1.1 - Support the implementation of water supply package in under-served rural and urban communities for 50,000 people	UNICEF	MPW, MoH	X	X	X	X	\$25,000.00	\$1,925,000.00	\$650,000.00	\$2,600,000.00
	3.5.1.2 - Support the implementation of sanitation package in underserved rural and urban communities for 50,000 people	UNICEF	MCC, LWSC, MoH	X	X	X	X	\$25,000.00	\$537,500.00	\$187,500.00	\$750,000.00
	3.5.1.3 - Facilitate improved piped water supply and solid waste management in Monrovia	WB/WSP	LWSC, MCC	X	X	X	X		\$5,693,628.52		\$5,693,628.52
	3.5.1.4 - Support WASH communications and hygiene promotion activities for 50,000 people	UNICEF	MoH	X		X		\$25,000.00	\$177,500.00	\$67,500.00	\$270,000.00
Output 3.5.2 500 additional primary schools and 50 Health facilities have implemented WASH package in underserved areas	3.5.2.2 - Support the development and dissemination of school WASH teaching and learning materials	UNICEF	MoE	X	X			\$10,000.00	\$0.00		\$10,000.00
	3.5.2.3 - Advocate for inclusion of WASH data in annual national school census	UNICEF	MoE, UNMIL HRPS	X	X			\$1,500.00	\$0.00		\$1,500.00
	3.5.2.4 - Support provision of WASH health facility package in 20 health facilities	UNICEF	MoH, INCHR, UNMIL-HRPS	X	X	X	X		\$150,000.00	\$50,000.00	\$200,000.00

Output 3.5.3 WASH governing bodies established	3.5.3.1 - Support operationalization and capacity development of WASH Board and Commission	UNDP	MLME, MPW, MoH, MoE	X	X	X	X		\$262,500.00	\$87,500.00	\$350,000.00
Output 3.5.4 Effective WASH sector M&E capacity is strengthened at central and County levels	3.5.4.1 - Strengthen GoL monitoring, information management, review and reporting capacity and support development of guidelines and SOPs	UNICEF	WASH Committee Secretariat, MPW, MoH	X	X	X	X	\$50,000.00	\$666,250.00	\$238,750.00	\$955,000.00
	3.5.4.2 - Provide assistance to continuous water point monitoring systems (equipment, software development), and LWSC customer base enumeration and Monrovia water meter mapping	WB/WSP	MPW and LWSC	X	X	X	X		\$56,250.00	\$18,750.00	\$75,000.00
Output 3.5.5 Financial management capacity in WASH sector is strengthened at central level	3.5.5.1 - Support utilization of Sector investment Plan to raise financing for rural WASH	WB/WSP	WASH Committee Secretariat	X	X	X	X		\$150,000.00	\$50,000.00	\$200,000.00
	3.5.5.2 - Complete LWSC Corporate Audit	WB	LWSC		X	X	X		\$165,000.00	\$55,000.00	\$220,000.00
	3.5.5.3 - Support WASH sector resource mobilization event	WB/WSP	WASH Committee	X					\$22,500.00	\$7,500.00	\$30,000.00
Outcome 3.5 Sub Totals								\$160,000.00	\$10,682,628.52	\$1,712,500.00	\$12,555,128.52
UN Pillar III: Human Development: UNICEF											
Outcome 3.6 HIV-AIDS: Scaled up access to and utilization of HIV Prevention, treatment, care and support services.											
OUTPUT	Key Actions	UN/GoL Agency (ies), Role of partners		Year 1 (2013)				Annual Budgetary Framework			
		UN	GoL/Partners	Q1	Q2	Q3	Q4	Core Fund	Non-Core Fund	One Fund	Total Annual Budget
Output 3.6.1 Increased knowledge and practices of HIV prevention among youth and adolescents.	3.6.1.1 Support the implementation of multi-media and community IEC/BCC HIV prevention Activities targeting youth, adolescents and other MARPs including Sex workers	UNFPA	MOHSW, NGOs, NACP, NAC, UNICEF, UNAIDS, UNMIL HRPS, UNCHR	X	X	X	X		\$25,000.00	\$150,000.00	\$175,000.00

	3.6.1.2 Support roll out of life skills based HIV prevention education for school children and adolescents	UNICEF	MOHSW, MOE, UNESCO, UNAIDS, NGOs, UNMIL HRPS, INCHR	X	X	X	X	\$41,495.00	\$196,670.00	\$26,000.00	\$264,165.00
	3.6.1.3 Support the Ministry of Gender to implement the operational plan for women, girls, gender equality and HIV	UNFPA	MOHSW (NACP,FHD) & MOGD, JUNTA	X	X	X	X		\$50,000.00		\$50,000.00
	3.6.1.4 Implement the UN Workplace programme on HIV&AIDS	UNAIDS	All UN agencies	X	X	X	X	\$5,000.00	\$45,000.00	\$25,000.00	\$75,000.00
	3.6.1.5 Support development and implementation of MARA strategy on increase access and utilization of HIV /AIDS services	UNICEF	MOHSW, NACP, NAC, NGOs, JUNTA	X	X	X	X	\$27,663.00	\$133,446.00	\$15,000.00	\$176,109.00
Output 3.6.2 Increased number of women accessing PMTCT services	3.6.2.1.Support scaling up of PMTCT services and increased coverage by 10%	UNICEF	MOHSW, NACP, NAC, NGOs, WHO, UNFPA, UNMIL HRPS	X	X	X	X	\$12,674.00	\$87,767.00	\$17,000.00	\$117,441.00
	3.6.2.2 Provide technical support for revision of PMTCT guidelines	WHO	NACP/ MOH&SW		X	X		\$10,000.00	\$50,000.00	\$25,000.00	\$85,000.00
	3.6.2.3 Support procurement of supplies for PMTCT and EID services	UNICEF	NACP/ MOH&SW/ NAC/ CHAI	X	X	X	X	\$29,572.00	\$169,314.00	\$22,000.00	\$220,886.00
Output 3.6.3 Increased number of people living with HIV accessing quality care, treatment and support services	3.6.3.1 Support the increment in access by 10% to early infant diagnosis through the expansion of Pediatric HIV care services	UNICEF	NACP/ MOH&SW/ NAC	X	X	X	X	\$13,894.00	\$138,737.00	\$10,000.00	\$162,631.00
	3.6.3.2 Strengthen capacity of the National Reference laboratory for confirmation and ART resistance monitoring	WHO	NACP/ MOH&SW	X	X	X	X	\$25,000.00	\$75,000.00	\$150,000.00	\$250,000.00
	3.6.3.3 Support monitoring of disease trends especially among most at risk population	WHO	NACP/ MOH&SW	X	X	X	X		\$125,000.00	\$75,000.00	\$200,000.00
	3.6.3.4 Support strengthening of GIPA especially for women living with HIV and OVC	UNICEF	MOHSW, NGOs, NAC, NACP	X	X	X	X	\$9,263.00	\$29,963.00	\$20,000.00	\$59,226.00

Output 3.6.4 NAC capacity strengthened to implement multi-sectorial and decentralized National HIV Response	3.6.4.1 Provide technical and financial support to strengthen coordination and management of HIV&AIDS in 15 Counties	UNICEF	MIA, MoGD, MoHSW, MoE, NGOs, UNDP, WHO	X	X	X	X		\$72,500.00	\$7,500.00	\$80,000.00
	3.6.4.2 Assist 5 key Ministries to develop sector specific HIV&AIDS policies and plans	UNICEF	MoGD, MoE, MPW, MoJ, MoHSW, NAC, NGOs, UNDP, WHO	X	X	X	X		\$45,000.00	\$5,000.00	\$50,000.00
	3.6.4.3 Facilitate the generation of strategic information for effective management of evidence informed response	WHO	NACP/ MOH&SW/ NAC/ UNAIDS	X	X	X	X	\$10,000.00	\$350,000.00	\$40,000.00	\$400,000.00
	3.6.4.4 Support the establishment and effective functioning of a coordination platform for HIV Law and Human Rights and the Coalition for SGBV, Human Rights and HIV	UNAIDS	MOHSW, NAC, NACP, UNMIL HRPS, INCHR	X	X	X	X	\$10,000.00	\$10,000.00		\$20,000.00
	3.6.4.5 Strengthen NAC for effective coordination of the national HIV and AIDS response	UNAIDS	NAC, NACP and UN Agencies	X	X	X	X	\$35,000.00	\$200,000.00	\$25,000.00	\$260,000.00
Outcome 3.6 Sub Totals								\$229,561.00	\$1,803,397.00	\$612,500.00	\$2,645,458.00
								\$3,746,678.00	\$42,009,250.52	\$6,334,225.00	\$52,090,153.52
N Pillar IV: Inclusive Governance and Public Institutions											
Outcome 4.1: Strengthening Key Governance Institutions: By 2017 Liberia has governance institutions equipped with inclusive systems to perform effectively											
OUTPUT	Key Actions	UN/GoL Agency (ies), Role of partners		Year 1 (2013)				Annual Budgetary Framework			
		UN	GoL/Partners	Q1	Q2	Q3	Q4	Core Fund	Non-Core Fund	One Fund	Total Annual Budget
Output 4.1.1 By 2017, the Legislature is better able to perform legislative, representational and oversight functions in an inclusive, effective and efficient manner	4.1.1.1 Legislature strengthened to review, debate and/or enact decentralization draft laws and rules	UNDP	JLMC/MIA and GC,EU and Sida; UNMIL HRPS, INCHR	X	X	X	X		\$150,000.00		\$150,000.00
	4.1.1.2 Build the capacity of Members and key committees to review the implementation of the decentralization programme	UNDP	JLMC/MIA and GC,EU and Sida; UNMIL HRPS, INCHR	X	X	X	X		\$150,000.00		\$150,000.00

	4.1.1.3 Strengthen capacity of legislative support staff to carry out legal research and budget analysis in supporting the Legislature to exercise its oversight role effectively	UNDP	JLMC/MIA and GC,EU and Sida; UNMIL	X	X	X	X		\$100,000.00		\$100,000.00
	4.1.1.4 Rules of Procedure of the Legislature revised and endorsed to ensure clarity on quorum, law-making processes and committee oversight, and appropriate members and staff trained on new Rules	UNDP	JLMC/MIA and GC,EU and Sida; UNMIL	X	X	X			\$200,000.00		\$200,000.00
Output 4.1.2 By 2017, the NEC has the capacity to independently conduct free, fair, transparent and credible elections	4.1.2.1 Improve NEC's operational efficiency and professionalism at both HQ and Magisterial levels	UNDP	NEC; UNMIL, EU, Sida, Japan, Denmark, Spain	X	X	X	X		\$250,000.00		\$250,000.00
	4.1.2.2 Support in conducting Voter registration for special election, chieftaincy elections and Referendum setting the stage for the 2014 mid-term electoral events	UNDP	NEC; UNMIL, EU, Sida, Japan, Denmark, Spain			X	X		\$100,000.00		\$100,000.00
	4.1.2.3 Provide technical support to improve strategic planning capacity of the NEC in conducting Civic and voter education across the country as well as public information activities that fosters public dialogue and political party consensus building	UNDP	NEC; UNMIL Sida, EU, Sida, Japan, Denmark, Spain		X	X	X		\$150,000.00		\$150,000.00
	4.1.2.4 Strengthen Inter – Party Consultative Committee (IPCC) and its secretariat to serve as an effective independent electoral dialogue/conflict resolution mechanism	UNDP	NEC; UNMIL Sida, EU, Sida, Japan, Denmark, Spain	X	X	X	X		\$175,000.00		\$175,000.00
Output 4.1.3 By 2015, organized groups of women, Youth, persons with	4.1.3.1 Strengthen the capacity of women , youth and the media to engage productively in their reportorial duties	UNESCO	MoGD/NCE, UNCG, WIPNET & WONGOSOL	X	X	X	X	\$50,000.00		\$100,000.00	\$150,000.00

disabilities, media and CSOs capacity to engage in political processes particularly in electoral and legislating processes enhanced	4.1.3.2 Build media capacity, including supporting the enactment of the National Public Broadcast Law to ensure media independence and sustainability	UNESCO	MoICT is GOL,UNCG; PUL and CEMESP	X	X	X	X	\$130,000.00			\$130,000.00
	4.1.3.3 Support the local media in the development of country report on Media Development Indicators (MDIs)	UNESCO	MoICT is GOL,UNCG; PUL and CEMESP		X	X	X	\$35,000.00			\$35,000.00
	4.1.3.4 Support increased advocacy for and the finalization and enactment of the Gender Equity and Fairness Bill and the Youth Bill	UNFPA	MoGD/MOYS UNICEF, UNWOMEN, UNMIL OGA GTG; JLMC/Women Caucus & FLY		X	X	X	\$50,000.00	\$20,000.00		\$70,000.00
	4.1.3.5 Support CSOs for effective engagement on the legislative and electoral process and provide feedback to the communities	UNDP	MoPEA GoL, GC/LACC; UNMIL	X	X	X	X	\$25,000.00	\$100,000.00		\$125,000.00
	4.1.3.6.Strengthen the capacity of non-state actors (NSAs) as critical watchdogs in ensuring transparency and accountability	WB	PFM RCU, NSAs,	X	X	X	X	\$50,000.00			\$50,000.00
	Output 4.1.4 By 2016, a robust M&E framework developed and adopted	4.1.4.1 Provide technical support to the development of a national M&E policy framework	UNDP	MoPEA overall GoL/AfT Coordination; UNCT M&E Group TA	X	X			\$100,000.00		\$500,000.00
	4.1.4.2 Support to the LDA Secretariat in developing AfT implementation, Monitoring and coordination at the national and local levels	UNDP	MoPEA overall GoL/AfT/LDA Coordination; donors, UNCT, Pillar Convenors/TAs, M&E Group, technical assistance	X	X	X		\$75,000.00		\$50,000.00	\$125,000.00

	4.1.4.3 Provide support to the Aid Coordination and Management through design and roll-out of robust systems and tools	UNDP	MoPEA overall GoL/AfT/LD A Coordination; donors, UNCT, Pillar Convenors/TA , M&E Group, technical assistance	X	X	X	X	\$50,000.00		\$50,000.00	\$100,000.00
	4.3.3.4 Support information exchange and knowledge networking on RBM within a S-S framework	UNDP	MoPEA overall GoL/AfT Coordination; donors, UNCT M&E Group, technical assistance		X	X	X	\$50,000.00			\$50,000.00
	4.3.3.5: Support to the preparation of the national Human development and MDG reports	UNDP						\$65,000.00			\$65,000.00
Outcome 4.1 Sub Totals								\$615,000.00	\$1,395,000.00	\$700,000.00	\$2,775,000.00
UN Pillar IV: Inclusive Governance and Public Institutions											
Outcome 4.2 Constitutional and Legal Reform: By 2017, a review of the Constitution is completed with a framework that guarantees democratic governance and equal rights of all citizens.											
OUTPUT	Key Actions	UN/GoL Agency (ies), Role of partners		Year 1 (2013)				Annual Budgetary Framework			
		UN	GoL/Partners	Q1	Q2	Q3	Q4	Core Fund	Non-Core Fund	One Fund	Total Annual Budget
Output 4.2.1 By 2014, review of current constitution and legal framework undertaken and new human rights compliance proposals drafted	4.2.1.1 Technical and operational support provided to the CRC to accomplish its mandate of ensuring an inclusive, transparent and timely constitution review process	UNDP	CRC, NMIL/USIP, MoPEA MIA, NEC, JLMC,	X	X	X	X	\$100,000.00	\$100,000.00	\$100,000.00	\$300,000.00
	4.2.1.2 Provide expert advice on comparative experience and lessons in constitution-making in other countries with a focus on framing a consultative process	UNDP	CRC, NMIL/USIP, MoPEA MIA, NEC, JLMC,	X	X	X	X	\$50,000.00		\$50,000.00	\$100,000.00
	4.2.1.3 Support capacity building CRC members on constitution making process to through study tours and peer to peer learning within a S-S framework	UNDP	CRC, NMIL/USIP, MoPEA MIA, NEC, JLMC,		X	X	X		\$150,000.00		\$150,000.00

	1.2.5.2 Technical support to ensure conflict sensitive constitutional reform.	UNDP	CRC, NMIL/USIP, MoPEA MIA, NEC, JLMC,	X	X	X	X	\$50,000.00			\$50,000.00
Outcome 4.2 Sub Totals								\$200,000.00	\$250,000.00	\$150,000.00	\$600,000.00
UN Pillar IV: Inclusive Governance and Public Institutions											
Outcome 4.3: Natural Resources Management: By 2017, Liberia has an effective and efficient natural resources management framework enabling transparent, accountable and equitable distribution of economic benefits and protection of rights of all.											
OUTPUT	Key Actions	UN/GoL Agency (ies), Role of partners		Year 1 (2013)				Annual Budgetary Framework			
		UN	GoL/Partners	Q1	Q2	Q3	Q4	Core Fund	Non-Core Fund	One Fund	Total Annual Budget
Output 4.3.1 By 2015, an expanded, comprehensive regulatory framework for natural resources management formulated and endorsed	4.3.1.1 Support the Land Commission Secretariat in the formulation of a land policy and the attendant legal reforms	UN Habitat	Land Commission, GC, MIA, MoPEA, MLME, UNMIL/UNEP	X	X	X	X	\$360,000.00			\$360,000.00
	4.3.1.2 Provide technical assistance to the creation of a management information system in natural resource management	UNDP	EPA GoL; MOPEA, UNMIL, UNEP, UNHAB ITAT	X	X	X			\$150,000.00		\$150,000.00
	4.3.1.3 Provide technical and operational support to the LEITI and select CSOs to ensure increased transparency in the management of natural resources	UNDP	MoPEA; LEITI MSCC WB/USAID, LEITI; UNMIL to provide TA	X	X	X	X	\$50,000.00			\$50,000.00
Output 4.3.2 By 2016, complaint and redress mechanism for natural resources management are established and operational	4.3.2.1 Support the establishment of ADRs system	UN Habitat	MIA GoL; GC, EPA, MoPEA UNMIL, UNDP, WB	X	X	X	X	\$70,000.00			\$70,000.00
	4.3.2.2 Support the establishment of palaver hut/local complaint and redress mechanisms in natural resource-rich areas with links to the justice systems and civil society	UNDP	MoJ, MLME, LC, MOA, FDA, MIA, EPA, MoC; WB, UNHABITAT; UNMIL, CSO, INCHR	X	X	X	X	\$50,000.00	\$500,000.00	\$100,000.00	\$650,000.00
	4.3.2.3 Support the establishment of land coordination centers in 5 counties on a pilot basis	UN Habitat	MIA GoL; GC, EPA, MoPEA, LC; UNMIL, UNDP, WB	X	X	X	X	\$240,000.00			\$240,000.00

	4.3.2.5 Undertake study of existing Liberian dispute resolution mechanism	World Bank	MoF; MoJ/Judiciary, MIA, GC; UNDP, UNHABITAT, INCHR	X				\$150,000.00			\$150,000.00
	4.3.2.6 Pilot Dispute Resolution Centers in at least three counties	World Bank	MoF; MoJ/Judiciary, MIA, GC UNDP, UNHABITAT			X	X	\$150,000.00			\$150,000.00
Output 4.3.3 By 2015, government's capacity for contracts, agreements and concessions negotiations enhanced	4.3.4.1 Support the BOC in establishing an electronic database on contracts, agreements and concessions	UNDP	MoF GoL lead; UNMIL, WB, UNCT			X	X	\$50,000.00			\$50,000.00
	4.3.4.2 Provide technical assistance to the BOC in compliance monitoring of concessions	UNDP	MoF GoL; UNMIL, WB, INCHR	X	X			\$75,000.00			\$75,000.00
	4.3.4.3 Provide support to CSOs and community groups in increasing awareness and advocacy in concession negotiations and management	UNDP	MoPEA , CSO Advisory Council; UNMIL, WB, INCHR	X	X	X	X	\$100,000.00		\$100,000.00	\$200,000.00
	4.3.4.4 Support the media including community radios in promoting greater transparency and accountability in concession management and decentralization	UNDP	MoPEA; MICAT,PUL/C EMESP, UNMIL, INCHR	X	X	X	X	\$50,000.00		\$50,000.00	\$100,000.00
Outcome 4.3 Sub Totals								\$1,345,000.00	\$650,000.00	\$250,000.00	\$2,245,000.00
UN Pillar IV: Inclusive Governance and Public Institutions											
Outcome 4.4: Public Sector Institutions and Civil Service Reform: By 2017, Liberia has an improved and decentralized public sector and civil service providing fair and accountable basic services to people.											
OUTPUT	Key Actions	UN/GoL Agency (ies), Role of partners		Year 1 (2013)				Annual Budgetary Framework			
		UN	GoL/Partners	Q1	Q2	Q3	Q4	Core Fund	Non-Core Fund	One Fund	Total Annual Budget
Output 4.4.1 By 2015, county governments have operational and technical capacity to formulate and	4.4.1.1 Technical advice and support to public consultations, provided to GC for policy development on key issues emerging from the national policy of decentralization and local governance	UNDP	GC; MIA; JLMC; Sida, EU, UNCDF, USAID, IMF/WB' e; UNMIL,UNDP	X	X	X	X		\$1,000,000.00		\$1,000,000.00

implement county development plan and budget	4.4.1.2 The Executive Branch supported to draft relevant legislation/amendments to establish legal framework for decentralization	UNDP	GC; MIA; JLMC; Sida, EU, UNCDF, USAID, IMF/WB' e; UNMIL, UNDP	X	X	X	X		\$750,000.00		\$750,000.00
	4.4.1.3 Inter-Ministerial Committee on Decentralization(IMCD) strengthened to oversee the implementation of decentralization consistent with the national decentralization implementation plan and framework	UNDP	GC; MIA, JLMC; Sida, EU, UNCDF, USAID, IMF/WB' UNMIL, UNDP	X	X	X	X		\$250,000.00		\$250,000.00
	4.4.1.4 MIA's operational, leadership and technical capacities strengthened to implement Decentralization Implementation Plan	UNDP	GC; MIA; JLMC; Sida, EU, UNCDF, USAID; IMF/WB; UNMIL; UNDP	X	X	X	X	\$100,000.00	\$2,000,000.00		\$2,100,000.00
Output 4.4.2 By 2016, public sector institutions' capacity is enhanced with clearly defined mandates, structures and functions	4.4.2.1 Support the finalization of reviews of mandates and function of MDAs and the implementation of their recommendations in pilot MDAs.	WB	GC;MDAs; UNDP, UNMIL; Sida, USAID	X	X	X	X	\$100,000.00			\$100,000.00
	4.4.2.2 Support to pay reform which includes defining job-level classification and harmonization of remuneration packages strategy	WB	GC;MDAs; UNDP, UNMIL; Sida, USAID	X	X	X	X	\$100,000.00			\$100,000.00
	4.4.2.3 Support the preparation, publication and dissemination of the first 'State of Governance' Report for Liberia and the dissemination/policy dialogues linked to GC's Integrity Barometer Survey report	UNDP	GC; MoPEA, MOJ, LACC, CSO, Media; UNMIL		X	X	X	\$75,000.00			\$75,000.00
	4.4.2.4 Support a review of the anti-corruption legislation and strengthen the prosecutorial capacity of LACC and MoJ	UNDP	LACC UNMIL; WB, Sida, USAID , INCHR	X	X	X	X		\$150,000.00		\$150,000.00
	4.4.2.5 Strengthen capacity in change and performance management to select senior/middle level managers in select public sector institutions	WB	CSA; UNDP, UNMIL ; Sida, USAID	X	X	X	X	\$200,000.00			\$200,000.00

	4.4.2.6 Support to modernization of the Customs Revenue Administration physical structures	UNOPS	MOF	X	X	X	X		\$1,800,000.00		\$1,800,000.00
Output 4.4.3 By 2016, county service delivery and out-reach are informed by needs and priorities of citizens	4.4.3.1 Support the establishment of citizen service delivery charters and public complaints mechanisms in at least 5 counties	UNDP	GC; UNMIL	X	X	X	X	\$50,000.00	\$100,000.00	\$100,000.00	\$250,000.00
	4.4.3.2 Support the GoL in conducting systematic risk assessments and hazard mapping exercises	IOM	UNDP, MIA, NDMC, WFP, EPA	X	X	X	X	\$0.00	\$100,000.00	\$10,000.00	\$110,000.00
	4.4.3.3 Establishment of a monitoring system on the effectiveness of service delivery in selected sectors with a Human Rights-based Approach	UNMIL/HRPS	INHRC; MoPEA UNDP, UNMIL		X	X	X	\$5,000.00		\$15,000.00	\$20,000.00
	4.4.3.4 Strengthen the watchdog role of the media and CSOs on corruption	UNDP	LACC; UNMIL; WB, Sida, USAID	X	X	X	X		\$75,000.00		\$75,000.00
	4.4.3.5 Support LACC to create public awareness on anti corruption, through campaigns in at least 5 counties.	UNDP	LACC; UNMIL; WB, Sida, USAID	X	X	X	X		\$100,000.00		\$100,000.00
Output 4.4.4 By 2016, National Disaster Risk Reduction (DRR) policy implemented and supported by a commission with clearly defined mandates	4.4.4.1 Support to the enactment and dissemination of the National Disaster Risk Management Policy	UNDP	MIA, MIA, MPEA, BMA, EPA, Liberia Fire Service, MoJ, FDA, MoA, MoH; WFP, UNMIL, INCHR	X	X	X	X	\$50,000.00	\$50,000.00		\$100,000.00
	4.4.4.2 Support the establishment of national and sub-national institutions for the implementation of the DRR policy in Liberia	WFP	MIA, MIA, MPEA, BMA, EPA, Liberia Fire Service, MoJ, FDA, MoA, MoH; WFP, UNMIL, INCHR	X	X	X	X		\$450,000.00	\$150,000.00	\$600,000.00
	4.4.4.3 Support the establishment of DRR related baseline information for Liberia	WFP	MIA, MIA, MPEA, BMA, EPA, Liberia Fire Service, MoJ, FDA, MoA, MoH; WFP, UNMIL, INCHR		x	x	x		\$75,000.00	\$25,000.00	\$100,000.00

	4.4.4.4 Government capacity strengthened in the design of Early Warning Systems (EWS) addressing select natural hazards and disasters	UNDP	MIA, MIA, MPEA, BMA, EPA, Liberia Fire Service, MoJ, FDA, MoA, MoH; WFP ,UNMIL	X	X	X	X		\$1,300,000.00		\$1,300,000.00
	4.4.4.5 Strengthen the capacity of at least 300 women, youth and other vulnerable people in disaster risk management and early warning systems in at least 5 most vulnerable counties	UNDP	MIA, MIA, MPEA, BMA, EPA, Liberia Fire Service, MoJ, FDA, MoA, MoH; WFP ,UNMIL, INCHR		X	X	X		\$250,000.00		\$250,000.00
	4.4.4.6. Sensitize counties and districts on the National Contingency Plans for DRR	IOM	UNDP, MIA, NDMC, WFP, EPA	X	X	X	X		\$450,000.00	\$30,000.00	\$480,000.00
	4.4.4.7. Facilitate Counties and Districts, cities and towns to develop Disaster Preparedness Plans with clear definitions of responsibilities and coordinating authorities for emergency response	IOM	UNDP, MIA, NDMC, WFP, EPA	X	X	X	X		\$150,000.00	\$10,000.00	\$160,000.00
	4.4.4.8 Facilitate the integration of country assistance programmes of development partners in DRM & DRR	IOM	UNDP, MIA, NDMC, WFP, EPA	X	X	X	X		\$150,000.00	\$10,000.00	\$160,000.00
	4.4.4.9 Contingency plans for emergency response to refugee situations/ IDP situations are coordinated and updated from time to time	UNHCR	LRRRC and humanitarian partners, INCHR	X	X	X	X		\$222,821.00	\$185,354.00	\$408,175.00
Output 4.4.5 By 2015, effective Public Finance Management (PFM) with a transparency and accountability mechanism is instituted	4.4.5.1 Support the review of the PFM legal framework and identify areas for further strengthening	WB	MoF ; Sida, USAID, ADB provide funding for PFM; UNCT	X	X						\$0.00
	4.4.5.2 Assess needs, identify priority capacity building interventions for enhancing budget planning systems, coverage and credibility and roll them out in selected LMAs	WB	MoF ; Sida, USAID, ADB provide funding for PFM; UNCT	X	X	X	X				\$0.00

	4.4.5.3 Undertake a review and develop options paper for improving budget coverage, fiscal policy management, financial control and oversight of government's finances	WB	MoF ; Sida, USAID, ADB provide funding for PFM; UNCT	X	X						\$0.00
	4.1.1.5 Provide support to the establishment of basic financial management and fiduciary controls at Country level in support of decentralization	WB	MOF, MIA and GC; WB/IMF, CAGD & IPFMRP	X	X	X	X	\$49,000.00			\$49,000.00
Outcome 4.4 Sub Totals								\$729,000.00	\$9,422,821.00	\$535,354.00	\$10,687,175.00
Pillar Annual Total								\$2,889,000.00	\$11,717,821.00	\$1,635,354.00	\$16,307,175.00

Annex III: Terms of Reference for the One Fund in Liberia

Principles and purpose of the One UN Fund in Liberia

1. The Liberia One Programme will consist of a United Nations Development Assistance Framework (UNDAF) and a Costed Action Plan. The latter will include One Budgetary Framework composed of three components: Core funds from Participating UN Organizations and UNMIL, non-core resources from Agencies, Funds and Programmes, Government and donor contributions, and the unfunded gap, known as the One Fund.
2. The objective of the One Fund, under the overall management and leadership of the Delivering as One Joint Steering Committee (DaO JSC), is to provide a coherent framework for resource mobilization, fund allocation and disbursement to the unfunded elements of the One Programme (2013-2017) and emerging priorities.
3. The One Fund will strengthen joint planning, coordination and the implementation of the One Programme, and allocate funds to the prioritized needs approved by the DaO JSC, based on agreed criteria and procedures with documented processes and rationale for allocations. The programmes to be financed by the One Fund are detailed in the Costed Action Plan.
4. In line with the approved Delivering as One Communication strategy, signatory UN system organizations shall take appropriate measures to raise awareness of the One Programme and the One Fund and to give due credit to the role of the Government, the Donor and the signatory UN system organizations. Information given to the media, to the beneficiaries of the One Programme and the One Fund, all related publicity materials, official notices, reports and publications shall acknowledge the role of the Government, the Donor, the signatory UN system organizations, the national partners, the Administrative Agent and any other relevant parties. In particular, the Administrative Agent will include and ensure due recognition of the role of the Government, the Donor, the signatory UN system organizations, national parties and the UN in all external communication relating to the One Fund.
5. The One Fund conforms to the principles governing pooled and pass-through management modalities based on the United Nations Development Group (UNDG) Guidance Note on Joint Programming, and the inter-agency mission on financial accountability and audit of October 2007.

Description of the One Fund

6. UN signatories to the One Programme and Costed Action Plan, and those participating in the One Fund, will sign a Memorandum of Understanding between Participating UN System Organizations ('Participating UN Organization'), the Resident Coordinator and the UNDP regarding the Operational Aspects of the One Fund for Liberia.
7. UNDP as the Administrative Agent will administer the One Fund on behalf of the Participating UN Organizations and the Resident Coordinator, in accordance with applicable regulations, rules, directives and procedures, including interest gained. The Administrative Agent shall be required to establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds received pursuant to Standard Administrative Agreements (SAA) with donors and the Resident Coordinator.

Contributions to the One Fund

8. Contributions to the One Fund may be accepted from governments of member states, inter-governmental and non-governmental organizations, and the private sector. Acceptance of funds from the private sector will be guided by criteria stipulated in the UN system-wide guidelines for cooperation between the UN and the Business Community (the UN Secretary General's Guidelines <http://www.un.org/partners/business/otherpages/guide.htm>)

9. Each donor will sign a Standard Administrative Agreement with the Resident Coordinator and the UNDP as Administrative Agent, setting out terms and conditions governing receipt, administration of, and reporting on the contributions.
10. In order to ensure focus on the national and emerging priorities and allow the Delivering as One Joint Steering Committee maximum flexibility in planning and allocating funds, preference is for unearmarked funding. Nevertheless, earmarked funding can be accepted on an exceptional basis, at the UN Pillar Group level (Four UN Pillar Groups of the One Programme), subject to the DaO JSC approval.
11. As AA of the One Fund, UNDP will be responsible for receiving all donor contributions to the Liberia One Fund Account, established for this purpose. Subject to availability of funds, the AA shall normally make each disbursement within three (3) to five (5) business days after receipt of the approved One Programme UN Pillar Group Annual Work Plans (UN PG AWP) and instructions from the Resident Coordinator based on the funds allocation decisions of the DaO JSC along the signed One Programme Costed Action Plan by all parties concerned. The Resident Coordinator's instructions shall not be unreasonably delayed after the allocation by DaO JSC.

Utilization of the One Fund

12. The One Fund will be utilized for the purpose of supporting elements of the Costed Action Plan not funded by Participating UN Organizations' own resources (core and non-core resources). Details of planned activities, estimated budgets and implementation arrangements relevant to the utilization of the One Fund are provided in the costed Action Plan and its annexes.

Governance of the One Fund

Delivering as One Joint Steering Committee (DaO JSC)

13. The DaO JSC, co-chaired by the Minister for Planning and Economic Affairs and the Resident Coordinator, will provide strategic guidance to the One Programme and oversight of the One Fund including endorsement of fund allocated by UNCT from the One Fund and monitoring of the overall agreed One Programme implementation plan (Costed Action Plan).
14. The DaO JSC will consist of four representatives of the Government appointed by the Cabinet of ministers, three representatives from the Donor community; and four representatives from the United Nations Country Team (UNCT), decided annually on a rotational basis, subject to the agreement of the UNCT.
15. The DaO JSC will be responsible for:
 - a) Providing strategic oversight to and overall monitoring of the One Programme, including annual reviews; and
 - b) Providing strategic leadership of the One Fund on the basis of the One Programme.

The Resident Coordinator (RC)

16. The Resident Coordinator will be responsible for:
 - a) Co-chairing of the DaO JSC and the provision of strategic guidance, leadership and decision making with regard to both the implementation of the One Programme and the One Fund, in consultation with the members of the JSC;

- b) Conferring with participating UN Agencies, Funds and Programmes on strategic/policy and operational issues regarding the One Programme/One Fund and ensuring timely information sharing with all concerned parties;
- c) Making recommendations to the UNCT on the allocation of funds mobilized under the One Fund, on the basis of proposals reached with the UN Pillar Groups and IAPT;
- d) Leading efforts to mobilize resources for the One Fund in collaboration in conjunction with participating UN organizations;
- e) Providing strategic focus to the consolidated reports prepared under Article V of the MOU, including analysis of progress and lessons learned for future agreed CAP implementation;
- f) Providing relevant reports and statements defined under Article V of the MOU to Participating UN Organizations;
- g) Ensuring that Country Representatives/Directors/Heads of Participating UN Organizations and Convener Agencies are held accountable for the timely implementation of agreed activities under their organizations' responsibility, the achievement of the outputs and outcomes contained in the One Programme and the utilization of the funds allocated from One Fund;
- h) Overall management of the One Fund and the utilization of the funds in the One Fund Account;
- i) Signing the Standard Administrative Agreements (SAA) with donors and UNDP and the MOUs with the participating UN Organizations and UNDP.

Representatives/Country Directors/Heads of Convener Agencies

17. The Representatives/Country Directors/Head of Convener Agencies of Programme and other One Programme UN Pillar Groups and Outcome Working Groups will be responsible for:

- Ensuring alignment with national priorities and international obligations;
- Ensuring engagement with government partners and non-state actors, as relevant;
- Ensuring UN coherency in programmes, operations and thematic areas and on policy issues, as applicable;
- Promoting upstream and downstream engagement of the UN system, where appropriate, and ensuring that the UN Pillar Groups and Outcome WGs aim for maximum impact of results;
- Ensuring that the UN conveys consistent messages and speaks with one voice in thematic, programme and operational matters;
- Promoting the articulation of joint strategies, where possible;
- Promoting a common understanding of objectives and agreed results among partners within each of the UN Pillar Groups and Outcome WGs;
- Facilitating operational-level coordination;
- Promoting harmonization and cohesion among UN agencies involved in the One Programme, by ensuring that the UN Pillar Groups and Outcome WGs explore synergies and complementarities in programmatic and operational matters;

- Promoting appropriate bilateral technical support by participating UN Organizations and levels of accountability with their respective Implementing Partners (IPs).

The Representatives/Country Directors/Head of Participating UN Organizations

18. The Representatives/Country Directors/Head of Participating UN Organizations will be responsible for:

- Ensuring the implementation of the One Programme, the effective utilization of funds allocated from the One Fund and their organization's components of the One Programme;
- Providing relevant reports and statements defined under Article V of the MOU to respective Convener Agencies and Administrative Agent, in a timely manner and according to agreed quality standards;
- Signing the One Fund Memorandum of Understanding with the Resident Coordinator, the Participating UN Organizations and UNDP (AA);
- Maintaining standards of conduct that govern the performance of their respective staff, including the prohibition of corrupt practices in connection with the award and administration of contracts, grants, or other benefits, as set in their Staff Rule and Regulations and the Financial regulations and rules, including those regarding procurement.

UN Country Team (UNCT)

19. The UNCT, comprising Agencies, Funds and Programmes, Sections of the UN Mission in Liberia, the World Bank and IFC will be responsible for:

- a) Nominating four (4) representatives of UN organizations to the DaO JSC annually on rotational basis. Representatives will support the RC in submitting recommendations for endorsement on allocation and utilization of One Fund resources;
- b) Making decisions on the allocation of mobilized funds (with documented process and rationale for these decisions) in accordance with the agreed criteria and procedure;
- c) Reviewing and overseeing the One Programme UN PG AWP, including financial allocation as proposed by Inter-Agency Programming Team (IAPT) and UN Pillar Groups;
- d) Assessing and making recommendations with regard to Action Plans/policies/ strategies, including those related to communications/advocacy and the One Fund, which should be submitted to the DaO JSC for endorsement;
- e) Maintaining standards of conduct that govern the operation of membership to the UNCT;
- f) Supporting the Resident Coordinator in resource mobilization for the One Fund.

Inter-Agency Programming Team (IAPT)

20. The IAPT membership will consist of Deputies of AFPs/senior programme staff from Convener, Participating UN Organizations/UNMIL sections and the Administrative Agent; structurally, it shall consist of members of the UN Pillar Groups, OMT, M&E, GTG and UNCG.

21. The Office of the Resident Coordinator will provide secretariat support to the IAPT and ensure that initiatives/activities agreed upon in the One Programme are coordinated with internal/external partners and information is appropriately disseminated.
22. The IAPT, in relation to the One Fund and One Programme, shall be responsible for:
 - a) Assuming a lead role in substantive discussions on Delivering as One, with particular emphasis on issues related to the One Programme and the One Budgetary Framework/One Fund;
 - b) Reviewing the One Programme UN Pillar Group Annual Work Plans (AWPs) to ensure alignment with Government priorities and submitting them to the UNCT for approval;
 - c) Supporting resource mobilization efforts, in accordance with the of Resource Mobilization strategy.

UN Communications Group

23. The UN Communications Group comprises of communications officers and focal points from the UN Agencies, Funds and Programmes and the UNMIL Public Information Office and will be responsible for:
 - a) Providing strategic and coherent awareness raising of the One Fund to the UN System in Liberia;
 - b) Provide One Fund communications material for Development Partners and the Government.

One Programme UN Pillar Groups UN PG)

24. The One Programme UN Pillar Groups will be convened by a Convener Agency whose technical capacities and comparative advantages are in line with the four thematic areas. It shall be the responsibility of the UN PG Convener Agency to appoint a convener, and, in consultation with Participating UN Organizations, agree on Outcome Working Groups as appropriate. The One Programme UN Pillar Groups will be a part of the IAPT and will be responsible for:
 - a) Ensuring coordination and monitoring of activities at Outcome and Output levels through the respective Outcome Working Groups. The Outcome Working Groups will be led by participating UN Organizations which have primary implementation accountability for agreed outputs and activities in the UN PG Annual Work Plans, in line with the One Programme Costed Action Plan;
 - b) Developing UN PG Annual Work Plans and making recommendations to the IAPT on programmatic and budget issues;
 - c) Planning and actively participating in annual and mid-term reviews of One Programme;
 - d) Ensuring consolidation of the requisite reports, in alignment with the Costed Action Plan, in close collaboration with Resident Coordinator's Office;
 - e) Identifying emerging and critical issues for IAPT and UNCT consideration.

Support services provided by the Resident Coordinator's Office

25. The Office of the Resident Coordinator (RCO) will be responsible for providing support to the strategic leadership role of the Resident Coordinator for the One Fund, as listed under paragraph 18 above, including quality assurance of the One Fund and One Programme.

26. A focal point within the Office of the Resident Coordinator will be appointed to support the quality assurance of the One Fund and the One Programme.

2. Reporting

27. In addition to requirements reflected in **section V** of the MOU, each participating UN Organization, through the respective Convener Agency, will provide the Administrative Agent with narrative and financial progress and final reports, and for the purpose of reporting on the One Programme in accordance with the agreed fiscal calendar, the Participating UN Organizations, through the Convener Agency, shall provide the Resident Coordinator with a narrative and financial progress report, based on the AWP of the One Programme UN Pillar Groups.

28. The Resident Coordinator will provide strategic focus and oversight to the One Programme consolidated report, including analysis of progress and lessons learned, and subsequently will submit the consolidated report to donors according to the schedules agreed in the SAA.

3. Criteria for accessing funds from One Fund

29. The following criteria, which have been developed and agreed upon by the UNCT, will provide the One Fund Joint Steering Committee with a broad framework for allocations to support the unfunded portions of the One Programme Costed Action Plan and emerging initiatives related to changing needs within the context of One Programme.

30. The criteria will be applied in three steps: eligibility, initial allocation and subsequent allocation(s).

- a) Eligibility Criteria: These criteria set the minimum requirements based on the One Programme UN PG AWP and must be met as a prerequisite for the allocation of resources from the One Fund.
- b) Initial allocation criteria: This is in reference to the first allocation of the funds from the One Fund to eligible, approved One Programme UN PG AWP. The criteria provide the basis on which eligible agreed One Programme UN PG AWP are prioritized for funding.
- c) Subsequent allocation criteria: Criteria applied for the second and subsequent allocations from One Fund. This will enable funding to on-going agreed One Programme UN PG AWP, based on performance.

Eligibility Criteria

31. One Programme UN Pillar Groups must fulfill the following criteria in order to be eligible to receive funding under the One Fund:

- demonstrated capacity to deliver the agreed UN Pillar Group AWP (i.e. Human, Technical and financial capacity);
- presentation of a detailed One Programme UN PG AWP, budget and procurement schedules including:
 - detailed sequencing of activities aligned to One Programme Costed Action Plan and cross-cutting considerations;
 - a clear division of labour among the participating UN Agencies for various activities;
 - clear performance targets for outputs that realistically enable delivery of the agreed One Programme Outputs;

- quarterly disbursement plan and risk mitigation activities;
- measures to address Implementing Partners’ constraints/challenges for the successful, agreed upon One Programme implementation, as identified through the HACT process.

Initial allocation

32. The One Programme UN Pillar Groups which fully comply with the above eligibility criteria will qualify for an initial allocation of funds from the One Fund. An extended IAPT, including the chairs of IAPT, OMT, M&E, UNCG, the four (4) One Programme UN Pillar Technical Advisors (PS&ROLWG, SET WG, HD WG and IGP WG), will conduct a desk review of all the One Programme UN PG AWP. The results/conclusions will be presented by the Convener Agency and proposals for the allocation of funds will be formulated in accordance with the criteria governing the initial allocation of funds. The IAPT will submit its recommendations to the UNCT for consideration. The UNCT will approve the UN Pillar Group AWP and fund allocations, subject to endorsement by the DaO JSC.

33. The criteria for the initial allocation of funds will be applied as follows:

a) *where the One Fund is 100% funded*

The One Programme UN Pillar Groups are allocated 60% of the total annual unfunded budgets. The remaining 40% will be disbursed to Participating UN Organizations which have delivered at least 50% of the initial disbursement after 6 months.

b) *Where resources in the One Fund are sufficient to cover between 50%-99% of the funding gap (excluding earmarked funds)*

- Each agreed UN PG is allocated a pro rata of its funding gap.
 - If earmarked funds are more than the agreed One Programme UN PG would have been allocated without earmarked funds via pro-rata application, then the agreed One Programme UN PG be allocated no additional funds;
 - if the earmarked resources are less than the agreed One Programme UN PG would have been allocated without earmarking, the One Programme UN PG will be allocated funds based on the following formula: *(Earmarked Funds + (pro-rated entitlement-earmarked funds))*.
- Allocated funds will then be prorated between the agreed One Programme UN PG participating UN Organizations: 60% of these funds will be disbursed upfront; and the remaining 40% will be disbursed to Participating UN Organizations that will have delivered at least 50% on the initial disbursement after 6 months.
- At the end of the year, funds allocated to the agreed One Programme UN Pillar Group, but not disbursed will be zeroed or reprogrammed.

c) *Where the resources in the One Fund are sufficient to cover less than 50% of the funding gap (excluding earmarked funds)*

- Fund allocation will be prioritized according to the following criteria:
 - Progress in the attainment of MDGs
 - GoL indicative preference based on the Agenda for Transformation.

Subsequent allocation criteria (Performance based)

34. Performance based allocations will be undertaken twice a year. In line with the requirements established by the MoU for the One Fund, each agreed One Programme UN PG will report on progress made against Outputs, financial expenditures, major achievements and constraints. They will be required to account for annual targets and the extent to which cross-cutting issues were mainstreamed. The UN Pillar Groups will also provide a narrative against the outcome statement.
35. The extended IAPT will apply the criteria below and make recommendations to UNCT on the allocation of funds for approval.
36. Weighted performance criteria will be applied in two phases. Step one involves the UN PG level and will assess the following:
- Extent to which annualized targets, based on prioritized plans have been achieved *(50 % weighted)*
 - Extent to which performance indicators to cross-cutting considerations have been achieved – *(20 % weighted)*
 - Extent of financial disbursement, both from Agency and One Fund resources – (30% weighted)

The performance scores will then be translated into entitlement scores, using the following conversion chart

Performance score	Entitlement
<29%	0
30%-49%	40.00%
50%-59%	70.00%
60%-69%	80.00%
70%-79%	100.00%
80%-89%	110.00%
90%-100%	120.00%

- Where One Fund is less than 100% resourced, allocations to the UN PG will be made by multiplying the performance entitlement percentage by the prorated allocations (including adjustments to the balance earmarked)
37. The second step will assess the financial delivery of participating UN Organizations within the agreed One Programme UN PILLAR GROUP. Funds allocated to the UN PG in step one will be distributed between participating UN Organizations according to performance entitlements (based on financial delivery), -using the aforementioned conversion chart-multiplied by prorated allocation, and then adjusted.
38. 60% of these funds will be disbursed upfront, while the remaining 40% will be disbursed to participating UN Organizations that have delivered at least 50% of the initial disbursement after 6 months.

Non-disbursement of allocated funds

39. At the end of the programme year, funds allocated to agreed One Programme UN PG Annual Work Plans, but not disbursed from the One Fund, will be Zeroed or reprogrammed. If agreed by JSC, funds allocated to participating UN organizations but not expended at the end of the programme year, may, in exceptional

circumstances and with due consideration of the cost incurred, be returned to the UNDP for utilization under the One Fund.

The role of the DaO JSC

40. Final decision-making should be based on cross-validation of the initial/subsequent proposals for the allocation of funds consistent with the application of the criteria. The purpose is to ensure that there is an adequate balance between competing priorities. The JSC will therefore be vested with the authority to waive the performance criteria, if due justification is provided and accepted.

Annex IV: Terms of Reference for the Liberia Delivering as One Joint Steering Committee

Mandate and purpose

The Joint Steering Committee will provide overall guidance to the implementation of the Delivering as One initiative in Liberia and ensure a coherent and coordinated approach among all key stakeholders.

Roles and Responsibilities

The Steering Committee will guide the overall design and implementation of the Delivering as One initiative in Liberia by performing the following functions:

- Promote a common understanding of the Delivering as One Initiative and its strategic orientation.
- Ensure the alignment of DaO with national priorities as defined in the PRS.
- Guide the planning and formulation process of the One Programme/One Budgetary Framework.
- Monitor the progress of the implementation of the DaO Roadmap and decide on corrective measures, where appropriate;
- Serve as a forum for the consideration of issues that may impede the implementation of the Delivering as One Initiative and propose ways to address identified obstacles.
- Report progress to the LRDC on a regular basis.

Composition

The Committee will be co-chaired by the Minister of Planning and Economic Affairs and the UN Special Representative of the Secretary-General (SRSG) to Liberia with delegated authority to the Deputy Special Representative of the Secretary-General (DSRSG – Recovery and Governance)/Resident Coordinator. The membership of the Steering Committee will comprise the following:

- 4 representatives of the Government of Liberia
- 4 representatives of the UN system in Liberia
- 3 representatives of the Development Partner community in Liberia

The designation of members to the Steering Committee will be the responsibility of the respective stakeholder groups. It is imperative that the members of the Committee represent their institutions at the highest level due to the importance and sensitivity of the issues addressed. The members will be responsible for communicating and sharing information with their respective stakeholder groups.

Frequency of Meetings and Set-Up

The meetings of the Steering Committee will be convened by the Co-Chairs;

The Steering Committee should meet periodically (twice a year);

The Steering Committee will take decisions by consensus;

The DaO Inter-Agency Management Team will report to the Steering Committee on progress, challenges and other issues relevant to the implementation of DaO in Liberia;

The DaO Secretariat will provide logistical and secretarial support to the Steering Committee.

Annex V: Terms of Reference for the United Nations Country Team in Liberia

The United Nations Country Team in Liberia (UNCT) is an expanded UNCT. It includes all representatives of the UN Funds and Programmes specialized Agencies, the World Bank, the International Monetary Fund and substantive sections of the UN Mission in Liberia. The UNCT is led by the Resident Coordinator/Humanitarian Coordinator, who is also the Deputy Special Representative of the Secretary-General for Recovery and Governance (DSRSG-R&G) of the UN Mission in Liberia (UNMIL).

The UNCT, under the leadership of the Resident Coordinator (RC), discusses and decides on programmatic, management and operational issues affecting the UN Agencies, Funds and Programmes. In carrying out its responsibilities, it will consult and be actively assisted by the Office of the SRSG, DSRSG for Rule of Law (RoL) and relevant UNMIL Sections, under the Rule of Law and Recovery and Governance Pillars.

The Terms of Reference below outline the overall roles and responsibilities of the UNCT, the RC and the RCO.

Roles and Responsibilities:

The UNCT in Liberia is committed to ensuring the achievement of results and adherence to the principles of Delivering as One. The main purpose of the UNCT is to plan and deliver together the UN's contribution to the country's national priorities, as expressed in the One Programme (2013-2017) in a more coherent, effective and holistic manner, thereby increasing the UN's overall impact in Liberia. The UNCT is collectively responsible for:

- Promoting and ensuring a shared vision of the UN in Liberia, by jointly carrying out planning, implementation, monitoring and assessment of programmatic and operational programmes/activities and positioning the UN more strategically in areas where it has a distinct, comparative advantage.
- Deliberating and deciding on programmatic and operational issues under the overall framework of the One Programme.
- Providing leadership in the conceptualisation, planning and implementation of the Delivering as One (DaO) initiative in Liberia.
- Proactively seeking opportunities to enhance UN system coherence.
- Overseeing the implementation and the M&E of the One Programme and managing the implementation of the DaO Roadmap to ensure that activities are undertaken in a timely and coordinated fashion through the internal UN coordination mechanisms (SPG, UNCT, IAPT, UNCG, OMT, etc.).
- Identifying and addressing challenges inherent to the DaO process in Liberia, including bringing issues forward to the SPG and the UN/Government/Donor Joint Steering Committee, as appropriate.
- Mobilizing support for DaO process within respective Agencies at Headquarters, Regional and Country levels.
- Providing strategic guidance to the formulation and implementation of Joint Programmes, as captured in the One Programme.
- Developing and reporting on the RC/UNCT Annual Work Plan and Key Results with the support of the Office of the Resident Coordinator.
- Providing oversight to and approve work plans for all other UN coordinating structures including the Operations Management Team (OMT), Inter-Agency Programming Team (IAPT), UN Communications Group (UNCG), the Gender Theme Group (GTG), the HIV/AIDS Theme Group), etc.
- Ensuring that cross-cutting issues, including but not limited to, Human Rights-based approach, Gender, HIV and AIDS, Environment, Prevention of Sexual Exploitation and Abuse (SEA), etc. are incorporated into UNCT programming processes.

- Ensuring the implementation of the Joint Programme of Support on HIV/AIDS and enforcing HIV/AIDS in the Workplace policies and activities.
- Ensuring the implementation of the Joint Communications Strategy.
- Ensuring substantive participation and accountable engagement in the One Programme UN Pillar Groups and Outcome Working Groups.
- Establishing a One Fund and budgetary framework to support the One Programme.
- Advancing the transition planning agenda with UNMIL, through active and substantive engagement in the ITDT process.
- Raising, through the Resident Coordinator and his Office, UN system-wide policy issues and matters of UN strategic importance to the attention of the SRSG.

Resident Coordinator: Roles and responsibilities:

- The Resident Coordinator (RC) has an equal and collegiate relationship with and responsibility to all UNCT members. He/she provides overall leadership and programme oversight, and advocates the goals, norms and standards of the UN system, on behalf of the UNCT. As such, the RC:
- Assumes overall responsibility and accountability for and coordination of strategic programme and operational activities for development and or humanitarian assistance by the UN system in Liberia.
- Leads the UNCT in collaboration with the Government and other partners in the planning and implementation of Delivering as One (DaO) process in Liberia, as delegated by the SRSG.
- Ensures support for DaO at the highest levels of the UN system, donors, the Government and other partners.
- Coordinates the UNCT's strategic planning, implementation, monitoring and evaluation functions and processes.
- Leads the UNCT in the development and management of common services and harmonized business practices (common services, HACT, organization change management etc) leading to increased effectiveness, efficiency, relevance and coherence in the delivery of development aid to Liberia.
- On behalf of the UNCT, advocates for and mobilizes resources for Joint Programmes, the One Programme, and other relevant UNCT activities.
- Promotes, on behalf of the UNCT, the development of a wide range of partnerships with Government, Development Partners and NGOs.
- Leads the UNCT in discussions on aid coordination with Government and Development Partners.
- Represents and supports the inclusion and involvement of Non-Resident Agencies in the operations of UNCT Liberia.
- Represents the UNCT at SPG meetings, as necessary, and Co-chairs the Joint UN/Government/Donor Steering Committee, established to provide strategic and policy guidance to the DaO process.
- Ensures the implementation of and reporting on the RC/UNCT Annual Work plan, Key Results and budget.
- Leads preparedness and response efforts in support of contingency planning and humanitarian operations with key stakeholders.

- Acts as the primary interlocutor between the UNCT and UNMIL, in his capacity as RC.

Role of the Resident Coordinator's Office (RCO):

The RCO in Liberia is a part of the Integrated Office which assists and facilitates the tripartite function of the DSRSG-R&G/HC and RC. It is composed of both UNMIL and UN Agency staff whose main objective is to provide coordinated support to the multiple management, reporting and functional requirements of the DSRSG/RC/HC.

More specifically, the RCO provides dedicated, strategic, advisory and coordination support to the RC, the UN Country Team and other relevant partners. The RCO is not an implementing unit. It does not provide individual technical expertise to the Specialized Agencies, Funds and Programmes.

UNCT Accountability:

The RC and UNCT will operate in a spirit of mutual accountability performance and their respective will be appraised using the One80 degree performance review process. All UNCT members have direct line of accountability to their respective organizations, as well as collegial accountability to the RC and the rest of the UNCT for producing agreed results.

The UNCT will assign various leadership roles to its members, as well as designate and empower specific staff to serve as focal points for their respective Agencies within the various coordination/management groups, including:

- One Programme UN Pillar Groups and Outcome Working Groups
- The Inter-Agency Programming Team
- The Operations Management Team
- The UN Communications Group
- The Joint UN Team on HIV and AIDS
- The Gender Theme Group, and
- The Field Support Team.

The performance of these staff members will be appraised on an annual basis.

The RC and the UNCT members will also be evaluated in accordance with their contribution to the team, the RC/UNCT Work Plan and Key Results, and the delivery of their own agency results in line with the UNDAF. The RC will be appraised by both the UNCT and the UN Development Group Regional Team, while UNCT members will be assessed by their individual Agencies as well as the UNDG Regional Team, through their participation in the annual One80 degree performance reviews.

Frequency of Meetings:

Bi-monthly - Tuesdays 2.30 to 4.00 P.M.

Annex VI: United Nations Country Team in Liberia Code of Conduct for Delivering as One

The United Nations System in Liberia has an expanded UN Country Team (UNCT). It includes all representatives of the UN Funds and Programmes specialized Agencies, the World Bank, the International Monetary Fund and substantive sections of the UN Mission in Liberia. The UNCT is led by the Resident Coordinator, who is also the Deputy Special Representative of the Secretary-General (DSRSG) for Recovery and Governance (R&G) of the UN Mission in Liberia (UNMIL) and Humanitarian Coordinator.

The DSRSG-R&G/RC/HC, leads the UNCT in collaboration with the Government and other partners in the planning and implementation of Delivering as One process in Liberia, as delegated by the Special Representative of the Secretary General (SRSG). As such, the UNCT reports through the DSRSG-R&G/RC/HC to the SRSG and the Strategic Policy Group (SPG). He/she works closely with the SPG and relevant UNMIL sections on programme implementation and transition planning. The UNCT's relationship with the SPG is further detailed in the UNCT Terms of Reference.

Vision and Purpose

The vision for UN Delivering as One in Liberia is that of a unified United Nations presence, which acts, speaks and delivers as one. The overall goal of the One UN initiative in Liberia is to improve programme delivery and results through more strategic, coherent, efficient, better coordinated, funded and managed UN interventions. This overall goal will guide all decisions made by the UNCT.

The purpose of the Code of Conduct is to promote and facilitate collegial working arrangements among members of the UNCT, aimed at achieving a unified, team approach and harmonious as well as collaborative day-to-day relationships, based on the following, agreed upon norms, behaviors and principles.

Core

- **Integrity and Ethics:** the UNCT will strictly adhere to the values of the UN with respect to integrity and ethics, as stipulated in the UN Standards of Conduct for the International Civil Service of UN staff members.
- **Transparency and Accountability:** the UNCT will work to enhance transparency and accountability at all levels of decision-making, both within and among individual organizations and in relation to commitments to the UNCT, the Mission leadership and the cooperation agreements as outlined with the Government of Liberia.
- **Speaking with One Voice:** all UN Agency Heads have the dual responsibility of supporting their Agency mandates, as well as the UN system as a whole. UNCT members will champion Delivering as One in order to improve the efficiency and effectiveness of the UN system in Liberia. As representatives of the One UN, UNCT members will ensure that a common position is maintained and effectively communicated to external partners, and will consult with each other fully before meeting with Government and development partners on matters that relate to joint initiatives/Delivering as One. The UNCT will assign various leadership roles to its members on programmatic and management issues. When UNCT members are representing other Agencies or the UNCT as a whole, the spokesperson will receive adequate briefing beforehand, convey only agreed messages and report back.
- **Team Work, Respect and Trust:** UNCT members will exercise those skills and attributes which lead to good team-work, namely, clear communication, good listening and feedback skills, tolerance and flexibility. Furthermore, the UNCT will foster an environment where staff members are encouraged to work collaboratively to achieve results and learn from each other, within and across agencies, at both the central and field level. The UNCT will strive to create an enabling environment which is respectful of and courteous to staff, and in which staff can express their opinions without fear of repercussions. The

UNCT will also deploy all efforts to empower its staff members and manage its relationships-within and outside the UN system- in a deliberate, predictable and purposeful way.

- **Commitment:** the UNCT is fully committed to achieving results which increase the collective impact, effectiveness and efficiency of the UN system in Liberia. Within the context of their respective mandates, each UN Agency will seek opportunities for joint initiatives and pledge to actively support and engage in the requisite change management processes for Delivering as One.

Operational

- **Participatory Management:** the UNCT will continue to strengthen its participatory and transparent approach to management and decision-making, in a manner which grants an equal voice to all members and enhances consensus-building. Decisions and/or recommendations to the Mission Leadership will be made collectively and in a consultative fashion. Once decisions are made, UNCT members will abide by those agreements, communicate them to concerned parties and relevant partners and be held accountable for their application/enforcement within their respective Agencies.
- **Realistic Planning:** the UNCT commits to the development and implementation of realistic workplans and related annual work schedules. It will adopt a participatory, results-based planning anchored on a human rights-based approach, with emphasis on individual and collective responsibility. The UNCT will ensure and support the achievement of SMART and sustainable results, promote commitment of staff members, and use all opportunities and occasions to further support staff motivation with positive and reinforcing feedback. Issues that may challenge the achievement of results will be identified through carefully planned risk assessment and risk management processes.
- **Communication and Information Sharing:** the UNCT will maintain and foster open communication, dialogue and regular information sharing with all staff members, both in Monrovia and the field. It will maintain a common and unified position effectively communicated internally and externally. The UNCT will also maintain open and regular communication with all external stakeholders and partners.
- **Quality Performance and Oversight:** the UNCT will provide effective and efficient oversight to the implementation of the One Programme (2013-2017) under the Delivering as One initiative. It will oversee the mobilization of additional resources required as part of the One Fund, as appropriate, in support of programme and operational results. The UNCT will ensure that the Inter-Agency Programming Team (IAPT), the Operations Management Team (OMT), the UN Communications Group, and all thematic groups are used as fora for participatory decision making and guidance in the areas of programme, operations and strategic communications, etc. respectively.
- **Inter-sectoral Linkages to Improve Programme Efficiency and Effectiveness:** the UNCT will improve the synergy between and across programmes and agencies at all levels. Activities (both thematic and geographic) across agencies will be planned and implemented in a well coordinated and harmonized manner. It will foster and build synergy between the UN System major programmatic interventions and commitments, and the national development agenda.
- **UNCT Support Structures:** the UNCT commits to proactively use existing UN system-wide mechanisms for peer support and dispute resolution, as recommended in the dispute resolution mechanism.

Aspirational:

- **Creativity:** the UNCT will welcome new ideas, innovative approaches, the exploration of mutually supportive alternatives and constructive feedback. It will also promote the creativity of its staff in order to improve the efficiency and effectiveness of the UN system as a whole in achieving combined results.

- **Personal and Professional Development:** the UNCT will encourage and nurture opportunities for personal and professional growth, both through individual and group learning events as well as through coaching and mentoring processes- as much as possible through inter-agency efforts and initiatives. The UNCT will emphasize and uphold staff wellbeing by promoting work-life balance. It will maintain and foster a caring and conducive work environment through the expansion of existing UN Cares programmes, peer support activities and other support mechanisms.
- **Application of the UNCT code of Conduct to Other Inter-Agency Groups:** the UNCT agrees that its principles of interaction in this Code of Conduct will apply to all inter-agency groups, such as the IAPT, the OMT, the UNCG, the GTG, the HIV/AIDS Theme Group, the One Programme UN Pillar Groups and the Outcome Working Groups, etc.
- **UNCT Dispute Resolution Mechanism:** the UNCT subscribes to the Dispute Resolution Mechanism in Annex 1 below, based on UNDG and DOCO guidelines.

Annex VII: Dispute Resolution Mechanism for the United Nations Country Team in Liberia

This mechanism only applies to disputes associated with UNCT common processes such as common services, common programming, joint programmes, and related funding, which should be solved first and foremost at country level in an amicable environment⁹. The solution envisaged must be acceptable to all parties to the dispute and should be based on an internal, fair and equitable process.

Principles

The dispute resolution mechanism will be based on the following principles:

- An agreed upon process for dispute resolution should have UNCT ownership;
- Disputes should be resolved as soon as possible after occurrence;
- Regional or HQ intervention (as appropriate) will be sought only when country level mechanisms fail to resolve the dispute, at the request of any of the parties involved in the dispute;
- Negotiation among the concerned parties to reach a mutually acceptable resolution is the preferred modality;
- Dispute resolution processes and outcomes should engender UNCT trust.

Proposed Mechanism

a) Country Level Process

Every effort will be made to resolve disputes between two or more members of the UNCT in an amicable manner. In the absence of a solution among the disputing parties, either one can ask for assistance from the UNCT to seek resolution. On request, a “neutral” member of the UNCT agreed upon by the disputing parties will convene and chair a meeting to review the issue and establish the facts. The RC is the natural choice for this neutral party, if not a part of the dispute him or herself. Each party to the dispute may bring one other member of the UNCT of its choice as an advisor.

In the meeting, each party has the opportunity to set out his/her position. Parties to the dispute are free to seek guidance from their Regional and/or Headquarters offices. Negotiation among the parties should focus on substantive issues, seeking a fair and equitable resolution, and mutually satisfactory outcomes. A note of the meeting, including any agreements reached, will be agreed upon by the participants of that meeting, and will be shared with the RC.

b) Higher Level Process:

In the exceptional cases where a dispute cannot be managed or resolved at country level, either party to the dispute can request a review by higher level line management, at either the Regional or Headquarters levels. The Regional Directors or senior HQ managers will be responsible for making an objective assessment of the dispute, including an examination of the facts of the case. Negotiations can take place in one or more sessions, in person or by other means of communication, as necessary. As at the country level, negotiation among the parties should focus on substantive issues, seeking a fair and equitable resolution, and mutually satisfactory outcome. Concerned parties, including the RC, will be notified in writing of the outcome of the dispute resolution process.

⁹ Issues of misconduct will be dealt with under the respective staff rules and regulations of each organization.

Annex VIII: Terms of Reference for the Inter-Agency Programming Team (IAPT)

1. Background

In line with the General Assembly resolutions on operational activities and specific UN Reform initiatives, UN agencies and the United Nations Mission in Liberia (UNMIL) are committed to undertake programming and resource mobilization jointly. This is in order to enhance the coherence of the UN system as a whole, benefit from synergies and heighten the effectiveness of individual contributions.

While developing the United Nations Development Assistance Framework 2008-2012 (UNDAF) for Liberia, the UNCT decided to set up an Inter-Agency Programming Team (IAPT) with direct responsibility for the implementation of the UNDAF using experiences from other countries, in an integrated and harmonized way. It acts as an advisory body on programmatic issues, and simplification and harmonization of UN Country Team activities. The IAPT in Liberia is committed to ensuring the achievement of results and adheres to the principles of Delivering as One.

2. Inter-Agency Programming Team

The IAPT is the planning and advisory body of the UN system on programmatic issues and shall be comprised of the most senior person responsible for coordinating programming activities within each agency. Deputy Resident Representatives/Deputy Country Directors and/or Senior Programme Officers as well as some UNMIL sections (including HCSO and Civil Affairs).

There shall be a chairperson and deputy chairperson of the IAPT, who shall be recommended by members of the IAPT and endorsed by the UNCT to serve on a rotational basis for one year.

The Office of the Resident Coordinator will provide coordination support to the IAPT. The IAPT will convene regularly, under the overall coordination of the UN Resident Coordinator and reports to the UN Country Team.

3. Aims

- To monitor implementation of the One Programme priorities and ensure maximum UN system contribution to the development process of Liberia as outlined in the AfT.
- To advance UN integrated joint programming, as well as the M&E of the One Programme, including initiating/coordinating the necessary preparatory steps contributing to its development.

Responsibilities and scope of work:

- Within the overall framework of DaO, ensures a coherent, programmatic approach on the part of the UN system, through the One Programme, towards national priorities, as articulated in the AfT.
- Provides strategic guidance and advice to the UNCT in the design, formulation, implementation, monitoring & reporting of the One Programme.
- Takes a lead role, in collaboration with the IO DaO Support Team, in substantive discussions on Delivering as One, with particular emphasis on issues related to the One Programme and the One Budgetary Framework/One Fund.
- Ensures linkages between the programmatic and operational aspects of DaO.
- Provides management oversight to the programmatic actions/initiatives leading to the One Programme, including the MTR of ExCom CPAPs, the Review of the Joint Programmes and the One Programme Mid-Term Review.
- Plans and recommends joint initiatives, with the aim of creating synergies and enhanced collaboration across the UN system on programme-related issues and across ongoing and planned Joint Programmes.

- Supports the UNMIL drawdown process and actively participates in deliberations and planning exercises of the Integrated Transition Design Team (ITDT).
- Identifies challenges, gaps and constraints involving programmes or programme-related policies and refers them to the UNCT for discussion/decision.
- In collaboration with the Field Support Team (FST), discusses and recommends appropriate courses of action on programmatic issues related to the Counties, with particular emphasis on strategic matters raised in the Weekly County Reports. Representatives of the IAPT will also undertake visits to the Counties, as required.
- Appraises and vets Joint Programme proposals and makes recommendations to the UNCT.
- Provides overall guidance with regard to the conduct of major, programme-related UN system initiatives, such as evaluations, studies and assessments.
- Serves as the main forum for briefings/debriefings of programme-related missions and consultancies.
- Identifies thematic areas for further research
- Ensures coordination and complementarity between the programmatic initiatives of the UN system, through the One Programme UN Pillar Groups and the Outcome Working Group mechanisms
- Monitors the implementation of recommendations/agreements emerging from programmatic evaluations, assessments, reports/studies and ensures UNCT intervention, as required.
- Supports the UNCT in developing common responses /approaches to Government on programmatic matters affecting the UN system.
 - In light of the agreement to incorporate the standing Monitoring and Evaluation into the IAPT, the Technical M&E Team will convene in the IAPT on a quarterly basis and meet with the Government of Liberia on a monthly basis and undertakes any other pertinent issues as required by the UN Country Team.

4. Accountability:

- Reports to the UNCT on the above mentioned roles and responsibilities

5. Membership and frequency of meetings

Membership:

- IAPT should be comprised of the most senior Programme Officers within each agency/Section.
- In addition to the Senior Programme Officer, each agency should nominate an alternate, preferably a Senior National Officer to ensure sustainability and institutional memory.
- The World Bank, IOM and the IMF should be encouraged to attend IAPT meetings.
- The Chair and Deputy Chair will be nominated by IAPT members, approved by their respective Head(s) of Agency and endorsed by UNCT.
- The RC Office will support the IAPT in ensuring that initiatives/activities are coordinated with internal/external partners and information is appropriately disseminated.

Frequency of Meetings:

- The IAPT will convene every two weeks, alternate to UNCT meetings.
- At least one member of IAPT will participate in the quarterly regional Head of Field office meetin

Annex IX: Terms of Reference for UN Operations Management Team (OMT) in Liberia

Background and Purpose:

The United Nations in Liberia is represented by the UN Mission in Liberia (UNMIL), and the UN Country Team (UNCT), comprising 16 Agencies, Funds, Programmes, the World Bank, the IFC and the IMF.

Working together, the UN in Liberia has developed the One Programme, which also reflects the UNCT and UNMIL's shared vision on security and peacebuilding priorities. The UN engaged in planning and implementing joint programmes. Also established are structures for integrated management and coordination at both the national and field levels. Amongst these structures is the Operations Management Team (OMT). The OMT manage security, operations, common services and interagency activities.

In implementing the UN Reform especially Delivering as One (DaO), the OMT has a very critical role to play in ensuring that the business practices including results-based management, results-based budgeting and other processes are simplified and/or harmonized. The OMT is also faced with the task of ensuring that a common framework of operations is established at the country level to support programme delivery. The work of the OMT encompasses assessment, planning and implementation of common management practices, and common support services, putting a mechanism in place to ensure exchange of information among operation managers to better understand the systems and procedures of the different agencies.

Under the guidance of the UN Country Team, the OMT conducts assessments and recommends best options to the UNCT on any activities requiring their approval for joint initiatives on the effectiveness of existing common services.

OMT Composition:

- The most senior operations and or administrative staff member of each UN Agency, Fund and Programme in Liberia.
- The United Nations Mission in Liberia (UNMIL), represented by the Office of Director of Mission Support.
- The Operations Assistant to the Deputy Country Director for Operations in UNDP, the UNDP Operations Specialist and a focal point in the RCO will provide secretarial and advisory support to the OMT; and follow up on operational issues around the implementation of Delivering as One (DaO) in Liberia.
- The Field Security Officer will be responsible for briefing the Team on security matters and the management of the Field Security Office.
- The UN Physician will be responsible for briefing the Team on health-related issues and the management of the UN Dispensary.
- Other Staff from participating agencies/entities based on their areas of expertise may be invited to the Team's meetings and may become members of OMT Task Teams based on the need.

Functions, Responsibilities and Decision Making Process of the OMT

Under the overall guidance of the UNCT, the responsibilities of the OMT include -

1. Identify, assess, plan and implement activities as per the approved OMT Annual Work Plan and to periodically update that work plan as appropriate.
2. Ensure the harmonization and simplification of UN business practices in relation to programme management and operational processes in the implementation of the DaO initiative in Liberia.
3. Ensure maximum participation of the OMT in the development and implementation of One UN Programme in Liberia.

4. Ensure that UN Agencies benefit from the economies of scale offered by common services and that the quality of common services equals, improves or at least be the same as existent
5. Submit common services proposals and budgets to the UNCT for decision-making and approvals
6. Make recommendations to the UNCT on all common services procurement and contracting.
7. Ensure that large contracts negotiated by the OMT are covered by a Memorandum of Understanding (MOU) between participating agencies.
8. Carry out, either directly or through working groups, all approved activities in the workplan within the agreed timeframes and budget resources, ensuring that the pre-set UN rules and regulations are adhered to for all contracting procurements and ensure that all decisions are made openly and with transparency.
9. Conduct periodic evaluations/analysis of the functioning of the common services and report/results in recognized forum.
10. Any other functions as may be assigned by the UNCT.
11. All decisions of the Operations Management Team will be taken based on consensus. A 2/3 majority will constitute a quorum to conduct official business as OMT.
12. Prepare and submit Common Services quarterly financial report to the UNCT within a month after each quarter.

Deliverables and Functions:

- Prepare Annual Workplan for the OMT.
- Common framework of operations at country level including a common Standard Basic Agreement, common audit framework and risk assessment
- Common support services.
- Hold OMT Annual Retreat.
- Prepare and submit Common Services quarterly financial report to UNCT.

Chairpersonship

- There shall be a permanent Chairperson from UNDP and Deputy Chairperson of the OMT who shall be selected from among the members of the OMT on Agency rotational basis with a gender dimension.
- The chairpersonship shall rest with UNDP. The Vice Chairpersonship shall be on a one-year term and rotational amongst agencies.

Frequency of meetings

The OMT will meet on a monthly basis on the first (1st) Wednesday of every month, unless announced otherwise. This is to ensure that the progress made on the OMT on different issues is reported at UNCT meetings.

Standing agenda items for all OMT meetings will be: -

1. Review of Minutes of the previous meeting and matters arising
2. Current month agenda
3. Any other business

Minutes

The Secretary in collaboration with the Chairperson shall be responsible in the preparation and circulation of the minutes by e-mail to all OMT members within 3-4 working days after the meeting to allow time for feedback and finalization before the UNCT meeting. Minutes shall reflect accurate deliberations and resolutions of the meeting. Initially the minutes will be circulated in draft form for the OMT members to comment and correct before being finalized and sent to the UNCT in a more concise form. The following format shall be adopted.

No.	Agenda/Issue	Action	Decision/ Responsible/Deadline	Status Report

Working Groups

The OMT has the authority to set up Task Forces to accomplish activities/tasks relating to the work plan or assignments delegated by the UNCT. The membership will be decided by the OMT and should be identified based on competency and added value. The coordinating agency/Chairperson of the Task Force should be selected for their knowledge of the activity and/or agency comparative advantage. Any clarification on specific issues will be done via e-mail or during an emergency meeting rather than wait for the next regular OMT meeting. Task Forces will report to OMT intermittently as the need may arise.

Reporting: The OMT will report monthly to the UNCT through the chairperson by providing minutes and making written and verbal presentations as the situation may require. An annual progress report on the implementation of the OMT work plan will be submitted to the UNCT at the end of each year.

Annex X: Terms of Reference for the UN Communications Group (UNCG)

i. The UN Communications Group (UNCG) – Liberia, was set up in 2006, replacing an informal group established in 2002. It seeks to strengthen inter-Agency (including UNMIL) cooperation in the field of communications by:

- providing leadership and advice on communications for the UN Country Team (UNCT), including messaging;
- identifying new and creative ways to show how UN programmes are delivering results (emphasizing inter-agency collaboration);
- promoting a coherent image of the United Nations;
- improving joint communications efforts
- supporting capacity building efforts of UN communications officers, national media and Government counterparts

ii. UNCG-Liberia includes communications officers, or communications focal points of all United Nations entities operating in the country. It is chaired by the senior-most Communications Officer in the country. The next senior-most Communications Officer attending regular UNCG meetings will be appointed deputy.

iii. UNCG should be consulted on all communications efforts of the UN in Liberia.

iv. UNCG will be represented at the Strategic Planning Group (SPG), UNCT and other management and functional groups, as required.

FUNCTIONS

i. Regular meetings: UNCG will hold bi-monthly joint working sessions to discuss common communications issues and challenges, devise common responses and undertake collective actions designed to promote the UN family in Liberia. Joint working sessions will focus on multi-media publications, radio, training, and outreach efforts. Brief summaries or action points agreed will be prepared and made available by UNCG members to all staff in Liberia.

ii. Communications strategies: UNCG will support the development of a joint communications strategy and workplan based on guidance from the headquarters-level as well as senior management in Liberia. A UNCG retreat will be held annually to evaluate and validate workplans.

iii. Joint Communications: Each member of UNCG will continue to issue individual press releases and organize some events pertaining to individual organization's activities. In the spirit of Delivering as One, emphasis will however be placed on joint communications, including media monitoring, publication of joint reports, fact sheets and press releases on key UN priority issues and activities, such as joint planning frameworks (the One Programme), UN reform (DaO initiative), Joint Programmes, UN Days, the Millennium Development Goals, and other activities that involve two or more entities.

iv. Messaging: UNCG will also form a Message Advisory Group (MAG) that will formulate, in consultation with UNCT, common messaging for the UN family in Liberia.

iv. Funding: UNCG will be funded by the UN Country Team. The Resident Coordinator's Office will administer the funds on behalf of the UNCG.

REPORTING

i. UNCG Liberia will report to the Resident Coordinator as well as to Heads of Agencies/UNMIL at the country level through the UN Country Team. An annual review and evaluation of the Group's activities will be conducted, which will form the basis of an annual progress report. This report will be forwarded to UNCT and other coordination fora in Liberia, as well as to UNCG secretariat at UN Headquarters and UN DOCO.

Annex XI: UN Gender Theme Group in Liberia Terms of Reference

1. Background

Gender equality and women's empowerment is enshrined in the Charter of the United Nations. The CEDAW, BPFA, MDGs, UNSCR 1325, 1820 provide further guidance and the necessary framework to address gender equality in its work. The UN reaffirms its commitment to gender equitable human development through the creation of UN Women, the UN Entity for Gender Equality and the Empowerment of Women, in July 2010.

Gender equality is a non-negotiable agenda for the UN System in Liberia. The UN One Programme has specific Outcomes and Output for gender equality. Through the Gender Theme Group (GTG), the UN Country Team (UNCT) provides the necessary institutional mechanism—both operational as well as technical—to ensure that commitment to gender equality is fully translated in its policy, resource allocation and actions.

2. Purpose

The Gender Theme Group (GTG) provides a mechanism to ensure gender equality and women's empowerment are living practice within the UN System in Liberia. The GTG is a technical body that brings together knowledge and technical capacity from across the UN System to guarantee that the necessary policy advices, guidance as well as technical inputs are made available to the UNCT as well as individual UN entities.

In line with the principles of Delivering as One, the GTG provides a platform to enhance gender technical capacity of the UN entities in a manner that enables agencies and UNMIL to provide coherent and coordinated advice and assistance to the national counterparts and partners.

3. Objectives

The GTG is entrusted with responsibilities to provide the necessary leadership and co-ordination for gender mainstreaming at the UNCT and UNMIL level. The primary objectives of the GTG include,

- Policy advocacy for gender equitable recovery and development;
- Providing a common and coherent UN System-wide approach to effective gender mainstreaming in the implementation of the UNDAF and support to Liberia in accordance with the CEDAW, BPFA and UNSCR 1325, 1820;
- Acting as an advisory body to the UNCT; providing technical advice and guidance for gender mainstreaming as a cross cutting issue in the programmes and interventions of the UN System;
- Promoting deeper understanding of and commitment to gender responsive programming for recovery and development;
- Ensuring that UN system monitoring and reporting systems adequately measure and document progress on gender equality and remaining gaps.

4. Key tasks and responsibilities

- Introduce and operationalise a common approach for the UN System—mission and agencies—to mainstream gender;

- Provide advice, guidance technical inputs to address sector specific critical gender issues in policy directives, strategic frameworks of the UN System in Liberia, including One Programme;
- Advise, on behalf of the UN System, the government counterparts in mainstreaming gender in national development plans and policy and strategic interventions and their implementation;
- Develop and introduce to the members of UN agencies with easy-to-use tools, techniques and guidelines (e.g. indicators, monitoring and evaluation guidelines, etc.) for enforcing gender mainstreaming at agency level;
- Advocate for and help generate and use sex-disaggregated data and gender analysis in all new interventions of the UN System and agencies;
- Document and disseminate best practices for addressing gender mainstreaming in the thematic areas of the One Programme and share gender resources with UN Agencies, UNMIL, Government Ministries and civil society organizations, particularly women's groups and contribute to research and studies on women's security, peace and development and gender equality;
- Promote cooperation and coordination between UN Agencies, donor agencies and humanitarian organizations to support and build capacity of the national entities, in particular of the Ministry of Gender and Development, other line and oversight ministries, specialized commissions and civil society organizations for the advancement of gender equality and security, peace and development for women.
- Ensure enhanced engagement of civil society organizations, particularly women's groups, in issues critical for women's peace, security and participation and in that respect ensure provision for necessary assistance and guidance.
- Undertake any other responsibilities/tasks at the request of the RC/UNCT and the SRS/SPG.

5. Operational mechanism/procedures

Under the overall guidance and leadership of the UN RC, the GTG shall be chaired and co-chaired by UN Women and UNMIL-Office of Gender Advisor, respectively. All UN entities will be represented by their gender advisors/specialists/focal points. All GTG members will abide by the Delivering as One Code of Conduct.

In ordinary situation, the GTG will be convened on last Wednesday of every month. Once every quarter the GTG will convene particularly to foster policy dialogue between the UN leadership and the Government of Liberia. The quarterly meeting will be chaired by the UN RC with the Minister, Gender and Development as co-chair.

The GTG shall carry out its responsibilities as follows.

- GTG will function against an agreed-upon (among the members) annual work plan with specific deliverables;
- Hosting of meetings may be rotated by agencies/Office of Gender Advisor;
- Special meetings will be convened when the need arises
- In preparation for regular meetings, UN Women will record and submit to members of the GTG minutes of previous meetings and agenda for current meeting.

- The GTG planned activities shall be financially supported by the agencies as per their engagement and approved work plan;
- Any adhoc decision and actions shall be discussed among members and agreed upon; Decisions of this nature shall be justified, and documented for record purposes and future reference;
- No GTG member shall commit the body to any external entity without prior consultation at the GTG level;
- Submit quarterly report to the UNCT to facilitate information sharing, dissemination and policy dialogue.
- All GTG communications with external entities, particularly for providing coordinated and coherent response to MoGD and other government entities shall be channeled through the RC office.
- Performance of GTG shall be reviewed annually;
- GTG members will speak with “one voice” when representing the UN in functions or activities which are supported by the UN system as a whole.

Annex XII: Terms of Reference for the IAPT M&E Technical Support Group

1. Rationale/Justification for IAPT M&E Technical Support Group

The IAPT M&E Technical Support Group Working Group is being established as a technical working group under the IAPT with the purpose of supporting the IAPT in; the monitoring of the implementation of UN programme and project activities in line with One Programme outcomes; ensuring the HRBA is applied to M&E processes; acting as a link between the UN Monitoring Framework under the One Programme and harmonization with the M&E framework for the AfT; whilst recognizing the importance of UN M&E systems reflect and support Government of Liberia M&E frameworks; ensuring that the outputs of the M&E group can feed into wider statistical work of LISGIS and UN Agency base line data; avoiding duplication of M&E activities among UN partners and relevant organizations implementing the One Programme; enabling the UN speak with one unified voice before it approaches the Government.

The IAPT M&E Technical Support Group is an advisory body to the IAPT. As such, it advises the IAPT on RBM and M&E related issues across the UN system in Liberia, as well as in M&E support to the Government of Liberia by the UN, including supporting the IAPT in the development of an M&E framework for the One Programme.

This Terms of Reference will be reviewed by the IAPT every six months.

2. Goals

To advise the Inter-Agency Programming Team (IAPT) on;

- Ensuring RBM principles are applied to the One Programme.
- Ensuring that the One Programme indicators complement those developed for the AfT M&E activities and outcomes.
- Harmonizing existing M&E frameworks and systems within the UN system
- Ensuring that cross cutting themes such as Gender, Human Rights Based Approach, HIV/AIDS, etc in the M&E systems are being implemented in a mainstreamed manner by all UN agencies and programmes (linking with theme groups, such as the Gender Theme Group etc).
- Developing an RBM and M&E framework for the One Programme.
- Mapping RBM and M&E capacities within the UN system and ensuring that capacity building needs are identified and met as relevant.
- Mapping partner M&E activities, including an overview of Government, UN and other partner M&E systems and link with these systems as relevant.

The Technical Support Group to provide advice and technical guidance to the IAPT on the above issues.

3. Membership

Membership is open to all UN Agencies and Programmes. This includes the WB as well as UN affiliated bodies such as IOM.

4. Convener

To be determined by the IAPT. (Group recommends a Co-Convener function, shared by UNMIL and a UN agency.)

5. Management and Reporting

Agenda and discussion materials will be distributed in advance of each meeting, minutes will be recorded, circulated in a draft format for comments, approved at each subsequent meeting, and shared with other theme groups as relevant. Representatives of the group will participate regularly in IAPT meetings. Decisions on actions to be taken and way forward as regards IAPT M&E Technical Support Group proposals will be taken by the IAPT, and where relevant, transmitted by the IAPT Co-Chairs to the UNCT.

Meetings of the IAPT M&E Technical Support Group will take place on a monthly basis, or more frequently if deemed necessary by the group.

6. Work Plan

To be produced annually for approval by IAPT.