

**PROJECT DOCUMENT****LIBERIA****Project Title:** Accelerated Community Development Programme (ACDP)**Project Number:** 00144876(Atlas Output number 00132464)**Implementing Partner:** United Nations Development Programme**Start Date:** 09 Nov, 2022 **End Date:** Sept 30, 2027**PAC Meeting date:** 09 Nov. 2022**Brief Description**

Liberia's economic growth and development potential is stifled by historical inequities. The country's Human Development Index (HDI) value for 2021 is 0.481 putting the country in the low human development category- positioning it at 178 out of 191 countries and territories in the ranking. Liberia's loss due to inequality is 32 percent-lowering the HDI to 0.330. On gender inequality, women and girls lagged behind men by a 13 percent lower HDI. Liberia ranked 164 of 170 on the gender inequality index (GII) in 2021. Entrenched inequality in access to opportunities between genders and urban and rural areas; widespread infrastructure deficits; and pervasive poverty undermine and hinder the growth potential of individuals, communities, and the country as a whole.

Through its targeted interventions to the most vulnerable communities, and its integrated offer of services, the Accelerated Community Development Programme (ACDP) aims to meet the real needs of the most vulnerable rural populations. Implementation of the ACDP is expected to have immediate effects on poverty reduction while accelerating socio-economic development of rural communities. It will also assist in strengthening human capital and resilience to shocks and pandemics; catalysing implementation of the national pro-poor poverty agenda;; reducing inequality between the urban and rural areas; improving access basic social and economic infrastructure; and creating short and long term jobs. To achieve these aims, targeted investments will be made, *inter alia*, in: a) agriculture and food security, b) infrastructure/feeder roads, c) affordable and clean energy, d) health, quality education and wellbeing and e) access to water and sanitation. The expected results of the ACDP include:

- Significantly improved living conditions for residents of targeted rural and urban communities through environmentally sustainable and equitable access to basic water, sanitation, and hygiene (WASH) services by 2025
- By 2025, early impact social infrastructure investments create multiplier effects on access to markets, agriculture and fishery production, and other economic activities in targeted rural communities
- A sustainable and inclusive model for a multisectoral spatial approach to fast-track rural infrastructure development successfully piloted--with particular emphasis on providing equitable access to opportunities for women and girls
- Public and private sector players have strengthened capacity to increase economic participation and rural productivity, enabling employment, job creation, and enterprise development in an inclusive manner

Contributing Outcome (UNSDCF, CPD, RPD):

Outcome 1

Outcome 2

Indicative Output(s) with gender marker:

GEN2-Increased participation in community leadership, project selection processes, training events, and post-project management of community assets

| | | |
|-----------------------------------|--------------------|-----|
| Total resources required: | \$321.39 | |
| Total resources allocated: | UNDP TRAC: | 9.5 |
| | Donor: | 7.5 |
| | Government: | 3.0 |
| | In-Kind: | |
| Unfunded: | \$301.39 | |

Agreed by (signatures):

| On behalf of Government of Liberia | On behalf of UNDP |
|---|--|
| Hon. Samuel D. Tweah, Jr. Minister Ministry of Finance and Development Planning | Mr. Stephen Rodriques Resident Representative UNDP Liberia |
| Date: Dec. 1, 2022 | Date: Nov. 20, 2022 |

I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

Liberia's economic growth and development potential is stifled by historical inequities. The country's Gini coefficient stands at 0.33 which is lower than the Sub Saharan regional average by about 20%. The country is rich in natural capital but relatively poor in respect to human and produced capital, particularly when compared to its peers in Africa. Entrenched inequality in access to opportunities between genders and between urban and rural areas; widespread infrastructure deficits; and pervasive poverty constrain the growth potential of individuals, communities, and the country as a whole.¹

The estimated population as of January 1, 2016 was 4.75 million—with a relatively even gender distribution (50.3 percent male and 49.7 percent female). At the current growth rate, the population increases by 413 persons daily or by approximately 151,000 per year. This is an annual increase of 3.18 percent. Gauging from demographic data brought forward, the country's population rose to between 5.1 and 5.4 million in 2021.² Liberia's high population growth rate is influenced by five factors: i) high fertility rate; ii) the large population of women of reproductive age; iii) the practice of early marriage; iv) widespread polygamy; and v) the generally low utilization of contraception. More than 60% of the population is under the age of 25 – which will sustain a high dependency ratio for many years to come.

Liberia ranks 178th out of 191 countries with a human development index of 0.481 (2021), making it one of the poorest countries in the world. The national poverty headcount stands at 50.9%, with a significant disparity between rural (71.6%) and urban (31.5%) Liberia. Food insecurity is relatively high at 39.1% and similarly higher in rural community (50.9%) in contrast with urban areas (28.1%).

The national aggregates mask the full story of poverty and vulnerability and how they undermine the potential of the country. Poverty and vulnerability in Liberia have both geographic and demographic dimensions. Table 1 and Figure 1 show the trend in absolute poverty by regions of Liberia over time (2014-2016). The Table also shows that more than 4 of every 5 residents (89%) of the Southeastern B region live in absolute poverty. In the prime agricultural North Central region, absolute poverty restrains almost the same proportion (82%). In and around the capital city Monrovia, only 28 percent live in absolute poverty and the proportion is declining. The four counties with the lowest levels of poverty are Montserrado, Sinoe, Margibi, and Grand Cape Mount.

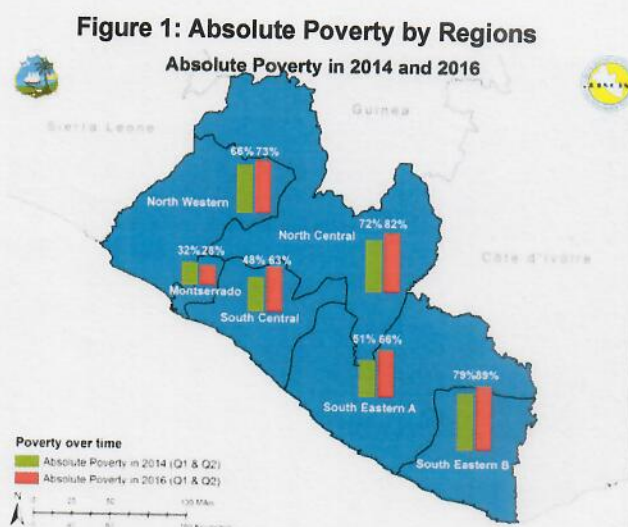
Table 1: Trend in Absolute Poverty by Statistical Regions
(in percent)

| Statistical Region | 2014 | 2016 |
|--------------------|------|------|
| Southeastern B | 79 | 89 |
| North Central | 72 | 82 |
| Northwestern | 66 | 73 |
| Southeastern A | 51 | 66 |
| South Central | 48 | 63 |
| Montserrado | 32 | 28 |

¹ PAPD

² A new national census is currently being conducted and final population figures are expected to be known in January 2023.

When viewed from a multidimensional perspective, which speaks more directly to the challenges and opportunities to build human capital, a different pattern emerges. In Table 2, the Multidimensional Poverty Indicators (MPI) of Liberia are compared to other countries of special interest to an accelerated community development approach. The table shows the MPI trend for Liberia over a 12 year period and for 2017 to 2019 for the other countries. The intensity of deprivation impacting the Liberian population declined from 57% in 2007 to about half of the population by 2019.



The proportions of Liberia's population facing the intensity of deprivation in 2019 are slightly lower than those of the Gambia (51.5%), Senegal (51.6%), and similar to Togo (49.6%). Nevertheless, the proportions of the population who are multidimensionally poor and deprived in years of schooling, access to cooking fuel, sanitation services, drinking water, electricity, housing, and household assets are significantly higher than in the other three countries. About 2.7 million of the Liberian population were multidimensionally poor in 2019. The medium term development ambition of the government is to reduce that number by one million by the end of 2023 (PAPD Goal 2).

Table 2: Liberia Multidimensional Poverty Index Comparators

| People who are multidimensionally poor and deprived of each indicator | | | | | | | | | | | | | | |
|---|-----------------|---------------------|------|--------------------------|-----------|-----------------|--------------------|-------------------|--------------|------------|----------------|-------------|---------|--------|
| Country | Year and Survey | Poverty Index (MPI) | | Intensity of deprivation | Nutrition | Child mortality | Years of schooling | School attendance | Cooking fuel | Sanitation | Drinking water | Electricity | Housing | Assets |
| | | value | % | % | % | % | % | % | % | % | % | % | % | % |
| Liberia | 2007 D | 0.463 | 81.4 | 56.9 | 41.4 | 10.8 | 35.9 | 56.7 | 81.3 | 77.1 | 34.0 | 80.6 | 61.6 | 64.5 |
| Liberia | 2013 D | 0.326 | 63.5 | 51.3 | 32.3 | 8.4 | 30.5 | 23.6 | 63.4 | 59.5 | 31.1 | 61.7 | 48.6 | 38.0 |
| Liberia | 2019 D | 0.259 | 52.3 | 49.6 | 24.6 | 6.1 | 25.6 | 18.9 | 51.8 | 46.8 | 22.8 | 47.8 | 36.6 | 35.4 |
| Gambia | 2018M | 0.257 | 50.0 | 51.5 | 29.2 | 30.3 | 16.6 | 28.1 | 49.8 | 33.7 | 15.0 | 30.1 | 18.4 | 3.8 |
| Senegal | 2019 D | 0.260 | 50.3 | 51.6 | 26.6 | 5.8 | 32.4 | 43.7 | 46.5 | 28.7 | 15.6 | 25.6 | 15.3 | 10.0 |
| Togo | 2017M | 0.213 | 43.0 | 49.6 | 18.3 | 17.7 | 19.3 | 11.3 | 42.5 | 40.7 | 24.7 | 33.0 | 27.7 | 15.5 |

Furthermore, there is pervasive and systematic gender bias evident at home, in the marketplace, and in the political arena. In respect to reproductive health, empowerment, and economic activity, Liberia ranked below the average for Sub-Saharan Africa on the Gender Inequality Index (GII).³ Men account for 88.4% of the total workforce and hold 94% of decision-making positions in local government. Women hold less than 12% of national-level legislative positions. A higher proportion of women fall into the lower income earning work categories.

Overall, Liberia's literacy rate is low; but females are by far less educated than men. UNESCO 2017 reports revealed literacy percentages for males, ages 15 years and older is 62.7%; whereas the percentage for men 65 years and older is 56.8%. The rate for females, ages 15 years and older, constitutes 34.09% and 65 years and older; 12.33%. These represent stark gender differences.

³UNDP, Human Development Report 2021.

Gender norms are connected to the larger structures of the economy, legal framework, and religion. These constructs determine what it means to be a man or woman through a gendered hierarchy, in which men and boys have the right to use and control resources and the public spheres. There is a cultural bias that expects women and girls to be submissive, showcase pride and dignity, take care of the family and domestic duties, and therefore be relegated to the private sphere, with limitations on mobility, appearance, and behavior⁴ even though the laws provide for gender equality⁵.

While there is no dedicated provision related to indigenous peoples within the national legal and political framework of Liberia, the United Nations identify distinct collectives as “indigenous peoples” if they satisfy any of the more commonly accepted definitions of indigenous peoples, regardless of the local, national and regional terms applied to them. These commonly accepted factors include: self-identification, pursuit of own concept and way of human development, maintaining distinct group identity, exercise control and management of historical lands, territories and natural resources, and an existence that pre-dates those that colonised the lands. Liberia has made progress since the end of the civil war, but most rural communities maintain their traditional way of life and still find it challenging to participate in and influence decision-making processes involving local development options.

On the upside, overall macroeconomic performance is improving. The Liberian economy rebounded strongly in 2021 after a subdued performance in 2020. Real gross domestic product (RGDP) growth was estimated at 4.2 percent in 2021 against the negative 3.0 percent growth recorded in 2020, mainly reflecting recoveries in mining & panning, manufacturing, services coupled with investment in social protection and infrastructural projects. Inflationary pressures slowed in 2021 as average headline inflation moderated to 7.9 percent. At end-of-year 2021, inflation stood at 5.5 percent, largely explained by the monetary policy stance of the Government of Liberia, coupled with the pass-through effect from the appreciation of the Liberian dollar. The outlook for 2022 has been even more positive as the country's economy is projected to grow at 4.5 percent, driven by increased developments in mining & panning, forestry, manufacturing and services related activities.

In spite of the increasingly positive macroeconomic outlook post-COVID19, high levels of unemployment remain a major challenge. Only about 18.1% of the workforce is estimated to be in paid employment while an estimated 78.8% of the workforce is said to be informally and vulnerably employed. In formal sector employment, 65 percent of wage earners work for private employers in the service sector. About 20 percent work for the government and 15 percent work for nonprofit organizations. The economically active population (EAP) is expected to grow from 1.6 million in 2018 to nearly 2 million in 2023. The population in informal employment in urban areas will grow from nearly 1.3 million in 2018 to 1.6 million by 2023. About 35 percent of Liberian households make their living predominantly through agricultural related activities.

⁴ SIDA, 'The challenge of unlearning: A Study of Gender Norms and Masculinities in Liberia Final Version, March 2019, Summary.

⁵ Constitution of Liberia, Article 8

II. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)

In 2018, the Government of Liberia (GoL) launched the second in a series of national development plans, branded the Pro-Poor Agenda for Prosperity and Development (PAPD), to propel the country towards its development ambition to become a middle income country that is politically more united and stable by 2030. The Theory of Change (ToC) underpinning the PAPD is a surge in public economic and social investments, accompanied by a scaling up of targeted social protection initiatives, in communities located in the five (of six) statistical regions where levels of poverty and vulnerability exceed the national average as was shown in Figure 1. This will trigger sustainable growth and development of the country as a whole, slow rural urban migration, and create new opportunities for follow-on activities of the private sector. This will also begin to address historical inequalities in access to economic opportunities and basic services in rural parts of the country.

This surge is structured as a multisectoral approach to reach the furthest first for a multiplier effect, taking into consideration that approximately 80 percent of the population live along or near “development corridors”. The surge requires a plan similar to the deployment of an Accelerated Community Development Programme (ACDP). UNDP fully supported the new government’s design of the PAPD with technical and advisory services, helping align it with the Sustainable Development Goals (SDG) with a key focus on inclusive growth. This was anchored in an earlier ‘Mainstreaming, Acceleration and Policy Support’ (MAPS) initiative through which a roadmap for the domestication of the SDGs was developed, articulating Liberia’s strategy in advancing Agenda 2030 and Agenda 2063.

Furthermore, efforts have been made by the government to address gender, youth, and other marginalized groups issues through a National Gender Action Plan and Social Protection policy and programs. The National Gender Policy (2010 to 2015) was updated in 2019 to serve “as a framework and guideline in mainstreaming gender and empowering women and vulnerable groups in the national development process”. Several laws and policies have also been drafted and/or passed (i.e., Land Rights Act, the Right to Work Act, the Special Economic Zone Act, etc.) with provisions to promote gender equality; as well as promoting the participation of women and men in all aspects of society and the economy. The applicable legal framework for Indigenous People Protection in Liberia begins with the Constitution of Liberia (1986), the Land Rights Act (LRA 2018), and the Liberia Land Authority Act (2016). Free, Prior, and Informed Consent (FPIC) is embedded in the LRA. Taken together, these provide the basic legal framework within which the pilot Programme will be implemented with regards to marginalized groups.

An Indigenous People Planning Framework (IPPF), together with an Environmental and Social Management Framework (ESMF), forms the basis upon which risk management plans will be established to ensure ongoing consistency with national and international standards and best practices during Programme implementation. Elements will include (as needed): Stakeholder Engagement Plans (SEP), intervention-specific Environmental and Social Impact Assessment (ESIA) and Environmental and Social Management Plans (ESMP), intervention-specific Resettlement and Livelihood Action Plans (RAP), community-specific Indigenous People Plans, and Grievance Redress Mechanism (GRM).

This pilot Programme strategy therefore aligns well with the PAPD ToC and its overall approach. This was confirmed by the findings of an ACDP feasibility study conducted in 2020. An ACDP represents a new approach rooted in the local endogenous development model and/or the policy of (balanced) territorialization of development, which has been identified as the most effective strategy to promote local community-based development and rapid economic convergence between rural and urban areas in the short to medium term. The ACDP has enabled African countries to boost their rural economies (increase in productivity and agro-pastoral production, development of rural entrepreneurship, increase in rural household income), develop basic socioeconomic infrastructure (water, electricity, feeder roads, health, education, housing) for the benefit of rural populations, provide labor saving equipment, and develop rural service infrastructure connecting agricultural and livestock basins to markets.

The ToC of the ACDP pilot Programme also draws from the experience of UNDP and partners in other African countries to tackle the unique challenges of redressing historical gender and regional disparities in access to opportunities as a precursor to empowering individuals and communities to improve their quality of life and make progress towards their personal ambitions. Underlying the ToC is the premise that a sustainable community-led, gender-balanced, and environmentally sound model for investments in rural areas that combines social infrastructure, training activities, with agricultural support (production, value addition, and access to markets) will maximize individual and community assets and have a multiplier effect on overall growth and development.

In the short to medium term, the change pathway is to expand local livelihood opportunities and improve health and wellbeing indicators. Deprivations, as measured by multidimensional poverty, will reduce in rural areas and the pressure to migrate to urban informal settlements will also reduce. Over the long term, a sustainable approach to reducing gaps in human and produced capital will emerge and be replicated and scaled up across the country leading to the long term aspirations expressed in Liberia's Vision 2030 framework. Other indirect benefits will be a general reduction in fragility and the risk of conflict which is higher in the most deprived regions of the country. There will also be significant improvement in ownership and control of the local development agenda and local governance. Finally, a more resilient and unified Liberia much more appreciative of its unique culture and heritage will begin to emerge. A diagram of the ToC can be found in Annex 1.

The ACDP Programme will contribute to United Nations Sustainable Development Cooperation Framework/Country Programme Results and Resource Framework Development Outcomes 1 and 2. Components of the Programme will produce outputs related to all the UNSDCF/CP output indicators as follows:

- Output 1: By 2024, targeted national institutions have the capacity to develop evidence-based cross-sectoral gender-responsive policy framework and accountability mechanisms that promote sustainable livelihoods, food security and resilience to climate change
- Output 2: By 2024, national and subnational capacity to deliver sustainable natural resource management and climate-aware initiatives is strengthened
- Output 3: By 2024, access, awareness and sustainable use of appropriate Resources, Assets, Services and Markets by poor and rural producers, households, value-chain actors, and communities, including women and youth improved

- Output 4: By 2024, public and private sector players have strengthened capacity to increase economic participation and productivity, and in an inclusive manner enable employment, job creation and enterprise development
- Output 5: By 2024 relevant institutions have strengthened capacity to increase economic activity and connectivity through energy, air and seaports, water, and sanitation infrastructure improvement.

In 2018, the Government of Liberia agreed to a new UNDP Country Programme Document (CPD) 2020-2024. The CPD is in line with the UNSDCF and is also aligned with the PAPD. To enable the effective delivery and implementation of the agenda, UNDP provided technical and advisory support, the results of which will inform resource mobilization strategy for the PAPD and the ACDP. This was vital to moving forward as the PAPD, at its launching, had an anticipated budgetary shortfall of around US\$1.7 billion.

III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Expected Results

The Liberia ACDP will aim to reduce spatial (territorial) inequalities and transform the living conditions and environment of the targeted population living in areas with little to no access to basic social and economic infrastructure and services. In this respect, the results of the Programme will contribute directly to the attainment of Goal 2 of the PAPD. It will also contribute to Liberia's progress on the Sustainable Development Goals (SDG). A key component of the SDGs is encouraging community focused programs through interventions focused on sustainable growth, contribute to bringing communities out of abject poverty, and maintain the commitments made under the United Nations Global Compact. Progress on SDG 1 is one of the few areas where Liberia appears to be lagging behind in comparison to the other SDGs. SDG 1 is focused on poverty alleviation which is the priority of the ACDP. Additionally, overall mapping of Liberia SDGs to the ACDP implementation strategy shows direct links to most of the other 16 SDGs as well.

The selected sectors for implementation of the first phase of interventions are transport and feeder roads, energy and electrification, water and sanitation, and agriculture and allied services. The interventions will be undertaken in an initial 7 communities located in 4 of the 6 statistically poorest regions of Liberia. The seven were selected after a UNDP-commissioned feasibility assessment covering 34 vulnerable communities meeting the overall criteria⁶. After the initial seven, it is anticipated that implementation of activities will rapidly expand to an additional 34-43 communities.

The selection of sectors for intervention was based on three criteria:

1. Areas of greatest need, based on field research conducted during the feasibility study
2. Potential impact of sector on socioeconomic opportunities, sustainable local employment and income
3. Direct impact of sector on vulnerable and disenfranchised population

Implementation of these components is expected to make immediate contributions to the reduction of poverty and social inequalities, the acceleration of socio-economic development of rural communities, and on strengthening human capital and resilience to shocks and pandemics. Therefore, the expected results of the ACDP include:

⁶ UNDP; Feasibility Study on Accelerating Community Development, Liberia; 2020

1. Significantly improved living conditions for residents of targeted rural communities through environmentally sustainable and equitable access to basic Water, Sanitation, and Hygiene (WASH) services by 2025
2. By 2025, early impact social infrastructure investments create multiplier effects on access to markets, agriculture and fishery production, and other economic activities in targeted rural communities
3. A sustainable and inclusive model for a multisectoral spatial approach to fast-track rural infrastructure development successfully piloted—with particular emphasis on providing equitable access to opportunities for women and girls,
4. Public and private sector players have strengthened capacity to increase economic participation and rural productivity, enabling employment, job creation, and enterprise development in an inclusive manner

Based on the findings of the 2020 feasibility study, the sectoral priorities for Programme interventions will be in four areas shown in Table 3.

Table 3: Priority Intervention Areas of the ACDP

| ACDP Main Interventions | Sub Intervention Areas |
|--|---|
| Water and Sanitation | <ul style="list-style-type: none"> • Solar Powered Water Kiosk customized and built with remote monitoring and cashless payment options to bring water closer to homes, schools and clinics • Manual hand pump construction and repair • Latrines/sanitation facilities (peri-urban, urban poor and rural areas) • Workshops and intensive training on maintenance and construction • Water sanitation and hygiene training |
| Agriculture; livelihood and food security | <ul style="list-style-type: none"> • Farming equipment-Tools, implements and supplies to farmers/agricultural cooperatives for productivity improvements, commercialization, value addition • Markets and storage facilities for agriculture and fisheries • Small-scale agricultural irrigation systems • Blast Coolers for fishing communities/Clusters • motorcycles for extension worker • production inputs (fertilizers, pesticides, herbicides, compost) • Supply of Medical equipment and supplies/protective gear for farmers • Distribution of Certified seed rice for farmers • Agro-processing equipment and machinery to support post-harvest handling/losses (threshing, windowing, drying, de-stoning, seed-sorting and bagging) • <i>Business Development Services Training</i> • Construction of water troughs for livestock and fountains • Crop storage facilities • Matching grants and credit guarantees for farmers/cooperatives • Market information and agricultural technology for farmers |
| Rural Infrastructures and basic services (transport, roads, social protection, education and health) | <ul style="list-style-type: none"> • Feeder roads and motor bikes tracksTVET Centers construction • Promote innovation for inclusion of persons with disabilities (assist people with disabilities in setting up their own businesses along all stages of the value chain, from production to processing to trading and buying) • Support access to care for people with disabilities • Farm irrigation equipment supplies and agricultural plumbing supplies • Post harvest processing equipment • Agricultural products and crops-livestocks (poultry, fishery and horticulture products and crops) • Disability friendly schools facility, equipped with solar power and water • Upgrading schools to Secondary level • Feeder road maintenance training workshop • Small bridges to enhance access to communities/markets |

| | |
|------------------------|---|
| | <ul style="list-style-type: none"> • Cold Storages • Cassava milling machines • Ambulance for medical services • Rice Processing/milling machines • Rubber Wood Manufacturing plant • Food processing, storage and preservation equipment using solar solutions • Farmer Field Schools • Market access community transport (community managed, fee for service transport facility) • Construction of Teachers quarters • Construction of rural quarters for health centers • Construction of laterines with biodigesters for solid waste management • Market structures with lighting, WASH and Storage facilities • Basic/Primary school construction & renovation • Community health clinic/ health centre construction & renovation • Mini Dam for Agricultural Water supply |
| Energy and environment | <ul style="list-style-type: none"> • Central power solar system • Individual power solar system • Connection to power grid at fee for services • Support to mini-hydro dam construction and power distribution |

Resources Required to Achieve the Expected Results

The major cost components of the pilot are capital cost, operation and maintenance, and Programme management. The ACDP is developed in two phases. The first phase is expected to deliver USD 100 million with the remaining USD 221.89 million delivered in the subsequent phase. of the ACDP is broken down by outputs that can be found in the Results Framework (RRF) and the Multi Year Work Plan (MYWP). Table 4 shows the distribution of the total estimated cost of the USD 100 million over the four outputs of the programme. The details of each output can be found in the MYWP.

Table 4: Resources Required to Achieve the Expected Results

| Output | Phase I Amount (US\$millions) | Phase II Amount (US\$millions) | Total all Phases |
|---|-------------------------------------|--------------------------------------|---------------------|
| Improved access and sustainable use of basic, water and sanitation services in communities identified as amongst the poorest and most vulnerable | 15 | 7 | 22 |
| Improved access to livelihood opportunities, social and economic infrastructure, and improvement in basic living standards in selected counties (schools, clinics, feeder roads, markets, energy, etc.) | 76 | 207.39 | 283.39 |
| Outlines of a sustainable, replicable, and scalable model for the ACDP approach in Liberia developed, piloted, and validated. (Includes development/institutional strengthening of new national community development entity building on the ACDP | 1 | 1 | 2 |
| Effective Programme management in place, pilot project, supervision, monitoring, evaluation, and general management support | 8 | 6 | 14 |
| TOTAL | 100 | 221.39 | 321.39 |

Partnerships

The ACDP will work with partners to produce the expected results. The partnership strategy is to seek and build synergies at central and local levels around areas that align well with the ToC and are critical to the achievement of the results of the Programme.

Central Level

The ACDP is a multi-donor Programme. The MYWP will be updated periodically depending on the availability of funding. The partnership opportunities will be cost-sharing of sets of activities, direct support to the Programme, and/or complementary projects implementation targeting the same communities. Towards this end, the GoL has committed US\$3 million and the World Bank (in consultation with the GoL) has repurposed US\$7.5 million primarily to activities in the agriculture sector which is a critical part of the second Programme output. Based on the existing donor investments in the country and globally and also on the interactions with donor organisations, during the feasibility phase of the ACDP, the following donor organisations will be approached for potential partnerships during implementation:

1. World Bank/International Development Association (IDA) – The ACDP model aligns with the Bank's strategy. WB/IDA have heavily invested in various projects in Liberia using Community Driven Development (CDD) programs.
2. African Development Bank (AfDB) – Over the years, AfDB has invested in projects within Liberia that align to the sectors that will be targeted
3. United States Agency for International Development (USAID) – With a primary focus only on health, democracy, and governance activities, strengthening local government and improving community-led development are the areas of potential USAID financing of the ACDP or complimentary activities.
4. European Union (EU) – Although the EU has heavily invested in similar projects in the past, their current strategy would favor the ACDP as part of a Public Private Partnership (PPP) implementation approach.
5. Islamic Development Bank (IDB) – The IDB has heavily invested in projects that align to interventions that will be targeted in Liberia and in neighboring countries of the subregion.
6. Japanese International Cooperation Agency (JICA) – JICA has heavily invested in projects that align to interventions that will be implemented.
7. Department for International Development (DFID) – DFID has also heavily invested in projects that align to interventions that will be targeted.
8. Swedish International Development Agency (SIDA), Government of Sweden
9. Food and Agricultural Organization of the United Nations
10. United Nations Children's Fund
11. Abu Dhabi Fund
12. Arab Bank for Development (BADEA)
13. Qatar Fund for Development
14. International Fund for Agricultural Development

It is also expected that the government will allocate portions of its Special Drawing Rights to support implementation of the programme. UNDP will also allocate funds to the programme.

A Technical Committee (TC) will form a part of the implementation arrangement for the Programme. While the primary role will be to support a National Steering Committee and the Programme Management Unit, the TC members will also contribute specialized skills in high priority areas such as gender, environment, and in technical supervisory services to

monitor the implementation of ACDP interventions by communities and subcontractors. The specialists will also provide technical supervision of infrastructure projects and contribute to risk treatment and mitigation measures.

Local Level

At the local level, the strategy is to engage and build relationships with local government authorities and private firms interested in supporting the delivery of the Programme interventions. Local government will include county superintendents and district commissioners and their respective development committees. The County Health, Agriculture, and Education Teams will be drawn in as and when needed. The Programme will also pursue Public Private Partnership (PPP) opportunities as they emerge primarily around the delivery of infrastructure to increase efficiency, operations, and management; and to draw additional advanced technology and resources to meet the growing investment needs. This will be especially applicable to financing and implementation of the roads, transportation, and energy and electricity components; but also to value addition and commercialization in the agricultural sector. The Policies Applicable to the Selection of Responsible Parties and Grantees that will govern these relationships are attached as Annex 2.

Partnership with local communities and project beneficiaries will focus on sustainability, affordability, and equity in access to the interventions made by the Programme. The township chiefs and opinion leaders will help ensure ownership and sustainable use where projects are managed by local volunteer committees. An additional benefit of partnership at this level is to build capacity in the communities to engage, participate in the provision of critically-needed services, and to manage their own affairs with more participation of women going forward.

Risks and Assumptions

A copy of the Programme risk register is provided in the Annex 3. The ACDP is far more complex than a comparable domestic project. Many internal and external, visible, and invisible factors influence the environment that create high risk in accomplishing the ACDP objectives. Some of the contributing factors are:

- Influence of various stakeholders such as International Development Financial Institutions (IDFIs), citizen groups, Non-Government Organizations, media, the political ruling class, and bureaucrats
- Cultural, socioeconomical, technological, and political environment
- Lack of managerial and technological capabilities in the programme country
- Unclear objectives
- Shortage and timeliness of resources
- Lack of ownership
- Poor infrastructure for development
- External driving forces such as inflation, currency exchange, and local & international politics.
- Political transition and instability
- Institutional adversion
- Politicization (especially in year 1 – an election year)

The major risks to the Programme can be organized into 4 categories-social and environmental, safety and security, and financial risks. On social and environmental, there is a risk of limited participation and ownership of the Programme

outputs. Donor dependency is high in Liberia as a consequence of decades of conflict and two epidemics that disrupted “normal life”; reinforced by a historical reliance of rural areas on central authorities for the provision of all basic services. A tragic consequence of this experience is a “survival mindset” that makes it difficult to think and see over the horizon. This is evident among government functionaries and community dwellers across the country creating delays in Programme execution.

Furthermore, the land ownership system remains largely underdeveloped. Conflicting claims to parcels of land and conflicts over boundaries are common in urban and rural areas. While progress has been made in the establishment of the Liberia Land Authority (LLA 2016) and enactment of a Land Rights Act (LRA 2018), that seek to consolidate authority over land issues and clarify land ownership forms and processes, the country is at least a decade away from its goal of harmonizing the customary system of land ownership and transfers and the common law system. Many issues could arise with finding locations for social infrastructures, including the displacement of people and their assets. These situations could be politicized and the Programme could be delayed by rent seeking.

During Programme formulation, five specific risks were identified and assessed based on the available baseline information following UNDP’s Social and Environmental Screening Procedure. These can be found in the SESP in Annex 4. The overall Programme risk is categorised as “Substantial” based on the categorisation of these risks. This was done in close consultations with all stakeholders. The significance of each risk is estimated based on its probability of occurrence and extent of the impact. The risk criteria took into consideration the type and location, magnitude, manageability, duration, reversibility, and community involvement.

There is also a risk of reinforcing bias and vulnerabilities of women and girls. These are highlighted in the Gender Analysis and Action Plan (GAAP) that can be found in Annex 5. The absence of women in local governance structures stems from cultural norms. It is usual for men only to partake in local decision making and where women do have access to decision making spaces, they tend to be silent observers who do not participate in the discussions or decisions under consideration.

The Programme could also face safety and security risks. There is growing political instability in neighboring countries with potential for knock on effects on Liberia. Liberia’s borders are porous with poorly defined demarcations and unrestricted movement of peoples between neighboring countries. Some of the Programme interventions could be at locations near the borders. Presidential and Legislative elections will be held in Liberia in 2023. They are expected to be hotly contested with a possibility of local violence near Programme implementation sites. Moreover, the global conflicts in Europe, and potentially Asia, could deteriorate and impact global commodity prices and supply chains. Liberia is highly vulnerable to the vagaries of external trade and disruptions could lead to supply scarcity and higher prices of inputs for the Programme.

Finally, there are financial risks on two fronts. There is a risk that financial contributions will be delayed. While this is moderately likely, the impact will be on the timely production and cost of deliverables due to changes in supply and

prices. There is also the risk of that resources provided at the central level and facilities installed at the community level will be siphoned off or co-opted largely to the benefit of politically powerful and influential individuals.

The anticipated risks to the Programme are manageable. To mitigate possible impact on the deliverables, the Programme will be executed by UNDP; using its fast-track procedures for ACDP implementation with a dedicated Programme management team. The team will work closely with the ACDP TC comprised of subject matter and operational experts to supervise, intervene, and support the Programme implementation. The external driving forces will be monitored at the Steering Committee level in close consultations with other development partners of the GoL. Joint actions will be taken as and when needed.

Stakeholder Engagement

The target groups of the Programme are community dwellers (including poor, vulnerable people – e.g. PWDs) and opinion leaders (Youth leaders, women groups, OPWDs) in the rural and selected urban areas of Liberia. Geographically, their towns and villages fall into the regions of Liberia where the multidimensional poverty indices are statistically significantly higher than the national average. Approximately 30 percent of the population live in those areas. Thirty four (34) rural communities were visited during the conduct of the feasibility study. The communities are in 13 of the 15 counties of Liberia (4 of the 6 national statistical regions). A total population of approximately 180,000 people representing an average family size of approximately 5-8 persons reside in those communities. Nearly half of the population is female. Together with feasibility studies, field tours, national workshop and inputs by the Technical team, a total 50 communities will be covered by the programme over course of the two phases. The ACDP will support those living in poor urban and rural communities, who do not have access to basic social infrastructure and services and to income-earning opportunities.

UNDP will collaborate closely with the Ministry of Internal Affairs, local administration officials, tribal and customary leaders and elders, community associations, etc. to engage and mobilise the target population to be involved in the various stages of the programme.

One aspect of the ACDP which will set it apart from other poverty alleviating interventions, is the investment in extensive training of local communities to manage, sustain, and improve the ACDP-supported infrastructure and interventions. In the Senegal PUDC (Programe d'Urgence de Developpement Communautaire), training received by managerial level individuals within the communities had a demonstrable impact on the success of new businesses (regardless of the type of community/town considered). At the simplest level, building the capacity and training individuals and/or community groups in the following skills are considered to be most effective--the development of appropriate attitudes, knowledge and skills related to vocations and income-generation, as well as management, entrepreneurship and social, political and cultural life. By the same token, technical and vocational skills, narrowly and specifically defined and taught to carry out certain occupational tasks, are not often enough even for the particular tasks and to adapting to the changing and evolving nature of occupations.

Additionally, efforts will be made to identify young women and girls within the identified communities to provide assistance with livelihood activities aiming at increasing their incomes. At the same time, care will be taken to ensure that necessary safeguards are in place for their safety and to prevent violence, including a platform for reporting any violence. This is especially true for sectors like mining or construction where gender based violence, safety and vulnerabilities of women need to be taken into account. In order to implement gender mainstreaming, a gender focal person or Gender & Social Inclusion expert – (GESI) will be included on the TC to address the gender gaps in all priority components of the ACDP. The ACDP will be adopting gender-sensitive and sex-disaggregated indicators to monitor progress and assess the impact of the gender-targeted interventions. These indicators are included in the Results Framework as gender markers.

South-South and Triangular Cooperation (SSC/TrC)

The Programme design and interventions logic is inspired by a similar design approach which has produced concrete transformative results in The Gambia, Senegal, and Togo. While the strategy aligns with the experiences from those projects, the midterm review and recalibration (MTRR) of the PAPD drew heavily on lessons learned from alleviating poverty in those countries. Given the seemingly intractable nature of the poverty situation in Liberia, the MTRR recommended an introduction of an approach along the “development corridors” of Liberia. Furthermore, resource mobilization will be done in partnership with the traditional donors of Liberia.

Digital Solutions

The Programme will use digital technologies and solutions to improve the target beneficiaries and partners’ experiences and solve the development challenge(s) identified. This will be consistent with UNDP Digital Solutions Strategy (2022-2025). The most common form of digital technology available in rural areas are cellphones and approximately 70 percent of Liberia’s population is within the coverage area. This opens a window of opportunity for using the existing ecosystem for information, education, and communication (IEC) activities. The Programme will examine user characteristics, needs, and challenges and develop a digital strategy that is affordable and sustainable by beneficiary communities.

Knowledge

Lessons learned from the Programme will be very useful to the GoL’s “pro-poor” initiatives to reach the furthest first. While the principles and strategies of the PUDC framework have been tried by UNDP in other countries and are very applicable to the Liberia context, a unique combination will inform the Liberia model of ACDP. This will include branding strategies, community education and communication given the unique cultural context of Liberia, local content and potential for community contribution, possibility of multiple management models for community projects applicable to different sectors, Public-Private Partnership strategies, etc. This localization strategy of the ACDP framework will be useful to other countries in the subregion.

Sustainability and Scaling Up

The Programme Management Team will work closely with the TC, which is comprised of representatives from sector lead institutions and local government, to ensure knowledge transfer and capacity building. Initial lessons learnt will be used to replicate the interventions in other parts of the country. This will require a careful examination of the ACDP model, and understanding of what works in the Liberia context, and the requirements to extend the initiatives beyond the initial pilot communities. The Programme approach therefore will be to build, test, redesign to take to scale beyond the initial set of communities. At the end of the ACDP Programme, the completed interventions will become community assets to maintain, scale up, and manage going forward.

The Office of the President has also requested that during the initial 2-3 years of implementation by UNDP, efforts be made to either design a new national community development fund/programme, or to strengthen an existing national institution to undertake programmes of this nature. This would be the second phase of the ACDP, similar to what was done in Senegal.

IV. PROGRAMME MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

The policies and programs put in place over the past decades have enabled Liberia to experience high economic growth rates. Nevertheless, the socio-economic benefits have remained limited, particularly for the rural areas where a significant proportion of the population lives. Indeed, this strong growth, which was not inclusive and unequally redistributed spatially, did not significantly reduce poverty and inequality, and did not bring about a significant improvement in the living environment and conditions of the population living in rural areas. This situation reflects the limitations of the plans and development models used in the past, which were driven by top-down exogenous growth and neglected the development of rural and local economies. A change of policy and/or development paradigm, and more intentional community involvement, appears necessary. Therefore, the Programme will be executed by UNDP and managed by a dedicated team of experts in accordance with UNDP rules and regulations. The Programme will use the UNDP procurement procedures through DIM. A Technical Committee comprised largely of sector experts from government entities will bring complementary skills in support of the Programme Management Unit (PMU).

Programme Management

A Programme Steering Committee (PSC) comprised of partners and GoL will guide the Programme implementation. Given the complexity of the ACDP, many organisations will be informal participants to any implementation, insofar as they will be required to support projects but will not be formally commissioned as paid partners. Using the blueprint from Senegal, the ACDP model will require a level of staffing from across the stakeholder landscape (from NGOs to community organizations). First, a steering committee will be created and co-chaired by the Office of the President and UNDP. The committee will be responsible for strategic orientation of the Programme. Coordination of a National Team will be done by the Ministry of State for Presidential Affairs. The Steering Committee membership is listed in Table 5 below. The Terms of Reference is attached as Annex 6. Figure 2 following depicts the structure of the Programme and the deployment of expertise. It also depicts the Programme implementation arrangement and the involvement of stakeholders.

Table 5: Programme Steering Committee⁷

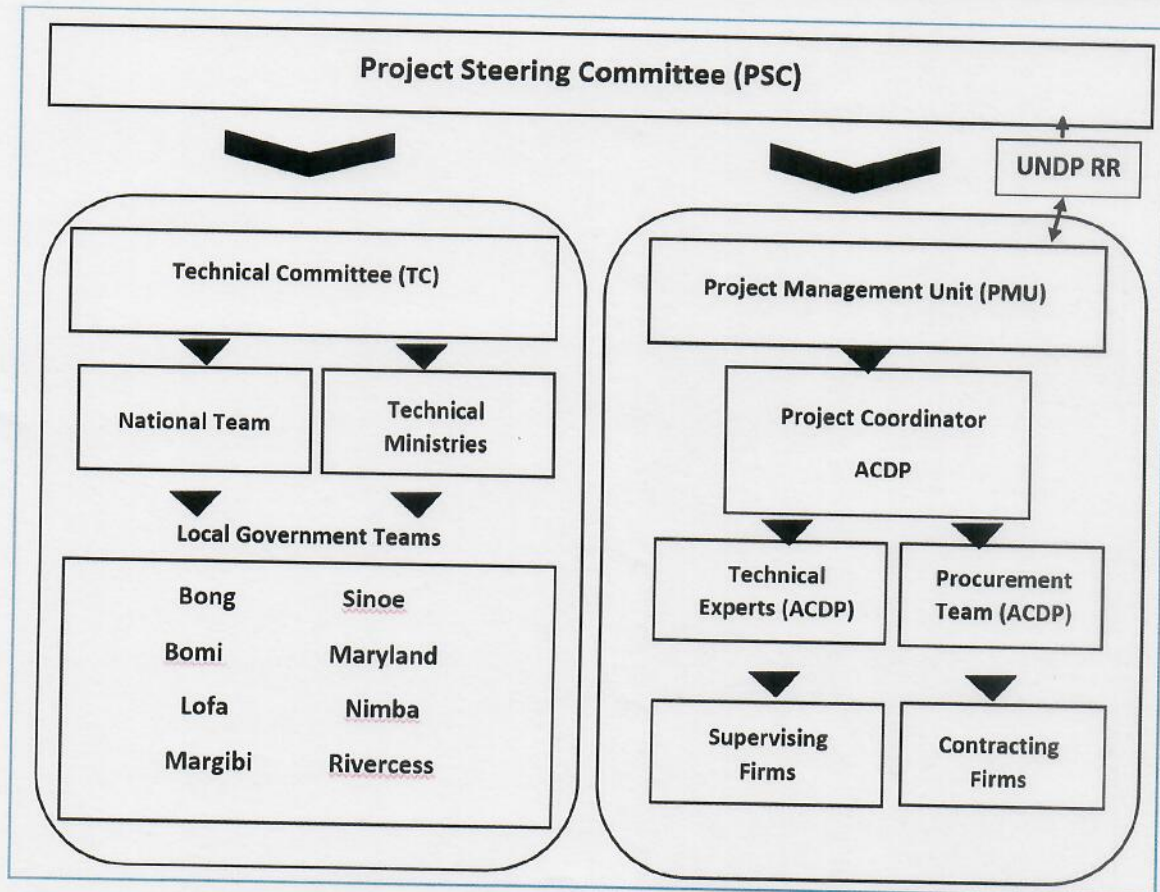
| Role | Stakeholder |
|------------------------|--|
| Chair | Office of the President (Designated Representative) |
| Co-chair | UNDP Resident Representative |
| National Director | Office of the Minister, Ministry of State for Presidential Affairs |
| Members | Ministry of Finance and Development Planning |
| Secretary to the (PSC) | A Permanent National Community Development Mechanism -TBC |
| | Ministry of Public Works |
| | Ministry of Internal Affairs |
| | Ministry of Agriculture |
| | Ministry of Mines and Energy |
| | Ministry of Education |
| | Ministry of Gender Children and Social Protection |
| | Ministry of Youth and Sports |
| | Ministry of Labour |
| | Ministry of Health |
| | National Civil Society Council of Liberia |
| | Liberia NGO Network |
| | Development Partners (World Bank, AfDB, EU, Sweden) |

The public sector at various levels from national to local, private-sector agencies, technical/research institutions, NGOs and community-based organisations and the end-users at the community and household level will play roles in carrying out the activities related to skills and capacity development for rural change and development. The Public Sector will drive a decentralized "demand-driven" strategy responsive to the specific demands established in the Needs Mapping and potential of each community as identified in the ACDP feasibility study. The designated Ministry and the local development committee members from government and non-governmental staff from different sectors, will have input on the implementation using this decentralised approach. This will ensure decision-making on implementation of local development activities is devolved to the ordinary people at the grassroots level. The Programme will, as much as feasible, make use of the existing decentralized structures. This will increase participation of all stakeholders, from

⁷ While this responsibility may be deferred to another senior official by the President, as the main programme interlocutor, and co-chair of the project board, such responsibility may be deferred to the Ministry of Finance and Development Planning. A project Board may be convened in the place of the Steering Committee, as the main management oversight Body for the Project

ministerial/departmental levels to village levels. The ongoing reviews of the National Decentralisation Policy and Local Government Act of 2018 will ensure that Liberia's decentralisation strategy is updated and implemented rapidly and the ACDP will be able to leverage this.

Figure 2: Programme Implementation Arrangement and Deployment of Expertise in selected communities



The Steering Committee will establish the Technical Committee (TC) comprised of specialists from the Central Ministries, Agencies, and Commissions (CMAC) of the GoL which have mandates over the priority sectors of the Programme. At the local level, local government authorities and the agriculture, health, and education teams of CMAC will support the delivery of the interventions. Terms of Reference for the TC is in Annex 7. In addition to the firms contracted to deliver the community projects, a National Director and the Programme Coordinator will also engage various technical supervising agencies to monitor implementation and provide monthly reports on the progress of the respective contracts. The Results Framework (RF), Monitoring and Evaluation Plan (M&E), and the Multi-Year Work Plan (MYWP) follow.

The ACDP will produce 4 outputs with 19 indicators as can be seen in the Results framework on the following page. The initial phase of the first two components will support a number of interventions, including construction of water and sanitation kiosks, repairs of handpumps, and the training of WASH technicians. Also supported will be an expansion of electricity to more than 10,400 households, the construction and rehabilitation of roads and the training of workers of private companies and communities to maintain the social infrastructure. Additional livelihood and

commercialization programs (in agriculture and fishing) will also be implemented with farmer cooperatives and fishing communities. In the course of implementation, innovation and adaptation of strategies and technologies will be the hallmark. The programme will ensure that a good number of number of beneficiaries receive capacity building programme, and that their perception of assets and services of the project are more favorable. Key results expected from the successful implementation of the programme are the following:

- 180,000 households in selected communities are provided various socio-economic infrastructure and livelihood opportunities leading to reduction in poverty levels, and improve wellbeing.
- 334 miles of feeder roads and motorbike tracks constructed or rehabilitated, thus enabling market access and transport of local produce to the market
- *solar powered water and Sanitation kiosks with irrigation and reservoir tours installed and operational in 45 communities*
- 10,400 households connected to central and individual electrical systems
- *50 environmentally sustainable WASH infrastructures repaired in urban poor areas*
- *8 TVET centers constructed or refurbished*
- *14 residential quarters for teachers and health workers in rural areas*
- *25 new rural health centers and sustainable schools and TVETs in select communities provided with PV renewable energy system (solar energy power)*
- *12 communities (more than 12,000 beneficiaries) provided with suite of agricultural products, tools and Crops- agricultural crops, livestock (poultry dairy and fishery and horticultural products, Exotic livestock) ; Agricultural Equipment and Tools such as manure spreader, cultivators, combine harvesters, seed drill, sprayers, tractors and weed control equipment, post-harvest processing equipment; high-quality farm irrigation equipment supplies and agricultural plumbing supplies including irrigation check valves, foot valves, heavy-duty spray hose nozzles, and trigger guns for farmers, gardener; Off-grid micro-grid hybrid rural electrification solutions such as photovoltaic panels and diesel engines, in microgrids- solar panels, solar batteries, diesel fuel generators, power banks, solar controllers, and other accessories and food processing, storage and preservation equipment using solar solutions*
- 8 Ambulance (one for each) rural health center provided for referrals of emergency cases recedes the incidence of deaths of mostly pregnant women
- 1 Blast coolers at fish clusters helps fishing communities reduce their post-harvest loss
- 4 rice milling/processing machines provided
- 4 Cassava processing machines reduce burden for gari producers/farmers
- An increased yield per targeted value chain-rice, cassava, plantain, yam, eddoes affording communities decent livelihood/ and economic opportunities and well being
- 1 State of the art Rubberwood manufacturing plant and wood work training centers affords youths and communities employment and livelihood

- 1 crops storage facility supports post-harvest loss reductions and improves income of farmers
- 6 Trainings in the use of fertilizers, agricultural tools and seeds promotes improved yields profitable harvests for farmers
- 34 communities (in 13 counties, with a population of more than 180,000) make cashless fee payment for services, and utilize digital technology tools for asset tracking and monitoring of shared use infrastructure/assets
- More than 400 famers and SMEs especially PWDs benefit from matching grant schemes, risk/credit guarantees, and business development services to improve their income generating abilities
- 34 rural communities have higher farm yields and income from agricultural inputs and other supports
- 3 Cooperatives acquire, install and use technology sustainably, as well as tools, irrigation system, fencing, fertilizer, seedlings, milling machines
- 25,000 community residents in various urban poor and rural areas have access to mini bridges on community/feeder roads affording their movement and livelihoods

Moreover, localization of the implementation strategy is integral to the third and fourth components of the first phase of the Programme to ensure long term sustainability and scaling up with particular consideration of the following elements:

1. Transparent community and project selection criteria using available data and GIS-based decision support solutions
2. Community education, mobilization, and training approach for continuous capacity building
3. Clear success measurement criteria
4. Innovative modalities for cross-sector interventions and community ownership, and sustainability of services and asset,
5. Replicability and scalability of strategies with gender considerations embedded
6. Environmental safeguards and indigenous population protection
7. Joint UNDP/GOL technical team operation and coordination modalities
8. Public-private partnership modalities

The monitoring plan is built around 7 sets of activities. These include: tracking progress, monitoring and managing risks, learning, and quality assurance. Other sets of activities are reviews and reporting at the the PMU and the PSC levels. A mid and at end of term evaluations are planned jointly with partners and the GoL.

The MYPP outlines the planned activities for each year at formulation. Adjustments will be made annually based on the available resources.. The cost estimate of Programme is expected to be USD 100 million for the first phase.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework:

Outcome 1: By 2024, the most vulnerable and excluded groups have improved quality of life with rights-based, gender-sensitive, inclusive, equitable, affordable access and utilization of essential social services in an environment free of discrimination and violence, including in the humanitarian situation

Outcome 2: By 2024, Liberia has sustained, diversified and inclusive economic growth driven by investments in agriculture, food security and job creation and is resilient to climate change and natural disasters.

Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets:

Indicator 1: Significantly improved living conditions for residents of targeted rural communities through environmentally sustainable and equitable access to essential Water, Sanitation, and Hygiene (WASH) services by 2027

Indicator 2: By 2027, early impact social infrastructure investments create multiplier effects on access to markets, agriculture and fishery production, and other economic activities in targeted rural communities

Indicator 3: A sustainable and inclusive model for a multisectoral spatial approach to fast-track rural infrastructure development successfully piloted--with particular emphasis on providing equitable access to opportunities for women and girls,

Indicator 4: Public and private sector players have strengthened their capacity to increase economic participation and rural productivity, enabling employment, job creation, and enterprise development in an inclusive manner

Applicable Output(s) from the UNDP Strategic Plan:

Project title and Atlas Project Number: Accelerated Community Development Programme/Liberia (ACDP/L)

| EXPECTED OUTPUTS | OUTPUT INDICATORS | DATA SOURCE | BASELINE | | TARGETS (by frequency of data collection) | | | | | | DATA COLLECTION METHODS & RISKS |
|---|--|---|----------|------|---|--------|--------|--------|-----------|-------|--|
| | | | Value | Year | Year 1 | Year 2 | Year 3 | Year 4 | Years 5-6 | FINAL | |
| Output 1 Residents in targeted communities have enhanced access to safe and environmentally sustainable water, sanitation and hygiene infrastructures to reduce water and sanitation-related diseases. | 1.1 Number of solar powered water and Sanitation kiosks with irrigation and reservoir tours installed and operational in selected communities | Project progress and monitoring reports | 0 | 2022 | 8 | 8 | 9 | | 20 | 45 | Document review, key informant interview and household interview |
| | 1.2: Proportion of the population with access to safe and environmentally sustainable WASH infrastructures in urban areas through repair of hand pumps | Project progress and monitoring reports | 0 | 2022 | 5 | 10 | 10 | 5 | 20 | 50 | Document review, key informant interview and household interview |
| | 1.3 Number of sensitization campaigns, sustainability and management of assets and services provided | Progress and | 0 | 2022 | 5 | 10 | 10 | | 15 | 45 | Documents review/key informants interviews |

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| EXPECTED OUTPUTS | OUTPUT INDICATORS | DATA SOURCE | BASELINE | | TARGETS (by frequency of data collection) | | | | | | DATA COLLECTION METHODS & RISKS |
|--|---|---|----------|------|---|--------|--------|--------|-----------|-------|--|
| | | | Value | Year | Year 1 | Year 2 | Year 3 | Year 4 | Years 5-6 | FINAL | |
| | | monitoring reports | | | | | | | | | |
| | 1.4 Number of trained WASH technicians who are applying the skills acquired. | Progress and monitoring reports | 0 | 2022 | 2 | 2 | 2 | | 3 | 9 | Document review, key informant interview and household interview |
| | 1.5 Number of Water towers with pumps renovated | Feasibility Studies | 0 | 2022 | 1 | 1 | | | | 2 | Project M&E |
| Output 2 Strengthened capacity targeted beneficiaries to access livelihood opportunities and economic infrastructures | 2.1 -Number of households connected to central and individual Solar power systems | Feasibility Study Monitoring Reports | 0 | 2022 | 1400 | 3000 | 3000 | 1000 | 2000 | 10400 | Programme M&E |
| | 2.2 Number of sustainable community Schools rehabilitated, upgraded or constructed with with energy and water facilities | Feasibility Study Monitoring Report and Tours | 0 | 2022 | 2 | 6 | | | | 8 | Programme M&E |
| | 2.3 Number of rural health centers rehabilitated or constructed of which 4 are new constructions | Progress and monitoring reports | 0 | 2022 | 3 | 4 | | | | 7 | Document review, key informant interview and household interview |
| | 2.4 Miles of feeder roads and motor cycle tracks constructed or rehabilitated- km of gravel feeder roads rehabilitated | Feasibility Study Monitoring Reports | 0 | 2022 | 13 | 150 | 171 | | | 334 | Project M&E |
| | 2.5 Number of mechanized (2) and labor-based (4) training workshops conducted with 8 road maintenance companies and community residents in 6 counties | Monitoring Reports | 0 | 2022 | 2 | 2 | 2 | | | 6 | Project M&E |
| | 2.6 Number of ferries supplied to ease transportation hurdle | Feasibility Study Monitoring Reports | 0 | 2022 | | 1 | | | | 1 | Project M&E |

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| EXPECTED OUTPUTS | OUTPUT INDICATORS | DATA SOURCE | BASELINE | | TARGETS (by frequency of data collection) | | | | | | DATA COLLECTION METHODS & RISKS |
|---|--|--------------------------------------|----------|------|---|-----------|-----------|-----------|--------------|-------|------------------------------------|
| | | | Value | Year | Year 1 | Year 2 | Year 3 | Year 4 | Years 5-6 | FINAL | |
| 2.7 Higher average farming household revenue from increased agriculture productions; improved access to markets and household livelihood sources in 34 rural communities; 9 programs implemented | | Feasibility Study; Monitoring Report | 0 | 2022 | 2 | 2 | 2 | 2 | 1 | 9 | Project M&E |
| | 2.8 Number of cooperatives with means of commercial production of rice, cassava, and cocoa (tools, irrigation system, fencing, fertilizer, seedlings, milling machine, technology) acquired, installed, and used sustainably | Feasibility Study; Monitoring Report | 0 | 2022 | 1 | 1 | 1 | | | 3 | Project M&E |
| | 2.9 change in fishery yields and formalization of commercial activities in 6 communities | Feasibility Study; Monitoring Report | 0 | 2022 | | 1 | 1 | | 4 | 6 | Project M&E |
| | 2.10 Number of TVET centers constructed or refurbished | Community tours | 0 | 2022 | 2 | 2 | 2 | 2 | | 8 | Project M&E |
| | 2.11 Number of with residential quarters for teachers and health workers | Feasibility Studies and tours | 0 | 2022 | 2 | 6 | 4 | 2 | | 14 | Project M&E |
| | 2.12 Number of new rural health centers and sustainable shools and TVETs in select communities provided with PV renewable energy system (solar energy power) | Community tours | 0 | 2022 | | 8 | 8 | 9 | | 25 | Project M&E |
| | 2.13 Number of new youth Agricultural centers established in rural communities | Community tours | 0 | 2022 | | 2 | | | | 2 | Project M&E |
| | 2.14 Number of rural markets re-habilitated or constructed | Feasibility studies/tours | 0 | 2022 | | 1 | 1 | | | 2 | Project M&E |
| | 2.15 agricultural products and Crops: agricultural crops, livestock (poultry dairy and fishery and horticultural products, | WB-MOA project | | | | 2 | 5 | 4 | 2 | 12 | Project M&E |

| EXPECTED OUTPUTS | OUTPUT INDICATORS | DATA SOURCE | BASELINE | | TARGETS (by frequency of data collection) | | | | | | DATA COLLECTION METHODS & RISKS |
|---------------------|--|-----------------------------------|----------|------|---|-----------|-----------|-----------|--------------|-------|------------------------------------|
| | | | Value | Year | Year 1 | Year 2 | Year 3 | Year 4 | Years 5-6 | FINAL | |
| | Exotic livestock) distributed to farmers in 12 communities | | | | | | | | | | |
| | 2.16 number of communities with Agricultural Equipment and Tools: Manure Spreader, Cultivators, Combine Harvesters, Seed drill, Sprayers, and tractors and weed control equipment, post-harvest processing equipment | WB-MOA project | 0 | 2022 | | 2 | 5 | 4 | 2 | 12 | Project M&E |
| | 2.17 number of communities with high-quality farm irrigation equipment supplies and agricultural plumbing supplies: irrigation check valves, foot valves, heavy-duty spray hose nozzles, and trigger guns for farmers, gardener | WB-MOA project/Technical workshop | 0 | 2022 | | 2 | 5 | 4 | 2 | 12 | Project M&E |
| | 2.18 Off-grid micro-grid hybrid rural electrification solutions: photovoltaic panels and diesel engines, in microgrids- solar panels, solar batteries, diesel fuel generators, power banks, solar controllers, and other accessories | WB-MOA project/Technical workshop | 0 | 2022 | 2 | 2 | 5 | 4 | | 12 | Project M&E |
| | 2.19 number of rural communities with Food processing, storage and preservation equipment using solar solutions | WB-MOA project | 0 | 2022 | 2 | 2 | 5 | 4 | | 12 | Project M&E |
| | 2.20 Number of Ambulances for rural health centers | Feasibility Studies | 0 | 2022 | | 1 | | | 7 | 8 | Project M&E |
| | 2.21 number of Blast coolers at fish clusters | Feasibility studies | 0 | 2022 | | 1 | | | | 1 | Project M&E |
| | 2.22 Number of rice milling/processing machines provided | Feasibility Studies | 0 | 2022 | | 2 | 2 | | | 4 | Project M&E |
| | 2.23 Number of Cassava processing machines | Feasibility studies | 0 | 2022 | | 2 | 2 | | | 4 | Project M&E |

| EXPECTED OUTPUTS | OUTPUT INDICATORS | DATA SOURCE | BASELINE | | TARGETS (by frequency of data collection) | | | | | | DATA COLLECTION METHODS & RISKS |
|---|---|-------------------------------------|----------|------|---|--------|--------|--------|-----------|----------|--|
| | | | Value | Year | Year 1 | Year 2 | Year 3 | Year 4 | Years 5-6 | FINAL | |
| | 2.24 Yield per targeted value chain-rice, cassava, plantain, yam, edoes | STAR-P Project | Low | 2022 | | | | | | | Project M&E |
| | 2.25 Number of Ruberwood manufacturing plant and wood work training centers | Feasibility Studies | 0 | 2022 | 1 | | | | | improved | |
| | 2.26 Number of crops storage facilities | Feasibility studies | 0 | 2022 | | 1 | | | | 1 | Project M&E |
| | 2.27 Number of Training in the use of fertilizers, agricultural tools and seeds | Feasibility studies | 0 | 2022 | | 4 | | 2 | | 6 | Project M&E |
| | 2.28 Number of communities utilizing digital technology tools for asset tracking and monitoring and cashless fee for service payments | Feasibility studies | 0 | 2022 | 5 | 5 | 10 | 10 | 4 | 34 | Project M&E |
| | 2.29 Number of famers and SMEs especially PWDs benefiting from matching grant schemes, risk/credit guarantees, and Business Development services | Feasibility studies/STA R-P Project | 0 | 2022 | 100 | 100 | 100 | 100 | | 400 | Project M&E |
| | 2.30 Number of additional persons with access to constructed mini bridges in urban and rural areas | Technical Workshop | 0 | 2022 | | | | | 25,000 | 25,000 | M&E |
| Output 3 Outlines of a sustainable, and replicable, and scalable model for the ACDP approach in Liberia developed, piloted, and validated | 3.1 community and project selection criteria finalized and validated | Project M&E | 1 | 2022 | | | | | | 1 | Feasibility study and validation workshop |
| | 3.2 community education, mobilization, and training approach finalized, validated, and rolled out in pilot areas | Project M&E | 0 | 2022 | 1 | | 1 | | | 2 | Midterm review in year 3; final review in year 5 |
| | 3.3 components of Liberia ACDP concluded to include: added value and efficiency, success measurement criteria, modalities for cross-sector interventions, community ownership, sustainability of services and assets, replicability, scalability, joint UNDP/GOL technical team modalities; gender considerations; ESME, RF, and IPPF in place and use; | Project M&E | 0 | 2022 | | | 1 | | 1 | 2 | Midterm review in year 3; final review in year 5 |

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| EXPECTED OUTPUTS | OUTPUT INDICATORS | DATA SOURCE | BASELINE | | TARGETS (by frequency of data collection) | | | | | | DATA COLLECTION METHODS & RISKS |
|---|---|---------------------------------|----------|------|---|--------|--------|--------|----------|-------|---|
| | | | Value | Year | Year 1 | Year 2 | Year 3 | Year 4 | Year 5-6 | FINAL | |
| Output 4 Effective Project management in place | public-private partnership modalities formalized | | | | | | | | | | |
| | 4.1 Resource mobilization for fully funded pilot and scale up of project after year 3 | Project Financial Reports | 0 | 2022 | 1 | 1 | 1 | 1 | 1 | 5 | Project financial review |
| | 4.3 M&E systems and procedures in place and expandable with implementation progress | Project M&E | 0 | 2022 | 1 | | 1 | | | 2 | Midterm review in year 3; final review in year 5 |

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: [Note: monitoring and evaluation plans should be adapted to project context, as needed]
Monitoring Plan

| Monitoring Activity | Purpose | Frequency | Expected Action | Partners (if joint) | Cost (if any) |
|----------------------------|---|---|---|------------------------|------------------|
| Track results progress | Data on the results indicators in the RRF will be collected and analysed to assess progress of the Programme in achieving the agreed outputs. | Quarterly, or in the frequency required for each indicator. | Slower than expected progress will be addressed by Programme management and Technical Committee. | GoL | 0.15 |
| Monitor and Manage Risk | Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk. | Quarterly | Risks are identified by Programme management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken. | GoL | |
| Learn | Knowledge, good practices, and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the Programme. | At least annually | Relevant lessons are captured by the Programme team and Technical Committee and used to inform management decisions. | GoL | |

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| Monitoring Activity | Purpose | Frequency | Expected Action | Partners (if joint) | Cost (if any) |
|---|--|--|--|---------------------|---------------|
| Annual Project Quality Assurance | The quality of the Programme will be assessed against UNDP's quality standards to identify Programme strengths and weaknesses and to inform management decision making to improve the Programme. | Annually | Areas of strength and weakness will be reviewed by Programme management and Technical Team and used to inform decisions to improve Programme performance. | GoL | |
| Review and Make Course Corrections | Internal review of data and evidence from all monitoring actions to inform decision making. | At least annually | Performance data, risks, lessons and quality will be discussed by the Programme Steering Committee and used to make course corrections. | GoL | |
| Project Report | A progress report will be presented to the Programme Steering Committee and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual Programme quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period. | Annually, and at the end of the Programme (final report) | | | |
| Project Review (Project Board) | The Programme's governance mechanism (Programme Steering Committee) will hold regular Programme reviews to assess the performance of the Programme and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the Programme. In the Programme's final year, the Programme Steering Committee shall hold an end-of Programme review to capture lessons learned and discuss opportunities for scaling up and to socialize Programme results and lessons learned with relevant audiences. | Annually | Any quality concerns or slower than expected progress should be discussed by the Programme board and management actions agreed to address the issues identified. | GoL, World Bank | |

Evaluation Plan

| Evaluation Title | Partners (if joint) | Related Strategic Plan Output | UNSDCF/CPD Outcome | Planned Completion Date | Key Evaluation Stakeholders | Cost (in US\$ million) and Source of Funding |
|---|---------------------|-------------------------------|------------------------|-------------------------|-----------------------------|--|
| Mid-Term Evaluation (review of pilot model) | GoL, World Bank | Output 3 Output 4 | Outcome 1 Outcome 2 | Oct 2025 | GoL, World Bank, UNDP | \$0.1 |

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|-----|-----------------|--|------------------------|----------|-----------------------|---------------------|
| End | GOL, World Bank | Output 1 Output 2 Output 3 Output 4 | Outcome 1 Outcome 2 | Oct 2027 | GoL, World Bank, UNDP | \$ 0.2 Programme |
|-----|-----------------|--|------------------------|----------|-----------------------|---------------------|

VII. MULTI-YEAR WORK PLAN⁸⁹

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | | RESPONSIBLE PARTY | Total | PLANNED BUDGET | | |
|---|---|------------------------|-------------|------------|------------|-----------------|-------------------|-----------|----------------|--------------------|--------|
| | | Y1-2022 | Y2-2023 | Y3-2024 | Y4-2025 | Y5-Y6-2026-2027 | | | Funding Source | Budget Description | Amount |
| Output 1: Improved access and sustainable use of basic, water and sanitation services in selected communities identified as amongst the most vulnerable Gender Marker: (see Table 6) | 1.1 water and sanitation | 1.26 | 2.26 | 2.26 | | 3.22 | | 9 | | | |
| | 1.2 water hand pumps repaired in urban areas | 1.40 | 2.80 | 2.80 | 1.40 | 3.50 | | 11.9 | | | |
| | 1.3 sensitization campaigns, sustainability and management of assets and services | 0.20 | 0.26 | 0.23 | | 0.26 | | 0.95 | | | |
| | 1.4 Trained WASH technicians | 0.01 | 0.01 | 0.01 | | 0.02 | | 0.05 | | | |
| | 1.5 Repaired water Towers | 0.05 | 0.05 | | | | | 0.1 | | | |
| | Sub-Total for Output 1 | 2.92 | 5.38 | 5.3 | 1.4 | 7 | | 22 | | | |
| Output 2: Improved access to livelihood opportunities, economic infrastructure, and improvement in basic living standards in selected counties Gender Marker: (see Table 6) | 2.1 central power and individual household PV (renewable energy) systems | 0 | 7.1 | 7.1 | 3.78 | 44.89 | | 62.87 | | | |
| | 2.2 Sustainable Schools rehabilitated or constructed | 0.4 | 1.2 | | | 5 | | 6.6 | | | |
| | 2.3 rural health centers rehabilitated or constructed | 0.9 | 4 | | | 10 | | 14.9 | | | |

⁸ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁹ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

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| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | |
|------------------|--|------------------------|---------|---------|---------|-----------------|-------------------|----------------|--------------------|--------|
| | | Y1-2022 | Y2-2023 | Y3-2024 | Y4-2025 | Y5-Y6-2026-2027 | | Funding Source | Budget Description | Amount |
| | 2.4 Rehabilitation or Reconstruction of selected feeder roads/bike tracks to create access to farmlands and markets construction of mini bridges | | 6.14 | 3.18 | 4.92 | 110.155 | | | | 124.34 |
| | 2.5 mechanized and labor-based training workshops for road maintenance | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 | | | | 0.25 |
| | 2.6 water transport ferries | 0.03 | 0.03 | 0 | 0 | | | | | 0.06 |
| | 2.7 increased agriculture production and improved access to markets | 0.12 | | | | | | | | 0.12 |
| | 2.8 sustainable commercial production by cooperatives | 0.24 | 0.24 | 0.24 | | | | | | 0.72 |
| | 2.9 increased fishery yields | | | 2 | | 3 | | | | 5 |
| | 2.10 TVET centers constructed | 0.5 | 0.5 | 0.5 | 0.5 | | | | | 2 |
| | 2.11 residential quarters for teachers and health workers | 0.08 | 0.24 | 0.16 | 0.08 | 2 | | | | 2.56 |
| | 2.12 PV (renewable energy) systems for rural health centers and schools, TVET centers in select communities | 3.6 | 3.6 | 2.3 | | 5 | | | | 14.5 |
| | 2.13 youth Agricultural centers established in rural communities | 0.2 | | | | | | | | 0.2 |
| | 2.14 rural markets re-habilitated or constructed | 0.05 | 0.05 | | | | | | | 0.1 |
| | 2.15 agricultural products and Crops | 0.02 | 0.05 | 0.04 | 0.02 | | | | | 0.13 |
| | 2.16 Agricultural Equipment and Tools | 1.2 | 1.3 | 1.4 | 1.2 | 8 | | | | 13.1 |
| | 2.17 high-quality farm irrigation equipment supplies and agricultural plumbing supplies | | 0.01 | 0.05 | 0.04 | | | | | 0.1 |
| | 2.18 Off-grid micro-grid hybrid rural electrification solutions for Agriculture | 1.6 | 1.5 | 1.5 | 0 | 7 | | | | 11.6 |
| | 2.19 Food processing, storage and preservation equipment using solar solutions | 0.1 | 0.1 | 0.5 | 0.4 | | | | | 1.1 |
| | 2.20 Ambulances for rural health centers | | 0.05 | | | 0.35 | | | | 0.40 |
| | 2.21 Blast coolers at fish clusters | | 1 | | | | | | | 1 |

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| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | |
|--|---|------------------------|--------------|--------------|--------------|-----------------|-------------------|----------------|--------------------|---------------|
| | | Y1-2022 | Y2-2023 | Y3-2024 | Y4-2025 | Y5-Y6-2026-2027 | | Funding Source | Budget Description | Amount |
| | 2.22 rice milling/processing machines provided | | 0.04 | 0.04 | | | | | | 0.08 |
| | 2.23 Cassava processing machines | | 0.8 | 0.8 | | | | | | 1.6 |
| | 2.24 Increase yield per targeted value chain-rice, cassava, plantain, yam, edoes | | 1 | | 1 | 4 | | | | 6 |
| | 2.25 Rubberwood manufacturing plant and wood work training centers | | | 2.5 | | 2 | | | | 4.5 |
| | 2.26 crops storage facilities | | | 0.05 | | 2 | | | | 2.05 |
| | 2.27 Training in the use of fertilizers, agricultural tools and seeds, business development and matching grant schemes | | 0.04 | | 0.02 | | | | | 0.06 |
| | 2.28 communities utilizing digital technology tools for asset tracking and monitoring and cashless fee for service payments | 0.25 | 0.2 | 0.5 | 0.5 | | | | | 1.45 |
| | 2.29 Machine grants , risk guarantees and business development services for SMEs and farmers (especially PWDs) | 0.5 | 0.5 | 0.5 | | | | | | 2 |
| | 2.30 New mini bridges easing transportation | | | | | 4.00 | | | | 4.00 |
| | Sub-Total for Output 2 | 9.84 | 29.74 | 23.41 | 13.01 | 207.39 | | | | 283.39 |
| Output 3: Outlines of a sustainable, replicable, and scalable model for the ACDP approach in Liberia developed, piloted, and validated Gender marker: (see Table 6) | 3.1 finalized community and project selection criteria | 0.40 | 0.10 | | | | | | | 0.5 |
| | 3.2 community education , and training on the management and sustainability use of services and assets provided under ACDP | 0.20 | 0.20 | | | 1.0 | | | | 1.4 |
| | 3.3 components of Liberia ACDP concluded | 0.10 | | | | | | | | 0.1 |
| | Sub-Total for Output 3 | 0.70 | 0.30 | 0.00 | 0.00 | 1 | | | | 2.0 |
| Output 4: Effective Programme management in place Gender marker: (See Table 6) | 4.1 Programme management team; Supervision, Monitoring & Evaluation | 0.25 | 1.8 | 1.8 | | 4.62 | | | | 8.47 |
| | 4.2 Resource mobilization | 0.05 | 0.05 | | | 0.05 | | | | 0.15 |
| | 4.3 M&E systems and procedures Preparation of additional ESS Documents | 0.05 | 0.05 | | | 0.05 | | | | 0.15 |
| | | 0.3 | | | | | | | | 0.3 |

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| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | |
|------------------|---|------------------------|--------------|--------------|--------------|-----------------|---------------|-------------------|----------------|--------------------|--------|
| | | Y1-2022 | Y2-2023 | Y3-2024 | Y4-2025 | Y5-Y6-2026-2027 | Total | | Funding Source | Budget Description | Amount |
| | Implementation of ESS Documents incl. potential Compensation for land | 0.1 | 0.5 | | 0.2 | 0.5 | 1.3 | | | | |
| | Technical and ESS Monitoring | 0.5 | 0.55 | 0.5 | 1.2 | 0.68 | 3.43 | | | | |
| | External Evaluations | | 0.1 | | | 0.1 | 0.2 | | | | |
| | Sub-Total for Output 4 | 1.25 | 3.05 | 2.3 | 1.4 | 6 | 14 | | | | |
| TOTAL | | 14.71 | 38.47 | 31.01 | 15.81 | 220.39 | 321.39 | | | | |

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VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Any multisectoral development across multiple regions of the country requires coordination among the various stakeholders within the implementation landscape. The challenge is to first identify the different actors and their area of intervention, with the aim to rationalize resources and optimize the actions of people. The public sector at various levels from national to local, private-sector agencies, technical/research institutions, NGOs and community-based organisations and the end-users at the community and household level need to play their roles in carrying out the activities and programmes related to skills and capacity development for rural change and development.

The Public Sector will embrace a decentralized “demand-driven” strategy for ACDP activities that are responsive to the specific demands and potential of each community. The County Development Committees (CDC) and local community organisations will establish collaborative partnerships for developing the local “vision” and strategy; designing/planning, allocating resources, and implementing and monitoring of development activities that better cater to the local needs.

The rural private sector includes a continuum of economic actors, ranging from subsistence or smallholder farmers, rural wage-earners, livestock herders, small-scale traders and micro-entrepreneurs; to medium-sized, local, private operators such as input suppliers, and microfinance providers. Farmer Cooperative Associations, water users or traders also form an important part of the private sector. The rural private sector is an important component of the local economy, and its varied agents and actors offer a special opportunity to establish and deepen the ACDP interventions.

The Central Agricultural Research Institute (CARI) and the Liberia Institute for Statistics and Geo-Information Services (LISGIS) will potentially provide platforms to design interventions with larger scale impact. These institutions will be involved in providing research, extension and training support in promoting newer seed varieties, cropping patterns, resource conservation technologies, etc; and in tracking, monitoring, and evaluating the ACDP impact. Technical Institutions/Universities in the subregion will be approached to demonstrate low-cost technologies in rural areas for crop preservation, community water purification solutions, alternative energy sources, etc. Technical partners will be involved in content development and training in community-based water resource planning and management.

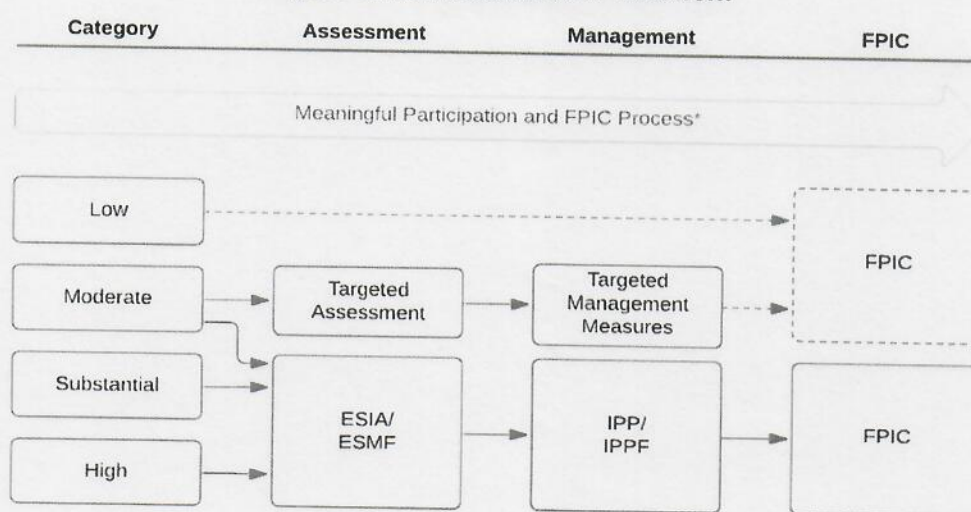
Lastly, but an equally important partner to the ACDP, many counties and cities in Liberia have established community radios and they are great resources for community specific conversations. The ACDP team will engage the local media regularly and often as a key stakeholder involved with:

- promoting right to information,
- Promoting quality of life, livelihood, rights and entitlements, learning about options and possibilities and exercising choices;
- Helping provide information and create demand for goods and services, encouraging local initiatives to meet rising demands
- Assisting rural people and community members recognise their own importance in the power structure and act as a stimulus to political participation

Environment Safeguards and Social Risk Management

During implementation, the detailed design for each intervention will be developed, screened, and assessed to design management measures and adequate impact-specific actions to be implemented. Additional screening of the entire area of influence of the intervention, which most likely will consist of areas outside the immediate footprint of the intervention (land to be acquired and safety corridors to be established) and include all associated and associable activities (quarries, borrow pits, camps, laydown areas etc.) and possible impacts, will enhance the understanding of the overall risk picture. Assessments will be commensurate with the magnitude of the envisaged risk, especially considering risks to poor, women and girls, vulnerable or marginalised subgroups and individuals as depicted in Figure 3 and the IPPF is Annex 8. At least once a year, revisits will be made to gather new and additional information.

Figure 3: Risk Assessment Framework



* SES requires FPIC to be ensured for projects that "may affect – positively or negatively – the indigenous peoples' rights and interests, lands, territories, resources, livelihoods, cultural heritage." Dotted line indicates that FPIC may be required.

Gender Action Plan (GAP)

The programme Gender Action Plan (GAP) mainstreams gender consideration in each activity by identifying gender-based gaps, proposing intended gender outcomes, gender-based activities, indicators, responsible institutions and, where applicable, budgets. It aligns with the national and international framework as well as UNDP's gender policies which emphasize clear commitment towards achieving gender equality and women empowerment. The GAP follows in Table 6 and the full Gender Analysis and Action Plan (GAAP) was provided in Annex 5.

In accordance with UNDP's Gender Equality Strategy 2018-2021, the programme will aim to allocate at least 15 % of the budget to advancing gender equality and/or empowering women as a significant objective. The programme management team and TC will ensure the needed resources are made available to support the implementation of the GAP. A gender focal point will be placed on the TC to support specific deliverables under the project considering the limited capacity in the field of gender and basic services in Liberia. As activities expand, consideration will be given to placing a gender officer in the PMU.

Table 6: Gender Action Plan

| Expected Outputs | Sub Activities | Gender barriers | Intended Gender Outcome | Gender Activities | Indicator | Implementing Partners |
|--|-----------------------------------|---|--|--|--|---|
| Output 1: Improved access and sustainable use of basic, water and sanitation services selected communities) identified as amongst the most vulnerable. | Activity 1.1 Water and Sanitation | * Women and children bear the burden of water and sanitation, ¹⁰ | *Equitable gender participation , and benefits | Act 1. Issue construction contracts with clause that the 'parameters of technical design and repairs ' of water and sanitation infrastructure shall include gender dimensions. | *Increased access to clean water for men, women, youth , people with disability and marginalized groups | • UNDP, • Project Gender Officer • EPA |
| | Activity 1.2 Water Hand Pumps | * Burden denies women opportunities to access quality education, decreases their productivity, and exposes them to the risk of violence and poor health ¹¹ | *Women's empowerment | Act 2. Provide technical training in WASH for women , youth people with disability | *Reduction in water borne diseases | • Relevant Ministries Agencies • Commissions (MACs) • Ministry of Gender (MoGCSP) • County Government • WASH Consortium |
| | | *Design of water and sanitation facilities are not gender and disability responsive *Limited genuine participation of women , girls and marginalized groups in water and sanitation planning and decision making | | Act 3. Set up or reactivate water and sanitation committees with equitable representation of men, women, youth, and people with disability and marginalized groups in all project communities. | *% of women, men , youth people with disability satisfied with and use WASH facilities *% of women, youth , people with disability and other marginalized groups in community management committees/structures in intervention areas % of women , youth , people with disability and other marginalized groups with increased technical skills in WASH | |

¹⁰ 'Gender Issue Guide: Gender Responsive Urban Basic Services', 2013<[Gender Responsive Urban Basic Services](#) | UN-Habitat ([unhabitat.org](#))>

¹¹ <https://www.globalcitizen.org/en/content/4-reasons-water-and-sanitation-are-a-gender-issue/>

| Expected Outputs | Sub Activities | Gender barriers | Intended Gender Outcome | Gender Activities | Indicator | Implementing Partners |
|------------------|---|--|-------------------------------------|---|---|--|
| | <p>1.3</p> <p>Activity</p> <p>Sensitization Campaign</p> | <p>Women, youth, people with disability lack of awareness of their rights and disadvantaged position in household.</p> | <p>*Participation and Inclusion</p> | <p>Act 1. Design and develop radio programs, IEC materials on gender responsive basic services as a human rights issue</p> <p>Act 2. Conduct gender-sensitive awareness and outreach activities targeting mainly women children, people disability and other marginalized groups about the services provided by the project in the (WASH, energy , transportation)</p> <p>Act 3. Provide training for local women rights groups to build advocacy capacity on gender mainstreaming of WASH , energy , transportation through county development plans and funds.</p> <p>Act 4. Provide support to the County Gender Offices to conduct awareness on the prevention and response of GBV in the project intervention areas</p> | <p>Women, men youth , people with disability and marginalized groups' are aware of their rights to basic services and have access to basic services provided by the project</p> | <ul style="list-style-type: none"> • UNDP • Project Gender Officer • EPA • Relevant MACs • MoGCSP • County Governments |

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| Expected Outputs | Sub Activities | Gender barriers | Intended Gender Outcome | Gender Activities | Indicator | Implementing Partners |
|--|---|---|--|---|--|---|
| Output 2: Improved access to livelihood opportunities, economic infrastructure, and improvement in basic living standards in 6 communities | Activity 2.1 Central power and individual household systems | *Under representation of women, youth, people with disability in energy sector including in decision making and technical roles | *Equitable gender participation , and benefits | Act 1. Create quota for employment and income generating opportunities for women, men, people with disability and youth and other marginalized groups to benefit from jobs created by the project. | * % of women , men , youth, people with disability and other marginalized groups, Small and Medium businesses , single parent households etc.. with access to affordable electricity | <ul style="list-style-type: none"> • UNDP • Project Gender Officer • EPA • Relevant MACs • MoGCSP, County Government • Liberia Electricity Corporation (LEC) • Liberia Regulatory Commission |
| | Activity 2.2 Connections to national power grid and West Africa power pool | *Women and girls have the burden of domestic task that are dependent on energy use e.g cooking | *Women's empowerment | Act 2. Provide technical training in energy for women , youth people with disability | * % of women engaged in energy sector employment | |
| | Activity 2.3 Support to Mini-hydro programs: | *Women and girls health, protection and safety affected by lack of or limited preferred energy supplies | *Economic empowerment | Act 3. Issue contracts with clause that the selection of households to benefit form energy supplies provided by the project and construction, of mini hydro shall include gender dimensions. | * % of women participating in decision making | |
| | | *Informal activities of poor men and women, people with disability are energy intensive e.g. food preservation, processing | | Act 4. Meetings, trainings , consultations, committees , leadership structures engaged under the project must have an equitable representation and participation of women , men, youth , people with disability and other marginalized groups | | |
| | | *Limited economic opportunities for women in energy sector | | | | |
| | | *Energy sector is male dominated | | | | |

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| Expected Outputs | Sub Activities | Gender barriers | Intended Gender Outcome | Gender Activities | Indicator | Implementing Partners |
|------------------|---|---|---|--|--|--|
| | <p>Activity 2.4 Transport and Roads</p> <p>Activity 2.5 Mechanized and labor-based training workshops for road maintenance</p> <p>Activity 2.6 Water Transport Ferries</p> | <p>*Limited access to jobs, markets, and services such as health centres, schools due to poor road networks</p> <p>* Women, youth, people with disability and other marginalized groups wellbeing and safety affected by poor road networks</p> <p>*Limited economic opportunities for women in transport and road sectors</p> <p>*Transport and road sectors is male dominated</p> | <p>*Equitable gender participation, and benefits</p> <p>*Women's empowerment</p> <p>*Economic empowerment</p> | <p>Act 1. Prioritize farm to market and community to basic services roads for construction.</p> <p>Act 2. Ensure equitable participation and role of women, youth, people with disability in road maintenance workshops and activities.</p> <p>Act 3. Meetings, trainings, consultations, committees, leadership structures engaged under the project must have an equitable representation and participation of women, men, youth, people with disability and other marginalized groups</p> <p>Activity 4. Create quota for employment and income generating opportunities for women, men, people with disability and youth and other marginalized groups to benefit from jobs created by the project's transportation and roads activities.</p> <p>Act 5. Issue contracts with clause mandating gender</p> | <p>*Increased transport and road sector employment for women, men, youth, people with disability and other marginalized groups</p> <p>*% of women, men, youth, people with disability and other marginalized groups, Small and Medium businesses, with access to improved road networks</p> <p>% of women participating in decision making</p> | <ul style="list-style-type: none"> • UNDP • Project Gender Officer • EPA • Relevant MACs • MoGSP, County Government • Liberia Electricity Corporation (LEC) • Liberia Regulatory Commission |

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| Expected Outputs | Sub Activities | Gender barriers | Intended Gender Outcome | Gender Activities | Indicator | Implementing Partners |
|--|---|--|---|---|---|---|
| Output 3: Outlines of a sustainable, replicable, and scalable model for the ACDP approach in Liberia developed, piloted, and validated | Activity 2.7 Increased Agriculture Production and Improved Access to Markets | *Differentiated socio-economic impacts of development activities on women, men, youth, people with disability and other marginalized groups. | *Equitable gender participation, and benefits *Women's empowerment | responsiveness in transportation and roads activities Act 1. Provide training for women, youth, people with disability, and other marginalized groups on improved farming practices, agriculture value chain etc. to scale up production and increase access to markets and incomes | *% of women, men, youth, people with disability and other marginalized groups, Small and Medium businesses with access to improved livelihood | UNDP Project Gender Officer EPA Other relevant MACs MoGCSP County Governments |
| | Activity 2.8 Sustainable Commercial Production by Cooperatives | | | | | |
| | Activity 2.9 Increased Fishery Yields | | | Act 2. Procure gender friendly agriculture inputs and tools. Act 3. Identify women led cooperatives to benefit from livelihood programs | | |
| | 3.1 Finalized Community and Project Selection Criteria 3.2 Community Education, Mobilization, and Training 3.3 Components of Liberia ACDP concluded | *Limited participation of women, youth, and persons with disabilities *Limited knowledge-sharing | Participation and inclusivity Gender awareness | Act 1. Host dedicated consultation meetings with women, girls, and people with disability, school and health facilities to recommend and validate location and design for water and sanitation kiosk in the 4 communities (Bopolu, Geeken, Toe City, Yarpa). Act 2. Host dedicated consultation meetings with women, girls people with | Gender fully mainstreamed in ACDP project document and implementation structures | UNDP, Project Management Unit. |

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| Expected Outputs | Sub Activities | Gender barriers | Intended Gender Outcome | Gender Activities | Indicator | Implementing Partners |
|------------------|----------------|-----------------|-------------------------|---|-----------|-----------------------|
| | | | | <p>disability, school and health facilities to recommend and validate design for repairs of 5 hand pumps in Donfah</p> <p>Act 4. Conduct an assessment to generate sex and gender disaggregated data to inform the selection of household to benefit from the energy sources provided by the project.</p> <p>Meetings, trainings, consultations, committees, leadership structures engaged under the project must have an equitable representation and participation of women, men, youth, people with disability and other marginalized groups</p> <p>Act 5: Cost gender action plan for the ACDP project</p> <p>Act 6: Provide training on gender and basic services for the project management team and project gender officer</p> <p>Act 7. Develop Prevention of Sexual Exploitation and Abuse</p> | | |

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| Expected Outputs | Sub Activities | Gender barriers | Intended Gender Outcome | Gender Activities | Indicator | Implementing Partners |
|--|--|--|------------------------------------|--|--|---|
| Output 4: Effective management in place | Activity 4.1 Project Management Technical Team | Lack of gender mainstreaming in development projects | | policy and reporting mechanisms for the project . Act 1: Hire gender consultant to form part of Project Management Team; Technical Team | Recruitment and deployment of the project management team; Joint Technical Team organized and functional | UNDP, National Government , Project Management Team |
| | 4.2 Resource mobilization | | | Act 2. Resource mobilization for implementation of gender action plan | | |
| | 4.3 M&E systems and procedures Preparation of additional ESS Documents <ul style="list-style-type: none"> • Implementation of ESS Documents incl. Compensation for land • Technical and ESS Monitoring • External Evaluations | Limited sex and gender disaggregated data on gender and basic services | Equitable access to basic services | Sex and gender disaggregated data tools developed for the M&E systems | Gender sensitive M&E systems and procedures in place and expandable with implementation progress | UNDP, Project Gender Officer, Project Management Team , relevant MACs |

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IX. LEGAL CONTEXT

This Programme document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

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

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]¹² [UNDP funds received pursuant to the Project Document]¹³ are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

¹² To be used where UNDP is the Implementing Partner

¹³ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:
 - a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
 - c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
 - (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
 - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the

reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

- d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
- (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
 - (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
 - (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
- f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
- g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

- h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.
- Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
- k. *Choose one of the three following options:*
- Option 1:* UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

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

- l. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. Programme Theory of Change Diagram

PDF

ACDP TOC.pdf

2. Policies Applicable for the Selection of Responsible Party (RP) and Grantees

PDF

Policies Applicable for the Selection of Responsible Party and Grantees.pdf

3. Risk Register

PDF

ACDP Risk Register .pdf

4. Social and Environmental Screening-Environmental and Social Management Framework (ESMF)

PDF

0000 LBR ACDP ESMF Draft 27 August 2022.pdf

5. ACDP Gender Analysis and Action Plan

PDF

Final ACDP Gender Analysis and Action Plan-Sept 27th 2022.pdf

6. Programme Steering Committee Terms of Reference

PDF

Steering Committee Terms of Reference_Project Boards.pdf

7. Technical Committee Terms of Reference

PDF

TOR Technical committee.pdf

8. Indigenous People Planning Framework (IPPF)

PDF

0000 LBR ACDP IPPF Draft 31 August 2022.pdf

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