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This action is funded by the European Union

ANNEX 1

of the Commission Decision on the financing of the Annual Action Programme 2019
in favour of the Republic of Liberia

Action Document for "EU Support to a Technical Cooperation Facility and NAO Support in Liberia"

1. Title/basic act/ CRIS number	EU Support to a Technical Cooperation Facility (TCF) and National Authorising Officer (NAO) Support in Liberia CRIS number: LR/FED/041-805 financed under the 11 th European Development Fund (EDF)	
2. Zone benefiting from the action/location	Republic of Liberia The action shall be carried out at the following location: Liberia	
3. Programming document	National Indicative Programme (NIP) for the period 2014–2020 for Liberia	
4. Sustainable Development Goals (SDGs)	Goal 17: Partnership for the Goals Also contributing to: Goal 16: Peace, Justice and Strong Institutions, through strengthening capacity building, accountability and transparency of government institutions Goal 1: No Poverty	
5. Sector of intervention/ thematic area	Support measures	DEV. Assistance: YES
6. Amounts concerned	Total estimated cost: EUR 3 850 931 Total amount of EDF contribution EUR 3 500 000 This action is co-financed in joint co-financing by the Government of Liberia for an amount of EUR 350 931	
7. Aid modality and implementation modalities	Project Modality Direct management through Grants and Procurement of services Indirect management with the Republic of Liberia	
8 a) DAC codes	15110 – Public Sector Policy and Administrative Management 43010 – Multisector aid	
b) Main Delivery Channel	10000 – Public Sector Institutions 12000 – Recipient Government	

9. Markers (from CRIS DAC form)¹	General policy objective	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	X
	Aid to environment	X	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality and Women's and Girl's Empowerment ²	<input type="checkbox"/>	X	<input type="checkbox"/>
	Trade Development	X	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, Maternal, New born and child health	X	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Principal objective
	Biological diversity	X	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	X	<input type="checkbox"/>	<input type="checkbox"/>
	10. Global Public Goods and Challenges (GPGC) thematic flagships			
	N/A			

SUMMARY

This programme is a continuation of two existing EU support interventions to the Government and people of Liberia: 1) Technical Cooperation Facility (TCF), and 2) Support to the NAO Function, Aid Harmonisation and Coordination in Liberia.

The action's overall objective is:

EU-Liberia development cooperation is well informed, designed, managed, implemented and evaluated, while taking into account the human rights and gender equality dimensions.

The action's specific objectives are:

TCF: Current and future EU-Liberia development cooperation programming is effectively and efficiently designed and implemented, and takes fully into account local realities and cross-cutting issues, especially gender equality.

NAO Support Project: Improved EU-Liberia cooperation through the NAO Office and aid coordination system within the MFDP that is reinforced in its ability to manage funds.

The identification phase has been based on the current challenges being faced by the NAO Office, the Aid Management and Coordination Unit (AMCU), Government of Liberia's ministries, agencies and commissions.

¹ When a marker is flagged as significant/principal objective, the action description should reflect an explicit intent to address the particular theme in the definition of objectives, results, activities and/or indicators (or of the performance / disbursement criteria, in the case of budget support).

² Please check the Minimum Recommended Criteria for the Gender Marker and the Handbook on the OECD-DAC Gender Equality Policy Marker. If gender equality is not targeted, please provide explanation in section 4.5.Mainstreaming.

1 CONTEXT ANALYSIS

1.1 Context Description

Over the last decade, Liberia has transitioned from civil wars towards the consolidation of democratic institutions. However, the Ebola crisis in 2014-2015 has cancelled out some of the hard-fought socio-economic progress recorded since the end of the civil wars. Politically, Liberia remains highly fragile, with problems of capacity, corruption and concentration of power, therefore remaining far away from being a "genuine democracy" where the government responds to the needs and expectations of the people. Liberia needs to further consolidate inclusive and accountable governance, social cohesion, national dialogue and reconciliation, and rule of law.

The economic situation continues to be very challenging and does not provide the necessary buffers to ensure resilience towards major shocks in the medium term. Macroeconomic conditions deteriorated in 2018, with heightened pressure on the exchange rate, inflation, and the accumulation of debt. The 2019 IMF Article IV mission reports gross domestic product (GDP) growth for 2018 at 1.2% and a downgraded forecast for 2019 from 4.7% to 0.4%, an annual exchange rate depreciation of 26% and an annual inflation rate of 28% at the end of 2018.

More than a half of the Liberian population lives in poor situations (50.9%) based on the Household Income and Expenditure Survey conducted in 2016; poverty is much higher in rural areas (71.6%) compared to urban areas (31.5%).

Liberia is ranked 181 out of 189 countries in UNDP's Human Development Index (HDI) (2017). The female Human Development Index is 0.435, against 0.470 for males. On the inequality adjusted and the gender HDI, Liberia is among the 10 most unequal countries (Pro-Poor Agenda for Prosperity and Development (PAPD), 2018).

While noting that the principle of non-discrimination is enshrined in the Constitution, there is a lack of comprehensive legislation ensuring its effective implementation, in particular regarding certain groups facing stigmatisation and de facto discrimination (persons living with HIV/AIDS, persons with psychosocial disabilities, Ebola virus survivors and persons living with albinism).

1.2 Policy Framework (Global, EU)

The EU shifted its post-civil wars intervention logic, which followed a "Linking relief, rehabilitation and development" (LRRD) approach, and has since the 10th EDF concentrated on supporting the democratic and peaceful consolidation of the Liberian state as well as the delivery of basic social services and infrastructure to the population. Support was aligned with the national development strategy, the Agenda for Transformation (AfT) 2013-2018 which addressed the main challenges for economic and social development with the overall goal of wealth creation and strengthening inclusiveness for a more equal and just society. In 2018, the newly elected Government developed and adopted a successor development strategy to the AfT, the Pro-Poor Agenda for Prosperity and Development 2018-2023 (PAPD), which has similar objectives but with a specific focus on infrastructure and roads.

The EU-Liberia National Indicative Programme 2014-2020 focuses on the improvement of key functions of the state in order to guarantee basic services delivery and it follows a two-track strategy. On one hand, and in large part, it focuses on strengthening governance and (re)building essential public services (electricity, education - including TVET, governance - including public finance management, land rights and decentralisation) as a necessary condition for improving the business climate and attracting investment for job creation in Liberia. On the other hand, it pursues interventions aimed at harnessing the potential of a

limited number of value chains aimed at inclusive and sustainable growth and job creation. The programmes are implemented in a balanced approach between budget support operations and a programme/project approach. The EU Mid-Term Review (MTR) exercise resulted in no changes to Liberia's NIP.

With the 11th EDF NIP and the ACP-EU Partnership Agreement (Cotonou Agreement) coming to an end in 2020 and a new post-Cotonou priorities and implementation arrangements to be taken into account, the current action will serve both to complete implementation of the 11th EDF NIP and to prepare for post-Cotonou programming in the country, thus serving as a bridging facility.

The action supports the EU Gender Action Plan "Gender Equality and Women's Empowerment: Transforming the Lives of Girls and Women through EU External Relations 2016-2020"³ to ensure that commitments on gender equality are translated into clear and tangible outcomes and are accompanied by improved coordination, coherence, leadership, gender evidence and analysis, and adequate financial and human resources.

1.3 Public Policy Analysis of the partner country/region

The Pro-Poor Agenda for Prosperity and Development (PAPD) has two high-level goals: (1) to build more capable and trusted state institutions and (2) to provide greater income security to an additional one million Liberians, and to reduce absolute poverty by 23% across 5 out of 6 regions. Priority interventions have been organised around 4 pillars: Power to the People; The Economy and Jobs; Sustaining the Peace; and Governance and Transparency. For each pillar, specific targets have been identified, aligned with the SDG targets.

This action will help to align the priorities of post-Cotonou programming and institutional arrangements with the priorities of the PAPD through the judicious use of a Technical Cooperation Facility (TCF) and through support to the Office of the National Authorising Officer, who represents the Government of Liberia regarding all EDF-funded operations in the country.

The action will also support the National Human Rights Action Plan (NHRAP 2013), a comprehensive five-year strategy designed to improve implementation of Liberia's regional and international human rights obligations.

In addition, the action will strengthen efforts regarding the goal of the first pillar of the PADP (2018), "Power to the people", in particular "To reduce developmental inequalities so the people can prosper", which includes specific attention for gender equality (enhancing inclusiveness of women and girls to reduce inequalities in political, social, and economic life).

1.4 Stakeholder analysis

There are two primary direct beneficiaries: the Office of the National Authorising Officer (ONAO) and the Ministries, Agencies and Commissions (MACs) implementing or potentially implementing EU-funded programmes and projects, including the Aid Management and Coordination Unit (AMCU) of the Ministry of Finance and Development Planning. Secondary direct beneficiaries, in the case of the TCF, or indirect beneficiaries in the case of support to the ONAO, could be other MACs, non-state actors and private sector partners.

The NAO, in the person of the Minister of Finance, represents the Republic of Liberia regarding all operations financed by the European Development Fund. The Office of the NAO is a technical unit that provides support to the NAO and to the MACs for management, coordination, identification, design, implementation and monitoring of EDF activities.

³ SWD(2015)182 final of 21.9.2015.

From a human rights perspective, the NAO is also a duty-bearer, with the obligation to respect, protect and realise human rights.

Another duty-bearer is the Aid Management and Coordination Unit of the MFDP manages and coordinates all aid to the Republic of Liberia and works in coordination with the ONAO regarding EU support provided to Liberia under the EDF.

Ministries, Agencies and Commissions, as well as non-state actors and private sector organisations, are potential, current and former implementing partners for EDF operations.

Both state and non-state capacity in Liberia are weak. Liberia's National Capacity Development Strategy in 2011 noted weaknesses in the primary, secondary, tertiary and technical/vocational education systems, as well as in the civil service, local governance, civil society and private sector which to date have not yet been adequately addressed. Subsequent capacity analysis exercises in the context of EU implemented programmes did not observe significant improvements during the implementation of the NIP 2014-2020. While the capacity of individuals often improved as a result of interventions, it did not always translate to capacity improvements at institutional level.

Through the action, the ultimate aim is to strengthen the respect, protection and realisation of the rights of the right-holder (target groups).

1.5 Problem analysis/priority areas for support

This action seeks to strengthen EU-Liberia development cooperation through aid effectiveness in the context of a fragile political environment, a weak economy and low institutional capacity by supporting the transition from the implementation of the National Indicative Programme 2014 – 2020 to the new programming cycle post 2020 informed by the PAPD and the eventual new post-Cotonou agreement.

It will address aid management capacity and coordination issues as well as provide a needs-based, responsive technical support facility to any stage of the programming cycle.

It will also help to ensure that important cross-cutting issues (gender, resilience, conflict sensitivity, environment, climate change, inclusion, etc) are adequately integrated into EU-Liberia development cooperation.

2 RISKS AND ASSUMPTIONS

Risks	Risk level (H/M/L)	Mitigating measures
The Government of Liberia will not implement its co-financing contributions	High	Political commitment at NAO level to ensure co-financing from the side the Government of Liberia. More intensive use of the long-term technical assistance contract to compensate for reduced Government contribution to the Operating Grants.
The NAO function is not clearly delineated between the EU Delegation, MACs and the AMCU	Medium	Establish clear and well-defined roles and responsibilities with all stakeholders.

Poor communication and unwillingness of stakeholders to agree on annual priorities	High	Allow due process and time for communication and negotiation; and establish "red-lines" early on. High-level dialogue with the Government to ensure timely agreements.
The persistence of socio-cultural barriers to tackle human rights and gender equality as cross-cutting issues	Medium	Awareness-raising sessions and training will be systematically provided.
Assumptions		
<ul style="list-style-type: none"> • Macro-economic and political stability • Government's continuing commitment to governance reform • Policy and decision-making are evidence based • EU Delegation and Government continue to make use of ONAO services • Government accepts and funds cost-sharing • ONAO includes TA in business processes and is not resistant to change • EU Delegation and Government accept any change in policy on ONAO functions 		

3 LESSONS LEARNT AND COMPLEMENTARITY

3.1 Lessons learnt

This action draws on lessons learned from the Final Evaluation of EDF 10 Support to the NAO Office – Liberia of 16/06/2017. In particular, the evaluation identified ongoing operational and technical support needs of the ONAO and the need for better integration within Liberia's aid management architecture.

Lessons learned from previous TCF's are that institutional capacity development continues to be a core need for reinforcing the design and implementation of EU projects and programmes in Liberia, that a flexible facility for consultancies and workshops is essential for improving the quality of programming, and that strengthening consultation and coordination processes contributes to wider aid effectiveness.

3.2 Complementarity, synergy and donor coordination

Donor coordination is carried out within the framework of the implementation and coordination mechanisms of the PAPD. An Integrated Coordination and Delivery Unit (ICDU) is supported by 4 Pillar Working Groups led by the appropriate ministry for each Pillar, with further 13 Technical Working Groups established under the Pillars. Donors are represented in both levels of Working Groups and the private sector and civil society by invitation. The ICDU is integral to the administration and coordination of the PAPD. The ICDU will provide support to and follow up with MACs, and other key stakeholders to ensure the timely implementation of the agreed PAPD strategies and activities.

The TCF and Support to NAO project complement the development assistance of the World Bank and UNDP to the Aid Management and Coordination Unit of the MoFDP to build the capacity of the AMCU in aid data collection, analysis and reporting, including with regard to EDF funding.

The EU Delegation is a member of the Cooperating Partners Group that includes all major development partners in Liberia and where aid management issues are discussed on a regular basis.

4 DESCRIPTION OF THE ACTION

4.1 Overall objective, specific objective(s), expected outputs and indicative activities

Overall Objective: EU contribution to the achievement of the objectives of the Pro-Poor Agenda for Prosperity and Development 2018-2023 and the EU-Liberia NIPs.

Specific Objective 1: Current and future EU-Liberia development cooperation multi-annual programming is performed relevantly, effectively and efficiently

The outputs and main indicative activities to achieve this objective are:

Output 1.1: Annual plans, priority thematic studies and reports are accomplished using the TCF

- Development of TCF annual plans to support future EU-Liberia programming and implementation, as well the finalisation of the current NIP
- Preparation of proposals for use of TCF funds to address needs and priorities, based on gender analysis where appropriate
- Implementation of proposals: consultants, technical assistance, training, capacity building, study trips, conference/seminar/workshops, studies, evaluations, etc. Consideration given to cross-cutting issues: gender, inclusion, environment and climate change, resilience and conflict sensitivity, human rights, migration, etc.

Output 1.2: Current and future EU-Liberia programming informed by TCF supported research and reports

- Preparation and circulation of reports to stakeholders
- Validation and restitution meetings
- Policy dialogue processes

Specific Objective 2: Improved project design and management within EU-Liberia cooperation with the NAO Office and aid coordination system within the MFDP

The outputs and main indicative activities to achieve this objective are:

Output 2.1 The capacities of the Office of the National Authorising Office and AMCU within the MFDP are improved

- Preparation, discussion and finalisation of annual operating grants
- Inclusion of a budget line for communications and visibility of EU-Liberia cooperation
- Inclusion of a training budget line for ONAO, MACs and NSAs

Output 2.2 The capacities of the ONAO and AMCU for organisational planning, contracts and finance, performance and human resource management, communications and visibility are enhanced through Long Term Technical Assistance

- Preparation of LTTA terms of reference
- Selection and contracting process for LTTA
- TA advises, supports and coaches the ONAO particularly on organisational change and development, contracts & finance procedures, performance management, human resource management/development, and communications and visibility across the NAO system

Output 2.3 The needs for institutional arrangements and organisational changes for the post-Cotonou role of the ONAO and the AMCU are analysed, reported and discussed

- Conduct an institutional analysis and make recommendations
- Policy dialogue with stakeholders
- Supporting the re-organisation and restructuring of the ONAO and aid coordination function, if agreed and requested

4.2 Intervention Logic

EU-Liberia development cooperation is entering an important and dynamic new phase. To be successful, it will need to take account of the country's national development priorities spelled out in the Pro-Poor Agenda for Prosperity and Development (PAPD) and present capacities within state and non-state actors on the one hand and the post-Cotonou context in terms of priorities and modalities on the other hand. The actions outlined in this document will support both the EU Delegation and the Republic of Liberia to prepare, to collaborate, to be informed and to build capacity to successfully design and implement development cooperation, based on two components.

Component 1 builds on the successful experience of previous TCFs, which have provided flexible funding for building up the evidence base for appropriate development cooperation decision making and for technical assistance in support of implementing partners, government, non-government and private sector.

Component 2 recognises the need for a functional interlocutor and implementation partner within the Ministry of Finance and Development Planning (MFDP) with whom to hold critical discussions on EU-Liberia cooperation and to manage implementation of the EU-Liberia portfolio. In response to the current reality that the existing ONAO and aid coordination system within MFDP is not yet financially and technically independent and sustainable, it therefore provides both technical and operational support. It will allow the MFDP to more effectively manage and coordinate EU aid and to be adequately prepared for and capable of adapting to post-Cotonou aid modality realities. The component also recognises the need for some incentivising measures for staff of the ONAO. Training opportunities will be foreseen, while salary top-ups will normally not be funded, unless they are based on a jointly agreed, performance-based incentive scheme and consistent with the civil service pay policy.

The action assumes continued macro-economic and political stability in Liberia in order to be able to continue to implement development interventions. Both have been challenged in the course of 2018 and 2019. The EU is actively engaged with Government through the Budget Support Dialogue on issues regarding macro-economic stability. Together with other development partners, the EU has been advocating for the adoption of a new Extended Credit Facility (ECF) programme with the IMF, which will put measures in place to safeguard macro-economic stability. The development of this new ECF programme is progressing well and is expected to be approved by the IMF board in September 2019. Even though the new Government that took office in January 2018 has faced a number of large scale protests as result of the deteriorating economic situation, the situation remained peaceful and dialogue was resumed between all involved parties e.g. the National Economic Dialogue which is planned for September 2019 which is supported by the EU. Another major assumption is the continued role of the NAO office in managing the EU-Liberia cooperation. In the medium term this role is secured, as is demonstrated by proposing this action. In the longer term, there might be a further integration of the functions of the NAO into the Aid Management and Coordination Unit (AMCU) and for that reason this action is already fully involving this unit.

4.3 Mainstreaming

Liberia and the EU share a common policy approach towards crosscutting issues such as gender, children's rights, people with disabilities, indigenous peoples, environmental sustainability, climate change and combating HIV/AIDS. The project will foster in particular good governance, respect for human rights and gender equality.

Gender gaps remain wide. Literacy rates for women in rural areas are staggeringly low at 26%, compared to 61% for urban women and 60% and 86% for rural and urban men, respectively. With regards to the work force, women make up 54% of the labour force, including formal and informal workers in Liberia. However, they are disproportionately clustered in the least productive sectors with 90% employed in the informal sector or in agriculture, compared to 75% of working men. Domestic violence remains a widespread problem.

Gender will be mainstreamed in all capacity development efforts part of this action, while aiming at obtaining disaggregated data in order to allow better including gender aspects in actions. The programme aligns with the EU Gender Action Plan "Gender Equality and Women's Empowerment: Transforming the Lives of Girls and Women through EU External Relations 2016-2020"⁴.

In addition, the TCF will be instrumental for mainstreaming gender, environmental issues and other relevant issues in the Liberian context (e.g. human rights, resilience and conflict sensitivity) into the new programming cycle.

4.4 Contribution to Sustainable Development Goals (SDGs)

This intervention is relevant for the United Nations 2030 Agenda for Sustainable Development. It contributes primarily to the progressive achievement of SDGs, in particular **Goal 1: No Poverty**, by aligning EU-Liberia cooperation and building capacity to implement the Pro-Poor Agenda for Development and Prosperity, notably the target of providing greater income security to an additional one million Liberians, and to reduce absolute poverty by 23% across 5 out of 6 regions.

It also contributes to **Goal 16: Peace, Justice and Strong Institutions**, through strengthening the capacity and accountability of government institutions as well as **Goal 17: Partnership for the Goals**, by strengthening EU-Liberia cooperation in the design, formulation and implementation of the post-Cotonou joint development programme.

It also contributes to Goal 5 "Achieve gender equality and empower all women and girls".

The PAPD is fully aligned with the SDGs. Supporting the effective and inclusive implementation of the PAPD will help contribute to the attainment SDGs as well as to develop the country and build the nation.

5 IMPLEMENTATION

5.1 Financing agreement

In order to implement this action, it is foreseen to conclude a financing agreement with the Republic of Liberia.

⁴ SWD(2015)182 final of 21.9.2015.

5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in section 4 will be carried out and the corresponding contracts and agreements implemented, is 48 months from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Decision and the relevant contracts and agreements.

5.3 Implementation of the budget support component

N/A

5.4 Implementation modalities for an action under project modality

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures⁵.

5.4.1 Procurement: (direct management)

Component 1: Technical Cooperation Facility

Services procured under the Technical Cooperation Facility will help to ensure that the current and future EU-Liberia development cooperation programming is effectively and efficiently designed and implemented and takes fully into account local realities and crosscutting issues.

Subject	Indicative type (works, supplies, services)	Indicative trimester of launch of the procedure
Technical Cooperation Facility	Services	Entire period

5.4.2 Grants: (direct management)

Component 2: Operating Grants to ONAO

(a) Purpose of the grant(s)

The objective of the grant is to secure and strengthen the operational capacity of the Office of the National Authorising Officer.

(b) Justification of a direct grant

Under the responsibility of the Commission's authorising officer responsible, the grant may be awarded without a call for proposals to the Office of the National Authorising Officer.

Under the responsibility of the Commission's authorising officer responsible, the recourse to an award of a grant without a call for proposals is justified because the Minister of Finance and Development Planning acts as National Authorising Officer of the Republic of Liberia, and the operating grant is aimed at supporting the functioning of the NAO Office, which is part of the Ministry of Finance and Development Planning (which corresponds to the situation described in Article 195(f) of Council Regulation (EU) 2018/1877 of 26 November 2018 on the financial regulation applicable to the 11th European Development Fund, and repealing Regulation (EU) 2015/323.

⁵ www.sanctionsmap.eu Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

5.4.3 Indirect management with the Republic of Liberia

Component 2: Long Term Technical Assistance to ONAO

A part of this action with the objective of providing Long Term Technical Assistance to enhance the capacity of the ONAO and AMCU to fulfil its functions may be implemented in indirect management with the Republic of Liberia according to the following modalities:

The Republic of Liberia will act as the contracting authority for the procurement and grant procedures. The Commission will control ex- ante all the procurement and grant procedures.

Payments are executed by the Commission.

The Republic of Liberia shall apply the Commission's rules on procurement and grants. These rules will be laid down in the financing agreement to be concluded with the Republic of Liberia.

5.5 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall, subject to the following provisions.

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

5.6 Indicative budget

Item	EU contribution (EUR)	Liberia contribution (EUR)
5.4.1 Objective 1: Technical Cooperation Facility composed of: Procurement (direct management)	1 100 000	
5.4.2 Objective 2: Operating Grants to ONAO, composed of: Grants (direct management)	750 000	350 931
5.4.3 Objective 2: Long Term Technical Assistance to ONAO, composed of: Services (indirect management with Republic of Liberia)	1 250 000	
5.9 Evaluation, 5.10 Audit	200 000	N.A.
5.11 Communication and visibility	100 000	N.A.
Contingencies	100 000	N.A.
Total	3 500 000	350 931

5.7 Organisational set-up and responsibilities

A Steering Committee shall be set up to oversee and validate the overall direction and policy of the project. The project Steering Committee shall meet twice a year and shall be made up of:

- The Deputy National Authorising Officer as representative of the National Authorising Officer
- A representative from the Aid Management and Coordination Unit
- The project supervisor
- A representative of the Head of Delegation
- Other members seen as relevant

A representative of the Long Term Technical Assistance (LTTA) team to the NAO will assume the secretariat.

The Deputy National Authorising Officer, on behalf of the National Authorising Officer, is the responsible person in the ONAO for the action. On behalf of the NAO, the DNAO will approve the use of TCF funds, approve the annual operating grants and approve the work plans and reports of the LTTA. The team leader of the LTTA will report to the DNAO.

The DNAO may delegate to the Assistant Director, ONAO the responsibilities of Project Supervisor for both components: the TCF and Support to ONAO (the operating grants and the LTTA). The functions of the Project Supervisor will include, among others:

- Preparing ONAO responses to TCF requests
- Preparing ONAO proposals for the use of the TCF
- Monitoring the use of the TCF for the DNAO
- With the Head of Contracts and Finance, preparing, implementing, monitoring and reporting on annual Operating Grant proposals for submission to the EUD
- Establishing and convening a Project Steering Committee to meet twice a year to oversee, validate and advise on overall direction and policy
- Supporting, coordinating and providing feedback on the activities of the LTTA

5.8 Performance and Results monitoring and reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports (while taking into account gender disaggregated data where relevant). Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the Logframe matrix (for project modality). Special attention will be given to progress regarding gender equality and human rights issues.

Report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

5.9 Evaluation

Having regard to the nature of the action, a final evaluation will be carried out for this action or its components via independent consultants contracted by the Commission.

It will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that a successful transition to EU-Liberia development cooperation based on the PAPD and post-Cotonou priorities is of the highest importance.

The Commission shall inform the implementing partner at least 3 months in advance of the dates foreseen for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the partner country and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

The evaluations will focus, where appropriate, on gender equality and human rights. For that reason, gender and human rights expertise will be integrated in the assessment teams.

Evaluation services may be contracted under a framework contract.

5.10 Audit

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements.

It is foreseen that audit services may be contracted under a framework contract.

5.11 Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU.

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements.

The Communication and Visibility Requirements for European Union External Action (or any succeeding document) shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

It is foreseen that a contract for communication and visibility may be contracted under a framework contract.

6 PRE-CONDITIONS

N/A.

APPENDIX - INDICATIVE LOGFRAME MATRIX (FOR PROJECT MODALITY) ⁶

	Results chain: Main expected results (maximum 10)	Indicators (at least one indicator per expected result)	Sources of data	Assumptions
Impact (Overall Objective)	OO: EU contribution to the achievement of the objectives of the Pro-Poor Agenda for Prosperity and Development 2018-2023 and the EU-Liberia NIPs	OO1: Proportion of employed population below the international poverty line (** EU RF 1.14) OO2: Proportion of youth (aged 15-24 years) not in education, employment or training (**EU RF 1.17) OO3: WB Government Effectiveness score (**EU RF 1.27)	Mid and end of term evaluations OO1-OO2: Relevant Ministries' stats OO3: WB statistical platform	<i>Not applicable</i>
Outcome(s) (Specific Objective(s))	SO1: Current and future EU-Liberia development cooperation multi-annual programming is performed relevantly, effectively and efficiently SO2: Improved project design and management within EU-Liberia cooperation with the NAO Office and aid coordination system within the MFDP.	SO1 SO1.1 Status of analysis for NIP 2014 – 2020 Annual Work Programmes 2019 and 2020 SO1.2 Status of Post-Cotonou country programming document and inputs by the ONAO and AMCU SO1.3 Number of requests for assistance from TCF by the national stakeholders approved by NAO and funded SO2: SO 2.1. The level of capacity of NAO, AMCU / MFDP for design and management of development interventions SO2.2. % of projects visited yearly by NAO, AMCU/MFDP with mission reports SO2.3 Implementation rate of MFDP managed action/budgets SO2.4. Number of evaluation missions contributed by the NAO, AMCU/MFDP	SO 1.1 AAP documents SO 1.2 Programming documents SO 2.1 NAO staff appraisals SO 2.2 Project visit mission reports SO 2.3-2.4 NAO reporting	Macro-economic and political stability GoL continuing commitment to governance reform SO1 Policy-making is evidence based SO2 EUD and GoL continue to make use of ONAO services SO2 Institutional adaptations to the NAO function are accepted

⁶ Mark indicators aligned with the relevant programming document mark with '*' and indicators aligned to the EU Results Framework with '**'.

Outputs	1.1 Annual plans, priority thematic studies and reports are accomplished using the TCF	1.1.1 Status of annual plans 1.1.2 Distribution of TCF reports 1.1.3. Status of priority thematic studies	1.1.1 Annual plans 1.1.2 Distribution lists 1.1.3 Reports thematic studies	1.2 Policy-making is evidence-based
	<p>1.2 Current and future EU-Liberia programming informed by TCF supported research and reports</p> <p>2.1 The capacities of the Office of the National Authorising Officer and AMCU within the MFDP are improved</p> <p>2.2 The capacities of the ONAO and AMCU for organisational planning, contracts and finance, performance and human resource management, communications and visibility are enhanced through Long Term Technical Assistance</p> <p>2.3 The needs for institutional arrangements and organisational changes for the post-Cotonou role of the ONAO and the AMCU are analysed, reported and discussed</p>	<p>1.2.1. Number of analytic reports prepared and discussed with NAO, AMCU/MFDP and relevant stakeholders (**EU RF 2.25)</p> <p>1.2.2. Status of a schedule for the policy dialogue</p> <p>1.2.3. Status of programming inputs agreed upon between the NAO, AMCU/MFDP, other stakeholders and the EUD</p> <p>2.1. The level of capacity of NAO, AMCU/MFDP for elaborating on AWP and budgets</p> <p>2.2 The level of capacity of NAO, AMCU/MFDP for organisational, financial management and communication and visibility</p> <p>2.3 The status of the report on post-Cotonou organisational and institutional arrangements and its discussion</p>	<p>1.2.1-1.2.3 NAO quarterly reports</p> <p>2.1-2.2 NAO/AMCU staff appraisals</p> <p>2.3 Report on post-Cotonou arrangements</p>	<p>2.1 GoL increases cost-sharing 2.2 ONAO includes TA in business processes and is open to change</p> <p>2.3 EUD and GoL accept new policy on ONAO functions</p>