

Government and UN Joint Programme on Food Security & Nutrition Republic of Liberia

Poverty Reduction Strategy

Pillar 2: Revitalizing the Economy and

Pillar 4: Basic Infrastructure and Social Services

UNDAF Outcome 2: National economic policies and programme are being implemented to support equitable, inclusive and sustainable socio-economic development;

UNDAF Outcome 4: Improving health and education, with an emphasis on reduced maternal and child mortality and increased learning achievement.

UNDAF Country Programme

Outcome 2.3: Household food security increased, accounting for sustainable natural resources management, environmental protection and gender concerns,

Outcome 4.2: Maternal and under-five mortality reduced by 30%.

Joint Programme Outcome(s):

The number of rural and urban Liberians significantly increased who have (1) sufficient food available through a competitive and revitalized agricultural sector, (2) improved access to food through enhanced opportunities for higher incomes and sustained employment, better markets and strengthened safety nets, and (3) improved nutritional status through better food utilization, particularly for the vulnerable groups of pregnant and lactating women, children under five as well as children, especially adolescent girls, out of school.

<p>Programme Title: Joint Programme in support of the national response to Food Price Increases and the Food Security & Nutrition Strategy</p> <p>Programme Duration: 36 months (Start/end dates): 01 July 2008 – 30 June 2011</p> <p>Fund Management Option(s): Combination (Parallel, pass-through)</p> <p>Administrative Agent: UNDP</p>	<p>Total estimated programme budget: USD 140.236m</p> <p>Out of which: USD 49,466m for Emergency Support USD 90,770m for Medium Term Support</p> <p>Unfunded budget: USD 118,336 million</p>
---	--

- Table of Contents -

1. Cover Page
2. Executive Summary
3. Situation analysis
4. Strategies for the proposed Joint Programme
5. Results framework
6. Management and coordination arrangements
7. Fund management arrangements
8. Feasibility, risk management and sustainability of results
9. Accountability, monitoring, evaluation and reporting
10. Ex-ante assessments and cross-cutting issues
11. Legal Context or Basis of Relationship

Names and signatures of national counterparts and participating UN organizations

UN Organizations (in alphabetical order)	National Partners
<p><i>Name of Representative</i> <i>Signature:</i></p> <p><i>Agency: FAO</i> <i>Date & Seal:</i></p>	<p><i>Minister of Agriculture</i> <i>Signature:</i></p> <p><i>Ministry of Agriculture</i> <i>Date & Seal</i></p>
<p><i>Name of Representative</i> <i>Signature:</i></p> <p><i>Agency: UNDP</i> <i>Date & Seal:</i></p>	<p><i>Minister of Planning and Economic Affairs</i> <i>Signature:</i></p> <p><i>Ministry of Planning and Economic Affairs</i> <i>Date & Seal</i></p>
<p><i>Name of Representative:</i> <i>Signature:</i></p> <p><i>Agency: UNICEF</i> <i>Date & Seal:</i></p>	<p><i>Minister of Gender and Development</i> <i>Signature:</i></p> <p><i>Ministry of Gender and Development</i> <i>Date & Seal</i></p>
<p><i>Name of Representative:</i> <i>Signature:</i></p> <p><i>Agency: UNMIL DSRSG/RC/HC</i> <i>Date & Seal:</i></p>	
<p><i>Name of Representative:</i> <i>Signature:</i></p> <p><i>Agency: UNOPS</i> <i>Date & Seal</i></p>	
<p><i>Name of Representative</i> <i>Signature:</i></p> <p><i>Agency: WFP</i> <i>Date:</i></p>	
<p><i>Name of Representative</i> <i>Signature:</i></p> <p><i>Agency: WHO</i> <i>Date & Seal:</i></p>	
<p><i>Name of Representative</i> <i>Signature:</i></p> <p><i>Agency: WORLD BANK</i> <i>Date & Seal:</i></p>	

2. Executive Summary

Central to the efforts of the Government of Liberia to achieve its ambitions of peace, reconciliation, stability, and development is the realization of food security and improved nutrition by the nation as a whole. By ensuring that all Liberians have physical and economic access to sufficient safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life, government will be laying a strong foundation for a peaceful, secure, and prosperous nation through equitable and sustainable development. It will not be easy to deliver, but with clear vision and decisive leadership coupled with good policies, well thought out strategies, judicious prioritisation, and unceasing coordination and commitment from all development partners, there is a very real opportunity to do so. Improving food security and nutrition is deeply embedded in the government's Poverty Reduction Strategy.

In order to achieve food security and nutrition for all Liberians, concerted actions are required addressing the differentiated dimensions of food insecurity as experienced across the rural – urban divide by women, men, girls and boys in Liberia. An important concern must be how to promote greater income generation, as food security is closely linked to improving both production and consumption. The producers of food have to have incentives to produce more and consumers of food have to have the opportunities to generate income so that they can expand their capability to access food. Hence, for a sustainable response attention must be given to the incentive system in the economy. Productivity improvements do not occur in a vacuum; farmers will respond to incentives with appropriate shifts in the way they produce, the selection of their mix of crops, and the way they manage their crops and livestock. On the consumer side, households that do not produce food must have opportunities to raise their incomes so that they may purchase more food of a nutritious nature. The fundamental challenge is in shifting to better incentives and opportunities for food producers and non-food producers alike to raise their incomes. Nevertheless, the very high levels of poverty, especially among vulnerable groups (very young and the elderly) strongly imply the need for robust social protection measures including emergency measures.

The Government and its development partners have been addressing core issues of the food crisis. Actions are being taken on several fronts, in support of national leadership by the Ministry of Agriculture and other key ministries with responsibilities in the area of food security and nutrition.

A joint Government/ UN programme offers a significant boost to the Government's food security, nutrition and poverty reduction efforts, with the potential to bring about a real and measurable improvement in the lives of the most vulnerable. The UN including the World Bank has a unique capacity to support national efforts to improve food security and nutrition status. Several of the specialized funds and programmes have significant expertise relevant to this area of activity, offering an opportunity for complementarity, harmonization and cooperation. There is a UN Food Security & Nutrition technical working group operating in close collaboration with technical working groups targeting relevant cross-cutting themes such as gender equality, HIV and AIDS, youth employment and empowerment amongst others.

The joint programme, as an important sub-set of the UN's response to the Government's appeal for greater coordination and partnership in FS&N, will contribute to all four pillars of the PRS, in particular Pillar 2 (Revitalizing the Economy) and Pillar 4 (Basic infrastructure and social services). It will contribute directly to UNDAF Outcome 2: Equitable Socio-Economic

Development, which addresses MDG 1: Eradicate extreme poverty and hunger, MDG 3: Promote gender equality and empower women, MDG 7: Ensure environmental sustainability, and MDG 8: Develop global partnership for development. Within UNDAF Outcome 2 is Country Programme Outcome 2.3 on household food security being improved, accounting for sustainable natural resource management, environmental protection and gender concerns.

Cognizant of the Government's key policy documents – the Poverty Reduction Strategy, National FS&N Strategy, the Food Crisis Response Brief - the joint programme responds by offering **(i) Emergency Preparedness and Response in Support to Government's Strategic Priorities**, and **(ii) Medium Term Support to PRS Priorities**.

The Outputs under (1) Emergency Preparedness and Response in Support to Government's Strategic Priorities, are drawn from the tabulated priority interventions presented in the Government's Food Crisis Response Paper. Importantly, the Government's strategic priorities as outlined in the Food Crisis Response Paper are fully consistent with the PRS, although with a focus on short-term results. Hence, under the joint programme the Outputs under (2) Medium Term Support to PRS Priorities, are drawn from the PRS itself and explicitly respond to the Government's central goal for the agricultural sector during the PRS period of revitalising the sector in order to contribute to inclusive and sustainable economic development and growth, and to provide food security and nutrition, employment and income, and measurable poverty reduction. An exit strategy of UN support will be developed in connection with the mid-term review of the PRS.

The key government ministries are the Ministries of Agriculture, Health and Social Welfare, Planning and Economic Affairs, Gender and Development, Education and Public Works, although there are linkages to other ministries and agencies. The key collaborating UN Agencies in this field are, in alphabetical order, FAO, UNDP, UNICEF, WFP, WHO, UNMIL (the UN Mission in Liberia), and the World Bank. In addition, there will be involvement of ILO, UNHCR, UNFPA and UNOPS as well as OHCHR, UNAIDS and UNIFEM in an advisory and technical support role on human rights, HIV/AIDS, and gender equality. There are at this time 31 organisation-specific Outputs or deliverables, with significant capacity building, under the programme.

3. Situation Analysis

Liberia is in a period of transition after years of conflict and humanitarian emergencies. It is now moving through recovery and nascent development. The democratic process has taken root and shown to work, and under the leadership of the government, Liberians are experiencing peace and a long-sought hope of a better future for themselves and their families. Central to the efforts of the government of Liberia to achieve its ambitions of peace, reconciliation, stability, and development is the realization of food security and improved nutrition by the nation as a whole. In Liberia, high food inflation threatens food security harmony and could undermine progress made in restoring peace and the economy. The impact of the increases of world food prices is already evident in the domestic economy. The implications of the food price increases on the poverty levels of Liberia are severe.

Despite substantial recovery efforts, the country remains as one of the poorest countries in the world, with a per capita GDP of only US\$135 in 2007.¹ According to the 2007 Core Welfare Indicator Questionnaire (CWIQ) results, poverty incidence is high, with 68 percent of the rural population and 55 percent of the urban population living on less than one US dollar per day, with children and the elderly the largest groups living in poverty. Moreover, 56 percent of the rural and 29 percent of the urban population fall below the extreme poverty line, meaning they are not able to meet the cost of food needs based on a food basket providing 2,400 kcal/person-day. It is clear that the gender dimensions of food insecurity and nutrition are important to bear in mind as women and girls face gender inequality in both rural and urban Liberia, including heavy work burdens with key implications for the ability of women to positively change their livelihood situations and the corresponding conditions of their children. Women constitute the majority of small-holder producers and the agricultural labour force in general. They produce some 60% of agricultural products and carry out 80% of trading activities in rural areas, playing a vital role in linking rural and urban markets through their informal networks. They have less access to resources (land, capital, technologies, skills, information) than their male counterparts, and they provide much of household contributions towards food security – in some instances being the sole breadwinners of households. Structural changes are needed for women to participate effectively in the economy.

Agricultural production has been undermined by inadequate infrastructure, structural weaknesses, poor policies of previous governments, and the armed conflict. Considering the key role played by women in agricultural production, processing and marketing, in addition to their contribution to addressing household level food insecurity, in Liberia, it is strategic to involve women as key potential drivers of positive change. Addressing the specific structural barriers facing women in agricultural production, their workload and other social roles, therefore becomes a key component of a strategy to reduce food insecurity and address malnutrition at household levels. Physical access to markets due to poor roads remains a major constraint. Due to the collapse of effective demand, most markets have imploded as well. This is the reason why the government has stressed value-added creation and market development. As a result, most farming households have failed to emerge from a low-productivity shifting cultivation or cutlass-and-hoe farming systems.

The Liberian population is heavily dependent on imports to meet their consumption requirements. Rice is the main staple food, accounting for 37% of the value of food consumption and 50% of daily calorific intake of the average household. Local rice dominates consumption of rural households, whereas imported rice dominates in urban areas. Rice prices have particular resonance especially amongst urban households. The global increase in the prices of cereals, particularly rice, has adversely affected consumers – particularly the urban and non-producing rural population, which exceeds two-third of the entire population. Food prices in Liberia have

¹ World Bank: African Development Indicators, 2007.

been continuously on the rise since early 2007. While the general Consumer Price Index increased by 14 percent in between January 2007 and 2008, the costs for the food basket climbed by 22 percent within the same time period.

The 2006 Comprehensive Food Security and Nutrition Survey (CFSNS) revealed that every second household in rural and semi-rural Liberia is food insecure or highly vulnerable to food insecurity. While some signs indicate that progress has been made in counties in north-west and central Liberia, the geographically isolated counties in the South-east remain particularly vulnerable to chronic food insecurity.

Child mortality stands at 235 (111 as per DHS 2007) per 1000 live births,² one of the highest in the developing world. Food insecurity and malnutrition are widespread. Chronic malnutrition is endemic affecting 39 percent of children under-5, 27 percent of children are underweight and 7 percent are acutely malnourished. These figures mask significant disparities in different counties. The consequences of lack of action to resolve the key nutritional problems facing children and women in Liberia would result in economic productivity losses over more than US dollars 431 million over the next 9 years. Additionally, anaemia, Vitamin A deficiency and underweight are serious factors contributing to child and maternal morbidity and mortality.³

Food insecurity and malnutrition is mainly caused by poverty which is manifest in poor access to health, water and sanitation services; lack of education and inadequate care practices of infants and young children; and limited availability and access to food resulting from low agricultural productivity, the poor state of infrastructure (especially roads) and the lack of income generating opportunities.

Over the last two-three years a number of key surveys and studies regarding food security, nutrition, agriculture, markets, health, and education amongst others, have been undertaken by the government, supported by UN Country Team agencies, including the World Bank, the UN Mission in Liberia, bilateral donors, and the NGO community. Two key reports were (a) the Comprehensive Food Security and Nutrition Survey (CFSNS) conducted in March – April 2006, and published in October 2006, and (b) the Comprehensive Assessment of the Agriculture Sector of Liberia (CAAS-Lib) in 2006 and early 2007, the report of which was published in July 2007. These fed into the preparation of the **Poverty Reduction Strategy (PRS)**, the successor to the interim version of the same document (mid-2006) and to the development of a **Food Security and Nutrition Strategy (FSNS)**, updated and presented to cabinet in March 2008. The PRS covers the period 01 July 2008 – 30 June 2011.

The Government acknowledges it is the primary duty bearer for enduring that rights to food and proper nutrition are fulfilled. In the hierarchy of policy documents, the PRS sets the overarching framework for all sector and cross-sector strategies of the Government. In this regard, the FSNS ensures that improved food security and nutrition are strongly linked to PRS Pillar 2: Revitalizing the Economy and Pillar 4: Basic Infrastructure and Social Services. Furthermore, it should enable the nation to make substantial progress towards achieving Millennium Development Goal 1: eradication of extreme poverty.

The priorities, reflected in the Government's allocation of funding under the PRS framework are (1) making strategic farm inputs and services accessible, affordable and available to 125,000 farming families, (2) increasing rice, cassava and vegetable production by 30% over the 2007 baseline level by expanding land under cultivation, and (3) strengthening the Ministry of Agriculture's Department of Planning and Development, Central Agricultural Research Institute (CARI), extension service, administration and the Bureau of National Fisheries.

² UNICEF: The State of the World's Children, 2008.

³ MOHSW/AED/World Food Programme: Nutrition Policy Analysis using PROFILES: Investing in Nutrition to Reduce Poverty, December 2007 (unpublished).

In response to the food crisis in 2008, the Government has a Paper: **Global Food Price Increases – Issuers and Response for the Government of Liberia** (June 2008), which reflects a consensus among key Ministries (primarily Finance, Commerce and Industry, and Agriculture), and has the President's endorsement. Strategic priorities, fully consistent with the PRS, are:

- (1) *Mitigating domestic price increases and ensuring consistent supplies*, which include measures (i) removing tariffs on rice imports, and (ii) reducing risk of supply interruptions by negotiating supply contracts with friendly governments;
- (2) *Maintaining access to food among vulnerable households through safety nets*, by a combination of direct assistance to severely vulnerable households (including internally displaced persons and HIV/AIDS sufferers) and targeted feeding programmes such as school feeding and supplementary feeding for pregnant and lactating women. The Government will also develop or expand a food- or cash-for-work scheme to provide additional income-generating opportunities during the lean season for under-employed households; and
- (3) *Promoting increases in domestic production* through, distribution of essential planting materials (mainly seed and possibly fertiliser), prevention of pre-harvest losses, and improved post-harvest systems (basic processing technology such as rice millers and improved storage facilities) to reduce post-harvest losses. The Government will also further encourage expansion of agriculture production into new lands including through incremental expansion of small-holders as well as large-scale commercial farming.

In order to achieve food security and nutrition for all Liberians, concerted actions are required to address both the immediate food crisis situation and the three strategic objectives in the PRS regarding food security and nutrition. The Joint Programme on Food Security and Nutrition Strategy will directly support and strengthen these twin efforts.

Rationale for a Joint Programme in Food Security and Nutrition

A joint programme offers a significant boost to the Government's food security, nutrition and poverty reduction efforts, with the potential to bring about a real and measurable improvement in the lives of the most vulnerable in society.

- In the second half of 2007, the government developed a Food Security and Nutrition Action Plan for the Strategy based on recommendations provided in the Food Security and Nutrition Knowledge base and the CAAS-Lib. For the successful implementation of this Action Plan, the government requires external support from its development partners.
- The Action Plan in its current form is wider-ranging and ambitious, with a time frame of 2008 – 2015 for delivery. All components allow for individual UN agencies to participate and contribute under ongoing agency programmes and projects, duly coordinated with other agencies and actors.
- The United Nations including the World Bank have a unique capacity to support national efforts to improve food security and nutrition status. Several of the specialized funds and programmes have significant expertise relevant to this area of activity, offering an opportunity for complementarity, harmonization and cooperation.
- A coherent UN response to the problem of food insecurity and malnutrition will go a long way to avoiding duplication and maximizing the impact of UN interventions in supporting national objectives, but only in those areas where there are both comparative advantage and otherwise unavailable added value from and a realistic chance of success for the UN in doing so.

- As capacity building is a critical element of the response, it will be opportune to strengthen capacity building with a human rights approach across the programme. There will be areas of government-led FS&N endeavour where at the initial stages at least, it is not realistic for the programme to address more than a targeted list of Action Plan outputs. Once the programme has proved itself, only then should it confer with the Government and funding sources about taking on additional Action Plan initiatives under the joint programme approach.
- The joint programme, as the UN response to the Government's appeal for greater coordination and partnership in FS&N, will contribute to all four pillars of the PRS, in particular Pillar 2 (Revitalizing the Economy) and Pillar 4 (Basic infrastructure and social services). It will contribute directly to UNDAF Outcome 2: Equitable Socio-Economic Development, which addresses MDG 1: Eradicate extreme poverty and hunger, MDG 3: Promote gender equality and empower women, MDG 7: Ensure environmental sustainability, and MDG 8: Develop global partnership for development. Within UNDAF Outcome 2 is Country Programme Outcome 2.3 on household food security being improved, accounting for sustainable natural resource management, environmental protection and gender concerns.
- The UN has several other joint programmes at various stages of development – Gender-based Violence, Gender Equality and Women's Economic Empowerment, HIV/AIDS, Youth Employment, and the County Support Teams. These, like food security and nutrition, are addressing critical cross-cutting issues facing Liberia. There are both explicit and implicit linkages amongst these programmes, and the FS&N joint programme will do likewise.

4. Strategies for the Joint Programme

Background and Context

Food security could not be more central to the government's objectives given that somewhere in the order of 64 percent of all Liberians live below the poverty line. Not surprising, food insecurity and malnutrition are an ongoing cause of concern, with around one half of the population officially food insecure or highly vulnerable to food insecurity. Furthermore, the number of children not able to reach their full potential – physically and intellectually – due to malnutrition has, is alarming according to WHO international standards. The government recognises that food security is multi-faceted and as such requires the coordinated intervention of many different actors, national and international, public and private. It is also recognised that due to existing structural gender inequalities, women and girls experience additional challenges and layers of food insecurity which must be addressed in an effort to ensure that food security and nutrition is secured for all Liberians. It is widely accepted that food insecurity and malnutrition cannot be eradicated in Liberia overnight, so to speak. The Government is clear that programmatic steps addressing both acute manifestations of food insecurity and malnutrition, as well as the chronic and structural dimensions are needed. There are steps that can be taken that could change the direction and the dynamic for the better, over a relatively short period of time. However, what is needed immediately is for Liberia's development partners to respond with Government in a more structured manner that allows rapid deployment of resources to critical elements for increased food security and improved nutrition.

Liberia is not alone in addressing food security and nutrition issues. The Comprehensive Africa Agriculture Development Programme (CAADP)⁴ endorsed by the African heads of state and

⁴ A component programme under the New Partnership for Africa's Development (NEPAD).

governments offers a shared vision for the restoration of agricultural growth, food and nutrition security. It promotes investment in four mutual reinforcing pillars⁵. The Framework for African Food Security (FAFS) addresses the challenges of Pillar III and prioritises strategies and responses to these challenges to assist decision-makers in finding best practice solutions to addressing hunger and malnutrition. The FAFS, in addition to ensuring that policies and strategies of the other pillars support efforts to reduce or eradicate hunger and malnutrition, also has pertinent advice and recommendations regarding raising productive capacities, harnessing trade, natural resource management, improving economic access, improving physical access to food, social safety nets, improving food quality, utilisation of food, early warning systems and crisis prevention, and improving emergency responses.

Key issues that are informing immediate and longer-term responses include: (a) increased school drop-out/absence as children are taken to contribute to the household effort to obtain adequate food or as households find themselves unable to pay for any school costs as larger amounts go towards food purchase; (b) increased malnutrition as young children are fed less frequently as food availability in the household decreases; (c) undermined health as nutrition status decreases and increased need for health services; (d) increased impact of poor water and sanitation as nutrition status and health are undermined; (e) less ability to pay any costs associated with accessing health services as large proportions of income must be spent on food; (f) increased likelihood that service providers will start charging "user fees" of one sort or another to meet their own increased costs; and (g) adolescent girls will become even more vulnerable and more likely to be pushed into transactional sex.

It is equally important to strengthen social protection measures / safety nets to prevent and/or mitigate these impacts including: (i) school feeding is an important measure; however, only 37% of the primary school age population is enrolled in school; (ii) other measures to reach the out-of-school population are needed so other forms of supplementary food provision may be useful; (iii) measures to prevent the introduction of information user fees on education, health and welfare services will be important; (iv) revitalising the social welfare architecture, including the child welfare committees, the youth groups and the children's clubs, to provide other support, whether supplementary feeding or cash grants in one form or another; (v) the child welfare committees could be brought into action to assist with the protection of adolescent girls, through a nationwide sensitisation campaign; (vi) accelerating action to improved water and sanitation; and (vii) paying attention to under-served areas, including the south-east.

Within this general context, the UN for its part is responding through this joint programme to the following national priorities:

- Liberia is still a food insecure country. Recent increases in global food prices present both threats and opportunities for Liberia. It is expected that these trends are not a passing phase but that they will continue in the medium term, and hence demand a strategic response from the Government, with support from its development partners. In particular, the major threats reflect the dependency of Liberia on imported food, especially rice, and the vulnerable position of most Liberians to food price rises. The Government's response focuses on the latter, and sets forth the strategic direction that the Government and people of Liberia will take to mitigate these threats. By extension, the UN response will mirror this approach.

⁵ I = Extending the area under sustainable land management and reliable water control systems,

II = Improving rural infrastructure and trade-related capacities for market access;

III = Increasing food supply, reducing hunger and improving responses to food emergency crises; and

IV = Improving agriculture research, technology dissemination and adoption.

- The rehabilitation of the agriculture sector is a key component within Pillar 2 of the PRS and within UNDAF Outcome 2 "Economic Revitalization" and the role of women in agricultural production, processing and marketing is recognised. It noted that the rehabilitation of the agricultural sector is the revitalisation of production and distribution and employment-generating systems.
- The support to health, nutrition and education is directly linked to Pillar 4 "Rehabilitating Infrastructure and Basic Services" of the PRS and UNDAF Outcome 4 on Health and Education.
- Capacity-building is a key component in the PRS. The joint programme intends to increase national capacities to respond to current and emerging food insecurity and malnutrition e.g. through skill-training in pest management, marketing, data collection, assessment, analysis and monitoring, etc.

There is close collaboration between the UN agencies and the World Bank which has formulated and circulated a Concept Note⁶. This Note outlines the parameters of proposed World Bank interventions, firmly set within the context of the Government's priorities and a coordinated UN response as being appropriate for addressing the food crisis. In summary the World Bank is proposing an emergency response within a coherent UN-framed response that focuses on measures to (i) assist the Government to cushion the impact of food inflation on the most vulnerable, (ii) initiate actions on the supply side that will mitigate the impact of the crisis in the medium – to long-term, and (iii) support policy measures to improve the efficiency of markets, stabilise prices and better target the poor. It now proposes three components namely, (1) interventions to rapidly increase productivity of key food crops (rice and cassava) by doubling yields, (2) an employment generation programme to provide 800,000 person-days of employment during the dry season, and (3) a programme for vulnerable women and children including school feeding for two years (2008/09 and 2009/10). These elements are included in the joint programme.

Other development partners active in supporting Government are USAID, ECHO, IITA, GTZ and a range of national and international NGOs. Others, such as the Japanese, are considering how they might assist. Given the current weakness of the public service, cooperation and coordination particularly in regard to strengthening national capacity and delivering basic services, will be vital. Through ongoing programmes and projects very good relationships have been built up, and these will be carried forward into the proposed joint programme. For example, USAID has a capacity building project with the Ministry of Agriculture, and as a result it is expected that very close coordination and complementarity will take place when it comes to strengthening FS&N knowledge and competencies in the ministry. Specifically, the Government is seeking to bring together all food assistance programmes together by 2009, and intends to pursue opportunities for coordinated assistance under *inter alia* the PL 480 Food Programme with the United States, the EU Emergency Programme, and the UN's Food for Progress Programme.

The Proposed Joint Programme

Taking cognizance of the Government's key policy documents – Poverty Reduction Strategy, National FS&N Strategy and the Food Crisis Response, the joint programme responds by offering

- (i) Emergency Preparedness and Response (EPR) in Support of Government's Strategic Priorities, and**
- (ii) Medium Term Support to the Poverty Reduction Strategy.**

⁶ World Bank: Liberia Response to Increased Global Food Prices – Project Concept Note (May 2008)

The Government and its development partners have been addressing core issues of the food crisis for some time. Actions are being taken on several fronts, in support of national leadership by the Ministry of Agriculture and other key ministries with responsibilities in the area of food security and nutrition. Specific initiatives include: (i) by UNICEF - management of severe acute malnutrition at facility and community level (ENA), improving water and sanitation, (ii) by WHO – nutrition policy framework, CTC guidelines, (iii) by FAO – rice seeds purchase and distribution, construction (in collaboration with UNDP) of technology transfer centres including storage and processing plant, multiplication of improved varieties of rice and cassava, capacity building of agricultural officials and farmers in 15 counties, scaling up of FFS investment and sub-sector policy development, promotion of livestock, and production of breeder seeds, (iv) by WFP – provision of school meals for 450,000 school children and take-home rations for 15,500 girls, food-for-work support for 8,100 beneficiaries, food-for-training for 1,306 beneficiaries, provision of monthly food rations for a number of vulnerable groups including HIV/AIDS and TB sufferers, (v) by UNDP – construction of technology transfer centres (in collaboration with FAO), markets and farm-to-market roads, (vi) by World Bank – provision of post-harvest infrastructure (local storage facilities) and basic processing equipment under the AIDP project, (vii) by USAID – capacity building at the Ministry of Agriculture. This listing of activities and partners is by no means exhaustive, but rather is an indication of the range of interventions being undertaken, and which will act as the launching pad for the proposed response under the twin approaches.

Critically, so that the emergency response by Government and development partners alike does not derail the concerted efforts to address the long-term challenges under the PRS, the Government's strategic priorities as outlined in the Paper are fully consistent with the PRS, although with a focus on short-term results. The Outputs under (1) EPR Support to Government's Strategic Priorities, are drawn from the tabulated priority interventions presented in the Government's Crisis Response Paper. Hence, under the joint programme the Outputs under (2) Medium Term Support to PRS Priorities, are drawn from the PRS itself and explicitly respond to the Government's central goal for the agricultural sector during the PRS period of revitalising the sector in order to contribute to inclusive and sustainable economic development and growth, and to provide food security and nutrition, employment and income, and measurable poverty reduction. There is a link to the national effort, again supported by development partners to ensure that key infrastructure particularly roads, are linked into the food and agriculture priority areas.

The concept is that the joint programme would start with core interventions agreed with and led by Government, closely coordinated with other development partners, and then extend to other initiatives, subject to resource availability. Priority is in building on and strengthening existing government institutions, capacities and potential drivers for sustainable change, in addition to addressing vulnerable groups (pregnant and lactating women, children under five and out-of-school children) and also seeking how to incorporate youth. A three-year timeframe is proposed to mirror the PRS, 01 July 2008 – 30 June 2011, so that reviews and re-alignments should be easier to relate and coordinate.

Within the two categories and in order to ensure cross-cutting linkages, the key UN programmatic components are three-fold:

- **Support for Access to Markets and Factors of Production**
- **Support for Access to Basic Services and Safety Nets, and**
- **Support for Nutrition Priority Interventions.**

In addition, in keeping with the UN's, including the World Bank, unique knowledge base and expertise in this field there is a further component: **Support for Development of FS&N-**

related Policy, Legislation and Guidelines. Finally there is a component directly addressing **Support for National Leadership and Coordination**, particularly the national institution arrangements and information systems needed for strategic and timely decision making. At the request of Government all components have important capacity building aspects to them focussing on the prioritised needs of government partnering ministries, agencies and bodies. The overall programme structure is shown in Figure 1.

Within each component there are a number of outputs, reflecting the four main UN Country Programme outputs (2.3.1 – 2.3.4) in the UNDAF, needed for the successful achievement of the component outcome and ultimately, the joint programme outcome:

The number of rural and urban women, men, girls and boys in Liberia significantly increased who have (1) sufficient food available through a competitive and revitalized agricultural sector, (2) improved access to food through enhanced opportunities for sustained employment, better markets and strengthened safety nets, and (3) improved nutritional status through better food utilization, particularly for the vulnerable groups of pregnant and lactating women, children under five as well as children, especially adolescent girls, out of school.

There are a number of linkages with other UN programmes but two in particular are key, namely (i) HIV/AIDS, and (ii) Youth Employment.

HIV/AIDS

The Joint Programme on HIV and AIDS covers the UN activities in the period 2008-2010, corresponding to the Poverty Reduction Strategy. The activities are informed by the UNDAF, and reflect the strategic direction in which the UN system will be focusing its support to Government in addressing HIV/AIDS in Liberia. They cover the provision of services to combat the spread of the virus, and to provide, care, treatment and support to the infected and their immediate families, particularly within the areas of high return, most of which currently feature in individual agency priorities. The joint programme also aims to address the gap in the planning, monitoring and evaluation, and co-ordination of the national response.

In areas such as nutrition for HIV positive mothers and their infants, the rights of PLWA, BCC, blood safety, among others, there is an urgent need to regularly update guidelines, to ensure that current frameworks are followed. As a significant vulnerable group in society, HIV-positive mothers and children will be a priority. There is a JP Output: *PLWH and infants born to HIV-positive mothers, OVCs and their caregivers have access to quality and sufficient nutritional support*, and this will be supported by the FS&N joint programme, under the direction of the HIV/AIDS joint programme. Agency-specific outputs include (a) *Develop and disseminate national infant and young child feeding strategy (including infant feeding in the context of HIV)*, and (b) *HIV+ mothers, and their babies, OVCs and PLWAs adequately supported with nutritional supplements and food assistance*, and will receive coordinated support as required.

Youth Employment and Empowerment

Given that youth employment and empowerment are prioritised in the Poverty Reduction Strategy and other major frameworks, the UN Country Team proposes to support the Government effort through a USD 20 million comprehensive 3-year Joint Programme on Youth Empowerment and Employment, which will work at the micro, meso, and macro levels through four component areas:

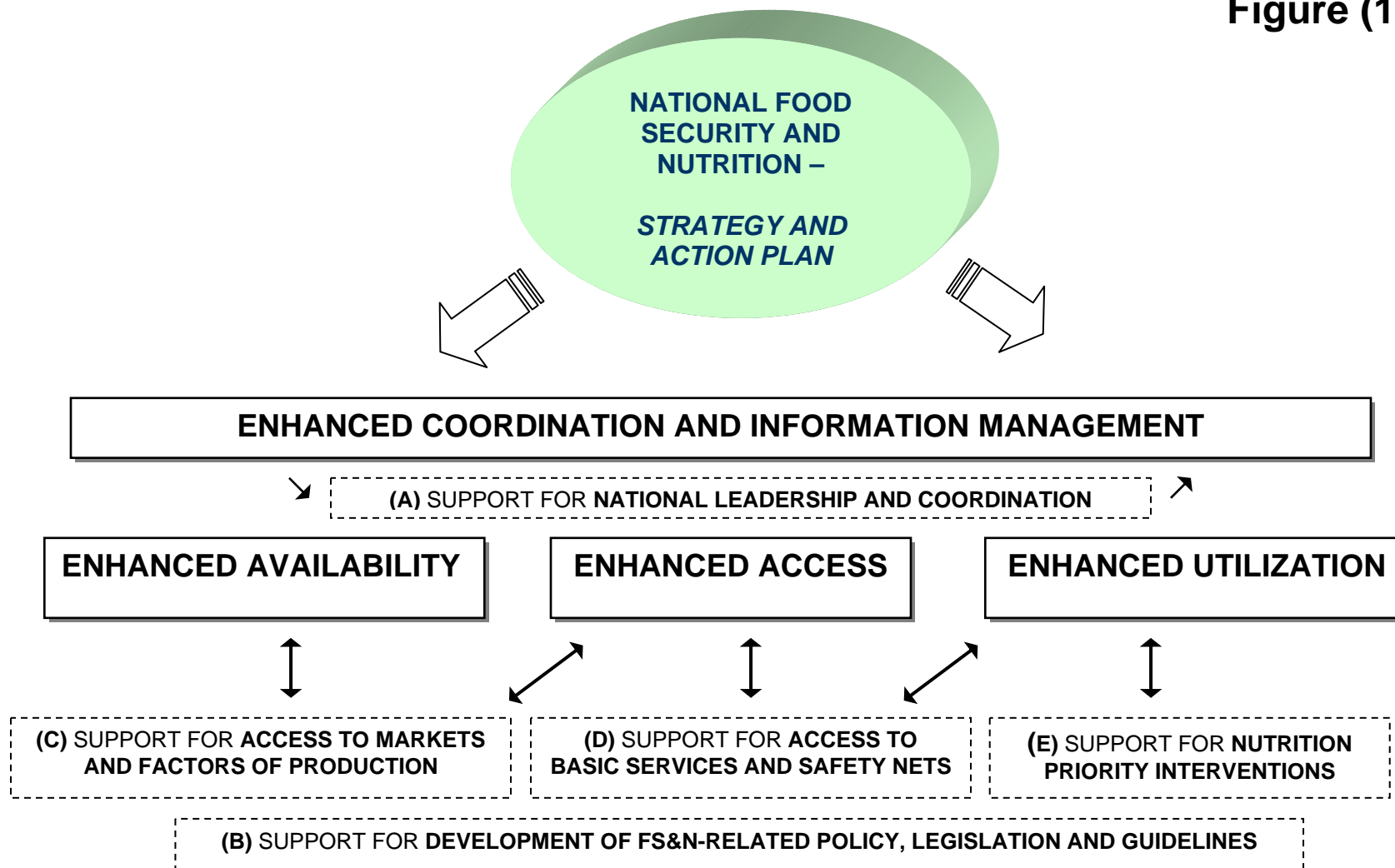
- Policy and institutional support to Government and Civil Society, especially youth-led organizations
- Education, training and life skills development for empowerment of young women and men

- Enterprise and entrepreneurial development
- Employment creation in the productive sectors (mining, forestry, agriculture, and manufacturing), and in the public sector.

Unemployment in the formal sector is estimated at 70 percent, disproportionately affecting young women and men such that most young people are either unemployed, underemployed, or employed in the informal economy⁷ with limited access to land and the economy in general. The agriculture sector is plagued with low productivity and yields, and production remains mainly for household consumption. The Government has prioritised employment generation as a means of reducing poverty in the PRS, and firmly placed it at the centre of both public and private sector growth. The FS&N joint programme will coordinate with and closely support emergency employment schemes including food-for-work and cash-for-work, labour-based farm-to-market road construction and rural infrastructure, young farmers and Farm-based Organisations (FBO), and agricultural and artisan skills development, under the leadership of the Youth Employment joint programme.

⁷ Interim Poverty Reduction Strategy Paper

Figure (1)



5. Results Framework

The joint programme presents two categories of interventions - **(1) Emergency Preparedness and Response (EPR) in Support to Government's Strategic Priorities**, and **(2) Medium Term Support to PRS Priorities**. Under these two categories the Outputs, Activities and Budgets are grouped and coded under five programmatic components – (A) support to national Leadership and coordination, (B) support for development of FS&N-related policy, legislation and guidelines, (C) support for access to markets and factors of production, (D) support for access to basic services and safety nets, and (E) support for priority nutrition interventions.

The Emergency Preparedness and Response (Table 1 a. and b.) corresponds to the Government's Strategic Priorities. For tracking purposes, the joint programme outputs follow the numbering and structure of the Note responding to the Global Food Price Crisis.

In total there are 31 organisation-specific deliverables or outputs. The indicative overall cost of USD 140,236,000 million, of which USD 49,466,000 is for EPR Support and USD 90,770,000 is for Medium Term PRS Support. School Feeding activities alone are estimated as requiring USD 99,993,000 over the duration. The timeframe is 01 July 2008 – 30 June 2011 (36 months).

- Joint Programme Summary Table -

Reference	Budget	Funded	Unfunded
(1) Emergency Preparedness and Response (EPR) in Support to Government's Strategic Priorities			
Table (1.a): Improve Utilisation and Production	8,439,000	2,600,00	5,893,000
Table (1.b): Access among Vulnerable Households – Food Assistance	40,973,000	6,700,000	34,273,000
(i) total	49,466,000	9,300,000	40,166,000
(2) Medium Term Support to PRS Priorities			
Table (2.a): Support for PRS incl. FS&N Priorities (excl food assistance)	31,750,900	4,400,000	27,350,000
Table (2.b): Medium Term Food Assistance	59,020,000	8,200,000	50,820,000
(ii) total	90,770,000	12,600,000	78,170,000
Grand Total (i) + (ii)	140,236,000	21,900,000	118,336,000

Summary Of Results framework

National FS&N Strategy Outcome:

All Liberians with reliable access to the food they need, and able to utilise that food to live active, healthy and productive lives

UNDAF Outcome (2):

National economic policies and programme are being implemented to support equitable, inclusive and sustainable socio-economic development.

UNDAF Outcome (4):

Improving health and education, with an emphasis on reduced maternal and child mortality and increased learning achievement.

Outcome(s) of FS&N Joint Programme:

The number of rural and urban Liberians significantly increased who have (1) sufficient food available through a competitive and revitalized agricultural sector, (2) improved access to food through enhanced opportunities for sustained employment, better markets and strengthened safety nets, and (3) improved nutritional status through better food utilization, particularly for the vulnerable groups of pregnant and lactating mothers, children under five and adolescent girls.

(1) Emergency Preparedness and Response in Support of Government's Strategic Priorities

Table (1.a): Improve Utilisation and Production

Government Priority Intervention	Participating UN Agency - specific Outputs	Partners	Indicative Activities	Resource allocation, funding available and indicative timeframe			
				Y - 1			TOTAL
SP 1. Mitigating Domestic Price Increases and Ensuring Consistent Supply							
	No corresponding UN interventions as the strategic priority refers to government policies and tariffs						
SP 2. Maintaining Access to Food and Nutritional Well-being of Vulnerable Households through Safety Nets							
(2.a): Promoting better Utilisation among Vulnerable Households							
Support to priority Essential Nutrition Actions (ENA) to address acute malnutrition	(E.01.01) ENA introduced and operational in 130 facilities in three years - UNICEF (Lead)	MOHSW, MOE, MOA, MOGD, MIA, MICAT, UNICEF/ WHO/ WFP USAID	- Train health and community workers (3 x 130) in promotion of infant and young child feeding, and in the delivery of ENA; - Develop and implement strategy for provision of micronutrient supplements at community and facility level; - Support community based growth monitoring and promotion	1.00 million (450,000)			1.00million (450,000)
				12 mo.			12 mo.

Government Priority Intervention	Participating UN Agency - specific Outputs	Partners	Indicative Activities	Resource allocation, funding available and indicative timeframe			
				Y - 1			TOTAL
		NGOs (local + int'l)	- Support management of severe (800 no.) and moderate (3,000) malnutrition at community and facility level; - Develop protocols and guidelines for delivery of ENA;				
SP (3) Promoting Increases in Domestic Production							
Expanding production amongst existing small-holders	(C.01.01) Access to means of production, productive assets, and small-scale mechanisation broadened + secured in the remaining 52 districts - FAO	MOA/CARI, LPMC, MIA FAO/UNDP/WFP /UNMIL / WB	- Ensure supply of quality planting materials (60 kg/farmer) + production- related inputs for 1,000 farmers per district (total = 65 MT of improved seed) Year One = 10 new districts - Expand building capacity of 100 no. agriculture officers and 167 farm-based organisations (FBO)(16,700 farmers) covering 16,800 persons in Year One. -Expand IPPM programme in 10 new districts - Provision of agro-machines including power tillers and small tractors in 10 districts	1.50 million (0)			1.50 million (0)
	(C.01.03) Agricultural productivity enhanced to raise production primarily through increasing yields and reduced post-harvest losses - WB	MOA, CARI Agricultural Infrastructure Development Project (IDA H3270) International Institute for Tropical Agriculture (IITA) WARDA (Benin)	- Scaling up existing components of the AIDP in three counties – Lofa, Bong and Nimba; - Seeking opportunities for quick impacts through post-harvest infrastructure; - Helping farmers to concentrate on the 2009 and 2010 planting seasons – rice and cassava; - Capacity building of CARI and country-level extension system; Target = 50,000 small farmers over Year One	1.00 million (1.00 mill)			1.00 million (1.00 mill)
Expansion of agriculture land and crop diversification	(C.01.02) Protein-rich food sources and production increased - FAO	MOA, MOPW FAO/ WFP/ UNMIL/ WB	- Identification and assessment of areas for intervention - Establishment of 10 poultry houses in ten districts/four counties	800,000 (0)			800,000 (0)
	(C.05.01) Rehabilitation of micro-dams in priority districts to enhance lowland rice production -FAO	MOA, MOPW, EPA FAO / UNMIL	- Assess damaged dams (target = 60) nationwide, - Establish priority list - Prepare cost estimates - Rehabilitate 6 prioritised dams in Year One	120,000 (0)			120,000 (0)
Supporting increased	(C.02.01) Post-harvest processing	MOA, MOPW, MOHSW	- Establish community-based technology-transfer centres (TTC) including storage in 20 districts in	900,000			900,000

Government Priority Intervention	Participating UN Agency - specific Outputs	Partners	Indicative Activities	Resource allocation, funding available and indicative timeframe			
				Y - 1			TOTAL
marketable surplus with post-harvest interventions	and storage services improved - FAO	(QC), MOGD FAO / UNDP / WFP / UNMIL	Year One - Expand local fabrication of agro-processing equipment in two new areas - Lofa and River Cess - Capacity building of TTC personnel and farmers				
	(C.02.02) Post-harvest processing and storage buildings improved - UNDP	MOA, MOPW, MOHSW (QC), MOGD FAO / UNDP/ UNOPS / WFP / UNMIL	- GOL selection of sites for TTC including warehouses; - Construction of 20 TTC warehouses in Year One - Install + commission food processing equipment (by FAO under C.02.01 above) - Training in management and maintenance of facilities (by FAO under C.02.01 above)	280,000 (0) 12 mo.			280,000 (0) 12 mo.
	(C.03.02) Income support provided to vulnerable households in rural and urban areas through demand-driven community infrastructure using local labour - WB	Liberia Agency for Community empowerment (LACE) Community Empowerment Project II (CEP II)	- Prepare annex to existing LACE manual on Work Employment Programme Guidelines; - Hire a Head of Work Employment Programme; - Organise and hold workshop on labour-intensive public works; - Identify local priority infrastructure; - Implement project works Target is to create 267,000 person-days temporary jobs in Year One	1.00 million (1.0 million)			1.00 million (1.0 million)
	(C.04.01) Agricultural market facilities at county level improved - UNDP	MOA, MOPW, LMA, MCI, MOGD	- local selection of sites for rural markets; - Construction of 9 rural markets in Year One; - Install and commission services; - Training LMA in management and maintenance of facilities	807,000 (0) 12 mo.			807,000 (0) 12 mo.
	(C.04.02) Farm-to-market (FTM) roads + bridges rehabilitated using a labour-based approach - UNDP	UNDP / UNOPS/ WFP/ FAO/ UNMIL	Rehabilitate and/or reconstruct 150 km of FTM roads incl. bridges in various counties in Year One	225,000 (0) 12 mo.			225,000 (0) 12 mo.
Management of the food crisis and the food security programme	(A.01.01) The FS&N Coordination Council, Technical Committee (TC) and Secretariat instituted and operationalised plus capacity building - FAO	MOA, MOHSW, MPEA FAO / UNDP/ UNICEF/ UNHCR / WFP / WHO / WB	- Provide expert to work with FSNCC and TC, - Facilitate setting up of FSNCC secretariat incl. furnishings and equipment;, - Support for recruiting staff for secretariat - Facilitate work of TC including development of Action Plan	200,000 (0) 12 mo.			200,000 (0) 12 mo.
	(A.02.01) FS&N monitoring system (FSNMS) established and operationalised,	MOA, MPEA WFP / FAO / UNICEF/	- Establish national institutional framework for FS&N monitoring system - Develop and pilot methodology - Conduct FSN (market + HH) monitoring activities	611,000 (100,000) 12 mo.			611,000 (100,000) 12 mo.

Government Priority Intervention	Participating UN Agency - specific Outputs	Partners	Indicative Activities	Resource allocation, funding available and indicative timeframe			
				Y - 1			TOTAL
	including capacity building - WFP	UNHCR / UNDP/ UNMIL	- Capacity building for FSN analysis				
	(A.02.02) Predictable and stable food imports and national production monitored - FAO		- Undertake annual crop assessment + food balance sheet; - Support monthly reports on food availability and prices	50,000 (50,000)			50,000 (50,000)
				12 mo.			12 mo.
FAO	Programme Costs			3,336,000			3,336,000
	Indirect Support Costs			234,000			234,000
UNDP	Programme Costs			1,226,000			1,226,000
	Indirect Support Costs			86,000			86,000
UNICEF	Programme Costs			930,000			930,000
	Indirect Support Costs			70,000			70,000
WFP	Programme Costs			571,000			571,000
	Indirect Support Costs			40,000			40,000
WHO	Programme Costs			0			0
	Indirect Support Costs			0			0
World Bank				2,000,000			2,000,000
Funding Available				2,600,000			2,600,000
Total	UN organisations and World Bank			8,493,000			8,493,000
<i>Funding gap</i>		(UN organisations and World Bank) less Funding Available		5,893,000			5,893,000

Table (1.b): Access among Vulnerable Households - Food Assistance

Government Priority Intervention	Participating UN Agency - specific Outputs	Partners	Indicative Activities	Resource allocation, funding available and indicative timeframe			
				Y - 1			TOTAL
SP 2. Maintaining Access to Food and Improved Nutritional Well-being for Vulnerable Households through Safety Nets							
(2.b): Maintaining Access to Food among Vulnerable Households							
Food-for-work and Cash-for-work	(C.03.01) Agriculture-related, employment-intensive schemes with a special focus on women and youth supported - WFP	MOL, MOA, MYS WFP /FAO / WFP/FAO/ UNDP/ UNMIL / WB	- Provide 6,360 MT of food to support food-for-work activities in agriculture-related infrastructure and skills training for 40,000 youth and community dwellers per year	2.75 million (0)			2.75 million (0)
School-feeding Programme	(D.01.01) Access to quality education at primary level improved through school feeding - WFP	MOE, MOA WFP / UNDP / UNICEF / WB / UNMIL NGOs (local + int'l)	- Provide 15,208 MT of food commodities as hot meals for 400,000 pre- and primary school children in Year One. - Provide 3,144 MT of food as take-home rations for 15,000 girls in Year One.	23.573 million (5.0 million)			23.573 million (5.0 million)
Reintroduction of the school-feeding programme in urban areas	(D.01.04) Access to quality education at primary level improved through school-feeding - WFP	MOE, MOA WFP / UNDP / UNICEF / WB / UNMIL NGOs (local + int'l)	- Provide 15,000 MT of food commodities as hot meals for 200,000 pre- + primary schools children;	8.70 million (0)			8.70 million (0)
Supplementary feeding for women and children	(E.02.01) Treatment of acutely malnourished children and pregnant and lactating women at facilities and at community level - WFP	MOHSW, MIA, MOGD UNICEF/ WHO/ WFP / WB ECHO	- Provide food support for management of severe + moderate acute malnutrition targeting 24,000 children under five; - Provide food support for 24,000 pregnant and lactating women - Provide food support for 9,000 PLWHAs and TB patients attending treatment	5.95 million (1.70 million)			5.95 million (1.70 million)
WFP	Programme Costs			38,293,000			38,293,000
	Indirect Support Costs			2,680,000			2,680,000
Funding available				6,700,000			6,700,000
Total	(Programme Costs plus Indirect Costs)			40,973,000			40,973,000
<i>Funding gap</i>				(Total less Funding Available)			34,273,000

Emergency Preparedness and Response - SUMMARY TABLE (1.a + 1.b)

		Resource allocation, funding available and indicative timeframe		
		Y - 1		TOTAL
Table (1.a)				
FAO	Programme Costs	3,336,000		3,336,000
	Indirect Support Costs	234,000		234,000
UNDP	Programme Costs	1,226,000		1,226,000
	Indirect Support Costs	86,000		86,000
UNICEF	Programme Costs	930,000		930,000
	Indirect Support Costs	70,000		70,000
WFP	Programme Costs	571,000		571,000
	Indirect Support Costs	40,000		40,000
WHO	Programme Costs	0		0
	Indirect Support Costs	0		0
World Bank		2,000,000		2,000,000
	Total: Table (1.a)	8,493,000		8,493,000
<i>Funding available</i>		2,600,000		2,600,000
Table (1.b)				
WFP	Programme Costs	38,293,000		38,290,000
	Indirect Support Costs	2,680,000		2,680,000
	Total: Table (1.b)	40,973,000		40,973,000
<i>Funding available</i>		6,700,000		6,700,000
Total	UN organisations and World Bank	49,466,000		49,466,000
<i>Funding gap</i>	(UN organisations and World Bank) minus Funding Available	40,166,000		40,166,000

(2) Medium Term Support to the Poverty Reduction Strategy (PRS)

Table (2.a): Support for PRS including FS&N Priorities (excluding food assistance)

Participating UN Agency - specific Outputs	Partners	Indicative Activities	Resource allocation, funding available and indicative timeframe			
			Y - 1	Y - 2	Y - 3	TOTAL
PRS Strategic Objective 3: To strengthen human and institutional capacities to provide needed services, create a strong enabling environment, and reduce vulnerability						
JP Component (A): Support for National Leadership and Coordination	CP Output 2.3.1					
(A.01.01) The FS&N Coordination Council, Technical Committee (TC) and Secretariat instituted and operationalised plus capacity building - FAO	MOA, MOHSW, MPEA FAO / UNDP/ UNICEF/ UNHCR / WFP / WHO / WB	- Provide experts to work with FSNCC and TC as required, - Facilitate ongoing support for FSNCC secretariat, - Facilitate work of TC including updating of Action Plan	Refer to Table (1.a)	160,000 (0) 12 mo.	120,000 (0) 12 mo.	280,000 (0) 24 mo.
(A.02.01) FS&N monitoring system (FSNMS) established and operationalised, including capacity building - WFP	MOA, MPEA WFP / FAO / UNICEF/ UNHCR / UNDP/ UNMIL	- Establish national institutional framework for Food Security and Nutrition monitoring system - Develop and pilot methodology - Support data collection (household, nutrition and market surveillance) activities in Greater Monrovia and 15 counties - Capacity building for FSN analysis and reporting	Refer to Table (1.a)	540,000 (0) 12 mo.	535,000 (0) 12 mo.	1,075,000 (0) 24 mo.
(A.02.02) Predictable and stable food imports and national production monitored - FAO		- Undertake annual crop assessment + food balance sheet; - Support monthly reports on food availability and prices	Refer to Table (1.a)	50,000 (0) 12 mo.	50,000 (0) 12 mo.	100,000 (0) 24 mo.
(A.03.01) Human capacities at key ministries increased to implement FS&N strategy, coordinated with wider capacity building initiatives - FAO	MOA, MOHSW, MPEA, MCI WFP / WHO / UNICEF/ UNMIL / WB USAID	- Undertake capacity assessment and Training Needs Analysis in 4 ministries and 15 counties - Conduct training with national + int'l experts for 5 staff /ministry and 20 staff/county under two workshops/year held in five regional centres (10 workshops in total for 320 staff) - Provide reinforcement to embed knowledge and skills in coordination with other partners	300,000 (0) 12 mo.	315,000 (0) 12 mo.	315,000 (0) 12 mo.	930,000 (0) 36 mo.
(A.04) Programme Coordination and Management -UNDP	MOA, MPEA WFP / FAO / UNICEF/ UNHCR / UNMIL	- Programme coordinator and assistant for coordination, quality assurance and monitoring of implementation - Management and administration	354,400 (0) 12 mo.	300,900 (0) 12 mo.	306,200 (0) 12 mo.	961,500 (0) 12 mo.

Participating UN Agency - specific Outputs	Partners	Indicative Activities	Resource allocation, funding available and indicative timeframe			
			Y - 1	Y - 2	Y - 3	TOTAL
JP Component (B): Support for the Development of FS&N-related Policy, Legislation and Guidelines	CP Output 2.3.1					
(B.01.01) Nutrition Policy framework and implementation strategy developed - WHO	MOHSW WHO / UNICEF / WFP	- Undertake situation analysis - Policy outline + first draft after consultation - Stakeholder review + revision; finalise	20,000 (20,000) 12 months	0 (0)	0 (0)	20,000 (20,000) 12 mo.
(B.01.02) Food and Agriculture Policy and implementation strategy framework developed - FAO	MOA FAO / WFP / WB USAID	- Develop sub-sector policies – fisheries, livestock, crop production; - Support implementation of policy (projects, etc)	180,000 (140,000) 6 mo.	0	0	180,000 (140,000) 6 mo.
(B.01.03) Law and policy framework developed to deliver social safety nets for vulnerable groups - UNICEF	MOHSW UNICEF /FAO /WFP / UNDP / UNMIL / WB	- Undertake situation analysis - Policy outline + first draft after consultation - stakeholder review + revision; finalise	20,000 (20,000) 12 mo.	30,000 (0) 12 mo.	0	50,000 (20,000) 24 mo.
(B.02.01) Communal agricultural property resources safeguarded - FAO	Land Commission FAO / UNMIL/ WB	- Support to the new Land Commission; - Land tenure guidelines - support for capacity building of LC personnel	50,000 (0) 12 mo.	50,000 (0) 12 mo.	0	100,000 (0) 24 mo.
PRS Strategic Objective 1: To develop more competitive, efficient, and sustainable food and agricultural value chains and linkages to markets						
JP Component (C): Support for Access to Markets and Factors of Production	CP Output 2.3.2 CP Output 2.3.3					
(C.01.01) Access to means of production, productive assets, and small-scale mechanisation broadened + secured in the remaining districts - FAO	MOA/CARI, LPMC, MIA FAO/UNDP/ WFP /UNMIL / WB	Ensure supply of quality planting materials (60 kg/farmer) + production- related inputs for 1,000 farmers per remaining district (52) total = 3,100 MT of improved seed Y2=20 districts, Y3= 22 districts. - Expand IPPM programme in 42 districts; - Expand production of agro-machines incl. power tillers and small tractors at five centres - Capacity building for agriculture coordinators and 179 farm-based organisations (FBO) covering	Refer to Table (1.a)	2.20 mill (0) 12 mo.	2.4 mill (0) 12 mo.	4.6 mill (0) 24 mo.

Participating UN Agency - specific Outputs	Partners	Indicative Activities	Resource allocation, funding available and indicative timeframe			
			Y - 1	Y - 2	Y - 3	TOTAL
		27,000 farmers				
(C.01.02) Protein-rich food sources and production increased -FAO	MOA, MOPW FAO/WFP/ UNMIL/ WB	- Establishment of 50 poultry houses in 50 districts, - Restocking small ruminants in 20 districts - Restocking 60 fish ponds in 30 districts	Refer to Table (1.a)	1.50 million (0) 12 mo.	2.00 million (0) 12 mo.	3.50 million (0) 24 mo.
(C.01.03) Agricultural productivity enhanced to raise production primarily through increasing yields and reduced post-harvest losses - WB	MOA, CARI Agricultural Infrastructure Development Project (IDA H3270) International Institute for Tropical Agriculture (IITA) WARDA (Benin)	- Scaling up existing components of the AIDP in three counties – Lofa, Bong and Nimba; - Seeking opportunities for quick impacts through post-harvest infrastructure; - Helping farmers to concentrate on the 2009 and 2010 planting seasons; - Capacity building of CARI and country-level extension system; Target = 150,000 small farmers over the three years	Refer to Table (1.a)	1.00 million (1.0 mill)	1.00 million (1.0 mill)	2.0 million (2.0 mill) 24 mo.
(C.02.01) Post-harvest processing and storage services improved - FAO	MOA, MOPW, MOHSW (QC), MOGD	- Establish community-based technology-transfer centres (TTC) including storage in the remaining 32 districts – Y2= 20, Y3= 12; - Expand local fabrication of agro-processing equipment from the current two TTC (in Tubmanburg, Zwedru) to five TTC (new – Lofa, Nimba, River Cess)	Refer to Table (1.a)	900,000 (0) 12 mo.	700,000 (0) 12 mo.	1.60 million (0) 24 mo.
(C.02.02) Storage buildings improved - UNDP	FAO / UNDP / UNOPS / WFP / UNMIL	- GOL selection of sites for TTC incl. warehouses; - Construction of 32 TTC incl. warehouses, - Install + commission food processing equipment (by FAO under C.02.01 above), - Training in mgmt and maintenance of facilities (by FAO under C.02.01 above)	Refer to Table (1.a)	150,000 (0) 12 mo.	120,000 (0) 12 mo.	270,000 (0) 24 mo.
(C.03.02) Income support provided to vulnerable households in rural and urban areas through demand-driven community infrastructure using local labour - WB	Liberia Agency for Community empowerment (LACE) Community Empowerment Project II (CEP II)	- Prepare annex to existing LACE manual on Work Employment Programme Guidelines; - Hire a Head of Work Employment Programme - Organise and hold workshop on labour-intensive public works; - Identify local priority infrastructure; - Implement project works Target is to create 533,000 person-days temporary jobs in Years Two and Three	Refer to Table (1.a)	1.00 million (1.0 mill)	1.00 million (1.0 mill)	2.00 million (2.0 mill) 24 mo.
(C.04.01) Agricultural market facilities at county level improved - UNDP	MOA, MOPW, LMA, MCI, MOGD	- Local selection of sites for rural markets; - Construction of rural markets –Y2= 15, Y3= 15; - Install + commission services;	Refer to Table (1.a)	250,000 (0)	250,000 (0)	500,000 (0)

Participating UN Agency - specific Outputs	Partners	Indicative Activities	Resource allocation, funding available and indicative timeframe			
			Y - 1	Y - 2	Y - 3	TOTAL
		- Training LMA in mgmt and maintenance of facilities		12 mo.	12 mo.	24 mo.
(C.04.02) Farm-to-market (FTM) roads + bridges rehabilitated using a labour-based approach - UNDP	UNDP / UNOPS / WFP / FAO / UNMIL	Rehabilitate and/or reconstruct 1,350 km of FTM roads incl. bridges in various counties - Y2= 600 km, Y3= 750 km	Refer to Table (1.a)	800,000 (0) 12 mo.	1.0 mill (0) 12 mo.	1.80 mill (0) 24 mo.
(C.04.03) Local procurement initiative at county level initiated - WFP		- Purchase of food (rice/farina) for WFP school feeding programme - Conduct training in business and marketing skills (including packaging, storage, quality control, negotiating skills) - Monitoring of the procurement and distribution process	826,600 (0) 12 mo.	680,800 (0) 12 mo.	680,500 (0) 12 mo.	2,187,900 (0) 36 mo.
(C.05.01) Rehabilitation of micro-dams in priority districts to enhance lowland rice production -FAO		MOA, MOPW, EPA FAO / UNMIL	- Assess damaged dams (target = 60, over three years) nationwide, - Establish priority list - Prepare cost estimates - Rehabilitate prioritised dams – Y2 = 27, Y3= 27	Refer to Table (1.a)	540,000 (0) 12 mo.	540,000 (0) 12 mo.
PRS Strategic Objective 2: To improve food security and nutrition, especially for vulnerable groups such as pregnant women and children under five						
JP Component (D): Support for Access to Basic Services and Safety Nets		CP Output 4.2.2 CP Output 4.3.2 CP Output 4.2.4				
(D.01.02) Access to quality primary education improved by targeting PTAs of regular primary and ALP schools - UNICEF	MOE, MOA WFP / UNDP / UNICEF / WB / UNMIL NGOs (local + int'l)	- Social mobilization of Parent Teachers Associations/ School Mgmt Committees for increased understanding and commitment to school meals; - Production of educational materials for use by peer educators to improve understanding and adherence to school feeding programmes and strengthen community participation in programme implementation; - Support MOE in the publication and dissemination of PTA manual; - Provide support to CEOs / DEOs for monitoring and supervision through school visits	100,000 (0) 12 mo.	75,000 (0) 12 mo.	50,000 (0) 12 mo.	225,000 (0) 36 mo.
(D.01.03) Access to quality education at primary level improved through school gardens programme - FAO	MOE, MOA WFP / UNDP / UNICEF / WB / UNMIL NGOs	- Initiate pilot projects of 2 schools in each of the 15 counties; in Year One - Train agriculture instructors; - Training of school teachers; - Distribute materials and implement to p/p; - Evaluate pilot projects;	150,000 (0) 12 mo.	225,000 (0) 12 mo.	300,000 (0) 12 mo.	675,000 (0) 36 mo.

Participating UN Agency - specific Outputs	Partners	Indicative Activities	Resource allocation, funding available and indicative timeframe			
			Y - 1	Y - 2	Y - 3	TOTAL
	(local + int'l)	<ul style="list-style-type: none"> - Scale up in Year Two to 3 new schools in all 15 counties; - Scale up in Year Three to 4 new schools in all 15 counties; <p>Target: (9 schools x15 counties) = 135 schools Target: (135 schools x 300 pupils)= 40,500 pupils</p>				
(D.02.01) Access to safe water and sanitation increased through FS&N initiatives -UNICEF	MOHSW, MOPW, UNICEF / UNDP / UNMIL	<ul style="list-style-type: none"> - Provide WATSAN support for 45 – 60 schools across the country in 500 communities reaching 250,000 people; - Facilitate the process of community based maintenance of the WATSAN activities through sensitization and awareness raising; - Support community dialogue with targeted populations on best practices against risky hygiene behaviour 	430,000 (200,000) 12 mo.	430,000 (0) 12 mo.	430,000 (0) 12 mo.	1.29 million (0) 36 mo.
(D.03.02) Capacity to deliver a cash transfer programme for vulnerable groups, including pilot programme for vulnerable families - UNICEF	MOHSW, MOGD, MPEA UNICEF/ WFP/ UNDP/ UNHCR/ UNIFEM/ UNFPA/ /UNMIL	<ul style="list-style-type: none"> - Capacity building of government officials on delivery of cash for vulnerable families by MOHSW; - Development of a government cash transfer pilot programme; - Exchange visit to Ghana; - Implement pilot programme 	0	753,000 (0) 12 mo.	1.398 mill (0) 12 mo.	2.151 million (0) 24 mo.
(D.04.01) Access to health services increased - WHO	MOHSW WHO/ UNICEF /UNMIL / WFP	<ul style="list-style-type: none"> - Provision: Therapeutic Feeding guidelines - Training of trainers - Prepare std package of materials for mgmt of severe acute malnutrition - Monitor implementation 	75,000 (20,000) 12 mo.	75,000 (0) 12 mo.	75,000 (0) 12 mo.	225,000 (20,000) 36 mo.
(E.01.01) ENA introduced and operational in 130 facilities in three years - UNICEF	MOHSW, MOE, MOA, MOGD, MIA, MICAT, UNICEF/ WHO/ WFP USAID NGOs (local + int'l)	<ul style="list-style-type: none"> - Train health and community workers (8 x 130) in promotion of infant and young child feeding and in delivery of ENA; - Develop and implement strategy for provision of micronutrient supplements at community and facility level; - Support community based growth monitoring and promotion - Support management of severe (2,000 no.) and moderate (12,000 no.) malnutrition at community and facility level, targeting yearly: - 175,000 children aged between 6-11 months, with Vitamin A, at facility level, - 175,000 pregnant women, with Iron and Folic Acid, at facility level, - 175,000 lactating mothers, with Vitamin A, at facility level, - 630,000 children aged between 6 – 59 months 	Refer to Table (1.a)	1.3 mill (0) 12 mo.	1.4 mil (0) 12 mill	2.70 mill (450,000) 24 mo.

Participating UN Agency - specific Outputs	Partners	Indicative Activities	Resource allocation, funding available and indicative timeframe			
			Y - 1	Y - 2	Y - 3	TOTAL
		with twice-yearly Vitamin A and de-worming tablets, at community level				
(E.02.02) Standard Community Therapeutic Care (CTC) approach developed and disseminated - WHO	MOHSW, MIA, UNICEF/ WHO/ WFP NGOs (local + int'l)	- Review and adapt CTC Field Manual to national context - Print and distribute	50,000 (0) 12 mo.	0	0	50,000 (0) 12 mo.
(E.02.03) Standard Community Therapeutic Care (CTC) approach operationalised - UNICEF	MOHSW, MIA, UNICEF/ WHO/ WFP NGOs (local + int'l)	- Carry out training of trainers (TOT) - Extend support and advice to programme roll-out	300,000 (0) 12 mo.	300,000 (0) 12 mo.	300,000 (0) 12 mo.	900,000 (0) 36 mo.
(E.03.01) Information and skills needed to influence behavioural change towards child and maternal nutrition including diversifying diets in Liberia identified, Behavioural Change & Communication (BCC) package developed and implemented, facility and community-based service providers trained in nutrition counselling - UNICEF	MOHSW, MOE, MOA, MIA, MICAT, UNICEF / WHO/ WFP /UNFPA NGOs (local + int'l): AFRICARE, CRS, MTI	- Develop BCC strategy, - Develop BCC materials and tools, - Provide training, - Undertake community-based BCC activities	100,000 (0) 12 mo.	100,000 (0) 12 mo.	100,000 (0) 12 mo.	300,000 (0) 36 mo.
FAO	Programme Costs		636,000	5,551,000	6,005,000	12,192,000
	Indirect Support Costs		44,500	389,000	420,000	853,500
UNDP	Programme Costs		331,200	1402,700	1,566,500	3,300,400
	Indirect Support Costs		23,200	98,200	109,700.00	231,100
UNICEF	Programme Costs		883,500	2,792,500	3,437,400	7,113,400
	Indirect Support Costs		66,500	195,500	240,600	502,600
WFP	Programme Costs		772,500	1,140,900	1,136,000	3,049,400
	Indirect Support Costs		54,100	79,900	79,500	213,500
WHO	Programme Costs		135,500	70,090	70,090	275,680
	Indirect Support Costs		9,500	4,910	4,910	19,320
World Bank			0	2,000,000	2,000,000	4,000,000
<i>Funding available</i>			400,000	2,000,000	2,000,000	4,400,000
Total	UN organisations and World Bank		2,956,500	13,724,700	15,069,700	31,750,900

Participating UN Agency - specific Outputs	Partners	Indicative Activities	Resource allocation, funding available and indicative timeframe			
			Y - 1	Y - 2	Y - 3	TOTAL
<i>Funding gap</i>	(UN organisations and World Bank) less Funding Available		2,556,500	11,724,700	13,069,700	27,350,900

Table (2.b): Medium-Term Food Assistance

Participating UN Agency - specific Outputs	Partners	Indicative Activities	Resource allocation, funding available and indicative timeframe			
				Y-2	Y-3	TOTAL
PRS Strategic Objective 2: To improve food security and nutrition, especially for vulnerable groups such as pregnant women and children under five						
(C.03.01) Agriculture-related, employment-intensive schemes with a special focus on women and youth supported - WFP	MOL, MOA, MYS WFP /FAO / WFP/FAO/ UNDP/ UNMIL / WB	- Provide 6,360 MT of food to support food-for-work activities in agriculture-related infrastructure and skills training for 40,000 youth and community dwellers per year	Refer to Table (1.b)	2.75 million (0)	2.75 million (0)	5.50 million (0)
(D.01.01) Access to quality education at primary level improved through school feeding - WFP	MOE, MOA WFP / UNDP / UNICEF / WB / UNMIL NGOs (local + int'l)	Provide 20,912 MT of food commodities as hot meals for pre- and primary school children to 300,000 children in Year Two and to 250,000 children in Year Three. Provide 4,716 MT of food as take-home rations for 12,500 girls in Year Two and for 10,000 girls in Year Three.	Refer to Table (1.b)	18.02 million (5.0mil) 12 mo.	14.90 mill (3.0mil) 12 mo.	32.92 million (8.0mil) 24 mo.
(D.01.04) Access to quality education at primary level improved through school-feeding (in response to the global food crisis) - WFP:	MOE, MOA WFP / UNDP / UNICEF / WB / UNMIL NGOs (local + int'l)	Provide 15,000 MT of food commodities as hot meals for 200,000 pre- + primary schools children;	Refer to Table (1.b)	8.70 million (0) 12 mo.	0	8.70 million (0) 12 mo.
(E.02.01) Support management of acutely malnourished children and pregnant and lactating women at facilities and at community level - WFP	MOHSW, MIA, MOGD UNICEF/ WHO/ WFP / WB ECHO	- Provide food support for management of severe + moderate acute malnutrition targeting 24,000 children under five; - Provide food support for 24,000 pregnant and lactating women Provide food support for 9,000 PLWHAs and TB patients attending treatment	Refer to Table (1.b)	5.95 million (200,000) 12 mo.	5.95 million (0) 12 mo.	11.90 million (200,000) 24 mo.
WFP	Programme Costs			33,102,800	22,056,000	55,158,800
	Indirect Support Costs			2,317,200	1,544,000	3,861,200

Participating UN Agency - specific Outputs	Partners	Indicative Activities	Resource allocation, funding available and indicative timeframe		
			Y-2	Y-3	TOTAL
<i>Funding available</i>			5,200,000	3,000,000	8,200,000
Total			35,420,000	23,600,000	59,020,000
<i>Funding gap</i>		(Total minus Funding Available)	30,220,000	20,600,000	50,820,000

Medium Term Support to the PRS - SUMMARY TABLE (2.a + 2.b)

					Resource allocation, funding available and indicative timeframe			
					Y - 1	Y-2	Y-3	TOTAL
Table (2.a)								
FAO	Programme Costs				636,000	5,551,000	6,005,000	12,192,000
	Indirect Support Costs				44,500	389,000	420,000	853,500
UNDP	Programme Costs				331,200	1,402,700	1,566,500.00	3,300,400
	Indirect Support Costs				23,200	98,200	109,700.00	231,100
UNICEF	Programme Costs				883,500	2,792,500	3,437,400	7,113,400
	Indirect Support Costs				66,500	195,500	240,600	502,600
WFP	Programme Costs				772,500	1,140,900	1,136,000	3,049,400
	Indirect Support Costs				54,100	79,900	79,500	213,500
WHO	Programme Costs				135,500	70,090	70,090	275,680
	Indirect Support Costs				9,500	4,910	4,910	19,320
World Bank					0	2,000,000	2,000,000	4,000,000
				Total: Table 2.a	2,956,500	13,724,700	15,069,700	31,750,900
<i>Funding available</i>					400,000	2,000,000	2,000,000	4,400,000
Table (2.b)								
WFP	Programme Costs					33,102,800	22,056,000	55,158,800
	Indirect Support Costs					2,317,200	1,544,000	3,861,200
				Total: Table 2.b		35,420,000	23,600,000	59,020,000
<i>Funding available</i>						5,200,000	3,000,000	8,200,000
Total	UN organisations and World Bank				2,956,500	49,144,700	38,669,700	90,770,900

					Resource allocation, funding available and indicative timeframe			
					Y - 1	Y-2	Y-3	TOTAL
<i>Funding gap</i>	(UN organisations and World Bank) less Funding Available				2,556,500	41,944,700	33,669,700	78,170,900

6. Management and Coordination Arrangements

In the FS&N Strategy document the Government has set out a proposed institutional framework for governance and oversight as well as the coordination of food security and nutrition initiatives and activities, taking into account the need for gender balance. This also includes the monitoring of food insecurity and under-nutrition nationwide. The final institutional arrangements will determine how and where the joint programme will fit under Government leadership, and where the programme coordination function will be co-located within a designated government body. The joint programme is led by the Government and will respond to and answer to the Government through the Joint Programme Steering Committee (see below).

At the highest level is to be the **Food Security and Nutrition Coordination Council (FSNCC)**, chaired by the President, and will include members drawn from a wide range of agencies, actors and partners committed to resolving the dual problems relating to food security and nutrition in Liberia. There is also a **Technical Committee** that is a sub-committee of the FSNCC, made up of a small number of technically expert members of the FSNCC, and is charged with managing the implementation of the Strategy and the decisions of the FSNCC. Finally, to support both of these is a **Secretariat**, which will be formed as a separate division within the Department of Planning and Development, Ministry of Agriculture. The ministry will be responsible for the effective staffing and functioning of the Secretariat.

Programme Planning and Management

The technical expertise, planning and implementation capabilities, management, and resources of each participating UN agency determine an agency's ability to be involved in the programme. No one agency can operate by itself, acting through a coordinate mechanism such as the joint programme ensuring complementarity is vital. For the ExCom Agencies, commitments are elaborated in the Country Programme Action Plan(s) agreed and signed. The UNCT technical working group (TWG) has recognised that success of the joint programme will rest on starting with core activities, some enabling in nature and others more focused on delivery, and expanding cautiously. Through ongoing programmes and projects in this field, TWG members are familiar with the overall picture and direction of the UN's total response. Some ongoing activities form the core of initiatives to be taken forward under the joint programme, with agencies taking the opportunity to enhance the added value through joint planning and implementation.

Coordination

By the multi-sectoral nature of food security and nutrition, the overall responsibility for coordination of the joint programme lays with government, in this case the Technical Committee of the FSNSS. The Chairperson of the Technical Committee and the UN Resident Coordinator (DSRSG) shall co-chair the **Joint Programme Steering Committee (JPSC)** with representatives from key ministries – Agriculture, Health and Social Welfare, Planning and Economic Affairs, Gender and Development, other key agencies, each of the participating UN agencies and the World Bank, and representatives of partners. Specialist agencies such as OHCHR, UNAIDS and UNIFEM may be invited to advise in the deliberations of the JPSC as required. This body will guide the programme overall on strategic matters. Decisions of the Steering Committee are made through consensus. The Steering Committee should also exercise oversight and be responsible for making necessary arrangements for assurance function. The terms of reference will be prepared after consultation with the government and development partners.

The UN has a FS&N **Technical Working Group (TWG)**, which meets to review issues and to coordinate interventions. The TWG will form the basis for coordination within the joint programme

and also with those activities that are germane to but fall outside the remit of the joint programme. Given that the UN intends to remain responsive to emerging national needs and strategies, the scope and partnerships of the joint programme are to be viewed as evolving processes, with the possibility of adding more elements over time.

Whereas each output and component under the UN programme has a **lead agency** to coordinate as required, coordination of the overall UN programme will be the responsibility of the Resident Coordinator on behalf of the co-chairs of the Joint Programme Steering Committee.

The day-to-day coordination and administration of the overall programme will be the responsibility of a **Programme Coordinator** under the Resident Coordinator, with suitable administrative support, and will be based at the FSNCC Secretariat, scheduled to be located in the Ministry of Agriculture. The Programme Coordinator will become the UN FS&N TWG focal point/coordinator, and will be responsible for the consolidated reporting on progress of the programme as well as those general administrative and coordination functions necessary for the orderly running of the programme. If necessary, depending on the final fund management arrangements agreed by the UN agencies, the Programme Coordinator may have responsibilities for compiling consolidated programmatic and financial reports. However, individual agencies remain directly responsible for fiduciary management of any funds granted to them – see Section 7 below.

7. Fund Management Arrangements

Overview

Some activities under the joint programme are ongoing and have partial funds available through current funding arrangements. There is a need to secure complementary funding to complete the outputs, in addition to total funding for those outputs and activities that currently have no funding. So as not to disrupt but to build upon current funding arrangements, the joint programme intends to use a **combination of pass-through and parallel fund management options**, depending on the circumstances. The preference is for the simplest financial arrangements possible, and the avoidance of a menu approach. By simplicity is meant that a donor would either contribute funds, without specific earmarking, to one or more programme components or indeed, the overall programme. In order for an output to be successfully completed, each UN agency undertaking output-related activities must have the necessary funding to complement the work of others.

Financial Management and Accountability

As with all donor-funded UN programmes, programming and financial accountability rests with the UN participating organisations individually for their respective outputs under the joint programme. Annual work plans per UN component will be developed together with government counterparts and development partners.

UNDP will act as the **Administrative Agent (AA)** under the pass-through fund management option as applied to this programme. Under this modality UN participating organisations agree to channel funds for the joint programme through the AA. The AA is entitled to allocate an administrative fee of one percent of the amount contributed via the pass-through mechanism to meet the costs of performing AA's functions described in this Memorandum of Understanding.

One single pass-through mechanism is certainly best for the overall programme. The indirect costs to be charged by each organization will be reflected in the respective budgets.

The UN participating organizations and the AA are required to maintain accurate records on all financial transactions. To this end, all accounting, financial reporting and auditing procedures will be as stipulated within the UNDG joint programming guidelines.

UNDP's responsibilities as AA will include the following:

- Receipt, administration and management of contributions from donors;
- Disbursement of funds to the participating UN organisations;
- Compilation of project and financial reports developed by each of the participating UN organizations into consolidated reports, and provision of such consolidated reports to each donor that has contributed to the Fund.

General Requirements and Procedures

Each UN organisation receiving funds through the pass-through mechanism will sign a standardized Memorandum of Understanding with UNDP. Under such MOU, each UN organisation assumes full programmatic and financial accountability for the funds disbursed to them by the AA. In parallel, each contributing donor signs a standardized Letter of Agreement with UNDP as AA, setting out terms and conditions governing the receipt and administration of the contribution.

Allocation of un-earmarked funds

The JPSC will determine how funds are to be allocated by component or output. The Technical Working Group and the Programme Coordinator will advise and assist the JPSC in this regard.

Budget Preparation and Reporting

Each participating UN organisation will support preparation of the common budget accompanying the workplan. This consolidated budgeting, supported by the Programme Coordinator, will permit the JPSC to be informed by the Programme Coordinator of the projected flow and utilisation of funds, and of any potential funding shortfalls or new requirements.

The programmatic and financial accountability will rest with the participating UN organizations and (sub-)national partners that would be managing their respective components of the joint programme. The AA, for its part will be responsible for the reporting on the status of the pass-through fund, incorporating the reports of individual UN organisations funded in this way. Where UN organisations have received programme-related funding through the parallel mechanism each will prepare and submit a regular financial management report to the relevant donor(s) and the JPSC, copy to the Programme Coordinator, at the same frequency of the AA's reporting on the pass-through funding. So that there is coherent, consolidated financial reporting by the UN joint programme overall, the AA and the Programme Coordinator will compile regular consolidated financial management reports, at a frequency to be determined, for submission to the JPSC.

Disbursement of Funds

Disbursement arrangements follow each UN organisation's regulations and rules as appropriate.

Accounting and Audit

Each UN organization will account for the income received to fund its programme sub-components or outputs in accordance with its financial regulations and rules. Consistent with current practice, each UN participating organisation will be responsible for auditing the sub-component or outputs of the programme for which it is responsible, in accordance with

existing UN rules, regulations, and procedures. Audit opinions and recommendations of the individual UN organisations must be communicated to the JPSC within four weeks.

8. Feasibility, risk management and sustainability of results

Feasibility and Major Risks

- As with all major programmes and projects in Liberia, there is a risk that the government may be distracted as it deals with the many issues and events facing it. Policy formulation, timely decision making, followed up by action at the key ministries and at county level, may not always occur.
- Food insecurity due to rising world prices and shortages, particularly for rice, may derail the thrust of the programme due to the need for a more emergency-type response, coupled with either localised or possibly widespread insecurity.
- Due to challenges of capacity and competing priorities, the project may fail to substantively integrate responsiveness to the gender dimensions and human rights-based approach of food security and nutrition into the interventions, and therefore not adequately account for the differentiated implications on, and potentials of, women and men to contribute to achieving the expected results.
- Donors not remaining committed to providing funds to at least support FS&N priority activities, if not the overall programme.
- Major complementary programmes such roads, are not funded or undertaken in a timely manner, thus decreasing the impact of the joint programme.
- Although the FS&N Strategy is clear on the responsibility of the Technical Committee of the FSNCC, it remains to be seen if it will be operationalised under effective leadership and hence give appropriate guidance to the joint programme through the JPSC.
- Inability to appoint, recruit and retain competent staff at key ministries, agencies and counties with responsibilities in dealing with food security and nutrition.
- Inability to deliver capacity building inputs in a coherent and timely manner.

Risk Management

Some of the above risks, amongst others, may or may not be managed. Hence, overall management of risk is primarily by going step-by-step in rolling out the joint programme. Although components (A) and (B) are small compared to the proposed levels of intervention of the three main components (C – E), they are important because their focus is on enabling better national management of food security and nutrition, through informed and timely decision making and follow up, and by extension on better risk management as well.

Sustainability

Many of the initiatives for increasing food production, processing and storage, access to markets, and improving nutrition, will build upon opportunities and resources that already exist. Hence, provided the infrastructure linkages – at local, county and national levels – come on stream on a prioritised basis then there is the potential for real opportunity. Likewise, in utilizing the potentials displayed by women in the agricultural sector and addressing the structural barriers to increasing their outputs, the project will contribute to unleashing their potentials to increase their current role in revitalising the economy in Liberia. The currently very high price of rice, the most popular staple in the country, should act as an incentive to farmers in both the lowlands and the highlands to grow more, confident in securing a good return on their investment. Women with improved nutritional status will give birth to well-nourished children which will break the intergenerational cycle of malnutrition. Children with improved nutritional status will do better in school and will become more productive adults in the future. The employment opportunities should be a win-win situation, with the production of much needed assets such as agricultural and rural roads to markets, as well as reclaiming and improving previously productive land for a range of demand-driven produce – staples, vegetables, fruits and fish. Overall, the government will be empowered to monitor and respond to any changes in food security.

9. Accountability, Monitoring, Evaluation and Reporting

Accountability and Responsibility

Looking at the programme from the bottom up, the hierarchy of responsibilities is as follows:

- Individual outputs are the responsibility of individual UN organisations as identified, and as developed with a workplan and budget);
- Coordination of an individual component will be assigned a Lead Agency, which will have responsibility for the preparation of the component summary workplan and budget. The RC will be responsible for Component "A": Support for National Leadership and Coordination, and Component "B": Support for the FS&N-related Policy, Legislation and Guidelines. Lead Agencies for the other three Components will be appointed in due course.
- Overall coordination of the joint programme will be undertaken by the Resident Coordinator and Minister of Agriculture as co-chairs of the JPSC. Within this organisation will be the Programme Coordinator, as described in Section 6 above.

Progress and Financial Reports

Progress reporting and financial reporting will follow the above hierarchy of responsibilities, and will be undertaken at an agreed frequency and to an agreed format so as to permit consolidation at the next level above. In turn, stakeholders reviewing consolidated reports must be able to disaggregate the data as presented, so as to promote incisive reviews and inform decision making. Attempts should be made to ensure disaggregating of indicators, e.g. by sex, age, type of households, geographical or social clusters (taking into account minorities and indigenous groups as appropriate). The UN organisations will agree a validation mechanism for data being presented in reports, so that stakeholders and funding donors can be confident that the picture presented is accurate, coherent and consistent.

Each participating UN organisation will prepare progress reports and financial reports in accordance with its policies and procedures. Reporting practices and formats should be harmonized to the extent possible. Consolidated progress reporting to the JPSC will be the responsibility of the RCO. However, due to the possibility of two funding mechanisms being used (parallel and pass-through), responsibilities should be as follows:

- The AA should be assigned the preparation of a consolidated financial report for agencies and outputs funded by the pass-through modality, for submission to the JPSC and the funding donors.
- For those agencies and outputs funded by the parallel funding modality, the Programme Coordinator will be responsible for consolidating these reports.
- Overall, the Programme Coordinator will be responsible of preparing summary JP consolidated progress reports and financial reports.
- The aggregated/consolidated financial report should be clearly identified as a compilation of the UN organisations' financial reporting and be presented "for information purposes" only.

Formal progress and financial reports will be submitted to the JPSC and the funding donors on an annual basis. In addition, there will be updates to the JPSC and the funding donors on a quarterly or six-monthly basis.

Monitoring

Monitoring shall occur throughout the year. In accordance with good practice there should be an annual review of the joint programme consolidated and component work plans. The planned monitoring activities and any evaluations of the joint programme will follow the UNDAF (Section VI applies), and will form part of the UNDAF M&E plan. As is adopted in other joint programmes, participating UN organisations should undertake joint field visits, cognizant of the demands on key government officials. At this point, the need to integrate special gender assessments into the regular monitoring of the project and feeding into the first annual review, has been identified.

Annual Reviews

The implementing partners and the participating UN organisations shall jointly conduct scheduled/annual planning and review meetings for all activities covered in the results framework (Section 4 above), monitoring and evaluation plan and work plans covered by this joint programme. This will include an assessment of the risks and assumptions to determine whether they are still appropriate. A new work plan (Output, Component or Programme) is approved in writing by the JPSC. There is no requirement for the Joint Programme document to be signed every year. However, any substantive change in the joint programme scope will require revision of the Joint Programme Document. The amendments will be signed by all parties.

10. Ex Ante Assessment of Cross-cutting Issues

As stated above, the UN clearly supports the government's acknowledgment that food is a fundamental human right. As a result of various key surveys and how they have influenced the development of government policy, the UN has reflected a strong, positive bias to ensuring cross-cutting issues are addressed in UN response. In turn the joint programme explicitly addresses the key cross-cutting issues in the UNDAF – Youth, Gender Equality and Women's Empowerment, Environment and Sustainable Development, and Capacity Building - in the design and implementation of the various outputs and in close coordination and linkages to other UN joint programmes.

Under **Gender Equality and Women's Empowerment**, the major focus of the programme is on women, be it through targeted priority nutrition interventions and safety nets, access to the means of production, productive assets and small-scale mechanisation, advice and training for improved marketing, processing and storage, and as being the agents of behavioural change towards child, maternal and the wider family in communities. Specific strategies to address specific gender equality concerns through project implementation shall include; (i) enhancing women's access to resources and extension services; (ii) ensuring that interventions pay attention to women's time burden' (iii) ensuring that women friendly technologies are introduced in the strategies to increase agro production and processing; and, (iv) ensuring that women have increased voice in the governance of the sector. In addition, there will be close linkage with the HIV/Aids, Gender Based Violence, and Gender Equality and Women's Economic Empowerment joint UN programmes to ensure coordination of proper nutrition for the most vulnerable, as well as access to basic health and education services.

Under **Environment and Sustainable Development**, the ethos and approach adopted in the programme are to contribute to developing and sustaining the appropriate regeneration of agriculture and natural resources for the benefit of all Liberians. The joint programme may be hoping for quick wins but is not seeking quick fixes that are unacceptable. Related infrastructure, particularly rural roads, water and sanitation will be designed accordingly. All key government policy and strategy documents for the sector reflect this approach.

Under **Capacity Building**, the programme intends to increase both capacities and competencies at national and county level with a human rights-based approach, as well as providing advice and training to communities on food security and improving nutrition. Explicitly, programme components (A): Support for National Leadership and Coordination, and (B): Support for Development of FS&N-related Policy, Legislation and Guidelines, address institution strengthening and organisation building. In addition, throughout the three main components there are important elements of capacity building of target beneficiaries. The involvement of the County Support Teams is crucial to capacity building at the sub-national level. Support may also be provided from UNDP Regional Service Centre in Dakar.

11. Legal Context or Basis of Relationship

Each agency's activities under this Joint Programme will be governed by the respective applicable basic and other agreements of the agency as per the table below.

Participating UN organization	Agreement
UNDP	This Joint Programme Document shall be the instrument referred to as the Project Document in Article I of the Standard Basic Assistance Agreement between the Government of Liberia and the United Nations Development Programme, signed by the parties on 27 April 1977.
WFP	Letter of Understanding Between the World Food Programme and the Government of the Republic of Liberia Concerning Protracted Relief and Recovery Operation (PRRO) 10454.0 until 30 June 2009.
UNICEF	The Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF on 20 July 2001 provides the basis of the relationship between the Government and UNICEF.
WHO	The Programme of Technical Cooperation covering 2008 and 2009 was signed between WHO and the Government of Liberia on 16 January 2008.
FAO	The Food and Agriculture Organization of the United Nations and the Government of Liberia entered the Host Country Agreement for the establishment of the FAO Representation in Liberia, in March 1977.
World Bank	Liberia is a member of the World Bank Group since 1962.

12. Workplan, Budget and Available Funding

The Work Plan, Budget and Available Funding for Year One are presented in Annex 2 below.

ANNEX 1: Joint Programme Monitoring Framework (JPMF)

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities
(A.01) The FS&N Coordination Council, Technical Committee and Secretariat instituted and operationalised including capacity building				
(A.01.01) The FS&N Coordination Council, Technical Committee and Secretariat instituted and operationalised plus capacity building - FAO	FSNCC, TC and Secretariat established and operational Meetings being held Reports and papers being prepared and discussed	- Inspect secretariat - Observe meetings - Review minutes - Reports and papers available	Visit secretariat Desk review Quarterly monitoring update	MOA , MPEA FAO
(A.02) FS&N monitoring system (FSNMS) established and operationalised, including capacity building				
(A.02.01) FS&N monitoring system (FSNMS) established and operationalised, including capacity building - WFP	Approved FSN system operational Monthly market price reports Quarterly HH survey reports Annual Reports No. of trained govt staff able to analyse FS&N data	Reports from secretariat available, Training and workshop reports	Desk review every 6 mo. Periodic visits to relevant government institutions	MOA, MOHSW, LISGIS WFP
(A.02.02) Predictable and stable food imports and national production monitored - FAO	Availability of food, in both rural + urban areas Enhanced government decision-making	- Inspection of food stocks - Timeliness and appropriateness of government decisions	Visits to markets Desk review of policies and decisions - on a quarterly basis	MCI, MOA, MPEA FAO
(A.03) GoL human capacities increased to implement FS&N strategy				
(A.03.01) GoL human capacities increased to implement FS&N strategy - FAO	No. personnel trained + correctly assigned FSN reports coming in from the field	Personnel rosters in key departments Field visits Training reports FS&N reports Availability of and access to FS&N information	Desk reviews and sample interviews every 3 months Observe training sessions periodically	MOA, MPEA, MCI, MOHSW FAO, UNICEF
(B.01) Policy and implementation strategy frameworks developed				
(B.01.01) Nutrition Policy framework and implementation strategy developed - WHO	Nutrition policy and plan developed	Policy and Plan available	Consultation Desk review Updates from working groups and consultation meetings - All quarterly	MOHSW WHO
(B.01.02) Food and Agriculture Policy and implementation strategy framework	Production of policy and strategy documents	- Availability of documents, - Level of stakeholder involvement	Desk review, consultation and	MOA

developed - FAO	Stakeholder endorsement		interviews every 3 mo.	FAO
(B.01.03) Law and policy framework developed to deliver social safety nets for vulnerable groups - UNICEF	Framework endorsed by MoHSW Implementation Plan endorsed by MoHSW	- Inspect framework and Implementation Plan, - Level of MOHSW involvement	Desk review and interviews every 3 months	MOHSW UNICEF
(B.02) Communal property resources safeguarded				
(B.02.01) Communal property resources safeguarded: - FAO	Land Commission functioning as planned, Legislation on land tenure Reduction in backlog of land conflict case	- Availability of documents, - Level of stakeholder involvement	Desk review and interviews every 3 months	MLME FAO, WB
(C.01) Pre-harvest losses reduced, and access to means of production, productive assets, and small-scale mechanisation broadened + secured				
(C.01.01) Access to means of production, productive assets, and small-scale mechanisation broadened + secured - FAO	Increased availability of seeds, implements and agro-chemicals Expansion of IPPM progrom Increasing surpluses for sale Reduced pre- and post-harvest losses	Visits to seed centres, Visit local markets Interviews with farmers Reports on loss reductions	Desk review and interviews every 3 months	MOA FAO
(C.01.02) Protein-rich food sources and production increased - FAO	- Identification and assessment of areas for intervention - Establishment of 10 poultry houses in ten districts/four counties	<i>To be advised</i>	<i>To be advised</i>	MOA FAO
(C.01.03) Agricultural productivity enhanced to raise production primarily through increasing yields and reduced post-harvest losses - WB	% increased access to water by residents of Monrovia; % increased access to an all-season road for targeted population; % increase in number of markets where rice seed is available; % increase in metric tonnes of cocoa % increase in rice and cassava production in project areas	<i>To be advised</i>	<i>To be advised</i>	<i>To be advised</i>
(C.02) Post-harvest processing and storage improved				
(C.02.01) Post-harvest processing and storage services improved - FAO	Increase in farmers' incomes Increased diversification Increased employment in agri-business value chain Reduced crop losses	Project reports Interviews with local farmers and NGOs	Desk review and interviews every 6 months Site visits if needed	MOA, LMS FAO
(C.02.02) Post-harvest processing and storage buildings improved - UNDP	No. of warehouses constructed and in use No. of marketeers using centres Quantity and quality of food	Project reports Inspection of facilities Facility record books	Desk review and interviews Every 6 months	MOA, LMS FAO, UNDP

	processed		Site visits if needed	
(C.03) Agriculture-related, employment-intensive schemes for women and youth launched				
(C.03.01) Agriculture-related, employment-intensive schemes for women and youth supported - WFP	Acreage under cultivation Road lengths rehabilitated No. of people trained	Reports	Desk review every 6 mo. Spot checks and monitoring visits every month	MOA, MOGD, MYS WFP, FAO
(C.03.02) Income support provided to vulnerable households in rural and urban areas through demand-driven community infrastructure using local labour - WB	Constructed/rehabilitated: - No. of schools - No. of markets - No. of bridges - No. of wells built - No. of health facilities - % of PMCs that have - 50% women; - % of PMCs managing their own bank account; - % of communes that have minutes of meetings electing PMCs; - No. of PMC members successfully trained p/a; - No. of county/district officials successfully trained every year; - Number of person-days provided in labour-intensive work	<i>To be advised</i>	<i>To be advised</i>	<i>To be advised</i>
(C.04) Agricultural markets and marketing at county level improved				
(C.04.01) Agricultural market facilities at county level improved - UNDP	No. of market facilities constructed + in use No. of vendors using centres No. of marketeers using centres Quantity and quality of food sold	Project reports Inspection of facilities LMA records	Desk review and interviews every 6 months Site visits if needed	MOA, LMS UNDP, FAO
(C.04.02) Farm-to-market (FTM) roads + bridges rehabilitated using labour-based approach - UNDP	No. of kms. of FTM roads + bridges rehabilitated Increase in road usage Regular and periodic maintenance	Project reports Surveys	Desk studies every 6 mo. Field visits and interviews with beneficiaries as needed	MOPW UNDP
(C.04.03) Local procurement initiative at county level initiated - WFP	Number of cooperatives and family households successfully participating in the project, No. small-scale farmers trained in	Reports	Desk review every 6 mo. Spot checks and field visits every month	MOA WFP, FAO

	marketing-related skills			
(C.05.01) Rehabilitation of micro-dams in priority districts to enhance lowland rice production -FAO	No. of micro-dams: Inspected, assessed, prioritised, costed, approved, rehabilitated Acreage of lowland farming increased Rice crop increased	Surveys, reports, assessments, budgets + plans; Field visits Interviews with local farmers and NGOs	Desk review and interviews every 6 months Site visits as needed	MOA FAO
(D.01) Access to quality education at primary level improved through FS&N initiatives				
(D.01.01) Access to quality education at primary level improved through school feeding - WFP	Increased enrolment and attendance rates in WFP-assisted schools, Reduced gender disparity,	Reports, School records Interviews	Desk review every 6 mo. Spot checks and field visits every month	MOE, MOGD WFP, UNICEF
(D.01.02) Access to quality primary education improved by targeting PTAs of regular primary and ALP schools - UNICEF	School feeding handbook produced, SFP key messages disseminated, PTA policy guidance that makes reference to school feeding produced, and PTAs trained	Documents available, Communications strategy, Training reports	Desk review and interviews every 3 months Visit sample of schools	MOE UNICEF and partners
(D.01.03) Access to quality education at primary level improved through school gardens projects - FAO	Pilots in 67 districts undertaken No. of teachers trained in S/G concepts + practices No. of S/G projects launched and implemented	Pilots completed successfully and lessons learned, Project reports	Desk review every 3 mo. Visit sample of pilot schools Interviews of staff and pupils	MOE, MOA FAO
(D.01.04) Access to quality education at primary level improved through school-feeding (response to the global food crisis) - WFP	Increased enrolment and attendance rates in WFP-assisted schools, Reduced gender disparity, % of schools with active PTAs		Desk review every 6 mo. Spot checks and field visits every month	MOE, MOGD WFP, UNICEF
(D.02) Access to safe water and sanitation increased through FS&N initiatives				
(D.02.01) Access to safe water and sanitation increased through FS&N initiatives -UNICEF	% of schools supported by WFP and UNICEF that receive WATSAN support % of WATSAN activities adequately maintained by the community % of population reached on ways to avoid risky hygiene practices	Reports from CEOs, Reports from health clinics	Desk review Interviews with staff and beneficiaries Site visits Quarterly monitoring update	MOE, MOHSW UNICEF and partners

	% of those reached who practice improved hygiene practices a year after			
(D.03) Capacity to deliver social safety nets for vulnerable groups strengthened, including pilot programme for vulnerable families				
(D.03.01) Emergency food/cash / vouchers scheme for vulnerable urban groups in place - WFP	Number of persons (disaggregated by sex and age) benefitting	Monitoring reports, Records, Accounts,	Desk review every 6 mo. Post-distribution visits and interviews with beneficiaries and staff monthly	MOHSW, MOGD, MPEA WFP, UNICEF
(D.03.02) Capacity to deliver a cash transfer programme for vulnerable groups, including pilot programme for vulnerable families - UNICEF	Strategy and Plan in place No. of workshop held, No. + range of participants MoHSW Capacity to lead and deliver programme + workshops, Pilot programme designed, launched + successful, Assessment of pilot programme + lessons learned.	Documents available, Training materials, Process and procedures, Reports	Desk review Observation of training Interviews with staff and beneficiaries Site visits Quarterly monitoring update	MOHSW, MPEA, MOGD UNICEF
(D.04) Access to health services increased through FS&N initiatives				
(D.04.01) Access to health services increased - WHO	Guidelines produced; services providers trained; intervention package prepared and implementation monitored	Guidelines available Number of personnel trained Training reports Intervention package assessed Reports on implementation	Contract for printing Guidelines, Inspection of training, Consultations on development of package, Consensus on package, Distribution assessment Quarterly monitoring update	MOHSW WHO
(E.01) Priority interventions by GoL fully supported				
(E.01.01) Priority interventions by GoL fully supported particularly by: - essential nutrition actions (ENA) taken; - the acutely malnourished saved; - care improved: - UNICEF (LEAD)	% reduction in severe and moderate acute malnourished children, Quantity of inputs delivered, % reduction in instances of Vitamin A deficiency and worms infestation, No. of children enrolled in programme, Under-5s monitored	Activity reports Survey results, Nutrition surveillance system, KAP survey HMIS records Health facility records	- Routine / monthly -Survey results every two years, - Nutrition surveillance system monthly,	MOHSW, LISGIS UNICEF, WHO, WFP

	No. of health workers trained, Training given, % prevalence of low birth weight, Increased consumption of iodised salt, No of children cured and discharged, No. of children screened and admitted, No. receiving food assistance, % Prevalence of exclusive breast feeding, Timely complementary feeding, % currently breastfeeding		- KAP survey every two years, - Health facility records review every 6 months	
(E.01.02) Infant and Young Child Feeding (IYCF) strategy developed and implemented - WHO	Strategy developed and endorsed by stakeholders Awareness campaign held Strategy and plan distributed Implementation under way % Prevalence of exclusive breast feeding, Timely complementary feeding, % currently breastfeeding	-Documents available - Stakeholders informed, - Reports from centres and NGOs	Desk review and interviews with partners every 6 mo.	MOHSW WHO
(E.02) Priority interventions to treat acutely malnourished children and pregnant and lactating women				
(E.02.01) Treatment of acutely malnourished children and pregnant and lactating women at facilities and at community level scaled up -WFP	Reduction in severe/ moderate acute malnourished children, Reduced incidence of low birth rate, No/children cured /discharged No. of children screened and admitted, No. receiving food assistance, No. of beneficiaries reached, Amount of food delivered by category of beneficiary (disaggregated by sex/age)	WFP monitoring reports	Desk review every 3 mo. Periodic visits	MOHSW WFP
(E.02.02) Standard Community Therapeutic Care (CTC) approach developed and disseminated - WHO	Strategy and guidelines developed + endorsed Guidelines distributed to all 15 counties	Documents available Reports	Desk review and interviews with partners every 6 mo.	MOHSW WHO
(E.02.03) Standard Community Therapeutic Care (CTC) approach operationalised - UNICEF	Training of trainers at facility + community level in all 15 counties, Materials available, No. of CTC outpatients centres established and operational, % reduction in wasting, % reduction in LBW children, % low BMI in women	Training materials Training reports CHT reports NGO reports	Desk review and interviews with partners every 6 mo.	MOHSW, LISGIS UNICEF, WHO, WFP

(E.03) Behavioural change towards child and maternal nutrition including diversifying diets, influenced				
(E.03.01) Information and skills needed to influence behavioural change towards child and maternal nutrition including diversifying diets in Liberia identified, collated and supported - UNICEF	Communication strategy, Dissemination of materials at national, district and community levels, % Prevalence of exclusive breast feeding, Timely complementary feeding, % currently breastfeeding	KAP Survey Training reports Activity reports NGO reports	KAP Survey every two years Desk review and interviews with partners every 6 mo.	MOHSW WFP

ANNEX 2: WORK PLAN, BUDGET AND AVAILABLE FUNDING

Work Plan for: Joint Programme on Food Security and Nutrition

Period: July 2008 – June 2009

(1) Emergency Preparedness and Response in Support of Government's Strategic Priorities

Work Plan (1.a): Improve Utilisation and Production

JP Outputs	Partners	Indicative Activities	Time Frame				Planned Budget		
			Q1	Q2	Q3	Q4	Source of funds	Budget Description	Amount
(A.01.01) The FS&N Coordination Council, Technical Committee (TC) and Secretariat instituted and operationalised plus capacity building - FAO	MOA, MOHSW, MPEA FAO / UNDP/ UNICEF/ UNHCR / WFP / WHO / WB	- Provide expert to work with FSNCC and TC, - Facilitate setting up of FSNCC secretariat incl. furnishings and equipment;, - Support for recruiting staff for secretariat - Facilitate work of TC including development of Action Plan	X	X	X	X			200,000
(A.02.02) Predictable and stable food imports and national production monitored - FAO	MOA, MPEA, WFP / FAO / UNICEF/ UNHCR / UNDP/ UNMIL	- Undertake annual crop assessment + food balance sheet; - Support monthly reports on food availability and prices	X	X	X	X			50,000
(C.01.01) Access to means of production, productive assets, and small-scale mechanisation broadened + secured in the remaining 52 districts - FAO	MOA/CARI, LPMC, MIA FAO/UNDP/ WFP /UNMIL / WB	Ensure supply of quality planting materials (60 kg/farmer) + production- related inputs for 1,000 farmers per remaining district (52) total = 3,100 MT of improved seed Y1= 10 districts - Expand IPPM programme in 52 districts; - Expand production of agro-machines incl. power tillers and small tractors at five centres - Capacity building for agriculture coordinators and 346 farm-based organisations (FBOs) covering 52,000 farmers	X	X	X	X			1,500,000
(C.01.02) Protein-rich food sources and production increased - FAO	MOA, MOPW FAO/ WFP/ UNMIL/ WB	- Identification and assessment of areas for intervention - Establishment of 10 poultry houses in ten districts/four counties	X	X	X	X			800,000
(C.02.01) Post-harvest processing and storage services	MOA, MOPW, MOHSW (QC), MOGD	- Establish community-based technology-transfer centres (TTC) including storage in the remaining 52 districts – Y1= 20,	X	X	X	X			900,000

JP Outputs	Partners	Indicative Activities	Time Frame				Planned Budget		
			Q1	Q2	Q3	Q4	Source of funds	Budget Description	Amount
improved - FAO	FAO / UNDP / WFP / UNMIL	- Expand local fabrication of agro-processing equipment from the current two TTCs (in Tubmanburg, Zwedru) to five TTCs (new – Lofa, Nimba, River Cess)							
(C.05.01) Rehabilitation of micro-dams in priority districts to enhance lowland rice production - FAO	MOA/CARI, LPMC, MIA FAO/UNDP/ WFP /UNMIL / WB	- Assess damaged dams (target = 60) nationwide, - Establish priority list - Prepare cost estimates - Rehabilitate 6 prioritised dams in Year One	X	X	X	X			120,000
(A.02.01) FS&N monitoring system (FSNMS) established and operationalised, including capacity building - WFP	MOA, MPEA, LISGIS WFP / FAO / UNICEF/ UNHCR / UNDP/ UNMIL	- Establish national institutional framework for Food Security and Nutrition monitoring system - Develop and pilot methodology - Support data collection (household, nutrition and market surveillance) activities in Greater Monrovia and 15 counties - Capacity building for FSN analysis and reporting	X	X	X	X			611,000
(D.01.02) Access to quality primary education improved by targeting PTAs of regular primary and ALP schools - UNICEF	MOE, MOA WFP / UNDP / UNICEF / WB / UNMIL NGOs (local + int'l)	- Social mobilization of Parent Teachers Associations/ School Mgmt Committees for increased understanding and commitment to school meals; - Production of educational materials for use by peer educators to improve understanding and adherence to school feeding programmes and strengthen community participation in programme implementation; - Support MOE in the publication and dissemination of PTA manual; - Provide support to CEOs / DEOs for monitoring/supervision through school visits	X	X	X	X			100,000
(E.01.01) ENA introduced and operational in 130 facilities in three years - UNICEF (Lead)	MOHSW, MOE, MOA, MOGD, MIA, MICAT, UNICEF/ WHO/ WFP USAID NGOs	- Train health and community workers (3 x 130) in promotion of infant and young child feeding, and in delivery of ENA; - Develop and implement strategy for provision of micronutrient supplements at community and facility level; - Support community based growth monitoring and promotion - Support management of severe (800 no.) and moderate (3,000 no.) malnutrition at community and facility level; - Develop protocols and guidelines for delivery	X	X	X	X			1,000,000

JP Outputs	Partners	Indicative Activities	Time Frame				Planned Budget		
			Q1	Q2	Q3	Q4	Source of funds	Budget Description	Amount
	(local + int'l)	of ENA							
(C.02.02) Post-harvest processing and storage buildings improved - UNDP	MOA, MOPW, MOHSW (QC), MOGD FAO / UNDP / WFP / UNMIL	- GOL selection of sites for warehouses; - Construction of warehouses - Install + commission food processing equipment (by FAO under C.02.01 above) - Training in mgmt and maintenance of facilities (by FAO under C.02.01 above)	X	X	X	X			280,000
(C.04.01) Agricultural market facilities at county level improved - UNDP	MOA, MOPW, LMA, MCI, MOGD	- GOL selection of sites for TTC including warehouses; - Construction of 20 TTC warehouses in Year One - Install + commission food processing equipment (by FAO under C.02.01 above) - Training in management and maintenance of facilities (by FAO under C.02.01 above)	X	X	X	X			807,000
(C.04.02) Farm-to-market (FTM) roads + bridges rehabilitated using a labour-based approach - UNDP	UNDP / WFP/ FAO/ UNMIL	Rehabilitate and/or reconstruct 150 km of FTM roads incl. bridges in various counties in Year One	X	X	X	X			225,000
(C.06.01) Agricultural productivity enhanced to raise production primarily through increasing yields and reduced post-harvest losses - WB	MOA, CARI Agricultural Infrastructure Development Project (IDA H3270) International Institute for Tropical Agriculture (IITA) WARDA	- Scaling up existing components of the AIDP in three counties – Lofa, Bong and Nimba; - Seeking opportunities for quick impacts through post-harvest infrastructure; - Helping farmers to concentrate on the 2009 and 2010 planting seasons; - Capacity building of CARI and country-level extension system; Target = 150,000 small farmers over the three years	X	X	X	X			1,000,000
(D.05.01) Income support provided to vulnerable households in rural and urban areas	Liberia Agency for Community empowerment (LACE)	- Prepare annex to existing LACE manual on Work Employment Programme Guidelines; - Hire a Head of Work Employment Programme. - Organise and hold workshop on labour-	X	X	X	X			1,000,000

JP Outputs	Partners	Indicative Activities	Time Frame				Planned Budget		
			Q1	Q2	Q3	Q4	Source of funds	Budget Description	Amount
through demand-driven community infrastructure using local labour - WB	Community Empowerment Project II (CEP II)	intensive public works; - Identify local priority infrastructure; - Implement project works Target is to create 800,000 person-days temporary jobs.							
TOTAL PLANNED BUDGET									8,593,000
FAO									3,570,000
WFP									611,000
UNICEF									1,100,000
WHO									0
UNDP									1,312,000
World Bank									2,000,000

Table (1.b): Access among Vulnerable Households - Food Assistance

Outputs	Partners	Indicative Activities	Time Frame				Planned Budget		
			Q1	Q2	Q3	Q4	Source of funds	Budget Description	Amount
(C.03.01) Agriculture-related, employment-intensive schemes with a special focus on women and youth supported - WFP	MOL, MOA, MYS WFP /FAO / WFP/FAO/ UNDP/ UNMIL / WB	Provide 6,360 MT of food to support food-for-work activities in agriculture-related infrastructure and skills training for 40,000 youth and community dwellers per year	X	X	X	X	To be confirmed	Food for Work (FFW) and Food for Training (FFT)	2.75 million
(D.01.01) Access to quality education at primary level improved through school feeding - WFP	MOE, MOA WFP / UNDP / UNICEF / WB / UNMIL NGOs (local + int'l)	Provide 36,120 MT of food commodities as hot meals for 400,000 pre- and primary school children in Year One Provide 7,860 MT of food as take-home rations for 15,000 girls in Year One	X	X	X	X	To be confirmed	School Feeding	23.573 million

Outputs	Partners	Indicative Activities	Time Frame				Planned Budget		
			Q1	Q2	Q3	Q4	Source of funds	Budget Description	Amount
(D.01.04) Access to quality education at primary level improved through school-feeding (response to global food crisis) - WFP	MOE, MOA WFP / UNDP / UNICEF / WB / UNMIL NGOs (local + int'l)	Provide 15,000 MT of food commodities as hot meals for 200,000 pre- + primary schools children	X	X	X	X	To be confirmed – potential contribution from Saudi Arabia	Scale up of School Feeding as a result of global food crisis	8.70 million
(E.02.01) Treatment of acutely malnourished children and pregnant and lactating women at facilities and at community level - WFP	MOHWS, MIA, MOGD UNICEF/ WHO/ WFP / WB ECHO	- Provide food support for management of severe + moderate acute malnutrition targeting 24,000 children under five; - Provide food support for 24,000 pregnant and lactating women Provide food support for 9,000 PLWHAs and TB patients attending treatment	X	X	X	X	To be confirmed	Nutrition Intervention	5.95 million
TOTAL PLANNED BUDGET									40,973,000
WFP									

(2) Medium Term Support to the Poverty Reduction Strategy (PRS)

Work Plan (2.a): Support for PRS including FS&N Priorities (excluding food assistance)

JP Outputs	Partners	Indicative Activities	Time Frame				Planned Budget		
							Source of funds	Budget Description	Amount
(A.03.01) Human capacities at key ministries increased to implement FS&N strategy, coordinated with wider capacity building initiatives - FAO	MOA, MOHSW, MPEA, MCI WFP / WHO / UNICEF / UNMIL / WB USAID	- Undertake capacity assessment and Training Needs Analysis in 4 ministries and 15 counties - Conduct training with national + int'l experts for 5 staff /ministry and 20 staff/county under two workshops/year held in five regional centres (10 workshops in total for 320 staff) - Provide reinforcement to embed knowledge and skills in coordination with other partners	X	X	X	X			300,000
(A.04) Project Coordination and Management	UNDP		X	X	X	X			354,500
(B.01.02) Food and Agriculture Policy and implementation strategy framework developed - FAO	MOA FAO / WFP / WB USAID	- Develop sub-sector policies – fisheries, livestock, crop production; - Support implementation of policy (projects, etc)	X	X	X	X			180,000
(B.02.01) Communal agricultural property resources safeguarded - FAO	Land Commission FAO / UNMIL / WB	- Support to the new Land Commission; - Land tenure guidelines - support for capacity building of LC personnel	X	X	X	X			50,000
(D.01.03) Access to quality education at primary level improved through school gardens programme - FAO	MOE, MOA WFP / UNDP / UNICEF / WB / UNMIL NGOs (local + int'l)	- Initiate pilot projects of 2 schools in each of the 15 counties; - Train agriculture instructors; - Training of school teachers; - Distribute materials and implement to p/p; - Evaluate pilot projects; Target: (2 schools x15 counties) = 30 schools Target: (30 schools x 300 pupils)= 9,000	X	X	X	X			150,000
Already in table 1.a									
(C.04.03) Local procurement initiative at county level initiated - WFP	MOA, MOPW, LMA, MCI, MOGD UNDP / WFP / FAO / UNMIL	- Purchase of food (rice/farina) for WFP school feeding programme - Conduct training in business and marketing skills (including packaging, storage, quality control, negotiating skills) - Monitoring of the procurement and distribution process	X	X	X	X			826,500

JP Outputs	Partners	Indicative Activities	Time Frame				Planned Budget		
							Source of funds	Budget Description	Amount
(B.01.03) Law and policy framework developed to deliver social safety nets for vulnerable groups - UNICEF	MOHSW UNICEF /FAO /WFP / UNDP / UNMIL / WB	- Undertake situation analysis - Policy outline + first draft after consultation - stakeholder review + revision; finalise	X	X	X	X			20,000
(D.02.01) Access to safe water and sanitation increased through FS&N initiatives - UNICEF	MOHSW, MOPW, UNICEF / UNDP / UNMIL	- Provide WATSAN support for 45 – 60 schools across the country in 500 communities reaching 250,000 people; - Facilitate the process of community based maintenance of the WATSAN activities through sensitization and awareness raising; - Support community dialogue with targeted populations on best practices against risky hygiene behaviour	X	X	X	X			430,000
(D.03.02) Capacity to deliver a cash transfer programme for vulnerable groups, including pilot programme for vulnerable families - UNICEF	MOHSW, MOGD, MPEA WFP /UNICEF/ UNDP/ .../UNHCR/ UNIFEM /UNFPA /UNMIL	Capacity building of government officials on delivery of cash for vulnerable families by MOHSW; Development of a government cash transfer pilot programme; Exchange visit to Ghana; Implement pilot programme	X	X	X	X			0
(E.02.03) Standard Community Therapeutic Care (CTC) approach operationalised - UNICEF	MOHSW, MIA, UNICEF/ WHO/ WFP NGOs (local + int'l)	- Carry out training of trainers (TOT) - Extend support and advice to programme roll-out	X	X	X	X			300,000
(E.03.01) Information and skills needed to influence behavioural change towards child and maternal nutrition including diversifying diets in Liberia identified, Behavioural Change & Communication (BCC) package	MOHSW, MOE, MOA, MIA, MICAT, UNICEF / WHO/ WFP /UNFPA NGOs (local + int'l): AFRICARE, CRS, MTI	Develop BCC strategy for nationwide campaign; Develop BCC materials and tools, Provide training, Undertake community-based BCC activities	X	X	X	X			100,000

JP Outputs	Partners	Indicative Activities	Time Frame				Planned Budget		
							Source of funds	Budget Description	Amount
developed and implemented, facility and community-based service providers trained in nutrition counselling - UNICEF									
(B.01.01) Nutrition Policy framework and implementation strategy developed - WHO	MOHSW WHO / UNICEF / WFP	- Undertake situation analysis - Policy outline + first draft after consultation - Stakeholder review + revision; finalise	X	X	X	X			20,000
(D.04.01) Access to health services increased - WHO	MOHSW WHO/ UNICEF / UNMIL / WFP	- Provision: Therapeutic Feeding guidelines - Training of trainers - Prepare std package of materials for mgmt of severe acute malnutrition - Monitor implementation	X	X	X	X			75,000
(E.02.02) Standard Community Therapeutic Care (CTC) approach developed and disseminated - WHO	MOHSW, MIA, UNICEF/ WHO/ WFP NGOs (local + int'l)	- Review and adapt CTC Field Manual to national context - Print and distribute	X	X	X	X			50,000
TOTAL PLANNED BUDGET									2,856,600
FAO									680,000
WFP									826,600
UNICEF									794,400
UNDP									354,400
WHO									145,000
World Bank									0

Work Plan (2.b): Medium Term Food Assistance

Outputs	Partners	Indicative Activities	Time Frame				Planned Budget		
			Q1	Q2	Q3	Q4	Source of funds	Budget Description	Amount
		- NOT APPLICABLE -							
TOTAL PLANNED BUDGET									
WFP									