



United Nations Peacebuilding Support Office (PBSO)/ Peacebuilding Fund (PBF)

PROJECT DOCUMENT COVER SHEET

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| Project Title: Strengthening Local/Traditional Mechanisms for Peace at County and District level | Recipient UN Organization(s): UNDP |
| Project Contact: Cleophas Torori UNDP Liberia Simpson Building, Mamba Point, Monrovia Telephone : 0880954108 E-mail: cleophas.torori@undp.org Wilfred Gray-Johnson PBO Executive Director E-mail: grayjohnsonw@yahoo.com | Implementing Partner(s): Ministry of Internal Affairs/Peacebuilding Office |
| Project Number: <i>(To be completed by UNDP MPTF Office)</i> | Project Location: 15 counties in Liberia |
| Project Description: The Project is to strengthen and institutionalize on-the-ground capacity of County Peace Committees to prevent, manage and resolve local conflicts within their districts and communities and foster social cohesion. Further, a small grant mechanism will be set up through which CSOs and other CBOs will access funds to support efforts by CPCs and intervene in emerging conflicts and facilitates dialogue that aimed at consolidating peace and preventing violent conflicts. | Total Project Cost: USD 1,500,000 Peacebuilding Fund: USD 1,500,000 UNDP BCPR TTF: - Government Input: office space, electricity, etc Other: - Project Start Date and Duration: 2 years 1 October 2013 – 31 October 2015 |
| Gender Marker Score¹: 2 <i>Score 3 for projects that are targeted 100% to women beneficiaries and/or address specific hardships faced by women and girls in post-conflict situations;</i> <i>Score 2 for projects with specific component, activities and budget allocated to women;</i> <i>Score 1 for projects with women mentioned explicitly in its objectives, but no specific activities are formulated nor is a budget reserved; and</i> <i>Score 0 for projects that do not specifically mention women.</i> | |

¹ The PBSO monitors the inclusion of women and girls in all PBF projects in line with SC Resolutions 1325, 1612, 1888, 1889.

PBF Outcomes²: National reconciliation; democratic governance

Key project outputs are:

- a) County Peace Committees reactivated, decentralized and strengthened in 15 counties;
- b) Early Warning and Early Response centers established and functional in 3 Regional Hubs
- c) CSOs and CBOs' institutional capacities strengthened to support CPCs to respond to emerging threats to peace at district and county levels through the provision of small grants

Key activities to be implemented to ensure delivery of these outputs are:

County Peace Committees:

- Assessment of current peace structures and ensure harmonization
- Training of peace committees and provision of logistical support and grants
- Supporting the anchoring of the peace committees in the County Council of the local government
- Decentralize the CPCs at community/village and district level in the 8 hub counties and expand to include the 7 additional counties

Conflict Early Warning and Early Response:

- Review early warning indicators and incorporate disaster risks management indicators
- Train (re-train) early warning monitors/focal points in eight justice and security regional hub counties – Bong, Lofa, Nimba, Maryland, Grand Gedeh, Grand Kru, River Gee and Sinoe,
- Establish conflict early warning and response Desks/Centres and provide logistical support at three justice and security regional hubs
- Review existing structures at the regional and county level and build links between the justice and security sectors at 3 regional hubs and the Community based EWER actors including the CPCs
- Support grants mechanism for emerging violence that threatens peace and stability for immediate intervention.

Small Grant Mechanism:

- Set up mechanism for national CSOs and CBOs to access small grants to collaborate with CPCs in responding to emerging conflicts, facilitate dialogues and resolve conflicts;
- Assess and strengthen existing institutional capacities of national CSOs and CBOs for conflict resolution, management and transformation; and
- Based on objective criteria, provide financial support to selected CSOs and CBOs to intervene in conflicts and facilitate dialogues using small grant mechanism

² PBF specific outcome areas: 1 Security Sector Reform; 2 Rule of Law; 3 (DD)R; 4 Political dialogue for Peace Agreements; 5 National reconciliation; 6. Democratic governance; 7. Management of natural resources (including land); 8. Short-term employment generation; 9. Sustainable livelihoods; 10. Public administration; and 11. Public service delivery (including infrastructure)

(for PRF-funded projects)

Co-Chairs of the Joint Steering Committee

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| <p><i>Name of Senior UN Representative:</i> Mr. Aeneas C. Chuma</p> <p><i>Title:</i> Deputy SRSG/CDG</p> <p><i>Date & Seal:</i> 21/10/13</p> | <p><i>Name of Government Representative:</i> Hon. Morris M. Dukuly</p> <p><i>Title:</i> Minister of Internal Affairs</p> <p><i>Signature:</i></p> <p><i>Date & Seal:</i> 10/07/2013</p> |
| <p>Recipient UN Organization:</p> | <p>National Implementing Partner:</p> |
| <p><i>Name of Representative:</i> Dr. Kamil K. Kamaluddeen</p> <p><i>Title:</i> Country Director, UNDP Liberia</p> <p><i>Signature:</i></p> <p><i>Date & Seal:</i> 09/11/13</p> | <p><i>Name of Government Counterpart:</i> Hon. Morris M. Dukuly</p> <p><i>Title:</i> Minister of Internal Affairs</p> <p><i>Signature:</i> 18/10/13</p> <p><i>Date & Seal:</i></p> |



PROJECT COMPONENTS:

COMPONENT 1: (The "WHY") (maximum one page)

Insufficient attention to the need to secure peace at local level is a threat to the sustainability of the peace process. The deep-rooted nature of conflict at local level, the psychological effects of violence and neglect, the prospect of intense political competition in the context of a fragile peace, have all contributed to a situation that calls for careful and special attention. While localized conflicts are unlikely to derail Liberia in the short-term, they could re-ignite potentially violent tensions in the medium-to-long term, especially as the political temperature rises close to the senatorial mid-term elections in 2014, and against UNMIL's drawdown.

Community peacebuilding is emphasized in the Secretary General's Report on the Prevention of Armed Conflict which posits that primary responsibility for conflict prevention also rests with local actors.³ Paul Risley and Timothy Sisk⁴ also convincingly argued the case for local peacebuilding, acknowledging the deficit in international engagement. It is similarly embodied in the Agenda for Transformation (A/T) and the United Nations Development Assistance Framework (UNDAF), under the Security, Peace, Justice, and Rule of Law Pillar, whose goal is to ensure long-term peace and stability through managing tensions in society to reduce the risk of future conflict, and increasing social cohesion. The National Reconciliation Roadmap and Liberia Peacebuilding Priority Plan also recognize the centrality of local peacebuilding in the peace consolidation process to obtain efficiency and sustainability.

The overarching rationale for the project is to prevent violence and promote local peacebuilding through capable peace committees (PCs) and conflict early warning and early response activities that facilitate joint, inclusive peacebuilding processes within their own contexts, with an emphasis on intra and inter ethnic and interfaith dialogue. Established countrywide in 2009 as a joint collaboration between the Liberia Peacebuilding Office (PBO) and UNMIL, the philosophical underpinning of the structure is that it is largely hybrid and integrates both traditional and modern conflict intervention mechanisms to prevent, manage or transform local conflicts long beyond the life of UNMIL. The reasons for sustainable CPCs are compelling: i) the capacity to deal with the threat of violence at its source benefits the national peace process; ii) they are products of locally facilitated processes and therefore more illustrative of the bottom-up approach as against externally-shaped processes underpinned by neo-liberal economic and democratic forms of governance; iii) their strength is local initiative and local ownership, priceless ingredients of any peacebuilding process. Moreover, their composition is a critical condition for their success. They are inclusive, conflict-sensitive and widen the constituency of traditional institutions that were considered as insensitive to gender-age relations in modern conflict management systems, rather than replicate the existing asymmetric power structures within the community. Customary conflict mitigation systems are underpinned by societal traditions that do not always ensure equitable rights and responsibilities to all, and often result in women and youth being marginalized.

Since their establishment, the PBO, UN and Norwegian Refugee Council (NRC) have provided CPCs with training in conflict analysis, peacebuilding, dispute resolution approaches, mediation and social mobilization around Peace Huts to address a range of conflicts primarily over land, identity and natural resource management. The Lofa County Peace Committee, for example, has helped to resolve an impressive number of land disputes in the county and has entered into a Memorandum of Understanding with the NRC, through the recommendation of UNMIL, to augment its capacity to effectively and efficiently resolve land disputes and coordinate with NRC

³ Prevention of Armed Conflict: Report of the Secretary-General (A/55/985-S/2001/574). (June 2001)

⁴ Paul Risley and Timothy Sisk, 2005: "Democracy and United Nations Peacebuilding at the Local level: Lessons Learned." P.11

within the framework of the National Land Dispute Resolution System.⁵ NRC signed similar MoU with PCs in Nimba, Bong, Montserrado and Margibi counties. In 2012, the Kakata Township Peace Committee⁶ recorded a total of ten (10) land disputes, of which five (5) were resolved and the other five (5) referred to the NRC, two (2) domestic and two (2) community disputes and one (1) union dispute.⁷ Similarly, the Land Commission has clearly identified PCs as key service providers in its Land Alternative Dispute Resolution (ADR) Programme, and has provided skills-targeted training to enhance their capacities. The Early Warning and Early Response (EWER) mechanism evolved around CPCs in 2011 and is operational in seven (7) counties. CPCs, and their affiliated early warning Focal Points (FP), are strategically linked to the overall work of the national-level Early Warning Working Group, especially as regards data collection from the field through the online Liberia Early-Warning and Response Network (LERN). To date, the early warning focal points have contributed a significant percentage of the overall number of real time incident reports on the LERN platform. Thus far, CPCs have been identified as one of the most promising vehicles for the consolidation of a durable, democratic peace in Liberia.

The project also complements and links up with the *Community-based Conflict Management-Enhancing Women's Leadership in Conflict Resolution, Mediation and Peacebuilding, Palava Hut System, and Alternative Land Dispute Resolution Mechanism* projects in the Priority Plan. Whereas seed funding is being sought from the PBF, UNDP's Bureau for Crisis Prevention and Recovery Infrastructures for Peace project also seeks to strengthen the peacebuilding capacities of CPCs. Under this project, the continuation of the EWER component will be part of a larger BCPR proposal for which the EC and USAID have shown interest. Under the new Local Government Act and County Structure, a County Council with several committees along thematic areas is proposed. One of the thematic areas is peace and reconciliation, and it is envisaged that CPCs will be institutionalized under this structure, as part of a national strategy. The project is certainly going to contribute immensely to efforts to consolidate peace in Liberia by linking the socio-political processes and activities to community based initiatives such as this intervention envisaged by this project. Initial funding from the PBF to finance activities of this project catalyzes efforts for the government through the Ministry of Internal Affairs to mobilize financial support through the government during the next fiscal budget taping into the county and social development funds.

COMPONENT 2: (the "What") (maximum one and a half pages)

a) Project focus and target groups

The Project has two main focuses – i) Conflict resolution and management, and ii) Conflict prevention through early warning and early response. The overall aim of the project is to help build stable and resilient communities, drawing on the knowledge, ability and enterprise of the residents themselves. Strong national capacities for conflict prevention, dialogue and mediation support the conflict transformation potential of any given society. This requires institutional mechanisms that can provide the necessary support structures, in this case, through the Peace Committees and the associated conflict early warning and response facility. The project will build on the existing capabilities and resources of the CPCs, and traditional cultural approaches including for conflict prevention, mediation and facilitation. The project will therefore adopt a strategic approach of capacity development in conflict resolution and conflict prevention and aims to provide space for dialogue both *horizontally* between conflict parties and *vertically* between different levels of society, thus connecting the grassroots to the higher political level.

⁵ See annex: Copy of MoU, list of conflicts resolved and Articles of Incorporation

⁶ The Kakata Peace Committee is one of the nine (9) township peace committees in Margibi County. Unlike the other counties, Margibi is sub-divided into townships and not districts.

⁷ UNMIL Margibi County Note to File, 20 and 21 March 2012.

Further, a small grant mechanism will be set up by the project to allow national civil society organizations and other community based organizations like the rural women association to access funds to resolve conflicts through various techniques including dialogues, town hall meetings amongst others. The mechanism set up will be flexible though robust taking into account capacities of national civil society organizations and community based organizations. Consideration of CSOs and CBOs to access the grants will be based on objective criteria to be developed jointly by MIA-PBO, UNDP and UNMIL, as well as representative from the National Civil Society Council.

It is important to note that another key objective of the project is to build upon gains made by previous interventions in developing a national and community based approach to early warning in Liberia. Given the level of achievements of the EWER programme, there is now a dire need to strengthen justice and security service delivery to communities, particularly in preparation for UNMIL's transition by creating a link between current early warning initiatives and state security instructions involved in rapid response activities. This holistic approach envisions the enhancement of linkages between early warning actors (PCs), early response institutions or rapid response centres in three (3) regional justice and security hubs and communities they serve, both in terms of capacity and infrastructure. These response facilities will be anchored at these hubs to complement efforts of county and regional conflict prevention and management processes including those being discharged by the Independent National Commission on Human Rights (INCHR), the Sexual Gender Based Violent Unit of the Ministry of Justice and other human and hard core security institutions at the justice and security regional hubs and their counties of services.

Viewed as a whole, the CPCs have a mixed record, and a definite assessment of their 'success' or 'failure' is impossible. CPCs are unable to stop violence completely but often limited its occurrence in Nimba, Bong, Grand Gedeh, Lofa and Margibi, for example. They have been able to strengthen accountability and mediate conflicts and created a safe space within which community problems were discussed. In addition, it also has to be said that different CPCs performed differently. They are only as effective as the commitment and leadership qualities of its members, which of course varied from county to county. Yet, though imperfect, CPCs have amazing peacebuilding potential. Their imperfection relates primarily to the fact that they often have to operate in conditions of minimal legitimacy and capacity. Concretely, CPCs have saved lives during tense land conflicts, broken deadlocks, and solved problems. They have contributed towards blocking the downward spiral of violence and distrust in several counties, and forging a new upward momentum. As fragile as they are, CPCs offer a relatively cost-free investment in sustainable local peacebuilding. Therefore, the role of the CPCs in sustaining peace and reconciliation in Liberia is no doubt catalytic in nature.

- Key target groups/beneficiaries:

The immediate beneficiaries of the project are CPCs (and early warning focal points) whose membership will be capacitated to promote sustainable peace and reconciliation in their communities. They present a balanced, inclusive group, drawing representation from community and ethnic elders, traditional leaders, religious leaders, civil society organizations, women, youth, and physically-challenged persons, and their leadership was elected, also, on the basis of consensus. For instance, the 10-man Grand Bassa Peacebuilding Committee comprises 2 youth leaders, 1 traditional (Traditional Council) and ethnic group elder (Chair, Governor Council) respectively, 2 women, 2 religious (1 Muslim, 1 Christian) leaders, 1 civil society and 1 from the physically challenged. Members are 'home-grown' trusted and respected individuals who have a high level of legitimacy and cultural and normative closeness to the parties, various links to individuals or institutions driving a conflict, and an ability to influence the parties' behavior and thinking and their operations are a minute fraction of the cost of external mediation efforts. Moreover, they were endorsed by county authorities. PCs' defining characteristic is that they are age, gender and conflict sensitive. The very fact that different segments of a community are

involved in a problem-solving exercise and are jointly accountable for implementation strengthens the democratic culture. This is another salient factor for programme sustainability.

Women: Women have played a particularly prominent role in the history of Liberia. While inclusion in formal peace processes has not always been achieved, they have played an instrumental role in local processes. Women play an active role in peace committees, which has sought to eliminate the patriarchal norms of traditional conflict management. They represent women's groups, youth groups, and traditional leaders (Zoes). Nonetheless, they are clearly under-represented in some CPCs and the mainstreaming of a gender perspective into the structures is vital. The following approach is therefore developed to increase women's participation and representation on CPC and ensure a proper balance is restored:

- Advocate vigorously for a gender approach to conflict resolution and peacebuilding.
- Develop essential skills amongst and experience of local women related to conflict prevention, management and resolution.
- Push for a 30% inclusion of women in CPCs and District Peace Committees (DPCs).
- Monitor the extent to which CPCs involve women.
- Strengthen links between women in CPCs and women's Peace Huts or Palava Hut system.
- Help to make visible women's contribution to local peacebuilding.

Physically-challenged: conflict situations increase the marginalization of persons who already have a disability and raise the number of newly disabled persons. Persons with disabilities are considered as being among the most affected, discriminated against, and at further risk of abuse. The peace committee structure actively involves the physically-challenged and views them as engaged actors and full partners in local peacebuilding processes.

CSOs & CBOs: National civil society organizations and other community based organizations that are working on conflict and peace issues at the community, district and county levels. Given previous interventions funded by PBF, it is anticipated that this project will maximize on the gains made by these CSOs and CBOs with consideration that they will be given consideration for implementation but based on the results of the mid-term evaluation report of 2010.

b) Theory of changes: linking activities to results

- Theory of changes:

The project is anchored on contextual realities identified through community analyses and assessments, the identification of relevant stakeholders, constant consultations on issues of peace and development, and analysing previous country reports. Strengthening local peacebuilding will help to focus efforts on the underlying causes, rather than the more superficial effects of conflicts. The most direct impact of the project is a marked reduction and prevention in conflict, which is partly due to the increased resolution of disputes.

According to the LERN Trend Analysis Report⁸, CPCs and their FPs contributed the highest number of incident reports from Bong, Nimba, Lofa, Grand Gedeh, Grand Cape Mount and Grand Bassa counties, as part of the EWER Working Group, through the PBO. The project will therefore strengthen the existing capacity of PCs in the seven (7) counties above-mentioned, and expand to five (5) additional counties in the South-eastern region: Maryland, Grand Kru, Sinoe, Grand Gedeh and River Gee, to effectively address ongoing Liberian-Côte d'Ivoire cross-border challenges. This necessitates analysis of risks and trends which could affect the situation in the border region and identification of priority areas/ areas of concern in the cross-border area for rapid response.

⁸ Early Warning Early Response Working Group, 2013: "Liberia Early Warning and Response Network (LERN) Trend Analysis Report," p. 10.

The project will help to strengthen community cohesion, and relations within and between communities. While CPCs can rarely expunge grievances accumulated over years or decades, they can help to improve understanding between different ethnic groups, especially during the Palava Hut process, create safe spaces for dialogue and manage fall-outs. They are guided by approved Terms of References. An essential building block of community cohesion is the concept of dialogue. Its theory of change is that, dialogue, understood as a process of fostering mutual understanding and transforming deep-rooted issues of conflict, is a key tool to restore Liberia's deeply fractured social fabric. It assumes that by increasing contacts between groups and providing the space for multiple, diverse, and sometimes conflicting voices to be heard and understood, greater cohesion, -the 'other' is humanised, increased levels of interpersonal and collective trust, increased confidence on the capacity to work together- can be achieved. Through this process, local people are linked more inclusively together and motivated to focus on a wider range of community needs and wants. Reconciliation therefore does not require that inter-group relations are as intimate and close-knit as intra-group relations but do require that they are free from perceptions of threat, hostility and insecurity.

The project however recognizes that capacity development and dialogue alone will not necessarily bring change. The opportunity for PCs to actually make significant change and have a much greater impact depends on the explicit links between local level and national peace processes for desired changes to occur, such as legislation of the ADR programme, implementation of the Roadmap and AfT, inclusion of conflict prevention in the national education curriculum.

COMPONENT 3: (the "How" or Implementation Strategy) (maximum one and a half pages)

a) Implementation approach

- Prioritisation and phasing of support:

This is an ongoing project and the approach is informed by the capacity needs of CPCs and the need to have a robust and functional conflict prevention system, responsive to the needs of the population. The project is therefore predicated on three key strategies: (i) institutional capacity development of CPCs, (ii) establishment and functioning of three (3) conflict early response regional centers at the justice and security regional security hubs and (iii) establishment of mechanism for CSOs and CBOs to access funds for conflict resolution, management and transformation.

Institutional strengthening will involve several activities: *It is critical that a mapping and assessment exercise of the CPC structure and CSOs be conducted, using a socio-cultural and gender sensitive approach, and document best practices. Another reason is the need to harmonise the various CPC structures, roles and responsibilities nationwide to enable collaboration, networking, and coordination of peacebuilding activities as well as ensure complementarity and synergies between the Palava Hut system and Peace Hut programme directed at conflict prevention and reconciliation.* The project shall allocate both financial and material resources to PCs to facilitate their efficiency and effectiveness in playing their conflict prevention, management and peace sustenance functions. This will enhance their independence in the discharge of their duties. The funding will also enable the committees plan and implement their activities on a long term basis unlike the current situation where they are only active when there is funding.

The habit of some non-governmental organizations (NGOs) to pay 'sitting fees' has destroyed the spirit of volunteerism, thus diluting willingness for community service. As such, it runs against the mission of CPCs: the restoration of functioning communities. However, this funding should not be perceived as benefits, but as a facilitative mechanism; it is important not to throw money at CPCs and CSOs.

The project is poised to enhance the capacity and effectiveness of the existing EWER network; in particular, the response mechanisms, the ties with responders as well as improved community response to community issues. In order to expand the existing EWER, the current system will be strengthened by enhancing the data management system and the coordination between response actors. In addition, creating appropriate mechanisms to reach out to Liberia's rural communities whose access to the Internet-based communication or other modern means of information communication beyond radio is limited (Liberia's Internet penetration is less than 1% of the population). Thus the project will extend context-specific, user-friendly, locally manageable and sustainable early warning and response systems to vulnerable areas that are not otherwise receiving timely assistance.

The project interventions will complement and strengthen the efforts made by the Peacebuilding Office to create a conflict early warning ecosystem in Liberia, centered on the EWER Working Group. For the community-based early warning/response system, the technical team will draw on the existing working groups mentioned above, as well as Ushahidi Liberia's network of users. The Ushahidi Liberia team has been on the ground since June 2010, providing hands-on technical support to early warning organizations; as a result, there are now over a dozen customized mapping instances maintained by local partners that geospatially represent conflict incidents and peace building events across Liberia. These instances will continue to display the most recent data sent to the platform from rural communities; the technical team will then utilize this data to better inform responders about security threats and issues of concern according to Liberian citizens.

Further, the project will build upon the current efforts of EWER Working Group and the Peacebuilding Office. With support from Humanity United through Trust Africa, the EWER system is being developed / strengthened in five counties, Bong, Nimba, Grand Gedeh, Lofa and Montserrado. These counties are being prioritized as they are considered the most conflict-prone counties. For the sustainability of the EWER system in the five counties and its expansion to seven additional conflict-prone counties, additional means and supports are required. The project interventions will contribute to the sustainability and expansion of this system that in turn will strengthen the work and effectiveness of the EWER Working Group.

Activities under the conflict prevention output will create and strengthen the relationship between the community EWER structures and the management of the three (3) regional justice and security hubs, including: review EW indicators to include disaster-related ones; revision of existing curriculum, training of FPs; streamline verification process of incident reports for early response; and provide logistical support. Through these activities the MIA-PBO, with support from partners, including UNMIL, will collaborate with the management of the regional hub through the Ministry of Justice so as to ensure that there is a flow of information between the county-based EWER and the regional hub authorities. At the policy level, the Ministry of Internal Affairs through the PBO will organize briefing sessions to display in charts and graph summaries of threats to peace as observed through incident reports from reporters around the hub. The high-level summary report will be broken down by county and will help provide information needed to make sound security decisions relating to issues of land, border, youth, governance, legitimacy of power among others.

The project shall conduct extensive training based on a revised peacebuilding and conflict prevention training curriculum which is conflict-, gender and youth sensitive. Because the main methodology employed by PCs is that of facilitating negotiations and building consensus, local mediation will typically incorporate consensus-building based on open discussions to exchange information and clarify issues, a key traditional conflict resolution technique with which community members identify:

Institutional strengthening: Infusing traditional and modern conflict management principles and practices in community-based training not only equips committee members with key tools and skills for more effective administration, but also improves policymaking processes through an emphasis on gender, youth and conflict-sensitivity. In itself, conflict management is a form of human capital; it is a rapid and cost effective means to enhance social capital. Equally, it improves decision-making and coordination processes and will assist committees in their interface with development partners – other civil society, local government, the private sector, as well donor organizations. Additionally, strengthening institutional capacities of CSOs and other CBOs will help to build national capacities that will attempt to sustained results of the project in the event of project closure. These CSOs and CBOs will be encouraged to continue to collaborate with the CPCs towards efforts in fostering peace, preventing violent conflict and promoting development.

Skill-building: Providing this skills-set to local peace actors will provide for an infusion of conflict management awareness, projects, and processes. It will help ensure that projects are designed to have a positive impact on the peace/conflict environment and to reduce the risk of unintentionally exacerbating tensions or conditions that lead to violence.

Governance capacity development: The introduction of conflict management principles and practices presents new opportunities for strengthening participatory governance. The very fact that different segments of a community are involved in a problem-solving exercise and are jointly accountable for implementation strengthens the democratic culture. It implies a significant paradigm shift away from authoritarian styles of decision making and improves linkages with local and national officials.

The project will be implemented directly by the Ministry of Internal Affairs/PBOPCs with direct management oversight and technical support provided by UNDP and UNMIL. Under the arrangement, a National Coordinator will be embedded in the PBO to provide on-site and daily oversight and coordination of the project, in close collaboration with the PBO.

b) Budget

| CATEGORIES | Amount (US\$) Participating Agency - UNDP | TOTAL (US\$) |
|---|---|------------------|
| 1. Staff and other personnel | 115,600 | 115,600 |
| 2. Supplies, Commodities, Materials | 105,200 | 105,200 |
| 3. Equipment, Vehicles, and Furniture (including Depreciation) | 205,000 | 205,000 |
| 4. Contractual services | 362,000 | 362,000 |
| 5. Travel | 105,000 | 105,000 |
| 6. Transfers and Grants to Counterparts | 475,000 | 475,000 |
| 7. General Operating and other Direct Costs | 34,069 | 34,069 |
| Sub-Total Project Costs | 1,401,869 | 1,401,869 |
| 8. Indirect Support Costs* (7% GSM) | 98,131 | 98,131 |
| TOTAL | 1,500,000 | 1,500,000 |

e) Sustainability

This project gives the highest priority to sustainability. The main challenge facing PCs in Liberia has been the lack of a legal and policy framework to secure their existence, roles and responsibilities. To overcome this key obstacle, the Ministry of Internal Affairs has affirmed that CPCs are to be institutionalized under the County Council, a key structure of the new Local Government Act and County Structure. The framework will legitimize their mandate, roles and relationship to other peace actors locally and nationally, and also secure them funding under County Development Funds and Social Development Funds. Approach adopted by the intervention will ensure that support gained from the government will in no way compromise the independence of CPCs while it seeks to strengthen Liberia's long-term capacities for peace and development. The CPCs will benefit from having a formal mandate and from being part of a recognized national process so as not to further compromise its neutrality. Nationally-mandated CPCs have the advantage that they operate in a coordinated manner, could rely on national resources and support and could engage all local actors with greater credibility. Also, there are well established lines of communication and accountability between the local and national levels. Additionally, CPCs and early warning monitors and focal points will benefit from institutional capacity building training in areas of organizational development, resource mobilization, effective financial and proposal development as strategy to mobilize funds and to continue their work at the county and district levels.

Selection of the CPCs will be based on clearly defined criteria locally generated by the community as a strategy to foster local ownership and leadership. It is envisioned that either election or selection of members of the CPCs will be adapted based on options chosen by the given community or district.

d) Risk management

Risks: Using the table below, identify the major risks that might cause failure, their likelihood of occurrence, the repercussions on the implementation process and results achievement and proposed risk management strategies. Consider risk relating to political and security situation, socio-economic issues, managerial issues and anything else

| Risk | Likelihood (high, medium, low) | Severity of impact on project (high, medium, low) | Mitigating Strategy |
|--|-----------------------------------|--|---|
| Influential individuals, or political leaders perceive PCs as a threat/enhancement to their positions, and try to impede or influence the work of CPCs | Medium | High | Secure buy-in of such individuals and identify them as 'champions'. Maintain open dialogue at all levels and ensure political support is ensured. |
| Insufficient political will at the national level to the peace and reconciliation process | Medium | High | Link up with national processes to ensure high level political and financial support for the project, and continuous collaborative civic education and engagement |
| Conceivable decrease in commitment of key stakeholders at county level to support peacebuilding and conflict prevention structures | Medium | High | Constant engagement with local leaders by central government to ensure support. |
| Inadequate political will to legitimize the peace | Medium | Medium | Promote passage of Local Governance Act and maintain |

| | | | |
|---|--------|--------|--|
| committee structure | | | engagement with key stakeholders to secure PCs existence, roles and responsibilities |
| Early warning response from regional hubs slow | High | High | Maintain open dialogue with Justice and Security stakeholders and disseminate early information at national level to ensure buy-in and speedy response |
| National mandate compromises independence of CPCs | Medium | Medium | Promote legitimacy but with mandate to create sufficient space for local leaders to establish relevant structures and processes |

c) Results framework and Monitoring and evaluation:

- Results framework: Provide a Results framework for the project/portfolio, using the table below. At the start of the Framework summarise in one-two sentences the underlying roadmap for peacebuilding, the purpose of PBF support and the underpinning theory of change. Further instructions and examples for each table column are contained at the bottom of the table.

Results Framework for PRF projects

Policy statement/national roadmap for peace building: To ensure long-term peace and stability through 1) managing tensions in society to reduce the risk of future conflict; 2) increasing social cohesion; and 3) ensuring that the principles of human rights are upheld.

Purpose of PBF support: is expected to help address a number of root causes of the conflict in Liberia, thereby enhancing national reconciliation as well as justice and security at all levels. Strengthening social cohesion and reconciliation includes several aspects where PBF support can play a catalytic and critical role.

Theory of change statement: If inclusive community-based structures and traditional mechanisms for conflict resolution are strengthened, while also advancing constitutional and legal reform, the various groups in society are expected to gain greater trust and confidence in the respective local and national institutions in terms of fair and adequate dispute resolution, hence reducing any tendencies to resort to violent or extra-legal action to settle disputes.

| (1) Outcomes and types of change required | (2) Outcome Indicators | (3) Baselines and time-bound targets | (4) Outputs and activities | (5) Output indicators | (6) Baselines and time-bound targets | (7) UNO & party responsible for mobilizing inputs | (8) Inputs/budget | (9) Assumptions |
|---|--|--|--|--|--|---|--|---|
| County Peace Committees (CPCs) and Early Warning & Early Response (EWER) mechanisms prevent and resolve local disputes in 15 counties | Indicator 1.1: Number of County Peace Committees (CPCs) preventing and resolving local conflicts (disaggregated by m/f CPC members, and by m/f of the person bringing the dispute) | Baseline (Sep 2013): 7 CPCs functional: Grand Gedeh (57% m; 43% f) Lofa (75% m; 25% f) Bong (100% m; 0% f) Nimba (83% m; 17% f) Cape Mount (83% m; 17% f) Grand Bassa (100% m; 0% f) Maryland (67% m; 33% f) Target (Sep 2016): 15 CPCs functional | Output 1: County Peace Committees reactivated and strengthened in 15 counties Activity 1.1: Assess CPCs and harmonize existing peace structures Activity 1.2: Revise training curriculum and conduct gender-sensitive trainings. | Indicator 1.1.1: # of peace structures including County Peace Committees assessed, reactivated and strengthened. Indicator 1.2: # of CPCs trained in conflict mediation, negotiation leadership and general peacebuilding | Baseline: 7 counties CPCs partially functional and access limited support Target: 13 CPC structures functional in 15 counties by 2016 MoV: MIA-PBO and UNMIL reports Baseline: 325 CPC members trained (Sept. 2013) Target: 900 CPC members trained, of which at least 30% women (August 2016) MoV: training report | MIA/PBO with support from UNMIL & UNDP. | Personnel cost (US\$87,600) Management cost (UNDP 7% GMS: 98,130.83) Consultancy services, contractual services, workshops/equipment, supplies materials, Dialogues, town hall meeting-equipment, accommodation, transportation, etc (US\$362,000) | Conceive commitment of key stakeholders at county level to support peacebuilding and conflict prevention structures. Sufficient financial resources to implement peacebuilding initiatives Due political influence and support to the project Willingness to |

| | | | | | | | | |
|--|--|--|--|--|---|---|--|---|
| | | | | | | | the part of government to anchor CPC resources within County Council | |
| | <p>Members: 60% m; 40% f)</p> <p>MoV: Annual reports from PBO/MIA and UNMIL</p> | <p>Activity 1.3: Advocate and anchor CPCs within County Council and provide support for its effective functionality</p> <p>Activity 1.4: Decentralize CPCs at village/community level</p> | <p>Indicator 1.3: % of CPCs and target communities benefited from small grants to intervene in emerging conflicts</p> | <p>Baseline: 7 CPCs benefited from grants to address conflicts at local level (Sept. 2013) Target: 13 CPCs access grants to address local conflicts MoV: ???</p> <p>Baseline: 0 Target: At least 7 CPCs anchored within the County Council once the CC is functional MoV: Reports of the CC & MIA- PBO</p> | <p>Baseline: 4 counties EWER Working Group in place (Lofa, Bong, Nimba, Grand Gedeh) (Sept. 2013) Target: 30 CPC nominated EWER reporters recruited and trained in 7 counties, of which at least 30% women (August 2015) MoV: Training report</p> | <p>MIA/PBO with support from UNMIL & UNDP Other collaborating partners include: INHCR, CSOs/CBOs, MoGD, NTC, UN Women, etc.</p> | <p>Consultancy: contractual services; logistics, equipment; material and supplies; workshops Training logistics, accommodation, feeding, etc (US\$90,000) Training logistics, feeding, accommodation, DSA, etc. (US\$87,200)</p> | <p>Adquate financial and human resources for the project including the PBO EWWG are available in time</p> |
| <p>Indicator 1.2: Number of counties with a functional Early Warning and Early Response (EWER) Working Group (disaggregated by m/f members)</p> | <p>Baseline (Sep 2013): 4 counties: Lofa (57% m, 43% f) Bong (67% m, 33% f) Nimba (68% m, 32% f) Grand Gedeh (65% m, 35% f) Target (Sep 2016): 13 counties (members: 60% m; 40% f)</p> | <p>Output 2: Early Warning and Early Response centers established and functional at 3 Regional Hubs-Bong, Grand Gedeh and Maryland)</p> <p>Activity 2.1: Review indicators and include</p> | <p>Indicator 1.1: # of Counties with EWER working group and monitors in place at county and district levels responding to threats and escalation of violence</p> <p>Indicator 1.2: # of County EWER reports feeding into</p> | <p>Indicator 1.1: # of Counties with EWER working group and monitors in place at county and district levels responding to threats and escalation of violence</p> <p>Indicator 1.2: # of County EWER reports feeding into</p> | <p>Baseline: 4 counties EWER Working Group in place (Lofa, Bong, Nimba, Grand Gedeh) (Sept. 2013) Target: 30 CPC nominated EWER reporters recruited and trained in 7 counties, of which at least 30% women (August 2015) MoV: Training report</p> | <p>MIA/PBO with support from UNMIL & UNDP Other collaborating partners include: INHCR, CSOs/CBOs, MoGD, NTC, UN Women, etc.</p> | <p>Consultancy: contractual services; logistics, equipment; material and supplies; workshops Training logistics, accommodation, feeding, etc (US\$90,000) Training logistics, feeding, accommodation, DSA, etc. (US\$87,200)</p> | <p>Adquate financial and human resources for the project including the PBO EWWG are available in time</p> |

| | | | | | | | |
|--|--|---|--|--|--|---|--|
| | | <p>MoV: EWER WG reports, project reports</p> <p>disaster risk management relevant indicators</p> <p><u>Activity 2.2:</u> Assess existing structures and build links between Justice and Security actors at the regional hub level and community based early warning and response actors including the CPCs</p> <p><u>Activity 2.3:</u> Set up conflict early warning and early response centers at the justice and security regional hubs in Bong, Harper and Zwedru</p> <p><u>Activity 2.4:</u> Provide training and logistical</p> | <p>Regional Justice and Security Hubs</p> <p><u>Indicator 1.3:</u> # of conflict early warning Centers set up at the regional hubs in Bong, Maryland and Grand Gedeh Counties and logistically supported</p> | <p>95 EWER reporters trained in 13 countries. (August 2015)</p> <p><u>MoV:</u> PBO Annual report (2014 & 2015)</p> <p><u>Target:</u> 100 EWER reporters from all 15 counties reporters to be trained and deployed, of which at least 30% women</p> <p><u>MoV:</u> PBF project evaluation and UNMIL reports (2015)</p> <p><u>Baseline:</u> 0 <u>Target:</u> Asses capacity, train 30 monitors and build links b/w regional hub actors and conflict early warning actors (August 2016)</p> <p><u>MoV:</u> Training report (2014)</p> <p><u>Baseline:</u> 0 <u>Target:</u> 3 Conflict Early Warning Centers</p> | | <p>Training logistics, feeding, accommodation, etc. (US\$45,000)</p> <p>Meetings, computers and computer software programs, etc. (US\$49,869.17)</p> <p>Computer and computer software, communication, etc. (US\$55,000)</p> <p>Computers, transport, communication, honorarium, etc. (US\$125,000)</p> | <p>GoL's fiscal budget gradually contributes to the costs of conflict early warning and early response and CPCs' initiatives</p> |
|--|--|---|--|--|--|---|--|

| | | | | | | | | | | |
|---|--|---|---|--|---|---|---|---|---|--|
| | | | | support to the Early Warning Working Group in hub regions | set up at regional hubs (mid 2015) | | | | | |
| <p>Indicator 1.3: Proportion of early warning alerts (by sms) that result in early responses</p> | | <p>Baseline (Sep 2013): 26% for year 2012</p> <p>Target (Sep 2016): at least 60% per year</p> <p>MoV: EWER WG reports, project reports</p> | | | | <p>Baselines: 15 CSOs/CBOs benefited from PBF funds (Dec. 2009)</p> <p>Target 25 CSOs/CBOs (Sept 2015)</p> <p>MoV MIA/PBO report</p> | <p>MIA/PBO with support from UNDP and UNMIL.</p> <p>Collaborating partners include CPCs, PSO-RHs. Early warning and early response structures</p> | <p>Grants to CSOs & CBOs (336,715.84)</p> | <p>Small grant funds accessed by CSOs and CBOs working on conflict and peace will further enhance existing efforts to consolidate peace and prevent conflict.</p> | |
| | | <p>Outcome Indicators: Percentage of CSOs and CBOs working on conflicts and peace whose institutional capacities are improved to support CPCs</p> | <p>Baseline: Limited institutional capacities of CSOs and CBOs to respond to emerging threats to peace and resolve conflicts (2013)</p> <p>Target</p> | <p>Output 3 CSOs and CBOs Capacity strengthened to support CPCs to respond to emerging threats to peace at district and</p> | <p>Output Indicators: # of mechanisms in place to access grant; # of CSOs and CBOs awarded small grants # of conflicts collectively (CSOs, CBOs)</p> | | | | | |

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|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|
| | and communities to prevent and resolve conflicts | 40% by 2014 September 55-60% by (August 30 2015) MoV; MIA/PBO half yearly report | county levels through the provision of small grants Activity 3 <i>3.1 Set up mechanism for national CSOs and CBOs to access small grants to collaborate with CPCs in responding to threats to peace and resolve conflicts;</i> <i>activity 3.2</i> Assess and strengthen existing institutional capacities of national CSOs and CBOs for conflict resolution, management and transformation | incl. CPCs) resolved, alerts provided for timely response | | | | | | | | | | | | |
|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|

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| | | | | | | provide financial support to selected CSOs and CBOs to intervene in conflicts and facilitate dialogues using small grant mechanism | | | | |
|--|--|--|--|--|--|--|--|--|--|--|

Systems for M&E of the project (portfolio).

Monitoring & Evaluation

The Project will benefit from internal and external monitoring. Internal monitoring will be carried out by the project direct implementing partners, in this case, the relevant civil society organizations and the Ministry of Internal Affairs. UNDP will ensure quality assurance and takes appropriate corrective actions based on results of the monitoring so as to make sure project is implemented in line with the set strategies and methodology for achieving the project goal and objectives. The PBO through its M&E Unit will ensure that effective and timely monitoring, reporting and evaluation of the project are carried out. The Unit will focus on providing expert technical advice and assistance in monitoring, reporting and evaluation to national and international partners; ensuring effective progress monitoring (quantitative and qualitative) of projects by assisting to develop M&E tools and systems where necessary. The M&E Unit will develop capacity building support to the hired CSOs and the Government partners through trainings and other learning events. The PBO will facilitate half-yearly and annual reports for the PBF and MPTF Office working with UNDP, CSOs and the Ministry of Internal Affairs

A specific M&E Plan will be developed jointly by partners involved with implementation (as per Template 4.1) based on the project's Results Framework. The M&E Plan will identify how the various indicators will be tracked, stating clearly who is responsible for what and when. This subsequently allows the project manager to keep oversight of the project and make any necessary adjustments.

The PBO will receive regular support from UNMIL both at policy and field level in order to further enhance overall M&E mechanisms. Half-yearly and annual reporting to the JSC and the PBSO are PBF requirements which the project manager will adhere to.

It is difficult but not impossible to measure or demonstrate the results of community peacebuilding, given that the focus is on building social and not material capital; so periodic assessment would be conducted to update conflict early warning map that would be useful in the measurements of all disputes or conflicts which are prevented. An effective monitoring and evaluation framework will be developed that will be used capture the outcomes of the intervention. In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle;

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, prescribed indicators and project components on a quantitative basis i.e. the numbers of person trained, activities undertaken, issues addressed.
- Monitoring the achievement of the prescribed targets on a qualitative basis i.e. number of fundamental changes made to prior policies and practices.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

- Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager/CTA and shared with the Project Board. As a minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

COMPONENT 4: (The "WHO") (maximum one and a half pages)

a) Implementing agencies and their capacity:

- List of RUNOs and implementing agencies: UNDP, UNMIL and the Ministry of Internal Affairs through the Peace Building Office. Other collaborating partners include the Ministry of Gender and Development, National Traditional Council; Community based Organizations, Civil Society Organizations, UN Women, Independent National Commission on Human Rights, etc.

- Implementing agency capacity:

UNDP Liberia Country Office currently has a Governance and Public Institutions Team comprising of 3 Programme Analysts and one Team Leader coordinated by a Deputy Country Director for Programme who will be responsible for the daily oversight and quality assurance function of this project. This team will be supported by Reconciliation and Development Advisor who will provide technical and advisory support to the project implementation. A Chief Technical Advisor on Decentralization and Local Government based at the Ministry of Internal Affairs will also provide adjunct advisory support and ensure that embedding of the Peace Committee structure within the roll-out of the Decentralization Implementation Plan and synergies with on-going Decentralization efforts. It should also be highlighted that the Country Office can draw on the expertise of its Bureau of Development Policy and Bureau of Crisis Prevention and Recovery to augment its knowledge base and capacity.

UNDP Liberia is currently operating under National Implementation modality, this requires that implementing partner capacity assessment are undertaken to define the specific disbursement modality that would be appropriate for each partner.

Ministry of Internal Affairs – overall capacity assessment of the MIA by UNDP will determine the course of action in respect to procurement process. However, all current procurement and recruitment processes for goods, services and works that are in place of current modality could be maintained, otherwise the decisions moving forward lies in the results of the pending assessment results by UNDP. PBO as an integral part of the Ministry of Internal Affairs currently receives quarterly operational funds based on budgetary allocations and make liquidation for replenishment. Results of system and financial audit of the Peacebuilding Office showed that it has capacity to manage funds as a Program Management Unit of the PBF and a Secretariat in Liberia acting on behalf of the PBSO, MPTF-O and the JSC.

Currently, in line with UNMIL's strategic priorities, a new thematic section has been created: Reconciliation and Peace Consolidation Section (RPCS). to capture the current phase in Liberia's peace consolidation. Its core responsibility spans three-interlinked sub-thematic units: Land Reform and Roadmap Co-ordination, Conflict transformation and National Integration, and Youth and Civil Society Empowerment. UNMIL can draw on the expertise the RPCS to provide technical support to project implementation. UNMIL also has a countrywide field presence that can help support the implementation of this project.

The National Tradition Council will bring valuable assets to the Project using wealth of traditional conflict resolution strategies, tools and techniques.

Civil society Organizations currently working at community, district and county level especially with Peace Committees and early warning issues, with track record and experience in implementing UNDP/PBF funded projects will be recruited and /or selected as front line implementers of this project. They will bring on board competences and wealth of experiences acquired over time in working on conflicts and on early warning issues at local level.

b) Project Management Arrangements and coordination:

- Project management and coordination:

The Project will be implemented under the national implementation modality. The Ministry of Internal Affairs Peacebuilding Office will assume direct responsibility for the implementation, under the National Director of the PBO. The PBO will manage and co-ordinate the activities of this project. A Project Manager will be the current early warning and early response consultant at the PBO and he will serve as focal point and reports directly to the Senior Technical Advisor and Head of Program at the Peacebuilding Office. A consolidated report will be submitted to the Deputy Minister for Administration who has oversight on peacebuilding within the Ministry through the Executive Director of the PBO. This individual will be supported by two competent staff with one focus on conflict early warning and response while the other focuses on general peacebuilding and reconciliation issues. The immediate line of report will be Head of Program/Senior Advisor to the Peacebuilding Office. Ultimate responsibilities for the production of outputs, achievement of objectives and the use of resources provided by UNDP will be the Executive Director with support from the Senior Advisor/Head of Program at the MIA/PBO.

Accordingly, the MIA/PBO will follow national systems and procedures and in reference to the national implementation guidelines on accounting, financial reporting and auditing and shall be responsible for maintaining records on all implementation actions, including financial records to the extent possible that they do not contravene UNDP financial rules and regulations.

UNDP will support the implementation of this programme by providing support services in the recruitment of consultants and in the training and monitoring. Overall programmatic oversight and advice will be provided by the Reconciliation and Development Advisor. UNDP will also work closely with the MIA to ensure policy direction, guidance and technical support to the project. In line with UNDP's Executive Board decision 98/2 "all costs associated with the delivery of other resources funded programme at country level are to be fully covered through cost recovery mechanisms". In this regards, General Management Service fee of approximately 7% if applicable will be charged on non-core resources mobilized in the implementation of this programme and 3% UNDP Implementation Support Services⁹.

The success of the Project will depend on the adoption of effective implementation and coordination structure with well-defined management and policy making capacity. The Project emphasizes collaboration and regular meetings amongst the principal reconciliation actors which include the Governance Commission, Ministries of Internal Affairs, Planning and Economic Affairs, as well as the Office of the Peace Ambassador appointed by the Government of Liberia. Additionally, the UN mission through civil Affairs and Human Rights Section, as well as relevant UN agencies including UNICEF, UNDP and UN Women and other government ministries and agencies will constitute coordination and Project Board that will meet as often as required to examine progress and challenges of the Project implementation. A representative of the civil society council will form part of the Project Board. (see annex of ToRs for the Project Board). This structure will be modified or changed to reflect prevailing realities following expansion of the Project to include other components contained in the Strategic Roadmap on national reconciliation. The current structure will however provide policy direction and overall leadership and management for the implementation of the short to medium-term outcome of the Project.

c) Administrative Arrangements (standardized paragraphs – do not remove)

The UNDP MPTF Office serves as the Administrative Agent (AA) of the PBF and is responsible for the receipt of donor contributions, the transfer of funds to Recipient UN Organizations, the consolidation of narrative and financial reports and the submission of these to the PBSO and the PBF donors. As the Administrative Agent of the PBF, MPTF Office transfers funds to RUNOS on the basis of the signed Memorandum of Understanding between each RUNO and the MPTF Office.

AA Functions

On behalf of the Participating Organizations, and in accordance with the UNDG-approved "Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds" (2008)¹⁰, the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate narrative reports and financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is notified by the RUNO (accompanied by the final narrative report, the final certified financial statement and the balance refund);

⁹ Refer to Letter of Agreement (LOA) between MOPEA and UNDP on provision of Support Services

¹⁰ Available at: <http://www.undg.org/docs/9885/Protocol-on-the-role-of-the-AA,-10.30.2008.doc>

- Disburse funds to any RUNO for any costs extension that the PBSO may decide in accordance with the PBF rules & regulations.

Accountability, transparency and reporting of the Recipient United Nations Organizations

Recipient United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each RUNO in accordance with its own regulations, rules, directives and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

Each RUNO will provide the Administrative Agent and the PBSO (for narrative reports only) with:

- Bi-annual progress reports to be provide no later than July 31st;
- Annual narrative progress reports, to be provided no later than three months (31 March) after the end of the calendar year;
- Annual financial statements as of 31 December with respect to the funds disbursed to it from the PBF, to be provided no later than four months (30 April) after the end of the calendar year;
- Final narrative reports, after the completion of the activities in the approved programmatic document, to be provided no later than four months (30 April) of the year following the completion of the activities. The final report will give a summary of results and achievements compared to the goals and objectives of the PBF; and
- Certified final financial statements after the completion of the activities in the approved programmatic document, to be provided no later than six months (30 June) of the year following the completion of the activities.
- Unspent Balance at the closure of the project would have to be refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the RUNO shall be determined in accordance with its own applicable policies and procedures.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (<http://unpbf.org>) and the Administrative Agent's website (<http://mptf.undp.org>).

Component 5: Annexes

Annex A:

Donor Mapping in Peacebuilding Strategic Outcome Area/s (including UN agencies) and gap analysis

| Peacebuilding Strategic Outcome Area | Key Institution | Key Projects/Activities | Duration of projects/activities | Budget in \$ | Estimated gap in \$ |
|---|-----------------|--|---------------------------------|--------------------------------------|--------------------------|
| Promote coexistence and peaceful resolution of conflict - National Reconciliation | UNCT | <ul style="list-style-type: none"> a) National palaver Hut b) Inclusive history c) Conflict prevention and mediation d) Reparations | January 2013 – December 2016 | USD 6,959,000 | USD 4.5 million |
| | Govt of Liberia | <ul style="list-style-type: none"> 1. Community-based Truth-telling, Atonement & Psychosocial Recovery 2. Memorialization 3. Reparation 4. Political Dialogue 5. Conflict Prevention and Mediation 6. Women's Recovery and Empowerment 7. Inclusive People's History 8. National Vision and Collective Identity 9. Transformative Education System 10. Diaspora and Reconciliation 11. Children and Youth Recovery and Empowerment 12. Social Cohesion | JUNE 2012 – July 2030 | USD 10,000,00 over 3 years committed | Roadmap not fully costed |

Annex B:

Mapping of UN Recipient Organizations

Please include exhaustive information of annual budgets of each recipient agency (RUNOs) in the targeted outcome area.

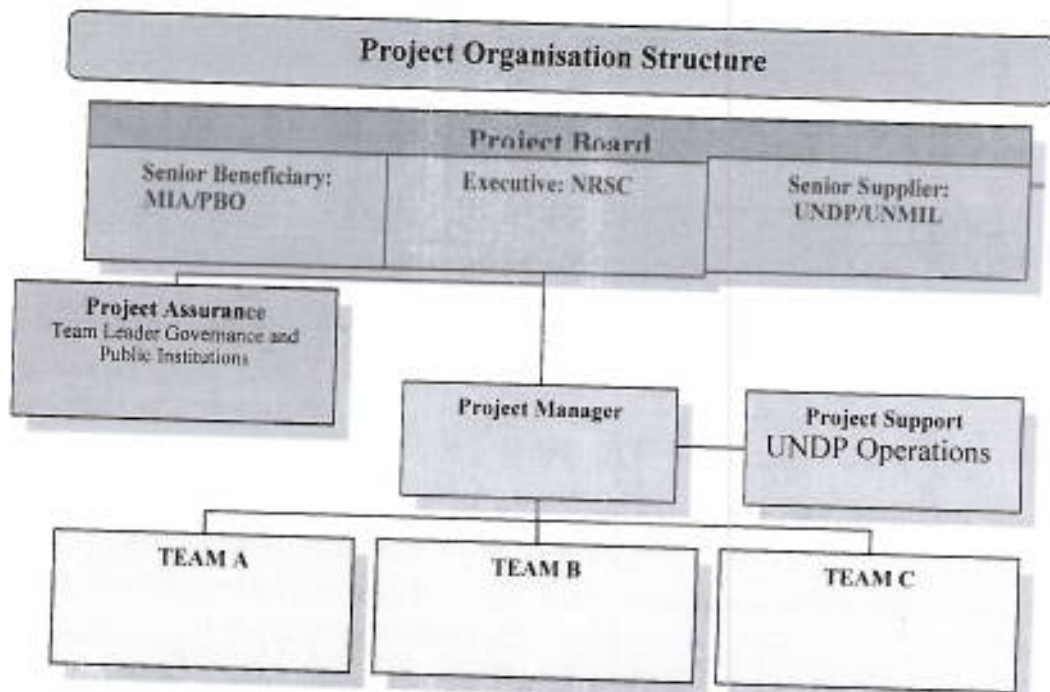
| UN Agency | Key Sectors (top five or fewer) | Annual Budget (last year) per Recipient Organization in key sectors ¹¹ | Annual Budget (this year) per Recipient Organization in key sectors ¹² | Projection of Annual Budget (next year) per Recipient Organization in key sectors | 2012 Annual Delivery Rate (Agency Total) |
|-----------|----------------------------------|---|--|---|--|
| 1)UNDP | (1) National Reconciliation | Nil | 1) 2013: 308,000 USD from BCPR Thematic Trust Fund) and USD 300,000 from UNDP Trac resources | 300,000 from UNDP Trac Resources | N/A |
| | | | | | |

¹¹ If UNDP is one of the Recipient Agencies, specific information shall be included on whether the country is benefiting of BCPR Thematic Trust Fund and if yes, the amounts allocated and the funding gaps need to be specified

¹² If UNDP is one of the Recipient Agencies, specific information shall be included on whether the country is benefiting of BCPR Thematic Trust Fund and if yes, the amounts allocated and the funding gaps need to be specified

Annex C

Suggested Organigram to be used for the Project's Joint Steering Committee or the Project Board.



ANNEX D

TARGET TABLE FOR OUTCOME AND OUTPUT INDICATORS OF THE RESULTS FRAMEWORK

This target table will be used for reporting (see templates 4.2 to 4.5).

Using the Programme Results Framework from the Project Document - provide an update on the achievement of indicators at both the outcome and output level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why, as well as plans on how and when this data will be collected.

This target table will be used for MPTFO reporting

| | Performance Indicators | Indicator Baselines | Planned Indicator Targets | Targets actually achieved |
|-------------------------------|-------------------------------|----------------------------|----------------------------------|----------------------------------|
| Outcome 1¹³ | Indicator | | | |
| Output 1.1 | Indicator 1.1.1 | | | |
| | Indicator 1.1.2 | | | |
| Output 1.2 | Indicator 1.2.1 | | | |
| | Indicator 1.2.2 | | | |
| Outcome 2 | Indicator | | | |
| Output 2.1 | Indicator 2.1.1 | | | |
| | Indicator 2.1.2 | | | |
| Output 2.2 | Indicator 2.2.1 | | | |
| | Indicator 2.2.2 | | | |

¹³ Either country relevant (from the Priority Plan or Project Document) or PMP specific.

Annex E: Project Summary



**PEACEBUILDING FUND
PROJECT SUMMARY**

| | | |
|---|---|---|
| Project Number & Title: | PBF/ Strengthening Local/Traditional Mechanisms for Peace at County and District level | |
| Recipient UN Organization: | UNDP and UNMIL | |
| Implementing Partner(s): | Ministry of Internal Affairs (through Peace-building Office) | |
| Location: | 15 counties in Liberia | |
| Approved Project Budget: | US\$ 1,500,000 | |
| Duration: | Planned Start Date: 1 October 2013 | Planned Completion: 31 October 2015 |
| SC Approval Date: (Actual Dates) | 4 October 2013 | |
| Project Description: | The Project is to strengthen and institutionalize on-the-ground capacity of Peace Committees to prevent, manage and resolve local conflicts within their communities and foster social cohesion. | |
| PBF Priority Area: | 4: Political dialogue for peace agreements; 5: national reconciliation; 6: democratic governance | |
| PBF Outcome: | Strengthened capacities of 7 PCs in conflict intervention mechanisms; strengthened local ownership of peace process; community capacities in conflict management, analysis and mapping of security threats enhanced; increased collaboration and enhanced partnership between PCs and local government officials in responding to conflicts in the target communities; production of critical lessons learned from the approach and practice of conflict reduction and peace building activities. | |
| Key Project Activities: | Key project outputs: a) County Peace Committees reactivated, decentralized and strengthened in 15 counties; b) Early Warning and Early Response centers established and functional in 3 Regional Hubs. | |

- c) CSOs and CBOs' institutional capacities strengthened to support CPCs to respond to emerging threats to peace at district and county levels through the provision of small grants.

Key activities to be implemented to ensure delivery of these outputs are:

County Peace Committees:

- Assessment of current peace structures and ensure harmonization
- Training of peace committees and provision of logistical support and grants
- Supporting the anchoring of the peace committees in the County Council of the local government
- Decentralize the CPCs at community/village and district level in the 8 hub counties and expand to include the 7 additional counties

Conflict Early Warning and Early Response:

- Review early warning indicators and incorporate disaster risks management indicators
- Train (re-train) early warning monitors/focal points in eight justice and security regional hub counties – Bong, Lofa, Nimba, Maryland, Grand Gedeh, Grand Kru, River Gee and Sinoe,
- Establish conflict early warning and response Desks/Centres and provide logistical support at three justice and security regional hubs
- Review existing structures at the regional and county level and build links between the justice and security sectors at 3 regional hubs and the Community based EWER actors including the CPCs
- Support grants mechanism for emerging violence that threatens peace and stability for immediate intervention

Small Grant Mechanism:

- Set up mechanism for national CSOs and CBOs to access small grants to collaborate with CPCs in responding to emerging conflicts, facilitate dialogues and resolve conflicts;
- Assess and strengthen existing institutional capacities of national CSOs and CBOs for conflict resolution, management and transformation; and
- Based on objective criteria, provide financial support to selected CSOs and CBOs to intervene in conflicts and facilitate dialogues using small grant mechanism.

PRF – PROJECT TRANSMITTAL FORM**TEMPLATE 3.3**

(to be sent to the UNDP/MPTF office with fully signed prodoc from JSC)



**United Nations Peacebuilding Support Office/Peacebuilding Fund
(PBSO/PBF)**

**Project Transmittal Template
for approval by the Joint Steering Committee under the Peacebuilding
and Recovery Facility (PRF)**

| Part A. Meeting Information <i>To be completed by the PBF Secretariat</i> | |
|---|---|
| Date of Meeting: 4 October 2013 | Recipient UN Organization: UNDP |
| Priority Area: National reconciliation | Total PBF Budget: US\$ 1,500,000 |
| Part B: Project Summary <i>To be completed by the Recipient UN Organization</i> | |
| From: Dr. Kamil K. Kamaluddeen Country Director UNDP Liberia Cleophas Torori Deputy Country Director – Programme | Date of Submission: 18 September 2013 |
| Contact: E-mail: kamil.kamaluddeen@undp.org E-mail: cleophas.torori@undp.org Telephone : +231 880954108 | |
| Proposed Project, if approved, would result in: <input checked="" type="checkbox"/> New Project / Joint Project <input type="checkbox"/> Continuation of previous funding, project cost extension <input type="checkbox"/> Other (explain) | Proposed Project resulted from: <input checked="" type="checkbox"/> National Authorities initiative within Priority Plan <input type="checkbox"/> UN Agency initiative within Priority Plan <input type="checkbox"/> Other (explain) |

| | | | |
|---|---------------------------|----------------------------|----------------------------|
| Project Title: Strengthening Local/Traditional Mechanisms for Peace at County and District level | | | |
| Total Project Budget: US\$ 1,500,000 Total PBF Project Budget: US\$ 1,500,000 <i>*For project extension indicate current budget and new proposed budget</i> | | | |
| PBF amount requested breakdown by RUNO : US\$ 1,500,000 <i>*For project extension indicate current budget and new proposed budget by RUNOs</i> | | | |
| Amount and percentage of indirect costs requested: US\$ 98,131 <i>*Total and breakdown by RUNOs</i> | | | |
| Projected Annual Commitments: | Year 2013: US\$ 50,000 | Year 2014: US\$ 800,000 | Year 2015: US\$ 650,000 |
| Projected Annual Disbursements: | Year 2013: US\$ 50,000 | Year 2014: US\$ 800,000 | Year 2015: US\$ 650,000 |

Narrative summary of Project
Not to exceed 500 words

1. Background

The overarching rationale for the project is to prevent violence and promote local peacebuilding through capable County Peace Committees (CPCs) and conflict early warning and early response activities that facilitate joint, inclusive peacebuilding processes within their own contexts, with an emphasis on intra- and inter-ethnic dialogue. Established countrywide in 2009 as a joint collaboration between the Liberia Peacebuilding Office (PBO) and UNMIL, the underpinning of the structure is that it integrates both traditional and modern conflict intervention mechanisms to prevent, manage or transform local conflicts. The project will strengthen and institutionalize on-the-ground capacity of County Peace Committees to prevent, manage and resolve local conflicts within their communities and foster social cohesion.

2. Purpose of Proposed Project

Expected Outcome:

County Peace Committees and Early Warning & Early Response mechanisms prevent and resolve local disputes in 15 counties.

Expected outputs:

- 1) County Peace Committees reactivated and strengthened in 15 counties;
- 2) Early Warning and Early Response Centres established and functional at 3 Regional Justice & Security Hubs (Gbarnga, Zwedru, Harper)

Project document attached.

Part C: Technical Review

To be completed by the PBF Secretariat on behalf of the Technical Advisory Panel

Composition of Technical Advisory Panel (TAP):

- Ministry of Internal Affairs (MIA) - William Kokulo
- Ministry of Gender and Development (MoGD) - Albratha Doe
- Governance Commission (GC) - Aaron Weah
- National Civil Society Council of Liberia (CSO) - Prince Kreplah
- Search for Common Ground (SCG) - Oscar Bloh
- UNMIL/Office of the D/SRSG RoL - Linnea Lindberg
- UNMIL/Civil Affairs - Christiana Solomon
- UNICEF - Sigbjorn Solli Ljung
- UNDP - Nessie Golakai
- UN Women - Emily Stanger
- UN-HABITAT - Elizabeth Moorsmith
- Embassy of Sweden - Lisa Ljungstrom
- Peacebuilding Office (PBO/MIA) - Edward Mulbah

Technical Review Date: 12 September 2013

Evaluation of Proposal by the Technical Advisory Panel (TAP)

Provide concise summary evaluation of proposal and recommendations (detailed criteria provided below):

The TAP conducted an in-depth technical review of 8 submitted project proposals on 12 September 2013. All the various comments from TAP members were recorded by the PBO (as JSC Secretariat) and subsequently shared with the respective National Implementing Partners and UN Agencies (see attached). Revised project proposals have been submitted to the PBO on 19 September 2013.

TAP recommendation: project to be approved by the JSC.

| <i>1) Technical Review of the project design</i> | | |
|--|--|---|
| (a) | Does the project reflect governments commitments and responding to an urgent - financial and/or - peacebuilding gap? | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |
| (b) | Is the project design clear on which conflict factors should be addressed, and how? (Theory of change?) | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |
| (c) | Is it evident how the project will be coordinated with other projects to contribute most effectively to the intended outcomes of the Priority Plan? | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |
| (d) | Are realistic targets set for project outputs that are consistent with the submitted budget allocation and will allow the measuring of the project efficiency? | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |
| (e) | Are the project costs transparent and reflecting cost consciousness? | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |
| (f) | Is the project likely to have catalytic effects either in terms of financial leverage or unblocking peace relevant processes? | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |
| (g) | Has the project adequately considered risks and provided strategies for managing them? | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |

| <i>iv) Implementation performance</i> | | | |
|---------------------------------------|---|---|-----------------------------|
| (a) | Does the funding recipient agency have proven record of its capacity and competence to implement the project within the proposed time and budget line, and achieve results? | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| (b) | If the funding agency is not the implementation partner, does the proposed implementation partner have the capacity and competence to achieve the expected results as articulated in the Logframe? | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| (c) | Do the management arrangements describe clearly how the funding recipient agencies will keep oversight of the fund use and status of results achievement during the whole implementation process? | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| <i>Monitoring and reporting</i> | | | |
| (a) | Do the indicators of the project logframe reflect the information needed by the JSC to be able to assess the performance and effectiveness of the fund use by the recipient agency? | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| (b) | Does the project proposal include an M&E plan which outlines how to track these indicators and to report timely when updates on the implementation status of the project will be needed by the JSC? | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| (c) | Does the proposal include an earmarked budget for the coverage of all M&E related costs (baseline collection, perception surveys, and final evaluation)? | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |

Part D: Administrative Review

To be completed by the PBF Secretariat

PBF Secretariat Review Date: 20 September 2013

Check on Project Document Content

- | | | |
|---|---|--|
| <input type="checkbox"/> Signed Cover Page (first page) | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| <input type="checkbox"/> Logical Framework | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| <input type="checkbox"/> Project Justification | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| <input type="checkbox"/> Project Management Arrangements | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| <input type="checkbox"/> Risks and Assumptions | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| <input type="checkbox"/> Budget | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| <input type="checkbox"/> Indirect Support Cost (7%) | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| <input type="checkbox"/> Progress Report (for supplementary funding only) | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |

Part E: Decision of the Joint Steering Committee

To be completed by the PBF Secretariat and signed by PBF Joint Steering Committee co-chairs

Decision of the PBF Joint Steering Committee:

- Approved for a total budget of US\$ 1,500,000
- Approved with modification/condition
- Deferred/returned with comments for further consideration
- Rejected

Comments/Justification/Any conditions:

Hon. Morris M. Dukuly
Minister of Internal Affairs

Government Co-Chair
PBF Joint Steering Committee



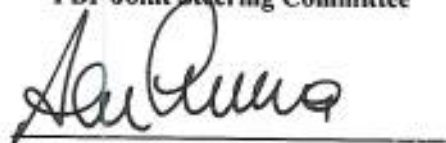
Signature

Date:

15/04/2013

Mr. Aeneas C. Chuma
Deputy SRSG/CDG

UN Co-Chair
PBF Joint Steering Committee



Signature

Date:

21/10/13

Part F: Administrative Agent Review

To be completed by the Administrative Agent

Action taken by the Administrative Agent: MPTF Office, UNDP

- Project consistent with provisions of the PBF Memorandum of Understanding and Standard Administrative Arrangements with donors

Executive Coordinator, MPTF Office, UNDP

Signature _____

Date _____