



**PEACEBUILDING FUND (PBF)
FINALPROGRAMME¹ NARRATIVE REPORT**

REPORTING PERIOD: FROM DECEMBER 2009 TO DECEMBER 2010

<p align="center">Programme Title & Project Number</p>	<p align="center">Country, Locality(s), Priority Area(s) / Strategic Results²</p>
<ul style="list-style-type: none"> Programme Title: Small Grants to Support Initiatives for Peace Consolidation in Liberia Programme Number : PBF/LBR/D-10 MPTF Office Project Reference Number:³ 00072813 	<p><i>(if applicable)</i> Country/Region Liberia (Monterrado, Grand Cape Mount, Maryland, Bassa, Bomi, Grand Gedeh, Margibi, River Cess, Lofa, Sinoe, Gbarpolu, Bong)</p> <p><i>Priority area/ strategic results</i> Fostering National Reconciliation and Conflict Management</p>
<p align="center">Participating Organization(s)</p> <ul style="list-style-type: none"> Organizations that have received direct funding from the MPTF Office under this programme United Nations High Commissioner for Refugees (UNHCR) 	<p align="center">Implementing Partners</p> <ul style="list-style-type: none"> National counterparts (government, private, NGOs & others) and other International Organizations Liberia Peacebuilding Office (PBO)
<p align="center">Programme/Project Cost (US\$)</p> <p>Total approved budget as per project document: MPTF /JP Contribution⁴: 462,606US\$</p> <ul style="list-style-type: none"> <i>by Agency (if applicable)</i> <p>Agency Contribution</p> <ul style="list-style-type: none"> <i>by Agency (if applicable)</i> <p>Government Contribution <i>(if applicable)</i></p> <p>Other Contributions (donors) <i>(if applicable)</i></p> <p>TOTAL:</p>	<p align="center">Programme Duration</p> <p>Overall Duration (<i>months</i>) 12 months Start Date⁵ December 2009</p> <p>Original End Date⁶ August 2010 Actual End date⁷ December 2010</p> <p>Have agency (ies) operationally closed the Programme in its (their) system? Yes No <input checked="" type="checkbox"/> <input type="checkbox"/></p> <p>Expected Financial Closure date⁸:</p>
<p align="center">Programme Assessment/Review/Mid-Term Eval.</p> <p>Evaluation Completed <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date: May 2011 Evaluation Report - Attached <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date:</p>	<p align="center">Report Submitted By</p> <ul style="list-style-type: none"> Participating Organization (Lead): United Nations High Commissioner for Refugees (UNHCR)

¹ The term “programme” is used for programmes, joint programmes and projects.

² Strategic Results, as formulated in the Performance Management Plan (PMP) for the PBF, Priority Plan or project document;

³ The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as “Project ID” on the project’s factsheet page on the [MPTF Office GATEWAY](#).

⁴ The MPTF/JP Contribution is the amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#)

⁵ The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

⁶ As per approval of the original project document by the relevant decision-making body/Steering Committee.

⁷ If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities. Please see [MPTF Office Closure Guidelines](#).

⁸ Financial Closure requires the return of unspent balances and submission of the [Certified Final Financial Statement and Report](#).

EXECUTIVE SUMMARY

Small Grants to Support Initiatives for Peace Consolidation in Liberia afforded 15 Liberian Non-Governmental Organizations (NGOs), Civil Society Organizations (CSOs) and Community-Based Organizations (CBOs) an opportunity to contribute to the consolidation of peace through accessing funds from the Peacebuilding Fund (PBF) to support their already initiated grass-roots peacebuilding interventions. 15 grant-winning projects, which were selected out of 99 proposals through competitive process, addressed critical issues for peace consolidation in Liberia, such as land disputes, intractable conflicts, transitional justice, reconciliation and empowerment of women. In addition to the substantive peacebuilding impact on the targeted beneficiaries and communities, the project sought to strengthen managerial and administrative capacity of the participating organizations through training and coaching. An independent evaluation found that the interventions made through the small grant scheme led to creating “peace dividends” and inherently contributed to the consolidation of peace through mitigating the escalation of conflict, improving livelihood opportunities for disadvantaged women, reducing mistrust and rumors among divided ethnic groups in “hot spots” areas around Monrovia, as well as in rural parts of Liberia through increased communication and social interactions. Peace dividends also included increased knowledge in the rule of law among community members and a reduction in cases to be brought to the court in resolving land conflicts.

I. Purpose

The United Nations Secretary General approved a total of US \$ 15 million for Liberia under the UN Peacebuilding Fund (PBF) in October 2007. The fund had a catalytic mechanism for peace consolidation in Liberia and supports peacebuilding interventions that were developed around three strategic priority areas determined by the UN and the Government of Liberia: fostering national reconciliation and conflict management; critical interventions to promote peace and resolve conflict; and strengthening state capacity for peace consolidation.

The fund was administrated by a Joint Steering Committee (JSC) of the Liberia PBF, co-chaired by the Minister of Internal Affairs and UN Resident Coordinator/ Deputy Special Representative of the UN Secretary-General (Recovery and Governance). The JSC comprised representatives of the Government of Liberia, UN agencies, civil society and the international donor community. The work of the JSC was supported by a secretariat, housed in the Peacebuilding Office (PBO) that was attached to the Ministry of Internal Affairs.

One of the major weaknesses identified throughout PBF’s engagement in Liberia was a lack of engagement with national NGOs, especially those operating outside Monrovia. National NGOs had less chance of obtaining funding from the PBF due to the complex and stringent criteria and procedures. In addition, even though local civil society organizations (CSOs) collaborated with some international organizations and government institutions to implement PBF projects, the JSC also recognized that the involvement and level of actual project interventions made directly by CSOs and NGOs were inadequate, largely due to the lack of capacity and inability of these groups to meet the minimum criteria of engagement.

This also reflected a bigger picture in Liberia. Since 1990, there has been a proliferation of NGOs in Liberia. As of 2010, 529 NGOs including 72 International NGOs were on record to have been formally accredited by the Ministry of Planning.⁹ While the Government acknowledges NGOs as invaluable partners for development, the Government of Liberia has been concerned that some NGO projects and programs were not in line with the national development agenda. On the other hand, national NGOs were

⁹ Liberia Express, February 10, 2010. Annual message to the fifth session of the 52nd National Legislature of the Republic of Liberia by her Excellency Ellen Johnson Sirleaf President of the Republic of Liberia.

concerned that the new international aid modalities militated against their operations and marginalize them. These NGOs also pointed out the inadequacy of existing capacity building and partnership mechanisms aimed at supporting national NGO programs, and the existence of competition between national and international NGOs¹⁰ as additional debilitating factors.

In recognition of the above, the JSC approved seed grants of up to USD 26,000 to provide funding opportunities to 15 qualified national NGOs/CSOs and CBOs in order to ensure participation and involvement in the implementation of the peacebuilding projects in Liberia. In addition to the substantive peacebuilding impact, the grants also intended to provide training to improve technical and institutional capacities of local CSOs, such as technology transfer/skills development in general peacebuilding, financial and narrative reporting and organizational development.

The Joint Steering Committee constituted an Ad-hoc JSC¹¹ to develop Terms of Reference and flexible criteria which would allow CSOs/NGOs and CBOs to access funds through a competitive process of submission of project proposals. At the end of October 2009, the call for proposals was advertised throughout the country with the help of UNMIL Civil Affairs. Out of 99 proposals received, 40 proposals were shortlisted and 15 proposals were approved by the ad-hoc JSC. The grant winning projects varied in geography and in activity, and ranged from psychosocial distress, SGBV, inter-religious conflict, inter-ethnic conflict intertwined with land disputes, to distrust between public officials and citizens.

II. Assessment of Programme Results

i) Narrative reporting on results:

Management/ Implementation arrangement

UNHCR, as a recipient agency, received funds from the MDTF. UNHCR advanced funds to the Liberia Peacebuilding Office (PBO). The Liberia PBO, as an implementing partner for UNHCR disbursed funds to the 15 selected organizations. UNHCR provided oversight for the projects in close coordination with the PBO and Ad-hoc JSC. To ensure quality reporting, PBO recruited a Finance Assistant who assisted selected organizations in preparing quality financial and narrative reports through coaching and training of staff in selected organizations. The Finance Assistant reported to UNHCR. UNHCR provided induction training and coaching to the Finance Assistant to ensure that the financial reporting was compliant with UNHCR reporting regulations.

Results

The 15 projects addressed critical issues for peace consolidation in Liberia, such as land disputes, intractable conflicts, transitional justice, women empowerment and reconciliation. Some projects played a critical role in mitigating the escalation of a historic and intractable violent conflict, such as the conflict between Doumpa and Zuaplay in Nimba County, which caused death, injuries and property damage in the past this was called the RICCE project. Women groups in Bomi, Cape Mount and Gbarpolu worked to create awareness on the outcomes of the Liberia Truth and Reconciliation Commission by using simplified TRC report with animations and kept the momentum needed



Liberia PBO Senior Advisor giving advice to participants in fine-tuning project proposals (April 2010)

¹⁰ National Policy on Non-Governmental Organizations in Liberia

¹¹ The Committee consists of UK-Embassy, LINNK, MSG, PBO, UNMIL, WANEP, a representative of the DSRSG office and UNHCR

for the advancement of transitional justice issues through the WONGOSOL project. Other projects made limited achievement at outcomes and impact level; short project duration (maximum 12 months) and limited funds allocation are considered as contributing factors for lower levels of achievement in the result chain.

In addition to the substantive peacebuilding impact, the project sought to strengthen managerial and administrative capacity of the participating organizations through training and coaching. Prior to the disbursement of funding, 39 staff, including project managers, project officers and finance officers from 15 IPs were trained in a 4-day workshop on Project Planning and Management in April 2010. Follow-up training and coaching was also provided throughout the project implementation, which gradually improved timely-submission of periodic narrative and financial reports.

Summary of 15 Projects

Name of Project	Local CSO/CBO	Location	Results/outputs/outcomes
Capacity building training in Psychosocial skills	Children Assistance Program, Inc. (CAP)	Maryland County (Harper and Pleebo Districts)	The project had duration of 6 months and it ended on time with submission of final report. The project targeted to train 100 individuals including youth, women and children from 10 war affected communities in the two districts in psychosocial skills. 89 persons (50 male, 49 female) were trained. An initial training of trainers of 30 volunteers took place resulting in a community based psychosocial support mechanism through counseling services provided to traumatize residents of the respective communities. As a result of the intervention, the rate and frequency of domestic violence reduced by 20% compared to a baseline report produced by the CAP prior to the intervention.
Strengthening conflict prevention Initiatives over inter-county land disputes	Peace-building Resource Centre, Inc. (PBRC)	Bomi and Gbarpolu Counties located in western Liberia	The 5-month project aimed to reduce inter-county land disputes and provide conflict management and resolution training to 30 members of two county peace committees. In addition, the project provided county level consultation aimed at identifying durable solutions to the land disputes. The project provided training for 35 members of the Peace Council of Bomi and Gbarpolu Counties and they agreed to continue providing mediation services involving the two counties' residents to prevent violent land dispute conflicts. The project also identified and analyzed the several boundary disputes between Bomi and Gbarpolu counties. Inter County Social Dialogue was held with 35 persons comprising of stakeholders, opinion leaders, and County authorities of both Bomi and Gbarpolu Counties in Bopolu City, Gbarpolu County on October 29, 2010. The dialogue provided an opportunity for delegates to understand in-depth the land boundary disputes between both counties, to derive a defined and consolidated opinions on agreed policy recommendations for onward submission to the Government of Liberia through the Land Commission.
Peace-building and the Margin: Participatory Empowerment of women and war affected youth in South-eastern Liberia	Tiyatien Health, Inc (TH)	Grand Gedeh County (Zwedru and Tchien)	The 12-month project aimed to empower rural women and war affected youth through enhanced participation in decision making processes by use of photo voice, provision of community based psychosocial services and increased self-reliance through job creation. This project initiated the construction and completion of a Youth Center for women empowerment. 100 persons including women and men were trained in photo voice.
Enhancing Community capacities for conflict management and reconciliation in Liberia(CMR)	Justice and Peace Commission, Regional (JPC)	Bomi,Bassa, Gbarpolu, Cape Mount, Margibi, Montserrado and Rivercess County	The 4-month project aimed to strengthen and institutionalize on-the-ground capacity of seven (7) County Peace Committees to manage and mitigate, and where necessary, respond to local conflicts within their communities in constructive and non-violent ways. Conflict prevention and management skills acquired through this project were adopted and practiced by members of the County Peace Committees.
Promoting Peace and Reconciliation amongst community structures in Bomi County & UMABGCO, the Union of Muslim Association of Bomi and Gbarpolu Counties	Liberian United to Expose Hidden Weapon (LUEHW)	Bomi County	The 8- month project aimed to promote peace and coexistence and to resolve conflict in 10 communities in Bomi County. Media awareness, education campaigns, community interactive forums, capacity building for CBOs and establishment of a Peace Building e-Resource and Training Center were conducted. 100 persons from CBOs were trained in peacebuilding. A total of 30 community residents including males, females, boys and girls were trained in how to use internet facilities to access information and data of significance to

			their well-being and capacity development.
Muslim and Christian dialogue for Peace and Reconciliation	Liberia NGOs Network(with FAH, Farmers Against Hunger & WAVAP, War Victims Assistance) (LINNK)	Monrovia, Clara Town, Duala, Jacob Town	The 11-month project aimed to promote harmonious relationships between Christians and Muslims as well as to reduce poverty in three slum communities in Monrovia through interactive peace forums, youth peace tournaments, peace education in schools and micro-finance services. Three hundred eighty (380) persons benefited from loans amounting to twelve thousand eight hundred United States dollars (USD12, 800.00). This amount was put in circulation as loans to vulnerable market women. The loans improved the living standards of the direct beneficiaries and their respective families by creating access to basic livelihood, medical and education services.
Community Based Support for Peace & Reconciliation	National Ex-combatants Peace Building Initiatives (NEPI)	Lofa, Vahun, Kolahun	The 9- month project aimed to strengthen and expand constituencies for peace in Vahun and Kolahun districts in Lofa County through establishment of community based peace and reconciliation service systems and promotion of healing process through psychosocial support by trained self-help groups. In total 550, including 200 female were trained in conflict management and resolution and community-based reconciliation initiatives.
Community Safety Initiative	Childrensmile Humanitarian Network (CHN)	Central Rivercess and Timbo	The project aimed to advance women’s equality in Rivercess County through community sensitization on women’s human rights, establishment of SGBV intervention network and economic empowerment for women. The intervention beneficiaries are demonstrating practical knowledge and skills on the prevention of GBV & the promotion of women & girls economic empowerment; 4 additional Gender clubs comprising of 20 members each (10 male and 10 female) sensitized in ten (5) schools in Timbo District are conducting GBV prevention activities with their members also serving as Peer Educators in their respective schools and communities. A number of community based public awareness activities including community outreach 4 Radio programs, home visits, health sessions, 1 community dramas, 7 video shows on SGBV prevention, 5 individual/group learning sessions and 17 individual counseling sessions were carried out. These activities were conducted in health facilities, market places, as well as in communities with the intent to advance women’s equality and economic empowerment by increasing community members’ knowledge of women’s rights contributing to the reduction of SGBV. 1,021 persons (679 male and 342 female) including local leaders, traditional/ religious leaders, women/youth groups, in and out of school youth were reached and sensitized on the relevance of women’s rights and economic empowerment in 13 communities (7 in Timbo District & 6 in Central Rivercess District).
Peacebuilding and good governance in Fuamah District Lower Bong County(“Bong Mines”)	Foundation for International Dignity, Gbarnga Office-Bong County (FIND)	Bong, Fuamah	The 8-months project aimed to transform the conflict in Fuamah District in Bong County between District officials and citizens, especially youths through mediation between conflict parties, training the leaders, setting up a mediation committee and working groups implanting small projects to improve development. Steering committees were set-up in 5 districts. Leadership training workshop was held for all chiefs in all 5-districts. Capacity building training in conflict prevention, management and leadership training benefited 100 community residents including chiefs, elders, women and youth groups. Capacity for local conflicts over

			land and access to political participation and decision making were demonstrated through advocacy for access to decision making over concession agreement between the Government of Liberia and China Union Company.
Peace Building Initiative Project	The Citizens United to Promote Peace and Development in Liberia(CUPPADL)	Nimba, Grand Cape Mount and Lofa Counties, Bain-Garr/Ganta(Nimba),Porkpa (Grand Cape Mount) &Quodu Gboni (Lofa)	This project was intended to enhance inter-religious and intra-ethnic understanding through dialogues on citizenship, religious and ethnic tolerance and conflict reporting, mediation and transformation. Capacity building training benefited nearly 45 persons from Nimba and Lofa counties. Twenty six (26) persons was selected in Nimba county and sixteen (16) selected in two districts in Lofa county. Monitoring report indicates that evidence of religious and ethnic tolerance and non-hate reportings of the community radio stations in the project areas were being promoted.
	Rural Integrated Center for Community Empowerment (RICCE)	Nimba, Tappita	The project aimed at enhancing social cohesion by establishing Peace Clubs in communities, providing TOT for women and youths in conflict resolution, prevention and management to serve community peace volunteers. There were interventions in thirty two (32) years land conflict between two communities in Tappita Districts. During these years, there were several failed attempts in settling disputes between these two communities. In 2008, hostility emerged and tension brewed as they fought to gain control of the land. The intervention helped to transform the conflict by facilitating dialogue through which the divided parties agreed to a common solution by demarcation and undertaking a communal bridge project with their own resources.
Support Local Transitional Justice Action	Women's NGO Secretariat of Liberia (WONGOSOL)	Nimba	The project aimed to provide 15 pilot communities with the knowledge and capacity to initiate their own action plans on ways to respond to the legacies of the Liberian conflict, thereby promoting community-owned and long-term reconciliation strategies. Two county study groups were organized to look at the TRC report in relation to the recommendation that affect and/or promote the cause of women. Through a workshop, members of the groups consisting of local residents looked at the seven pillars of the TRC report, particularly looking at the portion dealing with violence against women. The TRC's report was later reduced into simplified version for easy reading and understanding of the women who reviewed the report and they came from Gbaroplu and Bomi counties. 12 local women were trained to facilitate dialogue around issues in the report with 6 women coming from each county.
Promoting Land Reform & Conflict Management in Post War Liberia	Centre for Democratic Empowerment (CEDE)	Nimba	The project was to support Land Reform commission to promote equitable and productive access and security of tenure to the nation's land through sensitization by Radio, town hall meeting, creation of peace club at high school, etc. The intervention facilitated understanding on rules and process of acquiring public land and also intervened in existing public land issues. Capacity of County Peace Committee was strengthened to mediate in land disputes through town hall meeting and in three schools in Nimba county. 70% of project beneficiaries understand rules and process associated with land acquisition.

Community Women Peace and Security Initiative	West Africa Women network for Peacebuilding Initiatives (WANEP)	Montserrado, Bassa and Bomi	The project aimed to promote women CSOs' capacity building, networking and collaboration for conflict prevention, conflict resolution and peacebuilding. 4 training in organizational development and leadership were conducted and 60 women were trained. Community support packages containing universal legal instruments and materials on conflict prevention and management were distributed to Bomi, Montserrado and Bong Counties. Additionally, 6 communities each was given a sub grant of USD800.00 as seed funds.
Creative Craft skills Development for Peace Building	Women Empowerment for Self Employment (WE4SELF)	Sinoe, Greenville City	The project intended to enhance social cohesiveness of the community by reducing poverty and promoting conflict resolution through provision of two essential life skill training (straw baskets plating and country clothes weaving) while simultaneously providing psychosocial support through sports and culture activities for 40 ethnically diverse women. Trainings were done in the areas of weaving, straw basket making and tie and die. 80 persons were trained in 8 sub-groups.

ii) Indicator Based Performance Assessment:

Using the **Programme Results Framework from the Project Document / AWP**s - provide details of the achievement of indicators at both the output and outcome level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why.

	<u>Achieved</u> Indicator Targets (Cumulative over funding period)	Reasons for Variance with Planned Target (if any)	Source of Verification
Outcome 1 ¹² 75% of 15 partners implementing Small Grants Projects enhanced their technical and institutional capacities within the 12-month duration of the project. Indicator: Baseline: Planned Target:	The training for 37 individuals in April 2010 had an immediate positive effect on their knowledge in project management: right after the training, some IPs soon applied the acquired knowledge to improve their project documents, including log frame.	N/A	Revised project proposals. Periodical financial and narrative reports from the participating NGOs.
Outcome 2 Improved partnership and coordination amongst peacebuilding efforts and Implementing Partners over a 12-month period. Indicator: Baseline: Planned Target:	The training provided the first opportunity to meet together. Through group work and interactive sessions, they were able to identify common issues they are facing in project management /financial control and share their idea on how to tackle with these issues.	N/A	Record on the meetings
Outcome 3 At least 75% of targeted	Some of the projects were able to	N/A	Independent evaluation reports

¹² Note: Outcomes, outputs, indicators and targets should be as **outlines in the Project Document/Priority Plan or PMP** specific so that you report on your **actual cumulative achievements against planned targets**. Add rows as required for Outcome 2, 3 etc.

<p>communities live in reconciliation, social tensions reduced and inter-intra community dialogue for peace consolidation increased over a 12-month period.</p> <p>Indicator: Baseline: Planned Target:</p>	<p>contribute meaningfully to the intractable conflicts or to address conflict drivers and therefore reduced tension/risk of violent conflict.</p>		
<p>Output 1.1 PBO staffed with a finance assistant and equipped with office materials.</p> <p>Indicator 1.1.1 Baseline: Planned Target:</p>	<p>A finance assistant and UNHCR periodically visit partners and provide coaching.</p>	N/A	<p>Documentation on recruitment process, Contract with the Finance Assistant, reports from A finance assistant,</p>
<p>Output 1.2. 15 partner organizations awarded sub-contracts</p> <p>Indicator 1.1.1 Baseline: Planned Target:</p>	<p>15 IPs signed a tripartite Memorandum of Understanding with PBO and UNHCR on 10 May 2010. Subsequently, the first tranche (80% of the total funding) of the grants was disbursed to the partners by the PBO. Most of the Small Grants Project hit the ground running in June 2010.</p>	N/A	<p>Copies of signed MoU among PBO, UNHCR and 15 IPs.</p>
<p>Output 1.3 15 partners trained in financial and narrative reporting, project management and basic M&E</p> <p>Indicator 1.1.1 Baseline: Planned Target:</p>	<p>In total 37 persons, including project managers, project officers and finance officers from 15 IPs trained in 4-day workshop on Project Planning and Management held from 6 to 9 April.</p>	N/A	<p>Attendance record, pictures and workshop reports.</p>
<p>Output 1.4 Monthly status report and quarterly financial report submitted on time to UNHR in compliance with the UNHR procedures</p> <p>Indicator 1.1.1 Baseline: Planned Target:</p>	<p>To ensure timely reporting from 15 partners remains as a challenge.</p>	N/A	<p>Periodical narrative and financial reports from 15 IPs.</p>
<p>Output 1.5 Network among 15 partners are established and maintained</p> <p>Indicator 1.1.1 Baseline: Planned Target:</p>	<p>15 partners had a first interaction in the training held in April 2010. PBO convened periodic meetings with 15 IPs.</p>	N/A	<p>Attendance records of meetings</p>

iii) Evaluation, Best Practices and Lessons Learned

Challenges

The initial plan envisaged the commencement of the programme at the beginning of September 2009. However, funding was received on 16 December 2009 at UNHCR HQs due to delays at various levels. The CSOs were notified of their selection in early January 2010 and their proposals fine-tuned based on the recommendation from the Ad-hoc JSC. 15 partners signed a tripartite Memorandum of Understanding with PBO and UNHCR on 10 May 2010. Subsequently, the first tranche, equivalent to 80% of the total grant, was disbursed to the partners by the PBO. All 15 projects commenced immediately in June 2010. Due to the delay in acquiring funding at field level, most of the implementing partners had to shorten the implementation period.

Managing 15 projects were quite challenging in particular in areas where UNHCR did not have an operational presence. The quality and frequency of monitoring was often challenging.

Evaluation

Independent evaluation of the project was conducted by Oscar Bloh and Julius Tokpa. The evaluation methodologies were a combination of desk review of documents and key informant interviews on site. The evaluator assessed the projects against 8 priority criteria; relevance; efficiency; effectiveness; linkage with the larger PBF Portfolio; ownership and sustainability; capacity development of CSOs; and transparency and accountability. The evaluators noted that the interventions made through the small grant scheme led to creating “peace dividends” and inherently contributed to the consolidation of peace through conflict mitigation, improved livelihood opportunities for disadvantaged women, reducing mistrust and rumors among divided ethnic groups in “hot spots” areas around Monrovia, as well as in rural parts of Liberia through increased communication and social interactions. Peace dividends also included increased knowledge in the rule of law among community of members and a reduction in court related mechanisms for resolving land conflicts.

The following recommendations were made by the evaluators and lessons learned for future projects of similar nature:

- 1) **Develop a user friendly monitoring tool:** The PBO and PBF Secretariat developed a monitoring and evaluation system which was introduced to the CSOs prior to actual implementation. To engender its effective utilization by CSOs, it is important that the PBO develop a user friendly version that is easily accessible by CSOs in tracking results and improving the quality of the overall work of CSOs.
- 2) **Include synergy in project design:** Individual projects did produce results. But cumulative results obtained from diverse projects have a greater potential to impact the larger peace writ both at societal and community levels, given that conflict takes place at different levels and their mitigation requires interventions at multiple levels.
- 3) **Consider strategic options:** “More does not always translate into quality”. Addressing the drivers of conflict does not necessarily mean intervening in all counties. Areas with potential for the reoccurrence of violent conflicts need special attention in peace consolidation. It is essential in making strategic choices in selecting project locations.
- 4) **Cluster projects to maximize results:** Building on the strategic option recommendation, it is essential to cluster two to three projects in a particular county addressing a particular driver of conflict. This

builds synergy and brings an added value to peacebuilding against the background that the consequences of violent conflict have multiple dimensions and they need to be addressed as such.

- 5) **Facilitate CSO-led agenda for capacity building:** In order to broaden the stereotypical definition of capacity building that focuses on “training and providing technical assistance”, capacity building needs to be a CSO-led and CSO-owned process of growth and change. Connecting CSOs to one another through collective engagement on an issue of common interest creates an opportunity to address change at the institutional level.
- 6) **Limit the number of CSOs and increase resources:** While it is true that peacebuilding is often defined as a process, it is also imperative that it shows results. Producing results requires long and sustained engagement matched with the necessary resources. As such, it is strategic to work with a smaller number of CSOs and increase the timeframe for implementation as well as the resources per group rather than spreading too thin.
- 7) **Include catalytic potential in selection criteria:** Sustainability of projects is essential if long term change is desired. To make this happen, a strategy for making projects catalytic needs to be included in the criteria for selecting proposals. This will not in itself guarantee continued funding but will push CSOs to the limit to think about sustained engagement with communities.