



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

**PROJECT DOCUMENT COVER SHEET**

<p><b>Project Title:</b> Support to the Liberia Peacebuilding Office for coordination, monitoring &amp; evaluation, communication and capacity building in conflict management</p>	<p><b>Recipient UN Organization(s):</b> United Nations Development Programme (UNDP)</p>
<p><b>Project Contacts:</b> Name: Wilfred Gray-Johnson, PBO Executive Director Address: PBO, Ministry of Internal Affairs Telephone: 231-886647010 E-mail: grayjohnsonw@yahoo.com</p>	<p><b>Implementing Partner(s):</b> Liberia Peacebuilding Office (at Ministry of Internal Affairs)</p>
<p><b>Project Number:</b> <i>(To be completed by UNDP MPTF Office)</i></p>	<p><b>Project Location:</b> Monrovia, Liberia</p>
<p><b>Project Description:</b> <i>(One sentence describing the main purpose of the project and how it contributes to the peacebuilding process in the country with reference to the main expected overall programme outcomes / theory of change)</i></p> <p>Through PBF support the Peacebuilding Office (PBO) will continue to provide effective coordination, monitoring &amp; evaluation, capacity building in conflict management, and communication of all PBF projects on national reconciliation, justice and security in Liberia. An adequately capacitated PBO will provide high-quality technical assistance to implementing partners while coordinating and enhancing catalytic synergies between all PBF projects, thereby addressing a number of root causes of conflict.</p>	<p><b>Total Project Cost: US\$ 1,139,944.00</b></p> <p><b>Peacebuilding Fund: US\$ 1,139,944.00</b></p> <p><b>Government Input:</b> In-kind contribution (incl. office space and electricity)</p> <p><b>Total: US\$ 1,139,944.00</b></p> <hr/> <p><b>Project Start Date and Duration:</b> 1 January – 30 December 2014</p>

**Gender Marker Score<sup>1</sup>: 1**

*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;*

*Score 2 for projects with specific component, activities and budget allocated to women;*

*Score 1 for projects with women mentioned explicitly in its objectives, but no specific activities are formulated nor is a budget reserved; and*

*Score 0 for projects that do not specifically mention women.*

**PBF Outcomes<sup>2</sup>:**

- Rule of Law
- National Reconciliation

**Project Outputs and Key Activities:**

1. PBO as PBF Secretariat effectively coordinates JSC meetings, reporting and SMC reviews
2. PBO M&E Unit ensures effective monitoring, reporting and evaluation of PBF projects
3. Capacity building in conflict management according to a rights-based and gender-sensitive approach
4. PBF Priority Plan results effectively communicated to key stakeholders
5. PBO adequately capacitated to ensure coordination, M&E and catalytic synergies between all PBF projects

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

<sup>2</sup> 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**

*Name of Senior UN Representative:*

**Mr. Aeneas C. Chuma**

*Title:* Deputy SRSG / CDG

*Signature:*

*Date & Seal:*

*Name of Government Representative:*

**Hon. Morris M. Dukuly**

*Title:* Minister of Internal Affairs

*Signature:*

*Date & Seal:*

**Recipient UN Organization**

*Name of Representative:*

**Mr. Kamil Kamaluddeen**

*Title:* UNDP Country Director

*Signature:*

*Date & Seal:*

**National Implementing Partner**

*Name of Government Counterpart:*

**Wilfred Gray-Johnson**

*Title:* PBO Executive Director

*Signature:*

*Date & Seal:*

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## COMPONENT 1: (The “Why”)

- a) Situation analysis, financial gap analysis, assessment of critical peacebuilding needs
- b) Project/ Portfolio justification

The Peacebuilding Office (PBO), based in the Ministry of Internal Affairs (MIA), was established in January 2009 as the UN Peacebuilding Fund (PBF) Secretariat in Liberia. The PBO has been instrumental in supporting the Joint Steering Committee (JSC) to oversee and coordinate the implementation of the Statement of Mutual Commitments (SMC) and the related Liberia Peacebuilding Programme (LPP) 2011-2013 as well as other PBF-funded peacebuilding initiatives. The LPP was developed to operationalise the SMC between the Government of Liberia (GoL) and the UN Peacebuilding Commission (PBC). The Statement of Mutual Commitments focuses on three key priorities: strengthening the rule of law, supporting security sector reform and promoting national reconciliation. The LPP was developed jointly by the Government, civil society, the UN and several international development partners.

Since 2006, the Government, UN, international NGOs and other partners have conducted several conflict mapping and conflict analyses to determine root causes and potential conflict issues/areas in Liberia. Through the establishment of a dedicated PBO, peacebuilding <sup>3</sup> initiatives were more firmly institutionalized within the Government, mainstreaming a conflict-sensitive <sup>4</sup> approach in the implementation of the Poverty Reduction Strategy (PRS) for Liberia and the current Agenda for Transformation (AfT) 2012-2017. This helped ensure that national policies, strategies and operational programmes were formulated and implemented considering conflict analyses <sup>5</sup>, identifying critical interventions to help address and mitigate pervasive conflict issues in Liberia.

Since its establishment, the PBO as PBF Secretariat has effectively coordinated the collaboration among all key actors in the area of peacebuilding and reconciliation in Liberia, including the various Government institutions and agencies, civil society organizations, UN Agencies and donors. The PBO has also convened and facilitated meetings of the Technical Advisory Group (TAG) on Justice and Security as well as the National Reconciliation TAG to review project proposals and provide technical advice. Overall, the PBO has played a key role in ensuring that different policies and programmes take into account the root causes and potential areas of conflict, and avoid inadvertently exacerbating tensions that could lead to violent conflicts.

The Peacebuilding Office, led by the Executive Director, has coordinated the preparation of a comprehensive, evidence-based annual progress report on the SMC targets as well as the JSC Annual Reports and PBO projects. PBO acts as the key focal point for communication with the PBSO, PBC and the MPTF Office.

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<sup>3</sup> Peacebuilding is the proactive response to address key factors and actors of a conflict.

<sup>4</sup> Conflict sensitivity analysis is an analysis conducted to ensure that specific initiatives or projects do not exacerbate existing tensions or create new tensions. It should be noted that also peacebuilding projects need to be conflict sensitive.

<sup>5</sup> Prior to the establishment of the PBO, several peacebuilding activities were initiated and undertaken throughout Liberia by religious institutions, traditional leaders and elders, civil society institutions, and the Government. Many of these processes and activities aimed at resolving disputes, fostering reconciliation and supporting local mechanisms for peace, were often carried out rather haphazardly, without informing or influencing Government’s policy actions and development programmes.

The PBO has also provided the necessary technical assistance in monitoring, reporting and evaluation. However, until 2013 there was no dedicated M&E Unit at PBO, so there was limited in-house capacity to adequately support the various PBF-supported programmes and put M&E systems in place, as noted in a mid-term evaluation of the first tranche of PBF funding. Also, monitoring was primarily focused on activities rather than outputs and longer-term outcomes. With an international M&E Advisor and national M&E Officer joining in January and April 2013 respectively, the PBO has been able to assist the various national partners and UN Agencies such as the Ministry of Justice (MOJ, JSJP/PMU), UNDP, UNICEF and UN-HABITAT with the development of results frameworks, M&E plans and results-based reports for their PBF-supported programmes. In terms of capacity development, a tailor-made M&E Training was conducted for UNDP and PBO staff in March 2013.

To enhance outcome monitoring, the PBO M&E Unit conducted a Public Perception Survey on Justice and Security in April 2013. The survey included 1,200 interviews in the 5 counties of South-East Liberia, i.e. Grand Gedeh, Sinoe, Maryland, Grand Kru and River Gee, to be covered by the next 2 Regional Justice and Security Hubs in Zwedru and Harper. The objective was to establish a baseline on the current perceptions of the population regarding justice and security. In July-August the report was presented to all key stakeholders who considered the findings very useful and these will be taken into account in the design and implementation of a number of priority justice and security services in the South-East, e.g. through enhanced confidence-building measures in the justice system, specific targeting of men and women, rural and urban areas, etc.

Strengthening national capacities in conflict management and mediation has been another focus of the PBO. Throughout the last 3 years key policy-makers, civil society organizations, County Peace Committees (CPCs) and local government staff in the various counties of Liberia have been trained, enabling them to deal with disputes in a peaceful manner using different tools and approaches. For example, in June 2013 PBO facilitated a training for security personnel assigned at the Regional Justice and Security Hub in Gbarnga. The main objective was to train the 33 participants in the concept of mediation and assist them to develop enhanced personal skills and techniques as intervention strategies in the discharge of their duties.

Throughout the years, PBO has forged critical partnerships with different peacebuilding institutions at local, regional and international level, facilitate conflict mapping exercises and 'hot spot' assessments. Critical support has been provided to the establishment of conflict early warning and early response systems. One of the ways in which the PBO has been addressing drivers of conflict is through the Early Warning and Early Response (EWER) programme. The overall objective is to ensure that potential violent conflicts are detected and their escalations are prevented from threatening national peace and stability. The PBO has gradually facilitated the establishment of permanent community-based structures in the various counties that will help in detecting threats to community peace and engage in response activities. Through developing and strengthening local early warning and response mechanisms, involving County Peace Committees, key drivers of conflict are addressed by collecting, analyzing, transmitting and reporting on incidents of conflict. The focus is on developing the capacity of local actors to engage in early response activities and to document these interventions.

In terms of catalytic effects, the PBO has been leading the development of the 'Strategic Roadmap on National Healing, Peacebuilding and Reconciliation' and will support the National Reconciliation Steering Committee (NRSC) to coordinate and oversee the full implementation of the Roadmap. The launch was considered by all stakeholders as an important milestone in reviving the somewhat stalled process of reconciliation in the country. PBO supported the Liberia Peace Initiative (LPI), led by Peace Ambassador George Weah, and the Ministry of Internal Affairs in organizing a 3-day Reconciliation Festival on 20-22 June 2013. The first day witnessed the 'Kick-start' of the implementation of the National Reconciliation Roadmap, followed by other activities such as a 'Peace March' and a soccer match with 2 teams of famous African soccer stars playing for a huge crowd in the national stadium. PBO support in organizing these events was acknowledged as very important by Government, the LPI and all participants. Without proper organization and ensuring a participatory approach, such a sensitive event could well have led to renewed tensions on reconciliation issues. Instead, the Roadmap launch generated a positive impulse, bringing together representatives from Government, all political parties, the diplomatic corps, UN agencies, CSOs as well as a range of traditional, religious and local leaders.

The President of Liberia, Ellen Johnson-Sirleaf, validated the launch by extending a hand of reconciliation to a member of the House of Representative with whom she had not spoken for more than a year due to divergent political views. Following the Roadmap launch, the PBO was requested to further support the LPI and MIA in organizing a series of follow-up activities, starting with a public outreach event in Gbarnga, Bong County, on 29-31 July. This forum brought together at least 120 participants from the counties of Maryland, Grand Bassa, Bong, Nimba and Lofa. They discussed and agreed on the role of relevant stakeholders in developing an operational implementation strategy for the Roadmap, ensuring participation and coordination among all key actors. This event also set the stage for full implementation of the Palava Hut programme led by the Independent National Commission on Human Rights (INCHR).

For the period January 2014 to December 2016, further support would be required from the PBF in order to continue to effectively and efficiently carry out all the key functions of coordination, monitoring, reporting, communication and capacity building in conflict mediation. As Government and international partners are faced with financial constraints, it has not been possible to mobilize operational funds for the PBO from other sources. Yet the role of PBF Secretariat to ensure synergies and coordination of peacebuilding initiatives is crucial, as evidenced by the experience of other countries. Therefore, PBF support will still remain instrumental over the next few years in spearheading key initiatives and support the PBO to coordinate the various peacebuilding projects.

While PBF funding support to the PBO has been very critical, effort are being employed for support to the PBO after this current tranche of PBF funding. The National Reconciliation Roadmap calls for the setting up of a Secretariat to support the National Peacebuilding and Reconciliation Steering Committee (soon to be set up) that will coordinate and oversee the implementation of the Reconciliation Roadmap. The PBO currently performs this task. Efforts are being exerted to secure additional funding from other sources, as well as from the Government to support the implementation of the Roadmap. This funding will also help support the functioning of the Secretariat. The Government has already begun to include within its fiscal budget funding for national reconciliation programs and activities.

## **COMPONENT 2: (The “What”)**

### **a) Project focus**

The main project focus is to ensure that an adequately capacitated and effectively operating Peacebuilding Office (PBO) provides overall coordination, support in monitoring, reporting and evaluation, capacity building in conflict mediation, and communication of all PBF projects which will help address a number of root causes of conflict in Liberia, thereby enhancing national reconciliation, justice and security at all levels.

### **Coordination**

The PBO will continue to act as Secretariat to the Joint Steering Committee (JSC) as well as the new National Reconciliation Steering Committee (NRSC) and the National Reconciliation Technical Advisory Group (TAG). This includes preparing and convening all the meetings, following up on decisions taken and providing all the necessary support to ensure the effective implementation of the PBF Priority Plan 2013-2016 including all the various projects. The PBO will also collect and consolidate the updates from the different national and international partners for the SMC Annual Reports as well as the JSC Annual Reports to the PBF.

As PBF Secretariat, the PBO liaises on a regular basis with Government counterparts, in particular MIA, MPEA and MOJ, representatives from UNMIL, UN Agencies, civil society organizations and international development partners. Especially in a sensitive area like national reconciliation, extensive consultation of all key stakeholders is critical for an effective implementation of the Strategic Roadmap. Throughout the next years the PBO will dedicate significant attention to facilitate and support the practical implementation of the Roadmap, working together with MIA, LPI and all other stakeholders at national and local level. The roll-out will include several outreach events as well as the step-by-step implementation of the Palava Hut Programme throughout the country, with the INHRC collaborating with MOGD, CSOs and local leaders.

### **Monitoring, Reporting and Evaluation**

Over the next years the PBO will ensure effective and timely monitoring, reporting and evaluation of the PBF-supported projects in Liberia. Currently the M&E capacity of national and international partners (Government institutions, CSOs, UN Agencies) is still very limited. Therefore, the PBO M&E Unit will focus particularly on national capacity building during the next 3 years. As a next step following the March 2013 training, on 29-31 October 2013 the PBO organized a 3-day practical training in Monrovia to further enhance national capacity in planning, monitoring, reporting and evaluation for the implementing partners of the projects funded under the PBF Priority Plan 2013-2016. The training was attended by 27 participants from the following institutions/agencies: Ministry of Internal Affairs (MIA); Ministry of Planning and Economic Affairs (MPEA); Ministry of Gender and Development (MoGD); Ministry of Youth and Sports (MoYS); Ministry of Education (MoE); Independent National Commission on Human Rights (INCHR); Governance Commission (GC); Constitutional Review Commission (CRC); Law Reform Commission (LRC); Land Commission (LC); National Civil Society Council of Liberia; UNDP; UNICEF; UN Women; UN-HABITAT: and UNMIL.

The key topics included:

- Key principles and components of M&E for peacebuilding;
- Explanation of the PBF guidelines and formats for M&E;
- Designing Results Frameworks (incl. indicators, baselines, targets, means of verification);
- How to use the Results Framework to develop a clear Annual Work Plan for 2014;
- Developing detailed M&E Plans for the next 3 years \;
- Results-based reporting;
- How to manage an evaluation.

The overall feedback from all participants was very positive. According to the training evaluation just over 70% of participants rated the quality and relevance of the presentations, the exercises and the performance of the trainers as either very good or excellent. The pre- and post-test assessment showed a steady improvement of people's M&E knowledge, including for example their understanding of indicators, results-based reporting, PBF guidelines and evaluation (as measured both by a number of detailed questions and a self-assessment). Follow-up trainings and other learning events will subsequently be organized to improve partners' capacity in developing results frameworks, designing M&E plans and better results-based reporting.

In terms of reporting, PBO will coordinate the preparation of the SMC and JSC Annual Reports. In addition, the M&E Unit will prepare the PBO half-yearly and annual reports for the PBF and MPTF Office, as well as provide technical advice to RUNOs and national implementing partners where necessary in preparing their PBF half-yearly and annual reports.

Joint monitoring missions with NIPs and RUNOs will be conducted on a regular basis according to an agreed upon schedule, with the purpose of assessing progress at project sites and provide updates to the JSC. A regular validation of risks and assumptions is important to identify any external or internal challenges at an early stage. This will allow for timely action in terms of re-adjusting certain activities or initiatives.

The PBO will monitor progress of the overall Results Framework of the PBF Priority Plan 2013-2016, using quantitative and qualitative data. Key updates and any challenges will be communicated to the NRSC and JSC whenever necessary. At the same time, PBO together with the JSJP PMU will continue to monitor the outcome and output indicators for the Justice and Security Joint Programme (JSJP). The various monitoring logs developed in early 2013 for the justice and security services provided at the Gbarnga Regional Hub will be further updated and also rolled out to the other Regional Hubs to facilitate systematic activity and output monitoring. The logs are currently used to regularly collect data on the various services provided by the SGBV Crimes Unit, Public Services Office, LNP and BIN (confidence patrols) and the Judiciary. Already a positive impact can be seen in clearer and more regular reporting on results achieved.

To assess and measure changes in people's attitudes and perceptions regarding various dimensions of national reconciliation, the PBO will also support the design and conduct of a 'National Reconciliation Barometer survey'. This is expected to be a joint initiative between the University of Liberia, PBO and key stakeholders including the Independent

National Commission on Human Rights (INCHR), Governance Commission (GC) and others. The findings will inform in particular the Palava Hut initiative as well as the broader National Reconciliation Roadmap. The concept of reconciliation is expected to be defined through several parameters by an exploratory study planned for the first half of 2014. Subsequently the National Reconciliation Barometer Survey is planned to be conducted every 2 years. Experiences and lessons have been shared by the Institute for Justice and Reconciliation (IJR) in South Africa, where such a public perception survey has been carried out for over 10 years with very interesting results.

PBO will also provide the necessary support to any evaluations of the PBF Priority Plan as well as any other reviews when needed. More details on M&E can be found in Section 3 e) below.

### **Capacity building in conflict management**

Based on the existing needs and positive feedback from beneficiaries since 2011, the PBO will continue to strengthen the capacity of specific target groups in conflict management and mediation, using a rights-based and gender-sensitive approach. Key policy-makers, civil society organizations and security personnel (LNP, BIN, BCR staff) in the various counties of Liberia will be trained, enabling them to deal with disputes in a constructive and peaceful manner using different tools and approaches. Assessments of trainings conducted so far have shown that such guidance has helped these target groups enhance their skills, techniques and intervention strategies in the discharge of their duties and roles in society. More systematic post-training evaluations are planned to determine how the beneficiaries are using these new skills in conflict sensitivity in day-to-day practice. Additionally, since 2012 the PBO has provided training for County Peace Committees (CPCs) in mediation, conflict management and in early warning help them to not understand early warning indicators but to report against them. This activity has been very useful in forging coordination with NGOs involved in the Liberia Early Warning and Response Network (LERN) coordinated by the PBO with support from Humanity United through Trust Africa. The PBO will also work closely with the MIA to provide support not only to CPCs but also CSOs through small grants allocated in the Strengthening Local Mechanism for Peace Project.

### **Communication**

Through targeted communication and outreach activities, the PBO will ensure that the achievements and progress of the various PBF-supported projects are effectively communicated to key stakeholders in and outside Liberia. So far the information made available to the general public and decision-makers regarding the PBF contributions to peacebuilding initiatives in Liberia has been relatively limited, rather ad-hoc and primarily based on specific projects. A comprehensive Communication Strategy has been developed that will use various channels/medium for information dissemination, - these include print and electronic media, local radio stations, TV, outreach events and other user-friendly and communication channels. The PBO website will also be upgraded and revamped to reflect all the different initiatives under the Peacebuilding Priority Plan in Liberia.

The key target audience for communication will include the following:

- Government of Liberia at national, county and local level
- Specific target groups, University Students, CSOs, Youth Groups, Women Groups, Traditional Leaders, etc.
- United Nations incl. UNMIL and UN Agencies
- Bilateral and multilateral development agencies
- Private sector
- Local and international media
- People of Liberia in general
- Liberians in the Diaspora

One of the planned initiatives is to make a video documentary that would be used to create learning and show results of peacebuilding interventions covering the period 2011-2016. This is expected to be produced by a documentary expert on a short-term consultancy basis over the duration of the project's lifespan. The content will include activities of the Justice and Security Joint Programme, the Strategic Roadmap on National Healing, Peacebuilding and Reconciliation, and other peacebuilding initiatives within the context of the Agenda for Transformation, Vision 2030 and specifically the JSJP and the NR Roadmap.

### **Key target groups/beneficiaries**

The direct 'target group/beneficiaries' of the PBO as PBF Secretariat include:

- Joint Steering Committee (JSC) members, including senior representatives of Government, UN, civil society and international development partners
- National Peacebuilding and Reconciliation Steering Committee (NPRSC)
- National Reconciliation Technical Advisory Group
- National Implementing Partners
- UN Agencies (RUNOs)
- UNMIL
- PBSO
- PBC
- MPTF Office

The PBO is serving the aforementioned institutions and agencies through its coordination role and through providing technical advice on M&E, capacity development e.g. trainings in conflict mediation, peacebuilding and M&E, preparing and/or consolidating progress reports, and acting as focal point for regular communication and interaction with the PBSO, PBC and the MPTF Office.

Through this project, the JSC will be supported to achieve its key functions of setting priorities for peacebuilding, overseeing the allocation and implementation of the PBF-supported projects in Liberia. JSC meetings will be organized and held and the PBO will be able to ensure the implementation of decisions by the JSC. The PBO will also serve as the Secretariat for NPRSC to be established to oversee the implementation of the National Reconciliation Roadmap. In addition the Technical Advisory Group will be

supported. The PBO will also provide technical support to national partners and UN Agencies that jointly implement PBF-funded projects, as well as support to Government institutions in developing and implementing policies and programmes that are conflict-sensitive. In addition, CSOs will be supported as key partners for the effective implementation of the National Reconciliation Roadmap with particular emphasis on monitoring through capacity building and training and through technical support. Capacity development for management and financial accountability remains a critical area and PBO will continue to work closely with CSOs to strengthen this.

#### **b) Theory of changes: linking activities to results**

Since the establishment of the PBO in 2008, the PBF has been the major source of the operations and functioning of the PBO. This has enabled the PBO to achieve its key functions of providing support to the JSC in overseeing the implementation of the Liberia Peacebuilding Programme (LPP) and other related peacebuilding programmes as well as to provide support in developing and implementing Government peacebuilding and reconciliation programmes. Through continued PBF assistance the PBO will be able to support the implementation of the Priority Plan 2013-2016 as well as the Reconciliation Roadmap in addition to the Justice & Security Joint Programme and the SMC (Statement of Mutual Commitments). By further enhancing its capacity, the PBO will be able to execute its tasks, leading to addressing and mitigating various conflict issues that cut across the Liberian society. At the same time, the PBO can help ensure progress towards overall peacebuilding. Achieving the abovementioned outcomes will certainly require significant capacity at the PBO to play a meaningful coordination role, involving all key stakeholders, as well as provide training, technical advice and effectively monitor and report on progress and challenges. With PBF support, the PBO will be able to continue fulfilling its key mandate, contributing to quality programme results and enhance coherence, collaboration and synergies among the various peacebuilding initiatives.

## **COMPONENT 3: (The “How”)**

### **a) Implementation approach**

Key priorities for the PBO include coordination of the all key stakeholders involved in the PBF Priority Plan, specifically providing support to the JSC, NRSC and TAG. Related to this, comprehensive monitoring and reporting, capacity building of national partners, and clear communication regarding all PBF projects are among the other main priorities. Section 2 a) includes more details on the specific planned deliverables.

This will be a single RUNO project, with UNDP as the Recipient UN Organization and PBO as the implementing partner based at the Ministry of Internal Affairs. The PBO Executive Director (TOR attached) will act as the Project Manager, while UNDP’s Team Leader for Governance and Public Institutions will ensure quality assurance of the project. The PBO Executive Director leads the Peacebuilding Office on a day-to-day basis and provides regular progress updates to UNDP as well as MIA. Half-yearly and annual progress reports will be submitted to the JSC, PBSO and the MPTF Office as per the standard requirements.

### **b) Budget**

Budget break-down into categories: *Using the table below, break down the proposed budget for the project(s) according to key budget categories. This is the Standard Format\* agreed by the UNDG Financial Policies Working Group with necessary modifications to suit the expected PBF project activities. The use of the budget format is mandatory as it allows the UNDP MPTF Office as the PBF Administrative Agent to consolidate and synthesize the periodic financial expenditure reports that will be submitted by Recipient UN Organizations. Recipient UN Organizations are required to attach a copy of the project budget, showing in detail the different budget lines that lead to the final figures in the standard format of their organization to facilitate review.*

<b>CATEGORIES</b>	<b>Recipient UN Agency - UNDP amount (US\$)</b>	<b>TOTAL amount (US\$)</b>
1. Staff and other personnel	592,742.00	592,742.00
2. Supplies, Commodities, Materials	10,000.00	10,000.00
3. Equipment, Vehicles, and Furniture (including Depreciation)	111,500	111,500
4. Contractual services	263,300.00	263,300.00
5. Travel	48,000.00	48,000.00
6. Transfers and Grants to Counterparts	10,000.00	10,000.00
7. General Operating and other Direct Costs	29,826.00	29,826.00
<b>Sub-Total Project Costs</b>	<b>1,065,369.00</b>	<b>1,065,369.00</b>
8. Indirect Support Costs*	<b>74,576.00</b>	<b>74,576.00</b>
<b>TOTAL</b>	<b>1,139,944.00</b>	<b>1,139,944.00</b>

### **c) Sustainability**

Since its establishment in 2009 as the PBF Secretariat in Liberia, while also responsible for the coordination of peacebuilding and reconciliation programmes on behalf of Government, the PBO has been under significant pressure to deliver high-quality professional services in all these areas.

Over the last few years, the PBO has trained about 323 individuals including strategic policy-makers in government, local government officials at the county level and selected members of civil society organizations in conflict sensitivity, mediation, early warning mechanisms, leadership and general peacebuilding. In collaboration with UNMIL Civil Affairs, County Peace Committees have been set up in the 15 sub-divisions (counties) of Liberia. These CPCs are currently being decentralized at the community and district levels, particularly in 5 of the 15 counties. Of the 22 Government ministries, agencies and institutions, so far 11 have received training in conflict sensitivity. Of the 15 county administrations, so far 9 benefitted from training in peacebuilding.

For the period 1 January 2014 - 31 December 2016 further support would be required from the PBF in order to continue to effectively and efficiently carry out all the key functions of coordination, monitoring, reporting, communication and trainings in M&E and conflict mediation. Through building the capacities of national institutions over the next 3 years, it is expected that they will be able to assume some of the key roles in terms

of - for example - monitoring and results-based reporting. As was done during the October 2013 M&E training, similar pre- and post-training tests will be conducted at other training and learning events over the next years in order to assess the changes in participant's knowledge, skills and capacity at large. PBO will follow up with participants 3 months after the specific training (and then after another 3 months) to determine if, and if so how they are applying their new knowledge and skills.

The Peacebuilding Office has a total of seventeen (17) staff of which thirteen (13) are funded with funding from the PBF. One staff is funded through Humanity United while three staff are funded by the Government. Of these 17 staff 9 are substantive staff while eight staff are support staff including drivers and janitors. In addition, There are sixty other staff considered as extended staff of the PBO that work with the Social Cohesion – Junior National Volunteers (JNVs) project funded by UNICEF- Liberia. Forty-five (45) of these are JNVs (15 each are assigned in three counties including: Nimba, Grand Gedeh and Maryland), 9 are Conflict Early Warning Focal Persons – three each are assigned in three districts of the counties, while 6 are County Liaison Officers. These staff however are hired on a three-to-four months basis as per project circle. Presently, efforts are being made to raise additional resources mainly through the Government's funding for reconciliation programmes in the next three years. Under the structure for implementing the Reconciliation Roadmap, a technical secretariat is expected to be funded through Government support.

#### d) Risk management

Risk	Likelihood (high, medium low)	Severity of impact on project (high, medium, low)	Mitigating Strategy
PBO will be unable to perform its functions after 2016 if most of its funding continue to rely on one source – the PBF.	Medium	High	<ul style="list-style-type: none"> <li>• MIA has put in place a resource mobilization strategy that focuses on raising resources from domestic revenues to support the implementation of the Reconciliation Roadmap.</li> <li>• The Roadmap calls for a functioning secretariat to support the National Peacebuilding and Reconciliation Steering Committee (NPRSC). This is being projected in Government budget allocation – some of which could go for the Secretariat support – thus supporting the PBO.</li> </ul>
Relatively limited capacity of National Implementing Partners (NIPs) and Recipient UN Organizations (RUNOs) which may affect the implementation of the Priority Plan projects, and therefore also the role of PBO and the JSC to ensure coordinate and oversight.	Medium	Medium	<ul style="list-style-type: none"> <li>• Further capacity development of IPs and RUNOs will be undertaken by PBO, especially in the area of project management, M&amp;E and reporting, with technical support from other key stakeholders</li> </ul>



## e) Results Framework and Monitoring & Evaluation

**Results Framework (Although this project is intended for one year – the RF below reflects a three year project in line with overall funding allocated for the functioning of the PBO for the next three years January 2014 – December 2016). The RF will be revised as the proposal is revised for the next period.**

<p><b>Policy statement / national roadmap for peace building:</b>  AFT Goal for PILLAR 1 - PEACE, JUSTICE, SECURITY AND RULE OF LAW:  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.</p> <p><b>Purpose of PBF support:</b>  Ensure the Peacebuilding Office (PBO) provides effective coordination, monitoring, reporting, evaluation and communication on the achievement of the Priority Plan and the projects that support it.</p> <p><b>Theory of change statement:</b>  An effectively operating and adequately capacitated PBO will ensure effective coordination, M&amp;E and catalytic synergies between all PBF projects which will 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. By strengthening inclusive community-based structures and traditional mechanisms for conflict resolution (e.g. Palava Huts), 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. One particular aspect of this is to promote transparent and fair management of natural resources including land. At the same time, if citizens feel that the government is responsive to their physical and economic security, e.g. by promoting sustainable livelihoods for youth, women and other groups through an inclusive approach, then they are likely to feel more empowered going forward, and engage more positively with each other as well as with local and national institutions.</p>								
(1) Outcomes	(2) Outcome indicators	(3) Baselines, targets and means of verification	(4) Outputs and activities	(5) Output Indicators	(6) Baselines, targets and means of verification	(7) RUNO & party responsible for mobilizing inputs	(8) Inputs/ budget (US\$) <i>Refer to budget section 3 b)</i>	(9) Assumptions
<b>Outcome 1:</b> Peacebuilding Office provides effective coordination,	<b>Indicator 1:</b> Number of JSC Annual Report submitted within 7 days of the deadline	Baseline (2012): 1 (JSC Report 2012)  Target (2016): 5  MoV: Transmittal e-	<b>Output 1:</b> PBO as PBF Secretariat effectively coordinates JSC meetings,	<b>Indicator 1.1:</b> Number of JSC Annual Reports produced	Baseline (Sep 2013): 1  Target (Dec 2016): 5  MoV: JSC Annual Reports	PBO/MIA with support from UNDP		All stakeholders remain committed to the Priority Plan results in the area of national reconciliation,

monitoring, reporting, evaluation and communication on the achievement of the Priority Plan results and the projects that support it	<p><b>Indicator 2:</b> Number of JSC Annual Reports of which the quality is rated as “acceptable” by PBSO review team</p> <p><b>Indicator 3:</b> Priority Plan 2013-2016 projects fully meet selection criteria, including value-for-money criteria</p> <p><b>Indicator 4:</b> Key partners (e.g. RUNOs as well as non-UN stakeholders) satisfied with level and timeliness of PBO communication and coordination</p> <p><b>Indicator 5:</b> Number of institutions with</p>	<p>mail of JSC Annual Report</p> <p>Baseline (Sep 2013): 1</p> <p>Target (Dec 2016): 5</p> <p>MoV: Report review matrix (PBF)</p>	<p>reporting and SMC reviews</p> <p>Activity 1.1: Organize JSC, TAG and related stakeholder coordination meetings</p> <p>Activity 1.2: Produce JSC Annual Reports</p> <p>Activity 1.3: Produce SMC Annual Reports</p>	<p><b>Indicator 1.2:</b> Number of SMC Annual Review Reports produced</p>	<p>Baseline (Sep 2013): 2 SMC reports for 2011 and 2012</p> <p>Target (Dec 2016): 5 reports in total: 2011-2015 (report for 2016 to be produced in 2017)</p> <p>MoV: SMC Annual Review Reports</p>			<p>justice and security</p> <p>Adequate financial and human resources available in time</p>	
		<p>Baseline (Sep 2013): 4 projects under the LPP 2011-2013</p> <p>Target (Dec 2016): 9 projects under the PP 2013-2016</p> <p>MoV: Project selection criteria checklist; minutes of JSC meetings</p>	<p><b>Output 2:</b> Priority Plan effectively monitored, reported on and evaluated</p> <p>Activity 2.1: Conduct M&amp;E trainings for key partners</p> <p>Activity 2.2: Provide technical advice on the preparation of PBF project reports</p> <p>Activity 2.3: Conduct Public Perception Surveys on Justice &amp; Security for outcome</p>	<p><b>Indicator 2.1:</b> Number of M&amp;E trainings conducted by PBO</p>	<p>Baseline (Sep 2013): 1 training in March 2013</p> <p>Target (Dec 2016): 7 trainings in total (2 per year)</p> <p>MoV: M&amp;E training reports</p>	<p>PBO/MIA with support from UNDP</p>			
		<p>Baseline (Sep 2013): No data available</p> <p>Target (Dec 2016): To be discussed (e.g. x % of key partners satisfied)</p> <p>MoV: Annual partnership survey</p>	<p><b>Indicator 2.2:</b> Number of half-yearly and annual PBF project reports under the for Priority Plan 2013-2016 submitted to PBSO and MPTF Office</p>	<p>Baseline (Sep 2013): 0</p> <p>Target (Dec 2016): 40 (2 reports per year for 8 PBF projects)</p> <p>MoV: PBF project reports</p>					
		<p>Baseline (Sep 2013): not yet available, expected to be assessed</p>	<p><b>Indicator 2.3:</b> Number of Public Perception Surveys on</p>	<p>Baseline (Sep 2013): 2 (survey in Bong, Lofa and Nimba counties conducted in 2012; survey in Grand</p>					

	adequate monitoring and reporting capacities (through training by PBO)	in January 2014  Target (Dec 2016): to be determined based on planned assessment  MoV: M&E plans and reports from institutions	monitoring	Justice and Security conducted by PBO (outcome monitoring)	Gedeh, Sinoe, Grand Kru, River Gee and Maryland conducted in 2013)  Target (Dec 2016): 5 surveys in total during 2012-2016  MoV: Public Perception Survey reports		
			<b>Output 3:</b> Key stakeholders adequately capacitated in conflict management and mediation  Activity 3.1: Conduct trainings in conflict management  Activity 3.2: Strengthen capacity of Assistant Superintendents and Planning Officers in 5 selected counties to develop conflict sensitive projects  Activity 3.3: Provide support to CSOs and CBOs for conflict management	<b>Indicator 3.1:</b> Number of conflict mediation trainings conducted by PBO	Baseline (Nov 2013): 9 trainings conducted since 2009  Target (Dec 2016): 18 trainings (3 training per year in 2014, 2015 and 2016; total includes baseline)  MoV: Conflict mediation training reports (PBO)	PBO/MIA with support from UNDP	
				<b>Indicator 3.2:</b> % of development projects that are conflict-sensitive in 5 selected counties (disaggregated by county)	Baseline: (2013 Not available  Target 2016: To determined based on an assessment to be conducted in January 2014  MoV: Conflict sensitivity analysis of county development projects (report by CS Officer at PBO)		

			initiatives at local level					
			<p><b>Output 4:</b> Priority Plan results effectively communicated to key stakeholders</p> <p>Activity 4.1: Develop PBO Communication Strategy</p> <p>Activity 4.2: Produce and disseminate fact sheets and other information materials on PBF projects</p> <p>Activity 4.3: Update and maintain PBO website</p>	<p><b>Indicator 4.1:</b> PBO Communication Strategy developed and operationalized</p>	<p>Baseline (Sep 2013): Draft PBO Communication Strategy</p> <p>Target (Dec 2016): PBO Communication Strategy effectively operationalized</p> <p>MoV: PBO communication products (various media)</p>	PBO/MIA with support from UNDP		
				<p><b>Indicator 4.2:</b> Number of fact sheets on PBF projects produced and disseminated</p>	<p>Baseline (Sep 2013): 0</p> <p>Target (Dec 2016): 8</p> <p>MoV: PBF project fact sheets</p>			
			<p><b>Output 5:</b> PBO adequately capacitated to ensure effective coordination,</p>	<p><b>Indicator 5.1:</b> Number of PBO programme staff</p>	<p>Baseline (Sep 2013): 5</p> <p>Target (Dec 2016): 5</p> <p>MoV: PBO Annual Reports</p>	PBO/MIA with support from UNDP		

			<p>monitoring, reporting, evaluation and communication</p> <p>Activity 1: Retain and attract high-quality staff at PBO</p> <p>Activity 2: Operationalize PBO coordination, monitoring, reporting and communication</p>	<p><b>Indicator 5.2:</b> Number of trainings and learning events in which PBO staff participated for capacity development</p>	<p>Baseline (Sep 2013): 0</p> <p>Target (Dec 2016): at least 1 training or learning event per staff per year</p> <p>MoV: PBO Annual Reports</p>			
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## **Monitoring & Evaluation**

Effective and timely monitoring, reporting and evaluation of the project will be ensured by the PBO M&E Unit in collaboration with key stakeholders, based on the Outcome and Output indicators as included in the Results Framework above.

Overall, the PBO M&E Unit will focus on the following during the period 2014-2016:

- Providing expert technical advice and assistance in monitoring, reporting and evaluation to national and international partners.
- Ensuring effective progress monitoring (quantitative and qualitative) of all PBF-supported interventions through developing and refining M&E systems and tools.
- M&E capacity building of national partners through trainings and other learning events.
- Providing technical advice and support to partners in developing specific tailor-made M&E systems and tools, including results frameworks, M&E plans, etc.
- Participate in joint monitoring visits on a regular basis to assess progress.
- Conduct public perception surveys on justice and security (baseline and endline surveys).
- Support the design and conduct of a 'National Reconciliation Barometer survey' on a regular basis to measure progress in people's attitudes and perceptions on reconciliation. This is expected to be a joint initiative between the University of Liberia, PBO and key stakeholders including the Independent National Commission on Human Rights (INCHR), Governance Commission (GC) and others. The findings will inform in particular the Palava Hut initiative as well as the broader National Reconciliation Roadmap. Prepare the PBO half-yearly and annual reports for the PBF and MPTF Office.
- Provide technical support to partners where necessary in preparing PBF half-yearly and annual reports.
- Prepare the draft JSC Annual Reports for JSC review.
- Provide support to PBO Management in preparing the SMC Annual Reports.
- Provide technical advice and support to reviews and evaluations where necessary.
- Compile lessons learned from programme implementation feeding into decision-making by the JSC for any required programme adjustments and strategic planning.

A specific M&E Plan has been developed (as per Template 4.1) based on the project's Results Framework. The M&E Plan identifies 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.

## **COMPONENT 4: (The “Who”)**

### **a) Implementing Agencies and their capacity**

UNDP is the Recipient UN Organization (RUNO) for this project, with PBO as the national implementing partner based at the Ministry of Internal Affairs. UNDP is widely acknowledged to have the required capacity to act as RUNO managing the PBF funds for support to the PBO. For this project UNDP will be transferring funds on a quarterly basis to the PBO, based on agreed upon annual work plans.

UNDP has been successfully managing a number of complex programmes and projects in the area of justice, security and national reconciliation, including the JSJP and the previous PBO support project among others. Given its crucial role in assisting peacebuilding efforts in Liberia, UNDP is considered a trusted partner by Government as well as key national and international partners.

Since its establishment in 2009, the PBO has been effectively fulfilling its core mandate and implementing the planned activities as per agreed upon Annual Work Plans. Capacity has been strengthened over the years in key areas including project management, finance and operations. The Executive Director, with substantive experience, is responsible for the day-to-day management of the PBO along with a Senior Technical Advisor. PBO provides regular progress updates to UNDP as well as the MIA. Half-yearly and annual progress reports will be submitted to the JSC, PBSO and the MPTF Office as per the standard requirements.

#### **b) Project management arrangements and coordination**

For the 2013-2016 PBF Priority Plan the overall management structure has been revised to strengthen coordination, avoid duplication and to ensure efficiency. It will be aligned with the management and implementation structure of the Government of Liberia's Agenda for Transformation. The management arrangements for the new PBF Priority Plan build on the 2011-2013 Liberia Peacebuilding Programme (LPP), whereby the PBF Joint Steering Committee (JSC) is responsible to oversee the allocation and implementation of the PBF-supported projects, supported by the PBO as PBF Secretariat.

The Joint Steering Committee is responsible for providing overall policy guidance and coordination between the Government of Liberia, the Peacebuilding Support Office and Liberia Country Specific Configuration of the PBC as well as the international community and development partners on related peacebuilding actions in the context of the Statement of Mutual Commitments (SMC) adopted by the Government of Liberia and the PBC on 16 November 2010, and the Priority Plan with the support of the PBO that serves as the Secretariat to the JSC. The JSC comprises senior representatives from Government, civil society, the UN and international development partners. The JSC has three Co-chairs including the Minister of Internal Affairs, Minister of Planning and Economic Affairs and Deputy SRSG for the Consolidation of Democratic Governance (CDG) / UN RC on behalf of the SRSG. The JSC will meet four times a year (once every 3 months) to review progress on the implementation of the SMC and the Priority Plan and to provide the needed guidance and policy direction where needed. The JSC is also responsible to review reports for submission to the PBSO and the MPTF-O as well as formal supports to be submitted to LDA Steering Committee – however most of the reporting will be through sectoral working committees within the AfT structure.

The JSC is expected to meet as a sub-committee to Pillar 1, so as to ensure alignment of policy and funding support to justice, security and reconciliation priorities, programmes and activities and will maintain its current co-chairs which include the Minister and acting Minister of Internal Affairs and Planning and Economic Affairs respectively, representing the Government of Liberia while the DSRSG for Consolidation of Democratic Governance representing the UN System. Membership to the JSC will slightly be modified to include co-chairs of the co-chairs of the Justice and Security

Board (3) and Co-Chairs of the NRSC (3) amongst others. The PBO will provide secretariat functions to this structure. The functions of the JSC will slightly be modified to include providing formal reports to the LDA Steering Committee.

The Justice and Security Board (JSB) will provide overall guidance for the implementation of the JSJP (which includes the following financing instruments: the JSTF, bilateral support, UN core budget support, UN contributions in kind, Government of Liberia support and PBF resources). The establishment of a single Board for justice and security matters is a positive step forward in having a forum that seeks to have a holistic approach to justice and security reform in Liberia. Ensuring the highest representation of both the security and judicial sectors is key to reinforcing the principles of national ownership and leadership. Each year, the Justice and Security Board approves the Annual prioritized Work Plan. When funds are mobilized for the Justice and Security sector, the Board selects projects from the Work Plan. The Co-chairs include the Minister of Justice, the Associate Justice of the Supreme and the Deputy SRSB for Rule of Law.

For the implementation of the National Reconciliation Roadmap is the National Reconciliation Steering Committee (NRSC) comprised of the principal reconciliation actors defined as the lead institutions or initiative for the Roadmap components (Ministry of Internal Affairs, Governance Commission, Independent National Commission on Human Rights, Liberia Peace Initiative, civil society representatives, the private sector, and development partners. The NRSC will provide oversight and strategic guidance and monitor the implementation of the Roadmap. The NRSC will also serve as the primary decision-making authority and will meet quarterly, however there may be ad-hoc meetings as the need arises. The MIA, through the PBO will coordinate the implementation of the Roadmap. The role of the PBO will be expanded to provide secretariat support to the process leading to the establishment of a National Peacebuilding and Reconciliation Policy and Council and will liaise with relevant institutions to ensure outreach, communication and create awareness for citizens participation regarding the implementation of the Roadmap – this will entail the regular collection and processing of information and analysis on key outputs.

In the revised coordination and implementation structure the two Technical Advisory Groups (TAGs) on Justice and Security and National Reconciliation will serve as Technical Panels for technical verification purposes and will only convene on an ad-hoc basis rather than being a formal structure that meets regularly. This is in line with PBSO Revised Guidelines for the JSC Terms of Reference (ToR) and Rules of Procedures (RoP) - see Part F Guidance Note 5.4.

### **c) Administrative Arrangements**

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)<sup>6</sup>, 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);
- 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:

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<sup>6</sup> Available at: <http://www.undg.org/docs/9885/Protocol-on-the-role-of-the-AA,-10.30.2008.doc>

- Bi-annual progress reports to be provided 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**

The table below provides a brief summary of planned interventions and current funding gaps for peacebuilding in Liberia as per the PBF Priority Plan 2013-2016.

<b>AfT Outcome (AfT: Agenda for Transformation)</b>	<b>Indicative Budget (US\$)</b>	<b>Committed Resources (US\$)</b>	<b>Key Donors</b>	<b>Key Projects/ Activities</b>	<b>Duration of Projects/ Activities</b>	<b>Indicative Budget (US\$)</b>	<b>Description of the area facing a gap and how PBF funds will be used for covering the gap</b>
AfT Pillar I: B. 1.1. Increased participation in peacebuilding, reconciliation at national and local levels and enhanced leadership roles by marginalized groups, especially women and youth	AfT Pillar I estimated costs 2013-2017 (5 years): US\$ 358.2 mln including:  Security: US\$ 316.2 mln  Peace & Reconciliation: US\$ 20.4 mln  Justice & Rule of Law: US\$ 13.9 mln  Judicial Reform & Rule of Law: US\$ 7.7 mln	GOL current commitment to National Reconciliation Roadmap: US\$ 10 mln over 3 fiscal years: July 2013 - June 2016  US\$ 2 mln put forward in GOL budget for FY 2013-14	UNCT Liberia	UNDAF 2013-2017 ('One Programme' UN Liberia):  Outcome 1.1: Rule of Law (UNDP, UNICEF, UNHCR, ILO,IOM, UN Women)  Outcome 1.2: Peace and Reconciliation (UNDP, UNICEF, UN Women)  Outcome 1.3: Security (UNDP, UNICEF, UN Women)	2013-2017	UN Liberia One Programme (UNDAF):  Outcome 1.1: US\$ 21.5 mln (of which 80% still to be mobilized)  Outcome 1.2: US\$ 7.9 mln (of which 80% still to be mobilized)  Outcome 1.3: US\$ 13.3 mln (of which 30% still to be mobilized)	National Reconciliation: key areas still remain unfunded as GOL, national and international partners are faced with financial constraints and it is challenging to mobilize funds for reconciliation initiatives that are complex by nature and generally take more time than other programmes to show clear results. PBF support will therefore be instrumental in spearheading key initiatives and support the PBO as PBF Secretariat to coordinate all projects.
			African Development Bank	Infrastructure, Energy, Economic Governance	2013-2017	US\$ 120 mln (indicative)	
			World Bank	Infrastructure, Energy, Agriculture, Health, Education, Economic Governance, Civil Service Reform (WB also provides technical assistance to the Liberia Youth Employment Programme (LYEP) that received about US\$ 1.9 mln for Waste Management from GOL)	2013-2017	US\$ to be confirmed (indicative)	
			Other donors	Justice and Security sector	2013-2017	US\$ to be confirmed (indicative)	