



**PEACEBUILDING FUND (PBF)  
ANNUAL PROGRAMME NARRATIVE PROGRESS REPORT**

**REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2013**

<p align="center"><b>Programme Title &amp; Project Number</b></p> <ul style="list-style-type: none"> <li><b>Programme Title:</b> Support for the Extension and Functioning of the Government of Liberia Peacebuilding Office/PBF Secretariat and for Monitoring and Evaluation of the PBF Portfolio</li> <li><b>MPTF Office Project Reference Number:</b><sup>1</sup> PBF/LBR/A-8-00081529</li> </ul>	<p align="center"><b>Country, Locality(s), Priority Area(s) / Strategic Results</b></p> <p><i>Country/Region:</i> Liberia</p> <hr/> <p><i>Priority area/ strategic results:</i> Effective coordination, technical assistance, capacity building, monitoring, reporting, evaluation and communication of PBF-supported projects in Liberia</p>
<p align="center"><b>Participating UN Organization</b></p> <ul style="list-style-type: none"> <li>UNDP</li> </ul>	<p align="center"><b>Implementing Partners</b></p> <ul style="list-style-type: none"> <li>Peacebuilding Office (PBO), Ministry of Internal Affairs (MIA)</li> </ul>
<p align="center"><b>Programme/Project Cost (US\$)</b></p> <p>MPTF Contribution: <b>US\$ 1,577,506</b></p> <p>Agency Contribution: not applicable</p> <p>Government Contribution: Ministry of Internal Affairs in-kind contribution incl. office space, electricity, water, etc.</p> <p>Other Contributions (donors): not applicable</p> <p><b>TOTAL: US\$ 1,577,506</b></p>	<p align="center"><b>Programme Duration</b></p> <p>Overall Duration: 33 months</p> <p>Start Date<sup>2</sup>: 7 February 2012 (<i>fund transfer</i>)</p> <p>Original End Date<sup>3</sup>: 31 October 2014</p> <p>Current End date: 31 October 2014</p>
<p align="center"><b>Programme Assessment/Review/Mid-Term Eval.</b></p> <p>Assessment/Review - if applicable <i>please attach</i> Yes X No Date: dd.mm.yyyy</p> <p>Mid-Term Evaluation Report – if applicable <i>please attach</i> Yes X No Date: dd.mm.yyyy</p>	<p align="center"><b>Report Submitted By</b></p> <ul style="list-style-type: none"> <li>Name: Wilfred Gray-Johnson</li> <li>Title: Executive Director, PBO/MIA</li> <li>Participating Organization (Lead): UNDP</li> <li>Email address: <a href="mailto:grayjohnsonw@yahoo.com">grayjohnsonw@yahoo.com</a></li> </ul>

<sup>1</sup> The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to “Project ID” on the [MPTF Office GATEWAY](#)

<sup>2</sup> 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](#)

<sup>3</sup> As per approval of the original project document by the relevant decision-making body/Steering Committee.

## EXECUTIVE SUMMARY

The Peacebuilding Office (PBO), based at the Ministry of Internal Affairs, was established in January 2009 as the PBF Secretariat in Liberia and the Government's main office to coordinate all peacebuilding initiatives. 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) as agreed between the Government of Liberia and the UN Peacebuilding Commission (PBC) and the related 2011-2013 Liberia Peacebuilding Programme (LPP). The PBO also supports other key national peacebuilding and reconciliation initiatives.

### *Coordination and Technical Advice on Peacebuilding and Reconciliation*

During 2013 the PBO worked together with a wide range of Government ministries and institutions, civil society organizations, traditional and religious leaders, UNMIL, UN Agencies and other international development partners. PBO supported the Joint Steering Committee in identifying key priorities for the new 2014-2016 PBF Peacebuilding Priority Plan as part of which a total of 9 projects were designed and approved by the JSC and PBSO. In 2013 PBO organized 4 JSC meetings and several working sessions of the Technical Advisory Groups on Justice & Security and National Reconciliation. Based on the inputs from all key stakeholders PBO prepared the JSC Annual Report for 2012 and 2013 as well as a comprehensive SMC 2013 progress report.

### *Development and Roll-out of the National Reconciliation Roadmap*

During the first half of 2013 the PBO facilitated the finalization of the 'Strategic Roadmap on National Healing, Peacebuilding and Reconciliation'. Subsequently PBO supported the Liberia Peace Initiative (LPI) led by Peace Ambassador George Weah in organizing a 3-day Reconciliation Festival on 20-22 June that began with the 'Kick-start' of the implementation of the Reconciliation Roadmap. This was followed by a large public outreach event in Gbarnga on 29-31 July, organized by MIA and LPI with critical support from PBO. The outreach event brought together 150 participants from various counties who developed an operational implementation strategy for the Roadmap through a participatory approach.

### *Monitoring, Reporting and Evaluation*

In order to strengthen PBO's capacity to provide expert technical advice and support in monitoring, reporting and evaluation of the LPP and all related PBF-supported projects, an international M&E Advisor and national M&E Officer were recruited in early 2013. During the year the PBO conducted a total of 4 training workshops on monitoring, reporting and evaluation in March, June, October and December. These trainings brought together key Government, CSO and UN staff involved in the implementation of PBF projects. Pre- and post-test assessments showed a steady improvement of participants' M&E knowledge and skills, including their understanding of indicators, results-based reporting, evaluation and the new PBF guidelines.

In early 2013 the Results/M&E Framework of the Liberia Peacebuilding Programme was reviewed by the PBO and a revised set of SMART'er indicators presented to and agreed by the Justice and Security Board and the JSC. To systematize output and activity monitoring, the PBO also developed a set of monitoring logs which are now used to regularly collect data and report on the various services provided at the Gbarnga Hub by the SGBV Crimes Unit, Public Services Office, LNP (police), BIN (immigration) and the Judiciary. For the next Regional Justice & Security Hubs in Zwedru and Harper a comprehensive Results Framework was developed during a special technical working session in May 2013 facilitated by the PBO. In September a

detailed Results/M&E Framework was developed for the PBF Priority Plan 2014-2016. Subsequently the PBO assisted those partners implementing the 8 PBF-supported programmes in fine-tuning their M&E plans.

To enhance outcome monitoring, a Public Perception Survey on Justice and Security was conducted by the PBO in April 2013. This baseline survey included 1,200 interviews in the 5 counties in 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). In July-August the report was presented to and discussed with the Minister of Justice, the Judiciary, the Heads of the LNP, BIN, BCR (prisons), UN experts, CSO representatives and donors. All key stakeholders considered the findings very interesting and useful to the extent that they will be taken into account in the design and implementation of a number of priority justice and security services in the South-East, for example through enhanced confidence-building measures in the justice system, specific targeting of men and women, rural and urban areas, etc.

### *Capacity Building in Conflict Management and Mediation*

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 in conflict management and mediation, enabling them to deal with disputes in a peaceful manner using different tools and approaches. In June 2013 the PBO facilitated a training for security personnel assigned at the Regional Justice and Security Hub in Gbarnga. The training significantly enhanced the capacity of the 33 participants who are now more regularly and better communicating with communities and each other with regard to resolving disputes. Another training, a refresher, was conducted for the Bong County Peace Committee. During the training many experiences and lessons were shared, and it became clear that the CPC has been undertaking many successful mediation interventions such as in land and domestic disputes. Furthermore, the PBO also assisted the Ministry of Education to mainstream conflict sensitivity in Citizenship Curriculum and Training Manuals for the Liberian School System. A related initiative in 2013 was the mainstreaming of conflict sensitivity into the Accelerated Learning Programme (ALP) Curriculum and Training Manuals for beginners at level one to three.

### *Early Warning and Early Response Mechanisms*

Over the years the PBO, in collaboration with Humanity United, has facilitated several conflict mapping exercises as well as 'hot spot' assessments, and supported the establishment of conflict early warning and early response (EWER) systems. In 2013 the number of organizations, including Government, CSOs and UN agencies, that form part of the EWER Working Group increased from 18 to 31. The PBO coordinates this working group which has actively supported its members to engage in conflict prevention activities especially at community level. A large network of reporters provide critical data for the EWER incident-reporting map of the Liberia Early Warning and Response Network ([www.lern.ushahidi.com](http://www.lern.ushahidi.com)). Also, the LERN Analysis Report, including key baseline data, was launched on 29 May 2013. With the PBO's coordination role these early warning and response systems are expected to become operational in all 155 districts in the near future.

During 2013 the capacity of County Peace Committees was further strengthened through specific training in detecting threats to community peace and engaging in response activities. A total of 180 CPC members and youth peer educators were trained in Ganta, Harper and Zwedru. This has enabled them to better respond to and de-escalate several looming conflicts in their communities. The PBO also produced an 'Early Warning and Mediation Toolkit' for CPCs and youth peer educators. In addition, the PBO established two community concession relations network in Grand Bassa and Grand Cape Mount counties to prevent violence by monitoring the implementation of concession agreements and help mediate any disputes. Going forward, the PBO with support from UNMIL will also set up EWER Centres at the 3 Regional Justice and Security Hubs in 2014-2015.

## **I. Purpose**

The PBF support enables the Peacebuilding Office (PBO) to provide effective coordination, monitoring, reporting, evaluation and communication regarding the Liberia Priority Plan including all its projects on national reconciliation, justice and security. The PBO also develops national and local capacity in conflict management and mediation, while setting up early warning and early response systems in the counties. Specific technical assistance and support is provided to implementing partners, while enhancing catalytic synergies between the various PBF projects, thereby addressing a number of root causes of conflict in Liberia.

## **II. Results**

During the period January-December 2013, the PBO delivered a number of key outputs that contributed to positive changes at outcome level in the following main areas:

- 1. Coordination and Technical Advice on Peacebuilding and Reconciliation*
- 2. Development and Roll-out of the National Reconciliation Roadmap*
- 3. Monitoring, Reporting and Evaluation*
- 4. Capacity Building in Conflict Management and Mediation*
- 5. Early Warning and Early Response Mechanisms*

### **1. Coordination and Technical Advice on Peacebuilding and Reconciliation**

#### **Joint Steering Committee meetings**

During 2013 the PBO as PBF Secretariat continued to actively support the Joint Steering Committee (JSC) to oversee and coordinate the implementation of the Statement of Mutual Commitments (SMC) agreed between the Government of Liberia and the UN Peacebuilding Commission (PBC), as well as the 2011-2013 Liberia Peacebuilding Programme (LPP) and other related initiatives. The PBO acts as the key focal point liaising with the PBSO (Peacebuilding Support Office), PBC and the Multi-Partner Trust Fund (MPTF) Office based in New York.

The JSC is currently composed of the following members:

- Co-Chairs (3): Minister of Internal Affairs (MIA); Minister of Planning and Economic Affairs (MPEA); Deputy Special Representative of the UN Secretary-General (DSRSG/CDG, UNMIL);
- Government representatives (4): Minister of Justice (MoJ); Minister of Gender and Development (MoGD); Ministry of Youth and Sport (MoYS); Chairperson of the House Standing Committee on Peace and National Reconciliation.
- Civil Society representatives (2): National Civil Society Council of Liberia; LINNK.
- UN representatives (4): UNDP; UN Women; UN-HABITAT; UNICEF.
- Multilateral development partners (4): EU; AU.
- Bilateral development partners (3): USA, UK, Sweden, Germany.

In 2013 the PBO organized four JSC meetings namely on 25 January, 14 March, 6 August and 4 October. PBO prepared all the documentation for the meetings, drafted the minutes and followed up on the various action points with the JSC Co-Chairs and members, hence ensuring that the Committee effectively fulfilled its role to oversee and guide the implementation of the SMC and the LPP. One of the challenges has been to

arrange quarterly meetings in time, given the busy schedules of the Co-Chairs as well as many JSC members. Another issue to be addressed in 2014 is the composition of the JSC which may require some revision to ensure it fully aligns to Liberia's Agenda for Transformation (AfT) oversight mechanisms without duplicating structures, while also taking into account the new projects under the 2014-2016 Peacebuilding Priority Plan. This matter is expected to be discussed and agreed upon in January 2014. Regular monitoring of all projects is also critical and will be further enhanced.

## **JSC Annual Reports**

In January 2013 the JSC Annual Report for 2012 was prepared by the PBO and submitted to the PBSO. The report provided a comprehensive overview of all the results achieved during 2012 as well as challenges and actions taken to further improve performance. Liberia along with Guinea was selected to pilot a new PBF template with more emphasis on reporting achievements at outcome level in addition to outputs, and a focus on catalytic effects of PBF support as well as its contribution to enhanced coherence and addressing critical conflict factors and funding gaps. The report from Liberia was subsequently used by PBSO as a 'good practice' for other countries.

In November PBO prepared the JSC Annual Report for 2013 based on the inputs from the various stakeholders provided during a half-day working session. The report highlighted the key results of the different programmes under the LPP, i.e. the Justice and Security Joint Programme (JSJP), the Alternative Land Dispute Resolution (ADR) programme and the National Youth Service Programme. It also provided an assessment of the overall efficiency, coherence, catalytic effects, value for money and synergies with the PBF and PBC. Once reviewed and approved by the JSC, the report was submitted to PBSO on 28 November ahead of the deadline of 2 December 2013.

## **Statement of Mutual Commitments progress report**

Based on updates from all key actors in the area of justice, security and national reconciliation, PBO prepared a comprehensive progress report in 2013 on the implementation of the Statement of Mutual Commitments (SMC) agreed between the GoL and the PBC. This third SMC Outcome Review report was submitted to PBSO and the PBC in December 2013. Overall progress regarding the various commitments on Justice and Security was recorded as 83%, while for National Reconciliation stood at 71% by year-end. Progress, challenges and recommendations for 2014 will be discussed by the JSC and the PBC Country Specific Configuration for Liberia in March 2014 during the final review.

## **Development of the PBF Peacebuilding Priority Plan 2014-2016**

During 2013 the PBO supported the JSC in identifying key priorities for the new 2014-2016 PBF Priority Plan. While the 2011-2013 LPP was not yet fully aligned to all national frameworks, the new Priority Plan is now closely aligned to the following:

- GoL-UN Statement of Mutual Commitments (SMC);
- AfT (Agenda for Transformation) 2012-2017, in particular Pillar 1: Peace, Justice, Security and Rule of Law and Pillar 5: Gender Equality and Youth Empowerment;
- Strategic Roadmap for National Healing, Peacebuilding and Reconciliation 2012-2030;
- UN Liberia One Programme 2013-2017.

The 'theory of change' is also more comprehensive than the LPP's, setting out how best to address specific root causes of conflict, while ensuring national ownership in the design and implementation of projects.

The following includes the key steps in the consultation and review process:

- *January-April 2013*: JSC consultations to identify key priorities for the new Priority Plan 2014-2016.
- *May-July 2013*: JSC discussions with the PBC and PBSO NY.
- *6 August 2013*: JSC approved the Priority Plan followed by official submission to PBSO NY. The UN Assistant Secretary-General for Peacebuilding Support, Judy Cheng-Hopkins, subsequently on 3 October 2013 confirmed the approval of the new Plan and the allocation of US\$ 15 million up to 2016. At the same time, and following a positive status report regarding the Gbarnga Regional Justice and Security Hub, PBSO confirmed the release of funds for Hubs 2 (Harper) and 3 (Zwedru) amounting to US\$ 2.5 million each, on the understanding that the GoL will contribute US\$ 0.5 million to each of the hubs as capital contribution, in addition to covering all recurrent costs.
- *10 August 2013*: JSC instructed the constitution of a Technical Advisory Panel (TAP) for in-depth review of project proposals and recommendations to the JSC.
- *4 September 2013*: National Implementing Partners and UN Agencies submitted a total of 8 project proposals in line with the focus areas as agreed in the new Priority Plan 2014-2016.
- *12 September 2013*: Technical Advisory Panel (TAP), convened by the PBO, reviewed the project proposals based on the criteria stipulated in the PBF Guidelines <sup>4</sup>. The Panel included a total of 13 members from Government, Civil Society, UN and Donors, nominated by their institutions based on their technical expertise as per the TOR. The PBO noted and consolidated all the comments from the TAP and shared these with the various institutions.
- *19 September 2013*: National Implementing Partners and UN Agencies revised and re-submitted the project proposals addressing the TAP comments.
- *25 September 2013*: Project proposals along with the TAP's recommendations were submitted to the JSC for final review.
- *4 October 2013*: JSC approved 7 projects and 1 project (LRC) in November since this required some more elaboration. PBSO reviewed and approved the PBO project for 2014-16 under certain conditions.

<b><i>Projects included in the Priority Plan 2014-2016</i></b>	<b><i>Key Partners</i></b>
National Youth Service Programme (NYSP)	MoYS & UNICEF
Support to the establishment of a land disputes prevention and resolution system - Phase 2	Land Commission & UN-HABITAT
Women's Economic Empowerment: Building Peace, Promoting Prosperity	MoGD & UN Women
Community-based Conflict Management – Women as Peace-makers and Nation Builders	MoGD & UN Women
Palava Hut programme: Community-based Truth Telling and Atonement	INCHR & UNDP
Strengthening Local/Traditional Mechanisms for Peace at County and District	MIA/PBO & UNDP & UNMIL
Support to the Constitutional Review Process	CRC & UNDP
Support to the Law Reform Commission	LRC & UNDP
Support to the Liberia Peacebuilding Office for coordination, monitoring & evaluation, communication and capacity building in conflict management	PBO/MIA & UNDP

<sup>4</sup> The 15 selection criteria used to review the various project proposals included the following: Peace relevance; Critical gap; Catalytic effect; Project management; Monitoring and Evaluation; Risk Management; Gender; Aligned to the PBF Priority Plan, AFT and National Reconciliation Roadmap; Root causes analysis; Theory of change; National capacity building; Coordination with other projects; Realistic targets; Cost consciousness; Oversight of fund use and results achievement.

## **Support to the Justice & Security Technical Advisory Group**

During 2013 PBO convened several meetings of the Justice and Security Technical Advisory Group (TAG) on 27 January, 4, 8 and 21 February, 11 and 22 March, 16 April, 1, 7 and 22 May to discuss technical and operational issues related to the implementation of the Justice and Security Joint Programme (JSJP). Experts from GoL, UN, donors and CSOs developed, for example, a prioritized work plan for the Regional Hubs 2 and 3, agreeing to a phased approach focusing on ‘services first’ followed by establishing physical structures.

## **Engagement with Civil Society**

Throughout the year PBO increased its engagement with civil society organizations (CSOs), in particular through its umbrella organization the National Civil Society Council of Liberia (NCSCCL) as well as specific bilateral engagements with some of the renowned CSOs. To address key questions and misunderstandings about the role of the PBF and PBO several aspects were clarified to CSO partners, and this will be continued in 2014. CSOs were involved in the planning of several peacebuilding initiatives such as the reconciliation events in June, July and October (see below). Also, the PBO also reactivated its monthly engagement meetings with CSOs to further enhance coordination. It was agreed to convene one technical meeting in the first two weeks of every month and one broad-based quarterly meeting. In addition, it was agreed that the National Civil Society Council would work closely with all government and UN partners in implementing the various PBF-supported projects.

## **PBO Operations and Communication**

As per good practice, during the year PBO developed a comprehensive set of Standard Operating Procedures (SOPs) for financial, administrative, procurement and human resources management. The SOPs were combined into an Operational Manual which provides guidance to staff regarding the various procedures and processes to be followed for ensuring transparent, efficient and effective management of funds, assets and human resources. The Manual may be further modified in future where necessary. In 2013 the PBO also instituted a financial tracking system software (QuickBooks) to further enhance financial operations. Vouchers are tracked in a database, developed by the Finance Unit, that serves as a back-up system for the operational software.

Given the importance of information sharing and with increased demands from key stakeholders and the general public for more details on various peacebuilding initiatives supported by the Government, PBF and others, the PBO - upon recommendation of the JSC - started developing a tailor-made Communication Strategy. The objectives of the strategy are to enhance the understanding of the PBF management arrangements, and increase public information on the participation of key stakeholders as well as the results of the various initiatives under the Priority Plan, such as the Justice and Security Joint Programme (JSJP), the National Youth Service Programme (NYSP), the Alternative Land Dispute Resolution (ADR) mechanism, etc. The Communication Strategy will also include information on other peacebuilding-related initiatives including national decentralization, boundary harmonization and the national bio-identification registry. As part of the strategy, a PBO website was designed to be launched in February 2014. In addition, a brief information factsheet about the PBF and PBO will be produced in early 2014 for distribution to various stakeholders including the media.

## **2. Development and Roll-out of the National Reconciliation Roadmap**

### **Kick-start of the Roadmap implementation**

During the first half of 2013 the PBO facilitated the finalization of the ‘Strategic Roadmap on National Healing, Peacebuilding and Reconciliation’ through a number of working sessions with relevant stakeholders. This led to the endorsement of the Roadmap on 10 June at a Technical Advisory Group meeting attended by representatives from various Government institutions and UN Agencies. Following the endorsement, PBO supported the Liberia Peace Initiative (LPI) led by Peace Ambassador George Weah in organizing a 3-day Reconciliation Festival on 20-22 June. 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.

The Roadmap launch brought together a wide range of key stakeholders including senior government officials, political parties, the diplomatic corps, UN agencies, CSOs, traditional, religious and local leaders. President 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. This was considered a first step to genuine peace and reconciliation in Liberia. The launch generated meaningful debates and further defined next steps to ensure the implementation of the Roadmap. PBO support in organizing the various events was acknowledged as very helpful 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.

### **Public Outreach**

Following the Roadmap launch, the PBO was requested to further support the Ministry of Internal Affairs and LPI in organizing a series of follow-up activities, starting with a public outreach event in Gbarnga, Bong County, on 29-31 July. Additional support for this was received from UNICEF. The outreach event brought together 150 participants from the 6 counties of Maryland, Grand Gedeh, Grand Bassa, Bong, Nimba and Lofa. The event provided information on the 12 thematic areas in the Roadmap and solicited citizens’ views and aspirations on its implementation. An operational implementation strategy for the Roadmap was designed, ensuring participation and coordination among all key actors, including through regular town hall discussions, engaging community radio stations and facilitating regular discussions within the counties. Following the July event many people have called to local radio programmes emphasizing the need for genuine reconciliation in Liberia to ensure lasting peace and stability.

### **Joint Council of Chiefs and Elders Meeting.**

On 16-19 October 2013 the MIA with key support from PBO and UNDP organized another key event in Zwedru, namely the Joint Council of Chiefs and Elders Meeting. This cross-border reconciliation conference brought together the Presidents of Liberia and Ivory Coast along with central and local officials of their respective governments and traditional leaders from both countries. During this event the Palava Hut talks were also launched followed by a technical meeting of experts organized by the Independent National Commission on Human Rights (INCHR) in November in Monrovia. One of the challenges is that national reconciliation remains a very sensitive topic. Therefore, continuous consultations with all major stakeholders and a careful step by step approach are critical. So far it has taken more time than expected to develop the Reconciliation Roadmap and start its implementation, and during the next months and years there may be other unanticipated challenges that will need to be managed carefully.

### **3. Monitoring, Reporting and Evaluation**

#### **M&E Capacity**

In order to strengthen PBO's capacity to provide expert technical advice and support in monitoring, reporting and evaluation of the Priority Plan and all related PBF-supported projects, an international M&E Advisor and national M&E Officer were recruited, joining PBO in January and April 2013 respectively. For further capacity development the national M&E Officer participated in a training on facilitation skills held in Accra, Ghana, in September 2013.

#### **Review and strengthening of the LPP M&E system**

In early 2013 the Results/M&E Framework of the Liberia Peacebuilding Programme (LPP) was reviewed by the PBO M&E Unit as discussed and recommended by the JSC. In particular, the indicators for the Justice and Security component (JSJP) were reviewed to ensure more harmonization and rationalization, while avoiding duplication of indicators. A revised set of SMART'er indicators with baselines, targets and means of verification was subsequently proposed by the PBO in liaison with the JSJP PMU at the Ministry of Justice.

At a one-day M&E Workshop on 28 June 2013 the proposal was presented and discussed with the Inter-Agency Steering Committee (IASC) of the Gbarnga Regional Justice and Security Hub as well as Senior Officials from the Judiciary, Solicitor General's Office, Liberia National Police (LNP), Bureau for Immigration and Naturalization (BIN), and the Bureau of Corrections and Rehabilitation (BCR) from Headquarters in Monrovia and from Lofa, Nimba and Bong counties. Participants provided practical feedback on the revised outcome and output indicators which were incorporated in a revised proposal presented to and agreed by the Justice and Security Board and the JSC in August 2013. At the Gbarnga workshop the findings of the 2012 baseline Perception Survey on Justice & Security in Bong, Lofa and Nimba counties were also presented and discussed with those who had not yet received the report. During the subsequent discussion possible actions were identified to address some of the key issues in terms of citizens' perceptions regarding justice and security institutions and personnel.

In order to systematize activity and output monitoring, the PBO M&E Unit together with the JSJP PMU developed a set of monitoring logs for the justice and security institutions/units active at the Gbarnga Regional Hub. Feedback was provided by participants at the 28 June workshop, and the logs were subsequently updated where necessary and are now used to regularly collect data on the various services provided by the SGBV Crimes Unit, Public Services Office, LNP and BIN (confidence patrols) and Judiciary. Already a positive impact can be seen in clearer and more regular reporting on results achieved.

For the next Regional Justice & Security Hubs in Zwedru and Harper a comprehensive Results Framework was developed during a special JS TAG working session in May 2013 facilitated by the PBO M&E Unit.

#### **Public Perception Survey on Justice & Security in South-East Liberia**

To enhance outcome monitoring, a Public Perception Survey on Justice and Security was conducted by the PBO in April 2013. The survey focused on the 5 counties in 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, while at the same time administrative data was collected on the actual justice

and security services in place (e.g. number of police officers, judges, county attorneys, public defenders, number of cases adjudicated in courts, etc).

For the perception survey during February and March a Concept Note was developed along with a tailor-made questionnaire. Subsequently a sampling framework was designed, using a random multi-stage stratified cluster sampling method to provide statistically representative results at the county level. A collaboration agreement was signed between PBO and LISGIS (Liberia Institute of Statistics and Geo-Information Services) to ensure national capacity development and at the same time using local expertise including LISGIS enumerators (interviewers) and data entry clerks. An intensive training was conducted (15-18 April) including pilot testing, following which the fieldwork was done from 19-29 April.



*Interview being conducted in a village in Sinoe county*

A total of 1,200 household respondents were interviewed in 36 randomly selected enumeration areas across the 5 counties. The survey collected information on people's perceptions regarding the:

- Security situation in communities;
- Performance of security service providers, i.e. responsiveness and public confidence;
- Performance of justice service providers, i.e. access to justice and public confidence;
- Engagement with CSOs to provide awareness on access to justice and dispute resolution;
- Knowledge of the Regional Hubs.

In May-June data entry and analysis was conducted and the findings were cross-checked with the results of other related studies. In July-August the report was presented to and discussed with the Minister of Justice, the Judiciary, the Heads of the LNP (police), BIN (immigration), BCR (prisons), UN experts, CSO representatives and donors. All key stakeholders considered the findings very interesting and useful to the extent that they will be taken into account in the design and implementation of a number of priority justice and security services in the South-East, for example through enhanced confidence-building measures in the justice system, specific targeting of men and women, rural and urban areas, etc.

### **M&E Training in March 2013**

As an initial step towards further national capacity building, a short M&E Training was conducted for PBO and UNDP staff on 25-26 March 2013 in Monrovia. About 25 participants were trained in the key principles of results-based management (RBM), developing results frameworks and writing better reports.

### **M&E Workshop in June 2013**

A one-day M&E Workshop was held in Gbarnga on 28 June 2013 for members of the Inter-Agency Steering Committee (IASC) of the Gbarnga Regional Justice and Security Hub as well as Senior Officials from the Judiciary, SG's Office, LNP, BIN and BCR from HQ in Monrovia and Lofa, Nimba and Bong counties. The focus was on enhancing activity, output and outcome monitoring as detailed on page 9.

## M&E Training in October 2013

On 29-31 October 2013 the Peacebuilding Office (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 new 2013-2016 PBF Priority Plan projects. The training was attended by a total of 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
- UNMIL

The training was conducted by facilitators from PBO and MPEA. The key topics included the following:

- 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 (who/when/where/how to collect data);
- 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). From recent interactions with some of the institutions such as the INCHR, MIA and MoYS it is clear that those who attended the training are now actively contributing to the design of Annual Work Plans and M&E frameworks.

Quote from one of the participants: *“Just wanted to say a very big thank you for such a great training. It has significantly increased my skills in M&E and will contribute to the work we all have to do with the PBF projects.”*

## **M&E Training 2-4 December 2013**

In December the PBO supported the Ministry of Planning and Economic Affairs in co-facilitating a 3-day training in Buchanan for 30 Programme Managers and Finance Officers of about 20 Government ministries, agencies and commissions. The training enhanced the capacity of trainees in the areas of monitoring, reporting, evaluation, the development of good indicators as well as annual work plans.

### **Other M&E technical advice and support**

During 2013 the PBO also provided technical M&E advice and support to various institutions/agencies such as MoJ (JSJP Programme Management Unit), UNDP, UNICEF and UN-HABITAT. One example was the support provided by PBO towards the revision of the results framework of UNICEF's 'Peacebuilding Education and Advocacy' (PEA) programme. This provided the basis for a consultancy firm to subsequently conduct a baseline assessment of the PEA programme which is being piloted in Liberia. In addition, technical advice was provided on a number of Justice and Security Trust Fund (JSTF) project proposals as well as the TOR for the JSJP Mid-Term Evaluation.

The PBO also supported the various national partners and Recipient UN Organizations (RUNOs) implementing PBF-funded projects in preparing progress reports for the PBSO and MPTF Office. In June-July the PBO liaised with the different partners to clarify the new PBF Guidelines and reporting templates. Quality assurance was subsequently provided regarding the content of the half-yearly project reports (UNDP and UNOPS) and final project reports (UNICEF and UN-HABITAT).

In September a detailed Results/M&E Framework was developed for the PBF Priority Plan 2014-2016. Subsequently the PBO assisted where necessary those partners implementing the 8 PBF-supported programmes in fine-tuning their M&E plans and work plans. Technical advice will continue to be provided in 2014 and beyond, although with the many requests for support, not all of the institutions and agencies can be fully assisted at the same time.

Throughout the year the PBO Executive Director, Senior Technical Advisor and M&E Advisor also acted as resource persons for several workshops, such as the PBF Regional Workshop held in Cape Town on 9-11 July 2013 and the 'African Peacebuilding Coordination Programme' workshop organized by ACCORD (African Centre for the Constructive Resolution of Disputes) on 24-28 June 2013 in Monrovia. During these workshop Liberia's experiences in peacebuilding and reconciliation programming and M&E were shared and discussed among all the participating peacebuilding practitioners from several conflict and post-conflict countries across Africa.

#### **4. Capacity Building in Conflict Management and Mediation**

##### **Training for Gbarnga Regional Justice and Security Hub staff**

In order to further enhance national capacity, the PBO supported and facilitated two training sessions in Gbarnga, Bong County. The first training was conducted on 20-22 June 2013 for security personnel assigned at the Regional Justice and Security Hub in Gbarnga. The main objective of the training was to expose participants to the concept of mediation and assist them to develop enhanced personal skills and techniques as intervention strategies in the discharge of their duties. A total of 33 participants (4 women and 28 men) participated in the training which was facilitated by resource persons from the Kofi Annan Institute for Conflict Transformation – University of Liberia and the Peace and Conflict Institute - Cuttington University. Key topics included Conflict Management and Mediation.

The training enhanced the capacity of the participants in a significant way as demonstrated by the various role plays practiced during the training. Participants enhanced their understanding of the Regional Justice & Security Hub concept and are now more regularly communicating with each other which has positively impacted their relationships both on the job and in the communities.

##### **Training for County Peace Committees**

Another training was conducted on 24-26 June 2013 and included 30 participants (9 women and 21 men) of the Bong County Peace Committee (CPC). The main objective was to provide a refresher training in Mediation and Conflict Management as a strategy for restructuring the leadership of the CPC. The restructuring was necessitated because the previous chairperson was relocated to Monrovia to take up a new portfolio with the Lutheran Church in Liberia. He had appointed a new chairperson in violation of the CPC regulations passed at the National CPC Conference in July 2010. Following discussion during the training it was eventually agreed unanimously that the current acting CPC chairman would maintain the position, but that henceforth the regulations would be strictly adhered to. During the training many experiences and lessons were shared, and it was discovered that the CPC has been undertaking many successful mediation interventions especially in land and domestic disputes. At the end of the training the CPC re-emphasized their call for further support by the PBO.

##### **Mainstreaming Conflict Sensitivity in Citizenship Curriculum and Training Manuals**

As a matter of supporting national capacity in peacebuilding initiatives, the PBO also assisted the Ministry of Education to mainstream conflict sensitivity in Citizenship Curriculum and Training Manuals for the Liberian School System. The manual has been produced with a conflict sensitivity lens. A related initiative in 2013 was the mainstreaming of conflict sensitivity into the Accelerated Learning Programme (ALP) Curriculum and Training Manuals for beginners at level one to three at the Ministry of Education.

##### **Social Cohesion Initiative: Consolidating Peace at Local Level**

The Ministry of Internal Affairs through the PBO is implementing a Social Cohesion initiative in 5 counties namely Grand Bassa, Grand Cape Mount, Nimba, Grand Gedeh and Maryland. The objectives include developing local capacities for peace through support to small-scale peace and reconciliation projects at community level. Key achievements during 2013 include the training of 540 ‘peace monitors’, 180 students to become peer mediators in 18 schools, and a one-month training of Junior National Volunteers in 3 counties. As a result a total of 187 low magnitude conflicts in 25 communities were resolved in a peaceful manner.

## **5. Early Warning and Early Response Mechanisms**

The PBO is collaborating with Humanity United, a US-based foundation, to develop a conflict early warning and early response (EWER) system in Liberia. The over-riding goal of this initiative is to ensure that potential violent conflicts are detected, mapped and escalations prevented from threatening national peace and stability. Humanity United has been supporting the work of an EWER consultant attached to the PBO and working with civil society organizations and other key actors.

The Early Warning and Early Response programme operates with three strategic approaches:

### **1. Development of a network of early warning and early response actors comprising of CSOs, UN Agencies and Government representatives.**

The EWER Working Group comprises of Civil Society Organizations, Government agencies, UN agencies and other international partners working on issues of peacebuilding and conflict prevention. The main purpose is to foster collaboration among early warning actors in Liberia and support the work of County Peace Committees (CPCs). The PBO coordinates the working group which meets twice a month for general meetings and occasionally for task force meetings and special events as needed. To date, the EWER Working Group now comprises of 31 active organizations and a large network of reporters who provide relevant data for the EWER incident-reporting map of the Liberia Early Warning and Response Network (LERN) developed by Ushahidi ([www.lern.ushahidi.com](http://www.lern.ushahidi.com)) and currently managed by iLab Liberia. With the coordination role of the PBO and specifically through the PBF funds allocated for 2014-2015, it is expected that early warning and response systems will become operational in all 155 districts across Liberia. The PBO with support from UNMIL will also be using PBF funds to set up EWER Centres at the Gbarnga Regional Justice and Security Hub and two additional hubs to be established in Zwedru and Harper.

### **2. Development of a community-based early warning system involving County Peace Committees.**

The PBO has gradually been developing permanent community-based structures that will help in detecting threats to community peace and engaging in response activities. The overall objective is to ensure that potential violent conflicts are detected and their escalations are prevented from threatening national peace and stability in Liberia. Therefore, the programme was designed to focus on ensuring that local early warning and response mechanisms involving County Peace Committees (CPCs) in 7 counties are developed and strengthened to address drivers of conflict by collecting, analyzing, transmitting and reporting on incidents of violent conflict. The focus is on developing the capacity of local actors to engage in early response activities and to document their interventions.

### **3. Linking the activities of County Peace Committees with the justice and security system through the establishment of EWER Centers at three Regional Justice and Security Hubs in Gbarnga, Zwedru and Harper.**

The PBO and the EWER Working Group both in Monrovia and at county level intend to ensure that there is a clear link with the national justice and security system. This will allow for the prevention of wide-spread violence through rapid response action by state security actors. Towards the end of 2013 the PBO/MIA received approval for PBF funding for the “Strengthening Local/Traditional Mechanisms for Peace” project. During 2014-2015 this will provide support for the setting up of three EWER Centres, the decentralization of County Peace Committees and the harmonization of local peace structures.

The following key activities were carried out in 2013:

- A refresher workshop for 45 early warning focal persons from all 7 counties was held in Gbarnga on 15-17 January 2013. Two additional follow-up sessions were held for focal persons from Lofa and Nimba county. These workshops served a number of purposes: follow-up on achievements; provide feedback which often serves as a way of motivating people; refresh focal persons on previous trainings as well as capture challenges and constraints they are faced with.
- County Peace Committees' members received training in advanced mediation and early warning issues identification. With complementary funding from UNICEF, 180 CPC members and youth peer educators were trained at 3 locations in Ganta, Harper and Zwedru on 6-11 January 2013. The PBO also produced an 'Early Warning and Mediation Toolkit' for CPCs and youth peer educators.
- Individual CPC members were provided with record books to document their response activities. A review of the record books of Nimba, Bong and Lofa CPCs on 20-21 May 2013 noted that significant work is being done by CPCs despite the challenges they are faced with, including logistics and lack of funds for convening mediation sessions and holding community dialogues.
- Two targeted early warning meetings to engage policy-makers and the broader civil society were held in February and May 2013. The focus of these meetings was to promote the EWER work and to get actors outside the realm of the WG to generate interest thereby accelerating response actions.
- The PBO effectively managed the activities of the Early Warning Working Group. Eleven meetings were held during January-June 2013 as well as eighteen meetings of various task forces and committees. These led to different forms of collaboration among various actors. All planned activities of the Working Group were conducted while also a training workshop on grants and proposal writing as well as a staff retreat were held during the reporting period.
- Completion and launching of the EWER LERN Analysis Report on 29 May 2013. The report was a significant achievement for the network. It covers a three-year period of data collection and now provides the Working Group with baseline data for future reporting. The network is now deciding on whether to report twice a year or annually.
- Two working sessions were held on 18-19 March and 15 May 2013 to help the Gbarnga and Ganta Early Warning Working Group develop a six-month action plan which is currently being implemented by those networks which are patterned after the Monrovia-based Working Group.
- The PBO established two community concession relations network in Grand Bassa and Grand Cape Mount counties. These networks will help to prevent violence by monitoring the implementation of concession agreements and help mediate in any community concessions related disputes.

In 2013 the number of organizations forming part of the EWER Working Group increased from 18 to 31 and the group actively supported its members to engage in conflict prevention activities especially at community level. The achievements of the working group did not go unnoticed. Throughout the year, several invitations were extended to the EWER consultant to make presentations in Liberia and abroad on the model being used. Presentations were made in Washington D.C. (including to Congressional staff), Bujumbura, Istanbul, Nairobi, etc. Additionally, the EWER LERN platform is being viewed by people from all parts of the world (there is a system in place for tracking the number of visitors and their details). The LERN platform is also linked to other widely visited sites such as: [www.blog.ushahidi.com](http://www.blog.ushahidi.com); [www.smallarmssurvey.com](http://www.smallarmssurvey.com); [www.aoav.org.uk](http://www.aoav.org.uk); [www.insightonconflict.com](http://www.insightonconflict.com); [www.global.fundforpeace.org](http://www.global.fundforpeace.org); [www.indigotruster.org.uk](http://www.indigotruster.org.uk)

## **SUCCESS STORY: Conflict Prevention and Mediation along the Liberia-Guinea border**

### **Conflict dynamics being addressed:**

In October 2013 tensions over land ownership erupted over a piece of farm land, approximately ten acres, along the border between Liberia and Guinea. The dispute was between a naturalized resident of Guinea (formerly a Sierra Leonean) and some members of the Mandingo ethnic group. The Sierra Leonean turned Guinean had previously lived in the town of Balizia and was accused of living there without paying royalties for farming activities conducted while there. When the man moved to nearby Djmakoidu, he was given residence status and began farming along the borderline of the two towns. However, residents of Balizia subsequently demanded he pay royalties or his produce would be seized. Since he had a lot of friends and tribal connections in Djmakoidu, this led to serious tensions between the two towns. What made the matter even worse was that the disputed land was a boundary piece which both towns have been claiming as part of their territory. Because of the proximity to towns on the Liberian side of the border, there was a serious risk that the conflict would quickly spill over to Liberia. Similar incidents between ethnic groups in other border communities had previously gotten out of hand and turned violent a few times over the last few years.

### **Project Interventions:**

When the news of the potential conflict reached the County Peace Committee (CPC) of the Quadi-Bondi district on the Liberian side of the border through an alert by an Early Warning and Early Response (EWER) focal person, the CPC members immediately convened. These peace committees with designated EWER focal points were set up in counties by the Liberia Peacebuilding Office in collaboration with UNMIL, and comprise of men and women who are respected members of their community. After brief consultations the CPC subsequently alerted the Township Commissioner. The CPC advised that an audience be sought with his Guinean counterpart to find an amicable solution to the tensions before further escalation and possible casualties would occur.

Based on the CPC's judicious advice, the local authorities of the border district requested to meet their Guinean counterparts and proposed that the CPC would attempt to mediate in the land dispute. The authorities in Balizia and Djmakoidu agreed and the CPC as well as local authorities from Liberia spent the next two days on the Guinea side of the border. They utilized their different skills in conflict mediation that they had learned during trainings conducted by the PBO through the Early Warning and Early Response initiative. Elders of the two Guinean towns were gathered along with other key actors. Discussions were held about the actual boundary and to which town the disputed land belonged. However, the final resolution focused primarily on the mending of relationships between the accused and residents of his former home town. After several hours of dialogue and negotiation, it was agreed by all parties that the accused would compensate the Town Council of Balizia in six installments over a one year period for utilizing their land during 2011-2012. The elders of Balizia agreed to the terms thereby setting the stage for reconciliation between the two towns.

### **Result:**

The mediation efforts by the County Peace Committee in consultation with local authorities and elders brought an end to the volatile situation. The EWER initiative of the PBO which, among others, supports the CPCs to mediate cases like these is actually making a real difference on the ground. The different ethnic groups on each side of the Guinea-Liberian border were able to discuss and agree on a mutually satisfactory solution through mediation by the PBO-trained CPC of the Quadi-Bondi district. So within a few days the looming conflict was eventually resolved to the satisfaction of all parties without any violence. This positive outcome created a renewed vigor of unity amongst citizens of the towns, as evidenced for example by an

increase in the number of visitors to the weekly ‘market days’ in both towns. These were poorly attended for quite some time due to the dispute between the two towns. The peaceful resolution of this incident seems to have positively impacted towns and villages along the border between Liberia and Guinea. The CPC is still carefully monitoring the issue about the ownership of the land now that the core problem about paying royalties has been resolved. The CPC has offered to help and mediate a peaceful settlement if necessary.



*Training in conflict mediation for community members*

During 2013 EWER trainings were provided by the Peacebuilding Office in a number of counties. These have substantially capacitated local peace actors to intervene and prevent potential violent conflicts in a fair number of communities across 7 out of the 15 counties so far. Going forward, in 2014 and 2015 the PBF-funded project on “Strengthening local/traditional mechanism for peace” will further strengthen CPCs, support the establishment of decentralized Early Warning and Early Response Centers in the Regional Justice & Security Hubs, as well as strengthen the capacity of CPC focal points in border towns to timely identify and respond to potential conflicts through the submission of incident reports.

### **III. Monitoring Arrangements**

The work of the PBO in the 5 key areas, as outlined in Section II, is being monitored on a regular basis both through specific interaction and feedback from key stakeholders in Government, civil society, UN and other partners, as well as through - inter alia - internal PBO reviews and evaluations, e.g. the 2010 Mid-Term Evaluation of the PBF project portfolio including the PBO. Recommendations to improve certain aspects of PBO’s work have been addressed in recent years.

For example, PBO’s previously limited capacity to provide expert technical advice and support in monitoring, reporting and evaluation was significantly enhanced by the recruitment of a national M&E Officer and international M&E Advisor in early 2013. Section II.3 (page 9-12) above outlines the various technical support services provided to the different National Partners and UN Agencies implementing the PBF-supported projects under the Priority Plan. Specific reports, such as the Public Perception Survey on Justice and Security, are available on the PBO website and the MPTF Office Gateway.

For 2014-2016, as part of the follow-up support project to the PBO and to address previous gaps, a detailed Results Framework with a set of SMART indicators and a comprehensive M&E Plan have been developed. This will facilitate regular monitoring and timely course corrections where necessary. Also, an independent evaluation of the PBO will be conducted in the first half of 2014. Lessons and recommendations from this evaluation will be taken into account in the work of the PBO in the years to come.