



**PEACEBUILDING FUND
EMERGENCY WINDOW
PROJECT SUBMISSION FORM**

Recipient UN Organization: UNOPS	Country: Liberia
Project Title: Supporting Reconciliation in Nimba County	Project Number: PBF/EMER/
Project Cost: US \$ 737,050	Indirect Cost Percentage: US \$ 51,594 (7%)
Review date: 30 November 2007	Project Duration: six months

1. Decision of the Head of the Peacebuilding Support Office:

- Approved for a total budget of \$788,644
 Approved with modification/condition
 Deferred

Reason/Comments

The substance of the Submission has been endorsed by the Senior Policy Group (supportive comments received from DPA, DPKO, UNHCHR, OCHA, DGO, and UNDP). The following comments by UNDP (1-3), DGO (4) and PBSO (5) should be sent to the field and should be considered before finalizing the final project document:

1. The project design is complex with multiple activities that need to happen in sequence during the narrow timeframe: Training workshops => Field research => 3 Visioning Workshops in each district => Reconciliation conferences. Based on this UNDP felt that one focal point in UNMIL and one in the Ministry of Internal Affairs might not be sufficient to coordinate these elements, to ensure that the project builds on work already done in Nimba and to ensure that there is institutional memory and commitment to continue after the project and recommended that the need for additional staff support be reviewed. PBSO believes that given that the six months proposal is for the start up phase of the project, this issue can be taken into account in subsequent phases for which Interpeace will be seeking additional funding. A mention of this in the proposal documents would be sufficient at this stage.

2. It is recognized that solving the problems in Nimba County requires a comprehensive and sustained intervention. While the PBF proposal cannot be expected to address this, given the time frame, the proposal could reference the longer term approach of Interpeace which is based on sustained intervention. A reference in the proposal to possible ways to continue and sustain the activities beyond the end point of this submission would be helpful. Knowing the Interpeace approach, a reference should be made to their practice and methodologies of transferring knowledge from good practices from other countries that have done similar transformative, reconciliation programmes, including relevant experiences in building local capacities for conflict resolution. In this context, UNDP/BCPR offered to assist the colleagues on the ground with such knowledge transfer, if useful.

3. More clarity is needed on how disputes over property rights, which are one of the main reasons for tension in Nimba County, will be addressed (besides the study to be produced on customary law and national legal procedures for property dispute resolution).

4. Review the logframe indicators to ensure that they are all measurable.



2. Action taken by the Executive Coordinator, MDTF Office, UNDP

- Project consistent with provisions of the UN-UNDP and UNDP-Recipient UN Organizations MOUs and the LOA with donors





CL-TE
MDTF 88
AP 7,868

**PEACEBUILDING FUND
EMERGENCY WINDOW
PROJECT DOCUMENT COVER SHEET**

Recipient UN Organization: United Nations Office for Project Services (UNOPS) - Joint Program Unit for UN/Interpeace Initiatives	National Ministry or other National Entity (if applicable) Ministry of Internal Affairs of Liberia
Project Contact: Bernardo Arévalo de León Address: International Environment House 2 7-9 Chemin de Balexert, Geneva, Switzerland Telephone: +41 (0) 22 917 86 27 E-mail: BernardoA@unops.org	Project Title: Supporting reconciliation in Nimba County
Project Number: To be completed by UNDP MDTF Office	Project Location: Nimba County, Liberia
Project Description: Instability in Nimba County between three of the most involved ethnic groups in Liberia's Civil War continues to undermine the consolidation of peace. It has resulted in the delayed repatriation and reintegration of over 40,000 refugees stranded in Guinea- and has become an obstacle to governmental efforts for economic reactivation of this key County. The project builds on gains made by the Government of Liberia with support from the United Nations Mission in Liberia to resolve the conflict which has manifested itself in the contestation for land and properties. The project aims to foster reconciliation, create conditions for the return and reintegration of refugees, develop a strategy for continued reconciliation for the County and identify mechanisms that prevents the emergence of conflict and promotes the resolution of property disputes.	Total Project Cost: Peacebuilding Fund: USD 783'644.00 Interpeace (cash and in kind including personnel): USD 34'240.00 Ministry of Internal Affairs (in kind support through contribution of personnel): USD 25'200.00 UNMIL (in kind including vehicles, air transportation): USD 13'000.00 Total: USD 863'084.00 Project Duration: Six Months
Main Goal and Key Immediate Objectives: Goal: To contribute to the consolidation of peace in Liberia Immediate Objectives: <ul style="list-style-type: none"> • Coexistence and reconciliation between ethnic groups in Nimba County is fostered. • Local capacity for sustained conflict management and transformation strengthened. • Policy frameworks and laws that support continued property dispute resolution developed. • Compensatory arrangements for property disputes resolution eased through the expansion of Ganta City. • Employment opportunities for disaffected youth increased. 	
Outputs and Key Activities: Participatory research processes carried out in the six administrative districts of Nimba will lead to the identification and analysis of root causes and fault lines for violent conflicts. A series of visioning workshops at the district level with the different ethnic groups and other social actors will contribute to the development of shared visions for future development and coexistence in the county. A series of Reconciliation Conferences led by the Government will lead to the development and legitimization of a Reconciliation Strategy for Nimba that will result of an agreement between the different ethnic and social groups and the Government on a series of practical measures to foster continued reconciliation in the county. Research into customary law practices will contribute to the identification of local resources for conflict resolution that can then be integrated into a legal framework for the resolution of present and future property disputes. Construction of drainage to the roads being expanded in the city of Ganta will provide employment opportunities to disaffected youth and demobilized ex-combatants. Ultimately the project will contribute to mending the deeply fractured social fabrics in the County, strengthen its	

Committees. Minimize the projects with contribute in spending the deeply fractured social fabric in the County, strengthen its capacities for continued conflict resolution and reconciliation, and establish conditions conducive to return of refugees and internally displaced persons.

Signature

Signature

Date

Name/Title

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**PEACEBUILDING FUND
EMERGENCY WINDOW
PROJECT DOCUMENT FORMAT**

COMPONENT I: Situation Analysis

The vicious nature of the series of violent conflicts that have occurred especially since Samuel Doe's coup in 1980 led to the destruction of already limited physical infrastructure, the pillage of key national resources, and collapse of the frail and non-democratic political institutions established at the inception of the Liberian state. Social, economic, human and political fabrics are also severely weakened.

As a result, the country is facing simultaneous processes of reconstruction of its physical infrastructure – electricity grid, water and sanitation, roads, schools and clinics, etc.; reform of its political institutions and what is –practically– a reinvention of the state; reconciliation between groups opposed before and during conflict; and establishing the foundations for sustainable development. The asymmetry between these needs and the available resources to confront them is enormous. These are further complicated by unavoidable tensions emerging from the gap between social expectations associated with the end of the conflict, and the limited capacity –political, technical, financial, human– available to governmental authorities to address them.

Social dynamics in the country are still marked by the mistrust, suspicion and disarticulation that are normally associated with protracted violent conflict. The country is fractured by cleavages that pre-date –and in some cases gave origin to– the armed conflicts. Their roots are deeply anchored in the exclusionary political structures and social practices established by the Americo-Liberian settlers. Cleavages cut across communities all over the country, but the contentious issues are different from one place to the other. Among the salient contentious issues include competition over and differential access to economic resources and historical grievances both against state authorities and between ethnic and religious groups.

The election of President Ellen Johnson Sirleaf is considered to be the best opportunity that the country has recently had to effectively escape the cycle of violence and destruction and establish the basic foundations of a democratic system. Her own personal experience in political office in Liberia and subsequently as a prominent member of the international development community, her capacity to rally around her a group of Liberians that are committed to peace and development, and the expressions of support from the international community to her Government are factors that give sustenance to these hopes. At the same time, there is a recognition that the conditions that might ensure political stability and avoid the recurrence of armed conflict are not yet in place yet.

The weak presence of State politico-administrative structures in most regions leaves communities to their own resources –or lack thereof– to resolve persistent violent behaviours, lawlessness, and ethnic cleavages. Traditional structures and civil society groups engaged in peacebuilding efforts at a local level operated with severely limited resources. Equally, there is no clear general picture from a national perspective of the nature of the cleavages and the simmering tensions associated with them, nor of the available resources that could be mobilized to address them.

There is a clear need for the development in Liberia of strategies that identify the needs, gaps and local capacities that exist for the development of sustainable conditions for democratic governance and sustainable peace. The Government of Liberia's desire and UNMIL mandate to support the Government of Liberia re-establish rule of law and ensure the security of all individuals in Liberia, re-establish functioning administrative structures, fully reintegrate ex-combatants and refugees and internally displaced persons is

seriously undermined by the continuing and in some places growing inter-ethnic tensions throughout the country.

The importance that the UN Secretary General places on the facilitation of political and ethnic reconciliation (see the eleventh progress report of the Secretary-General on the United Nations Mission in Liberia, UN document S/2006/376, par. 70) is a concrete window of opportunity in which efforts could be developed to address both the need for "hard" –employment, security, institutional reform- and "soft" –social networks, dialogue skills, legitimacy of institutions- elements that sustainability of peace requires in such contexts. It is precisely towards these soft elements that this proposal tries to contribute by mobilizing concerted and sustained response to inter-ethnic conflicts in Nimba County, the region where the Liberian civil war started.

COMPONENT 2: Narrative Section: Project Justification

The Nimba County dispute over property rights is one of the most pressing simmering conflicts in Liberia. It is the result of both pre-civil war tensions and conflicts between different ethnic groups, and of the way these were compounded through successive waves and cycles of violence since 1981. Several conflict fault-lines and triggers present in other parts of Liberia converge in Nimba making the situation particularly volatile:

- a. Ethnic tensions between three of the sixteen Liberian ethnic groups that have also played a prominent role in the development of previous cycles of violence: Mano and Gio, on one side, and Mandingo on the other;
- b. Conflict is expressed around issues of property rights –land and housing- although it is, among others, deeply rooted in decades of political manoeuvring on all sides, violent humiliation of one another's identities, and mutual killings and destruction of properties;
- c. Local conflicts that resonate at the national level through the involvement of political leaders associated to war-time armed-factions that use local tensions for their own political gain.
- d. As origin of the 14-year civil war the County was the prime theatre for combat operations during the civil war and as a consequence have the most number of ex-combatants;
- e. The county is rich in mineral resources and was the largest industrial area in pre-war Liberia. The only major concession so far signed by the Government with the potential of absorbing a significant portion of Liberia's unbearable number of unemployed is expected to operate in the County and current conflict accounts for the delay in the resumption of operations in the mines;
- f. Nimba as a central county also provides access not only to Liberia's timber, gold, and diamond rich south eastern region, it is also the gateway to neighboring Guinea and Cote d'Ivoire—historically the two most productive trading partners of Liberia;
- g. The issue of property rights between so-called indigenes and settlers openly waged in Nimba is the salient latent conflict in nine of Liberia's 15 counties making the response to Nimba either an exacerbating or mitigating factor for violent conflicts in other counties.

This combination of factors makes the Nimba County situation a critical factor to the consolidation of peace in Liberia. It can serve as a potential trigger for national de-stabilization and conflict or a source of inspiration for national reconciliation and catalyst for economic resuscitation. As a potential destabilizer the conflict could threaten the economic recuperation of the country by inhibiting the economic development and exploitation of its considerable resources. Also renewed violence in the County can have a contagious effect in other regions. The delay in the repatriation of an estimated 40,000 refugees stranded in Guinea as a result of the conflict can spark instability in the already fragile Guinean state and thereby potentially spark regional conflagration.

The Government of Liberia and the United Nations have been investing considerable efforts to address this situation since 2005. In 2006 the Sirleaf-Johnson Government appointed a 17-member Ad hoc Commission to address the Nimba crisis. The Commission documented all cases of property claims, resolved nine of the conflict while forty-four new claims were sparked as a result of their intervention. To date over 119 property claims are outstanding. Prior to the Commission's work the United Nations Mission in Liberia commissioned two studies of the conflict situation in particularly Nimba County. Both studies point to the volatile situation in the county and the growing impatience on all sides to revert to violence as recourse. Both studies recommended the design and implementation of a comprehensive and sustained intervention into the Nimba situation. They recognized current efforts as ad hoc with focus on symptoms rather than the root causes of the ethnic divides in the county and Liberia as a whole. They also recommended the establishment of community based mechanisms

for continuing transformation of conflict and conflict root causes throughout Liberia beginning with Nimba County.

All these efforts have succeeded in preventing the eruption of violence, in illuminating the nature of the conflict and identifying possible technical solutions, and in developing some channels of communication among the different local and national stakeholders. However, although there is better understanding of the nature of the dispute and of the possible technical solutions to the specific problems, the parties remain trapped in seemingly irreconcilable positions, expressing deep feelings of grievance and mistrust and threatening the security of rival groups. The different reconciliation efforts that have been held since the 1980s to respond to this and many other inter-ethnic conflicts have not led so far to durable peace. Even when some of these efforts have resulted in an agenda on how to address the issue of property right in Nimba County, its implementation has proved difficult since the measures do not necessarily express wide social perceptions as often the processes have excluded the voices of ordinary grass roots communities who are the primary victims of the divides.

In its search for a durable solution to the Nimba conflict the Government of Liberia has requested UNMIL's support to organize district and county level reconciliation conferences. The Government hopes through this process political will and the courage to reconcile divided groups in the county would be mobilized. While public conferences enhance prospects for interactions between divided groups, provide avenue for the public expression of grievances, legitimize and to some extent re-humanize societies de-humanized as a result of violent conflicts, it has been identified that there is a clear need for a preparatory process that will help identify and collectively agree on the root causes of conflict and on their composite effects on durable peace and development and integrate all these elements into a strategy that will promote reconciliation through a series of measures that will address perceived needs and wishes and enjoy wide support among the different ethnic and social groups.

To respond to the above limitations, the Government of Liberia and UNMIL have agreed to develop a six-month intensive intervention that will create the conducive space for broader multi-ethnic and cross-sectoral reconciliation conferences in the county, and the agreement on a reconciliation strategy that enjoys the support of the different sectors in society. The project is conceived as a continuation of previous efforts by the Government of Liberia and by UNMIL; results and recommendations emerging from previous and on-going efforts will be a basic input for the development of the research and consultation process, and for the identification of the different measures that will be integrated into the reconciliation strategy that will be the final output of the project. Integrating participants in previous and on-going efforts addressing property dispute issues in the county will be actively pursued both at the field level and at the coordinating level. Members of the Ad-Hoc Governmental Commission for Nimba have been part of the consultation process -interviews and workshop- that have led to the proposed intervention and will continue to participate in the different phases of the project. Local community leaders, local non - governmental organizations and local-level Government officers involved in previous and on-going efforts will be invited to participate and consulted throughout the process.

The project will also strive towards building sustainability of the process and its outcomes and outputs. As a preparation for the district and county reconciliation conferences, and based upon the consultation and visioning process, the project team will collaborate with the Government of Liberia and UNMIL in the identification of a series of measures that different governmental offices, non-governmental organizations and UN agencies can put in place in order to contribute to addresses reconciliation needs at the different levels -mechanisms for resolution of property disputes, county-wide public campaigns on reconciliation, community-based dialogues and conflict-management spaces, etc. Once discussed and consensuated in the district and county reconciliation conferences, this strategy will provide a practical framework for on-going reconciliation which will be integrated into the larger peacebuilding agenda of both the Government of Liberia and the United Nations Mission in Liberia. In addition, in the context of the National Dialogue project that UNOPS/Interpeace is proposing to develop in Liberia immediately after the Nimba project ends, the specific social processes developed in the county can be supported by providing a space for their continuation, and by linking it with similar processes that will be started in other regions.

Part of this strategy will be the identification of community based structures and practices that can contribute to the development of a framework for continued conflict resolution on property claims, based upon a study on

customary practices for conflict resolution. The recommendations emerging from this study will be integrated into a wider policy framework for property disputes resolution --current and future- that will be developed by the Government of Liberia with the support of UNMIL and the project team and that will take into consideration recommendations to this effect developed through previous and on-going efforts. An important part of this mechanism is the expansion of the city of Ganta to which the project contributes through the construction of drainage for two new roads, and that will lead to a reduction of tension around prime lands --a currently scarce resource- but will also provide jobs for the large number of unemployed, many of whom are ex-combatants.

Implementation is proposed to be done through the Joint Program Unit for UN / Interpeace Initiatives. The JPU --UNOPS is an operative outfit with a mandate to assist peacebuilding efforts by the UN around the world. It specializes in the implementation of strategies that can contribute, through locally-owned dialogues and action processes, to efforts of other UN agencies and departments for consolidation of peace and development in countries and regions emerging from violent conflict. It was created as a result of an agreement between UNDP and what was then WSP International (now International Peacebuilding Alliance - Interpeace) with the intention of making the latter's 10 years of operative experience in different conflict contexts available to UN teams. The agreement between UNDP and Interpeace allows implementing initiatives through UN execution both upon request of Interpeace, as the current programmes in Israel and Palestine, or upon request of UN Agencies, as in the case of Cyprus.

COMPONENT 3: LOGICAL FRAMEWORK

The following log frame format illustrates the outputs and strategies of the project design:

Objectives	Measurable indicators	Means of verification	Important assumptions
<p>Developmental Objective: To contribute to the consolidation of peace in Liberia.</p>	<ul style="list-style-type: none"> • Inter-ethnic tensions in Nimba County managed and its impact does not represent a risk of national destabilization • Mechanisms developed for property dispute resolution strengthen democratic governance and rule of law in the County 	<p>Research, media reports, police reports</p>	<ul style="list-style-type: none"> • Regional dynamics especially in Guinea and Côte d'Ivoire support and sustain peace in Liberia • Penetration of international illegal trade in Liberia controlled
<p>Immediate Objectives:</p> <ul style="list-style-type: none"> • Coexistence and reconciliation between ethnic groups in Nimba County is fostered • Local capacity for sustained conflict management and transformation strengthened • Policy frameworks and laws that support continued property dispute resolution developed. • Compensatory arrangements for property disputes resolution eased through the expansion of Ganta City • Employment opportunities for disaffected youth increased 	<ul style="list-style-type: none"> • Property disputes resolution mechanisms regularly used; • Number of property disputes resolved peacefully and legally increased; • Collaboration across ethnic divide increased at district and county levels reflected in joint initiatives in the context of the Reconciliation Strategy; • Prime property that can be used in compensatory schemes for property disputes resolution expanded; • Repatriation of refugees to Nimba resumes; • Ethnic conflicts in Nimba no longer an obstacle to economic development 	<p>Independent evaluation, media reports, dispute resolution records, police reports</p>	<ul style="list-style-type: none"> • National political structures and policies support implementation of Nimba reconciliation agendas • National political conditions allow Nimba process to consolidate • Ethnic tensions in other region of Liberia do not resort in armed violence;

Objectives	Measurable indicators	Means of verification	Important assumptions
<p>OUTPUTS:</p> <ol style="list-style-type: none"> 1. Root causes and fault lines of violent conflicts in Niimba identified and analyzed 2. Shared vision on the post-war development of Niimba collaboratively developed; 3. County and district reconciliation strategies developed and approved by government and ethnic and social groups; 4. Policies and customary practices on land acquisition reviewed and findings inform policy reforms; 5. Ganta city expanded and as a result contention over prime lands reduced; 6. Economic opportunities increased through employment of youth and ex-combatants in the expansion of Ganta city 	<ul style="list-style-type: none"> • 6 district reports on root cause analysis produced; • Agreed agenda for district and county level reconciliation and development produced • District and county level conflict transformation framework identified 	<ul style="list-style-type: none"> • District Conflict root cause and stakeholder analysis reports • District and county reconciliation and development agendas • List of conflict transformation committee members • Legal framework and methodology for conflict transformation mechanism 	<ul style="list-style-type: none"> • Ethnic violence flares prevent field research and workshops; • Unplanned immigration flow of refugees causes tensions and detract attention from the project implementation
<p>Activities:</p> <ul style="list-style-type: none"> • Train 25 conflict researchers and dialogue facilitators (project research team plus core group of Niimba personnel from collaborating institutions) • Conduct local field research in 6 districts on conflict root causes, fault lines and envisioning • Conduct 18 visioning workshops (3 per district) • Produce audio-visual documentation on the visioning and reconciliation processes • Undertake 6 district level and 1 county level reconciliation conferences 	<p>Inputs:</p> <ul style="list-style-type: none"> • International consultants, Trainers, facilitators, travel, lodging, equipment, stationery • 18 local researchers, travel, lodging, equipment, stationery • Facilitators, travel, lodging, stationery, equipment • Equipment, editing facility, travel, lodging • Facilitators, travel, lodging, stationery, equipment 		<ul style="list-style-type: none"> • Limited availability of qualified human resources; • Increased tensions prevent field research • Community opposed to government's plan to expand city and undermine the project

Objectives	Measurable indicators	Means of verification	Important assumptions
<ul style="list-style-type: none"> • Support the development of district and county strategies for continued reconciliation and conflict transformation • Conduct county level study on customary law and national legal procedures for property dispute resolution; • Build drainage for Ganta road expansion project 	<ul style="list-style-type: none"> • Training, equipment, stationeries • National consultants, travel, lodging, equipment, stationery • Civil engineering team, equipment, materials, labour, travel, lodging 		

COMPONENT 4: Budget

Total budget for this project is USD 863'084.00 dollars. Of this amount the Peacebuilding Fund will cover USD 788'644.00. The Government of Liberia and the United Nations Mission in Liberia will contribute in kind the total of USD 40'200.00 dollars and Interpeace will contribute USD 34'240.00 (both cash and in kind). The budget covers costs for national and international staff and consultants, trainers, researchers, travel, lodging, equipment and materials, labour, equipment, etc. A detailed budget is attached.

COMPONENT 5: Management Arrangements

A.

The project is a joint initiative of the United Nations Mission in Liberia (UNMIL), the Joint Programme Unit for UN / Interpeace Initiatives of the United Nations Office for Project Services (JPU – UNOPS) and the Ministry of Internal Affairs of Liberia. Overall implementation will be done by the JPU – UNOPS, a unit of the UNOPS – SWOP in Geneva.

The JPU-UNOPS has been created by agreement between UNDP-BRSP and the International Peacebuilding Alliance-Interpeace as the operational unit through which the United Nations agencies and units can apply Interpeace's extensive experience in developing peace building interventions that build local capacities for sustained conflict management and transformation in crisis and post-crisis contexts, developed since 1996 through locally-owned and driven projects in countries like Somalia, Rwanda, Guatemala and the Palestinian Occupied Territories. The United Nations Mission for Liberia (UNMIL) leads the peacekeeping operations of the United Nations in Liberia since September 19 2003 and was established by Security Council Resolution 1509 with the mandate to support the implementation of the cease-fire agreement and the peace process, among other responsibilities. The Ministry of Internal Affairs of Liberia is responsible for government administration at the sub-national level, and its employees range from county superintendents to village town chiefs. The Minister leads peacebuilding efforts within the Government of Liberia through the Peacebuilding and Conflict Sensitive Working Group and other special Commissions.

B.

The activities will be developed according to the following timeline:

Phase I: Training. Week 1-4

- Workshop Training 1. Induction and Research Strategy Design
- Workshops Training 2. Participatory Action Research and Facilitation

Phase II: Field Research. Week 5-10

- Field research in 6 administrative districts in Nimba County

Phase III: Visioning and Reconciliation Workshops. Week 11-16

- 3 Visioning and Reconciliation Workshops in each administrative district of Nimba

Phase IV: Reconciliation Conferences. Week 17-22.

- 1 Reconciliation Conference in each administrative district in Nimba County
- 1 Reconciliation Conference at county level

The following activities will be developed along the different phases, in parallel to the other activities:

- Drainage works for the road expansion of the city of Ganta.
- Audio Visual Documentation
- Study on Property Claims, Customary and Legal Procedures for Property Dispute Resolution
- Development of the District and County level strategies for continued conflict transformation

C.

The following activities will be directly implemented by the JPU-UNOPS team with the collaboration of the Ministry of Internal Affairs and UNMIL:

- Training of research and facilitation teams
- Field research in 6 districts
- Visioning workshops
- Audio-Visual Documentation

The following activities will be directly implemented by the Government of Liberia through the Ministry of Internal Affairs with the collaboration of UNMIL and of JPU-UNOPS:

- County and District Reconciliation Conferences
- Development of the District and County level strategies for continued conflict transformation
- Study on Property Claims, Customary and Legal Procedures for Property Dispute Resolution
- Drainage works for the road expansion of the city of Ganta.

The JPU will establish an office in Liberia, and implement the project through a local team with direct supervision from the JPU office in Geneva. Throughout the project, the local JPU-UNOPS team will closely coordinate with the Civil Affairs Unit of UNMIL and the Ministry of Internal Affairs through the Joint Steering Committee and other coordinating structures established to manage the PBF resources, as well as working through a Peacebuilding Office that will be instituted in the Government of Liberia.

COMPONENT 6: Monitoring and evaluation

The project will function under regular mechanisms for review and evaluation as a tool for effective management and identification of lessons.

Monitoring: The JPU implements Interpeace's *Joint Programme Review Process*, a mechanism that enables regular monitoring of managerial, substantive and administrative aspects of the project through pre-established formats and cycles. Additionally, the Peacebuilding Office established in the Government of Liberia and the coordinating structures set up to manage the PBF allocation will play a role in monitoring the project.

Review: The JPU implements periodic review field visits in order to assist the project team to assess and improve its performance at three levels:

- Strategy
- Management
- Administration

Evaluation: The JPU projects are evaluated at the end of major cycles in order to better assess impact, identify follow-up recommendations, and learn lessons for future initiatives. Evaluations take place at three levels:

- **Self evaluation:** The project team, together with the JPU, engages in an internal analysis based upon the expected outputs and outcomes.
- **Stakeholders' evaluation:** Participants in the process –civil society, government- are asked to assess performance of the project as per its own goals and their own expectations.
- **External evaluation:** International experts are hired to undertake an overall evaluation of the initiative. This effort will be undertaken at the end of the project with Terms of Reference and by an external evaluator both of which will be defined together with MIA and UNMIL.

Implementing Strategies

The project will focus on creating dialogical spaces in all six districts of the county. This will begin with intensive training for 25 local conflict researchers and facilitators for dialogue; of these, 12 will be the project research team that will undertake the research and facilitation activities, and the rest will be Nimba County personnel of the Ministry of Internal Affairs and local civil society organizations that will become a core group that can support further efforts by national authorities and society for conflict resolution. Members from Interpeace's Rwanda and Somali project teams will participate in the training sessions, facilitating the direct transfer of knowledge based upon experience in the implementation of the approach in a similar context and the development of community-based spaces for conflict resolution. Continued peer-coaching of the new team by the Rwandan colleagues will be established through the development of direct electronic communication links between the two initiatives, and exploring possibilities for continued interaction. The research team will be composed of three teams, each responsible for research and facilitation in two administrative districts. Once trained in the first month the teams will be dispatched to the districts to undertake root cause and stakeholder analysis as well as social mapping exercises. From this exercise each team will write a comprehensive report with recommendations on the appropriate approach to visioning and reconciliation processes in the districts. The report will inform the design of visioning and reconciliation dialogue workshops in each district. Three workshops (two held separately with the divided groups and one held jointly) will be conducted in each district after a series of separate focus group meetings with youth, women, elderly, and faith based leaders. The visioning workshops would identify the shared elements for a shared county vision, obstacles to the realization of the vision, concrete agendas for reconciliation, and recommendations for the reconciliation conference. The study on customary law and conflict resolution will allow the identification of local resources that can be used for continued property resolution efforts, and the prevention of further conflicts. The Government of Liberia through the Ministry for Internal Affairs will lead the development of reconciliation strategies for districts and county based upon the information gathered through the research and visioning process, and the report on customary conflict resolution resources. These strategies will be used as the basis for the Reconciliation Conferences, whose output will be a reconciliation strategy understood as a series of measures for continued reconciliation that will reflect perceived needs and goals of the local actors and enjoy support of the different ethnic and social groups. The project will also support the Ministry of Internal Affairs' efforts to expand Ganta city to increase prime lands and thereby ease pressure on existing limited prime lands, and provide jobs to unemployed youth. This multi-prong approach with a focus on the development of sustained reconciliation strategies based on local perceptions and needs holds the potential to effectively address the Nimba crisis and hopefully provide best practice that could be replicated in other counties of the country and by extension in similar post-war contexts.

COMPONENT 7: Analysis of risks and assumptions

Regional Dynamics The deterioration of fragile conditions in Guinea, Cote d'Ivoire, and Sierra Leone could accelerate the urge for Mandingo refugees to return home. Such a mass migration could put pressure on the

process and possibly undermine the project. In close coordination with the Ministry of Internal Affairs and UNMIL, the project will monitor the regional dynamics and thereby inform project implementation.

Capacity of National and Local Partners Liberia suffers from severe lack of institutional capacity and shortage of human resources. At the district levels very few community based organizations are active in the target districts of the project; sustaining the project in the district could be hampered by this challenge. To manage the challenges that follow this low capacity, extensive technical assistance and accompaniment of activities is built in project design.

Logistical challenges Travel to rural Liberia especially during the raining season can be difficult and at times impossible. This challenge may at time lead to delays in Programme implementation. Flexibility in project timeline is built into the design to mitigate this risk.

Disgruntle Political Gatekeepers The Nimba situation is strongly driven by politicians and intelligentsias from all sides. Interventions that do not coincide with their individual interests and aspirations are sometimes undermined and frustrated. While care will be taken to engage this group at all levels of the project, subtle or overt undermining of the project by elements of this group is a real possibility. Constant engagement with the identified political gatekeepers will be undertaken during the project life so as to minimize the risk.

Instability and Violence Flare ups Tensions between the rival tribes in the County or elsewhere in the country could harden positions of the various groups which could undermine any dialogue intervention. Ad hoc and intuitive conflict monitoring capacity will be developed amongst project implementers so as to address the risk.

Total Programme Cost for UN/WHO/UNAIDS Initiative
Building a library
Procurement of an Emergency Window request
Duration: 6 months

	Number of Units	Unit Cost (USD)	Total EST/REV	Total MIA	Total UNMIA	Total Intergov
Personnel						
Contractors						
Programme Coordinator						
	1	5	5,000	18,000		
Field Researcher						
	1	5	5,000	18,000		
Lead Researcher / Facilitator						
	3	5	15,000	27,000		
Lead Researcher / Facilitator						
	1	5	5,000	18,000		
Audio Visual Coordinator						
	1	5	5,000	18,000		
Support						
Administrative / Accounting						
	1	5	5,000	18,000		
Logistics						
	1	5	5,000	18,000		
Security / Administrative Assistant						
	1	5	5,000	18,000		
Driver						
	1	5	5,000	18,000		
Managerial / Chief						
	1	5	5,000	18,000		
General Support and Technical Consultants						
	1	5	5,000	18,000		
IT / Programme Technical Support						
	0	0	0	0	25,000	
IT / IT						
	1	5	5,000	18,000		
Publication consultant						
	1	5	5,000	18,000		
Technical expert on property claims						
	1	5	5,000	18,000		
Sub-total - Personnel						
			222,000	65,000	0	0
Contracts						
Printing						
Book						
	5	5	25,000	4,000		12,000
Office						
	5	5	25,000	4,000		
Stationery						
	5	5	25,000	4,000		
Training on information methodology						
	1	5	5,000	3,000		20,000
Publicity						
	1	5	5,000	3,000		
Workshop materials						
	2	5	10,000	10,000		
Maintenance of equipment (IT, AV)						
	5	5	25,000	4,000		
Security						
	1	5	5,000	2,000		
Sub-total - Contracts						
			22,000	0	0	32,000
Construction projects (see detailed budget)						
	1	5	5,000	15,000		
Management Office Operation						
	1	5	5,000	15,000		
Administration and operation						
	1	5	5,000	15,000		
Sub-total - Construction activities						
			15,000	30,000	0	0
Training, meetings, workshops						
Training workshops						
	1	5	5,000	200		
Organization						
	1	5	5,000	4,000		
Accommodation						
	1	5	5,000	700		
Transportation - airfares						
	1	5	5,000	2,000		
Refreshments						
	1	5	5,000	2,000		
Food (per day) during activities						
	1	5	5,000	2,000		
Workshop and coordination workshops						
Book						
	10	5	50,000	2,000		
Organization						
	10	5	50,000	1,350		
Transportation - airfares						
	10	5	50,000	1,350		
Refreshments						
	10	5	50,000	3,000		
Recruitment conferences						
Book						
	7	5	35,000	1,000		
Documentation						
	7	5	35,000	300		
Transport - airfares						
	7	5	35,000	1,000		
Refreshments						
	7	5	35,000	1,000		
Recruitment strategy workshop						
Book						
	1	5	5,000	100		
Organization						
	1	5	5,000	75		
Transport - airfares						
	1	5	5,000	150		
Refreshments						
	1	5	5,000	200		
Sub-total - Training, Meetings, Workshops						
			20,000	0	0	0
Transport						
Vehicle purchase						
	2	5	10,000	20,000		
Vehicle fuel						
	2	5	10,000	24,000		
Insurance						
	2	5	10,000	300		
Repairs & fuel						
	4	5	20,000	21,000		
Local flights						
	5	5	25,000	0	15,000	
Sub-total - Transport						
			107,000	0	15,000	0
Supplies and Communications						
Communications						
Telephones - mobile						
	7	5	35,000	5,000		
Internet service - call up						
	1	5	5,000	7,000		
Internet service fees						
	0	0	0	1,000		
Mail and courier						
	5	5	25,000	900		
Office materials & supplies						
	0	0	0	1,500		
Sub-total - Supplies and Communications						
			65,000	0	0	0
Equipment						
Computers / printers / software						
	12	5	60,000	24,000		
Projectors						
	2	5	10,000	4,000		
Video camera						
	1	5	5,000	2,000		
Scanner						
	4	5	20,000	10,000		
Office equipment (AC, water cooler, etc.)						
	1	5	5,000	5,000		
AV / Sound recording equipment						
	4	5	20,000	20,000		
TV / Video / Hi						
	1	5	5,000	300		
Mobile radio						
	4	5	20,000	4,000		
Security equipment (locks, vehicles)						
	1	5	5,000	8,000		
Sub-total - Equipment						
			78,000	0	0	0

Budget Exhibit
Procurement Plans Emergency Window request
Duration: 6 months

	Planned Qty	Unit Cost (USD)	Total PURCHASE	Total M&A	Total UHWL	Total Inquiries
Travel						
Local travel						
USA and incidental costs	12	200	2,400			
International travel						
Transport	19	2,000	38,000			
USA and incidental costs	16	1,000	16,000			
Insurance (USP)	7	200	1,400			
Subtotal - Travel			57,800	0	0	0
Miscellaneous						
Bank charges	5	200	1,000			
Hospitality	6	100	600			
Over Budget - contingency	0	600	0			
Subtotal - Miscellaneous			1,600	0	0	0
Total Project Expenses			59,400	20,000	16,000	0
Management Fees (MOM)			75			2,200
			59,475	20,000	16,000	2,200
			59,475			