



PEACEBUILDING FUND
PEACEBUILDING AND RECOVERY FACILITY (PRF)

Project Title: Support to the Establishment of a Land Disputes Prevention and Resolution System in Liberia – Phase 1	Recipient UN Organization: UN-HABITAT
Project Contact: Ms. Guglielma da Passano, Chief Technical Advisor, UN-HABITAT Liberia; Address: Jallah Town Road, 7 th & 8 th Street, Sinkor, Monrovia, Liberia Telephone: +231 6360719 E-mail: maria-guglielma.dapassano@unhabitat.org	Implementing Partner(s): Land Commission, Land Disputes Resolution Task Force including MLME, LISGIS, Archives, MoJ, EPA, Univ of Liberia, UNMIL, UNDP, NRC, MIA
Project Number:	Project Location: Monrovia and up to five counties
Project Description: This intervention supports the design, establishment, implementation and institutionalization of an alternative land disputes resolution system for Liberia, by implementing activities that will strengthen existing land disputes resolution capacity, increase the public understanding of land rights and overall contribute to peaceful resolution of land disputes in Liberia	Peacebuilding Fund: US\$ 2,000,000 Government Input: In-kind Project Start Date and Duration: 15 November 2011, 12 months.
Gender Marker Score¹: <u> 2 </u> <i>Score 3 for projects that are targeted 100% to women beneficiaries and/or address specific hardships faced by women and girls in post-conflict situations;</i> <i>Score 2 for projects with specific component, activities and budget allocated to women;</i> <i>Score 1 for projects with women mentioned explicitly in its objectives, but no specific activities are formulated nor is a budget reserved; and</i> <i>Score 0 for projects that do not specifically mention women.</i>	
PBF Priority Area(s) and Outcomes: <i>(use PBF results framework to identify PBF priority area. Sample PBF outcomes are also included in the results framework).</i> Priority Area 2: National Reconciliation. Out-come: The establishment of a system for alternative land disputes resolution increases tenure	

¹ The PBSO monitors the inclusion of women and girls in all PBF projects in line with:

- SC Resolution 1325 (inclusion of women in prevention and resolution of conflict and in peacebuilding)
- SC Resolution 1612 (protection of children affected by armed conflict);
- SC Resolution 1820 (prevention of sexual violence and women in situations of armed conflict); and
- SC Resolution 1888 (re-enforcing Resolution 1820)
- SC Resolution 1889 (re-enforcing Resolution 1325)

PBSO measures inclusion of women and girls at project planning stage based on intended results and allocated budgets. PBSO also monitors and documents the progress and results of these projects separately to inform the SC and UN system.

security, addresses land grievances and strengthens capacity for peaceful conflict mitigation, social cohesion and national identity building.

Out-put: Local and county level land disputes are resolved to prevent conflict escalation

Outputs and Key Activities:

The project will support the establishment of a functional land disputes resolution system that will work with key partners to realize the following outputs/activities: (i) consultative design and establishment of a land disputes resolution system that will ensure all Liberians have equitable access to land dispute resolution mechanisms, support an early warning system and generate data to inform policy decisions, (ii) piloting of the system in selected counties ensuring active participation of women and youth groups; (iii) support the LC to develop short and long term procedures, policies, programs, and laws to harmonize land dispute resolution, offer means for land disputes resolution accessible and affordable for all groups, improve coordination in the land sector and take pressure off the courts thus contributing directly to peace building, stability, equitable growth and natural resource management for the benefit of all Liberians; and (iv) implementing training / public awareness activities aimed at improving the capacity of LDRT partners to manage land disputes and the general public understanding of land issues and peaceful land dispute resolution mechanisms in Liberia with a special focus on women, youth and marginalized groups.

PROJECT DOCUMENT COVER SHEET

Co-chairs of the Joint Steering Committee
(for IDI Fund Projects)

<p>Replace with Moustapha Soumaré</p> <p>Signature: </p> <p><i>DSRSG/R&G/RC</i></p> <p>Date & Seal: 23/11/2011</p> <p>Recipient UN Organization(s) UN-HABITAT</p>	<p>Replace with Amara M. Konneh</p> <p>Signature: </p> <p>Minister of Planning and Economic Affairs</p> <p>Date & Seal: </p> <p>National Implementing Partnership Land Commission</p>
<p>Replace with: Alioune Badiane</p> <div style="border: 1px solid black; padding: 5px; text-align: center;">  <p>FOR A BETTER URBAN FUTURE</p> <p>Signature: </p> <p>14/11/2011</p> </div> <p>UN-HABITAT</p> <p>Date & Seal:</p>	<p>Replace with: Dr. Cecil O. Brandy</p> <p>Signature: </p> <p>Chairman Land Commission Liberia</p> <p>Date & Seal: </p>
<p>Replace with:</p> <p>Name of Representative:</p> <p>Signature:</p> <p>Name of Agency:</p> <p>Date & Seal:</p>	<p>Replace with:</p> <p>Name of Head of Partner:</p> <p>Signature:</p> <p>Name of Institution:</p> <p>Date & Seal:</p>

COMPONENT 1: Situation Analysis

During the more than twenty years of turmoil in Liberia, factors such as the fragmentation among factions, the complete collapse of infrastructure, the lack of control on the territory, the pressure of ad-hoc regimes and violent conflict led to the annihilation of the formal and customary legal and institutional systems.

Land issues and control over natural resources are recognized as one of the main sources of conflict and the Government has identified land reforms as one of its priorities in the Poverty Reduction Strategy. In order to address these issues, the Government established a Land Commission (LC) in 2009 mandated by the Legislature to propose, advocate and coordinate reforms of land policy, laws and programs in Liberia. One of its Duties and Functions is to promote “prompt and fair resolutions of disputes over land.” While the Commission itself does not have an adjudicatory or implementation role, it can initiate activities that facilitate the settlement of land conflicts in such a manner that will promote “equitable and productive access to the nation’s land, both public and private;” “security of tenure in land and the rule of law with respect to landholding and dealings in land;” “effective land administration and management” and “investment in and development of the nation’s natural resources.”

People do not perceive their land rights to be secured for a variety of historical and conflict-related reasons. Land records have been subject to tampering and fraud. High percentage of the population is squatting on public land with or without certificates from local administration, or on private land with or without informal arrangement with the owners. Statutory, customary and informal rules and institutions operate in parallel without a clear hierarchy/relationship. Disputes resolved in one forum can be ‘appealed’ in another. Roles and responsibilities of line ministries, institutions, agencies in the land sector are scattered, unclear and uncoordinated at national and local level.

The situation is further aggravated by the lack of a national overview of the types, scale and spatial distribution of disputes and of a nation-wide dispute monitoring mechanism and only anecdotal information is available regarding the spatial distribution and trends of land disputes. There is no organized early warning system to identify trends or potential “hot-spots” and, since alternative dispute resolution mechanisms are not recognized by the law, the outcomes of alternative disputes resolution processes are not centrally recorded or enforceable increasing tenure insecurity.

Finally, there are often complications related to the credibility, authority, roles and procedures used by various conflict resolution institutions, systems and people available to settle disputes.

Customary leaders in rural areas have been called upon to handle return issues, the rise of intra-community land conflicts and demands by youth and women for increased involvement and access to land. In some communities, customary authorities still hold a position of respect, are routinely called upon to settle differences and have done well. In others, there has been both an erosion of the legitimacy of customary authorities and the use of traditional dispute resolution procedures.

The legal system, which utilizes statutory law and courts, historically and currently is used to resolve land disputes in coastal and predominantly urban areas where statutory deeds were more prevalent. It is now being called on to resolve land disputes throughout the country. Some cases heard by courts are land-related, but often the disputes come to court because of some form of criminal behavior. While courts may be able to address the latter, a judicial decision does not always resolve the conflict over land that may have been at the root of the conflict. Additionally, as the judicial system is underfinanced, overburdened, not easily accessed physically/ geographically by disputants and takes time and money to use, many Liberians are hard pressed to take their cases to court for resolutions.

Government officials, such as Superintendents, District Commissioners and Mayors have been called to step into the breach and provide other avenues for resolving land disputes. Local community leaders too, have been approached by disputants to resolve disputes. While many of them have been successful in this

role, most have not been adequately prepared to perform the function of dispute resolvers on any professional or routine basis.

The end of the civil wars also resulted in the engagement of multiple international and national non-governmental organizations (NGOs). They began and continue to work on relief, resettlement, advocacy, citizen empowerment, women's rights, and development issues. Because many of these topics intersect with land, a number of these organizations have branched out and developed services related to land dispute resolution.

Land dispute resolution initiatives after wars are often fairly ad hoc in nature at their inception. People turn to available institutions, individuals and procedures—if they are still functioning—to redress grievances and resolve disputes. While overburdened, these entities frequently begin to function again, albeit in a less than organized or efficient manner than may have been the case prior to the conflict.

Other people and processes, such as governmental officials with increased authority and those provided by civil society groups, also expand in presence and the services that they provide, which sometimes can result in a messy and unclear situation regarding where and land conflicts should be taken and how they can best be settled.

Over time, some of the existing institutions and procedures become more efficient and organized. Often they become institution-based dispute resolution systems with dedicated personnel, rules for functioning and procedures. However, their relationship to other institutions systems or procedures is often not clear or coordinated. This is the situation in Liberia today. What is needed today is clarification, strengthening and increased coordination of existing systems that already function on the ground. This can be met by clearly outlining the role and function of dispute resolution systems design with a clear operationalization plan.

In order to drive this process, the Land Commission in consultation with relevant Ministries and other stakeholders has established a Land Disputes Resolution Task Force (LDRT) including all the national and international stakeholders already engaged with land disputes resolution from the courts, to traditional authorities, to statutory authorities, to NGOs and INGOs. The LC appreciated the contribution to peace provided by these actors and deemed necessary to seek their collaboration in order to understand root causes and current situation of land disputes in Liberia and inform its policy and law-making exercise.

The LDRT TORs give the group the mandate to: map stakeholders that deal with land disputes resolution; create a data-base of land disputes; improve access to land disputes resolution fora; improve coordination; promote durable and sustainable solutions; and make recommendations to the LC for the way forward. Members actively engaged with the LDRT include: Land Commission (Chair); Ministry of Lands, Mines & Energy; Ministry of Justice; Ministry of Internal Affairs; Centre for Archives and Documentation; LISGIS; National Traditional Council; Peace Councils; Slum Dwellers Association of Liberia; and the Federation of Liberian Youth. Other collaborating partners include: UN-HABITAT; UNMIL; the Norwegian Refugee Council; and The Carter Center.

One of the first initiatives of the LDRT was to organize a series of consultation with target groups - women, youth, traditional authorities and statutory county authorities including judges and magistrates- in order to assess: who are the actors involved with land disputes resolution, what process/methodology they use, what are their comparative strengths and weaknesses and what are the sustainability and durability of their decisions.

The results of such consultations depicted a wide range of stakeholders and organizations working on land disputes resolution. The processes and methodologies identified share many features such as being participatory, consultative, based on the legitimacy and credibility of the third party, and in most cases best managed at the local level.

Stakeholders identified the strengths of their organizations' land disputes resolution processes in: participation and inclusiveness, out-reach capacity, access to modern technology such as GPS, providing information and education on land rights and procedures, perceived legitimacy in the local context, etc. When discussing weaknesses, all stakeholders agreed that forum shopping is very wide spread because of lack of coordination and clear hierarchies, and that settlements are achieved but often not durable because of lack of enforcement capacity, of lack of documentation of proceedings, or of external political and social influences.

In order to support the peace process and promote equitable access to land and security of tenure, the LDRT identified a need to create an accessible and coordinated system to address land conflicts which would create coherence and strengthen existing institutions.

COMPONENT 2: Narrative Section: Project justification

1. *Describe the project's direct and immediate relevance to peacebuilding, and elaborate the link to the strategy in the Priority Plan, including the PBF Priorities and Outcomes that it targets.*

The project focuses on Programme Component 2, National Reconciliation.

Land disputes are wide-spread in the country often resulting in violence and infringing on most of the peace-consolidation and development activities that both the Government and the donors have undertaken since the conflict. Many national and international partners are "forced" into dealing with land disputes in order to achieve peace-consolidation and development objectives, but these processes are in most cases ad hoc, un-coordinated and do not lead to durable solutions.

The project will directly contribute to decreasing violence and social tensions arising from land conflicts by supporting the establishment of the system for alternative land disputes resolution.

The rationale is to provide support to already existing organizations and processes for land disputes resolution in order to make them more accessible and effective, create coordination among alternative disputes resolution organizations and procedures, and harmonize formal and informal land dispute resolution systems. What already exists will be built on and transformed into a coherent system for land disputes resolution by improving coordination and communication, and establishing common criteria for land disputes resolution, clear hierarchies of fora and monitoring mechanisms.

Being built on existing institutions and highly participatory, the system will: build trust as an integral component of broader government, organizational and community relations; increase the likelihood that small disputes can be brought to a conclusion and resolved relatively quickly so that they do not fester, become deep-seated and escalate into more serious conflicts; give access to a fair process to all stakeholders including women, youth and traditionally marginalized groups; keep ownership of the dispute, to the greatest extent possible, in the hands of the people who are directly involved or are most knowledgeable about it; offer an early, efficient and cost-effective way to resolve concerns, disputes and conflicts; enhance the accountability of government and nongovernmental social entities, and build citizen support for them; and serve as an early warning system for wider problems through a systematic identification of patterns, trends and emerging issues, thus facilitating the development of preemptive, active and corrective strategies for conflict management or changes in policies, laws, systems or procedures.

The objective of the project is to support the Land Commission and the Land Disputes Resolution Task Force in kick-starting the process to build an effective land dispute resolution system which will promote community, village, town, regional and national stability by providing a predictable, transparent and credible process for all parties, resulting in outcomes that are widely seen to be fair, effective and lasting.

More specifically, in terms of conflict prevention the project's out-puts will include: (i) create county-specific assessments and base-lines of land disputes; (ii) provide information to all citizens on land related rights, obligations and procedures for land management and land disputes resolution; and (iii) support existing land conflict early warning and monitoring systems or establishing new ones where appropriate. In terms of conflict resolution the out-puts will include: (i) develop common procedures for alternative land disputes resolution building on existing practices; (ii) develop a methodology to: identify partners, assess their strengths and provide specific training to build their capacity where needed; (iii) develop and implement information and communication mechanisms that will ensure coordination and educate citizens about options for peaceful land disputes resolution; (iv) feed directly into the land disputes resolution policy and law to be developed by the Commission.

2. *Describe the critical gaps in international funding for peacebuilding that the project fills*

The Land Commission has been able to mobilize strong support by international partners since its establishment. Several donors such as the World Bank, Millenium Challenge Corporation and the Peace Building Fund itself committed funding to the Land Commission even before its establishment. Development Partners have recognized the enormity of land-related challenges and the need to address them for insuring Liberia's future stability and economic development. Coordinated support to the LC is achieved through the work of the Partners Group on Land (chaired by UN-HABITAT, co-Chaired by USAID, and includes the European Union, SIDA, UNDP, World Bank, MCC, and the Norwegian Refugee Council among others). The group works in strong partnership with the LC; collaboration and coordination are enhanced by the policy of financial transparency that the Commission has adopted.

During its first year of operations, the UN-HABITAT /Peace Building Fund Project (2009-2010) provided technical and financial support for the establishment and initial functioning of the LC. Similarly the Norwegian Refugee Council (NRC) engaged since very early stages of the LC with ad-hoc funding for a number of activities (2010-2011). Two additional projects in the land sector, funded respectively by the World Bank (2010-2013) and the Millennium Challenge Corporation (MCC) (2010-2013), sponsored capacity building and research activities in the areas of land administration and land management.

In the area of land disputes resolution, the work carried out to date has been funded through the UN-HABITAT project and ad-hoc contribution by the NRC and the Carter Center. Thanks to this work, the LDRT has been able to devise a plan for the system for alternative land disputes resolution, consult with all stakeholders (targeting especially women and youth) and lay out a plan of action for implementation.

USAID has been one of the main development partners in Liberia for many years, implementing a wide range of projects related to land and natural resources. More recently, USAID has allocated USD 5 million for a project on land dispute resolution in Liberia. USAID recognizes that the Land Commission has developed a robust, national approach to land dispute resolution. Accordingly, USAID has agreed to join forces with the Government in piloting Liberia's land dispute resolution system. USAID has aligned the new project activities to support the Government's dispute resolution strategy, as elaborated by the Land Commission's Land Dispute Resolution Task Force (LDRT). To that end, a Steering Board is being created chaired by the Land Commission and including USAID, UN-HABITAT and representatives of other LDRT partners. The Steering Board will ensure that all projects focusing on land dispute resolution have the same expected out-puts, have aligned work plans and avoid duplication. Through this mechanism the Land Commission will maintain the lead and safeguard national ownership while setting up a national system for alternative land disputes resolution.

After negotiations between the Land Commission and its partners, it has been agreed that the proposed 2011-13 PBF funded project will focus on piloting the system developed by the LDRT for land dispute resolution, while the USAID project will support the technical and training related aspects of the piloting,

as well as public information and outreach. The Steering Board will ensure coordination, complementarity and the leveraging of resources to support dispute resolution on an expanded scale.

The new Peace-Building Fund Project will help the Land Commission kick-start the process of implementation and test the land dispute resolution system in up to five counties while mobilizing the necessary funding for up-scaling to the entire country and the needed political support to approve and implement the legal and policy measures that will help “institutionalize” the system.

By starting immediately in the pilot counties, the project will allow the Land Commission and its partners to test the system and educate the people about their options for land disputes resolution therefore directly contributing to peace and stability.

3. *Identify the catalytic effect of the project on the engagement of stakeholders in the peacebuilding process, including:*

i. Sustained financial support for peacebuilding activities from the broader international community; and/or

Several donors are already interested in further supporting the process and the Government itself is willing to increase the Land Commission budget starting in 2011 to show its support to the Commission activities. USAID will, as mentioned above, provide funding for the technical, public awareness and training related aspects of land disputes resolution system to be implemented by the Land Commission and the Land Disputes Resolution Task Force. The Norwegian Refugee Council has already provided some start-up funds for Lofa County. The Land Commission strategy is to pilot and then up-scale the system by using the comparative advantage that each partner can provide, leveraging the funding and the responsibilities for activities and always maintaining a strong Government ownership and leadership on the process. The PBF funding will be used to allow the Commission to learn lessons from the first hands-on experience of the pilots and develop a clear strategy before up-scaling the system country-wide.

ii. Mobilization of National stakeholders in support of peacebuilding activities (describe clearly and concretely what the project expects to achieve towards this end).

While the project will act as a catalyst for mobilizing further Government and donors funding, it will give the Land Commission and its partners enough time to ensure that the system is designed, owned and managed by Liberians before new donors engage. By setting clear rules for any donor who is willing to engage, the Government will avoid ad-hoc interventions that risk to undermine its efforts.

iii. Identify the Project's beneficiaries, both the direct beneficiaries from the project as well as the target beneficiaries.

Primary direct beneficiaries of the project will include all individuals that are members of an organization partner of the LDRT who will be trained and supported in order to become implementers of the system, apply the agreed criteria for land disputes resolution, document the proceedings of the cases and improve their skills and efficiency at land disputes resolution. Secondary direct beneficiaries will be all the citizens that will be reached through the communication and education campaigns and will, through those campaigns, acquire a better understanding of their land rights, of the laws related to land and of how to deal with their land disputes without recurring to violence. Special provision will be made in the campaign to reach out to women, youth and groups traditionally excluded from managing land. Indirect beneficiaries will be all the citizens who will process their land cases through the system.

COMPONENT 3: Logical Framework (including implementation strategy)

1. Describe the project's sustainability strategy (including an existing funding commitment or concrete steps that will be taken to ensure follow-up funding to sustain the project's impact), and/or an exit strategy.

This project is designed to help the Land Commission respond to the immediate priority of land disputes resolution and transition from the mapping of land disputes, assessment of partners who deal with those disputes and conceptualization of an integrated system for land disputes resolution, to the actual design and piloting this system.

Given the fact that the system builds on existing institutions and its participatory nature, it will not only be owned and managed at central Government level, but it will be decentralized down to the community level effectively becoming an institutions that all Liberians can refer to.

International partners already engaged in land disputes resolution (such as UN-HABITAT, the Norwegian Refugee Council, the Carter Centre and UNMIL) will only have a supporting role in the system and over time hand over the disputes resolution activities to national counterparts.

The system is designed to ensure that after the initial set-up phase is finalized (including base-lines, assessments and capacity building for system partners in each county) a light structure will suffice for its management. This structure will be under the Land Commission supervision and management during the initial phase, but it will be handed over to the most appropriate permanent Government institution once the institutional and legal structure is in place.

2. A logical framework is required. The following log frame format is recommended:

Part 1 (Strategic Level):

Objectives	Measurable indicators/Targets	Means of verification	Important assumptions
PBF Priority Area Reconciliation <i>Refer to the PBF Results Framework</i>	Quantitative ways of measuring or qualitative ways of judging timed achievement of goal	Cost-effective methods and sources to quantify or assess indicators	External factors necessary to sustain objectives in the long run
PBF Outcome(s) The establishment of a system for alternative land disputes resolution increases tenure security, addresses land grievances and strengthens capacity for peaceful conflict mitigation, social cohesion and national identity building	Equal access to land and secure tenure # of land disputes that become violent # of disputes resolved without violence through the system Policy for up-scaling the system is formulated by 2012 Land inputs to Mediation Law draft formulated by 2012	Annual progress reports, external programme evaluation, BCPR reports Perception surveys on access to land and security of tenure, especially among women and youth	(Immediate Objective to Development Objective) External conditions necessary if achieved project purpose is to contribute to reaching project goal Legal and policy land reforms to reconcile dual systems of land tenure supported, approved and implemented by the Government through legislation and policy
OUTPUTS: 1. he system for decentralized	System established and operational in up to 5 pilot	Project-based monitoring and reporting	(Outputs to immediate objective) Factors out of project control

<p>management of land disputes resolution is established,</p> <p>2. he system addresses land disputes in pilot counties preventing conflict escalation,</p> <p>3. and dispute resolution system institutionalized through legal and policy reforms</p> <p>4. wareness on land rights, regulations and options for peaceful resolution of land disputes increased.</p>	<p>counties by 2012</p> <p># of people that refer to the centers to learn about land rights or address a grievance</p> <p>% of land disputes solved through the system out of a total identified</p> <p>Policy for up-scaling the system is formulated by 2012 Mediation Law is presented by 2013</p> <p># of partner organizations' members (man, women and youth) that have been trained and actively participate in the system</p>	<p>Land disputes base-lines in pilot counties</p> <p>Perception surveys on access to land and security of tenure</p>	<p>which, if present, could restrict progress from outputs to achieving project objectives.</p>
---	---	--	---

Part 2 (Implementation Level): This table describes what will be implemented, by whom, how, and how much.

PBF Outcome: _____ (One table for each PBF Outcome)

Main Activities	Inputs	Time-line	Person(s) responsible for mobilizing inputs
<p>1.1 System for land disputes resolution designed</p> <ul style="list-style-type: none"> - Assessing existing capacity and experience in dispute resolution (traditional authorities, MLME, MIA, MoJ, courts, local authorities, NGOs, civil society, etc) - Consultations - Drafting of report and presentation of system and operational manual - Organizing national workshop to validate the design <p>1.2 Governance and management of dispute resolution system operational</p> <ul style="list-style-type: none"> - Mobilisation of staff to support governance - On-going compilation, analysis and dissemination of information from the counties - Coordination of the system and facilitation of appropriate vertical and horizontal linkages - On-going review of lessons learned and recommendations <p>1.3 Training strategy and materials developed</p> <ul style="list-style-type: none"> - Establishing of land dispute training working group - Training needs assessment for key stakeholders (LDRT partners) - Workshops to develop training materials - Piloting of training - Revising and reproduction of materials as required <p>1.4 Land dispute monitoring and early warning mechanism established</p> <ul style="list-style-type: none"> - Information needs assessment at county and national levels - Assessment of existing early warning systems, databases, monitoring tools, etc. - Agreement on harmonized national mechanisms for land dispute monitoring - Harmonized land disputes database designed and monitoring and reporting tools developed - Field manual and training tools developed <p>2.1 Land coordination centres established in select counties</p> <ul style="list-style-type: none"> - Consultations at county level with key stakeholders - Mobilisation (office establishment, procurement, repairs, etc.) - Staff recruited and trained 	<p><i>Consultants (national and international)</i></p> <p><i>Subcontract w/LC</i></p> <p><i>Project Manager and coordinators for Land Coordination Centers</i></p> <p><i>Consultants</i></p>	<p><i>Nov 2011- Mar 2012</i></p> <p><i>Jan 2012 - July 2012</i></p>	<p><i>Land Commission - LDRT / Project Manager</i></p> <p><i>UN-HABITAT</i></p>

<ul style="list-style-type: none"> - Establishing county coordination mechanisms - County level launches 2.2 Compilation of county-specific base-lines <ul style="list-style-type: none"> - Compilation and mapping of dispute-related data - Capacity assessment of system partners - Information needs assessment - Validation of information at county level - Preparation of final baseline report 2.3 Training and capacity-building workshops implemented for key stakeholders <ul style="list-style-type: none"> - Developing a county level training strategy and work plan - Training of trainers, as required - Scheduled and ad-hoc trainings implemented 2.4 Intake, referral and monitoring procedures under implementation <ul style="list-style-type: none"> - Coordination and information - Support to the partners during the dispute resolution process - Case in-take, management, analysis and referral - Collection and maintenance of land disputes records - Monitoring and evaluation of the system (party compliance) - Existing early warning and prevention mechanisms coordinated and supported - Periodic lesson learning and validation exercises and consequent revision of the system 3.1 Policy, legal and institutional assessment completed <ul style="list-style-type: none"> - Development and agreement on terms of reference (in collaboration with Ministry of Justice, Ministry of Internal Affairs, Law Reform Commission, Governance Commission and other relevant stakeholders) - Recruitment of relevant international and national experts - Undertaking assessment at national and county levels - Consultations with stakeholders - Preparation of draft report including recommendations for reforms - National workshop to validate findings - Final report, incorporating changes 3.2 Policy statement on land dispute resolution drafted <ul style="list-style-type: none"> - Preparation of draft policy statement - Consultations with stakeholders at national and county levels - Revision of draft policy statement to incorporate feedback - Presentation of draft policy statement to cabinet 3.3 Relevant reforms to law and regulations identified implemented <ul style="list-style-type: none"> - Consultations with key stakeholders from Ministry of Justice, Ministry of Internal Affairs, Law Reform Commission, Governance Commission, etc. at national and county levels - Relevant legal reforms identified with MoJ - Proposal for drafting/amending of relevant laws and regulations - Draft land alternative land disputes law development 4.1 Information and Outreach strategy developed <ul style="list-style-type: none"> - Ensuring coordination with Land Commission's overall outreach strategy - Contracting firm to carry out information needs assessment - Review of existing information materials and outreach strategies - Developing a draft information and outreach strategy, including baselines/targets, key messages, media to be used, etc. - Workshop to review strategy 4.2 Media and information campaign operational <ul style="list-style-type: none"> - Preparing and disseminating simplified version of key policy documents (interim policy statement, operational manual, laws, regulations, etc.) - Production of awareness material (leaflets, short publications, press releases, jingles, movies, etc) in English, Liberian English and other languages if needed - Periodical out-reach and awareness raising events at national and local level - Support to National and County Launches - Customized county-specific out-reach and education strategies developed and implemented - Evaluation of effectiveness of outreach strategy after one year - Improvements incorporated into new contracts with specific implementing partners 	<p><i>Subcontract w/LC</i></p> <p><i>Equipment and supplies</i></p> <p><i>Consultants (national and international)</i></p> <p><i>Subcontract w/LC</i></p> <p><i>Project Manager and coordinators for Land Coordination Centers</i></p> <p><i>Consultants (national and international)</i></p> <p><i>Subcontract w/LC</i></p> <p><i>Project Manager and coordinators for Land Coordination Centers</i></p>	<p><i>Dec 2011- Nov 2012</i></p> <p><i>Nov 2011- Nov 2012</i></p>	
---	---	---	--

COMPONENT 4: Budget

The budget should utilize the Standard Format agreed by UNDG Financial Policies Working Group with necessary modifications to suit the expected PBF project activities. The use of the budget format is mandatory since it allows the UNDP MDTF Office as the Administrative Agent of the PBF to consolidate and synthesize the periodic financial expenditure reports that will be submitted by Recipient UN Organizations.*

Recipient UN Organizations are encouraged to attach a copy of the project budget in the standard format for their organization to facilitate review.

PBF PROJECT BUDGET	
CATEGORIES	AMOUNT (USD)
1. Supplies, commodities, equipment and transport	370,000
2. Personnel (staff, consultants and travel)	430,000
3. Training of counterparts	110,000
4. Contracts	820,000
5. Other direct costs	139,160
Sub-Total Project Costs	1,869,160
Indirect Support Costs**	130,840
TOTAL	2,000,000

* See the UNDG Harmonized reporting to Donors for Joint Programs approved in 2006 and available on <http://www.undg.org/docs/9442/Explanatory-Note---Annex-D.doc>.

** The rate shall not exceed 7% of the total of categories 1-5, as specified in the PBF MOU. Note that Agency-incurred direct project implementation costs should be charged to the relevant budget line, according to the Agency's regulations, rules and procedures.

COMPONENT 5: Management Arrangements

A brief description of project implementation arrangements to ensure the cost-effective and efficient attainment of the outputs identified in the logical framework.

Project implementation and supervision arrangements

- *Indicate the in-country capacity of the Recipient UN Organization, and the capacity of the national (or locally-based) implementing partner(s)*
- *Identify the main local stakeholders, how they are affected by the project, and how they have been consulted*

Coordination arrangements

- *Identify the structure or mechanism responsible for monitoring the plan from which the project has been drawn, and its role in overseeing project activities*
- *Describe how the project will be coordinated with other on-going or planned projects*

UN-HABITAT is the United Nations agency for cities and human settlements. UN-HABITAT leads the Housing, Land and Property Area of Responsibility under the Inter-Agency Standing Committee's global humanitarian cluster system. UN-HABITAT also hosts the Global Land Tool Network (GLTN), an international partnership committed to the development and implementation of pro-poor land policies. UN-HABITAT has been actively supporting peace-building efforts in Liberia since 2003 and since 2009 has had a permanent office in Liberia to support the collaboration with the Governance Commission, the Land Commission and the Ministry of Internal Affairs.

UN-HABITAT's strategic approach is to strengthen the capacity of Liberian institutions, and in order to do so several mechanisms have been developed and tested.

The project will build on the previous collaboration between UN-HABITAT and the LC. UN-HABITAT will provide a full-time Technical Advisor responsible for the joint implementation of the project deliverables. The project will be supported by the Liberia Office and technical and administrative staff at the Regional Office for Africa and the Arab States (ROAAS) at UN-HABITAT headquarters in Nairobi.

UN-HABITAT and the LC have signed a Memorandum of Understanding (MoU) that sets the framework for collaboration. The priorities identified under the MOU are to support the LC in its lead role in the Land Sector and increase national ownership of this process. In this framework and based on emerging projects, the parties develop specific Agreements of Cooperation, which is the standard instrument that UN Agencies use to partner with Government entities and non-governmental organizations.

Under the Agreement of Cooperation UN-HABITAT releases the funds for in-country activities in a progressive way and based on an agreed schedule upon receipt of a request and detailed reports on the expenditures presented by the Land Commission. This arrangement enables the national counterpart to take advantage of the Technical Assistance during the design and implementation phases while taking direct responsibility for the disbursement related to the implementation thus increasing national ownership. This instrument offers several advantages: it builds capacity in the government for direct implementation; it allows for more flexibility in terms of responding to emerging needs; it allows for national staff to be hired directly by the Land Commission (as opposed to UN staff hired by the Agency) increasing the sense of national ownership and building capacity inside the institution; and it allows for part of the budget to be disbursed upon signature, providing immediate funds for the national partner to start.

Under this arrangement, the Land Commission is in the lead in terms of setting the priorities and devising the most effective ways to implement activities, while UN-HABITAT, through its Technical Advisor and technical backstopping, maintains a support and monitoring role and at the same time helps build capacity inside the Commission.

UN-HABITAT as the recipient UN Agency will be accountable to the Peace Building Fund for the successful implementation of the project. The Land Commission will be responsible for implementation on the Government side and will maintain an overall management and supervision role, while the Land Disputes Resolution Task Force will act as an advisory body with a monitoring and quality control role.

The Land Disputes Resolution Task Force, including all the actors dealing with land disputes, will as well ensure coordination inside the system since its member organizations have all agreed to be part of it. International organizations such as the Norwegian Refugee Council and the Carter Centre will increasingly use their resources to support the system, transfer the knowledge to national counterparts and hand over the responsibilities for land disputes resolution to the Government.

Any national or international organization interested in dealing with land disputes resolution in Liberia will use the Land Commission and the Land Disputes Resolution Task Force as entry points to ensure that future interventions strengthen the system and do not undermine it.

Based on regular guidance and advice received from the PBC Liberia configuration, the Joint Steering Committee (JSC) will ensure overall guidance and direction in terms of implementation of the land component of the LPP on the ground. The Peacebuilding Office will support the JSC in this task by acting as its Secretariat and by rolling out the Monitoring & Evaluation (M&E) Plan for this project.

COMPONENT 6: Monitoring and evaluation

Systems for project monitoring, including lesson learned, and impact assessment, including what data will be collected, how, how often, and who will be in charge. Recipient UN Organizations should ensure that the plan fulfils Global PBF M&E requirements, as detailed in the Priority Plan. See also the PBF Results Framework for guidance.

The project will be monitored through the PBF established means of verification, including Quarterly and yearly reports will give an overview of the progress of all Land Commission activities and external project evaluations will increase its accountability.

Consistent with the project rationale, the monitoring and evaluation strategy will as well build on the existing mechanisms and partnership between UN-HABITAT and the Land Commission. While the Technical Advisor will support the design and implementation of all project activities, a financial management expert from UN-HABITAT Nairobi will perform the financial monitoring and administrative and financial training on periodical bases. An independent external audit will as well be performed once a year for all funding channelled through the Land Commission.

Monitoring will involve analyzing progress and recommending corrective measures, regular field monitoring visits by managers to verify performance, validate progress and obtain feedback from partners and beneficiaries. Progress of the Land Commission will be monitored against the objectives with associated outputs as set in the framework, tracking compliance with the project document providing managers with regular feedback and early indications of progress or lack of it.

Monitoring will be done by the Peace Building Secretariat in Liberia, UN-HABITAT office in Monrovia and by the regional office in Nairobi. From the Government side, monitoring will be done by the Land Commission.

COMPONENT 7: Analysis of risks and assumptions

This project provides critical support to enable the LC to quickly set up and pilot a land disputes resolution system, strengthen the institution's technical and operational capacity, and informing several of the on-going policy development and land reform processes. Without an effective land disputes resolution system, short-term measures to address land issues and disputes will remain ad hoc and uncoordinated; in this context, it is unlikely that a holistic, integrated and long-term land program can develop. There is a real risk, therefore, that unaddressed land issues will spark renewed conflict and violence.

This project is intended to enhance the capacity of the LC, its Technical Secretariat (TS), collaborating line ministries and agencies, national NGOs, CBOs and other local partners to resolve land disputes in a coordinated, accessible and equal way. The current capacity of national and local institution to resolve land disputes is severely limited by the lack of coordination, common guidelines and resources. By providing direct technical support to the LC and its TS, holding training workshops for implementing partners and CBOs, and supporting selected pilot activities identified by the LC as priorities, the capacity of national institutions and organizations will be strengthened.

The project, as the entire Liberia Priority Plan, was negotiated, set up and supported by the current Government and its implementation may be slowed down in the case that land should not be a priority for the new Government. In order to mitigate this risk, the main Government partner is the Land Commission (an independent Government institution that should not change) and strong partnerships have been built inside other Government institution with technical level officers that are likely to guarantee continuity.

Financial sustainability of the initiative could put at risk its medium to long term impact. This has been addressed through the development of a partnership with several other donors and partners and an already

strong advocacy and fund-raising campaign that is aiming at attracting medium to long term commitment to support the land disputes system development and maintenance. The transparent policy for financial management adopted by the LC is ensuring that contributions by GOL and bi- and multi-lateral donors are used effectively and is strongly helping in the effort.