



**LIBERIA PEACEBUILDING FUND  
PROJECT DOCUMENT COVER SHEET**

<b>Recipient UN Organization:</b> United Nations Development Programme (UNDP)	<b>Liberia PBF Priority Area:</b> Critical interventions to promote peace and resolve conflict – Area 2
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<b>Project Number:</b> PP/R5/A2/03	<b>Project Duration:</b> 18 months
<b>Project Title:</b> Supporting Peaceful Reintegration of High Risk Youths in their Communities through Rural Transport Livelihood Opportunities	<b>Project Location:</b> Monrovia, Kakata, Gbarnga, Ganta & Tubmanburg
<b>Project Description:</b> Training and Capacity building of high risk youth operating informal transport services (motor cyclist) through behavioral relationship building, Highway code, code of conduct and ethics, civic education and respect for rule of law. Support to reintegration of high risk youths in the community.	<b>Requested from PBF:</b> \$250,000.00 <b>Contribution by UN recipient:</b> <b>Contribution by Govt:</b> in Kind <b>Contribution in kind by Lone Star Cell:</b> 1,500 Helmets <b>Contribution from Others :</b> ICCO-Netherlands - \$50,000.00 PDA/USA - <b>\$100,000.00</b> <b>Total Project Budget:</b> \$400,000.00
<b>Peacebuilding Impact &amp; Key Outcomes:</b> <u>Peacebuilding Impact</u> Motorcycle riders are aware of traffic rules and procedures to ensure public safety, thus leading to improved relationship between them, the police and the communities There is a change in behavior by the riders towards their passengers and the public as a whole, thus paving the way for a change in perception by the public. These gains contribute to improved relationship building and communication and reduce the potential for violent actions, which are caused by poor relationship among the riders, Police, passengers and communities.  <u>Key Outcomes:</u> <ul style="list-style-type: none"> <li>● well-organized mode of transport with safety standards and respect for traffic rules.</li> <li>● Enhanced capacity of the motorcycle union to manage the institution and membership</li> <li>● peaceful co-existence in the society through improved relationship between police and motorcycle riders on one hand and motorcycle riders and the public on the other hand.</li> </ul>	
<b>Output and Key Activities</b> <ul style="list-style-type: none"> <li>● 1,5000 motorcyclist mobilized and trained in target areas</li> <li>● Leadership training workshops conducted with bike rider associations, code of conduct developed.</li> <li>● Conflict management, problem-solving and advocacy trainings conducted</li> <li>● Media and outreach activities to raise public awareness</li> <li>● Identity system with improved visibility and safety standards for 1, 5000 bike operators.</li> <li>● Community relationship-building centers established at each parking lot</li> </ul>	
<b>Technical Advisory Panel Review Date:</b> <u>17 February 2009</u> <b>PBF Secretariat Review Date:</b> <u>20 March 2009</u> <b>Joint Steering Committee Approval Date:</b> <u>27 February 2009</u>	

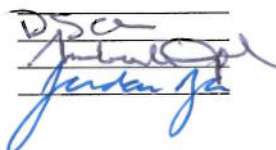
On behalf of

Signature

Date

Name/Title

Recipient UN Organization  
Co-Chair PBF SC  
Co-Chair PBF SC

  
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Ambulai Johnson, Minister  
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Jordan Ryan, DSRSG (RG)

## THE LOGICAL FRAMEWORK

Results	Measurable Indicators	Means of Verification	Important Assumptions
<p><b>PEACEBUILDING IMPACT</b> Individuals and community members promote peaceful co-existence by changing perceptions about and working cordially with motorcycle riders who would have improved their safety standards.</p>	Reduction in the number of violent incidents involving motorcycle riders and pedestrians.	Data from Police and UNMIL reports	Motorcycle riders are willing to participate in training sessions and implement learning from the sessions.
<b>OUTCOMES</b>			
<b>Component 1: Training &amp; Empowerment</b>			
Motorcycle riders are informed and prepared to conform to traffic rules and safety standards	% Reduction in the number of traffic accidents involving motorcycles and riders	Data from Police and UNMIL reports	Motorcycle riders are willing to participate in training sessions.
Police and Motorcycle riders have improved relationship in addressing common problems	# of communications exchanged between the two institutions, joint meetings, training programs, etc	reports from meetings, and exchanges between the both organizations	Willingness of the senior managers of both organizations to commit to the relationship building process
Improved capacity of the motorcycle union to register members, conduct training and authentication, provide identity and engage in awareness and advocacy	# of members registering and relating to the union on a regular basis.  # of identity materials issued by the union	records of the union visible materials at the office identity badges policy papers	Willingness of the union to fully engage in the process.
<b>Component 2: Behavioral Change, peace Education</b>			
Knowledge of peace education, with basic information on appreciating the society	# of cases involving disputes with motorcycle riders. # of cases being reported to the Police and or the motorcycle union for redress	Police reports  Reports from the motorcycle union	Positive partnerships between trainers and trainees.  Good relationship between motorcycle riders and motorcycle union.
Peer mediation training to serve as peace ambassadors among their colleagues	# of motorcycle riders involved in mediation activities with their colleagues	YMCA post project reports case studies	
<b>Component 3: Establishment of Community Relationship-building Centers(CRBC)</b>			
Bike riders and the commuters have a place at each parking lot to address complaints	% reduction in the number of complaints from bike riders and commuters	Daily reports from peer mediators at CRBC  Personal reports/communications from commuters and bike riders themselves	Improved relationships between and amongst bike riders on one hand and bike riders and commuters on the other hand, thereby reducing confrontations

<b>Outputs</b>	<b>Quantitative Ways of Measuring or Qualitative ways of judging timed achievement of outcome</b>	<b>Cost-effective methods and sources to quantify or assess indicators</b>	<b>(Outputs to Outcome) Factors out of project control which, if present, could restrict progress from outputs to achieving project outcomes</b>
<ul style="list-style-type: none"> <li>motorcyclist mobilization meetings and technical training meetings held in target areas</li> <li>leadership training workshops conducted with bike rider associations, code of conduct developed.</li> <li>conflict management, problem-solving and advocacy trainings conducted</li> <li>media and outreach activities to raise public awareness</li> <li>identity system with improved visibility and safety standards.</li> <li>Community relationship-building centers promoting peace</li> </ul>	<p># of meetings held and number of participants at each of the meetings.</p> <p># of training sessions conducted</p> <p># of training sessions conducted</p> <p># of radio stations and print media involved # of printed information materials</p> <p># of licensed and clearly identified commercial motorbike riders. # of people using the commercial motorcycle transport system.</p>	<p>Minutes of meetings attendance sheets</p> <p>workshop reports training modules resource materials copy of code of conduct</p> <p>workshop reports training modules resource materials radio reports newspaper articles printed materials (IEC handouts) records of motorcycle license at the LNP identification materials at the motorcycle union</p>	<p>Insecurity bad weather conditions difficulties/delays in transferring funds Inadequate logistical support.</p>
<b>Activities</b>	<b>Inputs</b>	<b>Means of Verification</b>	<b>Assumptions</b>
<ul style="list-style-type: none"> <li>10 motorcyclist mobilization meetings held in target areas, 2 per location.</li> <li>5 leadership training workshops conducted with bike rider associations.</li> <li>10 technical training meetings with, motorcyclists and other key transport unions;</li> <li>Code of conduct developed, with provisional requirements for admission to the association</li> <li>5 conflict management, problem-solving and</li> </ul>	<p>Personnel</p> <p>Mobilization Meetings</p> <p>Training Programs</p> <p>Transportation</p> <p>Public Awareness</p> <p>Printed Materials</p> <p>Equipment &amp; Supplies</p> <p>Miscellaneous</p>	<p>Quarterly program and financial reports</p> <p>Workshop materials</p> <p>training manuals and handouts</p> <p>participants listing</p> <p>minutes from meetings</p> <p>policy papers and identification materials at the motorcycle union</p> <p>printed information materials</p> <p>case studies of participants</p> <p>audio &amp; visual information materials</p>	<p>Security situation remains stable</p> <p>momentum of stakeholders to remain involved in the planning, implementation and evaluation phases</p> <p>willingness of project beneficiaries to participate fully in the program and contribute to the success of the program.</p> <p>Receptiveness of community members and local authorities.</p>

advocacy trainings conducted with the leadership of bike rider associations.

- 5 local community radio stations are hired, one in each location, to provide public awareness support to the reintegration and peace-building efforts.
- 10 local radio talk shows (2 in each location) facilitated every month with motorcyclists, community leaders, police authorities and transport union to discuss reintegration opportunities and challenges
- 5 drama performances in each location every month demonstrating accidents, unprofessional driving, etc and the intervention measures to adopt to avoid conflict;
- Develop and produce a variety of stickers depicting messages for road safety;
- Develop an identification system for motorcyclists that will be targeted under this Project(plate number and jackets with number that matches the plates;
- Community relationship-building center established

## FULL PROJECT DOCUMENT

### 1. Background & Problem Statement:

West Africa in general and Liberia specifically, is currently grappling with a crisis among its youth, brought on by years of war, unemployment and marginalization. Over the past two decades, youth have been at the core of the armed conflicts, both as victims and as perpetrators. 102,000 fighters have disarmed and demobilized and provided with support to facilitate their reintegration and to enhance their employability in the labour market enabling them to move on to new livelihoods. Through this and other efforts, there has been remarkable improvement in the country's overall security situation. Notwithstanding, such enormous effort from the Government of Liberia in collaboration with its International partners (multi lateral and Bilateral), to reintegrate and rehabilitate ex-combatants, Liberian society is still violence-prone due to the slow pace in the full reactivation of the national economy. The situation is such that the youth unemployment problem has taken on the dimensions of a security nature. Most of the Liberia youths live under difficult conditions, compounded by high unemployment rate, and are undoubtedly weary and frustrated. As such, the above situation stresses the fragile peace and could fuel conflict and crime. The result portends adverse effect on economic performance, investor confidence as well as on social, physical and institutional structures.

The Liberia Post-conflict setting is therefore characterized by an extremely vulnerable youth population (e.g. demobilized combatants) that pose an immediate security risk, and are prone to return to violence if they do not receive a peace dividend. In a conflict risk assessment undertaken in March 2005 by Search for Common Ground(SFCG), in six Liberian counties on behalf of UNDP<sup>1</sup>, 70% of the respondents indicated that the chances of ex-combatants engaging in violence is likely. 80% of the respondents said that their most pressing need is livelihood opportunities. Three years after, the absence of adequate economic opportunities; unemployment remains worrisome as this is contributing to the current increase in domestic/community crime and violence. These are post conflict realities and constraints that face Liberia development efforts today.

A new initiative in the recovery activities to restore livelihoods through the informal self-help initiative to employment /income generation is the emerging MOTOR-BIKE Business by youths in rural and semi urban communities. From the onset motorcycle transport has exhibited all signs of liberating both the rural and urban unemployed/under-employed youth from their perennial poverty. With the end of the war and fostered by youth experiences in neighbouring countries (Guinea and Sierra Leone) motorcycle taxis have emerged as a mode of transport as well as a source of livelihood for youth in provincial towns such as Gbarnga, Ganta and Zwedru, the nation's capital, Monrovia and many other towns. The sub-sector has been considered as a low-capital investment because of the affordability of new motor bikes. Many motorcycle riders are former fighters from the various factions, and many are unlicensed and uninformed about the Highway Code, Traffic regulations and User safety. Accident rates are very alarming! In fact motor bike related accidents lead in casualty admissions at Hospitals and health units.

For the last quarter alone (July – September 2008), the number of accidents reported was 71<sup>2</sup>.

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<sup>1</sup> The Conflict Risk Assessment is available upon request.

Conflicts have arisen between them and other commuters in the communities on one hand and with the law enforcement agents- the police, traffic wardens, the government roads authority, traditional leaders, motor car drivers, and bike passengers on the other hand. In the wake of accidents, they tend to be labeled as “ex-combatants”—regardless of their actual identity, they are generally stigmatized as someone who have little respect for life, laws, or other people. The community response to these incidents reinforces the stigma against these groups as “bad elements in the community”. The accident rate is compounded by the anxiety to maximize daily revenue by the bike owners, which makes riders to rush and drive recklessly. They operate without control and in total disregard to road safety requirements and the rule of law. The ability of this group of very volatile, impatient youths to quickly re-assemble into a pressure group can be potentially detrimental to peace, if they are not enlightened, formally trained to improve moral status, civic and behavioural traits. The operation of motor bike as a mode of transport is helping to resolve the acute transport problem that people in the semi-urban and villages do face and has become a major source of income for the youths; thereby contributing to the overall economy and consolidation of peace. However, it is an informal sector without appropriate control mechanism in place and any little mis-understanding or accident quickly results into a chaotic situation which is not good for the peace.

It is known that development partners such as UNMIL, UNDP, the World Bank etc along with other international and national organizations are fully supporting the government of Liberia efforts in planning and strategizing for medium to long-term recovery and development interventions, it is important to begin to engage conflict-prone communities with a high percentage of ex-combatants so that low level conflicts can be proactively addressed before they erupt. Strategies for recovery and development must be informed by an understanding of the residual potentials for conflict as well as the potential for peace consolidation. Current effort is therefore based on how to embody peace building, respect and protection of the rights of both the bike operators and the commuters and ensure that disputes and tensions which are normally occur in the Liberian communities are handled in a way that prevents their escalation into organized violence by the high risk youth operating the transport services in those communities. The present strategy is not focused on resolving all conflict between motorcyclists operators and their community, but on avoiding the transformation of such disputes into traceable, polarizing issues and on strengthening those structures and organizations that could minimize the possibility of escalation into violent conflict and using these groups as agents of positive change in their community.

## **2. Project Rationale & Expected Results**

Motorcycle as a mode of transportation, is becoming a fast growing informal sector in the major semi urban and County headquarters’ in Liberia. This sector has been identified as one of the backbones of the coping mechanism of many former fighters, returning IDP’s as well as many unskilled youths in Liberia. The conflict in Liberia has had regional implications in neighboring Guinea, Sierra Leone and Côte d’Ivoire. Extensive work has been carried out by the YMCA counterpart from these countries with ex-combatants whom have formed themselves into motorcyclist associations in a number of provincial towns. Best practices and lessons learnt from experience in these neighboring countries will be brought home to guide in the implementation of this project, strengthening the capacity of motor bike operators to function as civil society organizations that are contributing to the reintegration, consolidation of peace, development, and nation building processes.

In Liberia, the motorcyclist associations need support in organizational development to strengthen

their ability to function within the rule of law, manage conflict without recourse to violence, and develop strong leadership to negotiate and dialogue their interests with governing authority and cultivate values that promote cohesion, tolerance and understanding through their associations. The organizational development process includes social mobilization, engendering leadership through civic education and respect for road ethics, developing skills in problem-solving, adherence to the rule of law through appropriate registration of their bikes, licensing and respect for the highway code.

By and large, this project will include training component from the UNPOL/LNP traffic division to increase knowledge of and adherence to the code of conduct by the riders to minimize accidents, human security and conflicts that can ensue. The police involvement is essential because most of the accidents are attributed to the lack of adherence to traffic rules and road signs. The training will emphasize standardized rules for the operators, code of conduct for riders, introduction of more simple and understandable traffic signs, recommendations on good alert system such as the labeling of stickers depicting messages for riders, etc. To some extent, simple repair trainings will be introduced for the riders so that in case of unexpected breakdowns in areas inaccessible to mechanics, they will have the knowledge to address them.

At least 1,500 motorbike riders are targeted in this project from five counties.

#### **Component 1: Training and Empowerment.**

The training is designed to be simple, basic and straightforward on the code of conduct and ethics in riding and operating motor bikes. The trainers are the Liberia National Police, supported by their UN Police of UNMIL. At the end of the training, each participant will also receive safety elements to protect against accidents, riding gears and association uniform with identification and registration number.

Currently, the motorcyclist associations need support to be more structured in organization development and to strengthen their ability to function within the rule of law, manage conflict without taking recourse to violence, develop strong leadership to negotiate their interests based on citizenship and respect for rule of law and cultivate values that promote transparency and accountability in their associations. The re-organization process includes social mobilization, engendering leadership through democratic means, developing skills in problem-solving, adherence to the rule of law by registration and numeration of bikes, conduct ridding test and issue licenses for riders and respect for the traffic laws.

By and large, this project will continue with regular technical training assistance from the UNPOL/LNP traffic division so that ignorance of traffic signs and laws that could lead to conflicts is clarified for the riders. The police involvement is essential because most of the accidents on the part of motorcyclists have been attributed to the lack of adherence to traffic rules and signs. The training will emphasize the introduction of more simple and understandable traffic signs, recommendations on good alert system such as the labeling of stickers depicting messages for riders, etc. To some extent, simple repair trainings will be introduced for the riders so that in case of unexpected breakdowns in areas inaccessible to mechanics, they will have the knowledge to address them.

#### **Component 2: Behavioural Change, Peace Education ...etc.**

Experience has shown that unless the recovery and development elements are linked within a common peace building awareness, its effectiveness will be fragmented. The motor bike association will be supported to be more structured, organized within the context of the community change management. The association will be reinforced, while all the youths that make up the association

will undergo peace education and community awareness campaign. Behavioural change requires long-term, persistent engagement with the people so that they do not continue to see themselves as being marginalized or over-looked but that they see themselves as part of a society that values and appreciate them despite their situation.

It is important to remember that one of the impacts of this project relative to peace-building is the attainment of harmonious relationship between the motorcyclists and the rest of the stake-holder through the promotion of behavioural change. Behavioural change in this sense diffuses potential conflict, reduces aggressiveness and neutralizes the capability of any groups or cliques that could potentially be used to cause further disturbances. With the functionality of community spaces, issues arising from the activities of the motorcyclist will be resolved before they are transform/escalate into violence.

Once the expectations above are properly tracked, it will lead the motorcyclists contributing to the economic recovery and reintegration of high risk youths into their communities through the income generating activities.

The YMCA, as implementing agency will ensure that the impact of this project is felt by applying the principle of '*Reflecting on Peace Practices*', where it is essential to link key people with more people, and key people to key people, looking at the common interests of each other, in order to sustain the peace.<sup>3</sup>

### **Component 3: Establishment of Community Relationship-building Centers**

When misunderstandings occur during normal activities of the motorcyclists operations, mechanisms for the bike riders to express grievances are limited and this further exacerbates the problem. Little does the motorcyclists know that they owe moral responsibility to their passengers as the passengers to them nor do they realize that the communities were never accustomed to riding motorcycles but notwithstanding, appreciate the fact that motorcycles are around. This means that if the relationship between the communities and the motorcyclist does not improve, it is likely that they could revert to walking or waiting for vehicles. Neither action is profitable to Liberia at this time. Hence, the need to find appropriate solutions to the problem so that all stake-holders appreciate one another for the services rendered and the fees paid.

While it is true that to a large extent, the bike riders have been able to group themselves at various locales in cities where they operate, there are still critical lapses on how they quickly handle complaints or other issues as they arise from amongst themselves as riders or from passengers. This element is a crucial factor to ensure that the spirit of peace-building begins from the very parking lots where the motorbikes are picked by the passengers. Hence, at these centers, there will be trained peer-peace mediators chosen from amongst the bike riders who will be able to intervene and address simple complaints and concerns that do not warrant police or any other external interventions. Such assumption of roles and responsibilities could further assure this group of young entrepreneurs of how important they are to the nation's rebuilding process.

#### **Expected Results:**

**Peace building and Social Cohesion :** The path to achieving sustainable peace in Liberia is still long, yet possible. Notwithstanding, there are critical factors that need to be addressed so that the fragile peace thus far achieved does not lapse. The core of this effort has its niche embedded in the responses that will generally come from young people, especially those of ex-combatants.

The impact of this project relative to peace-building is the attainment of harmonious relationship

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<sup>3</sup> This concept emerged from ten years of research on post-conflict interventions conducted by Collaborative Development Agency through their Reflecting on Peace Practices Project.



between the motorcyclists and the rest of the stake-holder through the promotion of behavioral change. Behavioral change in this sense diffuses potential conflict, reduces aggressiveness and neutralizes the capability of all cliques that could potentially be used to cause disturbance in the society. With the introduction of training exercises/activities relating to traffic regulations and relationship building workshops involving all relevant stakeholders, a formal sector in this industry could emerge. With the functionality of community spaces, issues arising from the activities of the motorcyclist will be resolved before they are transformed into violence.

**Economic Reactivation:** Once the expectations above are properly tracked, it will lead the motorcyclists contributing to the economic recovery and reintegration of high risk youths into their communities through the income generating activities. Specific goal is to sustain the high-risk youths reintegration activities in order to ensure their self reliance.

This project will be building on existing activities and engagements in the target locations and using the success stories to replicate them in other new locations. Specific outputs will vary by target location(s) depending on what foundation has already been built and what activities already conducted.

### **3. Partnerships & Management Arrangement**

- 1. YMCA** is the main implementing agency of this project to be supported by the LNP, UNPOL, and LONE STAR. On the other hand, there will be a few other technical partners in this project, including government institutions, civil society groupings and UN agencies, including UNMIL and UNDP. The implementation will be done under a simple arrangement. Because the motorcyclists are primarily young people, the implementing partner-YMCA Youth Coordination Office in each city will serve as the coordinating unit for this project in collaboration with Federation of Liberia Youth (FLY). The Peace-building and Psychosocial Unit of the implementing partner will mobilize participants of this program, beginning with providing them with the understanding and appreciation of why it is important to participate in the project.
- 2. LNP:** Liberia National Police is responsible for the maintenance of Law and protection of life and property. The LNP with the assistance of the UNPOL will be responsible for the training of the motor cyclist.
- 3. UNDP:** UNDP's role as the executing agency will be defined and governed by UNDP's standard guidelines and procedures. The project will be implemented under UNDP DEX guidelines and regulations as presented in the framework. The United Nations Civil Police, through UNMIL/UNDP, will assist the National Police in organizing specific road safety trainings for the motorcyclists. These trainings will be held around a number of topics, including riding codes, traffic signs, safety measures, conflict mitigation and resolutions, etc. The issue of relationship building with law enforcement officers and the commuting public will also be emphasized during the trainings. At the end of these trainings, special incentives such as certificates, repair kits, helmets, identification gears etc will be made available. These incentives will encourage the trainees' to be law abiding as well an image damage control by the public toward motor bike operators. Positive image of these youths and change from the initial negative perceptions of these motorcyclists is one of the expected dividends of this initiative.
- 4. The Federation of Transport Union of Liberia (FTUL)** is the body that is responsible for coordination and monitoring of public transport services. Prior to the war, taxi and buses operated directly under the FTUL and were obligated to pay a daily fee to the Union for its

operations. The motorcyclist union is an emerging public transport and as the FTUL begins to assert its authority, the chances are likely that the motorcyclist union will be requested to come under the jurisdiction of the FTUL because money is involved and this is certainly going to spark off trouble. Factoring in the FTUL is a strategy for conflict prevention, drawing lessons from the Sierra Leone experience where conflicts between the motorcyclist union and Drivers' Union had their own dimension.

5. **The Ministry of Transport** will assist in the processing of driving licenses and number plates as well as with the development of the Code of Conduct for the project. The ministry's role is inevitably important because it is the government's arm that has the statutory responsibility to ensure that the vehicle road worthiness, including motorbikes. Key staff with relevant background in project management will be involved in workshops and other training activities, crucial to the success of the project.

### Risk Mitigation

Assumptions	Risks
Improved security situation in Liberia	Security situation deteriorates in the country
Motorcycle union welcomes the project and support it fully	Motorcycle union doesn't see need for such project
Change of behaviour among motorcycle riders and their willingness to learn	Motorcycle riders see the project as a waste of time – a time during which they should be earning from their services. and could engage in acts detrimental to peace
LNP works with motorcycle riders in a constructive way to improve safety standards	LNP and motorcycle riders get involved in violent confrontations

In mitigating the risks associated with this project, we will begin with consultations involving the leadership of the motorcycle riders, the Liberia National Police, the Ministry of Transport and the Federation of Liberia Youth. This will allow us to clearly explain the purpose of the project and provide details on its activities. This meeting will be a monthly component of the project to enable the key stakeholders and UNDP continuously review the impact of the project and make some adjustments, where necessary. The participants will be identified by the motorcycle union offices in the selected locations. As a result of these meetings, if there is any incident that threatens the successful implementation of the project, this stakeholders group will be in the best position to take the necessary steps to address it.

### Catalytic:

This project aims to bring some significant change to the actions of motorcycle riders in the targeted areas. Through training program that are geared not only to the knowledge of traffic signs and rules, the program will promote leadership role, civic education and psychosocial training activities. These combined will lead participants to demonstrate more responsible behaviours and cordialities in the discharge of their functions.

This change in the behavior of the participants and introduction of a more organized way of operating will lead to a shift in public perception of the motorcycle riders. Instead of being regarded as ex combatants who do not care for the safety of lives and properties, they would be seen as service providers to people in transport needs.

The mode of operation with the leadership of the motorcycle riders union and the Liberia National Police will also help build relationships with these two institutions that are likely to come in contact on many occasions. The relationship in the implementation of a program that builds the professional capacities of the riders and at the same time ensuring the safety of the public will enhance cooperation between the two institutions and limit incidences of confrontations between them.

### **Conflict Sensitivity**

The current effort is a pilot project with a target an estimated number of 1,500 riders in the five cities; however, there are thousands of other riders that will not benefit from such opportunities. This would lead to an imbalance in the motorbike transport market as commuters would prefer riders that have gone through this project phase, who would be recognized by their jackets and licensed plates. In the partnership with the Liberia National Police, we would aim to award official certificate of completion to participants of this program which would lead to issuing of motorcycle licenses by the LNP.

With this distinction in the riders association and the change in the organized pattern as well as behavior of the riders, there would be a tendency for people to trust participants of this project as compared to others who would not be identified. While this may affect other riders to some extent, we will not create any negative impressions in our communication strategies about riders that may not have the opportunity to go through this program. The project will try to include as many of them as possible and seek opportunities for the continuation of this program to benefit more young people involved with this transport service. This could even lead to enhancing capacity building efforts between the LNP and the motorcycle union to continue providing such short-term training programs to new riders.

### **Track Record**

One of the profound track records of the Liberia YMCA is the involvement of young people in project design, management and evaluation. As one of the leading youth-based institutions in the country, the Liberia YMCA has always been a fulcrum of young people involving them in many aspects of the organizational functioning and operations. There have been many activities ranging from emergency relief, to development and sustainable entrepreneurship ventures that have all been actively led by young people through the YMCA.

Our focus on young people leading change stands from the fact that peers can connect easily with each other. Because of the leadership of young people, a project of this nature will not be seen as a donor – recipient activity, but a community-driven process, which initiates more ownership from the participants.

In the area of peacebuilding and civic education, the YMCA has conducted vigorous peer mediation programs at all of its centers across the country. These peer mediators have worked with small groups of young people in communities, schools and churches, mobilizing them for local actions that bring change to their societies. One of such activities is the YMCA Annual Anti-Violence Month, which was launched in March 2007 at all 13 YMCA program centers across the country. This activity, which was led by young people included academic, intellectual, sports and religious activities as well as bringing together various segments of civil society in a mutual partnership effort to denounce violence. The results of this program at these centers point to improved partnership among youth and civil society organizations, strong connections with media institutions and local government as well as a demonstration of leadership among young people across ethnic, social and religious divides.

Such model of youth leadership and peer mitigation has also been implemented in many YMCA programs, to include the apprenticeship skills training program for excombatants and children associated with fighting forces, the community youth peace education program, the YMCA amateur radio program and many other activities that we are engaged with. In a society where the current generation of young people are being associated with vices, it is important when they can see role models among themselves that can lead a process of transformation through shifting paradigms and community mobilizations to make positive impact in their society. This is why the YMCA of Liberia intends to extend this track record of youth empowerment and leadership to this project so that other young people who are depending on such businesses for their livelihoods can build relationships with their peers in this character building exercise.

### **Feasibility:**

As one of the largest and oldest youth organizations in Liberia, the YMCA brings immense added values to the implementation of this project. The YMCA has implemented several youth related projects over the years aimed at building the capacity of young people to meet the challenges of the 21<sup>st</sup> century. The YMCA is strategically rooted in the 5 project locations and is key to the socio-political and economic advances of the areas concerned.

The YMCA is a national movement with international affiliations in 124 countries around the world. Each national YMCA is supervised by a Board of Directors. The National Secretariat runs the day-to-day operations of the YMCA and is supported by YMCA branches in several parts of the country. These branches take charge of programs and activities that are implemented in their communities. The YMCA of Liberia has the capacity to implement this project and ensure its successful realization. With track records in the implementation of large projects that extended over 5-year periods and others valued at over one million US dollars, the YMCA has the technical and managerial expertise to deliver the impact needed in the implementation of this project within the time frame.

## **4. Monitoring & Evaluation**

Regular project team meetings with YMCA, the UNDP/UNMIL Police and RRR, the National Police, the Motor-cyclist Association and other stake-holders will be held to ensure proper coordination across the locations and foster learning from other experiences.

The project will be managed and subjected to UNDP monitoring oversight. The program manager will be responsible for monitoring program outputs and gathering community feedback as well. Apart from the internal monitoring mechanisms, there will be joint field monitoring by UNDP, YMCA, the Police and key stake-holders, including the target beneficiaries themselves to ensure coordination and synergy. These visits will take the team to parking lots, police stations and hospitals where information about service delivery and challenges for this project can readily be made available. A project evaluation will be conducted at the end of the project year by a team as agreed upon by the Joint Steering Committee of the PBF and the UNDP.

By and large during project implementation, questions and other forms of information gathering will be carried out in order to get a broader feed-back from the beneficiaries, bike riders, assigned police around specific parking lots, etc. Whatever the findings from these measures are, they will help informed the project about appropriate steps to take in order to guarantee success of the project.

## **5. Sustainability of the Project**

The project will develop capacity amongst its beneficiaries. At the end of the period, empowerment would have been achieved at two levels; individual bike operators and the group/association. The Motorcyclist Associations would have been transformed into a strong, peaceful and quality service community group. Through comprehensive trainings and other relationship building efforts, to be coordinated by the police, the ministry of transport and specialized professional civil service organizations, national capacity building and ownership strengthening will be achieved. This effort will require the cooperation and participation of all stake-holders, including the bike owners, the community residents, government (ministry of transport), police, etc. The greater the collectivity of these groups in discussing issues, the less the mis-understanding, mis-interpretation and mis-representation of policies and guidelines meant to protect and promote the level of services they provide to the general public.

The Liberia YMCA has an on-going Peace & Civic Education Program that targets the relevant issues that are critical to the contributions of youth to addressing the country's conflict. While this specific project will end at some point in time, the YMCA will continue its efforts, using outreach and media, to address the root causes of Liberia's civil war and their manifestations so that the bike riders, who are predominantly ex-combatants, can understand their own flaws that led them to partake in the war. The YMCA expects that this project will help develop active constituencies for peace in the target locations, which can be supported, and leveraged moving forward to develop genuinely community-driven problem-solving and development initiatives. YMCA is a national NGO and will continue to engage with relevant issues and target groups as Liberia progresses through its reconciliation and development processes. This project is designed in such a way as to transfer skills, knowledge, and ownership of the activities by the bike riders as well as local authorities and other community members to contribute to its sustainability and transition its implementation to being locally-driven by the conclusion of the project. Once this project ends successfully, the bike riders association will not only be strengthened but will be able to expand to other parts of the country where this project will not reach. Such an expansion will contribute to the overall improvement of safety, transportation access and income generation for a population just recovering from civil war.

## **6. Project Implementation with timeline**

### **Methodology I:**

Working with trained peer peace mediators, the project will identify, mobilize and orientate key leaders of the motorcyclist union towards the aims and objectives of the project and while it was significantly necessary for them to encourage their colleagues to take advantage of the opportunities available. Once this is done, the project, through the Liberia National Police, supported by UNMIL Civil Police will provide technical training in the areas of road safety to include riding codes, traffic signs, safety measures, conflict mitigation and resolutions, etc. The issue of relationship building with law enforcement officers and the commuting public will also be emphasized during the trainings. Additionally, the YMCA and its peace-peer mediators will provide guidance and training to the beneficiaries on basic elements of peace and relationship building in the communities – to include seeking cordial relationships with fellow riders, commuters/passengers and the law enforcement agencies.

It is hoped that at the end of these activities, which will last for the first six months, there will be significant improvement in the behavioural pattern of the bike riders towards each other; better relationship with the commuters and respect for law enforcement officers. All of these milestones

cannot be achieved in the absence of constructive engagement with this group who see themselves as people fending for themselves after being deserted by their former warlords, family members and friends.

**Methodology II:**

Under this project implementation approach, more attention will be placed on testing and reinforcing the outcomes of the activities related to the first six months. Hence, lot more will be placed on relationship building between and amongst the various stake-holders of the project. This process would include emphasis on using the media by the bike riders, community leaders, etc, in influencing negative behaviors and promoting positive livelihood changes. While the role of the police may be essential in approach, a lot of work will rest on the shoulders of the peace-peer mediators in helping to understand the root causes of conflicts amongst this group of young Liberians so that approaches can be worked out to ensure that they co-exist. The consolidation of peace through the promotion of relationship building will be the outcome of training sessions and workshops held for the bike riders, and in addition, the distribution of safety gears to them to demonstrate their satisfactory response to the nation's desire for peace and stability. These activities may run from the 6th to the last month of the project.

**Methodology III:**

Community free-spaces, otherwise known as the community relationship-building centers will be established through negotiation with land owners where the bike riders currently use as parking lot. The center, which will be in the form of a little booth that can accommodate at least five persons at any given time, will entertain complaints and other forms of concerns from the bike riders, the commuters and other interested parties. A trained peer peace mediator, either chosen from amongst the riders or outside, will help to address those concerns and complaints in a way that they do not degenerate into a full-scale conflict. At least at the end of the setting up of these centers, issues emanating from the daily operations of the motorbike business will be handled thereby reducing confrontation and violence normally attributed to this group of young, but determined enterprising people. The establishment of these centers may not go beyond two months because the role they are to play in this project is unquestionably significant.

**Core business**

Promote/build social bond (trust, respect for rule of law and positive' networks)  
Promote access to transportation service in the community

**Some guiding principles**

The reintegration assistance is based on the principles of participation and inclusion; ownership and commitment; need-orientation; flexibility; partnership and sustainability

**Cornerstones**

Reconciliation/Cohesion	Organized livelihood opportunities
Enhanced Community Transport service	Capacity building
Civic Education/Code of Conduct	Public Safety

- Positive changes (behaviour, attitudes, perception, expectations etc)
- Civic culture and Acceptance
- Psychological support
- Access to safety information (code of conduct etc)
- Quality information and advice-Law Enforcement
- Trust/Confidence building and community Cohesion
- Sense of ownership
- Capacity and an enhanced Means of livelihood (income, savings, quality life)
- Agent of Positive change in the community
- Integration
- Rights/responsibilities
- Peace, respect, social justice
- Self-confidence
- Safety, human security and Peaceful environment

**What the Beneficiaries gain from the programme?**

Positive changes (behavior, attitudes, perception, community participation and citizenship)

## THE PROJECT BUDGET

The budget would utilize the Standard Format\* agreed by UNGD Financial Policies Working Group with necessary modifications to suit the expected PBF project activities.

Budgets could be presented in the following Atlas (UNDP financial system) compatible format;

### Budget Details:

#### Funded by the PBF

CATEGORY	ITEM	Rate (USD)	Unit	Quantity	TOTAL COST (USD)
<b>1. Personnel</b> <i>Including staff and consultants</i>					YMCA COST
<b>2. Contracts</b> <i>Including companies, professional services, grants</i>	2.1 Liberia National Police	800	Various	3	2,400
	2.2 Federation of Lib Youth	400	Various	3	1,200
	2.3 Motorcycle Riders Union	1000	Personnel	5	5,000
<b>3. Training</b>	3.1 Training & Empowerment	10,000	Courses	6	60,000
	3.2 Behavioral Change/Peace	9,000	Centers	3	27,000
	3.3 Comm Relationship Center	8,000	Centers	3	24,000
<b>4. Transport</b>	4.1 Fuel	2,000	Vehicles	18	36,000
	4.2 Vehicle maintenance & spares	1,000	Vehicles	18	18,000
<b>5. Supplies and commodities</b>	5.1 Food	2,000	Courses	12	24,000
<b>6. Equipment</b>	6.1 Identity Materials	10,000	Various	1	10,000
	6.2 Safety equipment	20,000	Various	1	20,000
<b>7. Travel</b>					YMCA COST
<b>8. M&amp;E**</b>					1,300
<b>9. Miscellaneous</b>	Communications	200	Months	18	3,600
<b>Sub-total</b>					232,500
<b>10. Agency Management Support</b>	10.1 7% UNDP				17,500
<b>TOTAL (USD)</b>					<b>250,000</b>



150,000.00

**Budget Details:**

**Funded by the YMCA, with support from ICCO & PDA**

CATEGORY	ITEM	Rate (USD)	Unit	Quantity	TOTAL COST (USD)
<b>1. Personnel</b> <i>Including staff and consultants</i>	1. 5 National staff	2,500	Months	18	45,000
	1. 35 project staff at all sites	3,500	Months	18	63,000
	1. 5 trainers/consultants	2,000	sites	5	10,000
<b>2. Contracts</b> <i>Including companies, professional services, grants</i>					PBF
<b>3. Training</b>					PBF
<b>4. Transport</b>					PBF
<b>5. Supplies and commodities</b>					PBF
<b>6. Equipment</b>					PBF
<b>7. Travel</b>	7.2 National travel allowance	500	Staff	12	6,000
	7.3 Local Staff travels	200	Staff	12	2,400
<b>8. M&amp;E**</b>					5,600
<b>9. Miscellaneous</b>	● Office & Utilities (All Centers)	1,000	Months	18	18,000
<b>Sub-total</b>					150,000
<b>10. Agency Management Support</b>					
<b>TOTAL (USD)</b>					<b>150.000</b>

Detailed Work Plan for 18 Months of Project Implementation – 2009 2010

Outcome/Output	Activities	Inputs	Budget	Delivery Date	
<b>Component 1: Component 1: Training &amp; Empowerment</b>					
Motorcycle riders are trained and prepared to conform to traffic rules and safety standards	10 motorcyclist mobilization meetings held in target areas, 2 per location.			2-5 Months	Re: Case ID 21940
Police and Motorcycle riders have improved relationship in addressing common problems	5 leadership training workshops conducted with bike rider associations – 1 in each location.				
Improved capacity of the motorcycle union to register members, conduct training and authentication, provide identity and engage in awareness and advocacy	10 technical training meetings with, motorcyclists and other key transport unions – 2 in each location; Code of conduct developed, with provisional requirements for admission to the association				
	5 conflict management, problem-solving and advocacy trainings conducted with the leadership of bike rider associations – 1 in each location.				
	5 local community radio stations are hired, one in each location, to provide public awareness support to the reintegration and peace-building efforts.				
<b>Component 2: Behavioral Change, peace education</b>					
Knowledge of peace education, with basic	10 local radio talk shows (2 in each location)			2-13 <sup>th</sup> Month	

<p>information on appreciating the society</p> <p>Peer mediation training to serve as peace ambassadors among their colleagues</p>	<p>facilitated every month with motorcyclists, community leaders, police authorities and transport union to discuss reintegration opportunities and challenges</p> <p>5 drama performances in each location every month demonstrating accidents, unprofessional driving, etc and the intervention measures to adopt to avoid conflict;</p> <p>Develop and produce a variety of stickers depicting messages for road safety;</p> <p>Develop an identification system for motorcyclists that will be targeted under this Project(plate number and jackets with number that matches the plates;</p>				
<p><b>Component 3: Establishment of Community Relationship-building Centers(CRBC)</b></p>					
<p>Bike riders and the commuters alike have a place at each parking lot to address complaints</p>	<p>Construction of CRBC;</p> <p>Training of 40 peer mediators to manage the CRBC</p>			<p>2-4 Months</p>	

Date	6 Months Benchmarks	Indicators of Progress
First 6 Months	<ol style="list-style-type: none"> <li>4. Identification, mobilization &amp; orientation of bike rider leadership;</li> <li>5. Hold baseline survey;</li> <li>6. Technical trainings held by the Police with bike riders</li> <li>7. Code of conduct developed</li> <li>8. Conflict management &amp; advocacy training</li> <li>9. 40 peer- peace mediators trained to manage community relationship building centers</li> <li>10. Community radio stations provide support to the program</li> <li>11. Establishment of the community relationship-building centers(CRBC)</li> </ol>	<p>Listing and addresses of bike rider leaderships in target locations;</p> <p>Baseline survey report;</p> <p>Training Report;</p> <p>Code of Conduct document produced and shared;</p> <p>Training report of 40 selected peer peace mediators;</p> <p>Partnership Agreement with local radio stations;</p> <p>Reports on the completion and functionality of the 25 CRBCs</p> <p>Regular reports from the field;</p> <p>Monitoring reports</p>
Second 6 Months	<ol style="list-style-type: none"> <li>6. Stakeholders begin holding talk shows on local radio stations;</li> <li>7. Drama performances are held to promote peace</li> <li>8. Production of stickers and other signs for improved riding;</li> <li>9. Develop identification system for the riders association</li> </ol>	<p>Airtime contract with selected radio stations;</p> <p>Contract and recordings of drama performances;</p> <p>Number and kind of stickers produced for distribution;</p> <p>Number and kind of identity developed for bike riders;</p> <p>Regular reports from the field.</p> <p>Monitoring reports</p>
Remaining 6 Months	<ul style="list-style-type: none"> <li>● Continue with follow-up technical trainings</li> <li>● Commence workshop trainings in advocacy</li> <li>● Continue with relationship building activities</li> <li>● Continue with drama performances, radio talk shows, etc</li> <li>● Conduct impact assessment/evaluation of the project;</li> </ul>	<p>Regular reports;</p> <p>Training Reports;</p> <p>contract and recordings of drama performances;</p> <p>Project Evaluation</p>

## Liberia Peacebuilding Fund Project Summary

<b>Recipient UN Organization:</b>	United Nations Development Programme	<b>PBF Priority Area:</b>	Critical interventions to promote peace and resolve conflict – Area 2		
<b>Implementing Partner(s):</b>	YMCA – Liberia				
<b>Project Number:</b>	PBF/PP/R5/A2/01				
<b>Project Title:</b>	Supporting Peaceful Reintegration of High Risk Youths in their Communities through Rural Transport Livelihood Opportunities				
<b>Total Approved Project Budget:</b>	\$400,000				
<b>Location:</b>	Monrovia, Kakata, Gbarnga, Ganta & Tubmanburg				
<b>JSC Approval Date:</b>	27 February 2009				
<b>Project Duration:</b>	18 Months	<b>Starting Date:</b>	April 2009	<b>Completion Date:</b>	September 2010
<b>Project Description:</b>	Training and Capacity building of high risk youth operating informal transport services (motor cyclist) through behavioral relationship building, Highway code, code of conduct and ethics, civic education and respect for rule of law. Support to reintegration of high risk youths in the community.				

<b>Peacebuilding Impact:</b>	Motorcycle riders are aware of traffic rules and procedures to ensure public safety, thus leading to improved relationship between them, the police and the communities There is a change in behavior by the riders towards their passengers and the public as a whole, thus paving the way for a change in perception by the public. These gains contribute to improved relationship building and communication and reduce the potential for violent actions, which are caused by poor relationship among the riders, Police, passengers and communities.
<b>Outcome(s):</b>	<p><u>Key Outcomes:</u></p> <ul style="list-style-type: none"> <li>● well-organized mode of transport with safety standards and respect for traffic rules.</li> <li>● Enhanced capacity of the motorcycle union to manage the institution and membership</li> </ul> <p>peaceful co-existence in the society through improved relationship between police and motorcycle riders on one hand and motorcycle riders and the public on the other hand.</p>
<b>Outputs and Key Activities:</b>	<ul style="list-style-type: none"> <li>● 1,5000 motorcyclist mobilized and trained in target areas</li> <li>● Leadership training workshops conducted with bike rider associations, code of conduct developed.</li> <li>● Conflict management, problem-solving and advocacy trainings conducted</li> <li>● Media and outreach activities to raise public awareness</li> <li>● Identity system with improved visibility and safety standards for 1, 5000 bike operators.</li> <li>● Community relationship-building centers established at each parking lot</li> </ul>

<b>Indicator and Benchmarks:</b>	
<b>Procurement:</b>	

**Submission Form  
To  
Joint Steering Committee**

<b>Part A. Meeting Information</b>			
<i>To be completed by the PBF Secretariat</i>			
SC Meeting No:	<b>8<sup>th</sup> JSC Meeting</b>		
Item No:	<b>III</b>		
Date of Meeting:	<b>27 February 2009</b>		
<b>Part B: Project Summary</b>			
<i>To be completed by the Recipient UN Organization</i>			
From: <i>Head of Recipient UN Organization</i> <b>Dominic Sam – Country Director UNDP</b>		Date of Submission: <b>17 March 2009 (Final submission)</b>	
Contact: <i>Telephone number, email</i>			
Proposed Project, if approved, would result in:		Proposed Project resulted from:	
<input checked="" type="checkbox"/> New Project / Joint Project		<input checked="" type="checkbox"/> National Authorities initiative within Liberia PBF Terms of Reference	
<input type="checkbox"/> Continuation of previous funding		<input checked="" type="checkbox"/> UN Agency initiative within Liberia PBF Terms of Reference	
<input type="checkbox"/> Other (explain)		<input type="checkbox"/> Other (explain)	
Recipient UN Organization: <b>United Nations Development Programme (UNDP)</b>			
Implementing Partner(s): <b>Young Men Christian Assembly (YMCA) of Liberia</b>			
Theme/Cluster/Priority Area: <b>Critical interventions to promote peace and resolve conflict – Area 2</b>			
Project <sup>4</sup> Title: <b>Supporting Peaceful Reintegration of High Risk Youths in their Communities through Rural Transport Livelihood Opportunities</b>			
Total Project Budget: <b>US\$ 400,000</b>			
Amount requested: <b>US\$ 250,000</b>			
Amount and percentage of indirect costs requested:			
Projected Annual Disbursements:	2008 \$	2009 \$	
Projected Annual Commitments:	2008 \$	2009 \$	

<sup>4</sup> The term "Projectme" is used for projects, Projectmes and joint Projectmes.

### Part C: Technical Review

*(To be completed by the PBF Secretariat on behalf of the Technical Advisory Panel)*

**Composition of Technical Advisory Panel:**

*Provide names, titles and organizational affiliation of Panel member*

Christiana Solomon, UNMIL Civil Affairs, (Peacebuilding technical knowledge)  
 Ishmael Dodoo, UNDP (Project design technical knowledge)  
 Arto Immonen, UNFPA (Project design)  
 Koliab Nahataba, UNMIL RRR, (Peacebuilding technical knowledge)  
 Teresa Krafft, UNMIL RRR, (Peacebuilding technical knowledge)  
 Benjamin Spats, Ministry of Internal Affairs (Peacebuilding technical knowledge)  
 Saah Charles N'Tow, Liberia Peacebuilding Office / Peacebuilding Fund Secretariat (Peacebuilding technical knowledge)  
 Wilfred N. Gray-Johnson, Liberia Peacebuilding Office / Peacebuilding Fund Secretariat (Peacebuilding technical knowledge)

**Technical Advisory Panel Review Date:**

*Provide date(s) of review*

**21 February 2009**

**3. Evaluation of Proposal by the Technical Advisory Panel**

*Provide concise summary evaluation of proposal against:*

- The need to consider training program for riders
- Check what is done and learn the Do no Harm analysis
- Address wide range of social issues
- Consider the M & E components of the project

<i>i) General principles and selection criteria</i>		
(a)	Is the Project explicitly based on Liberia PBF Priority Plan?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(b)	Does the project build capacity within national institutions?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(c)	Does the project promote and ensure national and local ownership?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(d)	Does the organization have the appropriate system to deliver expected results (also looking at earlier performance and project delivery)?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>



(e)	Does the project avoid duplication of and significant overlap with the activities of other actors?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(f)	Does the project use strategic entry points that respond to immediate needs and yet facilitate longer-term improvements?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(g)	Does the project build on existing resources, capacities, strengths and experience?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(h)	Can the Project be completed within 18 months?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<i>ii) Relevance to peacebuilding criteria</i>		
(a)	Are peacebuilding and reconciliation aspects adequately addressed by the proposal?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(b)	Are related gender dimensions taken into account and adequately addressed by the proposal?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(c)	Are the theory of change and strategy for the project appropriate for, and relevant to the particular conflict situation?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<i>iii) Project design criteria</i>		
(a)	Are the activities appropriate, practical, and consistent with the expected results?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(b)	Are risks taken into account and is this analysis reflected in the structure and design of the logframe?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(c)	Has the role of partners been identified and is their level of involvement and participation in the project satisfactory?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(d)	Does the proposal include realistic provisions for monitoring and are the indicators at impact, outcome and output level adequate?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<i>iv) Impact and Sustainability</i>		
(a)	Is the project likely to have a tangible/measurable impact on its target groups, especially in terms of building peace and reconciliation?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(b)	Is the project likely to have multiplier effects, including scope for replication and/or extension?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(c)	Does the proposal have mechanisms to ensure that it is sustained beyond the end date?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(d)	Does the proposal have the mechanisms to be fully integrated and mainstreamed into new Projects and projects?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<input type="checkbox"/> Overall Technical Advisory Panel review of project submission [Recommendations]		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

## Part D: Administrative Review

*To be completed by the Liberia PBF Secretariat*

### 4. Review by PBF Secretariat

*Date of review:*

20 March 2009 (final review)

#### Check on Project Proposal Format Contents

- |   |   |                             |
|---|---|-----------------------------|
| <input type="checkbox"/> Cover sheet (first page)                         | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| <input type="checkbox"/> Logical Framework                                | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| <input type="checkbox"/> Project Justification                            | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| <input type="checkbox"/> Project Management Arrangements                  | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| <input type="checkbox"/> Risks and Assumptions                            | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| <input type="checkbox"/> Budget   | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| <input type="checkbox"/> Progress Report (for supplementary funding only) | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| <input type="checkbox"/> Support Cost                                     | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |

*Provide concise summary assessment against:*

- 18 Months Implementation*  
*Elaborate*  
**Self explanatory**
- Agency indirect support cost*  
*Elaborate*  
**Explained**
- General evaluation criteria*  
*Elaborate*  
**As mentioned**

### *Part E General criteria for prioritising Projects/projects*

(a)	Must be in line with Liberia PBF Priority Plan	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(b)	Recipient Organisation is unable to meet high or urgent priority needs with existing level of funding	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(c)	Addresses high priority activities that have significant impact, and by nature must address seasonal or timing imperatives and considerations.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(d)	Supports activities that are likely to improve the overall peacebuilding situation at national and local levels.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

**5. Recommendation of the PBF Secretariat**

*Elaborate*

Secretariat authenticates that the project proposal has incorporated comments and concerns from both the TAP and JSC and therefore recommends for Co-Chairs signatures and submission to the MDTF in line with JSC decision taking in its 8<sup>th</sup> Meeting of 27 February 2009.

**Part F: Decision of Steering Committee**

*(To be completed by the Steering Committee)*

**5. Decision of the Liberia PBF Joint Steering Committee**

- Approved for a total budget of \$250,000
- Approved with modification/condition
- Deferred/returned with comments for further consideration
- Rejected

**Comments/Justification**

JSC – Co-chairs endorse recommendations from the Secretariat.

**Ambulai Johnson**  
Minister of Internal Affairs  
Co-Chair, PBF Joint Steering Committee

  
\_\_\_\_\_  
Signature  
Date

**Jordan Ryan**  
Deputy Special Representative of  
the Secretary-General (R&G)  
Co-Chair, PBF Joint Steering Committee

  
\_\_\_\_\_  
Signature  
Date 23/3/09

**Part G: Administrative Agent Review**

*To be completed by the Administrative Agent*

**7. Action taken by the Administrative Agent: MDTF Office, UNDP**

- Project consistent with provisions of the Liberia PBF Memorandum of Understanding and Standard Administrative Arrangements with donors.

**Bisrat Akilu,**

**Executive Coordinator, MDTF Office, UNDP**

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Date**