



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

Project Title: Community-based Conflict Management – <i>Women as Peace-makers and Nation Builders</i>	Recipient UN Organization(s): UN Women
Project Contact: Ghoma E. Karloweah, National Project Manager Address: UN Women H.G Plaza 4 th Floor Sekou Toure Avenue, Monrovia, Liberia Telephone: +231 0777-480-878 & 0770-163-252 E-mail: ghoma.karloweah@unwomen.org Hon. Julia Duncan Cassell, Minister Ministry of Gender and Development UN Drive / Gurley Street Email: libgenderminister@gmail.com	Implementing Partner(s): Government: Ministry of Gender & Development, Ministry of Justice (Liberia National Police) and Ministry of Internal Affairs Civil Society: Rural Women structures , active grassroots and women led CSOs NGOs: to be determined (examples include: Mano River Union Women Network for Peace, Angie Brooks International Center)
Project Number: <i>(To be completed by UNDP MPTF Office)</i>	Project Location: Key concession areas relying on extractive industry: Sinoe, Grand Gedeh, Gbarpolu, Grand Bassa and Cape Mount , with interventions in 17 rural communities with existing peace huts
Project Description: The “Community-based Conflict Management” Programme’s goal is to increase community security and peace through enhanced leadership capacities of rural women as key stakeholders in generating a greater demand for justice and improved accountability to women’s human rights in Liberia. It will build on the gains of the work undertaken by the Government of Liberia to support women’s role in peacebuilding at the grassroots level through expanding the women’s “peace hut” initiatives as well as strengthening their critical linkages with other existing peace building agencies, peace committees and local security institutions including regional justice and security hubs, for the prevention of and response to sexual and gender-based violence.	Total Project Cost: USD 1 million Peace building Fund: USD 1 million UNDP BCPR TTF: 0 Government Input: In kind Other (UN Women): Total: Project Start Date and Duration: October 2013 and End Date March 2015; 18 months
Gender Marker Score¹: <u>3</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>	

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

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

Score 0 for projects that do not specifically mention women.

PBF Outcomes²: % of countries out of total PBF supported project portfolio with evidence that national reconciliation has been improved through the engagements of youth, women, marginalized groups in conflict-affected communities, playing an active role in strengthening social cohesion between potentially conflicting groups at local level.

This project seeks to promote community based healing and reconciliation through the utilization of traditional justice and accountability mechanism to facilitate public disclosure, acknowledgement, and apology of human rights violations and other mass abuses committed during the civil war in local communities and to build the foundation for social cohesion and national unity and contribute to upholding basic human rights of men, women, children and people with disabilities.

2. Purpose of Proposed Project

Expected Outcome:

Communities have adequate mechanisms for dealing with the past through the traditional Palava Hut process for truth telling, atonement and reconciliation.

Expected outputs:

- 1) INCHR capacity strengthened to lead and coordinate the National Palava Hut Programme.
- 2) Studies conducted and Palava Hut methodology and operational guidelines developed
- 3) Nationwide outreach conducted on the Palava Hut Programme
- 4) Palava Hut process piloted in 2 communities
- 5) At least 2 regional memorials constructed in hard hit war affected communities

² PBF specific outcome areas: 1 Security Sector Reform; 2 Rule of Law; 3 (DDR); 4 Political dialogue for Peace Agreements; 5. National reconciliation; 6. Democratic governance; 7. Management of natural resources (including land); 8. Short-term employment generation; 9. Sustainable livelihoods; 10. Public administration; and 11. Public service delivery (including infrastructure)

(for PRF-funded projects)

Co-Chairs of the Joint Steering Committee

<p><i>Name of Senior UN Representative:</i> Mr. Aeneas C. Chuma</p> <p><i>Title:</i> Deputy SRSG/CDG</p> <p><i>Signature:</i></p> <p><i>Date & Seal:</i> 21/10/13</p>	<p><i>Name of Government Representative:</i> Hon. Morris M. Dukuly</p> <p><i>Title:</i> Minister of Internal Affairs</p> <p><i>Signature:</i></p> <p><i>Date & Seal:</i> 15/04/2013</p>
<p>Recipient UN Organization:</p>	<p>National Implementing Partner:</p>
<p><i>Name of Representative:</i> Ms. Sheelagh Kathy Mangones</p> <p><i>Title:</i> Representative, UN Women Liberia</p> <p><i>Signature:</i></p> <p><i>Date & Seal:</i> 10-04-2013</p>	<p><i>Name of Government Counterpart:</i> Hon. Julia Duncan Cassell</p> <p><i>Title:</i> Minister of Gender and Development</p> <p><i>Signature:</i></p> <p><i>Date & Seal:</i> 10-07-2013</p>

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COMPONENT 1: (The “WHY”)

a) Project (Portfolio) Justification

This programme contributes to one of the key goals of the Agenda for Transformation (2013 – 2017) of ensuring long-term peace and stability through: managing tensions in society to reduce the risk of future conflict; increasing social cohesion; and ensuring that the principles of human rights are upheld. These objectives are also reflected in the Strategic Roadmap for National Healing, Peacebuilding, and Reconciliation (2012 – 2030). This programme is also in keeping with the underlying principles of UNSCR 1325, as well as related UNSC resolutions on Women, Peace and Security, and the Liberian National Action Plan on Implementation of UNSCR 1325 (LNAP) which underscores the importance of ensuring that women are at the center of peacebuilding and reconciliation processes. This programme is also aligned with the obligations of states to implement the SG’s 7 Point Action Plan to proactively ensure the participation of women in peacekeeping and nation building.³ Concurrent with the emerging focus in Liberia, and globally, to define security and peace building in a more holistic sense which recognizes the multifaceted aspects of building human security and sustaining peace, it provides catalytic support for the emergence of women’s voice and agency in this process.⁴

As Liberia celebrates its first decade of peace, the Government of Liberia is seeking to consolidate and deepen the process through strengthening national mechanisms which have contributed to building peace and resolving conflicts at the community and national levels. Facing the challenges of the future and ongoing issues of conflict and social tension in communities, requires enhanced capacity of Liberia’s citizens to engage in nonviolent conflict resolution through structures which communities have put in place. This requires the mobilization of both indigenous structures such as Palava Huts that had once played these roles and as well as the new structures put into place by Liberian communities to create more inclusive mechanisms for conflict resolution. Rebuilding and strengthening capacities for conflict resolution and dialogue in communities will go a long way in sustaining the peace.

Traditional conflict resolution mechanisms focused almost exclusively on the use of the “Palava” Hut, which brought together village elders, all of whom were men, to proactively address issues of conflict between members of the community. Within this space, women, because of entrenched gender inequality, had limited or no access thereby robbing the community of the potential of half of the population to play a significant role in ensuring more inclusive and just solutions. With the advent of the civil war and the massive displacement of populations, Liberian women and girls bore the high costs of civil war which included not only the devastating effects of sexual and gender based violence, but also the social costs of primary responsibility for caring of the elderly, the wounded, and children. Thousands of women throughout Liberia began to mobilize and constitute a new social and political force. The mass action campaign which ensued was led by women, who called for an end to the war and courageously engaged with all warring factions to state that it was time for peace.⁵

With the return to peace, Liberia began the process of addressing both the past and looking toward the future. In making this transition, recommendations from the Truth and Reconciliation Commission Report highlighted the need for the traditional Palava Huts and other emerging transitional justice mechanisms be modified to redress, and resolve community conflicts left in the wake of the civil war, while also taking into consideration the protection of survivors of various forms of violence. Key among these emerging transitional justice mechanisms was the “Peace Hut”⁶ a community driven structure created by the very women’s organizations who had led the mass action to continue to empower women, provide them with a space in which their voices could be heard on priority issues including the laws and policy reform, reconciliation and peacebuilding processes, and address their

³ The UNSG’s Seven Point Action Plan was endorsed by the UNCT in Liberia in 2012 and posits among other things that at least 15% of post conflict and peacebuilding investments must be targeted towards promoting gender equality and women’s empowerment.

⁴ GOL discussions on security sector reforms increasingly recognize the importance of civil society and notably women in building security at the community level and their critical role in working with security sector institutions for peace and access to justice.

⁵ For a more detailed account of the role of women in the process leading to the CPA, please see Gbowee (2011) as well as Johnson Sirleaf (2012).

⁶ Women’s organizations named these structures “Peace Huts” in recognition of their work as peace builders and also in reference to the role which these “huts” play in addressing familial and community conflict through nonviolent and sometimes transformational processes.

specific security needs in regard to sexual and gender based violence.⁷ If the Palava huts were primarily focused on addressing the wounds of the past, the Peace Huts are focused on the present and the future.

Too often, the end of conflicts is accompanied by a return to the structural inequalities⁸ as well as the persistence of gender stereotypes which marginalized women and undermined their progress prior to the conflict. When women are marginalized, recovery efforts will be hindered and peace and reconciliation delayed. The recognition of women's voice participation and agency contributes to national healing, peace building and ensuring security.

The Peace Huts serve multiple functions within their rural communities. Under the leadership of women, they are "safe" spaces in which women come together in common purpose to address their problems including issues of sexual violence against women and girls, as well as conflicts within the household and the community⁹.

The peace huts are not only about a community infrastructure (i.e. building the hut) and but also, and more importantly, about supporting and strengthening community dynamics and women's roles in fostering dialogue, mediation, and seeking justice. As the peace huts have become stronger, and received greater recognition by other community leaders within communities, the women have increasingly become involved with other issues including land conflict, natural resources management etc. While addressing the past remains important for Liberia's future, it is also good to recognize the challenges faced by women today in peace making and nation building. Peace huts have been able to address both of these perspectives, dealing with the past and looking at the present and future, while providing women with a space for their voices to be heard in decision making processes. Regionally and globally, Liberia's Peace Huts are considered an example of an innovative and women-led community based conflict resolution mechanism.¹⁰

The "Community-based Conflict Management" Programme builds on this initiative which was launched by Liberian women and supported by the Government of Liberia and forges critical linkages with other conflict resolution and peacebuilding structures at the community level¹¹, working with local authorities and local security institutions and for the prevention of and response to sexual and gender-based violence and other issues related to women's differential security needs.

Through recognizing the need for a "safe space" where women's voices are heard, the Peace Huts address a critical gap within Liberian traditional mechanisms for conflict resolution and create an opportunity to empower women to more effectively engage as rights-holders in building peace, addressing violence in their communities and seeking justice. Peace Huts are a catalyst for mobilizing women's demands for justice and providing the necessary institutional locus for women to reach out to security sector institutions.

The programme's overall goal is to increase community security and peace through enhanced leadership capacities of rural women as key stakeholders in generating a greater demand for justice and improved accountability to women's human rights in Liberia.

This programme is catalytic in that it stimulates and builds a demand for justice amongst women who otherwise would not seek out the justice system and lays the foundation for a coalition of women's community peace building structures who can effectively participate and inform ongoing efforts to ensure gender responsive security sector reform in Liberia. It complements ongoing efforts by the Government of Liberia to create greater proximity between the justice system and the people through the effective decentralization of services through the recently established Security Hub and it provides the critical linkage in that it facilitates the expression of the demand for these services in the Hubs.

⁷ For more detailed information on peace huts see Hilker et al (2009, 2011), UN Women (2012) and Douglas (2013).

⁸ Gender inequalities refer to the gender disparities between women and men in key areas such as access to economic resources, participation in decision making process as well access to education.

⁹ National Census data as well as qualitative surveys indicate that the most prevalent form of gender based violence in Liberia is domestic violence which takes place in "private space". Global research indicates that domestic violence issues, particularly in patriarchal societies, are best addressed through dedicated spaces in which women are supported by other women and therefore more comfortable to break the silence. Thus Peace Huts are a critical and much needed entry point for access to the referral pathways.

¹⁰ South-south exchanges have already taken place with delegations coming from Mali, Sudan, South Sudan as well as the upcoming delegation from the Ivory Coast to learn from the women involved in the Peace Hut initiative in Liberia.

¹¹ Among these are the Peace Committees in the eleven communities where they exist as well and the Palava Huts in those communities where they have been reactivated to address issues of addressing past wrongs and fostering reconciliation and peacebuilding.

COMPONENT 2: (the “What”)

a) Project focus and target groups

The Programme will focus on support to peace huts and other women-led community peace building and mediation structures in key concession areas where extractive industries have been installed, and other communities similarly challenged by conflict due to land disputes and natural resource management and/or border issues and marked by a high incidence of gender based violence.

The programme will target twenty two (22) peace huts. Of these peace huts, five (5) new peace huts will be established in the key concession areas, and ongoing capacity building and strategic networking will take place between the new peace huts and the already existing functional peace huts ((17) thereby creating a foundation for the emergence of a network of mutually supportive women-led and gender responsive community-based mechanisms in each of the counties in Liberia.¹²

The programme will be working with three different but interconnected constituencies or target groups: women including young women (ages 14 to 26), men, and local authorities and institutions. This holistic approach recognizes that addressing the complex issue of gender based violence requires working not only with women but also actively engaging with men in addressing the underlying cultural stereotypes which perpetuate gender based violence.

- **Working with women:** The peace hut is a rallying point for women in their communities and is a safe space in which women across religious, ethnic and or political affiliation come together on common ground and in common purpose there will also be specific outreach to young women and girls. Work by UN Women and MoGD has shown the need to for young women to speak about their own concerns, develop leadership skills and engage in the peace building process. Community women participating in the peace building project will receive training in the following areas to further empower them: women’s leadership skills, women’s human rights, sexual and gender-based violence, and community-based accountability structures for SGBV, conflict resolution and mediation skills, as well as capacity training on coalition building. These integrated and sequenced training modules will individually and collectively contribute to empowering individual women, their institutions and an emerging national network¹³.
- **Working with Men:** The programme will build on the innovative work being done by the MOGD and UN Women on masculinities and the networks of male gender equality champions (including the 1325 Champions), working to build greater community support, and particularly that of men and traditional leaders, for women’s leadership in decision-making and for the protection of women and children from violence. Training will focus on building awareness of gender norms, sexual and gender violence, and address the role in which men can and should play in promoting and protecting the rights of women to a life free from violence. Through fostering increased awareness and growing social sanctions for SGBV, this can contribute to decreasing gender based violence as well as creating a more enabling environment for women’s voice and agency.
- **Working with Local Authorities and Institutions:** the programme will also support stronger linkages between women within the peace huts and other women led community based peace-building initiatives and local authorities with a view toward institutionalizing mechanisms for dialogue and mutual accountability on addressing the security needs of women and their access to justice. They will also be linked directly with local security institutions through dedicated hotlines. This is a natural linkage as the peace hut initiative is a proven model for breaking the silence on sexual and gender-

¹² A mapping is available which shows the geographic distribution of existing peace huts in underserved Liberian rural communities all of which have limited access to justice and security

¹³ Wherever possible, linkages will be formed with the National Youth Volunteers working in community secondary and junior high schools

based violence and increasing women's demand for justice. This will also indirectly contribute to strengthening the role and response of regional justice and security hubs, which are also supported by the PBF.¹⁴ As the hubs work to bring justice closer to the people, the peace hut serves as a strong complement to ensure that women have the information and support to break the silence, and bring their cases before the justice system. Under the leadership of MOGD, with support from UN Women, this programme will also generate information to provide feedback to the State on the effectiveness of the security hubs with regard to addressing women's security and thus promote greater state accountability to women's rights.

With a few toward building linkages with other networks and initiatives focused on community based peacebuilding and conflict prevention, the programme will foster strong synergies with three (3) other important initiatives supported by the PBF:

- The **Peace Committee** initiative established through the Ministry of Internal Affairs (MIA) with a view toward ensuring greater gender responsiveness in these committees. MoGD and UN Women will strongly support the inclusion of at least 30% women in the committees and above all, where possible women from peace huts will be eligible as representatives in the peace committees, but also encourage MIA to support women leaders from the Peace Huts to provide gender awareness training to the committee members, both men and women, to build their capacity to address the gendered dimensions of social conflict and;
- The **Palava Hut** initiative undertaken by the Independent National Human Rights Commission (INHRC) to study the Palava Hut mechanism in its function to address the wounds of the past and advocate for a strong gendered analysis of the Palava Hut and the obstacles to women's use of these structures, as well as the identification of recommendations for ensuring that these traditional mechanisms become more inclusive and gender aware in their understanding and treatment of violations of women's rights. As these structures are rolled out, MoGD and UN Women will also encourage women in the Peace Huts to use these mechanisms to also tell the stories of their past and the rights violations which they suffered during the years of civil war.
- The **Security Hub** initiative established by the Ministry of Justice (MoJ) seeks to establish greater proximity between duty bearers and rights holders through improving access to justice in rural areas. One of the key elements of success for this initiative will be the extent to which rural populations, and in particular women, access and use these structures to seek justice. The Peace Huts can play a key role in this process as well as serve as a channel to provide feedback on the effectiveness of the services to respond to women's differential security and justice needs.

Recognizing the links between gender based violence and other women's rights violations and economic vulnerability¹⁵, women in the targeted concession communities will also benefit from the multiplier effect of the interventions under the "Women's Economic Empowerment Programme" also supported by the PBF, thereby allowing for women's participating in the peacebuilding and mediation to also benefit from increased economic security as a result of increased access to economic opportunities as well as capacity building in basic literacy and numeracy- which also contribute to building the foundation of a more involved citizenry.¹⁶

b) Theory of change: linking activities to results

The project's overall goal is to contribute to the consolidation of peace in conflict prone and underserved rural communities by increasing the empowerment of women as leaders and improving accountability to women's human rights.

¹⁴ The 2013 JHS study highlighted the importance of creating greater trust in security sector institutions and their ability to respond to the needs of the population. The Peace Huts can catalyze increased demand on security sector institutions through enabling women to speak out on SGBV and benefit from the support of the Peace Hut structure in their quest for justice.

¹⁵ See Kaber (2010) which highlights the complex relationship between economic vulnerability and women's ability to denounce SGBV and leave abusive relationships

¹⁶ Please see the Women's Economic Empowerment Proposal submitted by MoGD and UN Women for greater detail on the capacity building components as well as the support for women's economic activities.

The underlying theory of change in this programme is built on stimulating the structured **demand for peace and justice** for women (and by women) and increasing the responsibility and receptivity of local authorities and other key stakeholders to **respond to these demands** through improved accountability to addressing the differential security needs of women and girls.

Through an integrated capacity building strategy which creates the conditions for women to empower themselves, they will develop their “voice” and become recognized actors and a strong constituency for building peace in their communities and a society where women and girls are safer from violence. As women become empowered, they will increasingly seek to participate in decision making processes and begin to hold authorities more accountable for delivering services which are gender responsive. When gender advocates are given increased access to leverage and influence decision-makers, the actions taken by mainstream actors and decision-makers will be more likely to respond to women’s needs and priorities.

Women’s participation builds a better peace and post conflict society because it broadens the peacebuilding and stability to a larger constituency and shifts the focus from potential spoilers to survivors who invest in peace. It can also contribute to strengthening the quality of governance and the rule of law, as women’s participation in peacebuilding, reconciliation, and transitional justice will ensure that a greater diversity of views is reflected in decision-making.

COMPONENT 3: (the “How” or Implementation Strategy)

a) Implementation approach

Prioritization and phasing of support:

The project will prioritize high risk rural areas in five key concession areas (Sinoe, Grand Gedeh, Gbarpolu, Grand Bassa and Cape Mount/Bomi) as well as continue to support capacity building and linkages with existing women led community peace building structures in seventeen communities.

The targeted communities in the five key concession areas will be determined after an initial joint assessment undertaken by the MoGD and UN Women in these communities. The participatory assessment will provide an overview of key security issues affecting women in these communities with a focus on sexual and gender based violence, a mapping of existing women’s organizations and other peace building initiatives, as well as identify major risks which would need to be addressed throughout the project implementation cycle.

Upon selection of the communities, a participatory exercise will be undertaken with women and women’s organizations to highlight their security needs and to build ownership for working together to establish a dedicated women’s space to address these needs and engage with local authorities. This will also be facilitated by the participation of women leaders from existing peace huts to share their experiences and the results achieved and to define their road map to move forward. Special attention will be paid to ensure effective communication with men/partners/family members and gain their support for this initiative. This exercise will establish the baseline against which progress in these new communities will be measured.

In parallel, MoGD and UN Women will support the identification of key capacity building needs and opportunities for building stronger linkages with the existing network of Peace Huts. Capacity building in existing Peace Huts will focus on both refresher training on certain key themes as well as providing capacity development in new areas such as community accountability structures and networking/coalition building. Leaders in existing Peace Huts will serve as mentors and will support peer learning and exchange with new emerging structures in the concession areas.

Sequencing of capacity building initiatives will be structured in a way which will enable women to develop new skills and have the opportunity to begin to put them to use following the training- therefore consolidating the appropriation of these skills through application. Continued mentoring as well as an ongoing focus on

building leadership skills, will further consolidate women's confidence in themselves and their ability to engage with other actors in their community in addressing their concerns.

As women begin to gain their confidence, outreach to other actors will begin through engaging with men, and developing linkages between men in these communities and national male gender equality advocates through awareness raising and identification of local gender equality champions.

Engagement with local security sector institutions will be the third component and will be launched progressively based on the dynamics and readiness of women to clearly identify the issues and formulate recommendations to addressing the obstacles to women's security and state response to gender based violence.

The overall approach to implementation will be based on the following principles:

- **Participation and local ownership** of the initiative through catalyzing and supporting women's voices and connecting them with women in similar situations in other communities;
- **Capacity development** through transfer of skills and knowledge which enable the target beneficiaries to gain the confidence, knowledge and tools to advocate on their own behalf;
- **Dialogue and mutual accountability** through institutionalizing mechanisms for ongoing dialogue on issues related to women's security and SGBV and fostering multi-stakeholder partnerships to monitor progress on improved prevention and response
- **Holistic approach to SGBV and women's security** through linkages with the women's economic empowerment project to build greater economic security;
- **Synergies** through working with existing structures to support an interconnected platform for community based peacebuilding to increase impact and outreach;
- **Quality technical assistance** developed and delivered in a manner which responds to the profile and needs of the target groups;
- **Partnerships** at the national level between Government, UN Agencies, relevant CSOs and particularly grass root women's groups.
- **National advocacy driven by community level experiences** through using the Peace Huts as a channel for rural women's voices to inform and influence national and sectoral policies related to peace building, conflict resolution and justice.

b) Implementation modalities

The Ministry of Gender will coordinate the project through executional modalities by UN Women. UN Women will be the recipient organization for this project and as such, will be accountable for its overall implementation and results.

The Ministry of Gender and Development will establish a project coordination unit, co-funded by this project and the "Women's Economic Empowerment" project. The implementation unit will include the Project Coordinator, an M&E Director, a Finance Officer as well as a full time driver. A dedicated Programme Officer from UN Women will be assigned to the project to assist in reporting, monitoring and coordination with MoGD. The Project Unit at the Ministry of Gender and Development will be a key element in the successful implementation of the project. In collaboration with UN Women, the Unit will be providing ongoing monitoring and support to implementing organizations with expertise in peace building and working with women led community structures.

The institutional capacity of the Ministry will be built through ensuring that key programmatic staff in the Unit actively participate in the training sessions to build their own skills in these programmatic areas, while also benefitting from ongoing technical assistance from UN Women in the area of project planning, monitoring and evaluation as well as in further strengthening their financial management skills. As the staff within the Project Unit may predominantly be civil servants, the installed capacity at the end of the project as well as the curricula developed will remain part of the institutional memory of the Ministry.

In keeping with the project implementation units put into place by other Government Ministries such as the Ministry of Justice (MoJ), the Unit will enable the Ministry to ensure improved programmatic and financial managements as well as effective monitoring of the initiative. Efforts will be made to ensure that the effective linkages with other functional sections are in place, without hindering the efficiency and effectiveness of the Unit.

b) Budget

CATEGORIES	Amount Participating Agency UN Women (US\$)	TOTAL (US\$)
1. Staff and other personnel	123,900	123,900
2. Supplies, Commodities, Materials	10,000	10,000
3. Equipment, Vehicles, and Furniture (including Depreciation)	80,000	80,000
4. Contractual services	242,500	242,500
5. Travel	47,679	47,679
6. Transfers and Grants to Counterparts	413,500	413,500
7. General Operating and other Direct Costs	17,000	17,000
Sub-Total Project Costs	934,579	934,579
8. Indirect Support Costs*	65,421	65,421
TOTAL	1,000,000	1,000,000

* The rate shall not exceed 7% of the total of categories 1-7, as specified in the PBF MOU and should follow the rules and guidelines of each recipient organization. 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.

In addition the funds leveraged through the support to be provided by the PBF, UN Women will continue to mobilize resources to continue consolidation and expansion of this network. Toward this end, during the period covered by this programme, UN Women will also dedicate in kind contributions and financial resources from its ongoing programme to complement the activities which will be undertaken under this proposal.

c) Sustainability

The overall Programme will be integrated into the implementation of the Liberia National Action Plan UNSCR 1325 and will be enshrined in three (3) main areas, prevention, participation and protection. This is one of the key means of ensuring that the project becomes an ongoing priority for the Government of Liberia and its implementation of Security Council resolution 1325. It also builds on the commitment of UN agencies and other international partners who are engaged in promoting the voice and agency of women in peace and security processes.

Community owned and community led processes carry with them the seed of sustainability. The first Peace Huts were established by women in their communities in 2004 and have continued uninterrupted since then. The determining factor is the extent to which women see these as a value added structure for them to address their priorities and needs, as well as to benefit from the solidarity and support of other women on these issues. The primary factors determining the sustainability of the initiatives are: community ownership and effective buy-in, demonstrated value added potential in delivering results for women, opportunities to put their skills to use, sustained high level government commitment to ensuring that women's voices are effectively heard.

In looking at existing Peace Huts, investments in ongoing capacity building does not comprise the sustainability of the initiatives but rather demonstrates the ongoing commitment of women to continue to benefit from opportunities to build their collective and individual skills and capacities and strengthen their leadership. As the Government of Liberia progressively moves forward in improving access to services, including access to justice¹⁷, some of the major financial constraints faced today by rural women in accessing justice, or participating in sub national consultation processes will decrease and the financial charge on Peace Huts will also decrease.

Investing in women and in women's leadership is a sustainable investment as it has multiplier effects on governance, social cohesion and overall peace and security.

d) Risk management

Risk	Likelihood (high, medium low)	Severity of impact on project (high, medium, low)	Mitigating Strategy
Existing cultural norms and values may hamper the extent to which women actively speak out in community forums	medium	high	<p>Project will ensure that community leaders are targeted for awareness of women's rights, Liberia's commitments to WHR, while underscoring respect for cultural norms and values which promote human rights and dignity</p> <p>Working with men as a specific target group, supporting training of men by men, will facilitate the identification of gender equality champions</p>

¹⁷ Access to justice in underserved rural communities is hampered by myriad factors including the high costs of transportation to local security institutions, costs of moving security personnel to scene of the crime, as well as the transactional costs for legal services and documentation. For greater detail, see the JHS survey.

			Government commitment to the project and buy-in of prominent local leaders will also serve as a form of insurance against backlash
Women do not feel secure in speaking out on issues of SGBV and domestic violence	High	Low	Creation of safe spaces in which women are comfortable and receive support from women will mitigate against this risk. Use of mediation techniques when possible and appropriate will also foster greater confidence amongst women as well as among their partners
Lack of trust in security sector institutions hinders women's demand for justice	High	Medium	Accompaniment of survivors by women's peacebuilding structures as well as institutionalized community accountability structures will diminish the impact of this risk. Awareness raising of local security sector representatives on SGBV coupled with buy in from leadership of these institutions will create an incentive for improved gender responsive service delivery.
Timeline for the implementation of project	medium	low	Timing for training will be agreed upon by women in order to avoid complications with their farming season schedule
Duplication and or confusion between various complementary community peace building initiatives	Low	Medium	MoGD and UN Women will work closely with MIA and INCHR to ascertain which communities are covered by the Peace Committees and Palava Huts as well as to communicate the location of those communities in which Peace Huts already exist. Synergies will be developed with MIA to foster uptake of existing Peace Hut representatives in Peace Committees if there is overlap and will actively develop a common strategy to engender existing Peace Committees to enable them to be more gender aware and gender balanced. In collaboration with INHCR, MoGD and UN Women will work to ensure that the gender dimensions of the Palava Hut mechanism is better understood and that recommendations are implemented to ensure a more inclusive and gender balanced approach to community reconciliation on the wounds of the past. Encourage INCHR and MIA to jointly organize with MoGD and UN Women to bring together representatives of these structures to explore a an inclusive national platform on community based peacebuilding and conflict resolution.
Instability in neighboring countries/cross border raids (Guinea and Ivory Coast)	medium	medium	MoGD and UN Women should closely monitor the security situation in concession areas close to border towns and maintain close communication with security sector institutions to identify the early warning signs of conflict.
Politicization of project by women leaders and participants	medium	medium	Ensure clear guidelines for identification of beneficiaries in the project, non-discriminatory approach imposed

e) Results framework and Monitoring and evaluation:

Results Framework for PRF projects

(1) Outcomes and types of change required	(2) Outcome indicators	(3) Baselines, targets and means of verification (MoV)	(4) Outputs and activities	(5) Output indicators	(6) Baselines, targets and means of verification (MoV)	(7) R/UNO & party responsible for mobilizing inputs	(8) Inputs/ budget (US\$)	(9) Assumptions
<p>Policy statement / national roadmap for peace building: Ensure a multidimensional process of overcoming social, political, and religious cleavages; mending and transforming relationships; healing the physical and psychological wounds from the civil war, as well as confronting and addressing historical wrongs including the structural root causes of conflicts in Liberia.</p>								
<p>Purpose of PBF support: To ensure that women (including the most marginalized in conflict contexts) are able to contribute to and benefit from peace building, peacemaking processes and security measures at the community and national levels</p>								
<p>Theory of change statement: to increase community security and peace through enhanced leadership capacities of rural women as key stakeholders in generating a greater demand for justice and improved accountability to women's human rights in Liberia</p>								
Outcome 1: Grassroots Women actively participate in all stages of peacebuilding initiatives in the 22 targeted communities	Indicator(s) Degree of women's participation in conflict management, peacebuilding and local decision-making in the 22 selected communities with active women's peace building mechanisms.	Baseline (Oct 2013): data to be collected through focus group discussions in 22 communities Target (April 2015): 50% increase in women's	Output 1.1: 22 Peace huts established and functional in the targeted communities and providing space and voice to women and girls Activity 1.1.1: Conduct baseline assessment in 5 new communities Activity 1.1.2: Establish 5 additional Peace huts in 5 communities (including with available women's center) with outreach to three satellite communities	Indicator(s) # of functional Peace huts	Baseline (Oct 2013): 17 Peace huts established Target (April 2015): 22 functional Peace huts MoV: Community reports, Monitoring visits for verification	UN Women and Ministry of Gender & Development (Project Unit) and identified partners	Baseline assessment cost, M&E, vehicle, staff time, IEC materials, travel cost, construction \$195,000	(1) State stabilization continues, reducing the likelihood of political crisis and instability (2) The security environment allows for women's continued participation in forums and

(1) Outcomes and types of change required	(2) Outcome indicators	(3) Baselines, targets and means of verification (MoV)	(4) Outputs and activities	(5) Output indicators	(6) Baselines, targets and means of verification (MoV)	(7) R/UNO & party responsible for mobilizing inputs	(8) Inputs/ budget (US\$)	(9) Assumptions
	<p>Note: women's participation to be measured through several sub-components currently being defined by Mo/GD and UN Women</p>	<p>perception of their participation in the 22 communities (to be confirmed after conducting baseline FGDs)</p> <p>MoV: Focus groups discussions (FGDs) in 22 communities</p>	<p>Output 1.2: Increased women's skills in advocacy, conflict mediation and community engagement on important issues that affect their lives in the communities</p> <p>Activity 1.2.1: Support experts and institutions to develop curriculum, TOT and roll out materials for training women in various components of peace building, advocacy and community participation</p> <p>Activity 1.2.2: Conduct expert training in peacebuilding, leadership, conflict mediation, SGBV, women's rights, advocacy for 90 selected women leaders from 22 communities (estimated 3 week curriculum)</p> <p>Activity 1.2.3: Women leaders carry out roll out training and awareness raising for the women in the peace huts in their communities (target 3,500 women)</p>	<p>Indicator(s): # of women leaders and community women with skills in conflict mediation, SGBV referral, advocacy and women's rights</p>	<p>Baseline (Oct 2013): 30 women leaders</p> <p>Target (April 2015): 3,500 community women (including 90 community women leaders)</p> <p>MoV: training reports (for number), focus group discussions with leaders and community women to verify level of skills and ability to use them</p>	<p>UN Women and Mo/GD Project Unit and implementing partners</p>	<p>Monitoring and supervision, technical assistance, supplies, travel cost, stipends and rental</p> <p>\$197,500</p>	<p>decision making processes</p>
				<p>Indicator: degree of participation of network and its</p>	<p>Baseline (Oct 2013): None</p> <p>Target (April 2015):</p>	<p>UN Women and Mo/GD Project Unit and</p>	<p>Monitoring and supervision, technical assistance,</p>	

(1) Outcomes and types of change required	(2) Outcome indicators	(3) Baselines, targets and means of verification (MoV)	(4) Outputs and activities	(5) Output indicators	(6) Baselines, targets and means of verification (MoV)	(7) RUNO & party responsible for mobilizing inputs	(8) Inputs/ budget (US\$)	(9) Assumptions
			<p>effectively channels women's security priorities to relevant authorities</p> <p>Activity 1.3.1: Support peer to peer exchanges between community women leaders and document lessons learned</p> <p>Activity 1.3.2: Purchase and use of new information technologies to disseminate to and collect information from women in the coalition of peace huts</p> <p>Activity 1.3.3: Develop and disseminate adapted communication products on key thematic issues (including SCBV, constitutional reform, women's rights, land rights, natural resources and the environment, and strategic reform processes) and collect feedback on these issues.</p>	<p>members from the 22 communities in key regional and national peace building and reform process</p>	<p>network participating and providing their feedback to consultations and decision-making processes on reconciliation, constitutional reform, land, decentralization, local peace committees, and natural resource management.</p> <p>MoV: analysis of the women's contributions to the processes through consultation reports, advocacy messaging of the network, recordings / feedback submissions by network</p>	<p>implementing partners</p>	<p>equipment, travel cost, communications</p> <p>\$ 95,000</p>	

(1) Outcomes and types of change required	(2) Outcome indicators	(3) Baselines, targets and means of verification (MoV)	(4) Outputs and activities	(5) Output indicators	(6) Baselines, targets and means of verification (MoV)	(7) RUNO & party responsible for mobilizing inputs	(8) Inputs/ budget (US\$)	(9) Assumptions
Outcome 2: Women and girls in five targeted communities feel secure in their communities and able to engage in their activities without fear of violence	Indicator(s): 2.1 Women's perception of their security in the five targeted communities <i>Now: this perception will be measured on a scale similar to the Justice and Security perception survey through surveys to be conducted with women in the five targeted communities</i>	Baseline (Oct 2013): data to be collected through survey and focus group discussions in five communities Target (April 2015): Increase in women's sense of security in their community and decreased	Activity 1.3.4: Women leaders within the coalition come together to periodically disseminate the recommendations and observations from women in their communities through appropriate forums and mechanisms at the local, regional and national levels Output 2.1 Male networks established to serve as gender equality champions publicly working to end violence against women and girls in targeted communities by 2015 Activity 2.1.1: Conduct baseline on male involvement and opinion in targeted communities. Activity 2.1.2: Mobilize men for mentoring programme. Activity 2.1.3: Initiate community mentoring programme through training workshops with men on SCR 1325, WHER, SGBV, and protection.	Indicator(s): # of men actively engaged in community networks, speaking out against SGBV and promoting gender equality in the five targeted communities	Baseline (Oct 2013): THD Target (April 2015): 250 men serving as positive role models with public actions promoting gender equality and ending SGBV in 5 communities MoV: activity reports of male networks, monitoring for verification.	UN Women and MoGD Project Implementant on Unit	Monitoring and supervision, technical assistance, travel supplies, travel cost, stipends and rental \$120,000	Men are encouraged and socially motivated to engage in dialogue Security, especially in remote areas, remains stable

(1) Outcomes and types of change required	(2) Outcome indicators	(3) Baselines, targets and means of verification (MoV)	(4) Outputs and activities	(5) Output indicators	(6) Baselines, targets and means of verification (MoV)	(7) RUNO & party responsible for mobilizing inputs	(8) Inputs/ budget (US\$)	(9) Assumptions
		<p>threats to bodily harm (% of increase to be confirmed after conducting baseline surveys)</p> <p>MoV: Surveys of random / representative community women in 5 communities, as well as focus groups</p> <p>Baseline (Oct 2013): data to be collected through survey and focus group discussions in five communities</p> <p>Target (April 2015): 50% increase in</p>	<p>Activity 2.1.4: Create linkages between men's networks and the local peace huts by holding joint forums</p> <p>Activity 2.1.5: Profile male community leaders and men speaking out publicly against violence against women and support their participation in the campaign.</p> <p>Output 2.2: Women's capacity enhanced to demand effective police responses to women and girls' security threats through the peace hut initiative</p> <p>Activity 2.2.1: Support institutionalized dialogue between women's groups and security sector personnel to enhance prevention and response to SGBV.</p> <p>Activity 2.2.2: Conduct training for local police officers on women's rights and SGBV.</p> <p>Activity 2.2.3: Develop and disseminate simplified versions of the referral pathways for utilization by</p>	<p>Indicator(s): Existence of dialogue forums for community women to engage with local security forces</p>	<p>Baseline (October 2013): None</p> <p>Target (April 2015): Regular (quarterly or monthly depending on community decision) dialogue forums held between local security institution and community women in five targeted communities</p> <p>MoV: dialogue summaries, focus groups, monitoring</p>	UN Women and MoGID Project Implementation Unit	<p>Monitoring and supervision, technical assistance, supplies, travel cost, stipends and rental</p> <p>59,179.44</p>	

(1) Outcomes and types of change required	(2) Outcome indicators	(3) Baselines, targets and means of verification (MoV)	(4) Outputs and activities	(5) Output indicators	(6) Baselines, targets and means of verification (MoV)	(7) R/UNO & party responsible for mobilizing inputs	(8) Inputs/ budget (US\$)	(9) Assumptions
		<p>the number of community men and women willing to refer cases of violence against women to the relevant authorities (% of increase to be confirmed after conducting baseline surveys)</p> <p>MoV: Surveys of random / representative community women and men in 5 communities as well as focus groups</p>	<p>peace hats and women's civil society.</p> <p>Activity 2.2.4: Support the tracking and documentation of actions taken on cases reported by peace hats to the police.</p>					

- Systems for M&E of the project (portfolio):

A monitoring system to ensure that progress is tracked, results are captured and lessons shared will be set in place from the start.

An inception workshop with all implementing partners as well as a number of women representatives from Peace Huts will ensure a common understanding and buy in from all implementing partners and generate the update of the implementation plan by Ministry of Gender and UN Women.

Monitoring of the project will require the collection of both quantitative and qualitative data including baseline and end line surveys of the women participating in the programme, focus groups with a representative sample of men on their knowledge of and attitude towards SGBV as well as focus groups with a representative sample of local security sector representatives.

In addition to collecting and analyzing survey data, regular monitoring of implementing partners will take place and structured joint monitoring missions will take place twice a year with active participation of all stakeholders and will allow for identification of new opportunities for synergy as well as lessons learned.

Semester Reports will be submitted by the recipient organization to the PBO as per the standard template and quarterly updates will be provided to the NRSC.

The M&E Director (MoGD), with supervision from the Project Coordinator, will have the primary responsibility for the implementation of the M&E Plan (attached as Annex 7), as well as coordinating with the M&E expert in the PBO Monitoring Unit. Within the budget, funds have been set aside to hire external enumerators for data collection. Overall, USD 55,000 has been allocated specifically for the collection of the data and analysis needed for monitoring and evaluating based on the indicators in the results framework. Regular monitoring costs are included in the travel costs for the project. The final evaluation will be conducted by an external evaluator as per UNEG Guidelines and under the guidance and supervision of the evaluation units of UN Women and MoGD. The evaluation will use participatory approaches, collecting data and feedback from all stakeholders including civil society organizations. Additional funds have been allocated for periodic monitoring on implementing partners and activities in the communities within budget lines for direct costs and travel.

Following the analysis of M&E data, the Project Manager will have the responsibility of reporting the findings to Project Board and the UN/GOL Steering Committee for the One Gender Framework.

COMPONENT 4: (The “WHO”)

a) Implementing agencies and their capacity:

UN Women: UN Women Liberia was amongst the first UN Women country offices with delegated authority within UN Women. The office has four international staff in management, six dedicated programme staff, and seven dedicated staff in operations.

Within the UN system, UN Women Liberia chairs the Gender Theme Group, actively participates in three joint programmes and served as the lead agency for the GoL/UN Joint Programme on Gender Equality and Women’s Economic Empowerment (2009 – 2013). UN Women Liberia has implemented significant programming in the area of Women Peace and Security since 2007 supporting women’s Peace Huts, as well as working with security sector institutions in the area of gender mainstreaming and improved gender responsive services as well as supporting the Government of Liberia in meeting its obligations under UNSCR 1325. Under the UN One Programme (2013 – 2017), UN Women leads the UN’s efforts in Liberia for the economic empowerment of women, women’s participation in community peacebuilding, gender-responsive security sector reform, and supports gender mainstreaming efforts across the UN and Government of Liberia.

UN Women Liberia implements its programming in the area of Women Peace and Security through Government partners including the Ministry of Gender and Development, the Ministry of Justice and the Liberian National Police with a particular focus on the WACPS. Non-governmental organizations are selected for implementation of UN Women projects through a competitive process.

Implementing partners for this project will include NGOs, CSOs and/or CBOs with the necessary institutional and programmatic capacities to implement the targeted peace building activities. Among the CSO and NGO's who could be included are the Mano River Union Women Peace Network (MARWOPNET), WIPNET, as well as the Angie Brooks Center (ABIC).

Ministry of Gender and Development (MoGD): The Ministry of Gender and Development oversees the implementation of projects to achieve gender equality and empower women and girls as defined by the overall goals in the national gender policy. The Ministry has also played a key role in Governance, Peace and Security as part of its implementation of Liberia National Action Plan on UNSCR 1325. The 1325 Secretariat in the Ministry has identified and worked with male champions in 6 counties. The organizational structure of the ministry includes staff based in the Ministry in Monrovia as well as fifteen (15) County coordinators. MoGD implements national programming for UNICEF, UNFPA, UNDP, UN Women and the Work Bank.

b) Project Management Arrangements and coordination:

Programme Management

A Project Board will be established to ensure the effective implementation of the "Community-based Conflict Management: Women as Peace Makers and State Builders". The Board, Co-Chaired by the UN Women Representative and the Minister of Gender and Development, will oversee the achievement of the results for this project, as well as the "Women's Economic Empowerment: Building Peace, Promoting Prosperity" project under PBF Support. Given the strategic linkages between the two projects and the overlap in project targeted participants and geographic areas, there will be one Board to oversee both projects and one implementation unit (situated in both MoGD and UN Women) to manage the implementation of the two projects. One member of the non-governmental implementing partners will be nominated to represent the other IPs on the Board and women's civil society will be represented through the leadership of the Angie Brooks International Center, the National Rural Women's Structure, the Liberian Marketing Association and the Association of the Women in Cross Border Trade. Given the nature of the project and its activities, the participation and inclusion of these members of civil society is both strategic and important in securing the intended results.

The Minister of Gender and Development will be responsible for representing the Project Board and the project to the Liberia Peace building Fund Steering Committee. The Representative of UN Women will be responsible for representing the Project Board at the Steering Committee of the UN/GOL One Gender Framework.

Overall coordination and implementation of the project will be managed by an internationally recruited "Project manager", reporting directly to UN Women and tasked with the main responsibility of reporting to the Project Board for the implementation of activities, achievement of results, and financial accountability of the project. This post is funded under the Women's Economic Empowerment proposal. In addition to managing the overall implementation of the project through the implementation unit, the Project manager will also be responsible for documenting and expanding the results of the programme, including specific responsibility for: ensuring linkages to the UNDAF and AFT implementation through the UN / GoL One Gender Framework, developing knowledge products on the project lessons and results, and identifying resources for the expansion of the project's activities and its funding into a second phase.

The Project manager will work in close collaboration with a joint team for implementation, including: Project Coordinator (MoGD), Project M&E Director (MoGD), Finance Officer (MoGD) and Programme Officer (UN Women). (Note: these positions are funded through two PBF projects and will provide support for the overall implementation of both).

The Project Coordinator will have the prime responsibility for coordinating the two projects from MoGD and ensuring the active participation of the Government of Liberia in its coordination, implementation, monitoring and final evaluation. The M&E Director at MoGD will link directly with the M&E Expert in the PBSO and will be responsible for the implementation and the completion of the M&E Plan. The Programme Officer (UN Women) who is funded from this proposal, will be responsible for monitoring and management of non-governmental implementing partners and will spend at least 25% of his/her time in the project communities for monitoring and assessment.

Although monitoring of implementing partners will take place on a regular basis, structured, participatory joint monitoring missions will be conducted every 6 months, with active participation from civil society Board members and stakeholders from the technical team.

c) Administrative Arrangements (standardized paragraphs – do not remove)

The UNDP MPTF Office serves as the Administrative Agent (AA) of the PBF and is responsible for the receipt of donor contributions, the transfer of funds to Recipient UN Organizations, the consolidation of narrative and financial reports and the submission of these to the PBSO and the PBF donors. As the Administrative Agent of the PBF, MPTF Office transfers funds to RUNOS on the basis of the signed Memorandum of Understanding between each RUNO and the MPTF Office.

AA Functions

On behalf of the Participating Organizations, and in accordance with the UNDG-approved “Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds” (2008)¹⁸, the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate narrative reports and financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is notified by the RUNO (accompanied by the final narrative report, the final certified financial statement and the balance refund);
- Disburse funds to any RUNO for any costs extension that the PBSO may decide in accordance with the PBF rules & regulations.

Accountability, transparency and reporting of the Recipient United Nations Organizations

Recipient United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each RUNO in accordance with its own regulations, rules, directives and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

¹⁸ Available at: <http://www.undg.org/docs/9885/Protocol-on-the-role-of-the-AA,-10.30.2008.doc>

Each RUNO will provide the Administrative Agent and the PBSO (for narrative reports only) with:

- Bi-annual progress reports to be provide no later than July 31st;
- Annual narrative progress reports, to be provided no later than three months (31 March) after the end of the calendar year;
- Annual financial statements as of 31 December with respect to the funds disbursed to it from the PBF, to be provided no later than four months (30 April) after the end of the calendar year;
- Final narrative reports, after the completion of the activities in the approved programmatic document, to be provided no later than four months (30 April) of the year following the completion of the activities. The final report will give a summary of results and achievements compared to the goals and objectives of the PBF; and
- Certified final financial statements after the completion of the activities in the approved programmatic document, to be provided no later than six months (30 June) of the year following the completion of the activities.
- Unspent Balance at the closure of the project would have to been refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the RUNO shall be determined in accordance with its own applicable policies and procedures.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (<http://unpbf.org>) and the Administrative Agent's website (<http://mptf.undp.org>).

Component 5: Annexes

Annex A:

Donor Mapping in Peacebuilding Strategic Outcome Area/s (including UN agencies) and gap analysis

Peacebuilding Strategic Outcome Area	Key Institution	Key Projects/Activities	Duration of projects/activities	Budget in \$	Estimated gap in \$
<i>Women's Community Peace Building</i>	EU / AusAid / DFID (through UN Women)	Support to local women's peace building, establishment of men's networks, and dialogue with security sector	2010 – 2014	US\$ 1.4 M	
<i>Reconciliation</i>	UNCT (UNDP, UNICEF, UNHCR, ILO, IOM, UN Women)	<i>Rule of Law (Outcome 1.1 of UN One Programme)</i>	2013-2017	US\$ 21.5 M	US\$16.8 M
	UNCT (UNDP, UNICEF, UN Women)	<i>Reconciliation and Peacebuilding (Outcome 1.2 of UN One Programme)</i>	2013-2017	US\$ 7.9 M	US\$6.2M
	UNCT (UNDP, UNICEF, UN Women)	<i>Security (Outcome 1.3 of UNDAF One Programme)</i>	2013-2017	US\$ 13.3M	US\$ 4M
<i>Economic recovery</i>	African Development Bank	Infrastructure, Energy, Economic Governance	2013-2017	US\$ 120 M (indicative)	
	World Bank	Infrastructure, Energy, Agriculture, Health, Education, Economic Governance, Civil Service Reform (WB also provides technical assistance to the Liberia Youth Employment Programme (LYEP) that received about US\$ 1.9 mln for Waste Management from GOL)	2013-2017	US\$ xxx M	

Annex B:

Mapping of UN Recipient Organizations

include exhaustive information of annual budgets of each recipient agency (RUNOs) in the targeted outcome area.

UN Agency	Key Sectors (top five or fewer)	Annual Budget (last year) per Recipient Organization in key sectors ¹⁹	Annual Budget (this year) per Recipient Organization in key sectors ²⁰	Projection of Annual Budget (next year) per Recipient Organization in key sectors	2012 Annual Delivery Rate (Agency Total)
<i>UN Women</i>	(1) Women's Economic Empowerment (2) Women, Peace and Security (3) Gender Mainstreaming	2012: USD 4,876,635.19 (1) 2,287,162.92 (2) 1,211,033.74 (3) 467,665.02	2013: USD 4,516,737.20 (1) 1,937,175.00 (2) 1,364,357.86 (3) 335,849.56	2014: USD 7,975,000 (1) 3,975,000 (2) 2,300,000 (3) 700,000	2012 Delivery Rate: 89%

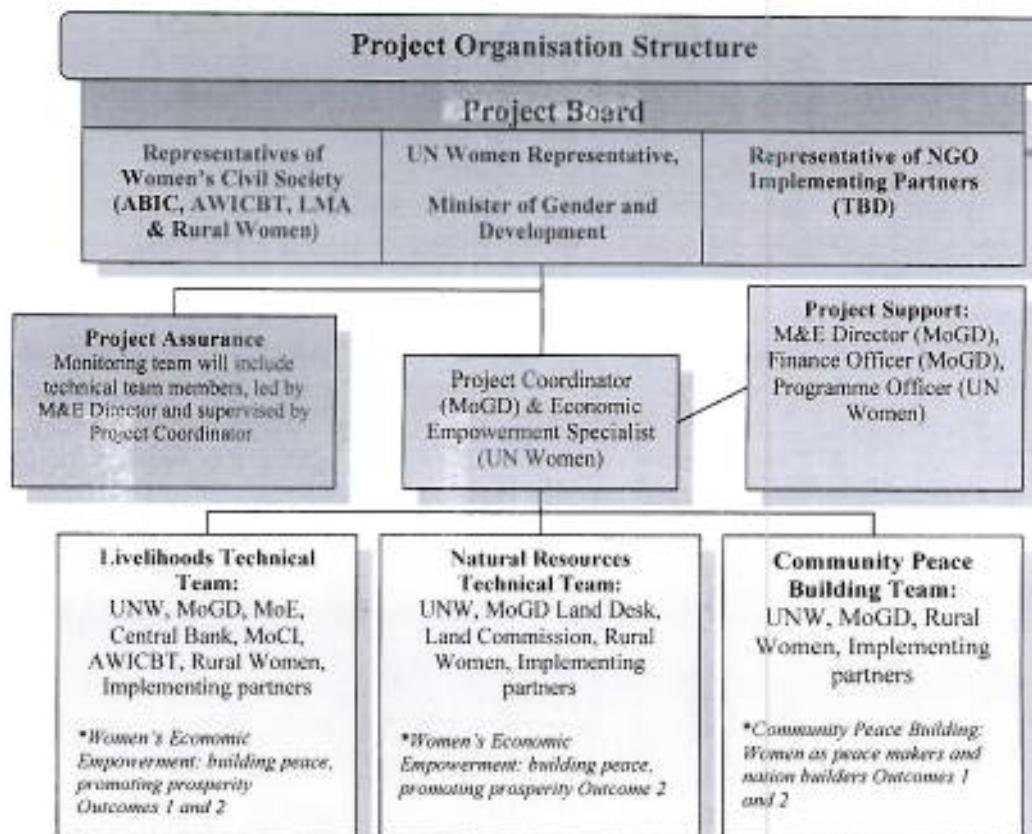
¹⁹ If UNDP is one of the Recipient Agencies, specific information shall be included on whether the country is benefiting of BCPR Thematic Trust Fund and if yes, the amounts allocated and the funding gaps need to be specified

²⁰ If UNDP is one of the Recipient Agencies, specific information shall be included on whether the country is benefiting of BCPR Thematic Trust Fund and if yes, the amounts allocated and the funding gaps need to be specified

Annex C

Suggested Organigram to be used for the Project's Joint Steering Committee or the Project Board.

Note: This board is combined with the board overseeing the "Women's Economic Empowerment: Building Peace, Promoting Prosperity" project. Board structure may be adjusted pending the final decision by the JSC for the possible inclusion under the National Reconciliation Steering Committee.



ANNEX D

TARGET TABLE FOR OUTCOME AND OUTPUT INDICATORS OF THE RESULTS FRAMEWORK

This target table will be used for reporting (see templates 4.2 to 4.5).

Using the Programme Results Framework from the Project Document - provide an update on the achievement of indicators at both the outcome and output level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why, as well as plans on how and when this data will be collected.

This target table will be used for MPTFO reporting

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Targets actually achieved
Outcome 1: Grassroots Women actively participate in all stages of peace building initiatives in the 22 targeted communities	<p>Indicator(s) Degree of women's participation in conflict management, peacebuilding and local decision-making in the 22 selected communities with active women's peace hut mechanisms.</p> <p><i>Note: women's participation to be measured through several sub-components currently being defined by MoGD and UN Women</i></p>	<p>Baseline (Oct 2013): data to be collected through focus group discussions in 22 communities</p>	<p>Target (April 2015): 50% increase in women's perception of their participation in the 22 communities (to be confirmed after conducting baseline FGDs)</p> <p>MoV: Focus: groups discussions (FGDs) in 22 communities</p>	
Output 1.1: 22 Peace huts established and functional in the targeted communities and providing space and voice to women and girls	<p>Indicator(s) # of functional Peace huts</p>	<p>Baseline (Oct 2013): 17 Peace huts established</p>	<p>Target (April 2015): 22 functional Peace huts</p> <p>MoV: Community reports, Monitoring visits for verification</p>	
Output 1.2: Increased women's skills in advocacy, conflict mediation and community engagement on important issues that affect their lives in the communities	<p>Indicator(s): # of women leaders and community women with skills in conflict mediation, SGBV referral, advocacy and women's rights</p>	<p>Baseline (Oct 2013): 30 women leaders</p>	<p>Target (April 2015): 3,500 community women (including 90 community women leaders)</p> <p>MoV: training reports (for number), focus group discussions with leaders and community women to verify</p>	

<p>Output 1.3. A coalition of women-led gender responsive community peace building structures effectively channels women's security priorities to relevant authorities</p>	<p>Indicator: degree of participation of network and its members from the 22 communities in key regional and national peace building and reform process</p>	<p>Baseline (Oct 2013): None</p>	<p>level of skills and ability to use them</p> <p>Target (April 2015): network participating and providing their feedback to consultations and decision-making processes on reconciliation, constitutional reform, land, decentralization, local peace committees, and natural resource management.</p> <p>MoV: analysis of the women's contributions to the processes through consultation reports, advocacy messaging of the network, recordings / feedback submissions by network</p>	
<p>Outcome 2: Women and girls in five targeted communities feel secure in their communities and able to engage in their activities without fear of violence</p>	<p>Indicator(s): 2.1 Women's perception of their security in the five targeted communities</p> <p><i>Note: this perception will be measured on a scale similar to the Justice and Security perception survey through surveys to be conducted with women in the five targeted communities</i></p>	<p>Baseline (Oct 2013): data to be collected through survey and focus group discussions in five communities</p>	<p>Target (April 2015): Increase in women's sense of security in their community and decreased threats to bodily harm (% of increase to be confirmed after conducting baseline surveys)</p> <p>MoV: Surveys of random / representative community women in 5 communities, as well as focus groups</p>	

	<p>2.2 Willingness by community women and men to refer cases of violence against women to the appropriate authorities (including police)</p>	<p>Baseline (Oct 2013): data to be collected through survey and focus group discussions in five communities</p>	<p>Target (April 2015): 50% increase in the number of community men and women willing to refer cases of violence against women to the relevant authorities (% of increase to be confirmed after conducting baseline surveys)</p> <p>MoV: Surveys of random / representative community women and men in 5 communities, as well as focus groups</p>	
<p>Output 2.1 Male networks established to serve as gender equality champions publicly working to end violence against women and girls in targeted communities by 2015</p>	<p>Indicator(s): # of men actively engaged in community networks, speaking out against SGBV and promoting gender equality in the five targeted communities</p>	<p>Baseline (Oct 2013): TBD</p>	<p>Target (April 2015): 250 men serving as positive role models with public actions promoting gender equality and ending SGBV in 5 communities</p> <p>MoV: activity reports of male networks, monitoring for verification</p>	
<p>Output 2.2: Women's capacity enhanced to demand effective police responses to women and girls' security threats through the peace hut initiative</p>	<p>Indicator(s): Existence of dialogue forums for community women to engage with local security forces</p>	<p>Baseline (October 2013): None</p>	<p>Target (April 2015): Regular (quarterly or monthly depending on community decision) dialogue forums held between local security institution and community women in five targeted communities</p> <p>MoV: dialogue summaries, focus groups, monitoring</p>	

Annex E: Project Summary (to be submitted as a word document to MPTF-Office for upload at the gateway)



**PEACEBUILDING FUND
PROJECT SUMMARY**

Project Number & Title:	PBF/ Community based conflict Management- Women as Peace-makers and Nation Builders	
Recipient UN Organization:	United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)	
Implementing Partner(s):	<i>Government: Ministry of Gender & Development, Ministry of Justice (Liberia National Police) and Ministry of Internal Affairs NGO to be identified Civil Society: Rural Women structure, active grassroots and women led CSOs (for example, Mano River Union Women Network for Peace)</i>	
Location:	Key concession areas relying on extractive industry in: Sinoe, Grand Gedeh, Gbarpolu, Grand Bassa and Cape Mount (and with interventions in 17 communities with existing peace huts)	
Approved Project Budget:	US\$1,000,000	
Duration:	Planned Start Date: October 2013	Planned Completion: April 2015
SC Approval Date: (Actual Dates)		
Project Description:	The "Community-based Conflict Management" Programme's goal is to increase community security and peace through enhanced leadership capacities of rural women as key stakeholders in generating a greater demand for justice and improved accountability to women's human rights in Liberia. It will build on the gains of the work undertaken by the Government of Liberia to support women's role in peacebuilding at the grassroots level through expanding the women's "peace hut" initiative as well as strengthening their critical linkages with other existing peace building agencies, peace committees and local security institutions including regional justice and security hubs, for the prevention of and response to sexual and gender-based violence.	

PBF Priority Area:	National Reconciliation
PBF Outcome:	Liberia PPP outcome: Youth, women and other marginalized members of conflict affected communities to act as a catalyst to prompt the peace process and early economic recovery
Key Project Activities:	<p>The programme's overall goal is to increase community security and peace through enhanced leadership capacities of rural women as key stakeholders in generating a greater demand for justice and improved accountability to women's human rights in Liberia. The specific outputs and activities include:</p> <ul style="list-style-type: none"> • Establish peace huts and other women-led community-based initiatives in concession areas and provide support to them and other existing peace huts for enhanced community dialogue, mediation, and conflict resolution, as well as tracking systems of gender-based violence for improved accountability to women's human rights. • Empower women and women's groups to exercise their leadership and engage effectively in peace building forums, community decision-making processes, and demand justice and improved accountability to women's human rights; • Build the capacity of women and their organizations on advocacy, coalition-building and constructive engagement in the implementation of Liberia's National Action Plan on UNSCR 1325 as well as their engagement in key national reform processes which impact on gender equality and women's empowerment; • Conduct dialogues with men and boys especially 1325 champions facilitating their role as advocates and champions for women's rights. • Establish mechanisms for improved dialogue and constructive collaboration between women's organization and security sector institutions to prevent and respond to gender based violence in their communities and create communities which are safer for women and girls

Annex F:

M&E Plan

Type of change	Indicators per outcome	Targets / baselines	Methodology for data collection / frequency (use secondary data from national statistical institutes if accessible)	M&E budget/ Cost coverage	Roles and responsibilities (more detailed in AWP of M&E expert)
<p>Outcome 1: Grassroots Women actively participate in all stages of peace building initiatives in the 22 targeted communities</p>	<p>Indicator(s) Degree of women's participation in conflict management, peace building and local decision-making in the 22 selected communities with active women's peace hut mechanisms.</p> <p><i>Note: women's participation to be measured through several sub-components currently being defined by MoGD and UN Women</i></p>	<p>Baseline (Oct 2013): data to be collected through focus group discussions in 22 communities</p> <p>Target (April 2015): 50% increase in women's perception of their participation in the 22 communities (to be confirmed after conducting baseline FGDs)</p> <p>MoV: Focus groups discussions (FGDs) in 22 communities</p>	<p><u>Quality criteria</u> for assessing women's access to local decision-making structures, peace building forums and community dialogues, as well as their level of participation in these forums and the perception of the openness of community leaders to listen and respond.</p> <p>At least 2 focus groups (10 – 12 women) to be held in each of the 22 communities as a baseline and endline</p> <p><u>Data disaggregation</u> by: - Communities -Include women of different ages, ethnicities and social standings in the communities</p> <p><u>Frequency:</u> before start of services and at final evaluation</p>	<p><u>Budget needs:</u> -10,000 US\$: baseline survey -10,000 US\$: endline survey -10,000 US\$: survey design, data entry and analysis</p> <p>Total: \$30,000</p> <p><u>Budget line:</u> costs included in budget for output 1.2</p>	<p><u>Data collection and analysis:</u> organized by M&E Director with enumerators in the field trained in participatory approaches for focus groups</p> <p><u>Reporting:</u> M&E Director to work with External Consultant on data analysis. First level reporting to Project manager, then to Programme Board.</p> <p>Performance assessment: ISC with submission of report to PBSO</p> <p>Project Coordinator to present learning findings to UN Gender Theme Group and Pillar One AFT and UNDAF.</p>

<p>Outcome 2: Women and girls in five targeted communities feel secure in their communities and able to engage in their activities without fear of violence</p>	<p>Indicator(s): 2.1 Women's perception of their security in the five targeted communities</p> <p><i>Note: this perception will be measured on a scale similar to the Justice and Security perception survey through surveys to be conducted with women in the five targeted communities</i></p>	<p>Baseline (Oct 2013): data to be collected through survey and focus group discussions in five communities</p> <p>Target (April 2015): Increase in women's sense of security in their community and decreased threats to bodily harm (% of increase to be confirmed after conducting baseline surveys)</p> <p>MoV: Surveys of random / representative community women in 5 communities, as well as focus groups</p>	<p>Quality criteria for assessing women's perception of their security situation, including gathering information on their perception of police response to security threats, community tolerance of SGBV and other physical threats, as well as the availability of structures to protect them.</p> <p>At least 2 focus groups (10 – 12 women) to be held in each of the 5 communities as a baseline and endline</p> <p>Data disaggregation by:</p> <ul style="list-style-type: none"> - Communities - Include women of different ages, ethnicities and social standings in the communities <p>Frequency: before start of services and</p>	<p>Budget needs:</p> <ul style="list-style-type: none"> -10,000 US\$: baseline survey -10,000 US\$: endline survey -5,000 US\$: data entry and analysis <p>Total: \$25,000</p> <p>Budget line: costs included in budget for output 2.2</p> <p>Note: this will be conducted in line with the surveys for outcome 1.</p>	<p>Data collection and analysis: organized by M&E Director with collection to be done by enumerators in the field trained in participatory approaches for focus groups</p> <p>Reporting: M&E Director to work with External Consultant on data analysis. First level reporting to Project manager, then to Programme Board.</p> <p>Performance assessment: JSC with submission of report to P8SO</p> <p>Project Coordinator to present learning findings to UN Gender Theme Group and Pillar One AFT</p>
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	<p>2.2 Willingness by community women and men to refer cases of violence against women to the appropriate authorities (including police)</p>	<p>Baseline (Oct 2013): data to be collected through survey and focus group discussions in five communities</p> <p>Target (April 2015): 50% increase in the number of community men and women willing to refer cases of violence against women to the relevant authorities (% of increase to be confirmed after conducting baseline surveys)</p> <p>MoV: Surveys of random / representative community women and men in 5 communities, as well as focus groups</p>	<p>at final evaluation</p> <p>Quality criteria for assessing willingness by men and women to refer cases of violence against women to the appropriate authorities.</p> <p>Individual surveys to be conducted with random community women and men participating in the project activities.</p> <p>For women only, additional data on willingness will also be collected in at least 2 focus groups (10 – 12 women) to be held in each of the 5 communities as a baseline and endline</p> <p>Data disaggregation by: - Communities - Include women of different ages, ethnicities and social standings in the communities</p> <p>Frequency: before start of services and at final evaluation</p>		<p>and UNDAF.</p>
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**ANNEX G:
DETAILED
BUDGET**

Output	Category of Budget	Description	Budget	Summary by Output
Output 1.1:	Supplies / Commodities	Necessary supplies for the peace hut / women's centers	\$ 10,000.00	\$195,000.00
	Contractual Services	Baseline and endline perception survey (combined for all outputs in outcome)	\$ 30,000.00	
	Contractual Services	Construction of women's centers / safe space in 5 communities	\$ 125,000.00	
	Travel		\$ 5,000.00	
	Transfers / Grants to Implementing Partners	Mobilization of women in community; sensitization with women in 5 communities	\$ 25,000.00	
Output 1.2:	Contractual Services	Contract for experts to standardize training materials and women's peacebuilding certification training course, conduct TOT and mentoring for women leaders, and to document peace huts	\$ 62,500.00	\$197,500.00
	Travel	Travel costs for women and contractors for trainings	\$ 10,000.00	
	Transfers / Grants to Implementing Partners	Intensive 3 week certification course for 90 women leaders in peacebuilding	\$ 60,000.00	
		Facilitation of training roll out, mentoring, and the costs of the training programmes in the 22 communities (2,500 per community)	\$ 65,000.00	
Output 1.3	Equipment	Technology for transmitting messages to and from 22 peace huts	\$ 30,000.00	\$ 95,000.00
	Travel	community to community exchanges: travel costs for community women's peer visits	\$ 15,000.00	
	Transfers / Grants to Implementing Partners	development of advocacy messages; 2-way feedback and with women on regional and national peacebuilding concerns	\$ 50,000.00	
Output 2.1:	Travel	Travel for mobilization, assessment, monitoring and mentoring	\$ 10,000.00	\$ 120,000.00
	Contractual Services	Baseline and endline perception study (for all components)	\$ 25,000.00	

	Transfers / Grants to Implementing Partners	Establishment of male networks in 5 communities; tracking of network activities; mentor and coaching; national profiling of positive behavior through media	\$ 85,000.00	
Output 2.2:	Travel	Travel for monitoring and trainings	\$ 7,679.44	\$ 59,179.44
	Transfers / Grants to Implementing Partners	training for local security sector on women's rights, 1325 and referral pathway	\$ 20,000.00	
		Facilitation of regular community dialogues between community women and security sector in 5 communities and support for tracking of cases and follow up by women with security sector	\$ 31,500.00	
Operational Effectiveness	Staff / Personnel	Programme Officer (UN Women)	\$ 123,900.00	\$ 267,900.00
	Equipment	MoGD Vehicle, office equipment	\$ 50,000.00	
	Transfers / Grants to Implementing Partners	Includes funding for MoGD staffing (Project Coordinator and Driver) and direct costs	\$ 77,000.00	
	General Operating and other direct costs		\$ 17,000.00	
TOTAL PROGRAMME COSTS			\$ 934,579	
Indirect Costs	Indirect Costs	7%	\$ 65,421	
TOTAL COST			\$ 1,000,000	

SUMMARY	
Staff and personnel	123,900
Supplies, Commodities, Materials	10,000
Equipment	80,000
Contractual services	242,500
Travel	47,679
Transfers and Grants to Counterparts	413,500
General Operating and other Direct Costs	17,000
Indirect Support Costs	65,421
TOTAL	1,000,000

\$

(to be sent to the UNDP/MPTF office with fully signed prodoc from JSC)



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

**Project Transmittal Template
for approval by the Joint Steering Committee under the Peacebuilding
and Recovery Facility (PRF)**

Part A. Meeting Information <i>To be completed by the PBF Secretariat</i>	
Date of Meeting: 4 October 2013	Recipient UN Organization: UN Women
Priority Area: National reconciliation	Total PBF Budget: US\$ 1,000,000

Part B: Project Summary <i>To be completed by the Recipient UN Organization</i>	
From: Sheelagh Kathy Mangones Representative UN Women Liberia Ghoma E. Karloweah, National Project Manager, UN Women Liberia	Date of Submission: 18 September 2013
Contact: E-mail: Sheelagh-kathy.mangones@unwomen.org E-mail: Ghoma.karloweah@unwomen.org Telephone: +231 77017 7752	
Proposed Project, if approved, would result in: <input checked="" type="checkbox"/> New Project / Joint Project <input type="checkbox"/> Continuation of previous funding, project cost extension <input type="checkbox"/> Other (explain)	Proposed Project resulted from: <input checked="" type="checkbox"/> National Authorities initiative within Priority Plan <input type="checkbox"/> UN Agency initiative within Priority Plan <input type="checkbox"/> Other (explain)

Project Title: Community-based Conflict Management – <i>Women as Peace-makers and Nation Builders</i>			
Total Project Budget: US\$ 1,000,000 Total PBF Project Budget: US\$ 1,000,000			
<i>*For project extension indicate current budget and new proposed budget</i>			
PBF amount requested breakdown by RUNO : US\$ 1,000,000			
<i>*For project extension indicate current budget and new proposed budget by RUNOs</i>			
Amount and percentage of indirect costs requested: US\$ 65,421			
<i>*Total and breakdown by RUNOs</i>			
Projected Annual Commitments:	Year 2013: US\$ 250,000	Year 2014: US\$ 600,000	Year 2015: US\$ 150,000
Projected Annual Disbursements:	Year 2013: US\$ 250,000	Year 2014: US\$ 600,000	Year 2015: US\$ 150,000

Narrative summary of Project
Not to exceed 500 words

1. Background

With the return to peace, Liberia began the process of addressing both the past and looking toward the future. In making this transition, recommendations from the Truth and Reconciliation Commission Report highlighted the need for the traditional Palava Huts and other emerging transitional justice mechanisms be modified to redress, and resolve community conflicts left in the wake of the civil war, while also taking into consideration the protection of survivors of various forms of violence. Key among these emerging transitional justice mechanisms was the "Peace Hut", a community driven structure created by the very women's organizations who had led the mass action to continue to empower women, provide them with a space in which their voices could be heard on priority issues including the laws and policy reform, reconciliation and peacebuilding processes, and address their specific security needs in regard to sexual and gender based violence. If the Palava huts are primarily focused on addressing the wounds of the past, the Peace Huts are focused on the present and the future. The recognition of women's voice participation and agency contributes to national healing, peace building and ensuring security.

The Peace Huts serve multiple functions within their rural communities. Under the leadership of women, they are "safe" spaces in which women come together in common purpose to address their problems including issues of sexual violence against women and girls, as well as conflicts within the household and the community. The peace huts are not only about a community infrastructure (i.e. building the hut) and but also, and more importantly, about supporting and strengthening community dynamics and women's roles in fostering dialogue, mediation, and seeking justice. As the peace huts have become stronger, and received greater recognition by other community leaders within communities, the women have increasingly become involved with other issues including land conflict, natural resources management etc. While addressing the past remains important for Liberia's future, it is also good to recognize the challenges faced by women today in peace making and nation building. Peace huts have been able to address both of these perspectives, dealing with the past and looking at the present and future, while providing women with a space for their voices to be heard in decision making processes. Regionally and globally, Liberia's Peace Huts are considered an example of an innovative and women-led community based conflict resolution mechanism.

The "Community-based Conflict Management" Programme builds on this initiative which was launched by Liberian women and supported by the Government and forges critical linkages with other conflict resolution and peacebuilding structures at the community level, working with local authorities and local security institutions and for the prevention of and response to sexual and gender-based violence and other issues related to women's differential security needs.

2. Purpose of Proposed Project

The programme's overall goal is to increase community security and peace through enhanced leadership capacities of rural women as key stakeholders in generating a greater demand for justice and improved accountability to women's human rights in Liberia. The specific outputs and activities include:

- Establish peace huts and other women-led community-based initiatives in concession areas and provide support to them and other existing peace huts for enhanced community dialogue, mediation, and conflict resolution, as well as tracking systems of gender-based violence for improved accountability to women's human rights.
- Empower women and women's groups to exercise their leadership and engage effectively in peace building forums, community decision-making processes, and demand justice and improved accountability to women's human rights;
- Build the capacity of women and their organizations on advocacy, coalition-building and constructive engagement in the implementation of Liberia's National Action Plan on UNSCR 1325 as well as their engagement in key national reform processes which impact on gender equality and women's empowerment;
- Conduct dialogues with men and boys especially 1325 champions facilitating their role as advocates and champions for women's rights.
- Establish mechanisms for improved dialogue and constructive collaboration between women's organization and security sector institutions to prevent and respond to gender based violence in their communities and create communities which are safer for women and girls

Project document attached.

Part C: Technical Review*To be completed by the PBF Secretariat on behalf of the Technical Advisory Panel***Composition of Technical Advisory Panel (TAP):**

- Ministry of Internal Affairs (MIA) - William Kokulo
- Ministry of Gender and Development (MoGD) - Albertha Doe
- Governance Commission (GC) - Aaron Weah
- National Civil Society Council of Liberia (CSO) - Prince Kreplah
- Search for Common Ground (SCG) - Oscar Bloh
- UNMIL/Office of the D/SRSG RoL - Linnea Lindberg
- UNMIL/Civil Affairs - Christiana Solomon
- UNICEF - Sigbjorn Solli Ljung
- UNDP - Nessie Gofakai
- UN Women - Emily Stanger
- UN-HABITAT - Elizabeth Moorsmith
- Embassy of Sweden - Lisa Ljungstrom
- Peacebuilding Office (PBO/MIA) - Edward Mulbah

Technical Review Date: 12 September 2013**Evaluation of Proposal by the Technical Advisory Panel (TAP)***Provide concise summary evaluation of proposal and recommendations (detailed criteria provided below).*

The TAP conducted an in-depth technical review of 8 submitted project proposals on 12 September 2013. All the various comments from TAP members were recorded by the PBO (as JSC Secretariat) and subsequently shared with the respective National Implementing Partners and UN Agencies (see attached). Revised project proposals have been submitted to the PBO on 19 September 2013.

TAP recommendation: project to be approved by the JSC.

<i>1) Technical Review of the project design</i>		
(a)	Does the project reflect governments commitments and responding to an urgent - financial and/or - peacebuilding gap?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(b)	Is the project design clear on which conflict factors should be addressed, and how? (Theory of change?)	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(c)	Is it evident how the project will be coordinated with other projects to contribute most effectively to the intended outcomes of the Priority Plan?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(d)	Are realistic targets set for project outputs that are consistent with the submitted budget allocation and will allow the measuring of the project efficiency?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(e)	Are the project costs transparent and reflecting cost consciousness?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(f)	Is the project likely to have catalytic effects either in terms of financial leverage or unblocking peace relevant processes?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(g)	Has the project adequately considered risks and provided strategies for managing them?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

<i>iv) Implementation performance</i>		
(a)	Does the funding recipient agency have proven record of its capacity and competence to implement the project within the proposed time and budget line, and achieve results?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(b)	If the funding agency is not the implementation partner, does the proposed implementation partner have the capacity and competence to achieve the expected results as articulated in the Logframe?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(c)	Do the management arrangements describe clearly how the funding recipient agencies will keep oversight of the fund use and status of results achievement during the whole implementation process?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Monitoring and reporting		
(a)	Do the indicators of the project logframe reflect the information needed by the JSC to be able to assess the performance and effectiveness of the fund use by the recipient agency?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(b)	Does the project proposal include an M&E plan which outlines how to track these indicators and to report timely when updates on the implementation status of the project will be needed by the JSC?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(c)	Does the proposal include an earmarked budget for the coverage of all M&E related costs (baseline collection, perception surveys, and final evaluation)?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Part D: Administrative Review <i>To be completed by the PBF Secretariat</i>		
PBF Secretariat Review Date: 20 September 2013		
Check on Project Document Content		
<input type="checkbox"/> Signed Cover Page (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"/> Indirect Support Cost (7%)	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
<input type="checkbox"/> Progress Report (for supplementary funding only)	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>

Part E: Decision of the Joint Steering Committee

To be completed by the PBF Secretariat and signed by PBF Joint Steering Committee co-chairs

Decision of the PBF Joint Steering Committee:

- Approved for a total budget of US\$ 1,000,000
- Approved with modification/condition
- Deferred/returned with comments for further consideration
- Rejected

Comments/Justification/Any conditions:

Hon. Morris M. Dukuly
Minister of Internal Affairs

Government Co-Chair
PBF Joint Steering Committee



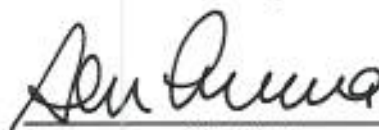
Signature

Date:

12/04/2013

Mr. Aeneas C. Chuma
Deputy SRSG/CDG

UN Co-Chair
PBF Joint Steering Committee



Signature

Date:

21/10/13

Part F: Administrative Agent Review

To be completed by the Administrative Agent

Action taken by the Administrative Agent: MPTF Office, UNDP

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

Executive Coordinator, MPTF Office, UNDP

Signature

Date