



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

PROJECT DOCUMENT COVER SHEET

Project Title: Community-based Truth Telling and Atonement Project	Recipient UN Organization(s): UNDP
Project Contact: James D. Torh Commissioner Independent National Commission on Human Rights Telephone: (231)88 0532014 E-mail: torhison@gmail.com Kamil Kamaluddeen Country Director, UNDP	Implementing Partner(s): Independent National Commission on Human Rights (INCHR), national Civil Society Organizations (CSOs), National Traditional Council, Interreligious Council
Project Number: <i>(To be completed by UNDP MPTF Office)</i>	Project Location: Liberia
Project Description: <i>(One sentence describing the main purpose of the project and how it contributes to the peacebuilding process in the country with reference to the main expected overall programme outcomes / theory of change)</i> 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.	Total Project Cost: US\$ 1,308,000 Peacebuilding Fund: US\$ 1,000,000 UNDP BCPR TTF: US\$ 308,000 Government Input: in-kind Other: Total: Project Start Date and Duration: 1 October 2013 - 30 September 2016
Gender Marker Score¹: 2 <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>	

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

(for PRF-funded projects)

Co-Chairs of the Joint Steering Committee

<p><i>Name of Senior UN Representative:</i> Mr. Aeneas C. Chuma <i>Title: Director, UNDP Liberia</i> <i>Signature:</i> <i>Date & Seal: 21/10/13</i></p>	<p><i>Name of Government Representative:</i> Hon. Morris M. Dukuly <i>Title: Minister of Internal Affairs</i> <i>Signature:</i> <i>Date & Seal: 13/07/2013</i></p>
<p>Recipient UN Organization:</p>	<p>National Implementing Partner:</p>
<p><i>Name of Representative:</i> Dr. Kamil K. Kamaluddeen <i>Title: Country Director, UNDP Liberia</i> <i>Signature:</i> <i>Date & Seal: 29/10/13</i></p>	<p><i>Name of Government Counterpart:</i> Mr. Boakai Dukuly <i>Title: Acting Chair, Independent National Commission on Human Rights</i> <i>Signature:</i> <i>Date & Seal: 10/7/2013</i></p>



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(N.B.: All the italicised text on the pages below is to be used as guidance for what should be provided. The actual submission does not need to contain the italicised text.

COMPONENT I: (The “WHY”) (maximum one page)

a) Project (Portfolio) Justification

- Project’s relevance to peacebuilding: *Describe the project’s (or project portfolio’s) immediate relevance to the peacebuilding process in the country. How urgent and strategic is the PBF engagement? How does this project (or project portfolio) support the government’s strategic agenda for peace at a larger scale (if there is one)? How does this project fit within the approved Priority Plan?*

- Catalytic effects:³ *What are potential catalytic effects (financial leverage, unblocking political processes) of this project? Is the project accelerating the peacebuilding process? If yes, describe how. Is the project unblocking a peacebuilding process under stalemate? If yes, describe how. If necessary, how is the project going to attract additional funds (either from other donors or from the Government) to scale up activities in the targeted area?*

As articulated in the National Reconciliation Roadmap and in line with its mandate, the Independent National Human Rights Commission (INHRC) will lead the national Palava Hut programme related to the report from the Truth and Reconciliation Commission (TRC). The Palava Hut⁴ programme seeks to promote community-based healing and reconciliation as the foundation for social cohesion and national unity through public disclosure, acknowledgement, and apology for human rights violations and other mass abuses committed during the civil war in local communities. Furthermore, through traditional healing⁵, dispute resolution and reconciliation, Palava Hut mechanisms will contribute to upholding basic human rights of men, women and children.

However, as clearly stated in the Agenda for Transformation (AfT) reconciliation remains an indispensable goal for cultivating and protecting Liberia’s still-fragile peace. It is the *sine qua non* of Liberia’s transformation and development. Consistent with this concept, the Palava Hut Programme will in particular seek to foster conflict resolution and transitional justice mechanism to redress, atone for, heal, and resolve community conflicts left in the wake of the civil war—taking into consideration the protection of victims and fundamental human rights of all members of the community. The objective is to promote community based healing and reconciliation as the foundation for social cohesion and national unity.

The Strategic Roadmap for National Healing, Peace building and Reconciliation strongly

³ Definition of Catalytic for PBF Projects: An initiative is catalytic when it a) launches an initiative that allows for longer-term or larger peacebuilding efforts or b) unblocks a stalled peacebuilding process and/or c) it undertakes an innovative, risky or politically sensitive intervention that other actors are unwilling to support and that addresses conflict factors. Also see www.unpbf.org/catalytic-programming

⁴ The Palava Huts were the traditional mechanisms used by Liberian rural communities to address conflict – and were anchored in the system of elders and traditional justice mechanisms. Unfortunately within these mechanisms, because of the social construction of gender relations in rural communities, women’s voices were often not heard. The peace huts on the other hand are a space in which women and women leaders who are recognized by the community come together and allow women’s voices to be heard. In many communities peace huts are also being used by men to call on women to address issues of conflict in their communities. One key priority for the INHRC in the rollout of this programme will be to assess and study the most effective ways to ensure women’s voices are heard and respected in the Palava Hut mechanism.

⁵ Including the incorporation of findings from the 2010 UN Women study of using traditional trauma healing methods for survivors of SGBV.

recommends transitional or restorative justice through a National Palava Hut Programme. The Roadmap recognizes the palava hut process as a means of addressing past wrongs intended to help account for the past. The Strategic Roadmap defines reconciliation in Liberia as, 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. It is set in an 18-year time horizon with the strategic outcomes of a) transforming mindsets, b) rebuilding relationships, and c) rebuilding social, political, and economic institutions to sustain reconciliation and peace by accounting for the past, committing to addressing challenges of the present, and collectively aspiring for a better and shared future. The National Palava Hut project is couched in the strategic outcome of transforming mindset, with particular emphasis on accounting for the past. It is only when the Liberia as a nation and society has accounted for the past that the process of rebuilding; can commence rebuilding relationships and then social, political and economic institutions

National reconciliation still remains elusive in the Liberian political and social landscape, this is because many if not most of the atrocities were committed at the local level and this is where the healing and reconciliation needs to begin before the national process can move ahead. *The project seeks to contribute to the beginning of the process of restorative justice at community levels with the aim to restore the fabric and trust of communities. Communities are the catalyst of the nation, as such, a focus at the community level does not only enhance national peace and reconciliation process, it actually builds the foundation for national peace and contributes to the consolidation of same. I*

COMPONENT 2: (the “What”) (maximum one and a half pages)

a) Project focus and target groups

- Project focus: What is the focus of project? What type of change will be expected to impact conflict?

The 14 years of vicious civil war in Liberia led to the massive destruction of infrastructures, local community safety nets, and social norms and values. Considering the gravity of the crimes and the conditions of the peace, the TRC Final Report recommended the modification and use of the Palava Hut traditional conflict resolution and transitional justice mechanism, to redress, atone for, heal, and resolve community conflicts left in the wake of the civil war—taking into consideration the protection of victims and fundamental human rights of all members of the community. The objective is to promote community based healing and reconciliation as the foundation for social cohesion and national unity.

The Project will further contribute to breaking the vicious cycle of impunity that continues to threaten individual and inter-group security and well-being across Liberian communities. It will bring together victims and alleged perpetrators in a well-guided process of truth-telling aimed at resolving outstanding conflicts from the war including land and property claims, and atone for past wrong through community cleansing, reparation, and memorialization. Building upon the recommendations 15.1 of the TRC Report, the project will result in: i) resolved intra and inter-community conflicts created and/or exacerbated by the Liberia civil war; ii) promote community healing, integration and cohesion; iii) begin the end of impunity and the rebuilding of justice; and iv) re-established social and public order and the establishment of peacebuilding infrastructure including dialogue and mediation committees and community policing support to ensure individual and community safety and security. The project will result in:

- ✓ Resolved intra and inter-community conflicts created and/or exacerbated by the Liberia civil war;
- ✓ Community healing, integration and cohesion;

- ✓ The beginning of the end of impunity and the rebuilding of justice; and
- ✓ Re-established social and public order and the establishment of peacebuilding infrastructure including dialogue and mediation committees and community policing support to ensure individual and community safety and security.

- Key target groups/beneficiaries: *Who are the target beneficiaries of the project? (N.B.: The targeted groups could either be the source of conflicts and/or groups at risk of conflict, which does not necessarily coincide with the category of economically vulnerable groups). Describe their profile in quantitative and qualitative terms. What are the relationship dynamics among different groups? What incentives will be used to ensure their participation?*

Key target groups/ beneficiaries of the Project is the community; specifically the focus will include

Community leaders – these are persons of influence and stature in the community by reason their profession, position of authority or influence; wealth, family connections or by sheer force of personality or service to the community. In short persons that wield influence in their communities and are respected therein. Cooperation of this group is important as they can ensure the success or not of this process. They are critical to gain their endorsement of the process and they can be invaluable in mobilizing community support and participation.

Elders, chiefs and traditional leaders – this group represent the socio-cultural and traditional norms and beliefs of the communities. They are widely respected and like the previous group are central to the success of the process. They are also knowledgeable of history and traditional processes for reconciliation.

Civil Society Groups with specific focus on Women, the disabled and youth groups – these civic groups represent the various interest groups and marginalized groups in society. Their participation in the process ensures that it is broad based and participatory. Significantly these groups also represents segments of the society most affected and traumatized by the war.

Perpetuators of violations including former fighters, warring faction representatives and leaders – there can be no reconciliation without the active engagement of this group. They must be willing to engage in the process fully to ensure its success. Working with this group, through and with their leadership will be critical.

Victims of the civil war at community level – victims and their families who have been directly impacted by violations and who would want a day in court to meet their violators express their sentiments and hopefully gain closure as means of psychosocial healing.

b) Theory of changes: linking activities to results

- Theory of changes: *What changes does the project aim to achieve that trigger and/or accelerate peace consolidation? Is there a clear focus on specific conflict drivers that can realistically be addressed within the agreed time and budget? What is the causal chain of events that is expected to lead to the desired peacebuilding outcomes?*

Restorative

Regarding the anticipated “Change”, by implementing the activities described in this Proposal, the Project would have, over time, contributed to addressing at least three of the manifestations of the root causes of conflict in Liberia: i) addressing the culture of impunity especially related to crimes committed during the Liberian civil crisis; ii) ensuring justice for victims; and iii) allowing for offenders to make amends for whatever wrongs he or she made have committed during the civil war.

The project will empower local communities to be involved in the process of not only local but national reconciliation process and contribute to the development of context specific methodologies for conflict mediation and resolution. These methodologies and structures can feed into Local Government and National structures to support conflict resolution and reconciliation over the long terms. It will help to foster trust in the Government that it is responding to the needs to victims of the civil crisis and helping to forge a cohesive society.

COMPONENT 3: (the “How” or Implementation Strategy) (maximum one and a half pages)

a) Implementation approach

- Prioritisation and phasing of support: *How is the project prioritizing and sequencing activities? Is the project targeting specific conflict-prone areas only? Which ones: urban or rural high risk areas? Is there a phasing of support/ activities? Will e.g. 'public security' be addressed first before the next area of engagement will be tackled (e.g. reconciliation)? Which conflict factors will be addressed in a short term (triggers) and a longer term (root causes)? Does the project include a regional dimension (e.g. South –South exchanges)? How are 'do not harm' principles and gender balance taken into account?*

- Project implementation modalities: *Describe the implementation modality of the project (ex. UN Joint Project Pass-through modality or single RUNO's project). The project needs to have a Project Manager/Coordinator, responsible for its daily implementation. Describe the role and functions of the Project Manager/Coordinator and its team, if existing.⁶*

The Project will adopt participatory approach in the implementation of all its activities so as to protect the integrity of the process and the safety and dignity of those who will participate including victims, community leaders and perpetrators of crimes during the war. INHRC will work closely with UN Women and MoGD in all aspects of the programme to ensure that the palava hut system is engendered and that the voices of women and girls are welcome and heard. The Project will be implemented through the Independent National Human Rights Commission in collaboration with national civil society organizations and with technical support from the UN system including UNMIL and UNDP.

Emphasis will be placed on equal and meaningful participation of all members of the public and communities especially related to a broad base public awareness campaign in an effort to prepare communities for the 'palava hut' process. Capacity building training of select members of national civil society organizations will be undertaken so as to adequately and technically prepare them to undertake ethnographic studies of conflict resolution and psychological healing and reconciliation mechanisms of Liberia's three language groups. Working and collaborating with traditional leaders and local government administrations at the county and district levels, the CSOs will undertake comprehensive mapping of salient war-induced conflicts and abuses which will form the basis for designing context-specific palava hut methodologies through participatory and highly inclusive process across five regions of Liberia.

Implementation of the Project activities will be guided by conflict sensitivity approach. The Peacebuilding Office (PBO) with capacity for conflict sensitivity will provide training for individuals and institutions involved with the direct implementation of project activities. It is clearly noted that Liberia is highly polarized along several lines of different cleavages and therefore the implementation of this Project will take into serious consideration the risks of further escalation of violent conflict and the polarization of the local communities. All processes, selection of personnel and implementing institutions as elements of this Project will be informed by the conflict context. Where risks of violent conflicts are real the implementing institutions will ensure the appropriate mitigating structures and mechanisms are in place.

⁶ It is recommended to annex ToRs of the Project Manager/Coordinator to the Project.

Overall, the implementation approach will be characterized by inclusive process of consultation with relevant stakeholders whose opinions will further guide implementation of activities. Guided also by the Operating Principles consistent with the Strategic Roadmap, this Project is considered the Pilot Phase with duration of one year ranging from June 2013 – June 2014. The outcome of this phase will feed into a much bigger National Palava Hut Program that would be designed based on approval of the PBF second Priority Plan for Liberia.

Additionally, this Project will be piloted in four counties selected from four regions in Liberia through a modified context-specific Palava Hut System (PHS). The PHS is a traditional conflict mechanism that exists in various forms across all Liberian communities. The program seeks to redress outstanding transitional grievances and create both the basis and opportunity to repair and restore broken relationships at the community and national levels. The program will afford all citizens, including community leaders, victims and perpetrators, rival groups, civil society organizations, faith-based groups, interest groups, the physically challenged, among others, not only to participate in the Palava Hut System but also to own the reconciliation process.

In terms of technical support the project will contract a team of experts that will be called upon to provide expertise on a continuous basis for consistency.⁷ A project management unit headed by the National Coordinator will be embedded in the INCHR to provide on-site and daily oversight and coordination of the project in close liaison with the INCHR. The National Coordinator will be supported by a Reconciliation and Development Advisor based at the UNDP who will provide strategic policy and technical advice to the project and Palava Hut process.

b) Budget

- Budget break-down into categories: Using the table below, break down the proposed budget for the project(s) according to key budget categories. This is the Standard Format agreed by UNDG Financial Policies Working Group with necessary modifications to suit the expected PBF project activities. The use of the budget format is mandatory as it allows the UNDP MPTF Office as the PBF Administrative Agent to consolidate and synthesize the periodic financial expenditure reports that will be submitted by Recipient UN Organizations. Recipient UN Organizations are required to attach a copy of the project budget, showing in detail the different budget lines that lead to the final figures in the standard format of their organization to facilitate review.*

⁷ Technical assistance shall be provided through the project period

PBF PROJECT BUDGET			
CATEGORIES	Amount Participating Agency	Amount (US\$) Participating Agency -UNDP	TOTAL (US\$)
1. Staff and other personnel		130,000	130,000
2. Supplies, Commodities, Materials		40,579	40,579
3. Equipment, Vehicles, and Furniture (including Depreciation)		100,000	100,000
4. Contractual services		304,000	304,000
5. Travel		200,000	200,000
6. Transfers and Grants to Counterparts		100,000	100,000
7. General Operating and other Direct Costs		60,000	60,000
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.

c) Sustainability

Sustainability of projects: Describe how the project's achievements can be sustained. How does the project intend to consolidate its gains after its completion? What are the mechanisms in place to ensure that the peacebuilding results are consolidated? What institution will be in charge of carrying on the work afterwards? With which source of funding? What are the major steps of an exit strategy?

The process of restorative justice, healing and reconciliation is long term process most probably over an entire generation. The Palava hut programme is designed to commence the process and deal with a pressing and immediate need. The key outputs of this process will be the methodologies developed and the work to harmonize this methodology and concept within on-going structures.

As such the project will need to work in partnership with the Strengthening local/traditional mechanisms for peace at county and district level (also support by PBF) to ensure that methodologies developed are standardized and common and can be utilized and integrated within the framework of the County Peace Committee which are proposed to be set up as statutory bodies within the proposed Local Government Act. As such County Peace Council can utilize these methodologies and framework to extend their work to District and County Level. Additionally, work with the Ministry of Justice and Land Commission on Alternative Dispute Resolution Mechanism by providing insights and lessons learnt will ensure that the methodologies, concept and space will continue to be utilized in the Alternative Justice sector. Complementary to this is to ensure that the methodology and approach is mainstreamed and adapted into the Youth Peace Hut and Women Peace Initiative to ensure.

On continuous funding, the 2013/2014 budget submitted to the Government of Liberia and subsequently approved by the National Legislature, there is a budgetary allocation to support the Palava hut programme. The Government of Liberia has also made firm commitment to funding this programme.

d) Risk management

Risks: Using the table below, identify the major risks that might cause failure, their likelihood of occurrence, the repercussions on the implementation process and results achievement and proposed risk management strategies. Consider risk relating to political and security situation, socio-economic issues, managerial issues and anything else

Risk	Likelihood (high, medium low)	Severity of impact on project (high, medium, low)	Mitigating Strategy
Public cynicism could undermine the mobilization of public interest in the reconciliation process	Medium	High	<ul style="list-style-type: none"> • Keep the public informed of extent of cooperation from all political leaders as their demonstrated commitment will go a long way to reduce public cynicism • Demonstrate commitment by political, religious, and traditional leaders by taking the first steps in the process • Link dialogues and other soft activities with tangible atonement and cleansing • Engage in intensive public education and awareness raising campaign, highlighting the value added of the strategy as well as the inclusive and national nature of the process
Community accounting and atoning processes are likely to escalate community conflicts before healing and reconciliation result. Without effective regulatory structures these could lead to violence and further	<ul style="list-style-type: none"> • High 	High	<ul style="list-style-type: none"> • Undertake serious research of the core issues and sensitivity in each community as prelude to the accounting process • Develop sound and widely accepted methodologies for

violations			<ul style="list-style-type: none"> each context Invest in intensive training and preparation of all community palava hut committees Ensure structures with specialized skills in addressing women-specific violations with the social and cultural sensitivity are established and supported
Political interference and lack of political will	<ul style="list-style-type: none"> High 	High	<ul style="list-style-type: none"> Obtain legislative backing for the process through a national healing and reconciliation bill Engage an inter-party forum as stakeholder in the process Regularly inform the Liberian populace and ensure there is public support and ownership
National coordination structure of the Roadmap fails to manage the process in a transparent, accountable, and inclusive manner	<ul style="list-style-type: none"> Medium 	Medium	<ul style="list-style-type: none"> Ensure the Coordination Unit in the INCHR attract highly professional and experienced staff selected through open recruitment process Institute rigorous quarterly review process of the unit through an independent management and audit process

c) Results framework and Monitoring and evaluation:

- **Results framework:** Provide a Results framework for the project/portfolio, using the table below. At the start of the Framework summarise in one-two sentences the underlying roadmap for peacebuilding, the purpose of PBF support and the underpinning theory of change. Further instructions and examples for each table column are contained at the bottom of the table.

Results Framework for PRF projects

(1) Outcomes and types of change required	(2) Indicators	(3) Baselines and time-bound targets	(4) Outputs and activities	(5) Indicators	(6) Baselines and time-bound targets	(7) RUNO & party responsible for mobilizing inputs	(8) Inputs/ budget (US\$)	(9) Assumptions
<p>Communities are reconciled and live in peaceful co-existence utilizing the Palava Hut system/approach to settle their differences</p>	<p>Palava Hut methodology and mechanism developed and being utilized in communities</p> <p>INCHR has capacity to implement project.</p>	<p>Baseline September 2013: No methodological framework for palava hut Limited technical capacity. Leadership vacuum-with no presiding chairman 2013 Target Responsive Technical capacity. Results based INCHR by 2014</p>	<p>Output 1: INCHR capacity strengthened to lead and coordinate the National Palava Hut Programme.</p> <p>Activities: 1.1 Set up Project Management Unit</p> <p>1.2: Conduct institutional</p>	<p>Project Management Unit (PMU) set up and functional in INCHR. # of staff are trained.</p> <p># of logistical and technical supports is provided. # of reports technical reports available.</p> <p># of staff recruited</p>	<p>Baseline No Technical Unit in place (2013): Limited logistics (vehicles etc) in place at INCHR Target ; PMU set up by December 2013 M&E plan developed by March 2014 MOV; Project report Functional Project Management Unit (PMU).</p>	<p>RUNO: UNDP NIP: INHRC Other partners: MIA, GC, CSOs, NGOs, National Traditional Council, Inter-religious Council</p>	<p>Refer to detailed budget breakdown</p>	<p>All stakeholders remain committed to the Palava Hut concept Required financial and human resources available in time No delays in the implementation of activities due to weather or other external</p>

Policy statement / national roadmap for peace building: To ensure long-term peace and stability through 1) managing tensions in society to reduce the risk of future conflict;

2) Increasing social cohesion; and 3) ensuring that the principles of human rights are upheld.

Purpose of PBF support: is expected to help address a number of root causes of the conflict in Liberia, thereby enhancing national reconciliation as well as justice and security at all levels. Strengthening social cohesion and reconciliation includes several aspects where PBF support can play a catalytic and critical role

Theory of change statement: If inclusive, community-based structures and traditional mechanisms for conflict resolution are strengthened, while also advancing constitutional and legal reform, the various groups in society are expected to gain greater trust and confidence in the respective local and national institutions in terms of fair and adequate dispute resolution, hence reducing any tendencies to resort to violent or extra-legal action to settle disputes.

assessment of INHRC	1.3 Provide logistics	Indicator 2.1: # of research findings 2.2 Study report	equipment in place by 2014 MOV; INCHR report	UNDP, PBO and INCHR	Refer to detailed budget breakdown	factors
Output 2: Studies conducted and Palava Hut methodology and operational guidelines developed	Activity 2.1 Recruit & train selected CSOs based on TOR	Indicator 2.1: # of research findings 2.2 Study report	Baseline (2013): No report Target (2014): Study conducted by 2014 MoV: Study report	UNDP, PBO and INCHR	Refer to detailed budget breakdown	factors
2.2 Conduct mapping of types of war-related violations that can be addressed through the Palava Hut process	2.3 Conflict risk					

active participation of men, women, youth in the process	Output 3: Nationwide outreach conducted on the Palava Hut Programme	Indicator: Number of outreach events held	Baseline (2013): No campaign events Target (2015): Campaign conducted in all counties in all 16 languages MoV: INCHR report	UNDP, PBO and INCHR	Refer to detailed budget breakdown	
Output 4: Palava Hut process piloted in 2 communities		Indicator: Palava Hut discussions held	Baseline(2013): None undertaken Target: By 2015 at least 3 discussion held in each county MoV: INCHR reports and minutes of PH discussions	UNDP, PBO and INCHR	Refer to detailed budget breakdown	

Output 5: At least two Regional Memorials constructed in hard hit war affected communities																									
Activity 5.1 Identify and construct two regional memorials in worst hit war affected communities																									

- Systems for M&E of the project (portfolios): Based on the Results Framework, briefly describe which systems are in place or need to be established for the monitoring and reporting on results. Formulate an M&E plan (template 7) which determines how the necessary data will be collected, the responsibilities for data analysis and reporting and the proposed approach for systematic use of M&E data for performance assessments and improvements if necessary. Determine the reporting line from fund users to RCO, Management team and PBSO/PBF country desk officer.⁶ Also, provide the amount of funds earmarked for the full cost coverage of monitoring, reporting and the final evaluation at the end of PBF funding. It is recommended to allocate at least \$50,000 to 80,000 for M&E related tasks and activities.

M&E Plan: M&E capacity at the INCHR is limited with no dedicated M&E focal person. As such through the project a dedicated M&E Focal point will be identified and supported, long term capacity. A monitoring and evaluation plan (M&E) will be built right from the beginning of the Project implementation. It will consider developing systems and tools for monitoring progress and addressing gaps during implementation. The M&E will be built around the project outputs and outcome using Results Framework which provides guidance during the implementation of activities while ensuring that the project meets its strategic objectives or outcome. The M&E Unit at the PBO will support the INCHR and partners to develop systems and tools working closely with UNDP Monitoring and Evaluation Unit and CSOs as well as other relevant institutions and individuals. The M&E plan will serve as the guide for measuring outputs and outcome of the Project based on the principles of results-based management.

Quarterly Monitoring Mission and Report: There will be quarterly monitoring missions from the start of the implementation and then would be adjusted as need be. Each monitoring mission will be guided by a clear terms of reference reviewed by the Project Manager for ensuring that said terms of reference is in line with the project outputs and outcome. Internal monitoring missions from the side of the implementing partners are more than encouraged. Tracking achievements of the project planned results based on work plan and reporting progress to the Project Board and giving feed back to the implementing partners or the CSOs and other relevant institutions will be part of the responsibility of the INCHR. The Project Board through the PBO will ensure that the selected CSOs will develop result-based monitoring plan. The M&E Unit at the PBO will provide support to these partners to realize such a plan. Based on reporting format, mechanisms will be put in place useful to monitor and report on results. Monthly and quarterly progress and financial reports, minutes of meetings of the Project Board to review progress as well as field mission reports comprise of mechanisms appropriate for monitoring achievement of project results will be made available to the Management Structure headed by the INCHR.

The Monitoring and Evaluation Plan will be comprehensive in nature and developed jointly by the implementing partners and the INCHR. Overall guidance of the process will be provided by the M&E results framework set up in this Project proposal. Specifically the monitoring will respond to series of questions related to the project objectives, activities, timing, communication and coordination, as well as any emerging conflicts and how it has been addressed. The M&E Unit of the PBO will review quarterly monitoring report submitted by the INCHR and Partners. PBO as the lead monitoring and evaluation unit for the implementation of the LPP will undertake periodic monitoring of activities and report results to the Project Board for appropriate action. The Project Board consists of the principal actors on reconciliation including the Ministry of Internal Affairs, Governance Commission, Ministry of Planning and Economic Affairs, as well as the Office of the Peace Ambassador and the Independent National Commission on Human Rights. The INCHR as owner of the Project will provide logistical support during field visits and reporting.

⁶ See M&E section in PBF Guidelines.

Bi-annual Review Report - A Bi-annual Review Report shall be prepared by the Project Manager at the INCHR and shared with the Project Board. As minimum requirement, the Bi-annual Review Report shall consist of the summary of results achieved against pre-defined bi-annual targets at the output level.

Annual Project Review - Based on the above report, an annual project review shall be conducted during the last month in the fourth quarter of the year or soon after, to assess the performance of the project and appraise progress based on the Annual Work Plan (AWP). This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to the appropriate project outcome.

COMPONENT 4: (The "WHO") (maximum one and a half pages)

a) Implementing agencies and their capacity:

- List of RUNOs and implementing agencies: *List all implementing Recipient UN Organizations(s) and any other implementing agencies for the project, governmental or non-governmental.*

- Implementing agency capacity: *Indicate the in-country capacity and comparative advantages of the Recipient UN Organization(s). If this is a joint programme, indicate previous experience in managing joint programming of each Recipient UN Organization. If the project utilizes national or locally-based implementing partners (CSOs, NGOs, etc.), indicate the capacity of these implementing partner(s) and their previous experience and comparative advantage in working in the project outcome area. Indicate under which modality the RUNO(s) intends to transfer funds to the implementing partners.*

UNDP is considered as the lead Recipient UN Organization (RUNO) for the implementation of this project. This RUNO has firm capacity and recognition associated with the Government's efforts towards achieving national reconciliation through series of interventions. It is currently serving as the fiscal fund manager for the implementation of the justice and security component of the Liberia peacebuilding program. Given its crucial role for sustaining peace and promoting national reconciliation in post-war Liberia, the UNDP also serves as fiscal fund manager for the PBO funds that cover expenses for overall monitoring, evaluation and coordination of the LPP. UNDP will collaborate with UN Women as relates to the gender specific components of this proposal given their technical capacity and know-how on women issues previous experience with the women peace committees

While the INCHR is the lead implementing agency, it will firmly collaborate with the National Traditional Council and Inter-religious Council of Liberia. Technical capacity of the lead implementing agency will need to be developed through training and technical assistance through consultancy. Network of women organizations, Ministry of Gender, Ministry of Internal Affairs, Ministry of Justice, Civil society organizations, and County/district Peace Committees constitute core collaborating institutions to implement the Project. Though there are indicative CSOs that would serve as implementing agencies, however, all CSOs participating in the implementation of this Project will be selected based on well-defined criteria acceptable by both institutions, PBO and the INCHR.

UNDP Liberia is currently operating under National Implementation modality. Implementing partner specific capacity assessment are undertaken to define the specific disbursement modality that would be appropriate for each partner. The INCHR was assessed and found to be at significant risk for both institutional and financial transaction. As such UNDP will employ a direct implementation modality for activities to be implemented by the INCHR, whilst institutional support is provide to enable the INCHR undertake direct implementation of the project.

b) Project Management Arrangements and coordination:

- Project management and coordination: Identify the oversight structure or mechanism responsible for the effective implementation of the project and for the achievement of expected results. In the absence of any other pre-existing peacebuilding mechanism, it is recommended to set up an inclusive Project Board, representing all the different stakeholders involved in the project, including the Civil Society.⁹

The project will be implemented under the national implementation modality. The Independent National Commission on Human Rights will assume direct responsibility for the implementation, under the Commissioner for Oversight (Program/Planning). The INCHR will manage and coordinate the activities of this programme. A Programme Director will be recruited to serve as focal point and report to INCHR on the production of outputs, achievement of objectives and the use of resources provided by UNDP. Accordingly, the INCHR will follow national systems and procedures and in reference to the national implementation guidelines on accounting, financial reporting and auditing and shall be responsible for maintaining records on all implementation actions, including financial records to the extent possible that they do not contravene UNDP financial rules and regulations. Considering the capacity assessment result conducted by an international firm contracted by UNDP, the INCHR is rated as high risk, hence the project will also be used to build the capacity of the Commission through training provided by the National Implementation Unit project based at the Ministry of Planning. In consultation with UNDP there will be training from time to time on finance, procurement and issues.

UNDP will support the implementation of this programme by providing support services in the recruitment of consultants and in the training and monitoring. Overall programmatic oversight and advice will be provided by the Reconciliation and Development Advisor. UNDP will also work closely with the MIA to ensure policy direction, guidance and technical support to the project, in line with UNDP's Executive Board decision 98/2 "all costs associated with the delivery of other resources funded programme at country level are to be fully covered through cost recovery mechanisms". In this regards, General Management Service fee of approximately 7% if applicable will be charged on non-core resources mobilized in the implementation of this programme and 3% UNDP Implementation Support Services¹⁰.

The success of the Project will depend on the adoption of effective implementation and coordination structure with well-defined management and policy making capacity. The Project emphasizes collaboration and regular meetings amongst the principal reconciliation actors which include the Governance Commission, Ministries of Internal Affairs, Planning and Economic Affairs, as well as the Office of the Peace Ambassador appointed by the Government of Liberia. Additionally, the UN mission through Civil Affairs and Human Rights Section, as well as relevant UN agencies including UNICEF, UNDP and UN Women and other government ministries and agencies will constitute coordination and Project Board that will meet as often as required to examine progress and challenges of the Project implementation. A representative of the civil society council will form part of the Project Board. (see annex of ToRs for the Project Board). This structure will be modified or changed to reflect prevailing realities following expansion of the Project to include other components contained in the Strategic Roadmap on national reconciliation. The current structure will however provide policy direction and overall leadership and management for the implementation of the short to medium-term outcome of the Project.

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

⁹ It is recommended to annex ToRs of the Project Board to the Project.

¹⁰ Refer to Letter of Agreement (LOA) between MOPEA and UNDP on provision of Support Services

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)¹¹, 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.

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;

¹¹ Available at: <http://www.undg.org/docs/9885/Protocol-on-the-role-of-the-AA,-10.30.2008.doc>

- 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 be 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 Peace building Strategic Outcome Area/s (including UN agencies) and gap analysis

Peace building Strategic Outcome Area	Key Institution	Key Projects/Activities	Duration of projects/activities	Budget in \$	Estimated gap in \$
Promote coexistence and peaceful resolution of conflict - National Reconciliation	UNCT	<ul style="list-style-type: none"> a) National Palava Hut b) Inclusive history c) Conflict prevention and mediation d) Reparations 	January 2013 – December 2016	USD 6,959,000	USD 4.5 million
	Govt of Liberia	<ul style="list-style-type: none"> 1. Community-based Truth-telling, Atonement & Psychosocial Recovery 2. Memorialization 3. Reparation 4. Political Dialogue 5. Conflict Prevention and Mediation 6. Women's Recovery and Empowerment 7. Inclusive People's History 8. National Vision and Collective Identity 9. Transformative Education System 10. Diaspora and Reconciliation 11. Children and Youth Recovery and Empowerment 12. Social Cohesion 	JUNE 2012 – July 2030	USD 10,000,00 over 3 years committed	Roadmap not fully costed

Annex B:

Mapping of UN Recipient Organizations

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

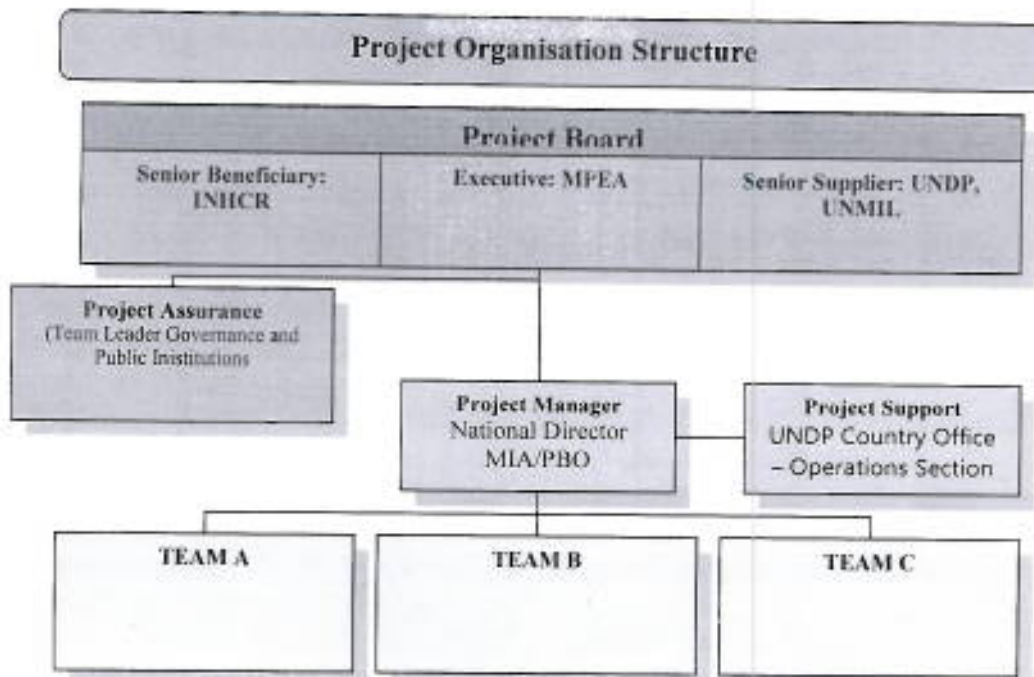
UN Agency	Key Sectors (top five or fewer)	Annual Budget (last year) per Recipient Organization in key sectors ¹²	Annual Budget (this year) per Recipient Organization in key sectors ¹²	Projection of Annual Budget (next year) per Recipient Organization in key sectors	2012 Annual Delivery Rate (Agency Total)
1)UNDP	(1) Constitutional and Legal Reform	Nil	1) 2013: USD 400,000 from UNDP Trac resources	400,000 from UNDP Trac Resources	N/A
	National Reconciliation	BCPR Trust fund to support deployment of experts to assist in drafting the National Reconciliation Roadmap USD 150,000	2013 USD 225,000 from UNDP Trac Resources BCPR Trust Fund USD 608,000	2013: USD 350,000	100%
	Justice and Security	USD 4. million	USD 4.5 million	USD 2 million	80%

¹² 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

¹³ 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.



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: Communities are reconciled and live in peaceful co-existence utilizing the Palava Hut system/approach to settle their differences	Indicator Palava Hut methodology and mechanism developed and being utilized in communities INCHR has capacity to implement project.	September 2013: No methodological framework for Palava hut Limited technical capacity. Leadership vacuum-with no presiding chairman 2013	Target December 2014; Methodological framework developed Responsive Technical capacity. Results based INCHR by 2014	
Output 1 INCHR capacity strengthened to lead and coordinate the National Palava Hut Programme.	Project Management Unit (PMU) set up and functional in INCHR. # of staff are trained. # of logistical and technical supports is provided. # of reports technical reports available. # of staff recruited	Baseline No Technical Unit in place (2013): Limited logistics (vehicles etc) in place at INCHR	Target ; PMU set up by December 2013 M&E plan developed by March 2014 MOV; Project report	
Output 2 Studies conducted and Palava Hut methodology and operational guidelines developed	# of research findings 2.2 Study report Indicator 1.2.2	Baseline (2013): No report	Target (2014): Study conducted by 2014 MoV; Study report	
Output 3: Nationwide outreach conducted on	Indicator: Number of outreach events held	Baseline (2013): No campaign events	Target (2015): Campaign conducted in all counties in all 16 languages MoV; INCHR report	

the Palava Hut Programme				
Output 4: Palava Hut process piloted in 2 communities	Indicator: Palava Hut discussions held	Baseline(2013): None undertaken	Target: By 2015 at least 3 discussion held in each county MoV; INHCR reports and minutes of PH discussions	
Output 5: At least two Regional Memorials constructed in hard hit war affected communities	Number of memorials constructed	Baseline: One public memorial was constructed in Bong County by Transitional Justice Working Group with support from OSIWA 2013	Target: Construction of two memorials to honor the dead by 2015 MOV; INHCR report	



Template 4.1 M&E Plan

Purpose: The M&E plan is a tool to coordinate the flow of information from data collection to reporting on results. It helps with triangulation of different data sources to ensure a broader picture in assessing results using an optimal mix of the 'means of verification'.

Main users: Joint Steering Committee, Fund Recipient Agencies (RUNOs) and their implementation partners, PBSO.

The M&E Plan below has been populated with a few real examples to illustrate the kind of information that should go into it.

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
Outcome: Communities are reconciled and live in peaceful co-existence utilizing the Palava Hut system/approach to settle their differences	Indicator Palava Hut methodology and mechanism developed and being utilized in communities INCHR has capacity to implement project.	Baseline: September 2013: No methodological framework for Palava hut Limited technical capacity. Leadership vacuum-with no presiding chairman 2013 Target: Methodological framework developed Responsive Technical capacity. Results based INCHR by 2014	Conduct survey on palava hut methodologies and utilization <u>Quality criteria</u> to assess numbers of communities utilizing palava hut mechanism; how and for what purpose <u>Data disaggregation</u> by: (Gender; Age, locality, educational level) Follow-up surveys at midterm and end of project to assess	<u>Budget needs:</u> -20,000 US\$: start-up survey -10,000 US\$ update of primary data at mid-term -10,000 US\$ update for final evaluation Total 40,000US\$

			adoption of new methodology and participation	
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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 Truth Telling and Atonement Project	
Recipient UN Organization:	UNDP	
Implementing Partner(s):	INCHR; National CSOs	
Location:	Liberia: nationwide	
Approved Project Budget:		
Duration:	Planned Start Date: 1 October 2013	Planned Completion: 30 September 2014
SC Approval Date: (Actual Dates)	4 October 2013	
Project Description:	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.	
PBF Priority Area:	4: Political dialogue for peace agreements; 5: national reconciliation; 6: democratic governance	
PBF Outcome:	% 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.	
Key Project Activities:	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

(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: UNDP
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: Dr. Kamil K. Kamaluddeen Country Director UNDP Liberia Cleophas Torori Deputy Country Director – Programme	Date of Submission: 18 September 2013
Contact: E-mail: kamil.kamaluddeen@undp.org E-mail: cleophas.torori@undp.org Telephone : +231 880954108	
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 Truth Telling and Atonement			
Total Project Budget: US\$ 1,308,000 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\$ 308,000	Year 2014: US\$ 1,000,000	Year 2015: N/A
Projected Annual Disbursements:	Year 2013: US\$ 308,000	Year 2014: US\$ 1,000,000	Year 2015: N/A

Narrative summary of Project
Not to exceed 500 words

1. Background

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

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) – Albratha Doe
- Governance Commission (GC) - Aaron Weah
- National Civil Society Council of Liberia (CSO) - Prince Kreplah
- Search for Common Ground (CSO) - Oscar Bloh
- UNMIL/Office of the D/SRSG RoL - Linnea Lindberg
- UNMIL/Civil Affairs - Christiana Solomon
- UNICEF - Sigbjorn Solli Ljung
- UNDP - Nessie Golakai
- 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"/>
<i>Monitoring and reporting</i>		
(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

To be completed by the PBF Secretariat

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:

15/04/2013

**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 _____