



United Nations Peace building Support Office (PBSO)/ Peace building Fund (PBF)

PROJECT DOCUMENT COVER SHEET

Project Title: Support to Constitution Review Process in Liberia	Recipient UN Organization(s): UNDP
Project Contact: Cleophas Torori UNDP Liberia Simpson Building, Mamba Point, Monrovia Telephone : 0880954108 E-mail: cleophas.torori@undp.org Cllr Gloria Musu Scott Address: Constitution Review Committee, Old Road Sinkor, Monrovia Telephone:0886529330 E-mail: gmmsscott2003@yahoo.com	Implementing Partner(s): Constitution Review Committee (IP); Others partners: Governance Commission, Law Reform Commission, Ministry of Internal Affairs, Ministry of Planning and Economic Affairs
Project Number: <i>(To be completed by UNDP MPTF Office)</i>	Project Location: Liberia (nationwide)
Project Description: This project is to support an inclusive and participatory constitutional reform process in Liberia. Constitutional reform provides a unique opportunity for advancing reconciliation, political dialogue, peace consolidation and towards achieving consensus on underlying issues and the nature of the state best suited for Liberia.	Total Project Cost: US\$ 10,585,284 Peace building Fund: US\$ 2,000,000 UNDP : US\$ 1,200,000 Government Input: US\$ 4,500,000 Other: Pipeline US\$ 1,500,000 from USAID) Total: US\$ 7,700,000 (US\$ 9,200,000 including pipeline)
	Project Start Date and Duration: 1 October 2013 - 31 December 2015
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> <i>Score 2 for projects with specific component, activities and budget allocated to women;</i> <i>Score 1 for projects with women mentioned explicitly in its objectives, but no specific activities are formulated nor is a budget reserved; and</i> <i>Score 0 for projects that do not specifically mention women.</i>	

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

PBF Outcomes²: 5: national reconciliation; 6: democratic governance

(An inclusive, transparent and participatory constitutional review process is a prerequisite for lasting political stability and an enabling environment for long-term socio-economic development in Liberia)

Project Outputs and Key Activities:

(A paragraph outlining key project outputs, activities and results)

The Project has six intended outputs: 1) institutional and operational capacity of the CRC enhanced to provide leadership in conducting the constitutional review; 2) current constitution reviewed, with proposals for amendment developed; 3) public participation enhanced through civic education and stakeholder consultations; 4) institutional and operational capacities of key institutions such as Law Reform Commission, Governance Commission, the Ministry of Internal Affairs, are enhanced in supporting the review process; 5) consensus built and participation enhanced for the review process through engagement of key stakeholders such as the legislature, political parties, traditional leaders, religious groups, youth, media and women agencies, etc; 6) a project document developed for the legislative and referendum phases of the review process and 7) project management. These outputs are broken down into specific activities among which are the following:

- i) Direct (and embedded) technical support to the CRC in building a secretariat, designing operational tools and procedures and training staff on such tasks as reporting, organizing and managing meetings, workshops, note-taking, record keeping, archiving and general office management;
- ii) Design and roll-out of an inclusive and transparent civic education and public consultation process by the CRC;
- iii) Design and roll-out of stakeholder consultations aimed at promoting national dialogue, peace-building, reconciliation, and political transformation throughout the constitutional review process key groups include: political parties, the legislature, traditional leaders, etc.
- iv) Establishment of partnerships and liaison with key entities supporting the review process such as Law Reform Commission (LRC); the Governance Commission (GC), the Ministry of Internal Affairs (MIA), among others; where applicable, identifying specialized technical expertise to support the CRC in accelerating the process;
- v) Mounting of analytical work on contextual issues (e.g., political, social, economic) that might impact the constitutional review process as well as strategies to address these issues;
- vi) Working with and through citizen groups, civil society, the media, youth and women groups, and building their capacity in developing a shared understanding of the constitution-making process and their capacity to engage in constructive dialogue on the constitutional review.

² PBF specific outcome areas: 1 Security Sector Reform; 2 Rule of Law; 3 (DD)R; 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 S/SG/CDG</p> <p><i>Sig:</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> 25/04/2013</p>
<p>Recipient UN Organization:</p> <p><i>Name of Representative:</i> Dr. Kamil K. Kamaluddeen</p> <p><i>Title:</i> Country Director UNDP Liberia</p> <p><i>Signature:</i> _____</p> <p><i>Date & Seal:</i> 09/11/13</p>	<p>National Implementing Partner:</p> <p><i>Name of Government Counterpart:</i> Ms. Gloria Musu Scott</p> <p><i>Title:</i> Chair, Constitutional Review Commission</p> <p><i>Signature:</i> _____</p> <p><i>Date & Seal:</i> Dec. 7, 2013</p>



Table of contents:

COMPONENT 1: (The “Why”)

- a) Situation analysis, financial gap analysis and assessment of critical peacebuilding needs
- b) Project/ Portfolio justification

COMPONENT 2: (The “What”)

- a) Project focus and target groups
- b) Theory of changes: linking activities to results

COMPONENT 3: (The “How”)

- a) Implementation approach
- b) Budget
- c) Sustainability
- d) Risk management
- e) Results framework and monitoring and evaluation

COMPONENT 4: (The “Who”)

- a) Implementing Agencies and their capacity
- b) Project management arrangements and coordination
- c) Administrative Arrangements

COMPONENT 5: Annexes

- Annex A: Donor Mapping in Peacebuilding Strategic Outcome Area/s (including UN agencies) and gap analysis
- Annex B: Mapping of UN Agency Capacity table
- Annex C: Organigram of Project management structures
- Annex D: Target table for outcome and output indicators of the results framework
- Annex E: Project Summary

PROJECT COMPONENTS:

COMPONENT 1: (The “WHY”) (maximum one page)

a) Project (Portfolio) Justification

Constitutional reform is a key priority of the Government and people of Liberia. A people-driven constitution process will create a framework for nation building, reconciliation, peace consolidation, security and development. There is now greater awareness that a Constitution resulting from an inclusive and participatory review process will support the overall process for governance reform in Liberia and support the construction of a framework for nation building, reconciliation, peace, security and development in Liberia. In August 2012, the President established the Constitution Review Committee (CRC) with a mandate to lead an inclusive and participatory process of reviewing and amending the constitution ahead of the next national elections in 2017. As a result of a one-year extension to the CRC's mandate granted in early 2013, the review process is now scheduled to be completed with a referendum by 2015. As per its terms of reference, the CRC shall, after consultations with the public and other stakeholders make proposals for amending the constitution to the President. The latter will then submit the proposed amendments to the Legislature.

One of the inherent inadequacies the 1986 constitution relates to the the over-centralization of power in the center which over the years has bred corruption and fostered marginalization especially of the rural population. Marginalization was perpetuated by the urban-based policies of successive administrations. Political power was concentrated in Monrovia and primarily at the level of the Presidency. Most infrastructure and basic services were concentrated in Monrovia and a few other cities. Marginalization of youth and women and the mismanagement of national resources for the benefit of urban class were widespread, which contributed to stark inequalities in the distribution of benefits.

There is hence a need to provide for the effective participation of the people in local self governance and social and economic development;

The National Decentralization Policy is an attempt to finally address this root cause of conflict and potential area of conflict. The Local Government Act clearly articulates the role of local government in the devolution of powers. However, implementation of the two policy instruments cannot not be done without amendments to the constitution. The Terms of Reference of the CRC provides for the Committee to “examine constructively the Constitution of the Republic and lead a process that will produce appropriate constitutional amendment(s)” in these and other areas as articulated by the Liberian people. Constitutional Reform is an indispensable element to helping to address these fundamental issues and to help foster a cohesive society as well as medium-to-long term peace and reconciliation in Liberia.

The legal provisions to amend the constitution of Liberia (Articles 91 and 92 of the Constitution) require that any amendment be approved by a two-third majority vote in each House of the Legislature, and approval by the electorate through a referendum at least one year from the date of the Legislative approval. This implies that the Legislature must approve the draft proposals in mid-2014 for the referendum to take place in mid-2015 as envisaged in the amended ToR of the CRC. This means that the CRC will need to adhere strictly to this timeline in order to complete its tasks in line with its mandate, while conducting adequate consultations to seek broad-based views and reach consensus.

A review of Liberia's Constitution is an important avenue to addressing some of the underlying tensions that have contributed to the civil war, and thereby has potential to contribute to national reconciliation and inclusive governance. A well-managed, people-driven constitution review process can also lead to the protection of the rights of poor and marginalized, bringing about equity and fair play in national decision-making. Seen from a gender perspective, the

constitutional reform will also facilitate implementation of the Secretary-General's Seven Point Action Plan to enhance women's participation in peace building. Specifically, the implementation of the Action Plan commitment to support women's participation in post-conflict governance will ensure that gender discrimination is addressed as an integral part of the constitutional reform process. The 1986 Constitution did not fully address these issues and continues to perpetuate some of the underlying tensions in Liberian society. All in all, the CRC has been charged with brokering a very politically sensitive agenda whose success will guarantee Liberia's long-term peace, stability and development.

The Liberia Peace Building Priority Plan itself recognizes constitutional and legal reform as one of its programmatic pillars acknowledging the Government's determination to undertake a comprehensive and inclusive constitutional reform process as central to national reconciliation and as basis for overcoming many of the historical injustices that continue to present risks for the country's stability". In addition to this, the Security Council in its Resolution 2066 (2012) emphasized that "in order to be sustainable, the transition planning process should take into account broad challenges, including governance and the rule of law as well as the political context. It calls for constitutional review built on good governance principles of transparency and inclusion, broadening the base for public consultations, public participation and civic education.

The PBF support is critical and is likely to assist the CRC to achieve the urgent milestones that have been placed before, namely: 1) broaden the debate of the 1986 Constitution through nationwide civic education and citizens' participation; and 2) address the issue of fundamental rights, participation in governance, access to basic services and an equitable distribution of natural resources. The CRC must undertake public consultation; prepare and validate proposed amendments for submission to the President by early April 2014 for onward submission to the legislature by end April 2014. This timeline will ensure possible endorsement by late 2014 to enable a referendum to be organized by 2015 in keeping with the constitutional provision of holding a referendum at least one year subsequent to the endorsement of the amendments by the Legislature. Inability to ensure a referendum by 2015 might entail the risk that the constitutional review process will be overtaken by the politics of the 2017 Presidential and Legislative Elections. PBF support will be critical leverage towards ensuring a robust and participatory public consultation process involving critical sectors and interest groups. All of these milestones are fundamental and very essential to fostering a cohesive society and to long-term peace and reconciliation in Liberia.

USAID has made a firm commitment to provide additional support focusing specifically on fostering citizens' participation in the process. Indicative amounts are to the tune of USD 1 – 2 million. Other partners such as GTZ have indicated some interest in providing ancillary support to this process. The European Commission Delegation has also had some preliminary discussion with the CRC on the possibility of providing additional funds to the process once amendments have been developed. This possible EC could possible support the advocacy, public information and civic education on the proposed amendments and referendum aspects of the programme.

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

a) Project focus and target groups

The project focuses on providing technical and advisory support to the constitutional review process through a participatory and people driven approach. It is expected that amendments passed will enshrine the principles of democratic participation and respect for human rights and the rule of law including gender rights. The absence of these explicit principles in the 1986 Constitution have been identified as one of the key factors responsible for the civil war and the current undercurrent of dissatisfaction in the governance structures and processes in the country.

The strategy and approach of this project is informed by the capacity needs of the CRC, the lessons learnt from the 2010/11 constitutional amendment failures and the need to have a people driven process. A range of government agencies and other actors are envisaged to play key roles in the review process and will thus require broad-based support to build their institutional capacity to support the CRC and the review process. These include: 1) the Legislature; the Law Reform Commission (LRC); the Governance Commission (GC); the Traditional Council of Liberia (TCL); women and youth groups, etc. In addition, an effort will be made to reach specific target groups as follows:

Women - Women and girls bore the brunt of the civil war. Marginalization of women further contributed to stark inequalities in the distribution of benefits. In peacetime they are the most affected by structural and income inequalities. The Women and Girls' Social and Economic Recovery and Empowerment theme in the Strategic Roadmap on Reconciliation is guided by the values of restorative and social justice intended to empower women and girls in the most war-affected communities to access sources of livelihood, acquire and apply economically viable vocational skills, and participate in civic affairs. Empowering them to participate in constitution-making is therefore a means to address the historical injustice and will help ensure that women's concerns are reflected in the proposed amendments to the Constitution, thereby fostering a more cohesive society, and sustainable peace in Liberia. PBF support will go a long way in helping to achieve this goal.

Youth - 'Youth' as a social category or issues related to under-skilled, under-educated and under-employed youth, constituting over 60% of the population are often cited as a conflict factor present in Liberia. Young people represent a highly heterogeneous group, and can act as positive agents of change and catalysts for peacebuilding and development - or potentially be manipulated for agitation and violence. Vested political interests and a network of ethnic-based former fighters could exploit lingering ethnic tensions and the frustrations of thousands of impoverished unemployed youth. Engaging the youth, building their capacity to participate in the constitution-making process will be a key factor for the success of the project.

Civil Society Organizations - CSOs are considered as natural allies for the implementation of the constitutional review with particular emphasis on advocacy and outreach to communities. Building partnerships with CSO and mobilizing their support in this manner is a key strategy for the project.

Physically challenged - people living with disabilities have often been excluded and marginalized by systems of governance and processes that affect them. Through the review of the constitution, efforts will be made to ensure that people living with disabilities actively participate in the review process.

In general, and stemming from the above, given that civil society and ordinary citizens at large will be important actors in the process, specific investments will be made in the design and roll-out of civic education and public consultations using such town hall meetings, focus group interactions, community radio programmes, among others.

b) Theory of change: linking activities to results

By embarking on constitutional reform, Liberia seeks to tackle one of the reforms that has the potential to lay the foundation upon which the much needed reconciliation and national cohesion will be achieved. As the country is on a steady path towards recovery, peace and prosperity, it will require advancing and achieving social cohesion as the key driver for national reconciliation. This will be achieved through inclusive partnerships, the strengthening of democratic institutions and civil society organizations to contribute to the management of root causes of conflicts.

Constitutional reform by its nature stands to address several conflict factors and peace building needs and outcomes as identified in the PBF Performance Management Plan:

- Conflicts resolved peacefully and in a manner that supports the coexistence of all relevant actors/groups that were involved in conflicts that undermine peace building efforts;
- Youth, women and other marginalized members of conflict affected communities act as a catalyst to prompt the peace process and early economic recovery

Liberia is in need of reviewing the constitution to change and modify the provisions which are undermining democratic participation and which are not in line with the current realities and aspirations of the Liberian people. This has been emphasized by the political class, including the President, as well as civil society, which is eager to engage in a participatory review process. In general, there is increasing awareness among Liberians that a Constitution resulting from an inclusive and participatory review process will provide a framework for nation building, reconciliation, peace, security and development, as it can be a truly transformational experience for the Liberian people through their ability to exercise their right to participate in democratic governance.

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

a) Implementation approach

The strategy and approach of this project shall be six fold: a) institutional capacity development of the CRC, b) review of the current constitution and existing policy documents c) enhancing public participation through conducting an inclusive and participatory review process, d) early engagement with key stakeholders such as the Legislature, political parties, traditional leaders, women and youth, e) involving the diaspora f) broad dissemination, sensitization and consensus building on the draft proposals and planning for the next phases of the review.

Assisting the CRC organize itself and become operational in the shortest time possible is a key starting point for the success of the review process. This includes helping it set up a functioning Secretariat structure trained in basic technical tasks (e.g. office management, note-taking, record-keeping, etc); providing support and strengthen on-going activities such as 2) media outreach; 3) civic education, for example by translating the current Constitution and other civic education materials into local languages; .

Specifically as relates to Gender, a gender Desk will be established. The focus of the gender will be to ensure that relevant guidelines to ensure maximum and targeted participation of women in the process is developed and that these guidelines are fully implemented throughout the constitutional review process.

Already UNMIL and UNDP are working with the CRC in moving swiftly in taking some of these start-up activities forward. Through UNMIL’s Quick Impact Project for example, printing of the Constitution has been done. In addition, a media outreach strategy has been developed and is being implemented through the Public Information Office together with additional support from UNDP. A mapping exercise of civil society organizations is helping to inform the design of the civic education strategy.

It should be emphasized that the CRC is a newly constituted body. Building the CRC’s institutional and human capacity to effectively execute its mandate is thus a top priority of this project. The last attempt to amend the constitution has shown the challenges that constitutional review presents in Liberia. Only one of the four propositions presented for a vote was approved, and this only after litigation before the Supreme Court which declared it as approved. One of the reasons for the result was that the process lacked participation of key stakeholders and the public that could have generated consensus and ownership. Because of the timing of the referendum, consideration of the propositions became mixed with party electoral politics and the turnout was extremely low.

Further, constitutional reform processes have been derailed by lack of preparedness to develop consensus on the draft proposals when they are prepared and made public. Opponents of reform often take advantage and use propaganda to distort the proposals and mobilize resistance around them. Supporting public participation through civic education and consultation is therefore critical to the success of the constitutional review effort and constitutes one of the primary goals of the project³. The project shall conduct extensive civic education and public consultation to inform draft amendments, followed by dissemination and consensus building on the proposals to forestall any distortion and misinformation. Lastly, the project shall help to plan for the next two phases in the review, the legislative and referendum phases.

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.⁴ A project management unit headed by the Chief Technical Advisor (CTA) will be embedded in the CRC to provide on-site and daily coordination of the project in close liaison with the CRC. The CTA and team will provide regular updates to the UN Constitutional Review Working Group (CRWG) led by the UNMIL Deputy Special Representative of the Secretary General for Rule of Law. While responsibility for project management will rest with UNDP, close partnerships will be established with UNMIL and UN Women through the CRWG and other partners, such as bilaterals and the AU/ECOWAS, through a Project Board (see for further detail under Component 4).

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.*

CATEGORIES	UNDP (US\$)	TOTAL (US\$)
1. Staff and other personnel	322,688	322,688
2. Supplies, Commodities, Materials	502,540	502,540
3. Equipment, Vehicles, and Furniture (including Depreciation)	107,970	107,970
4. Contractual services	445,000	445,000
5. Travel	115,961	115,961
6. Transfers and Grants to Counterparts	350,000	350,000
7. General Operating and other Direct Costs	25,000	25,000
Sub-Total Project Costs	1,869,159	1,869,159
8. Indirect Support Costs* @ 7%	130,841	130,841
TOTAL	2,000,000	2,000,000

³ Civic education shall be conducted first to inform the public about the review and issues, and prepare them for consultations.

⁴ Technical assistance shall be provided through the project period

* 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?

A successful constitutional review process will result in amendments to the constitution that broadly reflects the views and aspirations of the Liberian people. Some of the amendments may require revision of the legal framework and/or review of the overall governance structure and policy framework in the country (for example if amendments on decentralization are presented and passed). The Law Reform Commission and the Governance Commission, key responsible partners in the project and *ex officio* members of the CRC will be responsible to ensure that the legal, policy and regulatory changes required as a result of possible constitutional amendment are developed. Both entities receive core subvention from the Government of Liberia to undertake these tasks. The National Legislature also is a key partner in the process and will have the responsibility to ensure the passage of complementary laws and bill to ensure the actualization of amendments that will be passed through the referendum.

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

While there is optimism about the prospects for the constitutional review process, it should also be pointed out that there are a number of risks and challenges that should not be underestimated, but which could be mitigated by careful stakeholder engagement, transparency and effective management of the process as outlined earlier. These risks include: lack of political will on the part of key actors, lack of cooperation between the CRC and its partners, lack of adequate financial and technical resources, the effect of the rainy season (which could severely hamper the process of civic education), and failure to manage potentially divisive issues. The specific risks and their mitigation strategies are outlined in the table below:

Risk	Likelihood (high, medium, low)	Severity of impact on project (high, medium, low)	Mitigating Strategy
Timeline for the delivery of proposed amendments to the legislature too short and may impact the possibility of a robust participatory process	Medium	High	Clear timetable defined and robust fundraising ongoing to ensure that resources are front loaded to ensure that the critical six months of late 2013 and early 2014 take advantage of the dry season to undertake a vigorous and robust participatory process.
Lack of political will to conduct, transparent, impartial, inclusive and credible constitutional review process	High	High	Maintain open dialogue among project partners at all levels and ensure that a high level political support for the process is maintained.

Failure of different stakeholders to agree on the review process and extent of the review	Medium	High	Engage with and support participation of key players from the start and continuously so that they own the process
Politicization of the review process	Medium	High	Continuous civic education, consultations and engagement
<i>Prolonged discussion at legislature disrupts timetable and lead to postponement of referendum beyond 2015.</i>	High	High	<i>Engaging legislature members from the very beginning to deepen their understanding in advance of the proposal submission before them."</i>
Inadequate support to the project	Medium	High	Ensure that key milestone deliverables such as public consultations and technical review of constitutions undertaken as an indicator of GoL's commitment to process. Additionally ensure significant GoL financial and non-financial support to process..
Government fails to fully deliver on its financial commitment to the process	Medium	Medium	Constant engagement with the legislature and Ministry of Finance under leadership of Presidency (reiterated in the LDA Coordination meeting o September 18 th). Review process budget for rationalization to ensure key deliverable are met within available budget without compromising quality of the process.

e) 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	(9) Assumptions
Constitutional and legal reform foster national reconciliation and respect for the rule of law through a participatory consultative process	Outcome indicator: Number of public consultations on constitutional review conducted with key stakeholders (i.e. CSOs, traditional leaders, women, youth, disabled, political parties, legislators, etc)	Baseline: 3 public consultations undertaken in 2013 Target: At least 25 public consultations undertaken by 2015	Output 1: Capacity of CRC Built <i>I.I. Develop Institutional Capacity of CRC</i> 1.2. Build capacity of CRC members and Secretariat 1.3. Establish a Gender Desk at CRC	<ul style="list-style-type: none"> Fully functional Secretariat including gender desk established 	<ul style="list-style-type: none"> September 2013 6 full time Commissioners, 3 administrative staff one technical staff No Gender desk or focal point Targets: October 2014 Full technical Secretariat including Gender Desk established MOF: CRC report	RUNO: UNDP MJP: CRC	International and National Consultancy training workshops, equipment, supplies& furniture; USD 2,308,060	Political will among all stakeholders at the highest levels to move forward with constitutional reform CRC adequately capacitated to manage the highly sensitive review process and meet the strict timelines of the process Civic education and public consultations are not negatively affected by the prolonged rainy season or other external factors

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

Theory of change statement: A review of Liberia's Constitution is an important avenue to addressing some of the underlying tensions that have contributed to the civil war, and thereby contribute to national reconciliation and inclusive governance..

			<p>Output 2: Review of Constitution and Preparation of Amendments</p> <p>Undertaken</p> <p>2.1 Conduct review of the constitution and policy documents and frame issues for review</p> <p>2.2 Prepare draft amendments and explanatory notes and submit to the President</p>	<p>Indicators:</p> <ul style="list-style-type: none"> Number of proposals prepared, including gender-specific amendments; and presented in a timely manner 	<p>Baseline/ September 2013</p> <ul style="list-style-type: none"> Draft proposals relative to Decentralization and election available Recommendations from Women's Roundtable on constitutional review available <p>Targets: (May 2014)</p> <ul style="list-style-type: none"> Proposed Amendments presented to the President MOI: CRC report. Submission to Presidency 	<p>RUNO: UNDP NIP: CRC</p>	<p>International and Local consultancies; Travel; National Conference (supplies, materials ,travel ,contractual services) USD 990,580</p>	
			<p>Output 3: Public participation in the constitutional review process enhanced</p> <p>3.1 Conduct civic education</p> <p>3.2 Design CRC website</p>	<p>Indicators:</p> <ul style="list-style-type: none"> Number of persons reached by public consultation and civic education (disaggregated by gender, age, urban rural) 	<p>Baseline/ September 2013</p> <ul style="list-style-type: none"> public consultation held to date. There is limited knowledge about CRC, Constitution, review, laws, policies There is active media/civil 	<p>RUNO: UNDP NIP: CRC</p>	<p>Printing and audiovisuals material; international and national consultancies; workshop materials, supplies and contractual services); grants : USD 7,722,466</p>	

			<p><i>and conduct web based consultations/ dissemination</i></p> <p>3.3 Conduct public consultations</p> <p>3.4 Facilitate political parties participation</p> <p>3.5 Engagement with Legislature</p> <p>3.6 Facilitate INCHR participation</p> <p>3.7 Consult with diaspora</p> <p>3.8 Facilitate participation of traditional leaders, women, youth and other vulnerable groups</p>	<p><u>Indicators:</u></p> <ul style="list-style-type: none"> # technical assistance and submission provided to CRC by LRC and GC 	<p><u>Baseline:</u> September 2013</p> <ul style="list-style-type: none"> Recommendation from Women's Roundtable on Constitutional review available LRC has deployed one technical staff 	<p>RUNO: UNDP</p> <p>NIP: CRC</p>	<p>Materials, contractual services, grants, workshop materials, supplies) USD 583,114</p>	
			<p>Output 4: Capacity of the Law Reform Com, Governance Com /Traditional Council, youth and women agencies to</p>					

					<p>2014 revised project document.</p> <p>MOV:</p> <p>Baseline September 2013: No PMU in place</p> <p>Target March 2014: PMU operational by Dec 2013.</p> <p>MOV: Project reports</p>	<p>RUNO: UNDP NIP: CRC</p>	<p>Staff and Personnel: Equipment, Vehicles and Furniture, Supplies, Commodities and Materials: USD 1,573,401</p>	
<p>Output 7: effective Project Management 7.1 Recruit and place project staff</p>								
<p>Indicators:</p> <ul style="list-style-type: none"> PMU established 								
<p>Column (1) lists project outcomes. Outcomes measure behaviour changes and should be focused on peacebuilding. The column also specifies what types of changes are required to achieve the outcome. These can be: personal, relational, structural or cultural.</p> <p>Example:</p> <p>Outcome: National security services enabled to keep control of violent incidents during electoral campaigns within urban areas. Structural change.</p> <p>Column (4) lists project outputs and activities, which together lead to the achievement of the outcome. The outputs are project specific and focus on deliverables. Under each outcome, there should be a list of outputs contributing to the outcome. Under each output, there should be the list of project activities which are contributing to the output.</p> <p>Example:</p> <p>Output: Training provided to 500 members of national security services.</p> <p>Activities: Identification of security personnel, creation of relevant training modules, conduct of training, assessment, refresher training.</p> <p>Column (2) & (3) list indicators which will be used to track the status of outcome and output achievements in quantitative or qualitative form. Indicator formulation should be specific, measurable, attainable, relevant and time-bound (SMART). The number of indicators should be limited to 3 per outcome and 1 per output.</p> <p>Example:</p> <ul style="list-style-type: none"> of violent clashes related to the second round of the presidential elections (disaggregated during / after vote) <p>Column (7) & (8) provide the baseline (i.e. current situation) and set targets for each indicator with timeframes for achievement. Targets need to be quantifiable, verifiable and realistic.</p> <p>Example:</p> <p>Baseline: 75 incidents during first electoral period (from ...to)</p> <p>Target (end of project): Significant reduction of violent incidents (at least 25%) compared to last elections</p> <p>Column (7) lists the RUNO driving the project and outlines the person (from RUNO or implementing agencies) responsible for ensuring inputs are provided.</p> <p>Column (8) lists the key inputs and budget which will be used for each output.</p> <p>Column (9) identifies assumptions that have been made in the theory of change regarding the outcome in question.</p> <p>Example:</p> <p>The Ministry of Planning has the capacity to manage the selection of project beneficiaries in an impartial manner.</p>								

- Systems for M&E of the project (portfolio): 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.⁵ 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.

Monitoring is a key function of the Committee members of the CRC, with oversight responsibilities of specific activities. In order to ensure a full and coordinated approach to monitoring and evaluation a support function will be established in the Secretariat of the CRC to assist the Committee members in this function. The M&E focal point, with input and support of the Liberia PBO M&E Unit will assist in the development of an M&E framework and schedule. Joint monitoring mission between the CRC, UNDP and PBO will be organized. The focal point will have dual reporting lines to the Chair of the CRC and the CTA. The CTA will share the Monitoring Plan with UNDP and PBO for validation and finalization.

The Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

A perception study will be conducted early on in the project by December 2013 to determine people's knowledge of and participation in the constitutional review process. This will establish the participation baseline against which project success will be measured. Another baseline will be undertaken midterm in the project in 2014 and again at the end of the project post referendum in late 2015.

In accordance with the programming policies and procedures outlined in PBF/MPTF-O, the project will be monitored through the following:

Within the annual cycle

- On a Bi-annual basis (January to June and July to December), a quality assessment shall record progress towards the completion of key results, prescribed indicators and project components on a quantitative basis i.e. the numbers of person trained, activities undertaken, issues addressed.
 - Monitoring the achievement of the prescribed targets on a qualitative basis i.e. number of fundamental changes made to prior policies and practices.
 - An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
 - Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
 - Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

⁵ See M&E section in PBF Guidelines.

- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager/CTA and shared with the Project Board and the UN Constitutional Review Working Group (CRWG). As a minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the bi-annual report covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. 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 appropriate outcomes.

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 Organization(s) and any other implementing agencies for the project, governmental or non-governmental.*

- UNDP – Recipient UN Organization
- UNMIL
- UN Women
- Constitutional Review Committee
- Law Reform Commission
- Governance Commission

- 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 Liberia Country Office currently has a Governance and Public Institutions Team comprising of 3 Programme Analyst and one Team Leader coordinated by a Deputy Country Director for Programme who will be responsible for the daily oversight and quality assurance function of this project. This team will be supported by Reconciliation and Development Advisor and the Rule of Law Advisor who will provide technical and advisory support to the project implementation. As outlined in the narrative a specific project management unit will be recruited headed by a Chief Technical Advisor with specific expertise and experience in constitutional review process to manage the day to day administration of the project. It should also be highlighted that the Country Office can draw on the expertise of its Bureau of Development Policy and Bureau of Crisis Prevention and Recovery as well as other UNDP Country Offices such as Kenya and Zimbabwe with recent experience in constitutional review processes to augment its knowledge base and capacity.

UNDP Liberia is currently operating under National Implementation modality, this requires that implementing partner capacity assessment are undertaken to define the specific disbursement modality that would be appropriate for each partner. The CRC is currently being assessed. As relates to LRC and GC which are also partners in this project please see below:

- CRC – UNDP implementation subject to assessment findings
- LRC – assessed at minimum risk therefore cash transfer modality applies
- Governance Commission – assessed at significant risk as such UNDP implementation of activities applies

It should be highlighted that CRC was established as an ad hoc committee by Presidential Executive order. As such Institutional operational and administrative structures are embryonic and in need to significant support to enable the CRC adequately undertake its core mandate. The CRC currently has a Committee of 6 eminent personalities supported by a Secretariat of 11 staff. Additionally the Law reform Commission has embedded on Technical Staff to support the CRC in the review process. With the passage of the budget additional staff are expected to be employed to support the operations of the CRC. The project provides for embedded Technical Advisory support within the CRC as well as infusion of necessary short term expertise to enable the CRC undertake its function.

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.⁶

The project will be implemented under the national implementation modality. The Constitution Review Committee will assume direct responsibility for the implementation under the Chair of the Commission. A Programme Management Unit will be established to work with the Secretariat of the CRC to manage and coordinate the activities under this programme. The management structure described in the chart below is a structure specifically designed to manage the project to its conclusion, and it consists of roles and responsibilities that bring together the various interests and skills involved in, and required by, the project.

The Project Board

A **Project Board (PB)** will be established and chaired by the Ministry of Planning and Economic Affairs or designated government representative. The Project Board will be established under the umbrella of the Principals of the Constitutional Review Working Group (CRWG) of the UN.⁷ Members of the Board will be limited, and comprise a representative of donors contributing to the project fund and representation from CRC, LRC, and GC, and Observers to the Board may be invited at the Board's discretion and may be called upon to provide technical clarity on implementation of the project activities on which they are collaborating with UNDP and the Project Team. The UNDP Project Management Unit (PMU) will provide Secretariat services to the board. The Board will meet on a quarterly basis, or more frequently as required.

⁶ It is recommended to annex ToRs of the Project Board to the Project.

⁷ Please see below for Roles and Responsibilities of the board

A Technical Working Group (TWG) will be formed within the PB and can include the respective technical staff of the donors, UNDP and UNMIL plus the representatives of the CRC, other international partners supporting the CRC and other beneficiaries as relevant. The Project Board will be tasked with preparing issues for discussion and iron out in advance any outstanding controversial issues. The TWG will be chaired by the UNDP and will meet at least monthly and more frequently nearer to the drafting phase as needed.

A Project Management Unit (PMU) will be the dedicated unit that administers and manages the project. The PMU will be responsible for the day-to-day running of the project and will serve as a Secretariat to the PB.

In addition to the PMU and PB, the project would also seek to establish a:

- Partners Forum, chaired by the CRC, which would bring together representatives of the donor community, national stakeholders and assistance providers to exchange information on a periodic basis.
- Team of experts: The selection of experts shall be done in collaboration and in agreement between UNDP Country Office, UNMIL, and the CRC. The selection will be carried out in conformity with requirements of competitive review and diverse applicant tools following UNDP rules and regulations. UNDP agrees that clearance for the selection of experts shall be provided in an expeditious manner and the selection of the entire set of experts required may be completed at different stages in order to allow the immediate implementation of the project. The proposed project management structure is captured in **Figure 1** above.

United Nations Development Programme (UNDP)

UNDP through its Inclusive Governance and Public Institutions Unit will serve as a senior supplier to the Project Board for project quality assurance through the undertaking of oversight and independent assessments of the project activities, results, reporting and internal and external audit. UNDP recruits and places a Senior Constitutional Advisor as a Project Manager/Chief Technical Advisor (CTA) who will manage the implementation of the project supported by Project staff in coordination with UNMIL and the CRC. In all project implementation decision-making, the inputs and guidance of the Senior Beneficiaries –CRC, LRC, GC, TCL, women and youth agencies, CSOs and Media will be sought and applied as guidance to ensure that expectations are met in terms of quality of the project results. In this respect the principals and technical sub-committees of the project, will play lead role in ensuring implementation of the Project Board decisions, and in monitoring and evaluation of the project activities and results.

The CTA will be supported by project staff in the delivery of project outputs. The project team will make quarterly field visits to interact with the project beneficiaries in order to monitor the quality and delivery of project outputs. If requested by the CRC, Technical Advisors in the areas of Constitution-making and communications will be recruited and placed in CRC. Whenever necessary the project coordinates with UNDP and UNMIL field teams for the implementation of activity related to this project.

The national officer will closely coordinate with CTA and CRC in ensuring that project technical work and activities are implemented efficiently and effectively and will assist in liaising with UNDP, counterparts, implementing agencies and donors. The national officer will also assist the

CTA with the Project Board for the reports and development results. UNDP will also play the oversight and quality assurance role, monitoring and evaluating the project as objectively and independently as possible.

The administrative assistant will closely coordinate with UNDP in ensuring that management systems (finance, procurement, human resources, M&E, etc) are implemented efficiently and effectively and will act as liaison with UNDP, counterparts, implementing agencies and donors. The administrative assistant will also be responsible to the Project Board for the financial performance and development results as indicated in the Result and Resources Framework (RRF). UNDP will also play the oversight and quality assurance role, monitoring and evaluating the project as objectively and independently as possible.

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)⁸, 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

⁸ Available at: <http://www.undg.org/docs/9885/Protocol-on-the-role-of-the-AA,-10.30.2008.doc>

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 provided 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 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 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 \$
Constitutional and Legal Reform	UNCT and UNMIL	1. Support to CRC project	June 2013 – December 2015	USD 13 million	USD 7.3 million
	Govt of Liberia	Constitutional Review process in Liberia	2012 - 2015		

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 ⁹	Annual Budget (this year) per Recipient Organization in key sectors ¹⁰	Projection of Annual Budget (next year) per Recipient Organization in key sectors	2012 Annual Delivery Rate (Agency Total)
UNDP	(1) Constitutional and Legal Reform	Nil	1) 2013: USD 400,000 from UNDP resources	400,000 from UNDP 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 Resources	2013: USD 350,000	100%
	Justice Security	USD 4 million	BCPR Trust Fund USD 608,000	USD 2 million	80%

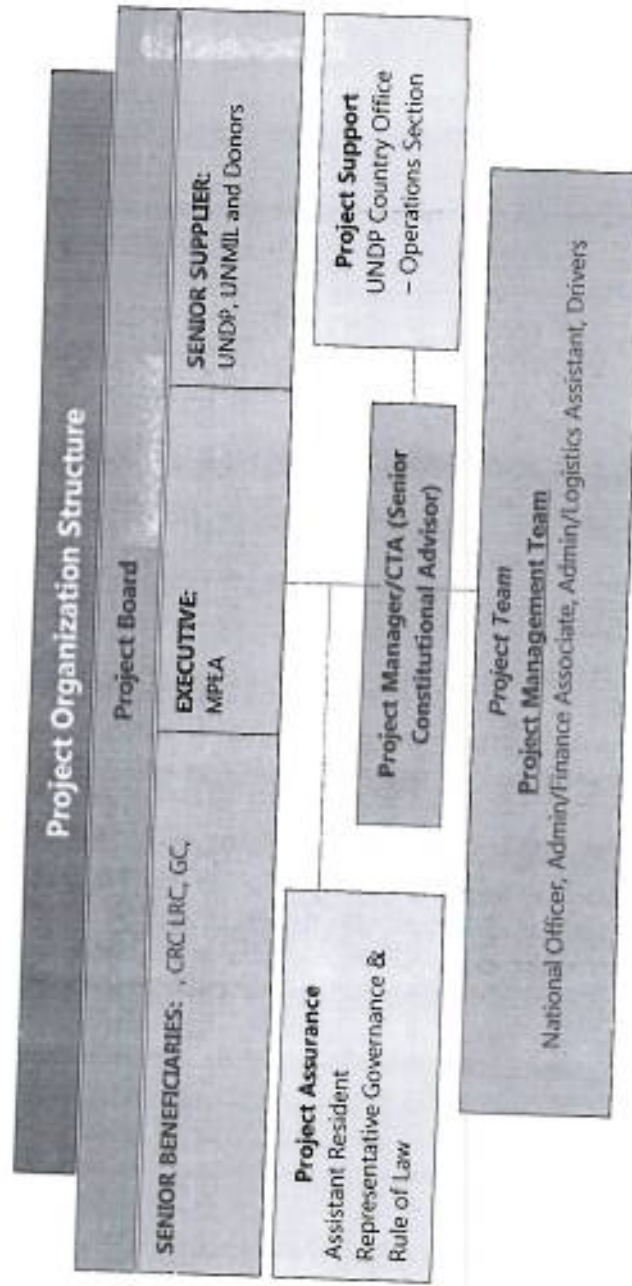
⁹ If UNDP is one of the Recipient Agencies, specific information shall be included on whether the country is benefiting of BCPR Thematic Trust Fund and if yes, the amounts allocated and the funding gaps need to be specified

¹⁰ 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.

Figure 1: Project Management Structure



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 1¹¹ Constitutional and legal reform foster national reconciliation and respect for the rule of law through a participatory consultative process	Indicator Number of public consultations on constitutional review conducted with key stakeholders (i.e. CSOs, traditional leaders, women, youth, disabled, political parties, legislators, etc)	September 2013: 3 Public consultations held	December 2015: At least 25 public consultation events undertaken.	
Output 1.1 Capacity of CRC Built	Indicator 1.1.1 Fully functional Secretariat Gender Desk	September 2013: 6 full time Committee members and 3 administrative staff No Gender Desk or Focal point	March 2014: Full technical Secretariat in place including Gender desk	
Output 1.2 Review of Constitution and Preparation of	Indicator 1.2.1 Number of proposals prepared; gender specific	September 2013) Draft proposals relative to Decentralization of authority available	(May 2014) Proposed Amendments presented to the President	

¹¹ Either country relevant (from the Priority Plan or Project Document) or PMP specific.

Amendments Undertaken	amendments; an presented in a timely manner	Recommendations from Women's Roundtable on constitutional Review available		
Output 1.3 Public participation in the constitutional review process enhanced	Indicator 1.3 Number of persons reached by public consultation and civic education	September 2013: 3 public consultations held	December 2015 5 of Liberian people (men, women, and youth) reached and consulted	
Output 1.4 Capacity of Law Reform Commission, Governance Commission/ Traditional Council, youth an women agencies to support constitutional review strengthened	Indicator 1.4 Number of technical assistance and submission provided to CRC and LRC and GC	September 2013 LRC has deployed one technical staff to the CRC GC has provided technical background paper on 12 suggested focus for constitutional review Recommendations from Women's Roundtable on Constitutional review available	December 2015 GC/LRC use their networks, staff and resources to support review Traditional leaders, women and youth make specific recommendations to CRC	
Output 1.5 Participation/inc lusion of civil society, political parties and	Number of outreach/ civic education organized by CSOs/ media and political parties	September 2013 Liberia Bar Association/CSOs are active in advocating for constitutional reform	By December 2015 20 CSOs/Media accessing grants for public consultations with at least 15% of such grants provided to women's groups	

media in the review process enhanced		Proposal received from political parties for engagement I constitutional review process	At least 1 event organized by political parties	
Output 1.6 Legislative and Referendum phases of the review properly planned	Costed proposal for legislative Referendum developed	September 2013 Costed plan for referendum developed by NEC	December 2014 Project document for support to referendum, elaborated	
Output 7: Effective project management	PMU operational	September 2013 No PMU in place	March 2014 PMU operational by December 2013	



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	Roles and responsibilities (more detailed in AWP of M&E expert)
Constitutional and legal reform foster national reconciliation and respect for the rule of law through a participatory consultative process	Number of public consultations on constitutional review conducted with key stakeholders (i.e. CSOs, traditional leaders, women, youth, disabled, political parties, legislators, etc)	<p>Baseline: 3 public consultations undertaken in 2013</p> <p>Target: At least 25 public consultations undertaken by 2015</p>	<p>Conduct a civic and legal awareness baseline survey</p> <p><u>Quality criteria</u> to assess numbers of persons aware of the constitutional review process and issues and number of persons who participated in public consultation process</p> <p><u>Data disaggregation by:</u></p> <ul style="list-style-type: none"> - Gender; Age; locality, educational level) <p>Follow-up surveys at midterms and end of project to assess awareness</p>	<p>Budget needs:</p> <ul style="list-style-type: none"> -20,000 US\$: start-up survey -10,000 US\$: update of primary data at mid-term -10,000 US\$: update for final evaluation <p>Total 40,000US\$</p>	<p><u>Data collection and analysis:</u> M&E focal point at CRC in collaboration with PBE M&E Unit</p> <p><u>Reporting:</u> Focal Point of NIP in close collaboration with focal point of RUNO and PBO</p> <p><u>Performance assessment:</u></p>

						JSC with submission of report to PBSO
						Final programme evaluation: Independent External Evaluation in close coordination with all contributors to the CRC project (PBSO HQ, UNDP, UNMIL, USAID et al.)

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



PEACEBUILDING FUND
PROJECT SUMMARY

Project Number & Title:	PBF/ Support to Constitution Review Process in Liberia
Recipient UN Organization:	UNDP
Implementing Partner(s):	Constitutional Review Committee (CRC); Governance Commission, Law Reform Commission
Location:	Monrovia
Approved Project Budget:	US\$ 2,000,000
Duration:	Planned Start Date: 1 October 2013
SC Approval Date: (Actual Dates)	Planned Completion: 31 December 2015
Project Description:	This project is to support an inclusive and participatory constitutional reform process in Liberia. Constitutional reform provides a unique opportunity for advancing reconciliation, political dialogue, peace consolidation and towards

	achieving consensus on underlying issues and the nature of the state best suited for Liberia.
PBF Priority Area(s):	5: national reconciliation; 6: democratic governance
PBF Outcome:	An inclusive, transparent and participatory constitutional review process is a prerequisite for lasting political stability and an enabling environment for long-term socio-economic development in Liberia
Key Project Activities:	<ul style="list-style-type: none"> i) Direct (and embedded) technical support to the CRC in building a secretariat, designing operational tools and procedures and training staff on such tasks as reporting, organizing and managing meetings, workshops, note-taking, record keeping, archiving and general office management; ii) Design and roll-out of an inclusive and transparent civic education and public consultation process by the CRC; iii) Design and roll-out of stakeholder consultations aimed at promoting national dialogue, peace-building, reconciliation, and political transformation throughout the constitutional review process key groups include: political parties, the legislature, traditional leaders, etc. iv) Establishment of partnerships and liaison with key entities supporting the review process such as Law Reform Commission (LRC); the Governance Commission (GC), the Ministry of Internal Affairs (MIA), among others; CRC in accelerating the process; v) Mounting of analytical work on contextual issues (e.g. political, social, economic) that might impact the constitutional review process as well as strategies to address these issues; vi) Working with and through citizen groups, civil society, the media, youth and women groups, and building their capacity in developing a shared understanding of the constitution-making process and their capacity to engage in constructive dialogue on the constitutional review.

PRF – PROJECT TRANSMITTAL FORM

TEMPLATE 3.3

(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; Democratic governance	Total PBF Budget: US\$ 2,000,000

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: Support to Constitution Review Process in Liberia			
Total Project Budget: US\$ 7,700,000 Total PBF Project Budget: US\$ 2,000,000			
<i>*For project extension indicate current budget and new proposed budget</i>			
PBF amount requested breakdown by RUNO : US\$ 2,000,000			
<i>*For project extension indicate current budget and new proposed budget by RUNOs</i>			
Amount and percentage of indirect costs requested: US\$ 130,841			
<i>*Total and breakdown by RUNOs</i>			
Projected Annual Commitments:	Year 2013: US\$ 400,000	Year 2014: US\$ 1,000,000	Year 2015: US\$ 600,000
Projected Annual Disbursements:	Year 2013: US\$ 400,000	Year 2014: US\$ 1,000,000	Year 2015: US\$ 600,000

Narrative summary of Project
Not to exceed 500 words

I. Background

In August 2012, the President established the Constitution Review Committee (CRC) with a mandate to lead an inclusive and participatory process of reviewing and amending the constitution ahead of the next national elections in 2017. As a result of a one-year extension to the CRC's mandate granted in early 2013, the review process is now scheduled to be completed with a referendum by 2015. As per its terms of reference, the CRC shall, after consultations with the public and other stakeholders make proposals for amending the constitution to the President. Any amendment has to be approved by a two-third majority vote in each House of the Legislature, and approval by the electorate through a referendum at least one year from the date of the Legislative approval. This implies that the Legislature must approve the draft proposals in mid-2014 for the referendum to take place in mid-2015 as envisaged in the amended ToR of the CRC. This means that the CRC will need to adhere strictly to this timeline in order to complete its tasks in line with its mandate, while conducting adequate consultations to seek broad-based views and reach consensus.

2. Purpose of Proposed Project

This project will support an inclusive and participatory constitutional reform process. Constitutional reform provides a unique opportunity for advancing reconciliation, political dialogue and peace consolidation in Liberia. The following are the expected outputs:

- 1) Institutional and operational capacity of the CRC enhanced to provide leadership in conducting the constitutional review;
- 2) Current constitution reviewed, with proposals for amendment developed;
- 3) Public participation enhanced through civic education and stakeholder consultations;
- 4) Institutional and operational capacities of key institutions such as Law Reform Commission, Governance Commission, the Ministry of Internal Affairs, are enhanced in supporting the review process; 5) Consensus built and participation enhanced for the review process through engagement of key stakeholders such as the legislature, political parties, traditional leaders, religious groups, youth, media and women agencies, etc;
- 5) Project document developed for the legislative and referendum phases of the review process,
- 6) legislative and Referendum phases of the review properly planned; and
- 7) Project effectively managed.

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>i) 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 <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\$ 2,000,000
- 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 _____