



United Nations
Peacebuilding
Peacebuilding Fund

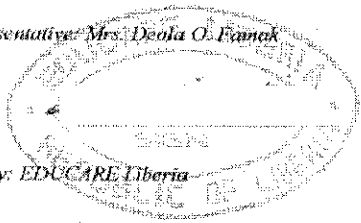


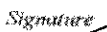
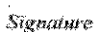
United Nations Peacebuilding Support Office (PBSO)/ Peacebuilding Fund (PBF)

Project Title: <i>“Strengthening Women’s’ Rights and Participation in Peacebuilding”</i>	Recipient Organization(s): EDUCARE Liberia
Project Contact: Mrs. Deola O. Famak, Executive Director Address: Rockview Building, Snapper Hill, Broad Street, Monrovia, Liberia. Telephone: +231-886-512-145 E-mail: educare_liberia@yahoo.com, deolafamak@educareliberia.net	Implementing Partner(s): Government: Ministry of Gender, Children & Social Protection, Ministry of Justice (Liberia National Police), Environmental Protection Agency (EPA) LEITI, National Bureau of Concessions and the Ministry of Internal Affairs Civil Society: Women in VSLA Structures, National Rural Women Structure, Women in Peace Huts, and other active women-led community grass-root structures Concession Companies operating in and around the 23 targeted Communities
	Project Location: Key concession areas relying on extractive industry: Sinoe, Grand Gedeh, Gbarpolu, Grand Cape Mount/Bomi and Grand Bassa counties (with interventions in areas where Women VSLAs , Rural Women Structure, Peace huts and other community-based peace building structures exist including areas prone to violence as a result of extractive activities and or Large scale agricultural use of Natural Resources and Land)
Project Description: The <i>“Strengthening Women’s Rights and Participation in Peacebuilding”</i> Project will build on the gains of the work already undertaken by	Total Project Cost: US\$449,888.32 Peacebuilding Fund: US\$449,888.32 Other: USD 0

<p>both UN Women and Liberia's Ministry of Gender, Children & Social Protection in building peace and promoting prosperity to support women's rights and participation in peacebuilding by reaching approximately 1,150 rural and most vulnerable women at the grass-root level across 5 Counties; Gbarpolu, Capemount/Bomi, Grand Bassa, Grand Gedeh and Sinoe and with the relevant skills to participate in peacebuilding processes and the exercising of their constitutional rights as well as establishing their linkages with other existing peace building structures, the local governance structure including the concession holders, the Concession regulatory institutions as well as for the prevention and management of conflicts in extractive communities. The Project will target the women in ongoing capacity building and strategic networking between the women groups and other existing functional peace huts to create a foundation for the emergence of a network of mutually supportive women-led and gender responsive community-based mechanisms in each of the 5 counties targeted by the project. These women will be engaged and their skills developed to become conflict managers in these extractive communities so they can proactively and positively engage communities, authorities and other stakeholders to demand for delivery of services; NR investment dividends and other social services will result in enhanced social cohesion and building of trust among communities, concessions as well as concretize the legitimacy of governments, thus making a critical contribution to the peacebuilding process in Liberia.</p>	<p>2016 Proposed Project Start Date: 1st December, Proposed Project End Date: 31st May 2018 Total duration (in months)¹: 18 months</p>
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IRF PROJECT DOCUMENT

(for IRF-funded projects)

<p>Recipient Organization</p> <p>Name of Representative: Mrs. Deola O. Fancha</p> <p>Signature: </p> <p>Name of Agency: EDUCARE Liberia</p> <p>Date & Seal: 11/14/16</p>	<p>Representative of National Authorities</p> <p>Name of Government Counterpart: Hon. Henrique F. Tokpa, Ph.D.</p> <p>Signature: </p> <p>Title: Minister, Ministry of Internal Affairs</p> <p>Date & Seal: 16 Nov. 2016 </p>
<p>Peacebuilding Support Office (PBSO)</p> <p>Name of Representative: Oscar Hernandez-Taranco, Assistant Secretary General for Peacebuilding</p> <p>Signature: </p> <p>6 Dec 2016</p> <p>Peacebuilding Support Office, NY</p> <p>Date & Seal:</p>	<p>Resident Coordinator (RC)</p> <p>Name of Representative: Mr. El Hillo Yacoub, PSRSG/RC</p> <p>Signature: </p> <p>Resident Coordinator's Office, UN Liberia</p> <p>Date & Seal: 16/11/2016</p>
<p>Managing Agent</p> <p>Name of Representative:</p> <p>Signature:</p> <p>UNOPS, NY</p> <p>Date & Seal:</p>	

Gender Marker Score²: 3

Score 3 for projects that have gender equality as a principal objective.

Score 2 for projects that have gender equality as a significant objective.

Score 1 for projects that will contribute in some way to gender equality, but not significantly.

Outcome 1: Communal Conflicts including disputes as a result of natural resource management are reduced thus removing obstacles to sustainable National Recovery within the 23 communities.

PBF Focus Areas³

Promote coexistence and peaceful resolution of conflicts (Priority Area 2): (2.1) National reconciliation; (2.2) Democratic Governance; and (2.3) Conflict prevention/management

² PBSO monitors the inclusion of gender equality and women's empowerment all PBF projects, in line with SC Resolutions 1325, 1888, 1889, 1960 and 2122, and as mandated by the Secretary-General in his Seven-Point Action Plan on Gender Responsive Peacebuilding.

³ PBF Focus Areas are:

1: Support the implementation of peace agreements and political dialogue (Priority Area 1):

(1.1) SSR, (1.2) RoL; (1.3) DDR; (1.4) Political Dialogue;

2: Promote coexistence and peaceful resolution of conflicts (Priority Area 2):

(2.1) National reconciliation; (2.2) Democratic Governance; (2.3) Conflict prevention/management;

3: Revitalise the economy and generate immediate peace dividends (Priority Area 3);

(3.1) Employment; (3.2) Equitable access to social services

4) (Re)-establish essential administrative services (Priority Area 4)

(4.1) Strengthening of essential national state capacity; (4.2) extension of state authority/local administration; (4.3) Governance of peacebuilding resources (including JSC/ PBF Secretariats)

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Annex A: Project Summary (to be submitted as a word document to MPTF-Office)

Annex B: Project Results Framework

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PROJECT COMPONENTS:

I. Peacebuilding Context and Rationale for PBF support

Peacebuilding context:

- a) **Context/Situational analysis:** In 2000, the Security Council adopted the ground-breaking resolution 1325⁴ on Women, Peace and Security; the first to link women's experiences of conflict to the international peace and security agenda. It focused on the disproportionate impact of conflict on women, and called for their engagement in conflict resolution and peacebuilding. Generally the Liberia government has continued to scale up efforts on peacebuilding focusing on several security sector reforms including the rule of law while exploring feasibility and modalities for building and strengthening national infrastructures for peace and establishing linkages and synergies in conflict prevention. However despite progress in the last 16 years, women's perspectives have continued to be underrepresented in conflict prevention, resolution, protection and peacebuilding. Progress made at the normative and policy levels has not been translated into significant improvements in the lives of women and girls in Liberia. Despite the wide range of initiatives launched by the Government with support from multi-donor partners for integrating gender-responsive governance and peacebuilding in the development agenda, women voice and agencies are still under-represented.

Looking specifically at the concession communities as the development of Liberia's natural wealth intensifies; the questions of persistent gender inequality, sustainable rural livelihoods and long-term security of access to natural resources as both a ⁵civil right and a public service concern is important. At the minimum the capacity of rural women to maintain the local food economy must be preserved and enhanced, as must their ability to make informed decisions regarding the sustainable exploitation of natural resources in their communities.

According to the Liberia's Poverty Reduction Strategy (Government of Liberia 2008), unequal access to and ownership of land and other resources have contributed significantly to economic and political inequities throughout Liberia's history, and have exacerbated tensions and conflict." Natural resource management is therefore very important for Liberia's sustained peace. Access to NR is both a public service and a civil rights issue. The management of natural resources goes hand in hand with good land management, restoration of the resource base and protection of the environment, to meet the needs of present and future generations. Liberia currently has one of the highest land concession rates in Africa. Reports puts the total land allocated to "rubber, oil palm and forestry concessions at approximately 25% of the country". These developments could become a steep price to pay for the promised benefits of revenue and employment, as the portion of land managed by rural Liberians decreases. If community engagement around land use decisions is not integrated systemically into government policy, the resulting societal tensions could be trigger points for local grievances, conflict and violence.

In Liberia, producers of palm oil for example have in principle access to over 622 thousand hectares and an average market capitalization of US\$8.2 billion. There are four main concession agreements at the moment with a total investment of about USD 2.56 Billion. Sime Darby in Capemount/Bomi, GVL in Sinoe, Equitorial Palm Oil in Grand Bassa and Decoris Oil Palm Plantation in Maryland with a very large scale of plantation plans. In Liberia, the sector's immediate expansion has so far been through plantation-scale production. The intensive

⁴ UN Security Council Report – Cross Cutting Report 2012

⁵ The United States Department of Agriculture for instance, has a dedicated department that addresses civil rights.

processes of palm oil production tends to reduce freshwater and soil quality, and adversely affects those local communities dependent on ecosystem products (such as food and medicines) and ecosystem services (such as regulation of the hydrological cycle and soil protection) provided by the forests. The plantation model also potentially excludes other supply models that might allow small scale farmers to incorporate cash cropping with food production, arguably a model that enables women to compete and capture a share of the value through their own choice and farming decisions. The extractive industries and all other large-scale uses of land for the extraction of non-renewable materials must ensure that women are able to participate in decisions around land use and natural resource management, and that the distribution of revenue from these natural resources benefit men and women equally.

Why Women?

Though women might not recognize the direct links between their day-to-day farming practices, deforestation and long term water sources and natural resource management,⁶ their traditional role in farming and food security, energy sourcing, forest harvesting, fisheries and waste management and sanitation demands the following;

- The proactive contribution of women in defining and implementing solutions in the face of increasing demands on natural resources, growing population and the challenges of climate change, and the risks of potential violence triggered by natural resources must be enhanced.
- The understanding of women's roles in the correction of gender imbalances in land holding and use through positive participation and demand for the deconstructing, reconstructing and reconceptualising of existing rules of property in land under both customary and statutory law in ways that strengthen their access and control of land while respecting family and other social networks must be ensured.
- The mobilization and organisation of rural and urban women to improve their situation, influence policy and realise their rights must be supported.

Because of the serious impact that the usage of natural resources have on women directly and the reality that traditional decision-making behaviors continue to be extended into decision making around NRM where only the voices of men are heard, women must be motivated appropriately to become leaders and drivers of transparent and fair management of resources in their communities. By building their capacity for engagement around natural resources and land management, supporting them to engage in dialogues, have their voices raised and heard on these issues that affect them directly, they will work to ensure that the benefits from extractive processes as well as the usage of land would be fairly shared in order to mitigate risks of crisis and violence in these concessions areas. Targeting women as entry points for the protection of their rights within community land documentation processes will not only enhance their status to have equal standing with men as decision-makers and stakeholders, but also provide practical ways forward for the empowerment of rural communities to manage change, protect and promote nature-based livelihoods and their landscapes.

⁶ The UN Women Liberia Gender and Natural Resource Management Study of 2014 titled; *Taking the Long View; Sustaining Community Wealth through Gender Sensitive Natural Resource Management*.

The “*Strengthening Women’s Rights and Participation in Peacebuilding*” project is designed to support women in targeted concessions to get involved and participate meaningfully in the demand of their rights to Natural Resources. The project will;

- Provide capacity building for women’s awareness, confidence and leadership.
- Provide support to and facilitate / mediate context-specific and community-based dialogue that brings out women’s voices and prevents potential conflicts over natural resources in the community. This will be activated and facilitated on a case by case basis.
- Work with stakeholders to consider best practices and alternative community-based NRM models such as Common Pool Regimes while enabling women to articulate their rights and perspectives.
- Enable rural women to develop common understanding to protect and secure public commons and access to natural resources and prevent and mediate conflicts over the use of those resources.
- Support women as mediators to empower community, facilitate dialogue, work with media, sensitize and educate stakeholders including politicians.
- Build women inclusiveness as well as community cohesiveness, values and a spirit of cooperation.
- Work closely with women in their local communities to build NRM systems from the bottom-up to ensure long term tenure security.

The project will also engage stakeholders; government, concessions to ensure that;

- Land and natural resource entitlements for the rural population, and especially for rural women are accounted for by Government policymakers and interlocutors
- Support the process of policymaker’s review of national land and NR policies ensuring a deliberate gender focus within the cultural context of common property, community rights and community responsibilities.
- Advocate that the process of drafting and revising community rules for land and natural resource management opens up space for women’s engagement and decision making.
- Advocate for the creation and enforcement of laws and policies that protect the public commons outside of the formal land ‘market’
- Work with stakeholders to develop a high degree of mutual trust and collaboration
- Serve as the representative interlocutors between government, concessions and rural communities.
- Advocate for the respect and sensitivity to diversity of opinion and voice at the local levels.
- Support the women’s leadership and capacity to articulate their voice as well as echoing and magnifying it
- Provide awareness at all levels including within government itself to build understanding of issues.
- Support communities to identify and acknowledge select investment partners who meet best practice in social, environmental and human rights safeguards

The project will make deliberate alliance and collaboration with the **Liberia Extractive Industries Transparency Initiative (LEITI)**. The LEITI is a tripartite partnership, referred to as the Multi-stakeholders Steering Group (MSG) and consists of representatives of the Government of Liberia, civil society organizations, the private sector and Liberia’s development partners. It was established on 10 July 2009 by the Government of Liberia in collaboration with civil societies and

extractive Companies. The mandate of the LEITI consists of regular disclosure, audit/reconciliation, publication and broad dissemination of:

- i. all material payments made by oil, mining, agriculture and forestry sectors to the Government, and
- ii. all material revenues received by the Government from the above-mentioned sectors.

The general objective of LEITI is to assist in ensuring that all benefits due the Government and people of Liberia on account, of the exploitation and/or extraction of the country's minerals and other resources are;

- i. verifiably paid or provided;
- ii. duly accounted for; and
- iii. prudently utilized for the benefits of all Liberians and on the basis of equity and sustainability.

This agency of Government was established as a mediating agency to play an important role in empowering civil society, especially community-based organizations. LEITI needs to ensure that information is made public easily and quickly, it should produce simplified versions of concession contract agreements so that CSOs can easily understand and disseminate the terms of the agreement through the community, especially where the potential of conflict are apparent. EDUCARE will under this project partner with LEITI by publicizing clear, understandable synopses, across, for example, local radio networks and inviting and facilitating community feedback.

b) Rationale for this IRF:

Generally, women's absence from critical decision making processes, which determine power distribution, wealth sharing patterns, social development priorities, and approaches to reparation and justice, can have devastating consequences for women's capacity to engage in recovery, ensure their peace and security as well as the consolidation of democracy. When women are marginalized or absent, their peace are hindered and reconciliation efforts delayed. Since Peacebuilding is only effective and sustainable when it fosters equitable socio-economic development, accountable and transparent governance, impartial justice and true security for all citizens, women's capacity to constructive engagement for inclusiveness will serve to ensure that their voice is heard in a manner that positively demand and ensure change and progress. Furthermore, women have a key role to play in mitigating and prevention of conflicts over natural resources that can only be realized if they are fully informed and capacitated on relevant issues.

Strengthening women's rights and addressing barriers to peacebuilding participation is critical to achieving gender equality and female empowerment. This initiative is designed to target women within the existing established women platforms in the target concession communities with leadership capacities to enhance their participation as key stakeholders so they generate a greater demand for justice and improved accountability to their rights especially to NR and land. Because of the clear linkage in the use of Natural Resources including Land and the livelihood of communities with women playing a primary role in the access of these resources, the abilities of women to understand the issues and engage positively will lead to increased community security and peace. The project will help to create a protective environment that enables rural women to protect and secure their rights to natural resources as well as land while building community cohesiveness, values and a spirit of cooperation. It is therefore important that women acquire skills to engage constructively the system and demand for their rights as well as the "right to know" as protected by the Freedom of Information Act Policy.

Building on the past PBF investments undertaken by the UN Women and the GOL to support women's role in peacebuilding and using existing community structures, local conflicts around natural resources management can be resolved peacefully in a manner that supports the coexistence of all relevant actors/groups that are involved in conflicts. These women structures will be able to work through situations without creating new challenges of non-recognition and respect of local cultures and traditions. Directly targeting women groups with the project will further enable them challenge the patriarchal systems, which fortify their exclusion and promote social injustice. The Project will focus on support to women-led community peace building and mediation structures in key concession areas where extractive industries have been installed, and other communities similarly challenged by conflict due to land disputes and natural resource management and/or border issues which are usually marked by a high incidence of gender based violence.

A total of 1150 women across 23 key Concession Communities in 5 Counties: Gbarpolu, Capemount/Bomi, Grand Bassa, Grand Gedeh and Sinoe will be targeted with ongoing capacity building and strategic networking with other existing functional peace huts to create a foundation for the emergence of a network of mutually supportive women-led and gender responsive community-based mechanisms in each of the 5 counties. These women, who are members of community-based women structures and are already working together in Village Savings and Loans Association (VSLA) platforms, will be engaged and their skills developed to become conflict mediators in these extractive communities. Building their capacities to proactively and positively engage communities, authorities and other stakeholders to demand for delivery of services; NR investment dividends and other social services will result in enhanced social cohesion and building of trust among communities, concessions as well as concretize the legitimacy of governments.

Working in Concession Communities

By virtue of the dynamics introduced by concessions in a community ranging from mismatched/unreasonable expectations to perception/reality of lack of fairness in the sharing of concession investments dividends, conflicts and disputes cannot sometimes be avoided or suppressed and this must be seen as a potential obstacle to sustainable development by all parties. Peace-building in these communities must therefore include the promotion of strategies for conflict prevention, targeted at the local level. Common sources of conflicts in Natural Resources Management include the following;

- Disputes over land and resource ownership, e.g. between private and communal land owners;
- Disputes over land boundaries between individuals, groups or communities
- Forest degradation, land and sea problems as a result of extractive work
- Misappropriation or non-transparent use of committed community development funds from concession companies
- Contradictory natural resource needs and values, e.g. between concession resources such as land needs and local livelihood security;
- Disputes arising from differences between the aspirations of community groups and expectations of Concession companies;
- Off-site environmental impacts affecting unintended third-parties.
- Concession companies avoiding compliance and sanctions by threatening to withdraw their investment or by manipulating the courts or government.
- Concession companies avoiding compliance by threatening locals with withdrawal of jobs.

- A general lack of understanding of environmental laws and regulations by industries, including governmental agencies and communities.
- Non-compliance arising from unrealistic requirements for pollution control technology and poor implementation of environmental impact mitigation plans.
- Failure or lack of courts to enforce regulations and/or prolonged legal processes, with the outcome often unsupported by one or more parties.
- Perverse incentive structures for communities promoted by conventional cost-benefit analysis.

The report on a research conducted “Citizen Engagement in Liberia’s Natural Resource Concessions: Improving equity and mitigating conflict Research Report” in April 2016 by the World Bank Justice for the Poor Program/United Nations Development Programme/ United Nations Peace Building Support Office in partnership with the Liberia Ministry of Internal Affairs and the Liberia Land Commission covering 11 concessions in Liberia⁷ came up with concrete steps that can be taken to help shift Liberia’s natural resource economy from sites of contest and conflict to opportunities for shared growth and prosperity.

That report highlighted today’s experience with the concessions economy as been fundamentally shaped by the historical legacies of the pre-civil war and civil war periods. Before the war, Liberia was characterized by ‘growth without development’ – export led growth on the back of land expropriation and labor exploitation – resulting in high levels of inequality and exclusion of the rural population from economic benefits. During the war, illegal logging, rubber and diamond mining financed armed conflict and deepened tensions, disrupting livelihoods and cultural sites, displacing communities and perpetuating abuses by militias and private firms.

However since 2004, the government has taken significant steps to develop its natural resource economy to benefit Liberians, in ways that break from past patterns of exploitation and exclusion. This has included a suite of broadly praised legislation, and the creation of several new institutions aimed at improving governance and transparency of natural resource management. These efforts have enabled Liberia to attract \$16 billion in FDI including significant investments in infrastructure and local development, with projections that this would bring up to \$2 billion in revenues and taxes over 10 years and 100,000 jobs.

Despite these efforts, Liberia like all other resource abundant developing country is experiencing the challenge of ensuring that the benefits of natural resource investments are delivered, while managing the negative impacts as realistic development dividends are far more limited and concessions are increasingly the sites of unrest. The situation is made worse by the broader economic downturn generated by the Ebola Virus Disease epidemic in 2014-2015, alongside the decline in global commodity prices (affecting everything from minerals to rubber to palm oil).

The Liberia’s concessions in the Forestry, Mining and Agriculture sectors have been the sites of dozens of incidents of unrest, including work stoppages and strikes, theft and vandalism, and isolated cases of hostage taking, riots and deaths. This continues to severely tax government as it seeks to resolve each crisis that is incurring losses for concessionaires and further fuelling a recurrent pattern of grievance, escalation and deep mistrust.

⁷ The report on a research conducted Citizen Engagement in Liberia’s Natural Resource Concessions: Improving equity and mitigating conflict Research Report; April 2016 by the World Bank Justice for the Poor Program/United Nations Development Programme/ United Nations Peace Building Support Office in partnership with the Liberia Ministry of Internal Affairs and the Liberia Land Commission

The central finding of the Field Study is that investment in effective and legitimate mechanisms for citizen engagement; the mechanisms through which communities, investors and government press their interests, work out differences and manage tensions is critical to achieving better business and development outcomes.

Of importance in the entire process are delivering on local material and financial benefits, managing negative impacts; promoting local income generation, negotiating the costs and benefits during the institutional arrangements for citizen engagement across the three main stages; making the deal, managing operations and managing revenues. Citizens may be overwhelmingly in favor of investment initially, but over time, the excitement will give way to frustration and grievance in light of unmet expectations and disruptive impacts unless these processes are not ad hoc, inadequate and undermined by competing and vested interests. Which leads to Citizens responding by engaging a variety of strategies to seek redress, which generally produces unsatisfactory results especially in the light of what is seen to be a heavy handed response on the part of government?

The legacies of war and impunity have created an environment where agitation, threats and demands are seen as legitimate ways of expressing grievance. Collective action strategies of some kind, including peaceful demonstrations, road blockages, work stoppages, 'bringing out the devil' and strikes, took place at every concession visited. In some cases these incidents may be captured by politicized interest groups and may escalate into acts of vandalism and violence. Accurate statistics are unavailable, but estimates indicate dozens of incidents of direct action over the last few years, and isolated reports of damage, injury and death.

One of the key structural constraints mentioned in the aforementioned report is the general exclusion of women from local decision making (especially with regards to financial issues) made even worse where it relates to concession/community issues which has seen more significant frustration, leading to near militant calls for justice, voiced amongst women's groups, who feel that they are not only unable to benefit from the presence of concessions, but have no influence over community priorities for development.

This project will therefore support women to engage in conflict management without violence with the main objective of mitigating conflicts brought about by developmental, environmental or demographic pressures from the presence of the concession companies. Women will be provided with dedicated training in conflict management and consensus-building or compromise. Consensus-building seeks to build the capacity of people to develop a dialogue with each other, either directly or indirectly, to find a way forward based on consensus which generates mutual gains for all parties with the minimum of compromise and trade-off. The training will work towards developing a level-playing field, so the community women can participate equitably in a process of consensual negotiation. It will include capacity building for women in conflict analysis, effective communication, negotiation, facilitation and mediation skills. The capacity building will include the clarification of the various acts and policies around land rights and use; Community Rights Law, The Inheritance Law of 2003, National Forest Reform Law (2006), REDDplus (Reducing Emissions from Deforestation, Forest Degradation, and the role of Conservation, Sustainable Management of Forest and the Enhancement of Forest Carbon Stocks), Liberia National Bio-diversity Strategy and Action Plan and the National Land Policy, some of which are pending cabinet approval.

In addition, the project will engage in a level of building the capabilities of the key actors; government, local leadership structures as well as investors to engage through improved institutional arrangements. It is crucial for decision makers to know that during the various

phases of making the deal, managing operations and managing revenues, a number of opportunities to engage citizens and form parameters for the equitable distribution of costs and benefits across the lifecycle of the investment exist. These windows, stakeholder must learn to maximally take advantage of, to prevent and mitigate tension in these communities. These processes are currently underutilized, and tend to be poorly executed, fragmented or exclusionary. Citizen engagement taking place generally tends to be treated as a one-off event rather than a process to be followed throughout the lifecycle of the investment giving rise to mismatched expectations and confusion.

It will support a more systematic public information and consultation fora at the various levels of the investment as well as advocate for the institutionalization of land acquisition practices that provide for informed decisions about livelihood and development opportunities. Provide Information and advisory services to strengthen capabilities of Concession Communities as well as for Investors. Investors are often ill-equipped to understand local land tenure and livelihood systems, the nature of local authority and community structures, leading to poorly managed citizen engagement.

The project will be working with three different but interconnected target groups: rural women including young women (ages 16 to 26); who also need to speak about their own concerns, develop leadership skills and engage in the peace building process, local authorities and institutions as well as Concession companies in the various communities. Considering that addressing the complexity of the many issues of peacebuilding requires working not only with women but also actively engaging with men in addressing the underlying cultural stereotypes which perpetuate exclusion of women and the denial of their rights, a few men will be allowed to form part of the "Concession Community Women Development Structures". There are other benefits to this men inclusion including ensuring the Do No Harm Policy.

Working with vulnerable women and girls: Work by EDUCARE, UN Women and MoGCSP has shown the need for young women to speak about their own concerns, develop leadership skills and engage in the peace building process, therefore there must be a specific outreach to young women and girls in the communities. In addition to this, EDUCARE will intentionally target and identify women who are the: "most vulnerable in these communities.

In general, the concept of vulnerability is defined as a probability of degradation of living conditions. If we understand "vulnerability" as a multidimensional concept based on the potential risk incurred by an individual or a community and the capacities to handle those risks, then those considered vulnerable will be those who fall within the following criteria: susceptibility to sexual and gender based violence, poverty, social and marital status (refugee, married, widowed, single, etc.), age, number of dependents, physical capability and access to resources. The methodology for selection would normally aim to target the inclusion of women who fall within any one or more of the criteria listed above. However, based on the fact that these concession communities were targeted by the 2014/15 PBF Programme implemented with UN Women and her partners including EDUCARE, it is clear that the level of vulnerability have shifted especially with the support that women have continued to receive as a result of the cohesion built by particularly the Village Savings and Loans Scheme implemented in those communities. Still efforts must be made to target and include the most vulnerable to ensure that their perspectives are included and represented in all programming and activities.

That project provided the selected women with economic empowerment with a view to reducing their vulnerabilities thereby raising their voice in speaking out for their rights. This peacebuilding project will be building on what has been done by providing them with actual

peacebuilding skills, as well as supporting them to begin to engage their concession communities and participate actively as mediators and peacebuilders on conflicts around NRM. The fact that they already are mobilized, formed into groups (Village Savings and Loans Associations) means they are already working together, they trust each other and are already supporting each other. They are therefore well pre-positioned to act in the capacity of been “change agents” in their communities.

It is important to note that the target communities that host the concessions are far and hard to access, because of bad roads. Many of them are underdeveloped and very much undeserved by both government and development agencies. Despite the operations of the concession companies, there hasn’t been much improvement in the services these communities enjoy because the concessions tend to limit their community development support to areas that affect their business operations directly.

Working with Local Authorities and Institutions: the project will also support stronger linkages between women groups and other women led community based peace-building initiatives and local authorities with a view toward institutionalizing mechanisms for dialogue and mutual accountability on addressing the enforcement of women’s rights and their access to justice. They will also be linked directly with local governance structures including their legislative caucus as well as local institutions. Their activities will indirectly contribute to strengthening the role and response of regional justice and security hubs, which are also supported by the PBF.⁸ As the hubs work to bring justice closer to the people, the women structure serves as a strong complement to ensure that women have the information and support to not only break the silence, but also become active participants in the process of peace building especially around NR communities.

Working with Companies in Concession: Companies involved in concessional activities; agricultural, extractive or otherwise usually have their agreements signed from the top government structures and many times with the community involvement limited usually at the beginning. Some of assumptions are that communities have no capacity nor skills to understand the intricacies involved and so are left out of the process. Under the best cases, where the national governments have made terms of agreement that are fair and beneficial to the communities, the exclusion of communities in the entire process remains a factor that can potentially lead to crisis and conflicts; a loose-loose situation for both concessions and the communities. It is therefore important that communities learn the simple art of requesting for information through the enforcement of their rights to information as enacted by law. Communities must learn to study and understand the terms that have been agreed upon so as to have the right expectations. Communities must also develop the art of negotiation and positive engagement to make demands to accomplish their goals. The project will build the capacities of women groups in the target communities in the above light as well as support stronger linkages between the women groups and the concession companies for a win-win situation for both concession companies and communities. The engagements will help to foster practices that minimize negative impacts of concessional activities on communities while maximizing the socio-economic benefits from the concession investments and avoid community backlash and violent disturbances in the 23 communities.

⁸ The 2013 JHS study highlighted the importance of creating greater trust in security sector institutions and their ability to respond to the needs of the population. The Peace Huts can catalyze increased demand on security sector institutions through enabling women to speak out on SGBV and benefit from the support of the Peace Hut structure in their quest for justice.

EDUCARE's Intervention for Peacebuilding in Concession communities:

The concessions in Liberia are around Agriculture which involves Palm and Rubber and the Extractive sector which involves Timber, Rock, Iron, Diamonds and Gold mining. Currently majority of the crisis and conflicts are found in the agriculture sector because of the vast land size apportioned for the concessions. The key issues are usually that communities find that they no longer can farm, hunt or scavenge in these lands as before. The initial expectations in terms of jobs for livelihood are unmet or inadequate. Where husbands find jobs, the rest of the family are still left without their former source of livelihood from the land. In the case of both Sime Darby and Golden Veroleum in Capemount/Bomi Counties and the south east region; Maryland and Sinoe, the challenges are all around the conflict of the need for community's access to land and the concession activities. The communities are demanding for land reallocation. According to the communities, they did not realize the implications of the concession agreements they had signed.

The Sime Darby Palm Oil concession have an existing Strategic Partnership Initiative (SPI) constituted by representatives of the company, PACs (elected by their local communities) and Government of Liberia agencies with responsibilities to manage agricultural concessions (Ministry of Agriculture, Ministry of Internal Affairs, Environmental Protection Agency, Ministry of Education and the Land Commission) and a few select civil society groups (Green Advocates and Grand Cape Mount Civil Society) along with invited World Bank, European Union and International Financial Corporation participating as observers, yet there are crisis in the region where they work for many reasons. It is clear that the SPI may only exist in theory and has failed to clearly communicate the terms and conditions of the concessional agreement to the people.

Other key sources of conflicts are usually around the following:

- Existing tribal conflicts aggravated and fueled by concession benefits division; across the country, the issue of tribal affiliation exists and the risk of these festering into full blown crisis varies from county to county. For example we have the Madingo/Lorma in Lofa, the Fanti/kru when it comes to fishing in the south east, the Kru/Sapo also in the south east. Currently, a source of crisis is that there are two tribes; Kru and Sapo in that region. The conflict of who takes position and who gets what has always been an issue. They compete over everything; from sharing of resources to location of infrastructures to which tribe is the person in what position of authority. The implication is that you might find a Kru Man passing out false information about a Sapo man around an issue or vice versa just to foment trouble for the other tribe and hopefully get the position. An example of that is that currently a youth group led by a Kru man is on the rampage to protest on the Land use and the lack of land for livelihood purposes for the community dwellers. These situations are always aggravated by politicians and so it is important that there exist non-partisan and neutral voices explaining issues so communities can make informed decisions.
- Access to management jobs limited by the low level of education and lack of special skills amongst citizens of communities compelling concessions to recruit many times from the capital city; Monrovia people who may not necessarily be of the tribal affiliation of those concession communities.
- The current global downward economic trend forcing concessions to slow down investments and facing possible closure.
- Crisis and conflicts fueled by politicians for personal agendas.
- Workers union frustration and complaints been met by threats of loss of jobs and unsatisfactory working conditions as the case is in GVL where one of the complaints is something as simple as the use of tractors as a means of transport for staff. With the

tractors, the risks of accidents are high and when these accidents happen the staffs are treated as contractors with all health liabilities born by staff and not by company.

Other issues are the perception by citizens that senior government officials along with the local leadership directly benefited from the concession agreements through bribes and that in fact those people have benefits for the life of the concession crafted in to the detriment of benefits for the community.

Regarding the extractive communities and concessions across the country, the issues are diverse and have kept on festering. Generally in artisanal diamond or gold mining communities, there are higher potentials for contribution to gainful employment and increased earnings, but viability is threatened by free-for-all illicit mining. On the part of government, there are technical and financial constraints, an inadequate policy and legal framework on land and environmental management and lack of capacity to enforce regulatory guidelines. There are unmitigated environmental impacts and inequitable sharing of benefits. All these inhibit meaningful contribution of mining to poverty reduction, besides the high risks of crisis and violence breakouts in such communities. The concerns include inadequate tools and credit for local participation, unfair trading practices; gold or diamond theft and corruption; minimal entrepreneurial skills among miners; no objective technical advice; short license durations; transport to mineral authentication offices is difficult and there is a constant threat of dispossession from non-Liberians and large mining companies.

Some of EDUCARE interventions in these cases have involved the following;

- Engagement of communities on their need to preempt and prepare their citizens to meet the human resources needs of concessions. Communities must learn to identify the skills been required by this companies and get their wards or children trained in those areas
- Educating the communities on the standard practices and processes engaged globally by every organization and how strong organization value quality and skills over the sentiments of relationships, politic and or religion if they must grow and communities must also do same if they must grow.
- Very recently the authorities of the Firestone Rubber Plantation announced a reduction in its workforce by 500 employees roughly about 7% of the company's workforce citing on-going significant and unsustainable losses as reason. The company cited "continued low natural rubber prices, high overhead costs associated with the company's concession agreement with the Government of Liberia, low production as a result of the inability to plant during the country's 14-year civil wars, and the country's uncertain business climate as the primary reasons for the continuing financial losses." These layoffs are the first of such broad reductions. EDUCARE's has been providing advisory services to the leadership of Firestone Agricultural Workers' Union of Liberia; FAWUL to engage and negotiate with Firestone on possible way forward to avoid this downward trend and or how it can mitigate its effect on those who are affected by providing them with business and financial management skills before the disbursement of their severance packages.
- Right within Montserrado County where the Liberia Electricity Company is implementing the Mount Coffee Hydro Power Rehabilitation Project targeting production capacity of 80MW, a lot of land has been taken from communities and persons tagged Project Affected Communities/Persons (PAC/PAP) This project implemented has provided both resettlement packages as well as funds for those who are affected by both the construction camp, the reservoir as well as those who are affected by the transmission lines. Because of the provision for possible flood from the Dam in case, there was a need for the dam to be closed such as war or any other unforeseeable crisis, those who are on the likely pathway of the

flow of the dam water have also been relocated. The inhabitants got some new houses built for them besides the support; economic and psychosocial that is been provided for these affected persons. EDUCARE's key role is to witness and attest to these compensations and ensure that communities understand clearly the implications of the project on their lives helping them to think through how to maximize the opportunities that have been provided for their future.

EDUCARE has been doing some skeletal work in addressing several of the various issues. The fact is that there are very few organizations working in this sector and there is so much to do. There is a need for a wholesome and systemic approach to resolve and carry out mediation activities in these communities. This project will provide that opportunity for EDUCARE.

II. Objectives of PBF support and proposed implementation

Scope of services and tasks:

The Strengthening Women's Rights and Participation in Peacebuilding project is designed with the following components:

1. Building the capacity of women to understand available policy around concessions as well as the community land rights, in accordance with the 2013 Land Rights Policy and draft Land Rights Bill currently under parliamentary consideration will provide women a significant opportunity to engage from stronger position concerning land management and use and serve as mediators in conflicts due to concessional agreements and activities: The skills training for women will provide necessary natural resources and land management skills for women as well as young women to engage their community structures, the concessions as well as authorization government structures to mitigate and prevent breakout of crisis as a results of concessions in the communities. The trainings will incorporate leadership skills, negotiation skills, decision making, etc. Other key trainings will include; Advocacy and Non Violent Demand for Remediation, Effective Communication and strategies and Conflict Resolution and Management.
2. Linkage of women structure with relevant bodies including concession companies, government agencies responsible such as the Forestry Division Authority, LEITI, EPA, National Bureau of Concessions, Ministry of Internal Affairs etc. that are existence in their communities. Women linkage will specifically target any Strategic Partnership Initiative (SPI) like the ones established at the Sime Darby Palm Oil concession where it exist. The SPI is a multi-stakeholder mechanism designed to raise and resolve problems collaboratively throughout the life of the investment. It is constituted by representatives of the company, PACs (elected by their local communities) and GoL agencies with responsibilities to manage agricultural concessions (Ministry of Agriculture, Ministry of Internal Affairs, Environmental Protection Agency, Ministry of Education and the Land Commission). Select civil society groups (Green Advocates and Grand Cape Mount Civil Society) also participate as members of the core SPI group, at the invitation of the PACs and the investor. The World Bank, European Union and International Financial Corporation participate as observers. This will also include linkages with existing Trade Unions including Workers Union of Concession Companies. These linkages are to provide opportunity and spaces for all necessary engagements for transparent and fair management of natural resources including land.
3. Provision of support and advisory services for these newly formed "Concession Community Women Development Structures" as well as other existing structures to not only negotiate but amplify their voice for relevant actions from stakeholders and duty bearers.
4. Provide Conflict Mediation Services between Communities and Stakeholders through the provision of support services to stakeholders in information sharing, defining and

managing expectations and communicating same in order to avoid rumor peddling, hearsays, outright lies by detractors.

5. Support Women groups to carry out effective and strategic advocacy, sensitization and awareness raising at community level
6. Establish ICT citizen feedback mechanisms for regular amplifying of Voices of Women and Communities to alert stakeholders using various platforms; smartphones/tablets for data collection, Social Media, traditional Media, etc.
7. Conduct quantitative and qualitative research: baseline and endline surveys as well as qualitative assessments to measure outcomes of the peacebuilding project as well document lessons learnt and program for future interventions. A database would be created to track and map issues/feedbacks around concessions reported by women structure in the 23 communities.

In addition to these key activities, EDUCARE will conduct a Sensitization, mobilization, and assessment of 23 beneficiaries communities, build the capacity of women through the conduct of a facilitation and animation skills for 23 peer trainers (1 from each of the 23 twenty three communities) who will then provide a 2 weeks each of intensive training to 1,150 women & girls (50 in each community) in peace-building around Natural resource Management in the 5 target counties; Gbarpolu, Grand Bassa, Grand Gedeh, Sinoe and Capemount/ Bomi. She will also create a database to track and map issues around concessions reported by women structure in the 23 communities while coordinating, supervising and monitor all these activities in the communities to ensure quality and impact. EDUCARE will ensure to report periodically on project activities and accomplishments based on terms of contract and agreement signed for the project.

The peacebuilding project will be implemented in a total of 23 communities in Grand Bassa, Capemount/Bomi, Gbarpolu, Sinoe and Grand Gedeh Counties. Details of beneficiary's allocation are provided in the table below:

County	Assigned District/Community	No. of Beneficiaries	Name of Concession in the Community
Bomi/Capemount			
1	Golodee Town	50	Sime Darby - Palm Plantation
2	Malema Town	50	Aureus Mining Inc. - Gold Mining
3	Kinjor	50	Medina Rock Crusher - Rock Mining
4	Wangekor, Garwular	50	Western Clusters- Iron Ore Mining
5	Senii Town	50	Bea Mountain - Gold and Diamond Mining
			Sun Yeun, Bassa Timber and B&V - Logging
Gbarpolu			
1	Belle Yalla	50	Earth Resources - Gold and Diamond Mining
2	Fassama Town	50	Belleh Resources - Gold and Diamond Mining

3	Henry Town	50	Alpha Logging - Logging
4	Weasua Town	50	B&V - Logging
			Bargor & Bargor - Logging
Grand Bassa			
1	Dabbah Town	50	Arcelor Mittal - Iron Ore Mining
2	Gio Town	50	Equitorial Palm Plantation
3	Qwarkpojlian	50	Mandra Logging and others - Logging
4	Tarr Town	50	Liberia Agriculture Company - Rubber Plantation
Grand Gedeh			
1	Bartehjam	50	BHP Billiton - Iron Ore Mining
2	Duo /KarlørwlehTown	50	Euro Liberia Logging - Logging
3	Tiama Town	50	Putu Iron Ore - Iron Ore Mining
4	Tuzon	50	AmLib - Gold Mining
5	Ziah Town	50	
Sinoe			
1	Butaw Compound	50	Golden Veroleum - Palm Plantation
2	Sunshine	50	Atlantic Resource - Logging
3	Tuzon	50	Euro Liberia Logging - Logging
4	Money Camp	50	Thunderbird - Gold and Diamond Mining
5	Sanguin	50	Liberia Forest Product - Palm Plantation
		1150	
<i>*These communities have been provisionally identified based on the previous economic empowerment intervention provided in the previous PBF project by UN Women and EDUCARE and will only change if rapid assessments provided reports that show contrary. Please note that locations of Concessions are not in order of communities.</i>			

a) Project outcomes, theory of change, activities, targets and sequencing:

The goal of this project is to ensure greater participation of women in peacebuilding and post-conflict planning particularly in concession and extractive communities through the enhancement of leadership capacities of rural women as key stakeholders in generating a greater demand for improved accountability and management of Natural resources and land in Liberia.

Project Outcomes:

The initiative will contribute to the following peacebuilding outcome: Communal Conflicts including disputes as a result of natural resource management are reduced thus removing obstacles to sustainable National Recovery within the 23 communities.

Project Outputs:

Some of the project outputs include the following:

Output 1.1: Increased Women's knowledge and capacity to demand respect of their rights, engage in effective advocacy and community conflict mediation in the management of disputes around the use of natural resources and land in the 23 selected communities.

Output 1.2: Established Concession Community Women Development Structures are linked to stakeholders and engage in dialogues to negotiate issues around natural resource management including land use in the 23 target communities.

Output 1.3: Support and advisory services as well as Conflict Mediation Services are provided for the Concession Community Development Structures as well as the Concessions.

Output 1.4: Women groups carry out effective advocacy, sensitization and awareness raising at community level and their Voices are heard on issues around Natural Resources in the 23 target communities

In order to advance towards the overall goal of the project, the capacity and coordination of the existing rural women structures in the counties will be strengthened, and regular spaces for dialogue with relevant structures including the government structures at County level, Environmental Protection Agency (EPA), LEITI, National Bureau of Concessions, as well as Concession Companies will be established in collaboration with the Ministry of Internal Affairs as well as the Ministry of Gender, Children and Social Welfare. Some of the direct activities will include the following:

By strengthening community-based structures and traditional mechanisms for conflict resolution, citizens will access fair and appropriate interventions reducing the tendencies to resort to violent and extra-legal actions in settling disputes. Inclusion of all relevant parties/actors particularly women within the community leads to better understanding of issues and thus greater trust and confidence in the local and national institutions.

Theory of Change Statement:

Strengthening Women's Rights and Participation in Peacebuilding project builds on the theory that if women are empowered to engage in mediation and policy dialogue around natural resource concession, they will have the necessary skills and confidence to demand change in the face of obstacles ranging from discrimination, ignorance and poverty to engage and participate in all processes of development including peacebuilding at the community, sub-national and national levels leading to a reduction in conflict around natural resources.

Through an integrated capacity building strategy which provides women with relevant information, builds their confidence and enhance their engagement skills and the raising of their voices, they will become recognized actors and strong constituency for building peace in their communities. Once women realize their stake in the development sphere and the risk they run when they stay away, they will increasingly seek to participate in decision making processes and demand institutions of authorities to be more accountable and transparent in delivering social services that are impactful, sustainable and gender inclusive.

Implementation approach

Since the target communities have received support for some economic empowerment initiatives, a quick assessment of the communities will be carried out to highlight the current security needs and to build ownership for working together to establish a dedicated women's

space to address these needs and engage with local authorities. This will also be facilitated by the participation of women leaders from existing peace huts to share their experiences and the results achieved and to define their road map to move forward. Special attention will be paid to ensure effective communication with men/partners/family members and gain their support for this initiative. This evaluation survey will be initiated in the communities where the baseline will be established against which progress in these communities will be measured.

In parallel, EDUCARE in collaboration with the Ministry of Gender, Children and Social protection as well as the Ministry of Internal Affairs will identify key capacity building needs and opportunities for building stronger linkages with the existing network of Peace Huts. Capacity building will focus on training on key themes as well as providing mentoring by Leaders from existing Peace Huts and support peer learning and exchange with new emerging structures in the concession areas.

Sequencing of capacity building initiatives will be structured in a way which will enable women to develop new skills and have the opportunity to begin to put them to use following the training- therefore consolidating the appropriation of these skills through application. Continued mentoring as well as an ongoing focus on building leadership skills, will further consolidate women's confidence in themselves and their ability to engage with other actors in their community in addressing their concerns.

As women begin to gain their confidence, outreach to other actors will begin through engaging with community leadership structures, concession companies as well as other government agencies responsive for management of land extractive activities such as EPA, National Bureau of Concessions, LEITI, Ministry of Internal Affairs, etc. in their communities.

The establishment of mechanisms for information collection as well as dissemination of Information around grievances and redress, records of success stories and accomplishment as well as data collection of happenings/facts for feedbacks for stakeholders will be the third component and will be launched progressively based on the dynamics and readiness of women to clearly identify the issues and formulate recommendations to addressing the obstacles to women's rights and access to natural resources management and land.

Budget:

Table 2: Project Activity Budget

Outcome/ Output number	Output name	UN budget category (see table below for list of categories)	Output budget by RO	Budget	Any remarks (e.g. on types of inputs provided or budget justification)
Outcome 1: Communal Conflicts including disputes as a result on natural resource management are reduced thus removing obstacles to sustainable National Recovery within the 23 communities.					
Output 1.1:	Increased Women's knowledge and capacity to demand respect of their rights, engage in effective advocacy and community conflict mediation in the management of disputes around the use of natural resources and land in the	Staff and other personnel	Direct Project and Support Staff	\$17,187.50	
		Supplies, Commodities, Materials	Community Level Training Materials and Supplies	\$4,894.75	
		Equipment, Vehicles, and Furniture (including Depreciation)	Project Vehicle for Project Coordination and Monitoring	\$9,000.00	

	23 selected communities.	Contractual Services	Training and Meeting Venue Rentals	\$11,500.00	
			Evaluation Surveys and Reporting (for all components)	\$6,250.00	
			Legal Services Retainership (consultation services)	\$750.00	
			Curriculum Development, Testing and Printing for the Communities	\$4,500.00	
			Capturing, documentation and publications of concrete achievements and success stories.	\$1,125.00	
			Media coverage; (Electronics, Print, Communications, Webpage, Social Media)	\$875.00	
		Travel	Travel for mobilization, assessment, monitoring and mentoring in the counties	\$15,685.00	
		General Operating and other Direct Costs	Community Engagement, Assessment and Mobilization in 23 Communities	\$575.00	
			Capacity Building of Women for Effective Engagement	\$101,516.00	
			Facilitators/Animators (peer groups) Monthly Stipends	\$7,187.50	
		Sub Total		\$181,045.75	
Output 1.2:	Established Concession Community Women Development Structures are linked to stakeholders and engage in dialogues to negotiate issues around natural resource management including land use in the 23 target communities.B3	Staff and other personnel	Direct Project and Support Staff	\$17,187.50	
		Supplies, Commodities, Materials	Community Level Training Materials and Supplies	\$4,894.75	
		Equipment, Vehicles, and Furniture (including Depreciation)	Project Vehicle for Project Coordination and Monitoring	\$9,000.00	
		Contractual Services	Evaluation Surveys and Reporting (for all components)	\$6,250.00	
			Legal Services Retainership	\$750.00	

			(consultation services)		
			Capturing, documentation and publications of concrete achievements and success stories.	\$1,125.00	
			Media coverage; (Electronics, Print, Communications, Webpage, Social Media)	\$875.00	
		Travel	Travel for mobilization, assessment, monitoring and mentoring in the counties	\$15,685.00	
		General Operating and other Direct Costs	Community Engagement, Assessment and Mobilization in 23 Communities	\$575.00	
			Capacity Building of Women for Effective Engagement	\$56,830.00	
			Facilitators/Animators (peer groups) Monthly Stipends	\$7,187.50	
		Sub Total		\$120,359.75	
Output 1.3:	Support and advisory services as well as Conflict Mediation Services are provided for the Concession Community Development Structures as well as the Concessions.	Staff and other personnel	Direct Project and Support Staff	\$17,187.50	
		Supplies, Commodities, Materials	Community Level Training Materials and Supplies	\$4,894.75	
		Equipment, Vehicles, and Furniture (including Depreciation)	Project Vehicle for Project Coordination and Monitoring	\$9,000.00	
		Contractual Services	Evaluation Surveys and Reporting (for all components)	\$6,250.00	
			Legal Services Retainership (consultation services)	\$750.00	
			Capturing, documentation and publications of concrete achievements and success stories.	\$1,125.00	
			Media coverage; (Electronics, Print, Communications, Webpage, Social	\$875.00	

			Media)		
		Travel	Travel for mobilization, assessment, monitoring and mentoring in the counties	\$15,685.00	
		General Operating and other Direct Costs	Community Engagement, Assessment and Mobilization in 23 Communities	\$575.00	
			Facilitators/Animators (peer groups) Monthly Stipends	\$7,187.50	
		Sub Total		\$63,529.75	
Output 1.4:	Women groups carry out effective advocacy, sensitization and awareness raising at community level and their Voices are heard on issues around Natural Resources in the 23 target communities	Staff and other personnel	Direct Project and Support Staff	\$17,187.50	
		Supplies, Commodities, Materials	Community Level Training Materials and Supplies	\$4,894.75	
		Equipment, Vehicles, and Furniture (including Depreciation)	Project Vehicle for Project Coordination and Monitoring	\$9,000.00	
		Contractual Services	Evaluation Surveys and Reporting (for all components)	\$6,250.00	
			Legal Services Retainership (consultation services)	\$750.00	
			Capturing, documentation and publications of concrete achievements and success stories.	\$1,125.00	
			Media coverage; (Electronics, Print, Communications, Webpage, Social Media)	\$875.00	
		Travel	Travel for mobilization, assessment, monitoring and mentoring in the counties	\$15,685.00	
		General Operating and other Direct Costs	Community Engagement, Assessment and Mobilization in 23 Communities	\$575.00	

		Facilitators/Animators (peer groups) Monthly Stipends	\$7,187.50	
		Sub Total	\$63,529.75	
		Total Project Costs	\$428,465.00	
		Indirect Support Costs	\$0.05	
		TOTAL COST	\$449,888.25	

Table 3: Project budget by UN categories

PBF PROJECT BUDGET			
CATEGORIES	Amount Recipient Organization - EDUCARE	Amount Recipient Organization	TOTAL
1. Staff and other personnel	\$68,750.00		\$68,750.00
2. Supplies, Commodities, Materials	\$19,579.00		\$19,579.00
3. Equipment, Vehicles, and Furniture (including Depreciation)	\$36,000.00		\$36,000.00
4. Contractual services	\$52,000.00		\$52,000.00
5. Travel	\$62,740.00		\$62,740.00
6. Transfers and Grants to Counterparts	\$0.00		\$0.00
7. General Operating and other Direct Costs	\$189,396.00		\$189,396.00
Sub-Total Project Costs	\$428,465.00		\$428,465.00
8. Indirect Support Costs*	\$21,423.25		\$21,423.25
TOTAL	\$449,888.25		\$449,888.25

Capacity of RO(s) and implementing partners:

EDUCARE is duly registered under the laws of the Republic of Liberia with all the relevant ministries, especially the Ministry of Planning and Economic Affairs and has worked and collaborated with several governmental agencies such as the Ministry of Gender, Children and Social protection, Ministry of Education, Ministry of Commerce, etc. on several projects.

EDUCARE'S broad experience arises from its implementation focus and its ability to plan, negotiate and evaluate demanding projects; it therefore has a wealth of experience to offer especially in the areas of Organizational Development & Institutional Capacity Building, Women involvement and participation in Development, Women Peace and security and vast experience leading several Sensitization, Counseling and Advocacy campaigns on national developmental issues. This has led to strong skills in providing leadership and guidance at community level that helps to equip beneficiary communities for the maximization of the benefits of their projects. Her vast experience mobilizing beneficiaries about the objectives of their projects and inspiring a strong appreciation of their obligations and responsibilities regarding the project implementation has led to several impactful projects in several communities across the country.

Under the Ministry of Gender, Children and Social Protection, EDUCARE partnered with the International Rescue Committee; IRC on the Economic Empowerment for Adolescent Girls and Young Women (EPAG) project. This project by the end of this fourth round would have impacted almost 5,000 adolescent Girls and Young Women in Liberia. She has also worked on several Joint Programmes of the Government of Liberia and the United Nations. Some examples are the JP GEWEE which served almost 2,000 market women in over 40 markets within Montserrado County and five other counties including Bong, Grand Bassa, Nimba, Margibi and Capemount Counties, the JP RWEE; a rural women economic empowerment programme targeting over 2000 women.

She recently partnered with the UN Women to work with Women in Concessional areas as well as members of the Association of Women in Cross Border Trade under the UN Peace Building Project. That project served 4,000 women from 39 communities across 9 counties. The project focused on women's peace and security and worked directly to support the implementation of UNSCR 1325 and subsequent resolutions.

One of EDUCARE's most recent Peacebuilding Project is the Liberia Electricity Company (LEC) Project Affected Person Resettlement Project. The Liberia Electricity Company Mount Coffee Hydro-power Rehabilitation Project targeting production capacity of 80MW upon completion began work and had to resettle residents of communities that are affected by the project called Project Affected Persons (PAP). In order to do this, LEC engaged EDUCARE as a civil society organization to support the process by been a witness to the resettlement process. This project gave us an opportunity to work in a tripartite process involving the Government, on one hand and the Company rehabilitating the dam for generation of electricity and the affected communities on the other hand.

The Mt. Coffee project developed two Resettlement Action Plans (RAPs) which identified all affected persons and the amount of compensation due to them: one for the main project area, which comprises the construction camp and the reservoir, and one for the two transmission lines between the Mt. Coffee plant and the LEC substations at Bushrod and Paynesville. EDUCARE's task was to witness and attest to the compensation of project affected individuals and ensure the compliance of payments with the Resettlement Action Plan (RAP) and also attest to the compliance of the individual disbursements with the compensation agreements and also attest to the PAPs provision of replacement land and provide clarifications and mediation services as may become necessary from time to time.

Her partnership with USAID-DAI worked with farming women to form them into groups, support a healthy group dynamics development. The project concluded in the formation of over 375 women groups whose capacities were built in organization development, leadership training, conflict resolutions, public speaking, negotiation skills as well as effective communication. This project targeted rural women farmers in across 6 counties; Grand Bassa, Nimba, Bong, Margibi, Montserrado and Lofa County.

EDUCARE's Management Capabilities

EDUCARE places a lot of emphasis on monitoring and therefore reporting is made easy. Once the monitoring tools have been well developed to capture key activities and their results, compiling them into a report is very easy. EDUCARE team works well together to compile the detailed reports ensuring that the linkages are clear and the actual reality is presented.

EDUCARE's Finance and Procurement Capability

EDUCARE has a proven record of sound financial management and strong procurement oversight. It has successfully implemented more than Two Million United States Dollars (\$2,000,000US) in funded contracts locally. EDUCARE has worked on projects funded by practically all of the major Bilateral Agencies including the USAID, the EU and the World Bank. She is therefore comfortable with

working with templates for various aspects of a project design, implementation and reporting. All program policies and procedures conform to internationally acceptable accounting standards and EDUCARE's own financial regulations. Her robust procurement system allows her to maintain a balance between rapid order fulfillment and sound, transparent procedures as clearly defined in her Logistics Manual Procurement Section.

EDUCARE Overall Governance and Operating Structures

The Board of Directors works to ensure that EDUCARE fulfills the mission for which it is setup for through bringing accountability and support in the running of the organization. The Board has the sole responsibility of interpreting the Constitution and Bylaws and is responsible for developing and implementing operational policies and guidelines for the organization. They set the direction and ensure compliance by the management body.

Table 4: Overview of RO funding in the country

	RO 1: EDUCARE, Liberia	Key Source of Funding (government, donor etc.)	Annual Regular Budget in \$	Annual emergency budget (e.g. CAP)
Previous calendar year; 2015				
1	Sisters of Success Program	International Rescue Committee (IRC)	\$80,000.00	\$8,000.00
2	VSLAs formation an training for FED's Farmers groups in 6 Counties of Liberia	DAI-FED (USAID)	\$412,108.40	\$41,210.84
3	Peace Building Project for Women	UN Women	\$562,057.10	\$56,205.71
4	Enterprise Development and Support Projects for over 25 Farming Cooperatives involved in Rice, Cassava, Plantain, Vegetables Value Chain and Fisheries Development	USADF	\$351,656.00	\$351,656.00
5	Joint Project Rural Women Economic Empowerment	UN Women	\$154,000.00	\$15,400.00
6	DRC Literacy Training for Adolescent Girls in Border Town of Liberia and Ivory Coast	DRC, Liberia	\$78,360.00	\$7,836.00
7	LEC PIU Unit	LEC - PIU	\$154,000.00	\$15,400.00
Current calendar year; 2016				
8	Economic Empowerment of Adolescent Girls and Young Women - EPAG Round 4	Ministry of Gender, Children and Social Welfare	\$565,000.00	\$28,250.00
9	Enterprise Development and Support Projects for over 25 Farming Cooperatives involved in Rice, Cassava, Plantain, Vegetables Value Chain and Fisheries Development	USADF	\$350,133.00	\$350,133.00

○ **Management and coordination**

Project Management:

EDUCARE will be responsible to coordinate and implement the project as the recipient organization for this project and as such, will be accountable for its overall implementation and results. EDUCARE will establish a project implementation committee which will work in full collaboration with the PBSO as well as the Ministry of Internal affairs and the Ministry of Gender, Children and Social Protection at both County and National Levels. The implementation unit will include the Project Manager, an M&E officer, a Communication Officer as well as a team of Operations Staff; Finance Officer, Admin/Logistic Officers, a full time driver as well as a total of 23 Facilitators/Animators with 1 assigned as facilitator per community. Each County will also have an assigned field supervisor whose job will be to provide additional technical support to the facilitators/animators in each of the counties. The Project coordinator will have the oversight responsibility to implement the project and ensure reporting, monitoring and coordination with the field team including the women groups who have become peace agents. The Ministry of Gender, Children and Social protection and the Ministry of Internal Affairs particularly at county level will be a key element in the successful implementation of the project. They will work in collaboration with EDUCARE to provide ongoing monitoring and support to the women groups in carrying out their activities in peace building, and conflict management and resolution.

Overall coordination and implementation of the project will be managed the Project Manager, reporting directly to EDUCARE and tasked with the main responsibility of reporting to the Project Committee for the implementation of activities, achievement of results, and financial accountability of the project. In addition to managing the overall implementation of the project through the implementation unit, the Project Manager will also be responsible for documenting and expanding the results of the project, including specific responsibility for: ensuring linkages to the UNDAF and AFT implementation, developing knowledge products on the project lessons and results.

The Project manager will work in close collaboration with a joint team for implementation, including: Project Coordinator, Project M&E Manager, Finance Officer, Quality Monitors, Animators and Driver. (Note: these positions are funded under the projects and will provide support for the overall implementation of project).

The Project Coordinator will have the prime responsibility for coordinating the projects in close collaboration with the Ministry of Gender, Children and Social Protection as well as the Ministry of Internal Affairs and ensuring the active participation of the Government of Liberia in its coordination, implementation, monitoring and final evaluation. The M&E Manager will link directly with the External Evaluator as well as the M&E Expert in the PBSO in Liberia and will be responsible for the implementation and the completion of the M&E Plan. She is funded from this proposal, will be responsible for the relationship with all other agents and will spend at least 50% of her time in the project communities for monitoring and assessment.

Although monitoring of project activities will take place on a regular basis, structured, participatory joint monitoring missions will be conducted every 6 months, with active participation from all stakeholders from the technical team.

a) **Funds disbursement:** *Funds transfers will be made based on the following schedule:*

	Percentage	Triggers
Tranche 1	50%	<ul style="list-style-type: none"> Formal approval of the project
Tranche 2	40%	<ul style="list-style-type: none"> Expenditure of at least 75% of the first tranche On-time submission of a semi-annual or annual report
Tranche 3	10%	<ul style="list-style-type: none"> Expenditure of at least 75% of the second tranche On-time submissions of semi-annual, annual and final reports

b) **Risk management:** *This section sets out the main risks that may jeopardize project implementation, their likelihood, severity, and risk management, including responsibility for risk management/*

mitigation. Risks should include those of a political and external nature as well as those of programmatic nature. Use the table below for risk mapping.

Table 5 – Risk management matrix

Risks to the achievement of PBF outcomes	Likelihood of occurrence (high, medium, low)	Severity of risk impact (high, medium, low)	Mitigating Strategy (and Person/Unit responsible)
Public cynicism against government agencies and duty bearers as a result of past crisis and their roles in it undermining the mobilization and response of communities	Low	Medium	Conduct a well planned community entry and engagement that targets all stakeholder ensuring buy in for the project before the commencement of the program activities.
Traditional mechanisms that limit the voice of women and youth, the most victimized groups	medium	high	Project will specifically target community leaders and all relevant actors for awareness of women's rights, Liberia's commitments to Women's Human Rights, while underscoring respect for cultural norms and values which promote human rights and dignity
Risks associated with existing inter communal cycle of violence as a results of investment benefits	high	medium	Ensure a fair representation of all stakeholder within and around the concession to ensure inclusion and full participation of everyone in decision making on sharing of benefits
Project and participation becomes politicized	Medium	Medium	<p>Ensure clear guidelines for recruitment in the project activities, regardless of political affiliations</p> <p>Develop and implement clear communication strategy to manage expectations and understanding of the project and its beneficiaries with targeted communities, participants and local authorities during assessment and monitoring visits.</p>
Women have fears in speaking out because of perception of power on the side of Concessions and or Government agencies	Medium	Low	<p>Provide strong support and advisory services for women as they carry out any advocacy or initiatives as relevant to their communities</p> <p>Provide training and mechanism for women to communicate effective happenings including positive ones to the outside world as well as other global bodies through the use of ICT and social media</p> <p>Ensure mobilization and recruitment into women groups is done to target and include women as well as men (5%) who have strong leadership skills as well as a level of literacy skills</p>

			Ensure Women understand the risk they bear when their voice remain silent
Project and participation becomes tribalized	Low	Medium	Build on existing social cohesion mechanism in the communities and employ strategies to build cooperation and a common interest

- c) **Monitoring & evaluation:** *This section sets the M&E arrangements and responsibilities for the project, including the persons who will be responsible for the collection and analysis of data, the kind of means of verification envisaged and the budget being set aside for M&E. Please note that independent final evaluations are required of all projects. This section should include a clear budget breakdown for monitoring and the evaluation.*

In addition, please use the table annexed to this template to set out the Results Framework. For additional information on Results Frameworks, see Section 7 of the PBF Guidelines.

Monitoring and Evaluation:

A monitoring system to ensure that progress is tracked, results are captured and lessons shared will be set in place from the start. An inception workshop with all partners as well as a number of women representatives from the communities will ensure a common understanding and buy in from all implementing partners and generate the update of the implementation plan by EDUCARE. Monitoring of the project will require the collection of both quantitative and qualitative data including baseline and end line surveys of the women participating in the project, focus groups with of a representative sample of men on their knowledge of and attitude towards Women's participation in Community development as well as focus groups with a representative sample of local leadership and Concession regulating Institutions' representatives.

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

Bi-annual progress reports will be submitted by EDUCARE to the PBSO as per the standard template and quarterly updates that are provided.

The M&E Manager with supervision from the Project Coordinator, will have the primary responsibility for the implementation of the M&E Plan (attached as Annex B), as well as coordinating with the M&E expert in the PBSO Monitoring Unit. Within the budget, funds have been set aside to hire external enumerators for data collection. Overall, USD 25,000 has been allocated specifically for the collection of the data and analysis needed for monitoring and evaluating based on the indicators in the results framework. Regular monitoring costs are included in the travel costs for the project. The final evaluation will be conducted by an external evaluator as per the CFP Guidelines and under the guidance and supervision of the evaluation units of EDUCARE and MoGCSP. The evaluation will use participatory approaches, collecting data and feedback from all stakeholders including civil society organizations. Additional funds have been allocated for periodic monitoring on implementing partners and activities in the communities within budget lines for direct costs and travel.

Following the analysis of M&E data, the Project Manager will have the responsibility of reporting the findings to EDUCARE as well as sharing with all partners as required.

d) **Administrative arrangements** (This section uses standard wording – please do not remove)

Accountability, transparency and reporting of the Recipient:

The Recipient Organization will assume full programmatic and financial accountability for the funds disbursed to them by the Managing Agent. Such funds will be administered by each recipient in accordance with its own regulations, rules, directives and procedures.

The Recipient shall have full responsibility for ensuring that the Activity is implemented in accordance with the fully signed Project Document;

In the event of a financial review, audit or evaluation by UNOPS or PBSO, be responsible for providing the necessary accounting documents;

Providing all documents and information to UNOPS which may be required under the relevant payment requests; and

Ensure professional management of the Activity, including performance monitoring and reporting activities.

Compliance with General Conditions on Grant Agreement as per Annex C.

Reporting:

Each Receipt will provide the Managing Agent and the PBSO (for narrative reports only) with:

- Bi-annual progress reports to be provide no later than 15 July;
- Annual and final narrative 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;
- Certified final financial statements after the completion of the activities in the approved programmatic document, to be provided no later than six months (30 June) of the year following the completion of the activities.
- Unspent Balance at the closure of the project would have to been refunded and a notification sent to the Management Agent, no later than three months (30 March) 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 be owned by the PBF. Matters relating to the transfer of ownership by UNOPS shall be determined in accordance with its own applicable policies and procedures.

Public Disclosure.

The PBSO and Managing Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (<http://unpbf.org>) and the Management Agent website (<http://www.unops.org>).



United Nations
Peacebuilding
Peacebuilding Fund

PEACEBUILDING FUND PROJECT SUMMARY

Project Number & Title:	PBF/	
Recipient Organization:	EDUCARE, LIBERIA	
Implementing Partner(s):	<p>Government: Ministry of Gender, Children & Social Protection, Ministry of Justice (Liberia National Police), Environmental Protection Agency (EPA) LEITI, National Bureau of Concessions and the Ministry of Internal Affairs</p> <p>Civil Society: Women in VSLA Structures, National Rural Women Structure, Women in Peace Huts, and other active women-led community grass-root structures</p> <p>Concession Companies operating in and around the 23 targeted Communities.</p>	
Location:	LIBERIA	
Approved Project Budget:	US\$449,888.32	
Duration:	Planned Start Date: 1 st of December, 2016	Planned Completion: 31 st of May, 2018
Project Description:	<p>The “<i>Strengthening Women’s Rights and Participation in Peacebuilding</i>” Project will build on the gains of the work already undertaken by both UN Women and Liberia’s Ministry of Gender, Children & Social Protection in building peace and promoting prosperity to support women’s rights and participation in peacebuilding by reaching approximately 1,150 rural and most vulnerable women at the grass-root level across twenty-three (23) key Concession Communities in 5 Counties; Gbarpolu, Capemount/Bomi, Grand Bassa, Grand Gedeh and Sinoe and with the relevant skills to participate in peacebuilding processes and the exercising of their constitutional rights as well as establishing their linkages with other existing peace building structures, the local governance structure including the concession holders, the Concession regulatory institutions as well as for the prevention and management of conflicts in extractive communities. The Project will target the women in ongoing capacity building and strategic networking between the women groups and other existing functional peace huts to create a foundation for the emergence of a network of mutually supportive women-led and gender responsive community-based mechanisms in each of the 5 counties targeted by the project. These women will be engaged and their skills developed to become conflict managers in these extractive communities so they can proactively and positively engage communities, authorities and other stakeholders to demand for delivery of services; NR investment dividends and other social services will result in enhanced social cohesion and building of trust among communities, concessions as well as concretize the legitimacy of governments, thus making a critical contribution to the peacebuilding process in Liberia.</p>	

PBF Focus Area:	2: <i>Promote coexistence and peaceful resolution of conflicts (Priority Area 2):</i> (2.1) National reconciliation; (2.2) Democratic Governance; (2.3) Conflict prevention/management;
Project Outcome:	Outcome 1: Communal Conflicts including disputes as a result of natural resource management are reduced thus removing obstacles to sustainable National Recovery within the 23 communities.
Key Project Activities:	<p>The key activities as outlined as follows:</p> <ol style="list-style-type: none"> 1. Sensitization, mobilization, and assessment of 23 beneficiaries communities; 2. Build capacity of women through the conduct of a facilitation and animation skills for 23 peer trainers (1 from each of the 23 twenty three communities) who will provide 2 weeks each of intensive training to 1,150 women & girls (50 in each community) in peace-building around Natural resource Management in the 5 target counties; Gbarpolu, Grand Bassa, Grand Gedeh, Sinoe and Capemount/ Bomi. 3. Link the established Concession Community Women Development Structures to stakeholders for engagement in dialogues to negotiate issues around natural resource management including land use. 4. Provide continual support and advisory services for these newly formed "Concession Community Women Development Structures" as well as other existing structures within the concession communities 5. Support Concession Community Women Development Structures in close collaboration with communities to plan and conduct dialogues sessions with all stakeholders in the various concessions communities. 6. Support Women groups to carry out effective advocacy, sensitization and awareness raising at community level allowing their Voices to be heard on issues around Natural Resources in the 23 target communities 7. Conduct baseline and endline surveys, as well as qualitative assessments, to measure outcomes of the peacebuilding project as well as be able to document lessons learnt and program for future interventions 8. Create a Database to track and map issues around concessions reported by women structure in the 23 communities 9. Establish ICT citizen feedback mechanisms to help to alert stakeholders and create a knowledge sharing network. 10. Coordinate, Supervise and Monitor all activities in the communities. 11. Report periodically on project activities and accomplishments based on terms of contract and agreement signed for the project.

Annex B: IRF Results Framework										
Country Name: Liberia										
Project Effective Dates: December, 2016 to May, 2018										
PBF Focus Area: (2.3) Conflict prevention/management										
IRF Theory of Change: Strengthening Women's Rights and Participation in Peacebuilding project builds on the theory that if women are empowered to engage in mediation and policy dialogue around natural resource concession, they will have the necessary skills and confidence to demand change in the face of obstacles ranging from discrimination, ignorance and poverty to engage and participate in all processes of development including peacebuilding at the community, sub-national and national levels leading to a reduction in conflict around natural resources.										
Outcome 1: Communal Conflicts including disputes as a result on natural resource management are reduced thus removing obstacles to sustainable National Recovery within the 23 communities.										
Outcomes	Outputs	Indicators	Means of Verification		Year 1		Year 2		Milestones	
Outcome 1: Communal Conflicts including disputes as a result on natural resource management are reduced thus removing obstacles to sustainable National Recovery within the 23 communities.		Outcome Indicator 1 a	Evaluation Reports	X	X	X	X	X	Milestone: 5% reduction in # of conflicts in the 23 communities by the 4th Quarter of Project (to be confirmed after conducting baseline FGDs)	
		Level of reduction in the # of Conflicts around Natural resources management and land use in the 23 communities								
		Baseline: data to be collected through focus group discussions in 5 of the 23 communities								
		Target: 10% reduction in no. of Conflicts in the 23 communities (to be confirmed after conducting baseline FGDs)								
		Outcome Indicator 1 b	Evaluation Reports	X	X	X	X	X	Milestone: 5% improvement in the perception of communities about concessions and	
		Community's negative perception of Concession Companies and responsible Government agencies change								

		Baseline: data to be collected through focus group discussions in 5 of the 23 communities								government agencies by the 4th quarter of Project in the 23 communities (to be confirmed after conducting baseline FGDs)
		Target: 10% improvement in the perception of communities about concessions and government agencies in the 23 communities (to be confirmed after conducting baseline FGDs)								
		Outcome Indicator 1 c	Evaluation Reports	X	X	X	X	X	X	Milestone: 50% of all concession companies have an open line of communication with the 23 communities by the 4th quarter of Project (to be confirmed after conducting baseline FGDs)
		Existence of open lines of communication between the communities, the concessions and Government Regulatory Agencies								
		Baseline: data to be collected through focus group discussions in 5 of the 23 communities								
		Target: all concession companies as well as regulatory agencies have an open line of communication with the 23 communities (to be confirmed after conducting baseline FGDs)								
		Outcome Indicator 1 d	Evaluation Reports	X	X	X	X	X	X	Milestone: 5% increase in level of inclusion of women in the various engagements and decision making
		Level of Inclusion of women in the engagement and decision making processes around Natural resource management								

		and land use								processes around NRM by the 4th quarter of Project in the targeted 23 communities (to be confirmed after conducting baseline FGDs)
		Baseline: data to be collected through focus group discussions in 5 of the 23 communities								
		Target: 10% increase in level of inclusion of women in the various engagements and decision making processes around NRM in the targeted 23 communities (to be confirmed after conducting baseline FGDs)								
	Output 1.1:	Output Indicator 1.1.1	Documentation of trainings and Reporting, workshop evaluation	X	X	X	X			Milestone: - 13 women groups in total by the end of 3rd quarter of project
	Increased Women's knowledge and capacity to demand respect of their rights, engage in effective advocacy and community conflict mediation in the management of disputes around the use of natural	# of women groups with capacity to effectively engage and participate in conflict management and resolution processes relating to disputes around the use of natural resources and land in the 23 selected communities								
		Baseline: tbd								
		Target: 23 women groups								
		Output Indicator 1.1.2	Documentation	X	X	X	X			Milestone: - 30%

resources and land in the 23 selected communities.	Level of understanding of women in available policy around concessions as well as the community land rights, in accordance with the 2013 Land Rights Policy and draft Land Rights Bill.	of trainings and Reporting: workshop evaluation						increase in understanding of NRM, policies, etc. amongst the women groups in the 23 communities in total by the end of 3rd quarter of project
	Baseline: tbd							
	Target: 50% increase in understanding of NRM, policies, etc. amongst the women groups in the 23 communities							
	Output Indicator 1.1.3 # of groups of empowered women who are actively engaged in the resolution of any conflicts around NRM and land use in the targeted communities		X	X	X	X	X	Milestone: - 13 women groups in total participate by the end of 4th quarter
	Baseline: tbd	Reporting from peer groups and local authorities as well as evidence of documentation of conflict prevention and resolution incidences handled by women groups in the communities.						
	Target: 13 women groups in total are actively engaging and participating in conflict resolution around NRM and land use in the 23 target communities							
	Output Indicator 1.1.4		X	X	X	X	X	Milestone - 30% of

	Output Indicator 1.2.2 # of linkages and dialogues organized and held between women groups and community leaders, stakeholders and concessions operation management to discuss and negotiate resulting in transparent and fair management of natural resources including land. Baseline: 0 Target: 10 County and community level dialogues	Documentation of linkages and dialogues ensued upon by women groups	X	X	X	X	X	Milestone - 3 County and community level dialogues organized in total by the end of 4th quarter of project
	Output Indicator 1.2.3	Final Evaluation report	X	X	X	X	X	Milestone: 5% improvement in attitude and openness to women group's participation in issues around transparent and fair management of NR and land by community leadership structure from cultural norms and values which impairs the full participation of women in communal decision making particularly around NRM and land use in targeted

		Level of change in the ways concession companies implement the delivery of promised services in communities in close consultation with women groups as well as other community stakeholders for transparent and fair management of natural resources including land in the 23 targeted communities Baseline: tbd Target: 5% improvement collaborative cooperation between the women groups and the concession companies in the targeted communities (to be confirmed after conducting baseline FGDs)	Documentation of available support services provided to women for effective engagements	X	X	X	X	X	Milestone: 10 community Support services available in all targeted communities hosting women structures by the end of the 4th quarter
Output 1.3: Support and advisory services as well as Conflict Mediation Services are provided for the Concession Community Development Structures as well as the Concessions.	Output 1.3: # of Support and Advisory Services provided and accessed by women groups for engagements around NRM and land use in targeted communities Baseline: 0 Target: 23 community support services available in all targeted communities hosting women structures	Output Indicator 1.3.1							

		Output Indicator 1.3.2	Documentation of # of engagements with the Trade unions and Labor Union by women groups		X	X	X	X	X	Milestone: 10 community support services available in all targeted communities for labor unions or trade unions in the target communities by the end of the 4th quarter
		Level of support provided to Concession company labor unions or trade unions in the 23 target communities to engage Concessions in the collaborative development of standardized and equitable working conditions for sub-contractors.								
		Baseline: 0								
		Target: 23 community support services available in all targeted communities for labor unions or trade unions in the target communities								
	Output 1.4:	Output Indicator 1.4.1	Documentation of # of Advocacy Campaigns embarked upon by women groups				X	X	X	Milestone: 10 women structures plan and implement an advocacy campaigns for improved NRM and Land usage in the 23 concession communities by the end of the 4th quarter
	Women groups carry out effective advocacy, sensitization and awareness raising at community level and their Voices are heard on issues around Natural Resources in the 23 target communities	# of Women groups carrying out effective advocacy, sensitization and awareness raising at community level in the 23 target communities								
		Baseline: tbd								
		Target: 23 women structures plan and implement an advocacy campaigns for improved NRM and Land usage in the 23 communities								
		Output Indicator 1.4.2	Documentation				X	X	X	Milestone: 5% increase

	Level of increase in the visibility and the volume of the voices of Women in the target communities on issues around Natural Resources in the 23 target communities	of # of Advocacy Campaigns embarked upon by women groups							in the visibility and the volume of the voices of Women in the target communities on issues around Natural Resources by the end of the 4th quarter (to be confirmed after conducting baseline FGDs)
	Baseline: tbd								
	Target: 10% increase in the visibility and the volume of the voices of Women in the target communities on issues around Natural Resources in the 23 target communities (to be confirmed after conducting baseline FGDs)								
	Output Indicator 1.4.3	Available Data on happenings/facts on feedbacks from women and all stakeholders							Milestone: 5% increase in the degree of availability of data on happenings/facts and feedbacks from women and all stakeholders by the end of the 4th quarter (to be confirmed after conducting baseline FGDs)
	Degree of availability of data on happenings/facts and feedbacks from women and all stakeholders.								
	Baseline: tbd								
	Target: 10% increase in the degree of availability of data on happenings/facts and feedbacks from women and all stakeholders (to be confirmed after conducting baseline FGDs)								