

SECRETARY-GENERAL'S PEACEBUILDING FUND
PROJECT DOCUMENT TEMPLATE



United Nations
Peacebuilding

PBF PROJECT DOCUMENT

(Length: Max. 12 pages plus cover page and annexes)

Country (ies): Cote d'Ivoire, Liberia	
Project Title: Cross-Border Cooperation Between Liberia and Cote d'Ivoire on Sustainable Peace and Social Cohesion	
Project Number from MPTF-O Gateway (if existing project): 00104897 and 00104898	
PBF project modality: <input checked="" type="checkbox"/> IRF <input type="checkbox"/> PRF	If funding is disbursed into a national or regional trust fund: <input type="checkbox"/> Country Trust Fund <input type="checkbox"/> Regional Trust Fund Name of Recipient Fund: IOM and UNDP
List all direct project recipient organizations (starting with Convening Agency), followed type of organization (UN, CSO, etc.): Côte d'Ivoire: Ministry of Interior and Security, Ministry of Planning and Development, Ministry of Defense, Secretary – National Security Council, Ministry of Solidarity and Social Cohesion, CSO, and CBOs Liberia: Ministry of Internal Affairs, Bureau of Immigration and Naturalization, Liberia National Police, County Development Authorities.	
List additional implementing partners, Governmental and non-Governmental:	
Expected project commencement date¹: 04 April 2017 Project duration in months:² 18 Months Geographic zones for project implementation: Côte d'Ivoire: Tabou, Tai / Liberia: Maryland, River Gee Counties.	
Does the project fall under one of the specific PBF priority windows below?: <input type="checkbox"/> Gender promotion initiative <input type="checkbox"/> Youth promotion initiative <input type="checkbox"/> Transition from UN or regional peacekeeping or special political missions <input checked="" type="checkbox"/> Cross-border or regional project	
Total PBF approved project budget* (by recipient organization): IOM Cote d'Ivoire: \$ 603,126.90 IOM Liberia: \$ 600,023.90 UNDP Cote d'Ivoire: \$ 896,873.10 UNDP Liberia: \$ 899,976.10 Total: \$ 3,000,000.00	
Any other existing funding for the project (amount and source): Project total budget:	

¹ Note: actual commencement date will be the date of first funds transfer.

² Maximum project duration for IRF projects is 18 months, for PRF projects – 36 months.

PBF 1st tranche: Recipient: IOM Cote d'Ivoire: \$ 422,188.83 IOM Liberia: \$ 420,016.73 UNDP Cote d'Ivoire: \$ 627,811.17 UNDP Liberia: \$ 629,983.27 Total: \$ 2,100,000.00	PBF 2nd tranche*: Recipient: IOM Cote d'Ivoire: \$180,938.07 IOM Liberia: \$ 180,007.17 UNDP Cote d'Ivoire: \$ 269,061.93 UNDP Liberia: \$ 269,992.83 Total: \$ 900,000.00	—
Two-three sentences with a brief project description and succinct explanation of how the project is time sensitive, catalytic and risk-tolerant/ innovative:		
Summarize the in-country project consultation and endorsement process prior to submission to PBSO, including through any PBF Steering Committee where it exists: Consultation has been held with the key project partners i.e. the Ministries of Internal Affairs; Justice (LIS and LNP); and Finance and Economic Planning. Much as the need for revision was mentioned at the last board meeting in August, the actual figures were not determined then. They have subsequently been shared with the partners via email for their review and endorsement. The endorsement has been secured.		
Project Gender Marker score: 2³ Specify % and \$ of total project budget allocated to activities in direct pursuit of gender equality and women's empowerment:		
Project Risk Marker score: 1⁴		
Select PBF Focus Areas which best summarizes the focus of the project (select ONLY one):⁵ Priority Area 2: Promote coexistence and peaceful conflict resolution If applicable, UNDAF outcome(s) to which the project contributes: If applicable, Sustainable Development Goal to which the project contributes: SDG 16		
Type of submission: <input type="checkbox"/> New project <input checked="" type="checkbox"/> Project amendment	If it is a project amendment, select all changes that apply and provide a brief justification: Extension of duration: <input checked="" type="checkbox"/> Additional duration in months: 2 months Change of project outcome/ scope: <input type="checkbox"/> Change of budget allocation between outcomes or budget categories of more than 15%: <input checked="" type="checkbox"/> Additional PBF budget: <input type="checkbox"/> Brief justification for amendment: The original budget and proposed revision, with justifications are as follows:	

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 contribute in some way to gender equality, but not significantly (less than 15% of budget)

⁴ Risk marker 0 = low risk to achieving outcomes

Risk marker 1 = medium risk to achieving outcomes

Risk marker 2 = high risk to achieving outcomes

⁵ PBF Focus Areas are:

(1.1) SSR; (1.2) Rule of Law; (1.3) DDR; (1.4) Political Dialogue;

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

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

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

Budget Revision and Justification by UNDP Liberia

Coordination (\$130,000 to 0) – This budget line does not exist according to the UNDG criteria; hence it is proposed that this budget line be spread among the appropriate budget lines. Originally, funding for the review meetings, etc. was placed under 'Coordination' which is now absorbed into travel, personnel cost, etc.

Contractual Services (\$557,100.00 - \$472,740.00) - The original amount is higher than what has been spent. The proposed revision is therefore to decrease this budget line to support an increase in the other budget lines such as staff and personnel, travel and general operating costs, where increments are required.

Staff and other Personnel Cost (\$90,000.00 to \$225,000.00) - The estimated budget for personnel has been found inadequate (about 10% of the allocated funds to UNDP). The sensitive nature of the cross-border project increasingly required more time and attention from the manager, who was managing a portfolio of projects ("the Enhanced Border Surveillance" and "UNMIL's Assessed Funding Project") that shared his cost. Given the closure of the two other projects and his dedicated time to this project, the Manager's cost which was originally covered under the Enhanced Border Surveillance Project was shifted to the Cross-border Project. This resulted in the need for the increment in personnel budget line, which can be covered by some savings and reallocation from contractual services and coordination.

Travels (\$10,000.00 to \$53,000.00) - The project has involved several travels among border communities, within and between the two countries. The travel budget, which was originally calculated for UNDP staff, was underestimated and required an increase to cover DSA and air tickets for staff and partners for field missions including joint activities/patrols between the two countries, as well as the End-of-Project Review Meeting in Cote d'Ivoire. This includes some travel costs for the Review Meeting which was placed under Coordination.

General Operating and Other Direct Costs (\$29,999.16 to \$66,359.16) - Similarly, the general operational cost is proposed to be revised upwards to cover vehicle servicing which is quite regular due to the long distances to the project border counties (communities), and the bad nature of the roads to these areas.

In sum, the total amount that was reallocated between the UN budget categories is \$214,360, and there was no over-expenditure by UNDP Liberia.

Budget Revision and Justification by IOM Liberia

**Note: IOM's revision is below the 15% criteria but reports minor revisions as one project.*

Equipment, vehicle and furniture (\$145,100.01 to \$161,791.40) – With the UNMIL Assessed Funding that jointly supported the same activities

under this project, one Migration Information and Data Analysis System (MIDAS) was procured for selected Ports of Entry (POEs), including Pedebó Border Post in Maryland County. The MIDAS needed additional solar panel units to support its operation. The cost of this additional panel resulted in the over-spending on this budget line, and thus requiring the proposed revision, which includes decrease of the 'Contractual services budget line' from \$9,999.99 to \$6,500; 'Travel budget line' from \$18,000 to \$13,144.58; and 'General operating and other direct costs budget line' from \$220,810.23 to \$212,474.25. The reductions were used to augment the increase in the 'Equipment, vehicles and furniture budget line'.

Supplies, commodities, Materials (\$47,160.00 to \$49,259.05) – Due to unforeseen increase costs in supplies commodities and materials, this overspent will be covered by the underspend in staff and other personnel costs.

Staff and personnel (\$119,699.76 to \$117,600.71) - The original amount is higher than what is currently required. The proposed revision is therefore to decrease this budget line to support an increase in the other budget lines such as "Supplies, commodities, Materials costs". where increment was required.

TWO MONTH NO-COST EXTENSION

For the purpose of completing the final project evaluation only, RUNOs request for two months no-cost extension of the project.

Note: If this is an amendment, show any changes to the project document in RED colour or TRACKED CHANGES, ensuring a new result framework and budget tables are included with clearly visible changes. Any parts of the document which are not affected, should remain the same. New project signatures are required.

PROJECT SIGNATURES:

(for IRF-funded projects)

<p>Recipient UN Organization(s)</p> <p><i>Côte d'Ivoire</i></p> <p>Name of Representative: [Redacted] Signature: [Redacted] Name of Agency: UNDP Date & Seal: [Redacted]</p> <p>Name of Representative: [Redacted] OIC Signature: [Redacted] Name of Agency: OIM Date & Seal: [Redacted]</p> <p><i>Liberia</i></p> <p>Name of Representative: Pa Lamin Beyai (Ph.D.) Signature: [Redacted] Name of Agency: UNDP Date & Seal: 30/10/18</p> <p>Name of Representative: Kabla [Redacted] Signature: [Redacted] Name of Agency: OIM Date & Seal: 30/10/18</p>	<p>Representative of National Authorities</p> <p><i>Côte d'Ivoire:</i> [Redacted]</p> <p>Ms. Niale Kaba, Title: Minister of Planning and Development</p> <p>Signature: [Redacted] Date & Seal: [Redacted]</p> <p><i>Liberia:</i></p> <p>Hon. Varney Sirleaf Title: Minister of Internal Affairs</p> <p>Signature: [Redacted] Date & Seal: 30/10/18</p>
<p>Peacebuilding Support Office (PSO)</p> <p>Name of Representative Mr. Oscar Fernandez-Taranco Assistant Secretary-General Signature: [Redacted] OIC 3 Dec. Peacebuilding Support Office, NY 2018 Date & Seal</p>	<p>Resident Coordinator (RC)</p> <p>Mr. Babacar Cissé RC/RR Date & Seal: [Redacted] Signature: [Redacted] Country: Côte d'Ivoire</p> <p>Mr. Yacoub El Hiu RC/RR Date & Seal: [Redacted] Signature: [Redacted] Country: Liberia</p>

* Please include signature block for each RUNO receiving funds under this IRF.



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- c) Monitoring and evaluation
- d) Administrative arrangements (standard wording)

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

Annex B: Project Results Framework

Annex C: UNOCI Assessed Contribution Cross-border Project in Toulepleu and Danane

Annex D: UNMIL Assessed contribution Cross-border Project in Nimba and Grnad
Gedeh (Bahrtow, Gayplay and Geanplay)

PROJECT COMPONENTS:

I. Peace-building Context and Rationale for PBF support

a) Peacebuilding context

The UN has Peace keeping operations (PKOs) in Liberia and Côte d'Ivoire, as well as PBF investments following conflicts or instability: indeed, both countries are receiving PBF support through a Peacebuilding recovery facility programme. In Côte d'Ivoire, the current Priority plan's \$12 million allocated in 2015 aims at consolidating peacebuilding gains begun under the Fund's earlier investments of around \$20 million by reinforcing State capacity to deliver services and foster social cohesion, economic empowerment and intra-community dialogue. Additional PBF investments in 2012 supported SSR through UNOCI (\$500,000), and in 2014 PBF allocated \$1.5 million through the Gender Promotion Initiative. Liberia's current PPP programmes/projects focus on the rule of law, justice and security, reconciliation, youth and prevention of conflicts related to land management for a total amount of US\$15 million. Since the PBF engagement in Liberia in 2008, it has supported peacebuilding efforts in Liberia through the 1st Liberia Peacebuilding Priority Plan (2008 - 2010), the Liberia Peacebuilding Programme (LPP) (2011-2013) and the revised Peacebuilding Priority Plan (PPP) (2013 - 2016), totaling about US\$50 million. The focus has been on contributing to national peace and reconciliation as well as security sector development and rule of law. Interventions under these included the Palava Hut initiatives; conflict resolution mechanisms; the "peace huts" (enhancing women empowerment); conflict sensitive management of land and natural resources; sustainable livelihoods and constitutional/legal reforms.

The United Nations Mission in Liberia (UNMIL) has been in place since the peace treaty of 2003, with the mandate to protect the responsibility of Liberian authorities, the civilian population from threat of physical violence, support the reform of security and justice institutions, carrying out the promotion, protection and monitoring activities of human rights and protect UN personnel. The UNMIL winding down and the Liberian government assuming full national security responsibility commenced on June 30th 2016, according to the Security Council Resolution 2239 (2015). UNMIL activities and PBF funded programmes have been especially important in addressing tension and incidents of violence in communities along the Côte d'Ivoire and Liberia border. These communities share many social-economic and cultural dynamics, with peace and security in one country influencing developments in the other country. Furthermore, in March 2014, the emergence and spread of the Ebola Virus Disease (EVD) in Liberia and Guinea has led to the closure of international land borders between Côte d'Ivoire and its two neighbours. The border closure has had a significant impact on the social cohesion among and between border communities, jeopardizing the regular flow of people and goods, and further impoverishing Liberian border communities.

In Côte d'Ivoire, UNOCI was established by the Security Council as of April 4th 2004 with a mandate to facilitate the implementation by the Ivorian parties of the peace agreement signed by them in January 2003. Following the 2010 Presidential election and the ensuing political crisis in Côte d'Ivoire, UNOCI has remained on the ground to protect civilians, provide good offices, support the Ivorian Government in disarmament, demobilization and reintegration (DDR) of former combatants as well as on security sector reform, and monitor and promote human rights. As in Liberia, UNOCI's drawdown has started as of June 30th 2016. Assistance

deployed towards stabilization and rehabilitation of border areas has enabled communities to access basic social services, and thus, regain some normality.

In light of the mission drawdown in both countries, upcoming legislative and local elections in Côte d'Ivoire in October and November 2016 and the 2017 Presidential and Representative Elections in Liberia, growing tensions between communities across borders including tension between indigenous and non-indigenous populations, the Presidents of both countries have called for increased social cohesion along the border. The joint high-level meeting in Guiglo "Deuxieme reunion du Conseil Conjoint des Chefs coutumiers et des Anciens (CCCA)" in January 2016 brought together the two Heads of States and traditional leaders of the two countries to discuss and strategize towards addressing the rising cross border tensions. The meeting concluded that though there is improvement in the general security situation in the border area, continuous engagement between the two countries towards finding durable solutions for Security and socio-economic development will help consolidate peace and social cohesion between the border communities that share historical and cultural ties. The Final communique outlines decisions to be implemented by the two countries and this proposal is developed to contribute to peacebuilding in the border areas.

In partnership with the UN System (UNS) and the government, both UNOCI and UNMIL have contributed to programmes and projects to strengthen border security and social cohesion. However, spates of violence and tensions remain as Ivoirian families have been displaced by unidentified armed individuals from Liberia and Côte d'Ivoire. Ivoirians currently living in Liberia dread returning home for fear of apprehension and reprisals in relation to atrocities committed during the civil war and persistent land disputes, while communities in Liberia have accused Ivorian refugees of illegally exploiting lands.

➤ **Findings of Joint Assessments on Border Security and Social Cohesion**

In order to assess and identify the main drivers of the conflicts, insecurity and instability in the region to inform this project, in September 2015 UNDP, IOM, and UNMIL conducted a rapid assessment in Liberia, engaging national institutions at the county and community levels, in Maryland and River Gee Counties. In parallel, joint assessment of Government/UN System was conducted in November 2015 in Côte d'Ivoire by UNOCI and agencies of the UN System as well as relevant government counterparts.

Following the two respective inter-agency joint assessments in each country, a joint meeting of the two countries was held in Harper (Liberia) to synthesise the commonalities between the two countries, as per the country assessments. Participants of the joint analysis included representatives of relevant UN Agencies, UNMIL, UNOCI, relevant Ministries and local authorities. The joint analysis highlighted the following as root causes of the cross-border tensions:

1) Poor Collaboration and Mistrust between security forces and the populations:

Growing distrust between the security personnel and community members along the borders is worsening the security situation. During the assessment, certain communities reported cases of abuse of power in various forms by some security personnel which has increased tensions and cynicism between them and the population. Besides harassment of civilians and extortion by the security personnel, other concerns indicated are inadequate and untimely responses by the security agencies when the population needs them; poor engagement

between the security agencies and the communities; and inadequate communication and cooperation between the two countries border officials.

Furthermore, the Ivoirian side of the border between the two countries was closed due to the EVD outbreaks in Liberia, though movement across the border continues informally. Border-crossing and related harassment by security personnel is another source of tension. Incidence of some Ivoirian security personnel, on the basis of false and unacceptable travelling documents of Liberians, intentionally detaining some women traders for hours in order to take advantage of them in the night (including rape in some cases) were reported during the assessment. The withdrawal of the official Liberian travelling document due to disagreement between the Liberian Revenue Authority (LRA) and the BIN on which institution should issue the document and collect related revenue, has further aggravated the situation of Liberian travelers, especially the traders. The absence of the legal travelling document thus leaves the Liberian travelers at the mercy of the Ivoirian security personnel. The need for streamlined crossing procedures between the two countries and respect for the rights of the citizens cannot be over-emphasized.

2) Access to Land:

Within and between the two countries, access to land for economic purposes such as farming, logging and mining, is a fundamental cause of most tensions and conflicts along the borders. Factors underlying these tensions as identified during the baseline assessment included land disputes between Ivoirians and Burkinabe communities on the Ivoirian side; and between Liberians and Ivoirian refugees on the Liberian side. The Burkinabe are alleged to be mercenaries who participated in the 2011 electoral crisis in Côte d'Ivoire, and could neither be integrated among Ivoirians nor return to their country of origin. Consequently, they settled along the borders in Côte d'Ivoire, to farm, creating the tension over land. Furthermore, the cross-border land conflicts are partly due to unclear border delimitations and weak property laws, while some internal land conflicts are the result of the youth engaging in illegal mining on concessions, which the concession owners fight against. In effect, the struggle for land is essentially to generate income for survival. While this problem is partially addressed by the PRF programme in Côte d'Ivoire, for instance through awareness raising campaigns and workshops on land right laws, in Liberia the PBF/PRF supported the land reform process, which is still on-going, nevertheless, the conflict mapping exercise that was commissioned by the Peace Building Office at the Ministry of Internal Affairs (MIA) and ACCORD, identified land related security threat as significant. The project focuses on rebuilding ties and communication within and between communities, and will synergise with this current proposal that seeks to contribute to alleviating tensions along the borders between the two countries.

2) Unemployed Youthful Population

The high incidence of poverty and limited alternative means of income, especially among youth, remains a significant concern creating the potential for conflicts. Youth in these communities are found to have low education and life skills capacities due to limited opportunities for education, livelihoods and employment. This situation compels some of them to cross the border in search of other opportunities, which can lead to illicit activities such as prostitution, terrorism, trafficking of persons and goods. Some of the youth have also resorted to drugs (weed) cultivation and trade, as well as illegal mining. The result is

increasing tension between them and the community leaders, as well as security agencies, which is further threatening community peace and stability. These factors have contributed to some of the intra-community conflicts along the borders.

(4) The situation of women

The assessment highlighted the particular vulnerability of women, due to traditional socio-cultural norms that typically exclude women from community decision making. This especially undermines their equal access to resources, limiting their access to land and other socio-economic and livelihoods opportunities. In the target areas, conservative traditional gender norms and cultural values are still prevalent. In practice, women carry the bulk of unpaid care work, as they are primarily responsible for their families' health and physical wellbeing. Women tend to carry out greater physical labor associated with unpaid care work (for example, fetching water for the household). These activities coupled with socio-cultural norms leave women extremely vulnerable to harassment, discrimination and Sexual and Gender-Based Violence (SGBV). Women in these communities tend to typically have low capacity to meet these challenges, as they have low education, and are generally less aware of their rights and any remedies available to seek justice as well as measures that could be taken to protect themselves. Due to all those factors and socio-cultural norms and customs, women are particularly facing difficulties that hinder their empowerment.

5) Security of border communities

The assessment revealed that streamlining the numerous security entities such as "dozos", will be very important in strengthening border security, resilience and social cohesion in the West and South-west border areas of Côte d'Ivoire and Liberia. This is because militarization and securitization of the border areas constitutes a significant problem on its own for both Côte d'Ivoire and Liberia. Thus enhancing the capacity of main national security personnel in numbers, logistics and training in human rights and effective border management is a gap that needs to be addressed.

The above outlined conflict drivers, together with other factors beyond the scope of this project, have resulted in growing tensions and deterioration of social cohesion in and amongst the cross-border communities between Cote d'Ivoire and Liberia.

6) Physical Characteristics of the Borders and Recent Incidents of Conflicts - The findings of the assessments corroborate facts such as the long stretches of remote and porous border areas between Côte d'Ivoire and Liberia, characterized by high incidents of often unregulated movements across the borders, which have implications for border security. Border communities in the region share social and conflict dynamics with peace and security in one country influencing developments in the other country. Commonalities they share include traditions, local languages, social norms and customs, extended family members on both sides of the borders, inter-marriages and cross border market exchanges. A case in point is recent growing tensions and incidents of violence in border areas leading to destabilization within the sub-region. Between, January and February 2015, successive attacks on Tabou and Taï (south west of Côte d'Ivoire) have led to the displacement of more than 4,000 people. The preliminary investigations indicate that these attacks were perpetrated by gangs of armed bandits from Liberia, looting villages looking for goods and foods, this appears as a result of the 2011 electoral crisis that spilt over into cross-border violence in Liberia's border

communities between 2012 and 2014. These are hindering stability, peace and social cohesion for socio-economic development.

In summary, the baseline assessments and information outlined above identified the underlying causes of these tensions to include: land disputes between Ivoirians and Burkinabe communities on the Ivoirian side; land disputes between Liberians and Ivoirian refugees on the Liberian side (due, in part, to unclear border limitations and property laws); gold panning practices; authority disputes between traditional village chiefs, informal security force causing disputes between communities by defending one side over another; and criminal activities (thefts and violent incidents) between Ivoirian and Liberian communities in hard-to-access and lawless territories along the border (Cavally islands) inhabited by a group of unidentified individuals, suspected to be ex-combatants.

➤ **Coherence with existing projects**

This cross-border project seeks to draw synergies with other relevant projects to create the needed conducive conditions to attain its maximum impact. Firstly, the project is in line with the national priorities of the Governments, ongoing support of the UN Country Teams and Missions in the two countries such as the PBF Priority Plan 1 and Government of Liberia (GoL) Plan for UNMIL Transition (GPOT) and Cote d'Ivoire UNCT Transition Plan (CUTP) that is being developed. These underscore the restoration of national reconciliation and social cohesion, reform of the security sector within the dynamics of post-conflict reconstruction of the country. The project would also complement the ongoing interventions aiming to enhance security agencies and civilians' relationship and collaboration for social cohesion and peaceful co-existence, taking cognizance of the role of youth and women. Finally, this project complements the efforts of the Government, with the commitment of technical and financial partners, developing educational policies and practices that build resilience to conflict. It will also capitalize on the PBF funded Project to support women's empowerment, peace and reconciliation community initiatives both in Côte d'Ivoire and in Liberia which officially end by the end of 2016. Specifically, women's organizations were actively engaged in conflict mediation by community leaders in existing peace committees and participated in income generating activities with the aim of reinforcing social cohesion and economic empowerment (Liberia).

In Côte d'Ivoire this project will be complementary to a EU/UNDP project focused on enhancing the relationship between police and population but that does not address other issues concerning enhanced relationship between the security forces and population.

In Liberia, the project will be in synergy with UNDP's Japan government funded Emergency Support to National Response to Ebola Viral Haemorrhagic Fever Epidemic project (US\$3.6m) that is strengthening the logistical capacity of the security task teams (BIN and LNP) in the eight counties sharing borders with neighboring Guinea and Cote d'Ivoire. This is ensuring effective management of the country's borders. It also seeks to improve co-ordination among the security agencies and between the security agencies and the border communities, through community engagement and sensitization. The benefits on community policing and local level access to justice derived from the UNDP/UNMIL Joint Programme (2016-2019) on Strengthening the Rule of law in Liberia: justice and security for the Liberian people will also complement this project.

Furthermore, this project will benefit from collaboration with UNDP-ECOWAS-EU *Small Arms Project* (aimed at controlling small arms proliferation); and "Strengthening Policing and Arms Control Capacities of the Government of Liberia post United Nations Mission in

Liberia (UNMIL) drawdown project. Again, thanks to Japan government funding, UNDP is implementing the latter in collaboration with KAIPTC⁴.

Finally, this project will complement and scale up its impact through the UNMIL and UNOCI Assessed funding project "Cross-border cooperation between Cote d'Ivoire and Liberia for sustainable peace and social cohesion covering Nimba and Grand Gedeh counties in Liberia and Toulepleu and Danane on the Cote d'Ivoire side. The project seeks to foster social cohesion, promote peaceful co-existence amongst contiguous border communities and help to bring about improved bilateral cooperation and border stabilization. The UNOCI, UNMIL and the present PBF projects have been developed in synergy with each other and will be coordinating implementation to seize the opportunity to increase the impact and reach of the projects on both side of the borders This is especially important now that Cote d'Ivoire has opened its border with Liberia (early September), which had been closed since 2014 as a preventive measure against Ebola.

In Liberia, the need to enhance operational and technical capacity of security agencies has been identified as a key objective for the Government in the National Security Transition Plan 2015-2016, which took full responsibility for its security responsibilities from the United Nations Mission in Liberia (UNMIL) on June 30, 2016. The proposed intervention is further aligned with the GoL Agenda for Transformation (2012-2017) which highlights the importance of addressing border security and building public confidence in relevant security actors and the Mano River Union (MRU) Cross Border Security Strategy 2013 that promotes inclusive cross-border dialogue between communities and security actors to enhance regional stability. Specifically, the MRU was recently reactivated during a cross-border meeting of the Joint Border Security and Confidence-Building Units (JBSCBUs: community-based mechanisms for information-sharing and confidence-building) which took place in Toulepleu, after having remained dormant due to the closing of the border after the Ebola virus outbreak. The meeting participants recommended improving infrastructure and management of border checkpoints and strengthening security forces' capacities regarding securing and managing the Ivorian-Liberian border. In addition, recommendations were made for increased government cooperation for more transparent and sustainable management and exploitation of natural resources in the border area, the reactivation of JBSCBU activities (including holding regular monthly meetings, strengthening the exchange of information regarding the security situation in the cross-border area, promoting peaceful resolution of land-related conflicts, supporting joint patrols and facilitating peaceful cross-border relations) and a more active participation in the implementation of regional initiatives to combat transnational crime threatening peace and security in the region. These existing mechanisms will therefore be targeted for specific capacity building initiatives as part of this project.

⁴ Kofi Annan International Peace-Keeping Training Centre (KAIPTC)

b) Mapping of existing peacebuilding activities and gaps

Table 1 – Mapping of Peacebuilding Activities and Gaps

Results in thematic areas	Funding sources (Government and Development partners)	Major Projects	Project Duration	Budget in USD	Description of gaps to fill
PROJECTS IN Cote d'Ivoire					
1) Building confidence, peaceful coexistence and the stabilization of the security situation for peaceful conflict resolution	PRF	1: Building trust between the population and the defense and security forces 2: Support the formulation and implementation of transitional justice mechanisms 3 To contribute to the consolidation of democracy, citizen participation and the strengthening of dialogue	2015-2017	5 000 000 USD	This program focuses on the inter-community tensions between the community and security forces. The current suggested project complements this initiative by extending its scope of intervention to make it cross border. It will thus address the tensions between the cross-border communities and the two security forces guarding the border by reinforcing existing joint border control coordination mechanism (Mano River Union)
2) Support the prevention and peaceful resolution of conflicts in CI	PRF	9.1: Local authorities, community and peace committees are equipped and coordinated 9.2: Knowledge of the rural population, village committees for land management and other stakeholders have improved on the 1998 Law on Rural Land Tenure 9.3 Inclusive and associative economic capacity of women's groups and vulnerable youth are strengthened	2015-2017	3 850 000 USD	This program covers part of the areas targeted under this project. This new project will build upon the results and existing community mechanism and extend the area of intervention by adding the cross-border dimension.
3) Reinforcing social and security dialogue	EU	10.1: Rehabilitating 118 police stations throughout the country. 10.2: Creating ethics committees for better management of police stations. 10.3: Capacity building of law enforcement police officials on human rights and	1 phrase: 2011 – 2013 2 phrase: 2013- Present	4 000 000 Euro	This project only focuses on enhancing the relationship between police and population but does not address other issues concerning enhanced relationship between the security forces and population.

		conflict management.			
PROJECTS IN LIBERIA					
Community-based Conflict Management. Promotion of women as peace makers and nation builders	PBF	Increase community security and peace through enhanced leadership capacities of rural women as key stakeholders in generating a greater demand for justice and improved accountability to women's human rights in Liberia.	<i>project ends December 2016</i>	1 000 000	Peacebuilding initiatives in 17 targeted communities in areas relying on extractive and provided support for the establishment and institutionalization of Peace Huts, however, it did not link up with National Palava huts or address other women peace and national reconciliation processes
Women's Economic Empowerment: Building Peace, Promoting Prosperity	PBF	Promote economic empowerment of women, youth and other marginalized groups. The main focus is the concession areas that rely mainly on extractive industry, and border communities	<i>project ends Dec.2016</i>	2 000 000	While the project improved women's economic status, it was limited to few women. Their political participation and decision making remain a challenge
National Youth Service Programme for Peace and Development (NYSP)	PBF	Support to the NYSP to reduce youth potential for violence' and promote national reconciliation, by enabling youth to become key actors in peacebuilding	<i>2013-2015</i>	1.500 000	While the project had a significant impact both among the youth and communities that benefited from the youth services (Education, Health ...) the impact could not be sustained at the end of the project.
Strengthening Local / Traditional Mechanisms for Peace at County and District level, including establishing County Peace committees (CPCs) and Early Warning Early response (EWER)	PBF	Strengthen and institutionalize on-the-ground capacity of Peace Committees to prevent, manage and resolve local conflicts within their communities and foster social cohesion.	<i>2013-2016</i>	1 500 000	The sustainability and full operationalization of County Peace Committees rely on external funding support which remains a significant gap
Support to Constitution Review Process in Liberia	PBF	Supports an inclusive and participatory constitutional reform process in Liberia	<i>2013-2016</i>		Legal framework is yet to be acted on by the legislature
Support to the establishment of a land disputes prevention and resolution system in Liberia	PBF	Supports the establishment and functioning of the Land Coordination Centers (LCCs).	<i>2013-2015</i>	2 000 000	Land conflict/disputes remain a serious threat to long-term community security and social cohesion. The land reform act is still under discussion at the legislature level. Land Coordination Centers established at the county level needs support for its continuing services.
Strengthening, social, political, human, economic, community, health, and food security	Human Security Trust Fund	Human Security Initiative in the Most Neglected Communities with the Integration of Efforts by the UN	3 years (2014-17)	2,499,900.27	The project is supported by other bilateral donors to meet the gaps and needs through the individual agencies. NOTE; however,

		Country Team in Liberia			the limitation of this project is that it does attempt to integrate formal and informal peacebuilding mechanisms between the formal security institutions and communities
An intervention under the Programme "EU Support to ECOWAS Regional Peace, Security and Stability Mandate" (ECOWAS-EU PSS) for the implementation of the "Pilot Weapons Collection Programmes" related to the ECOWAS Conflict Prevention Framework (ECPF) component "Practical disarmament" in Member States.	European Commission (UNDP)	ECOWAS-EU Small Arms Project	3 years (2015-2017)	EUR 5,560,000	The project aims at sensitizing communities, strengthening operational and institutional capacities of relevant stakeholders as such National Commission, Security Forces and Civil Society Organizations (CSOs) on danger of Small Arms and Light Weapons (SALW) proliferation, as well as encourages voluntary weapons surrender/collection in return for the implementation of community based development projects. This project is being implemented in seven countries, namely Niger, Mali, Nigeria, Cote d'Ivoire, Guinea, Liberia and Sierra Leone.
Strengthen (i) the Logistical capacity of Liberia National Police (LNP) and Bureau of Immigration and Naturalization (BIN); and (ii) coordination and collaboration among security agencies and the border communities for enhanced border surveillance.	Gov't of Japan (UNDP)	Emergency Support to National Response to Ebola Viral Haemorrhagic Fever Epidemic (Enhanced Border Surveillance Project)	17 months	US\$3.6m	Provision of 18 vehicles; 160 motorbikes; 200 hand-held radio and 80 base radios; 2000 rain gears; 6 Dinghies; Solar panels; 16 tents; etc.

e) Rationale for this IRF

In light of the above, the rationale for this project is the need to address the prevailing cross border problems, challenges and capacity gaps along the border between Cote d'Ivoire and Liberia. In order to enhance the capacity, knowledge, dialogue among all relevant stakeholders, and opportunities to strengthen security, social cohesion and peace co-existence, along the Liberian-Côte d'Ivoire borders. This is particularly critical in light of UNMIL's on-going drawdown process which might be effective in the coming months; the forth-coming elections in Liberia in 2017, as well as the closure of UNOCI in June 2017 remain a challenge, particularly in and along community borders.

This PBF cross border project is formulated in response to the second Joint Council of Chiefs and Elders Meeting (JCCEM), which, among other things, underlined the following issues:

- a) Social tensions, cross-border conflicts and security;
Land conflict among cross-border communities and the need to reinforce peace and security in the cross-border regions;
- b) Strengthening the social cohesion and reconciliation between cross-border communities, in particular, improving conflict prevention mechanisms to reduce tensions related to land conflicts between native and non-native communities which have led to violent incidents in the region.

Thus the project focus of strengthening internal and cross-border security and social cohesion as well as cooperation between the two countries, was developed in line with the PBF Priority area 2: "Promote coexistence and peaceful conflict resolution." As outlined in the root causes (Sections 1 and 2 above), the problem of non-aligned border crossing procedures, the inadequate response and abuse of power of some elements of the security forces and the lack of communication and collaboration between the joint local border mechanisms together with the limited awareness of community members about border crossing procedures has led to an increase in instances of abuse and tensions.

Aimed at addressing identified challenges, the project will employ a consultative /participatory approach, involving key actors and stakeholders within and between the two countries in the decision-making processes, including planning and execution of project activities. Special attention will be paid to promoting and strengthening the role of women and youth in the community peacebuilding process.

These issues are equally relevant and pertinent in all the border counties, including Nimba and Grand Gedeh in Liberia and Toulepleu and Danane in Côte d'Ivoire. Therefore, as outlined in section "coherence with existing projects", in order to have significant impact and comply with the do-no-harm approach, this project seeks complementarity and creating synergy and mirroring with similar projects supported and funded by DPKO (UNOCI and UNMIL).

II. Objectives of PBF support and proposed implementation

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

To reduce tension and prevent conflicts, improve communities' safety; and strengthen the relationship between communities and the security agencies in the border areas between Côte d'Ivoire and Liberia, the expected outcome and related outputs and activities of the project are:

Outcome 1: Increased confidence between security forces/agencies and border communities through enhanced capacity of joint local cross border mechanisms, as well as increased intra-/cross-border cooperation.

Efforts under this outcome will aim to provide basic support to relevant structures and actors to function effectively, resolve internal conflicts, reduce tensions and internal divisions in border communities, while strengthening cooperation at all levels to increase trust among and

between security agencies and communities, for collective cross-border peace and security. Considering that tensions and instability on one side of the border affects the other side, project interventions here will seek to deepen internal and cross-border collaboration and institutionalize sharing of security and other relevant information among appropriate institutions at all levels, for mutual security and peace. Institutions targeted will include local authorities, traditional leaders and CSOs such as youth and women groups. This is particularly pertinent in the light of limited resources, and the need to ensure complementarity and efficient use of available human and material resources within and across the border. The following three outputs will be pursued towards the attainment of the above outcome:

Output 1.1: *Local authorities, security forces, border management agents and other key actors in border areas are trained and equipped on relevant issues/topics e.g. human rights, gender equality, child protection, conflict prevention, management and resolution.*⁵

The following activities will be undertaken to achieve the above output:

- Conduct a comprehensive baseline study including capacity and needs assessment of relevant institutions and Points of Entry (PoEs), taking into account the experiences and perceptions of the public and civil society;
- Contribute to strengthening operational capacity of key institutions and prioritized border PoEs in the two project border counties
- Conduct training of border management agencies and officials in human rights, gender, child protection, conflict prevention, management and resolution as well as in community border management

Output 1.2: *Relationships between security forces and communities including women, youth and vulnerable groups are enhanced through regular engagements and awareness campaigns on relevant issues: e.g. relevant laws, human rights, conflict resolution, social cohesion, peaceful coexistence and other relevant topics.*

- Organize Dialogues between security agencies /forces and communities
- Organize awareness and advocacy campaigns through radio broadcasts and IEC materials
- Organize inter-community sports/cultural activities and peace/trust-building campaigns between security agencies/forces and communities

Output 1.3: *Cross border security is enhanced through regular dialogues, relevant information sharing among appropriate institutions, and joint patrols by relevant institutions.*

- Stakeholders' Engagement, Dialogue and Coordination in collaboration with relevant counterparts on each side of the border, through cross-border dialogues/meetings among community leaders, security agencies and relevant entities will be organised, alternating between Liberia and Cote d'Ivoire
- Establish channels for regular information-sharing between relevant agencies in each country, especially along the borders

⁵ Duly applying the Human Rights Due Diligence Policy (HRDDP)

- Organise periodic joint patrols along the border between the two countries, while agreeing on how available resources and support will be harnessed to the mutual benefit of the two countries

Outcome 2: Improved social cohesion and peaceful co-existence in cross border communities through cross border community dialogues and reinforcing of cooperation between existing local conflict resolution mechanisms strengthened by cross-border cooperative socio-economic stabilization and cultural exchanges.

Under this outcome, existing local conflict prevention and conflict resolution joint mechanisms linked to the JCCEM and the Mano River Union conflict resolution mechanism will be identified and strengthened. Interventions will also be made to enhance the relationships among institutions and promote cross border engagements through joint cultural activities to foster community cohesion and peaceful co-existence, in and between cross-border communities. Human rights monitoring at the country level and the application of the Human Rights Due Diligence Policy will be given due focus in the project. The former will help strengthen the process and outcome of conflict prevention and resolution, while the latter helps monitor and enhance the human right performance of the security agencies. Support of relevant national and local institutions such as the National Human Rights Institutions and human rights CSOs will be sought as appropriate. The data and information arising from monitoring human rights will inform regular dialogues and employed in strengthening early warning mechanisms. In order to achieve this, the two outputs that will be pursued are:

Output 2.1: Local level and cross-border conflict prevention and conflict resolution joint mechanisms strengthened to ensure effective institutional responsiveness, peaceful co-existence and stability at community level.

The project will assess the gap in terms of community conflict and prevention mechanisms and their contribution to early warning and early response. The findings of this assessment will help to strengthen community ownership of Early Warning and Early Response (EWER) mechanisms in border districts between Liberia and Côte d'Ivoire and ensure that there is early action taken by relevant institutions and stakeholders to address the root causes of the changing risks they face, by pursuing the following:

- Identify and strengthen the existing community and conflict prevention and resolution mechanism
- Facilitate data/information collection and sharing between communities and relevant government agencies
- Facilitate early action by relevant institutions and stakeholders based on the analysis of collected data/information to prevent community level tensions and conflict.

Output 2.2: Cross-border community stabilization and cohesion strengthened through joint socio-cultural activities.

- Set up of a joint committee to organize cross-border activities
- Organize cross-border trade fairs, in collaboration with the Mano River Union Committee, local media and other relevant national and regional bodies, to explore business and other related local economic development opportunities

- Support CBOs to organize cross-border cultural exchanges and sporting activities for law enforcement officials and communities
- Organize biannual joint visits and review meetings (one in Liberia and Côte d'Ivoire) to assess progress of work.

Theory of Change:

IF the capacity including the attitude and behavior of security officials are enhanced to function effectively - maintain border security, peace and stability; and if border communities' capacity are strengthened to cooperate with all stakeholders towards peaceful co-existence and social cohesion, and to deal with internal, external and cross border disputes amicably;

THEN potential for armed conflicts and tensions are minimized, and greater confidence in the peace processes are attained, which contributes to peace, and stability in the Côte d'Ivoire and Liberia cross border area.

BECAUSE the communities and the security forces are better capacitated and committed to prevent and address tensions in a collaborative manner.

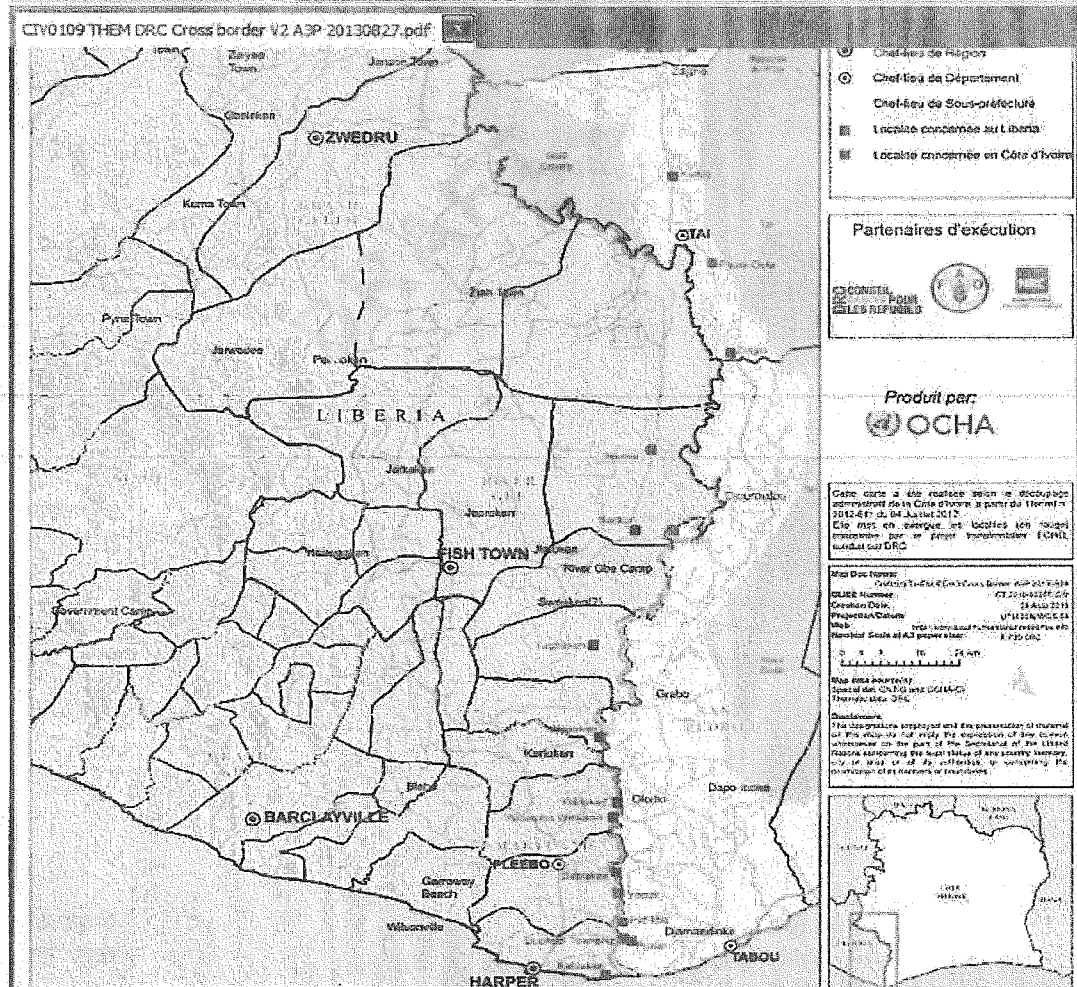
ALIGNING COMMUNITIES

COTE D'IVOIRE	LIBERIA	COTE D'IVOIRE	LIBERIA
Olodio	Yobloken Suken	Grabo	Nyaaken Yangbadour
Proлло	Pedebo	Gnato	Saykliken Geeblaken Zloh Tarslah
Nero Village	Deke Town	Taï	River Gbeh/Glaro/Freetown
Tibeken	Libsuco	Zagné	Welbo
Bleron	Kablaken, Gyedeblaken	Faital	Geeplaken
Dahioke Ranouinké		Gbinta	Logbato Kahnple
		Danipleu	Douleu
Deza	Butlo	Pékan-barrage	Totown
Nezobly	Kpeople	Tiobly	Tobli

The beneficiary communities were chosen based on the following criteria:

- Level of security or insecurity within a community or among adjoining communities
- Ways of crossing border (Path, road, Rivers). This is relevant in terms of designing joint patrols and other project activities
- Possibility of enhancing social cohesion by taking cognizance of the social and cultural ties between aligning border communities

- **Frequency and volume of cross-border exchanges**
- **Alignment and/or proximity to a community in the neighboring country (i.e. do the Ivoirian communities reflect/mirror Liberian communities?)**
- **Community accessibility for implementation of project activities**



b) Budget:

Table 2: Project Activity Budget

Output number	Output names	Output budget by RUNO in Côte d'Ivoire and Liberia	UN budget category (see table below for list of categories)		Any remarks (e.g. on types of inputs provided or budget justification). To be completed by agency and country
			CIV	LBR	
Outcome 1: Increased security and protection of border communities through enhanced capacity of local administration, security agencies and civil society, as well as increased intra-/cross-border community engagements.					
Output 1.1	Local authorities, security forces, border management agents and other key actors in border areas are trained and equipped on relevant issues/topics e.g. human rights, gender equality, child protection, conflict prevention, management and resolution.	IOM / UNDP	342,883.16 OIM: 94,217 PNUD: 248,666.16	554,053.96	Assist MEMIS and other decentralized structures in their operations and provide equipment, in addition to another project on SSR with UNOCI
Output 1.2	Relationships between security forces and communities including women, youth and vulnerable groups are enhanced through regular engagements and awareness campaigns on relevant issues: e.g. relevant laws, human rights (HR Due diligence), conflict resolution, social cohesion, peaceful coexistence and other relevant topics.	IOM / UNDP	470,584 OIM: 149,117 PNUD: 321,467	323,953.80	Support the regional peace and security committees and complement the support of the European Union on this issue
Output 1.3	Cross border security is enhanced through regular dialogues, relevant information sharing among appropriate institutions, and joint patrols by relevant institutions.	IOM / UNDP	147,348 OIM	163,953.8	Support the Mano River mechanisms.
Outcome 1 TOTAL			960,815.16	1,041,961.56	

Outcome 2: Improved social cohesion and peaceful co-existence in cross border communities through cross border community dialogues and reinforcing of cooperation between existing local conflict resolution mechanisms strengthened by cross-border cooperative socio-economic stabilization and cultural exchanges.

Output 2.1	Local level and cross-border conflict prevention and conflict resolution joint mechanisms strengthened to ensure effective institutional responsiveness, peaceful co-existence, stability and development.	IOM / UNDP/	268,067 PNUD	193,953.8	
Output 2.2	Cross-border community stabilization and cohesion strengthened through joint socio-cultural activities.	UNDP/IOM	172,987 OIM	165,953.8	
Outcome 2 TOTAL			441,054	359,907.6	
Direct Project cost - Sous Total			1,401,869.16	1,401,869.16	
Overhead 7%			98,130.84	98,130.84	
TOTAL			1,500,000	1,500,000	

Table 3: Project budget by UN Categories

PBF PROJECT BUDGET (USD)						
CATEGORIES	IOM CIV	UNDP CIV	UNDP LRB	IOM LBR	TOTAL	
					CIV	LBR
1. Staff and other personnel	117,200	100,000	90,000	119,700	217,200	209,700
2. Supplies, Commodities, Materials	9,200	10,000	10,000	47,160	19,200	57,160
3. Equipment, Vehicles, and Furniture (including Depreciation)	38,400	15,000	14,000	145,100	53,400	159,100
4. Contractual services	363,670	518,200	557,100	10,000	881,870	567,100
5. Travel	13,000	15,000	10,000	18,000	28,000	28,000
6. Transfers and Grants to Counterparts			-	-		-
7. General Operating and other Direct Costs	22,200	49,999.16	29,999.16	220,810	72,200	250,810
8. Coordination		130,000	130,000	-	130,000	130,000
Sub-Total Project Costs	563,670	838,199.16	841,099.16	560,770	1,401,869.16	1,401,869.16
9. Indirect Support Costs*	39,456.9	58,673.94	58,876.94	39,253.9	98,130.84	98,130.84
TOTAL	603,126.9	896,873.1	899,976.1	600,023.9	1,500,000	1,500,000

REVISED PBF PROJECT BUDGET (USD)								
CATEGORIES	IOM CIV	UNDP CIV	Original Budget		Revised Budget		TOTAL	
			UNDP LRB	IOM LRB	UNDP LRB	IOM LRB	CIV	LRB
1. Staff and other personnel	117,200	100,000	90,000	119,700	225,000	119,700	217,200	209,700
2. Supplies, Commodities, Materials	9,200	10,000	10,000	47,160	10,000	47,160	19,200	57,160
3. Equipment, Vehicles, and Furniture (including Depreciation)	38,400	15,000	14,000	145,100	14,000	166,100	53,400	159,100
4. Contractual services	363,670	518,200	557,100	10,000	504,100	6,600	881,870	567,100
5. Travel	13,000	15,000	10,000	18,000	53,000	13,410	28,000	28,000
6. Transfers and Grants to Counterparts			-	-	-	-		-
7. General Operating and other Direct Costs	22,200	49,999.16	29,999.16	220,810	34,999.16	207,900	72,200	250,810
8. Coordination		130,000	130,000	-		-	130,000	-
Sub-Total Project Costs	563,670	838,199.16	841,099.16	560,770	841,099.16	560,770	1,401,869.16	1,401,869.16
9. Indirect Support Costs*	39,456.9	58,673.94	58,876.94	39,253.9	58,876.94	39,253.9	98,130.84	98,130.84
TOTAL	603,126.9	896,873.1	899,976.1	600,023.9	899,976.1	600,023.9	1,500,000	1,500,000

- * The rate shall not exceed 7% of the total of categories 1-7, as specified in the PBF MOU and should follow the rules and guidelines of each recipient organization. Note that Agency-incurred direct project implementation costs should be charged to the relevant budget line, according to the Agency's regulations, rules and procedures.

Total project budget is USD5,186,210. USD3,000,000 million will be allocated by the PBF, equally distributed between Liberia and Côte d'Ivoire (see above), \$1,500,000 will be allocated by UNOCI assessed contributions (see annex B) and \$ 686,210 will be allocated by UNMIL assessed contributions (see annex C). The discrepancy in allocations will be taken into consideration in the preparation of the joint work plan and unequal financial allocation towards mirroring border communities will be avoided.

c) Capacity of RUNO(s) and implementing partners

IOM

Both IOM offices in Côte d'Ivoire and Liberia are involved in migration and border management in support of the two governments over the past years. In Cote d'Ivoire, IOM, in collaboration with the Ministry of Interior and Security and at the request of the Ivorian Government, provides technical assistance to support the development of a migration policy, discussed soon in Parliament, and the formulation of a new framework of migration and border management closely with the Ministry of Interior and Security. In Liberia, IOM has supported the Liberian government to enhance effective border management through a productive relationship with the Ministry of Justice, the Bureau of Immigration and Naturalization (BIN), the Ministry of Labor and the Ministry of Internal Affairs.

Over the past few years and following the civil war in Cote d'Ivoire, IOM has carried out community stabilization activities, social cohesion and reconciliation initiatives as well as putting in place preventive measures against the spread of the Ebola virus by constructing health control points for travelers and sensitizing local border communities. There are three sub offices in the border areas with Liberia to respond to community initiatives. In Liberia, to respond to the EVD outbreak and prevent future cross-border threats of communicable diseases, IOM developed and has been implementing a Health and Humanitarian Border Management strategy encompassing air, sea and land Points of Entry (PoE). Currently, IOM is working closely with border management actors in the South-East to enhance surveillance capacity at the borders. These activities are supported by community-event based surveillance, which IOM is promoting through local community-based organizations. IOM's strategy to implement Humanitarian Border Management (HBM) interventions is based on its extensive in-house technical expertise and strong relationships with government authorities at the national and local level. Based on such experiences with key stakeholders, IOM has learnt its lessons in implementing joint projects not only with governmental agencies but also with local communities and civil society organizations for effective and sustainable achievements.

UNDP

UNDP works in about 170 countries and territories, helping to eradicate poverty and reduce inequalities and exclusion. It has long standing experience and capacity as RUNO managing the PBF funds and will draw on its wide wealth of experience and expertise to support this project. UNDP has successfully managed a number of complex programmes and projects in the area of justice, security and national reconciliation, given its crucial role in assisting peacebuilding efforts in Liberia and Cote d'Ivoire, and a long-standing experience and capacity in managing PBF funds. The objectives under this project complements and ensures continuity in previous and on-going UNDP peace consolidation interventions/process of in Côte d'Ivoire and Liberia, by supporting the restoration of security and social cohesion rendered in vulnerable areas, especially, along the borders of the two countries, due to the post-election and post-war and Ebola crises. This is particularly relevant in the light of UNMIL and UNOCI draw downs. The UNDP's contribution to restoration of security, social cohesion and consolidation of peace in the two countries, led to the mobilization of both domestic and international partners to implement a set of targeted initiatives in the security sector, including restoration of state authority, social cohesion, reconciliation, access to justice and in SALW control, DDR and SSR. In Liberia, UNDP has been supporting national development agenda since 1977 to improve the lives of people especially the poorest and most vulnerable, by providing for them basic social services within the framework of achieving the Millennium Development Goals. A current UNDP/Japan funded Enhanced Border Surveillance Project (Emergency Support to National Response to Ebola Viral Hemorrhagic Fever Epidemic) has increasingly established itself as a critical intervention in the UN transitional programme, in the light of UNMIL drawdown. The project focuses on (i) strengthening the logistical capacity of the BIN and LNP, and (ii) enhancing co-ordination between the security agencies; and between the security agencies and the bordering communities, towards a common purpose of securing the country's borders against EVD, illicit trade, small arms proliferation and other activities that can destabilize the country and the sub-region. UNDP will rely on these rich experiences to support the project interventions, in collaboration with all relevant partners. As a trusted partner of Government, as well as key

national and international partners, UNDP has a well codified set of Financial Regulations and Rules which define the authorities, responsibilities, accountabilities of staff members with respect to financial management, putting particular emphasis on the efficient and economic use of all resources administered by UNDP.

Table 4.1: Overview of RUNO funding in the Côte d'Ivoire				
	RUNO I: NAME	Key Source of Funding (government, donor etc.)	Annual Regular Budget in \$	Annual emergency budget (e.g. CAP)
Previous calendar year: 2012-14	IOM	Japan, ECHO	3,200,000	
Current calendar year: 2015	IOM	Japan, Human Development Fund,	1,078,691	
Previous calendar year: 2013	UNDP	Japan, JICA, European Union, GEF, Government CIV, CPR TTF Conflict, GEF, Voluntary Contribution	2,150,000	6,482,002 11 872 240,00
Current calendar year: 2014	UNDP	Japan, JICA, European Union, GEF, Government CIV, CPR TTF Conflict, GEF, Voluntary Contribution	2,150,000	9,722,240

Table 4.2: Overview of RUNO funding in Liberia				
	RUNO I: NAME?	Key Source of Funding (government, donor etc.)	Annual Regular Budget in \$	Annual emergency budget (e.g. CAP)
Previous calendar year	UNDP	PBF	708,490	
Previous calendar year	UNDP	PBF	32,000	
Current calendar year	UNDP	Government of Japan	3.6m	
Current calendar year	UNDP	Government of Sweden	3.3m	
Current calendar year	UNDP Community-based Truth Telling	PBF:	656,665	
Current calendar year	UNDP (in partnership with KAIPTC)	Government of Japan	700,000	
Current calendar year	UNDP	European Union	Euro 5.56m (Jan. 2015 – Dec. 2017)	
Previous calendar year: 2014	IOM	USAID	31,922,747	
Previous calendar year: 2015 – 2016	IOM	USAID	6,000,000	

Current calendar year	IOM	USAID	1,063,996.24	
Current calendar year	IOM	USAID – CDC	481,874.40	

III. Management and Coordination

Being a joint cross-border project in two countries and in order to simply communication between the two implementing countries on one hand and PBSO on the other, clear management and communication lines – including identification of management leads – will be critical. Côte d'Ivoire is the lead country. In this regard, it is responsible for coordinating reports from the two countries for onward submission to PBSO, and facilitating the development of the cross-border project work plan and organization of cross-border meetings, which will be chaired on rotational basis every six months. At the country level, UNDP is the lead Agency and will play similar coordinating role. However, management decision-making of the entire project will be as elaborated in the organizational structure below.

To ensure coordination among PBF contributions and Assessed Funding Projects, below coordination mechanisms will also covered the Assess contribution projects. These include a joint work plan, joint progress reports and joint monitoring and evaluation framework.

Organizational Structure

- 1 At the apex of the project management arrangement will be the **Cross-Border Project Board (CBPB)**, which will deal with strategic and policy related issues. The CBPB will be composed of the JSC co-chairs of each country and the Country Representatives of Recipient UN Organizations (RUNO). The CBPB will meet three times on rotational basis every six months in Côte d'Ivoire and Liberia. It will be chaired also on rotational basis by the hosting country of the Joint Cross-Border Project meeting. The meetings will be hosted by the PBF Secretariat, with the support of the Cross Border Monitoring Technical Committee. The Secretariat will support the preparation and organization of the meetings, including drafting the agenda and minute of meeting.
- 2 At the country level, the existing **Joint Steering Committee (JSC)** will continue to play its role and responsibilities, including providing strategic guidance for in-country activities, approve work plans (both quarterly and annually), and validate the project progress reports. Decisions taken at the national/country level would be discussed at the Cross-border JSC meeting for review and endorsement.
- 3 A **Cross Border Monitoring Technical Committee (CBMTC)** will be established at the cross border level to monitor the implementation and provide technical and quality insurance at the cross border output level. It will be composed of Secretariats of each country, the focal persons of RUNO and the Cross-Border Project Community Officers, including key stakeholders such as CSOs and NGOs. Overall, its responsibilities will include:
 - i) review the progress reports and making recommendations to implementing partners;
 - ii) prepare technical recommendations to the cross border project board;

iii) conduct regular field visits to assess the progress of activities and make recommendations to implementing partners and the steering committee; prepare the CBPB Meeting agenda as well as TOR for the evaluation missions. The CBMTC will meet at least once a quarter and whenever necessary on a rotational basis in each country and will be co-chaired by the PBF Coordinator/Secretariat of the two countries. The preparation and organization of monitoring technical committee meetings will be led by the hosting country including budget allocations.

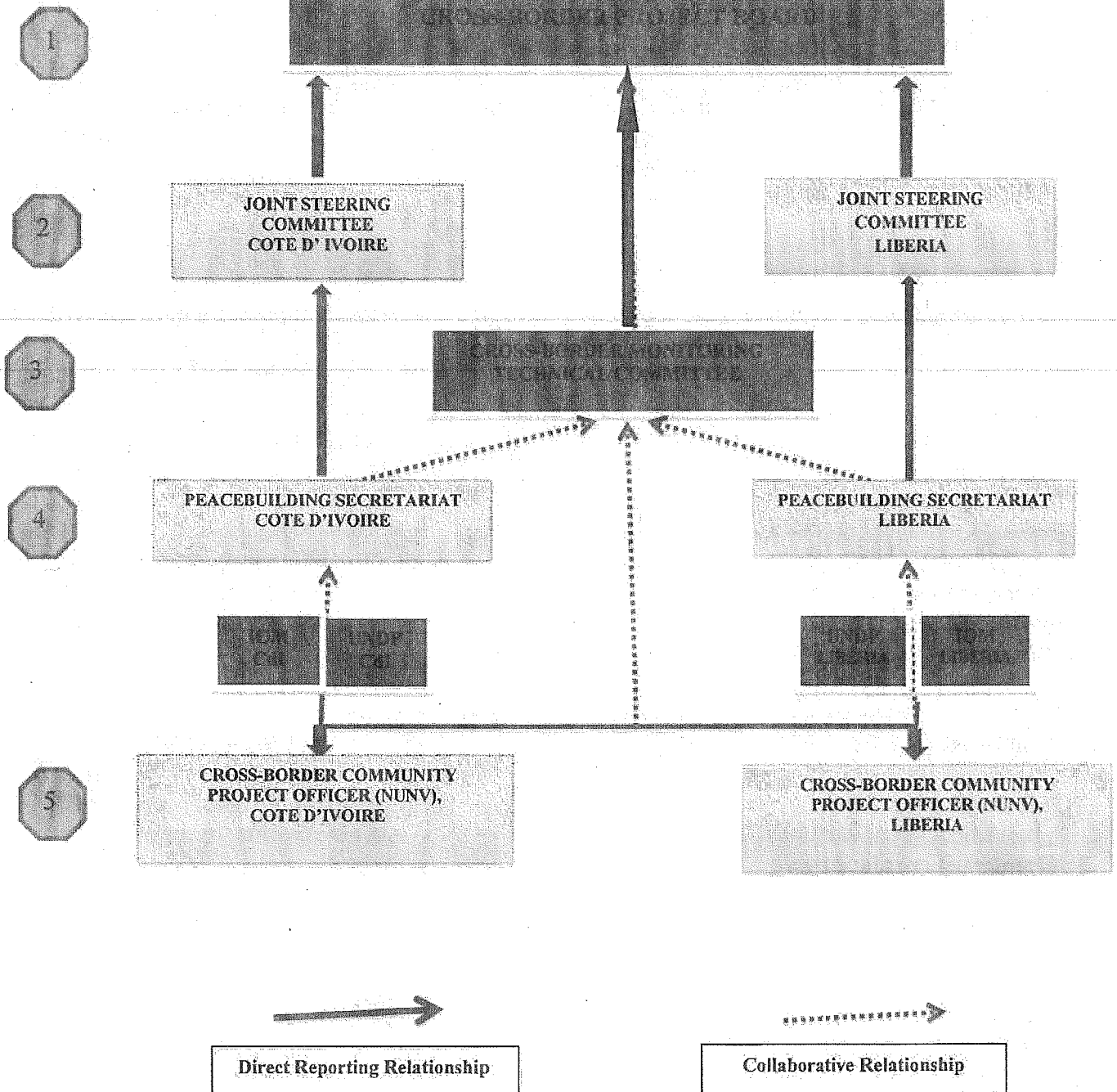
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At the country level, the **PBF Secretariat** will continue to play its role and responsibilities, including providing support to the JSC and liaison with PBSO.

5

To fulfill the role as **Cross-Border Project Community Officers**, two National United Nations Volunteers will be recruited by the project to coordinate the implementation at the community level. He/she will ensure synergies between agencies and activities implemented by RUNOs and liaise with his/her UNV counterpart across the border. The NUNVs will be under the supervision of the UN Lead Agency for each country. They will be part of the Cross-Border Monitoring Technical Committee. Considering the rough terrain and transport challenges in Liberia, two NUNVs will be engaged (one per county – Maryland and River Gee).

Organisational and Coordination Structure



a) Risk management:

Table 5 – Risk management matrix

A number of scenarios may negatively impact the continued provision of services as envisaged in this cross-project initiative. These are political, social and managerial. These include are but not limited to:

Risks	Probability (high, medium, low)	Level of impact on the project implementa tion (high, medium, low)	Mitigation Strategy (responsible person or agency)
Due to delays in implementation of DDDR programme in Côte d'Ivoire and residual illegal possession of fire arms among border communities, security incidents, including cross-border incursions occurring along the borders between Côte d'Ivoire and Liberia might impact on peace and security efforts in both countries.	Medium	High	Systematic monitoring of political and security dynamics, including potential community violence, at national and border communities at local levels and their potential impact on the project to ensure that mitigating measures are taken in a timely fashion. Community leaders and CSOs will be invited by the in-country JSC to analyze risks when signs of unrest appear.
The closure of the border between Côte d'Ivoire and Liberia during the Ebola outbreak undermines the free movement of population and border officials, and obviously will negatively impact the implementation of this project.	Medium	High	The Cross-border Joint Steering Committee will advocate for the opening of the border between CI and Liberia, the government of Cote d'Ivoire.
In the forthcoming local and presidential pre- and post-electoral period in Côte d'Ivoire and Liberia respectively, risks of violence may be higher particularly in the case of Liberia presidential elections to be held in 2017.			An inclusive and transparent electoral process, involving all relevant political parties and stakeholders, and intensive civic education on the roles and responsibilities of all actors, as well as mechanisms of conflict resolution, will be pursued. This will ensure clarity, minimize misinformation and misconceptions, and promote

					peace and stability.
Inadequate commitment and co-operation of government and private sector partners, as well as beneficiaries, to fulfil their roles and honour their obligations.	Medium	Medium	High	Awareness raising, engagement /dialogue with partners to solicit their full involvement and responsibilities, including release of land and space for relevant interventions.	
Although there is no EVD case in the sub-region, WHO has indicated the possibility of relapses, as experienced before. It remains a threats should one occur and might intensify border closure measures that might adversely affect the project implementation.	Low	Medium	High	Enhanced EVD prevention, surveillance and early response mechanism put in place in the sub-region has proved effective in management of recent cases, and will hopefully prevent and spread to the scale witnessed before.	
The progressive drawdown of UNMIL and ONUCI may create security challenges if national security institutions are not adequately equipped and deployed across the country.	Medium	Medium	Medium	Extensive planning and effort has gone into ensuring no lapse of security occurs as a consequence of the UNMIL and UNOCI drawdowns. For instance, the Statement of Mutual Commitment (GoL-UN), and the outcome of the UN Strategic Review Mission in Liberia and the transition working group in Côte d'Ivoire (CdI) are progressively working towards strengthening capacity of national security institutions, as part of Transition plans. Constant monitoring of security threats will be done, especially along the borders to ensure early detection and deployment of appropriate response and project implementation adjustments.	
The persistent poor livelihood and socio-economic remain as critical sources of conflicts and tensions across and along the borders, and needs to be addressed holistically, with the normative peace promotion interventions, including respect for human rights.	High	High	High	Resource mobilization efforts will continue to be intensified towards addressing these conflict drivers, in order to complement other border security strengthening interventions, already funded, such as this project.	

b) Monitoring & Evaluation:

The project will pay special attention to the efficient use of resources and the relevant orientation for the implementation of activities through monitoring and evaluation system. The objective is to ensure that the expected results are achieved. There will be a baseline and end line survey conducted (as needed).

The Project will ensure established functional management, monitoring and evaluation mechanisms at all levels with particular attention to: i) efficiency in resource management; ii) the effectiveness of undertaken actions and the quality of the annual and final results; (iii) the ability to generate sustainable results and impacts, especially through the implementation of standardized and replicable processes, (iv) ensure annual planning, updating data, periodic reviews, joint field missions, documentation of good practices (v) synergies between the different components of the project, and with other PBF projects/ peacebuilding projects funded by other partners.

RUNOs will work together to prepare, through a participatory process, a common annual joint plan and a M&E plan for the project with a require budget.

Under the orientation of the 2 PBF Technical Secretariat (Liberia and Côte d'Ivoire) the lead agency, in close consultation with all UN agencies focal points, will consolidate a periodic technical and financial report in line with PBF guidelines. The annual work plan and report will be approved by the Cross Border Joint Steering Committee before submission to MPTFO and PBSO.

The Peace building M&E framework of the priority plan, which includes analysis and synthetic tools for measuring the contribution of each individual projects to the PP indicators, will also include the measure of the cross border indicators on social cohesion in the areas covered by this project. A partnership could be developed with a national institution for data system. If possible, peacebuilding outcome monitoring would include some comparative data on areas or communities not supported, so as to better assess the impact of PBF support. Project monitoring and evaluation will cover the full (USD5,186,210) project using joint progress reports and one joint monitoring and evaluation framework.

a) Administrative Arrangements

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

AA Functions

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