Submission Form
To
Joint Steering Committee
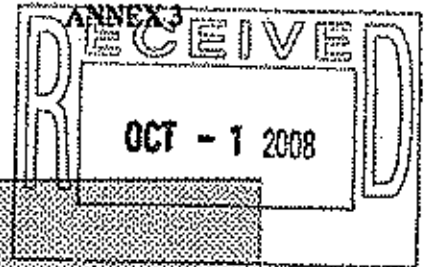
Part A: Meeting Information

To be completed by the PBF Secretariat

SC Meeting No:	4th
Item No:	III
Date of Meeting:	9 August 2008

Part B: Project Summary

To be completed by the Recipient UN Organization

From: Dominic Sam, UNDP	Date of Submission: - 18 June 2008 (draft 1) - 14 July 2008 (draft 2) with responses to TAP questions - 28 July 2008 (draft 3) - 29 August 2008 (draft 4) to PBF Secretariat including updated budget and JSC-related adjustments
Contact: Napoleon Abdulai 06 464 226	

Proposed Project, if approved, would result in:	Proposed Project resulted from:
☒ New Project / Joint Project	☒ National Authorities initiative within Liberia PBP Terms of Reference
☐ Continuation of previous funding	☐ UN Agency Initiative within Liberia PBF Terms of Reference
☐ Other (explain)	☐ Other (explain)

Recipient UN Organization: UNDP	
Implementing Partner(s): Ministry of Internal Affairs	
Theme/Cluster/Priority Area: Priority Area 3 Strengthening State Capacity	
Project[1] Title: Government of Liberia Peacebuilding Office	
Total Project Budget: US$1,073,745	
Amount requested PBF: US$902,759	
Amount and percentage of indirect costs requested: US$59,059 7%	

	2008	2009	2010
Projected (Total) Annual Disbursements:	US$200,000	US$700,000	US$173,745
Projected (Total) Annual Commitments:	US$200,000	US$700,000	US$173,745

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[1] *The term "Projectme" is used for projects, Projectmes and Joint Projectmes.*

16

Narrative summary of Project
Not to exceed 500 words

1. Background

The project originated with the Ministry of Internal Affairs (MIA) who initiated discussions with UNDP, UNMIL and other stakeholders to develop the structure and character of the program. The Government of Liberia identified the gap in existing institutional capacity to address Liberia's conflict issues. This was especially true in terms of developing and applying a conflict sensitive framework to PRS implementation as well as capacity for proactive peacebuilding efforts.

This project will establish a Peacebuilding Office (PBO) in MIA, which will support the Government of Liberia's efforts to address, mitigate and prevent conflict. This will be a Government unit office dedicated solely to these issues.

Additionally, this project includes critical support for the Peacebuilding Fund of Liberia Secretariat.

2. Purpose of Proposed Project

Government of Liberia has skills and takes all opportunities throughout the PRS period (2008-2010) to mitigate and respond to Liberia's conflict issues.

The main outputs include: creation of conflict sensitive framework; key Government decision-makers (Ministers and Agency heads) understand conflict sensitivity and peacebuilding; dissemination of conflict sensitivity framework to all levels of Government; information gathered and shared on hotspots and emerging conflicts through early warning mechanisms; PBO staff trained in conflict sensitivity and peacebuilding; PBO provides technical advice to GoL on applying conflict sensitivity; key functional activities of the PBF Liberia secretariat covered; fundamental MIA function supported for 18 months.

Key outcomes include: adoption and application of a conflict sensitive framework to PRS implementation; key stakeholder understanding of the conflict sensitive approach; early warning mechanisms in place to detect emerging challenges to peace; PBO / MIA / Govt. staff with conflict sensitivity and peacebuilding skills and capacity to respond to these challenges.

Part C: Technical Review

(To be completed by the PBF Secretariat on behalf of the Technical Advisory Panel)

Composition of Technical Advisory Panel:
Local TAP Members
Wilfred Gray-Johnson, National Officer, DSRSG (Peacebuilding, National processes)
Christiana Solomon, Civil Affairs, UNMIL
Malin Herwig, Office of RC (UN Coordination, Results Based Management)
Michael George, Ministry of Internal Affairs (Governance)
Roosevelt Woods, Foundation for International Dignity (CSO related to human rights and rule of law)
Gudrun Fridriksdottir, UNIFEM (Gender)
Secretariat: Jonathan Andrews (UNMIL), Benjamin Spatz (MIA), Leah Spigelman (MIA support)

External TAP Members
Dr. Jeannie Annan, Yale University
Dr. Christopher Blattman, Yale University
Cheyanne Church, Reflecting on Peace Practice, CDA Collaborative Learning Projects
Peter Woodrow, Reflecting on Peace Practice, CDA Collaborative Learning Projects

Technical Advisory Panel Review Date:

22 – 24 June 2008 (first review and interactive discussion with project team when proposal was submitted as concept note)
23 – 28 July 2008 (final review and interactive discussion with project team; TAP's recommendations to JSC)

3. Evaluation of Proposal by the Technical Advisory Panel

- Directly addresses a key gap in GoL capacity
- Concerned about sustainability of PBO after 18 month project horizon
- Suggested to combine PBF and PBO function into one office
- Add more staff to focus on peacebuilding, conflict sensitivity and training, and perhaps a n M&E program officer
- Very important to have GoL buy-in of the conflict sensitivity framework outside of MIA
- The PBO should give the UN a central focus for investing in training for peacebuilding
- Ensure palava huts are properly constructed and managed in a conflict sensitive way

	i) General principles and selection criteria	
(a)	Is the Project explicitly based on Liberia PBF Priority Plan?	Yes ☒ No ☐
(b)	Does the project build capacity within national institutions?	Yes ☒ No ☐
(c)	Does the project promote and ensure national and local ownership?	Yes ☒ No ☐
(d)	Does the organization have the appropriate system to deliver expected results (also looking at earlier performance and project delivery)?	Yes ☒ No ☐
(e)	Does the project avoid duplication of and significant overlap with the activities of other actors?	Yes ☒ No ☐
(f)	Does the project use strategic entry points that respond to immediate needs and yet facilitate longer-term improvements?	Yes ☒ No ☐
(g)	Does the project build on existing resources, capacities, strengths and experience?	Yes ☒ No ☐
(h)	Can the Project be completed within 18 months?	Yes ☒ No ☐
	ii) Relevance to peacebuilding criteria	
(a)	Are peacebuilding and reconciliation aspects adequately addressed by the proposal?	Yes ☒ No ☐
(b)	Are related gender dimensions taken into account and adequately addressed by the proposal?	Yes ☒ No ☐

(c)	Are the theory of change and strategy for the project appropriate for, and relevant to the particular conflict situation?	Yes ☒ No ☐
	iii) Project design criteria	
(a)	Are the activities appropriate, practical, and consistent with the expected results?	Yes ☒ No ☐
(b)	Are risks taken into account and is this analysis reflected in the structure and design of the logframe?	Yes ☒ No ☐
(c)	Has the role of partners been identified and is their level of involvement and participation in the project satisfactory?	Yes ☒ No ☐
(d)	Does the proposal include realistic provisions for monitoring and are the indicators at impact, outcome and output level adequate?	Yes ☒ No ☐
	iv) Impact and Sustainability	
(a)	Is the project likely to have a tangible/measurable impact on its target groups, especially in terms of building peace and reconciliation?	Yes ☒ No ☐
(b)	Is the project likely to have multiplier effects, including scope for replication and/or extension?	Yes ☒ No ☐
(c)	Does the proposal have mechanisms to ensure that it is sustained beyond the end date?	Yes ☒ No ☐
(d)	Does the proposal have the mechanisms to be fully integrated and mainstreamed into new Projects and projects?	Yes ☒ No ☐
	□ *Overall Technical Advisory Panel review of project submission* Approve with revisions	Yes ☒ No ☐

Check on Project Proposal Format Contents

- ❏ Cover sheet (first page) — Yes ☒ No ☐
- ❏ Logical Framework — Yes ☒ No ☐
- ❏ Project Justification — Yes ☒ No ☐
- ❏ Project Management Arrangements — Yes ☒ No ☐
- ❏ Risks and Assumptions — Yes ☒ No ☐
- ❏ Budget — Yes ☒ No ☐
- ❏ Progress Report (for supplementary funding only) — Yes ☐ No ☐
- ❏ Support Cost — Yes ☒ No ☐

Provide concise summary assessment against:

- ❏ *18 Months Implementation*
  Elaborate

- ❏ *Agency indirect support cost*
  Elaborate

- ❏ *General evaluation criteria*
  Elaborate

	Part E: General criteria for prioritising Projects/projects	
(a)	Must be in line with Liberia PBF Priority Plan	Yes ☒ No ☐
(b)	Recipient Organisation is unable to meet high or urgent priority needs with existing level of funding	Yes ☒ No ☐
(c)	Addresses high priority activities that have significant impact, and by nature must address seasonal or timing imperatives and considerations.	Yes ☒ No ☐
(d)	Supports activities that are likely to improve the overall peacebuilding situation at national and local levels.	Yes ☒ No ☐

Part F: Decision of Steering Committee

(To be completed by the Steering Committee)

5. Decision of the Liberia PBF Joint Steering Committee

☒ Approved for a total budget of <u>US$ 902,759</u>
☐ Approved with modification/condition
☐ Deferred/returned with comments for further consideration
☐ Rejected

Comments/Justification
This project identifies and addresses a significant gap in Government of Liberia capacity. The analysis of how this project will increase the Government of Liberia's ability to address persistent conflict factors is solid and maps a clear, sustainable way forward. Establishing the Government of Liberia Peacebuilding Office aligns with Liberia's PBF Priority Plan and with JSC.

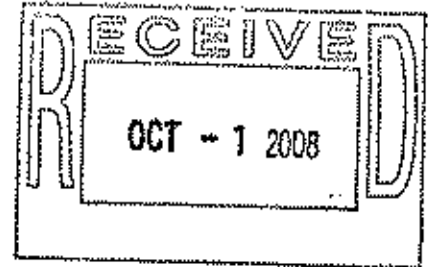*To be completed by the Administrative Agent*

7. Action taken by the Administrative Agent: MDTF Office, UNDP

☑ Project consistent with provisions of the Liberia PBF Memorandum of Understanding and Standard Administrative Arrangements with donors.

_____ 3/10/2000 _____
Date

22

LIBERIA PEACEBUILDING FUND
PROJECT DOCUMENT COVER SHEET

Recipient UN Organisation: UNDP	Liberia PBF Priority Area: Area 3
Project Manager: UNDP Name: Napoleon Abdulai Address: UNDP Mamba Point Telephone: 06 464 226 E-mail: napoleon.abdulai@undp.org	Implementing Partner(s): Ministry of Internal Affairs Name: Minister Ambulai B. Johnson Address: Ministry of Internal Affairs Telephone: 06 990 344 E-mail: ambulaijohnson@yahoo.com
Project Number: PP/RL/A3/01	Project Duration: 18 months
Project Title: Government of Liberia Peacebuilding Office	Project Location: Monrovia
Project Description: Establish a Peacebuilding Office (PBO) in the Ministry of Internal Affairs (MIA) in Liberia supporting Government's conflict sensitive approach and Peacebuilding opportunities throughout the PRS. Overall project includes PBF-L Secretariat.	Total Project Cost: US$ 1,073,745 PBF: US$ 902,759 Government Input: Significant, in kind. Other: US$ 170,986 direct PBSO Project Duration: 18 months

Peacebuilding Impact and key outcomes:
The Government of Liberia (GoL) has skills and takes all opportunities throughout the PRS period (2008-2010) to mitigate and respond to Liberia's conflict issues. Key outcomes include: adoption and application of a conflict sensitive framework to PRS implementation; key stakeholder understanding of the conflict sensitive approach; early warning mechanism in place to detect emerging challenges to peace; and PBO / MIA / Government staff with conflict sensitivity / peacebuilding skills and capacity to respond to these challenges. Functions of the PBF Liberia secretariat are covered in this project.

Outputs and Key Activities:
Creation of conflict sensitive framework; Key Government decision-makers (Ministers and Agency heads) understand conflict sensitivity (CS) and peacebuilding (PB); dissemination of CS framework to all levels of Government; information gathered and shared on hotspots and emerging conflicts through early warning mechanism; PBO staff trained in conflict sensitivity and peacebuilding; PBO provides technical advice to GoL on applying conflict sensitivity; key functional activities of the PBF Liberia secretariat covered. Fundamental MIA function supported for 18 months.

Technical Advisory Panel Review Date: _____
PBF Secretariat Review Date _____
Joint Steering Committee Approval Date: _____

On behalf of:	Signature	Date	Name/Title
Recipient UN Organization		10\11\08	Dominic Sam, CD, UNDP
Co-Chair PBF SC		9-25-08	Ambulai Johnson, Minister
Co-Chair PBF SC		9-29-08	Jordan Ryan, DSRSG (RC)

THE LOGICAL FRAMEWORK

Results	Measurable indicators	Means of verification	Important assumptions
PEACEBUILDING IMPACT: *Wider problem the Project will help to resolve:* - GoL more accountable and transparent, embracing conflict sensitive policies and programs, and maximizing opportunities to build peace through implementation of the PRS, including through strategic application of the PBF.	*Quantitative ways of measuring or qualitative ways of judging timed achievement of impact* - PRS implementation does not instigate conflict. - PBO responds to emerging challenges. - Government responds to conflict flare-ups; flare-ups do not spread. - Opportunities to build peace identified throughout the PRS and acted upon.	*Cost-effective methods and sources to quantify or assess indicators:* - Conflict sensitive analysis of specific activities. - Reporting on overall PRS implementation through conflict-sensitivity assessments. - Analysis of PRS peacebuilding related opportunities and degree of follow up and action (studies).	*External factors necessary to sustain long term impact* - PBO continues to receive funding and support beyond the initial 18 months (incorporated in MIA budget / other donor support) - PBO able to identify, hire and retain talented individuals - Ministries and Agencies appreciate and apply Conflict Sensitive (CS) framework
OUTCOMES: *The intended changes or benefits resulting from the project.* - Policymakers, implementers and other stakeholders in ministries and Government understand and value of CS and PB. - Early warning mechanisms in place and emerging challenges to peace detected and acted upon. - PBO staff with capacity to educate and apply conflict-sensitivity and peacebuilding knowledge, skills and values. - PBF in Liberia programmed transparently, strategically and catalytically maximizing PB opportunities throughout the PRS.	*Quantitative ways of measuring / judging timed achievement* - Extent GoL voluntarily draws upon on PBO advisory capabilities (no. vs total) - Policy documents created to implement the PRS reflect application of the CS framework - No. of ministries / agencies utilizing CS approaches and PB framework(s) - Policy planning meeting minutes document incorporation of CS/PB approaches. - Early warning indicators are agreed upon and mechanisms are in place in coordination with ECOWAS and UNMIL	*Cost-effective methods and sources to quantify or assess indicators* - Observations and reports upon the activities of ministries and agencies using CS/PB approaches. - Ministry audits to determine if structural changes have been made to use CS / PB framework as a standard component in policy creation.	*(Outcome to Peacebuilding Impact) External conditions necessary if achieved project outcome is to contribute to reaching project impact* - CS framework application to PRS will be generally understood and appreciated and not blocked - Information gathered by early warning mechanisms is shared in a timely manner so that the PBO can respond before and keeping situation under control
OUTPUTS: *Specific products, services, changes in processes resulting from project.* - Key Ministers and Agency heads understand conflict-sensitivity. - CS framework is utilized in all relevant levels of government - PBO provides technical advice to GoL in application of conflict-	*Quantitative ways of measuring or qualitative ways of judging timed production of output* - Timeline for creation and production of CS framework. - Number of CS framework manuals disseminated to	*Cost-effective methods and sources to quantify or assess indicators:* - PBO files - Confirmation by Ministry and County administration offices of receipt of CS framework and manuals.	*(Outputs to outcome) Factors out of project control which, if present, could restrict progress from outputs to achieving project outcomes* - PBO gains and maintains respect of other GoL offices and

sensitivity approaches. - CS framework produced - Use of CS framework verified in policy creation: - Information gathered and shared (ie hot spots and emerging conflicts. - 6 PBO national staff trained and functional in conflict-sensitivity and peacebuilding in Liberia. - 6 PBO staff trained in basic mediation techniques - 1 PBO international staff (partly paid by PBSO NY) in a supportive role. - 20 Palava huts constructed and utilized in districts determined to be high-need. - 120 Government officials trained in CS framework and application. - PBO workplan and systems in place Key outputs of PBF secretariat. - PBF Concept notes / Project proposals called for, received, compiled, analyzed - Technical Advisory Panel (TAP) convened, comments sought and compiled. - All outputs / support to Liberia PBF JSC as required. - All PBF related reports compiled (verified by UN counterparts) - Communications strategy developed and implemented.	Ministries and County administration offices. - Number of PBO staff hired. - Number of GoL policymakers trained and using skills in program/ project development. - Palava huts constructed. - Community use of Palava Huts (with log system in place to record meetings, issues, participants.).	- Regular review of workplan of PBO - Review of Palava Hut logs	staff. - Coordination on logistics of Palava hut construction with Urban Affairs department in MIA and County level implementing partners to ensure process runs smoothly. - Key functional activities of the PBF Liberia secretariat covered. Fundamental MIA function supported for 18 months.
ACTIVITIES: *Tasks to be done to produce the outputs:* - Create CS framework and manual. - Train PBO staff in CS and PB - Run participatory process with government to create conflict sensitivity framework. - Hire international consultant to train PBO staff and assist with training GoL policymakers. - Educate and train relevant government staff on the purpose and use of CS framework. - Monitor application of CS framework in policy creation. - PBO staff attends trainings abroad. - Establish communications strategy and protocol for PBO working throughout government including with local authorities and UN partners. - Provide strategic communications surrounding flash points and critical interventions.	**INPUTS:** This is a summary of the project budget (sub-budgets and total as in Annex 2.4) - Staff; 6 national staff, 1 international and consultants - Vehicles purchase, use and maintenance costs - Training costs - Building materials - Office supplies - Publications	- Procurement and Financial reports - Staff reports	(Activity to output) *Factors out of project control which, if present, could restrict progress from activities to achieving outputs* - Capacity of staff available to hire - Appropriate consultants are available. - Logistics for Palava hut construction

- Create strategic plan for and oversee implementation of construction of Palava Huts. - Liaise with District level peace councils as they are created. - Gather and maintain information on conflict assessments and hot spots throughout Liberia, use to guide PBO and Peacebuilding Fund (PBF) activities. <u>Key activities of PBF secretariat.</u> - PBF Concept notes / Project proposals called for, received, compiled, analyzed. - Technical Advisory Panel (TAP) convened, comments sought and compiled. - All activities to support PBF JSC. - Record keeping and compilation of PBF related reports (verified by UN counterparts) - Specific activities related to Communications strategy (tbd)			

1. Background and problem statement

The Government of Liberia (GoL) is embarking on an inclusive Poverty Reduction Strategy (PRS) and is taking the steps needed to pave the way toward a safe and prosperous Liberia. GoL does not yet have the institutional capacity to comprehensively account for and respond to the pervasive conflict issues that cut across Liberia and run throughout Liberian society. There is similarly no coordinated approach to ensure development projects do not inadvertently trigger or contribute to conflict, nor is there a Government institution that focuses on peacebuilding with the ability to proactively and quickly respond to emerging non-military conflicts.

Ad hoc responses to these pervasive challenges present risks to successful implementation of the PRS, longer-term development aims and achieving durable peace. The Government recognizes this gap and is responding by creating the Peacebuilding Office (PBO), housed in the Ministry of Internal Affairs (MIA). The PBO will develop Government capabilities to respond to emerging threats, mitigate risks and help ensure that implementation of the PRS promotes peace and development. Since the PRS implementation started on 1 July 2008, it is essential to establish this office immediately. Another function of the office will be to function as the secretariat of the Peacebuilding Fund (PBF) in Liberia.

Given that the rifts in Liberia society are deep and impact all aspects of development, it will not be enough to simply create and apply a conflict sensitive tool to the PRS. Mitigating the conflict dynamics in Liberia requires that the Government, through the support of the PBO, proactively engage situations before they arise and as they arise so that any spark of conflict does not have the space to grow or spread. Failure to proactively address emerging conflicts throughout the country will jeopardize any progress made in implementing the PRS and will make additional progress very difficult.

Establishing the PBO, and ensuring the high capacity of the PBO staff, directly strengthens Government capacity to mitigate, prevent and respond to conflict in Liberia. In addition to enhancing Government capabilities, these initiatives will be examples of responsible Government action aimed at improving the lives of Liberians, thereby helping to improve trust between citizens and the state – a key conflict issue as articulated in Liberia's Poverty Reduction Strategy.

2. Project Rationale and expected results

Liberia has a critical window in which to show progress to its people. The PRS is the main strategy that if implemented will create the foundation for sustainable development and durable peace. Therefore, it is critical that the PRS is implemented, and seen to be implemented, in a conflict sensitive way. It could be disastrous to inadvertently instigate conflict by the very policies designed to reduce poverty. Moreover, failure to proactively address emerging conflicts risks derailing or retarding development efforts.

Conflict Sensitivity
A conflict sensitive framework must be developed and applied to the PRS to help ensure that PRS implementation and longer-term development efforts do not inadvertently contribute to conflict in Liberia. Once this framework is created it can be applied to all development policies and activities. The PBO will coordinate, assist and lead the development of this framework and provide technical support to help see that it is applied.

To do this, the PBO – after receiving conflict sensitivity (CS) and peacebuilding (PB) training – will develop a simple CS tool. This tool will consist of a series of Liberia-specific questions that can be answered without deep technical knowledge of CS and PB, so that it is accessible to policymakers with the assistance of training and guidance. The PBO will build upon existing global efforts – such as the established Do No Harm framework, part of the extensive body of work already done by scholars and practitioners worldwide on CS. These frameworks have proven to be useful and effective tools to determine if a policy or intervention would enhance social cohesion and build peace or act to divide society along fault lines.

The onus of applying the framework will lay with each individual Government entity. The PBO will support these

efforts by providing trainings for key Government officials – at both the policy and implementation levels – and be available for technical assistance and guidance as needed.

Peacebuilding
In order to apply the tool properly there must be solid local level knowledge of the situation on the ground. This will require communication and information sharing between the PBO, those at the local level, and those involved in conflict mapping. The PBO will build on the existing communication channels, such as County Support Teams (CSTs), and work with upcoming local level initiatives for timely flow information.

Information on emerging conflicts or hotspots that filters back to Monrovia and through various Government and partner institutions will be analyzed by PBO staff in order to provide recommendations to the Ministry of Internal Affairs on responses.

Fully realizing both the conflict sensitivity and the peacebuilding functions of the PBO will not be possible in 18 months. What can be achieved is that over 18 months these skills will be learned and institutionalized in the Government. The PBO will develop the capacity to engage in conflict sensitivity and peacebuilding activities and begin to apply this learning as much as possible.

Creating the institutional space and developing a staff with these critical skills is the first strategic step in contributing to GoL efforts to prevent, mitigate and respond to conflict. This foundation – institutionalized conflict sensitive and peacebuilding capabilities – created during the 18-month period will be sustained over the 3-year PRS period and beyond. In time the PBO will only gain in strength and be in a position to better use their knowledge and responsive capabilities. Establishing the PBO as part of a coordinated and institutionalized GoL conflict prevention and peacebuilding approach directly addresses the current lack of such a framework.

3. Partnerships and Management Arrangement

UNDP
The PBO will support the MIA with staff being employed directly by UNDP to ensure that PBO can offer suitable salaries to attract qualified individuals. UNDP will continue to play a strong advisory role and provide critical support, including technical assistance to establish the office, specific technical knowledge on conflict sensitivity and peacebuilding, and general programmatic knowledge. UNDP will be the Recipient UN Organisation for this project and will fulfill its reporting role with the Multi Donor Trust Fund (MDTF) Office.

UNMIL
UNMIL is in the process of hiring a Peacebuilding and Recovery Advisor who will work closely with the PBO. The two offices will liaise closely in their conflict assessments and setting the strategic PB criteria for the PBF and the Government. The PBF, drawing on its part-UN status, will link with UNMIL and other UN agencies and bodies to gather current conflict assessments and incorporate UN-researched 'hotspot' work. The PBO will draw on similar government-led efforts. Both offices will work together to analyze this information, as well as the current PB efforts, and serve as a hub for coordinating and driving PB work.

Ministry of Internal Affairs (MIA)
PBO staff members will be housed in the MIA. Staff will initially report to the Minister. However, once a new Director of Special Projects is established in MIA, the Senior Advisor of the PBO will report to the person in that position.

Ministries
The PBO will develop close ties and partnerships with the relevant actors and branches of the GoL, so that all Government stakeholders are included. The PBO Conflict Sensitivity Program Officers will work closely with each Minister, as well as a focal person whom they will identify, to ensure the application of the conflict sensitivity tool to all policies and programs coming from his/her Ministry. Through close collaboration and training, the relevant GoL actors will be able to use the conflict sensitivity tool relatively independently, but with guidance from the PBO as needed.

Local Governance
As the Ministries in Monrovia begin applying a conflict-sensitivity litmus test to all policies and programs, and as Government power is further decentralized to the counties, the PBO officers will begin working with the County

Support Teams (CSTs) and County Superintendents. The process of training in the conflict-sensitivity framework and ad hoc support will mirror that of the partnerships with the Ministries.

PBO staff will work with the CST and the District Peace Councils being established. The PBO will create feedback systems for peacebuilding needs specifically, so that locally-led peacebuilding efforts are being helped and buttressed by the PBO and communication effort through the palava hut program. Those at the local level will be encouraged to share information with the PBO on emerging hotspots. This will allow the PBO to have a finger on the pulse of the communities so that if critical interventions are needed, the PBO is well situated to respond rapidly.

4. Monitoring & Evaluation

Monitoring and evaluation of this project will be ongoing and in partnership with all partners from the local level up to the Ministries. The M&E component will be guided by the following questions, among others:
- Is the conflict sensitivity framework broadly adopted?
- Do key stakeholders value the framework?
- Are the palava huts being used? What are the issues arising and local level conflicts being addressed?
- Are strategic communications around hot spots working?
- Do key stakeholders understand the conflict sensitivity framework and tool?
- Does the PBO have the necessary knowledge and skills related to conflict sensitivity and peacebuilding?
- After 18 months has PRS implementation been guided by the conflict sensitivity framework?
- Are the early warning systems working and adequate?
- What was the result of PBO response to emerging conflicts? Did conflict accelerate or die down?

The initial hires for the PBO and the ALD-4 position for the PBF will assist in the formation of a Monitoring and Evaluation (M&E) plan for the PBO, in conjunction with the M&E for the PBF. They will create baseline surveys to gauge the current conflict-sensitivity of the ministries. The baselines can be conducted in the initial outreach to the ministries and establishing the relationship between focal persons and the Conflict-Sensitivity Program Officers. Sample surveys will be developed to see if the conflict sensitivity knowledge was learned by the relevant actors and if it has impacted any change in policies and implementation strategies.

Since much of the Peacebuilding Office project will be based around building capacity in the GoL, it will be necessary to measure the increase in skills in conflict sensitivity and peacebuilding of the staff of the PBO. This will be done through a series of individual evaluations and reassessments of the need for additional training and skills.

Procurement of supplies by UNDP will be subject to the relevant UN internal regulations for procurements.

5. Sustainability of the project

Over the course of 18 months the PBO will become firmly established as a key component of the Ministry of Internal Affairs. Staff will gain conflict sensitivity and peacebuilding skills, tools and knowledge that will continue to serve the Government far beyond the 18-month time horizon. The capacity gained during the PBO training sessions and through 18 months of experience will be institutionalized in the PBO. The palava huts that are constructed will continue to serve as meeting places for increasing dialogue and resolving conflict. But most importantly, the PBO will not disappear after 18 months. Once established the PBO will receive funding from the GoL budget to complement continued partner contributions. Staff salaries will be supported by the MIA budget as well as making use of the UNV and UNDP programs meant to supplement high level staff salaries in the GoL.

6. Project Implementation with timeline

The following actions will be taken to establish the Peacebuilding Office:
1-6 Months:
- Set up the office infrastructure, hire staff, procure vehicle
- Create strategic plan to prioritize which PRS implementation areas on which to focus initially
- Begin training PBO staff in conflict sensitivity and peacebuilding
- Begin training relevant GoL actors

- Establish early warning indicators
- Strategic plan and site selection for 50 palava huts

6-12 Months
- Send PBO staff to training abroad / in country
- Hire consultant for Monrovia PBO training
- Continue training relevant GoL actors
- Construct 50 palava huts
- CS framework and tool developed and training manual produced on how to use the tool
- Begin training GoL actors in CS tool

12 - 18 Months
- Conflict sensitivity framework adopted
- Finalize palava hut construction
- Begin monitoring plan
- Respond to emerging conflicts through peacebuilding efforts
- Record incorporation of CS framework for any government policies created in previous 12 months
- Compile lessons learned from use of CS framework.

7. Project/Budget (see Project Budget)

8. Detailed work plan (see Detailed Project section)

Budget: Government of Liberia Peacebuilding Office (MIA Liberia)   27 Sept 2008

	Unit	Qty	Rate (USD)	Amount TOT (USD)	Amount Other Agency (USD)	Amount PBF (USD)
1. Personnel						
1.1 PBO / PBF Senior Advisor (Natl)	months	18	3,200	57,600		57,600
1.2 M.D.4. Capacity Dev. Advisor (Intl)	months	12	18,500	222,000	74,000	148,000
1.3 Prog. / Comc. / Early Warning Officer (Natl)	months	18	1,450	26,100		26,100
1.4 Training Officer (Natl)	months	18	1,450	26,100		26,100
1.5 Prtg. / Conf. Serv. Officer (Natl)	months	18	1,450	26,100		26,100
1.6 PBF Programme Assistant (Natl)	months	18	1,200	21,600	21,600	
1.7 Administrative Assistant (Natl)	months	18	900	16,200	16,200	
Personnel Subtotal				395,700	111,800	283,900
2. Contracts						
2.1 Training Consultants, PB, CSO, (Intl)	days	48	600	28,800		28,800
2.2 Consultants, M&E Contribution	ls	1	15,000	15,000		15,000
2.3 Communications strategy, Deliverables*	ls	1	15,000	15,000		15,000
2.4 Misc. communications / publications exp.	ls	1	10,000	10,000	5,000	5,000
2.5 Community meeting infrastructure (districts) Palava Huts	each	50	5,000	250,000		250,000
2.6 Assessments	ls	1	20,000	20,000	5,000	15,000
Contracts Subtotal				338,800	10,000	328,800
3. Training						
3.1 Training fees for PBO / PBF Staff	ls	1	25,000	25,000		25,000
3.2 Mediation training	ls	1	20,000	20,000		20,000
3.3 CS Framework dev, Workshops etc.	ls	1	15,000	15,000	5,000	10,000
Training Subtotal				60,000	5,000	55,000
4. Transport						
4.1 Light Vehicle purchase	item	2	35,000	70,000		70,000
4.2 Fuel, Maintenance, Insur.	month	18	1,500	27,000		27,000
4.3 Misc. transport expenses	item	1	3,000	3,000		3,000
Transport Subtotal				100,000	-	100,000
5. Supplies and Commodities						
5.1 Office supplies (contribution)	ls	1	16,000	16,000	8,000	8,000
Supplies/ Commodities Subtotal				16,000	8,000	8,000
6. Equipment (/ Office supplies)						
6.1 Computers, Equipment	ls	1	20,000	20,000	10,000	10,000
6.2 Photocopier	ls	1	6,000	6,000		6,000
6.3 Office space (from MIA)			-			-
Equipment Subtotal				26,000	10,000	16,000
7. Travel						
7.1 Travel / misc exp. for consultants	ls	1	20,000	20,000		20,000
7.2 Misc. travel expenses	item	1	5,000	5,000		5,000
7.3 Helicopter Flights upcountry	each	3	4,000	12,000		12,000
Travel Subtotal				37,000	-	37,000
Subtotal before Misc.				973,500	144,800	828,700
8. Miscellaneous						
8.1 Misc. incl Security / MOSS Compliance	ls	1	20,000	20,000	15,000	35,000
SUB TOTAL 1-8				1,003,500	159,800	843,700
9. Agency Management Costs						
9.1 (7% UNOP)				70,245	11,186	59,059
TOTAL (All USD)				1,073,745	170,986	902,759
					Other Agency	PBF

* Communications / publications strategy to be developed, Booklets, facts, reports.

Detailed Work Plan

Outcome/Output	Activities	Inputs	Budget	Delivery Date
Government adopts and applies conflict sensitive framework for implementation of the PRS: Key Ministers and Agency heads understand and value CS; Framework transmitted to all levels of government.	- Educate government staff on the purpose and use of CS - Train relevant Ministries and Agencies in the CS tool	Trainings and transportation	tbd	1/31/10
PBO provides technical advice to GoL on applying CS; 120 Government officials trained in conflict sensitivity framework and tool	- Create CS framework through participatory process. - Begin monitoring use of CS framework in policy creation. - Periodic meetings with policymakers according to strategic priority areas of PRS.			
Early warning mechanisms in place to detect emerging challenges to peace: Information gathered and shared on hot spots and emerging conflicts; Construct 50 palava huts.	- Establish communications strategy with local authorities/UN partners. - Analyze and provide strategic communications surrounding flash points and critical interventions around the country.	Publications	tbd	1/31/09
PBO staff has CS and PB knowledge, skills and values: 6 PBO staff trained in CS and PB.	- Construct palava huts - Liaise with District level peace councils - Train PBO in CS and PB - Send PBO to training abroad	Materials, Travel	tbd	1/31/09
	- Hire international consultant to train PBO - Proactively keep everybody up to date	Trainings, Consultants, Office space and supplies	tbd	1/31/10 7/31/09

10

Dates	6 Month Benchmarks	Indicators of Progress
First 6 Months	- Staff hired and trained - Office set up - Early warning indicators selected - Locations determined and plan outlined to build palava huts	- 6 hired staff members - 1 med-term international staff member hired - Physical office space set up and functioning - Strategic plan created for following 12 months, including determining conflict factors and areas of PRS/government to focus on in initially. Baseline study of those conflict factors according to target PRS areas. - Discussions held with LACE and other stakeholders on palava huts
Second 6 Months	- Send for training abroad / in-country - Select sites for district-base support - Create conflict sensitivity framework - Construction of palava huts begins	- Staff members from office have completed initial training - 1 consultant training for staff members in country. - CS framework and training manuals on its use produced. - Construction of palava huts
Third 6 months	- Evaluate PRS implementation process - Advise GoL on implementation - Respond to emerging conflicts - Finalize palava hut construction - Conflict sensitive framework adopted and beginning to be applied	- 50 palava huts constructed with accompanying community peacebuilding plans. - Records of incorporation of CS framework for any government policies created in previous 12 months. - Compilation of lessons learned from use of CS framework. - Decrease of violence in response to implementation of the PRS in areas determined to be the initial focus of the PB Office according to the strategic plan created in first 6 months.

**Government of Liberia Peacebuilding Office and
UN / MIA Peacebuilding Fund (PBF) Secretariat
Organizational Chart – all Positions National 18 months unless noted**
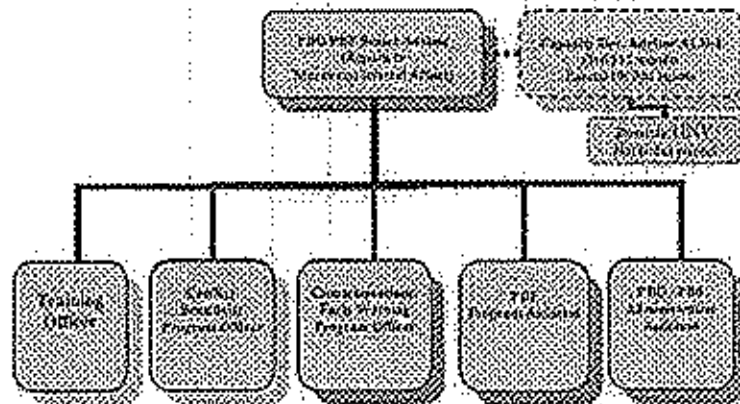
ANNEX 2

**Government of Liberia Peacebuilding Office / PBF Support
Terms of Reference for Staff (Short format)**

PBF/PBO Senior Advisor
- Focal point for managing overall (with this function handed over from Cap. Dev. Advisor. Maintain up-to-date, comprehensive conflict mapping / assessments of the country.
- Identify most critical peacebuilding needs in Liberia and steer activities of the PBO accordingly.
- Partner with the PBF Secretariat to guide the strategic plan for the Liberia PBF.
- Manage GoL PBO staff of 6.
- Manage application process for Concept Notes and Project Proposals
- Liaise with PBF Joint Steering Committee and Technical Advisory Panel
- Monitor project implementation
- Oversee/coordinate evaluation of PBF peacebuilding impact and specific projects
- Collaborate with the GoL Peacebuilding Office to create and institute a strategic plan for national peacebuilding efforts.
- Assisting in monitoring and evaluation of the Liberia PBF on the whole, and on a project-basis.

Capacity Development Adviser. (Intl, ALD-4)
Initially functions as central officer in all aspects of PBO / PBF whilst other staff are hired and their capacity built to assume full responsibilities.
- Hire and oversee training of PBF Liberia Secretariat / PBO staff.

- Coordinate detailed strategic planning for Liberia PBF.
- Collaborate with PBO in MIA to create national peacebuilding strategic plan.
- Coordinate with Multi-Donor Trust Fund (MDTF) in New York
- Bridge the PBF Liberia's work with PBF and PBSO in New York.
- Fulfil all UN reporting / oversight requirements (to be taken over by another UN staff at end of contract).

Conflict-Sensitivity Program Officer
- Create conflict-sensitivity framework to be used in all Government of Liberia policy-creation, program design, and implementation for the Poverty Reduction Strategy.
- Oversee and ensure the dissemination and implementation of the conflict-sensitivity framework.
- Work with senior level Government officials to educate on conflict-sensitivity.
- Train policymakers in use of the conflict-sensitivity framework.
- Provide on-call assistance in conflict-sensitivity application as needed.

Peacebuilding Program Officer
- Coordinate with UNMIL and District governments to create and implement palava peace hut strategy according to local conflict and community needs.
- Harmonize palava peace hut program with peacebuilding efforts of the Liberia Peacebuilding Fund.
- Gather and maintain database of all peacebuilding efforts in Liberia.
- In collaboration with the Liberia PBF and the PBO Senior Advisor, create strategic national PB plan and guide peacebuilding projects according to critical gaps.
- Run national communications initiatives regarding activities of the Peacebuilding Office and conflict management as needed.

Training Officer
- Act as focal point for PBO training activities
- Prepare contracts for international training consultants
- Design a training schedule and programme for PBO staff
- Design training schedule and training workplan for key GoL actors
- Assist consultants with all aspects of training courses provided in Liberia or abroad as necessary
- Assist with other PBO activities as needed

Administrative Assistant
Assists with all aspects of administration for the PBO / PBF including:
- Coordinate travel to the counties for research purposes.
- Assist with printing communications documents.
- Liaise with Urban Affairs department (MIA) for building of palava peace huts.
- Data entry and maintenance.
- Supports logistical support to the JSC and PBF Secretariat.
- Assist with the organization of technical meetings.
- Draft minutes of meetings.
- Manage technical documents, correspondence, and telephone calls.

14

- Assist with any other tasks as needed to ensure the smooth running of the PBF Secretariat.

PBF Program Assistant
- Assist PBO/PBF Senior Advisor with analysis of all PBF related issues organising meetings, recording minutes, and sharing documents with members of the JSC;
- Assist in documenting, communicating and ensuring follow-up of the JSC's decisions, particularly ensuring submission of appropriately signed and complete documentation on approved projects to the UNDP MDTF Office;
- Assist with preparation of financial and budget documents;
- Participate in reviewing and analysing concept notes and project proposals received, and submitting recommendations to the JSC;
- Assist in ensuring inter-project consistency and providing guidance to Recipient UN Organisations on common methodology for programme/project costing, staffing and related issues;
- Assist in tracking the implementation of projects and make recommendations for improvements, if deemed necessary;
- Participate in reviewing reports and status updates;
- Assist in identifying problems that may arise in relation to project delivery and management and advising the JSC on appropriate action, and report back on progress or lack thereof;
- As directed by the PBO/PBF Senior Advisor, support information sharing (including bulletins), awareness raising and training as required; and
- Any other related tasks as directed by the PBO/PBF Senior Advisor.

Budget: Government of Liberia Peacebuilding Office (MIA Liberia)   27 Sept 2008

	Unit	Qty	Rate (USD)	Amount TOT (USD)	Amount Other Agency (USD)	Amount PBF-L (USD)
1. Personnel						
1.1 PBO / P&F Senior Advisor (Nat'l)	months	18	3,200	57,600		57,600
1.2 ALD 4, Capacity Dev. Advisor (Int'l)	months	12	18,500	222,000	74,000	148,000
1.3 Prog. / Coms. / Early Warning Officer (Nat'l)	months	18	1,450	26,100		26,100
1.4 Training Officer (Nat'l)	months	18	1,450	26,100		26,100
1.5 Prog. / Conf. Sens. Officer (Nat'l)	months	18	1,450	26,100		26,100
1.6 P&F Programme Assistant (Nat'l)	months	18	1,200	21,600	21,600	
1.7 Administrative Assistant (Nat'l)	months	18	900	16,200	16,200	
Personnel Subtotal				395,700	111,800	283,900
2. Contracts						
2.1 Training Consultants: PB, CSD, (Int'l)	days	48	600	28,800		28,800
2.2 Consultants, M&E Contribution	ls	1	15,000	15,000		15,000
2.3 Communications strategy, Deliverables*	ls	1	15,000	15,000		15,000
2.4 Misc communications / publications exp.	ls	1	10,000	10,000	5,000	5,000
2.5 Community meeting infrastructure (districts) Palava Huts	each	50	5,000	250,000		250,000
2.6 Assessments	ls	1	20,000	20,000	5,000	15,000
Contracts Subtotal				338,800	10,000	328,800
3. Training						
3.1 Training fees for PBO / P&F 1 Staff	ls	1	25,000	25,000		25,000
3.2 Mediation training	ls	1	20,000	20,000		20,000
3.3 CS Framework dev. Workshops etc.	ls	1	15,000	15,000	5,000	10,000
Training Subtotal				60,000	5,000	55,000
4. Transport						
4.1 Light Vehicle purchase	item	2	35,000	70,000		70,000
4.2 Fuel, lubricants, insur.	month	18	1,500	27,000		27,000
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Transport Subtotal				100,000	-	100,000
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7. Travel						
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8. Miscellaneous						
8.1 Misc. incl Security / MOSS Compliance	ls	1		30,000	15,000	15,000
SUB TOTAL 1-8				1,003,500	159,800	843,700
9. Agency Management Costs						
9.1 (7% UNDP)				70,245	11,186	59,059
TOTAL (All USD)				1,073,745	170,986 Other Agency	902,759 PBF-L

*Deliverables against communications strategy to be developed. Brochures, flyers, radio etc.