







**LIBERIA PEACEBUILDING FUND  
PROJECT DOCUMENT COVER SHEET**

<b>Recipient UN Organization:</b> UNDP	<b>Liberia PBF Priority Area:</b>
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<b>Project Number:</b>	<b>Project Duration:</b> Three (3) years (October 2011 – October 2014)
<b>Project Title:</b> Support for the Extension, and Functioning of the Government of Liberia Peacebuilding Office / PBF Secretariat and for Monitoring and Evaluation of the PBF portfolio and projects	<b>Project Location:</b> Monrovia
	Total Project Cost: US\$ PBF 1,577,506.00 (PBO extension and functioning for three years 1,059,780.50 + Monitoring and Evaluation Specialist 234,000 and Reconciliation Programme Manager 90,000 + overall monitoring and evaluation of PBF project and portfolio 193,725.55)  <b>Government Input:</b> Significant, in kind. <b>Other:</b> US\$
	<b>Project Duration:</b> Three (3) years (October 2011 – October 2014)
<b>Outputs and Key Activities:</b> <ul style="list-style-type: none"> <li>Ensure effective implementation of the LPP and ensure compliance to PBF rules and procedures</li> <li>The Secretariat technical support to the JSC, the TAGs, UNRO and IPs</li> <li>Coordinate support to the implementation of the LPP programmes</li> <li>Ensure effective monitoring of the LPP programmes</li> <li>Facilitate independent evaluation of the LPP programmes</li> <li>Ensure peacebuilding is integrated into GoL programming and implementation of the PRS2</li> <li>Organize review meetings of stakeholders regarding commitments in the Statement of Mutual Commitment (SMC)</li> <li>Project Management Unit set-up and functional to roll up a monitoring and evaluation system</li> </ul>	
<b>Technical Advisory Group Review Date:</b> <u>20 July 2011</u>	
<b>PBF Secretariat Review Date:</b> <u>19 July 2011</u>	
<b>Joint Steering Committee Approval Date:</b> <u>4 August 2011</u>	

On behalf of:	Signature	Date	Name/Title
		7/12/11	 Dominic Sam, CD, UNDP
Recipient Organization			SEBASTIAN T. MUAH
Co-Chair PBF SC			 Amara M. Konneh, Minister, MPEA
Co-Chair PBF SC		7/12/2011	Moustapha Soumaré, D/SRSG (RG)

## THE LOGICAL FRAMEWORK

Results	Measurable indicators	Means of verification	Important assumptions
<p><b>PEACEBUILDING IMPACT:</b></p> <p><i>Wider problem the Project will help to resolve</i></p> <p>Improved capacity of PBO to adequately function and strengthened service delivery to implement the Liberia Peacebuilding Programme through effective coordination, monitoring and evaluation that help to support security sector reform, rule of law and national reconciliation contained in the LPP</p>	<p><i>Quantitative ways of measuring or qualitative ways of judging timed achievement of impact</i></p> <p>% increase in knowledge and skills for effective monitoring and evaluation service provision capable to adequately monitor and evaluate the justice, security and national reconciliation sectors of the LPP</p> <p>Number of monitoring, evaluation and coordination systems responsive to the needs for informed policy decisions making by the JSC, MDTF and the PBSO</p>	<p><i>Cost-effective methods and sources to quantify or assess indicators</i></p> <p>Periodic external and internal reviews of justice and security, and national reconciliation programs delivery in terms of overall performance in line with the LPP and the SMC</p>	<p><i>External factors necessary to sustain long term impact</i></p> <p>Effective monitoring and evaluation framework adequately responsive to measure both quantitative and quality progress towards results put in place</p> <p>Government of Liberia continued commitments to support the PBO and sustain the gains made over the period of the LPP implementation</p>
<p><b>OUTCOMES:</b></p> <p><i>The intended changes or benefits resulting from the project.</i></p> <p>A robust and responsive M&amp;E System at the PBO fully capable to showcase results of the LPP implementation useful in mobilizing additional programs resources</p> <p>Enhanced access to robust and effective monitoring,</p>	<p><i>Quantitative ways of measuring / judging timed achievement</i></p> <p>Number of M&amp;E reports generated over the period of implementation of the LPP</p> <p>Number of policy decisions taken by the JSC and the</p>	<p><i>Cost-effective methods and sources to quantify or assess indicators</i></p> <p>Efficiency and effectiveness of the PBO M&amp;E system</p> <p>Confidence and trust in the</p>	<p><b>(Outcome to Peacebuilding Impact)</b></p> <p><i>External conditions necessary if achieved project outcome is to contribute to reaching project impact</i></p> <p>Continued commitment demonstrated by JSC and other audience to read M&amp;E reports and take appropriate policy actions and program decisions</p> <p>Continued interests on the part of the Government of</p>



	<p>services provided by the LPP</p> <p>Number of coordination meetings held at both policy and operational levels involving relevant stakeholders associated with the LPP implementation</p>	<p>system to respond to the M&amp;E needs of the different stakeholders</p> <p>% additional financial resources mobilized by the CSC as a result of showcasing results of the LPP implementation</p> <p>Number of M&amp;E reports available both at the PBO and on the UNDP/MDTF-GATEWAY Website</p>	<p>system into the national M&amp;E system managed by the LRDC at the MPEA</p>
<p><b>OUTPUTS:</b> <i>Specific products, services, changes in processes resulting from project.</i></p> <p>Monitoring and evaluation system critical for measuring progress towards results put in place for the LPP</p> <p>Coordination and collaboration at regional, county and national levels capable to respond to building synergies and linkages amongst projects and stakeholders put in place</p> <p>Program management unit at the PBO</p>	<p><i>Quantitative ways of measuring or qualitative ways of judging timed production of outputs</i></p> <p>Effective quantitative and quality data management system utilized by PBO</p> <p>Monitoring and evaluation plan of the PBO put in place</p> <p>Sense of coherence between and amongst the two LPP program components and different projects</p>	<p><i>Cost-effective methods and sources to quantify or assess indicators</i></p> <p>Quarterly/annual work plans, Semi-annual and quarterly monitoring reports</p> <p>Field mission reports</p> <p>Coordination meeting reports</p>	<p><b>(Outputs to outcome)</b> <i>Factors out of project control which, if present, could restrict progress from outputs to achieving project outcomes</i></p> <p>PBO staff well trained and capacitated to roll out monitoring and evaluation</p> <p>GoL factor in its 2012/2013 fiscal budget to sustain the PBO</p> <p>LPP stakeholders do not hesitate to cooperate with PBO in the execution of program and project activities</p>

<b>ACTIVITIES:</b> <i>Tasks to be done to produce the outputs</i>	<b>INPUTS:</b> This is a summary of the project budget (sub-budgets and total as in Annex 2.4)	<b>(Activity to output)</b> <i>Factors out of project control which, if present, could restrict progress from activities to achieving outputs</i>
Ensure effective implementation of the LPP	PBO administration cost including personnel and logistics is US\$1,059,780.00	PBSO/MDTF delayed in the transfer of project funds
The Secretariat supports to the JSC and the TAGs	Support to overall technical support and coordination including monitoring and evaluation cost US\$427,725.55	JSC co-chairs delayed in signing project document which affects submission to the PBSO for appropriate action
Coordinate support to the implementation of the LPP programmes	Total project cost US\$ 1,577,506.00	Complex UNDP procurement process
Ensure effective monitoring of the LPP programs		
Facilitate independent evaluation of the LPP programmes		
Ensure peacebuilding is integrated into GoL programming and implementation of the PRS2		
Organize review meetings of stakeholders regarding Commitments in the Statement of Mutual Commitment (SMC)		
Project Management Unit set-up and functional with a Monitoring and Evaluation system in place for quality reporting of performance and results of		

the implementation of the LPP.			
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## Full Project Document - Outline

### 1. Background and Problem Statement

On 16 September 2010, Liberia was formally placed on the UN Peacebuilding Commission (PBC), thereby becoming the fifth country to be engaged with the PBC. Being engaged with the PBC Liberia is transitioning from immediate and rapid peacebuilding intervention to medium-and-long-term peace consolidation and national development. Under the present configuration, it is expected that the Liberia Peacebuilding Office (PBO) will undertake additional responsibilities to include the functions of a Project Management Unit responsible for finalizing the Liberia Priority Plan, making arrangements for programme management, preparing key stakeholders and implementing partners and harmonizing expectations, establishing procedures for coordination and ensuring compliance in implementing the Statement of Mutual Commitment (SMC) and the Liberia Priority Plan II.<sup>1</sup> The PBO will also help support coordination amongst the various agencies/institutions (including UN Recipient Agencies, Government Institutions and Implementing Partners) and programmes. This also includes developing ToRs and working closely with the Technical Advisory Groups on the Regional Hubs and on National Reconciliation and convening sessions of the Technical Advisory Panel (TAP) to review and appraise PBF project proposals. Moreover, the PBO will be responsible for helping project teams to develop project baselines where appropriate and log frames, and for monitoring and evaluating the implementation of the projects. More importantly, the PBO will be responsible for coordinating the writing of a comprehensive, evidence based report on the PBF/PBC activities, accomplishments and challenges on a nine month basis as agreed in the SMC. These functions of the PBO are in addition to some of the previous functions of the PBO, especially conflict sensitive development and training, and coordination and partnering with various peacebuilding institutions both local and international, conducting conflict mapping and hot spot assessments and conflict early warning, and running of an internship programme. An additional responsibility is the PBO is supporting Liberia's engagement with the international dialogue on peacebuilding and statebuilding process and to help support the development of the development of inputs for the National Visioning Exercise leading to developing a medium-to-long-term development strategy for Liberia. Further, capacity building and strengthening of government officials and civil servants in conflict sensitivity as an approach to ensure that government's policies and programs are formulated and designed for implementation in a manner and fashion that tend not to inadvertently create or exacerbate conflicts.

Monitoring and evaluation is key management tool for any program. Monitoring and evaluation during the first tranche PBF funding from 2008-2010 was observed to be weak. This observation was confirmed by a mid-term evaluation report conducted by independent evaluation consultants in April 2010. Programmatically, it was reported that peacebuilding as a theme was not mainstreamed in the UN system's strategic framework or overall programmatic priorities. It was perceived to be a stand along projects, which related to the wider objective of peace consolidation of the UN Mission and the UN Agencies on the one

<sup>1</sup> The PBO/PBF-S has already begun performing these additional functions under the new arrangement. It developed a zero draft of the Liberia Priority Plan II, and the Liberia Peacebuilding Programme (LPP) reviewed and coordinated comments from the Government on the Statement of Mutual Commitment (SMC) between the PBC and the GoL, and helped develop and coordinate the project proposal for the first regional hub. The Secretariat has also begun working with key institutions to get baselines against indicators in the PP results framework to set up an M&E framework, amongst. The Secretariat is also coordinating with various institutions of Government, UN Partners, and the JSC to ensure full and efficient implementation of the first regional hub project and the LPP.



hand, but remained on the periphery on the other hand. Consequently, peacebuilding was not given the necessary attention within the coordination and management structure of the UN system simply because monitoring and evaluation information was often not available to the Joint Steering Committee to make informed policy decision. There were weak synergies between the various coordination groups both at policy and operational levels. Additionally, because of the enormous demand placed on the PBO during the initial PBF funding period, it really did not meet M&E efficiency due to its limited capacity. While PBO and UN Recipient agencies were required to monitor change, most of the monitoring focused on outputs. Furthermore, there was no standard methodology to collectively measure impact of the PBF projects. In view of these weaknesses related to monitoring and evaluation, the PBO, under this second PBF funding mechanism expects to design an effective monitoring and evaluation system that is responsive to both the quantitative and qualitative needs of the PBO monitoring and evaluation system.

## **1. Liberia Peacebuilding Programme Monitoring and Coordination**

### **Government of Liberia's Peacebuilding Office**

The main functions and responsibilities of the Government of Liberia Peacebuilding Office are to provide monitoring and evaluation and coordination roles of the LPP for the next three years under the direct supervision of the Minister of Planning and Economic Affairs (MEA). The PBO under this new configuration and arrangement will act a Secretariat to the Joint Steering Committee and the Technical Advisory Groups on Justice and Security and National Reconciliation to ensure effective implementation of the LPP and to provide overall support to the UN Recipient Agencies and their implementing partners in the area of Monitoring & Evaluation. In addition to the above, the PBO consists of Program Management Unit (PMU) for the LPP, particularly to ensure timely implementation of program and project activities.

The functioning of the PBO is very crucial in providing support to the JSC and for the successful implementation of the Liberia Peacebuilding Programme (LPP), the Liberia Peacebuilding Priority Plan and for also following through on the commitments of the Government contained in the Statement of Mutual Commitment (SMC) signed between the Government of the Republic of Liberia and the United Nations Peacebuilding Commission. In this regard, this proposal seeks funding for the operations and adequate functioning of the PBO including its PMU for the next three years (September 2011 – 2014).

It may be recalled that in September 2008, the Liberia Peacebuilding Fund (PBF Joint Steering Committee (JSC) approved a project proposal submitted by the Ministry of Internal Affairs (MIA) for the establishment of the Liberia Peacebuilding Office (PBO) attached to the MIA. The establishment of the PBO was an attempt to institutionalize peacebuilding<sup>2</sup> activities within the Government – to mainstream a conflict sensitive<sup>3</sup> framework to the implementation of the Poverty Reduction Strategy (PRS) for Liberia, and to help ensure that the Government policies, strategies and operational programmes would be formulated and implemented considering the conflict context.<sup>4</sup> Policies and programmes were to take into account the root causes and potential areas of conflict, and to avoid inadvertently

<sup>2</sup> Peacebuilding is the proactive response to address key factors and actors of a conflict.

<sup>3</sup> Conflict sensitivity is an analysis conducted to ensure that any form of project does not exacerbate existing tensions or create new tensions. It should be noted that also peacebuilding projects need to be conflict sensitive.

<sup>4</sup> Prior to setting up the PBO, several peacebuilding activities were initiated and undertaken throughout Liberia by religious institutions, traditional leaders and elders, civil society institutions, and the Government. Many of these processes and activities, aimed at resolving disputes, fostering reconciliation and supporting local mechanisms for peace, were often carried out rather haphazardly, without informing or influencing Government's policy actions and development programmes.



exacerbating tensions that could lead to violent conflicts. In the post-conflict reconstruction of Liberia, both the Government of Liberia (GoL) and the United Nations had regarded peacebuilding as pivotal for national development, and to prevent a relapse into violence. While Liberia had maintained peace and security since the Comprehensive Peace Agreement in 2003, it was well-known that much attention was needed to address issues that were strategic to peacebuilding. In this regard, the PBO was intended to have the capacity to proactively prevent, mitigate and adequately respond to violent conflict throughout the country.

It is against this background that the Government and the United Nations, with funding from the Peacebuilding Fund and based on the Peacebuilding Priority Plan for Liberia, reached a decision to establish the Liberia Peacebuilding Office. After submitting the project proposal, the PBO and the PBF Secretariat began full operation in January 2009. The work of the PBO entails inter-related activities like training policy makers in conflict sensitivity, performing monitoring and evaluation roles, facilitating the construction of peace huts in strategic locations for conflict resolution and development planning, as well as promoting social cohesion amongst divided communities. In addition to providing this capacity building support to the Government of Liberia, the PBO also performs the role of Secretariat for the UN Peacebuilding Fund Joint Steering Committee (JSC) that administered the 15 million fund in Liberia and also works closely with the UN Peacebuilding Support Office (PBSO) in New York and the Multi-Donor Trust Fund – Office. Over the next three years the JSC is expected to administer and oversee the implementation of a little over 70m from the PBF the Justice and Security Trust Fund and other sources for the implementation of the LPP.

Furthermore, the PBO was also intended to become the institution within the Government that would help to follow through on the implementation of the PRS. Specifically, the PBO was to track the implementation of deliverables set out in the PRS that were aimed at addressing root causes and potential areas of conflict in Liberia. The PRS mentions six key conflict drivers that the Government identified to be addressed over the implementation period of the PRS.<sup>5</sup> The PRS also envisaged that,

*“Over the PRS period, with initial support from the PBF, the Government will focus on building the capacities of leaders and institutions to develop and implement conflict-sensitive policies and programmes. ... [W]ith an understanding on conflict issues and methods of addressing them, the Government can set a strong foundation for lasting peace and stability in Liberia.” (PRS p.21).<sup>6</sup>*

Prior to institutionalizing peacebuilding within the Government, there had been various perspectives of such initiative within the Government. From the beginning of the post-conflict reconstruction period, the Government of Liberia had been aware of the different ways that the international community prioritize and sequence policies of early recovery, reconstruction, peacebuilding and development in post-conflict countries. The formulation of the Government's 150 Day Plan soon after assuming power was the earliest signal of the Government's eagerness to move beyond relief into full-scale recovery and development, but

<sup>5</sup> The drivers were, (1) land disputes; (2) youth disenfranchisement; (3) political polarization; (4) mismanagement of natural resources; (5) exclusiveness of the State; and (6) weak and dysfunctional justice systems. Unlike in the case of other crosscutting issues mainstreamed in the PRS, like gender equity, issues of youth, environmental issues and HIV/AIDS, there was not an institution within or out of Government to work with the Government institutions and partners to ensure that the peacebuilding and conflict sensitivity components of the PRS were addressed.

<sup>6</sup> In August 2007, a Peacebuilding and Conflict Sensitive Working Group (PBCSWG) was set-up as one of the 10 working groups developing inputs for the PRS. The working group was headed by the Minister of Internal Affairs and comprised of representatives from the Government, UNMIL, the UN, and civil society. Besides identifying the conflict factors, the working group also ensured the mainstreaming of peacebuilding elements and conflict sensitivity across the GoL's four Pillars for reconstruction and development – the key structure of the PRS. The working group helped to develop guidance notes for each of the PRS working groups. The guidance notes pointed out issues for consideration by each working group that would enhance peacebuilding in Liberia. A ten pager and a two pager highlighting various peacebuilding issues with recommendations to address them were developed. For more information, see Annex 2 page 170-174 of the PRS.



at that stage developing a full scale strategy for peacebuilding could not find political space in the plan.

Peacebuilding being a quintessentially political issue, it was a difficult terrain for the Liberian authorities to deal with, as it called for a re-examination of past legacies. Questions like what was the nature of interaction between the formal, informal, traditional and shadow systems of governance, and who would gain and lose from the changes created by post-conflict reconstruction policies were (and in some cases still remain) highly contentious issues in Liberia. Because of these problems of dealing with the past legacies, much of the analytical work that was undertaken in the beginning of post-war reconstruction process did not delve into the roots of the Liberian conflict and its key drivers like unemployment and social exclusion.<sup>7</sup> Instead, these issues were relegated to a secondary position in favor of promoting mainstream sectors like health and education.

Furthermore, besides political will, there was also the question of capacity to develop, adopt or mainstream peacebuilding into programming itself. However, following relentless efforts from practitioners, and the commitment of the Government with the support of the United Nations, peacebuilding and conflict analysis were integrated into both the PRS and the County Development Agendas (CDAs).

As a result, peacebuilding and conflict analysis have become important components of the broader policy frameworks of Liberia's post-conflict reconstruction strategy. Reconstruction efforts such as the County Support Team (CST)<sup>8</sup>, the provision of basic social services, the Truth and Reconciliation Commission (TRC) process, as well as setting up the Liberia Peacebuilding Office itself all reflect a larger peacebuilding agenda that seek to promote peace and national reconciliation.

In sum, the Liberia Peacebuilding Office since its establishment has been supporting Government's conflict sensitive approach to policymaking and development throughout the implementation of the Poverty Reduction Strategy (PRS), and helping develop Government's capacity to manage and resolve conflicts especially on the local level. More specifically, the PBO has been helping to foster coordination and coherence amongst peacebuilding actors and institutions in Liberia, and to strengthen local and traditional mechanisms for peace.

Over the last three years, the PBO has made considerable gains in achieving its outcomes related both to its functions as the Liberia PBO and the Secretariat of the PBF JSC these include:

The key outcomes of the PBO:

- ✓ Capacity of PBO staff strengthened in conflict sensitivity and knowledge in peacebuilding; Policymakers, CSOs and other stakeholders in Government, including local authorities, to understand and value conflict sensitivity and peacebuilding trained over the next three years;
- ✓ Putting in place conflict early warning mechanisms to detect emerging challenges to peace, and act upon them;

<sup>7</sup> One of these examples was the Result Focused Transitional Framework, a document the National Transitional Government of Liberia sent to the international community in April 2005 highlighting the priorities for action during the immediate post-conflict transition period.

<sup>8</sup> The County Support Team (CST) mechanism was initiated on 4 August 2006, and has three (3) components: 1) *Infrastructure rehabilitation* intended to help rehabilitate or construct public facilities in the counties, provide equipment and foster the functionality of local government. This was intended to empower the local level structures. 2) *Capacity building* emphasized that while infrastructural rehabilitation is essential, it is also indispensable to ensure that human resource capacity would be developed. In this vein, capacity building was linked to the overall national development framework to ensure coherence both at local and national levels. 3) *Information management* had a goal establish County Information Centers in each county. This was considered crucial for the dissemination of information both vertically and horizontally. The CST process also saw the birth of the UN Country Team's 'integrated approach' in support of Liberia's development process.



- ✓ Facilitating transparent, strategic and catalytic use of PBF programming to maximize peacebuilding opportunities throughout the PRS;
- ✓ Traditional mechanisms for peacebuilding enhanced.

As stated above, the PBO was also established as the Secretariat of the Liberia Peacebuilding Fund with distinct but interrelated functions.<sup>9</sup> The PBO has carried out the following responsibilities as the PBF Secretariat:

- ✓ Provided the JSC Secretariat support in organizing meetings, recording minutes and sharing documents with the members of the JSC;
- ✓ Documented, communicated and facilitated follow-up measures of the JSC's decisions, particularly ensured submission of appropriately signed and completed documentation on approved projects to the UNDP MDTF office;
- ✓ Maintained a database on PBF related activities and implementing partners;
- ✓ Reviewed and analyzed concept notes and project proposals, including all technical reviews, and submitted recommendations to the JSC;
- ✓ Supported inter-project coordination and provided guidance to UN recipient organizations on common methodology for project costing, monitoring and evaluation, and related issues;
- ✓ Organized specific project impact monitoring and evaluation training, and reviewed reports (including independent impact evaluations);
- ✓ Tracked the implementation of projects and made recommendations for improvements, if necessary;
- ✓ Identified problems that arose in relation to project delivery and management, and advised the JSC on appropriate actions, with the follow up on reporting back on progress or lack of progress;
- ✓ Reviewed reports and provided status updates;
- ✓ Acted as the local repository of knowledge regarding the rules and regulations of the PBF and related management arrangements;
- ✓ As directed by the JSC Co-chairs, supported information sharing (including bulletins), awareness raising and training as required;
- ✓ Ensured linkages of the PBF projects to national processes, in particular the Poverty Reduction Strategy (PRS) and the related supportive efforts of the UN and partners;
- ✓ Promoted PBF awareness amongst the Government, civil society and international partners;
- ✓ Documented issues and periodically sharing 'lessons learned' with the JSC and PBSO.

(See attached the PBO Consolidated Report 2009 – 2011)

## 2. Project Rationale and expected results

The Liberia Peacebuilding Programme (LPP) will be implemented based on the engagement between the Government of Liberia and the Peacebuilding Commission (PBC) guided by key principles including national ownership and leadership; international partnership in support of national efforts; and joint responsibility. In keeping with the LPP approved on 5<sup>th</sup> May 2011, the management arrangement called for ensuring full ownership and direction from the Government of Liberia; ensuring coherence between the Justice and Security and the

<sup>9</sup> Until January 2009 an interim Secretariat, with two staff members from the Office of the Deputy Special Representative of the Secretary General for Recovery and Governance, and one staff member from the Scott Fellows programme assigned at the Ministry of Internal Affairs performed the day-to-day functions of the JSC.



National reconciliation components, as well as ensuring effective monitoring and evaluation mechanisms to measure progress towards the specific outputs and outcomes contained in the LPP. The Peacebuilding Office, as Government's Office responsible for peacebuilding and conflict sensitivity assists the Joint Steering Committee (JSC) in the execution of its functions, which include ensuring overall guidance and direction in terms of efficient and effective implementation of the LPP. The PBO supports the JSC in this direction by acting as a Secretariat and is also expected to roll out the monitoring and evaluation plan for the LPP for the next three years. In addition, the PBO is expected to provide support to the Justice and Security and National Reconciliation Programme Managers and ensure effective coordination amongst the different groups associated with both implementation and policy execution. The National Reconciliation Programme Manager will be housed within the PBO but will work closely with the Minister of Internal Affairs. Under the direct supervision of the PBO, a Monitoring and Evaluation Specialist will ensure the roll out of the monitoring and evaluation plan of the LPP and build the monitoring and evaluation capacity of the PBO.

While policy and operational decisions making by the JSC and Liberia specific configuration body are crucial to the overall achievement of the LPP outcomes and impact, these decisions must be informed by reliable information based on evidenced based data. A strong M&E system is extremely important and necessary to this effect. The status of the progress of implementation of the LPP and the quality of intermediate results need to be assessed on a regular basis and the implementation strategies timely aligned if so required as an approach to improve the overall programme effectiveness.

Additionally, ensuring coherence and collaboration enhance improved program results. Besides, building synergies amongst projects and the two programs are essential elements for good programming in peacebuilding. This is very crucial to help measure cumulative impact of peacebuilding. As noted in the mid-term report of the first tranche PBF funding, coordination and monitoring and evaluation were weak which impacted the results obtained after two years of implementation. With this experience, the PBO is challenged to ensure a stronger M&E and an effective coordination system. There are two result frameworks, i) the strategic management framework, and ii) results and resource frameworks, both frameworks are contained in the LPP useful for measuring progress towards targeted results.

As required by the SMC, the Government of Liberia is required to review and report every nine month to the PBC on its commitments in light of progress and achievements related to the LPP implementation. The PBO's role in this review and reporting process is useful as it facilitates the review and write-up process. These roles are critical to the success of the LPP in Liberia, and it depends on the effective functioning of the PBO. In addition, the PBO is expected continues to play a strategic role in supporting the GoL overall peacebuilding initiatives and programmes.

As stated above, the overall functioning of the PBO is very crucial to supporting the JSC and the successful implementation of the Liberia Peacebuilding Programme (LPP), the Liberia Priority Plan and for also following – through on commitments of the Government in the Statement of Mutual Commitment.

In terms of its expected results, by the end of the three years the PBO would have:

- Provided support to the MIA Programme Manager in managing the reconciliation component of the programme;
- Acted as the Secretariat for the Reconciliation Technical Advisory Group;
- Supported the Justice and Security Programme Manager in managing the justice and



- security component of the programme;
- Served as the Secretariat to the Justice and Security/hub Technical Advisory Group;
- Acted as the JSC's Secretariat, preparing JSC meetings and producing the necessary documentation for effective decision making;
- Developed and rolled out the Monitoring & Evaluation plan and produced quarterly reports for the JSC members on the progress made by the LPP (based on output indicators, contained in the M&E plan);
- Brought to the JSC's attention any outstanding issues regarding the implementation of the LPP and the progress towards the PPP outcomes;
- Reviewed programme component achievements through the M&E plan, in reference to the output and outcome indicators;
- Coordinated the writing of the GoL progress report for review by the JSC and Government for submission to the PBC as agreed in the SMC;
- Followed-up and reported to the JSC on the extent to which the commitments agreed in the SMC are being implemented;
- Followed-up with Recipient Agencies and implementing partners and ensured quarterly and annual reports on projects are submitted to the MDTF and the PBSO and uploaded on the MDTF Office Gateway; and
- Ensured coordination and coherence between the outcomes and outputs set out in the programme.

The Peacebuilding Office (PBO) will be assisted by technical expertise provided by UNMIL, in both security and justice reform and on national reconciliation. The UNMIL provided technical support will support both the efforts of the programme managers and the PBO.

### **3. Partnerships and Management Arrangement**

The PBO as a project is 'hybrid' in its form, as it is situated within the Government but performing the role of the PBF Secretariat on behalf of the UN Peacebuilding Fund. However, the United Nations Development Programme (UNDP) as the UN recipient agency serves as the grant manager for the fund. The Government of Liberia through the Ministry of Planning and Economic Affairs plays the supervisory role, while the Joint Steering Committee (JSC) serves as the overall policy regulator for all PBF funded projects in Liberia. The Office, which performs the role of the Secretariat, provides monitoring support to PBF funded projects and advises the JSC for appropriate actions.

Related specifically to the Liberia Peacebuilding Office as a project, UNDP is charged with the responsibility of monitoring implementation, supported by the Ministry of Planning and Economic Affairs. The PBO, on the other hand, monitors other PBF funded projects and shares results with the concerned project managers for adjustment if needed, and/or takes appropriate corrective actions. It will further receive all quarterly narrative reports from joint programmes and operational projects, and then analyses and forwards them to the Multi-Donor Trust Fund (MDTF) in New York for review and publication on the PBF website. PBSO also relies on the PBO for updates and monitoring reports on PBF funded projects.

The PBSO in New York provides technical support to the PBO related to staff capacity development in the area of monitoring and evaluation. It argues genuine cause for longer term peacebuilding strategy for Liberia, based on submission and interest expressed by the Government of Liberia. PBSO is also strategically positioned to engage the Peacebuilding

Commission (PBC) for increased attention that would derive long term peacebuilding support to Liberia.

#### **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 as listed below, but will also be reviewed in relation to the M&E and results framework set up in the LPP:

Did the project meet its objectives and were project activities implemented in line with project work plan?

What are the issues arising and local level conflicts being addressed?

Are strategic communications around hot spots working?

Does the PBO have in place an effective M&E system capable to respond to the M&E needs of the LPP?

Does the PBO have the necessary knowledge and skills related to conflict sensitivity and peacebuilding?

After three year has the LPP implementation been guided by the conflict sensitivity framework and have joint programmes met its targets?

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 staff of the PBO and the Monitoring and Evaluation Specialist 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 Advisor for the PBF. They will create baseline surveys to gauge the current conflict-sensitivity of the ministries and opinions of the residents in the counties of the regional hubs related to access to justice, security and national reconciliation. Baseline studies will be conducted in the initial outreach to the ministries and establishing relationships between focal persons and the Conflict-Sensitivity Program Officers. Also, the M&E system will examine the conflict sensitivity implementation of the LPP since part of the role of the PBO is to strengthen government's capacity in conflict sensitivity.

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.

As indicated above, the M&E component of the project will adopt the use of the strategic performance management framework and the framework on tracking results and resources developed by the PBSO. Further, the Liberia Peacebuilding Office will receive support from UNMIL both at policy and field levels in order to enhance its M&E mechanisms useful to measure project results and impact. Regular



communication with stakeholders including project owners such as the Ministry of Justice, Ministry of Internal affairs, Land Commission; Ministry of Youth and Sport and the Ministry of Planning and Economic Affairs will help to adequately inform the JSC for informed program decisions.

The focus of the M&E will be on outcome and impact evaluations and so the M&E Specialist (P4) will be helpful and increasingly important and will coordinate much of the field activities with the Senior Technical Advisor who will eventually assume such role after one year of service.

Tracking achievements of planned results for each activity within the annual work plan and reporting progress to the Joint Steering Committee and giving feedback to the implementing partners will be the responsibility of the PBO Secretariat. The PBO, in collaboration with the Technical Advisory Groups (TAGs) will ensure that the selected implementing partners and UN Recipient Agencies will develop a results-based monitoring plan. The plan will have SMART indicators which would facilitate effective monitoring. The PBO will provide monthly updates to the TAGs and then quarterly consolidated M&E reports to the JSC for policy decisions.

The PBO will use the below mechanisms to monitor and evaluate progress towards results:

- i. Monthly and Quarterly progress and financial reports, prepared by the Project Manager for review by the Project Board; a standard reporting format will be used;
- ii. Final report, technical and financial report prepared by the annual work plan implementing agency and/or the ERP Atlas system at the end of the project;
- iii. Quarterly meetings of the Project Board will be convened to review progress reports and reports on monitoring visits so as to take necessary actions to ensure the project results are achieved and where possible, recommend a change in implementation strategy.

In addition to baseline surveys, the PBO will facilitate mid-term evaluation, summative evaluation and undertake series of preparatory steps including project and program reviews and consultations where necessary.

### **5. Sustainability of the project**

Over the course of three years the PBO will become firmly established as a component of the Ministry of Planning and Economic Affairs. Staff will gain conflict sensitivity and peacebuilding skills, tools and knowledge that will continue to serve the Government far beyond the three years' time horizon. The capacity gained during the PBO training sessions and through three years of experience will be institutionalized in the PBO. The regional hubs 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 three years. Once established the PBO will receive funding from the GoL budget to complement continued partner contributions. Staff salaries will be supported by the MPEA 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**

This project supports the extension of the PBO/PBF Secretariat to carry out its functions in line with the Terms of Reference (ToR) and Rules of Procedures (RoR) of the JSC as developed by the PBSO/MDTF-O as well as in line with activities outlined in the LPP. This project will also implement other tasks assigned by the GoL intended to help consolidate peace, security and development, for instance related to supporting the National Visioning Exercise and Liberia's participation on the Internal Dialogue on Peacebuilding and State building.

**7. Project Budget (see Project budget below in six budget categories).** For the purpose of transparency and accountability, detailed budget is attached in annex 1 to provide clarity and additional budget information.

**8. Detailed work plan (See detailed project section)**

The Project work plan is patterned after the LPP Strategic Performance Management Framework (SPM) (See approved LPP of 5 May 2011, p. 22). The PBO will customize from time to time and develop as a separate work plans (Annual, Quarterly, Monthly) and weekly agendas based on the LPP and other activities related to this project implementation.

**PBF PROJECT BUDGET**

Line #	CATEGORIES	AMOUNT
1	Supplies, Commodities, Equipment, Transport	127,650.55
2	Personnel (Staff, consultants and Travel)	1,060,200.00
3	Training (Local, Internal and counter parts)	109,777.07
4	Contracts	136,677.05
5	Other direct costs	40,000.00
	<b>Sub-Total Project Costs</b>	<b>1,474,304.67</b>
6	Indirect Support Costs(7% of sub-total)	103,201.33
	<b>GRAND TOTAL</b>	<b>1,577,506.00</b>

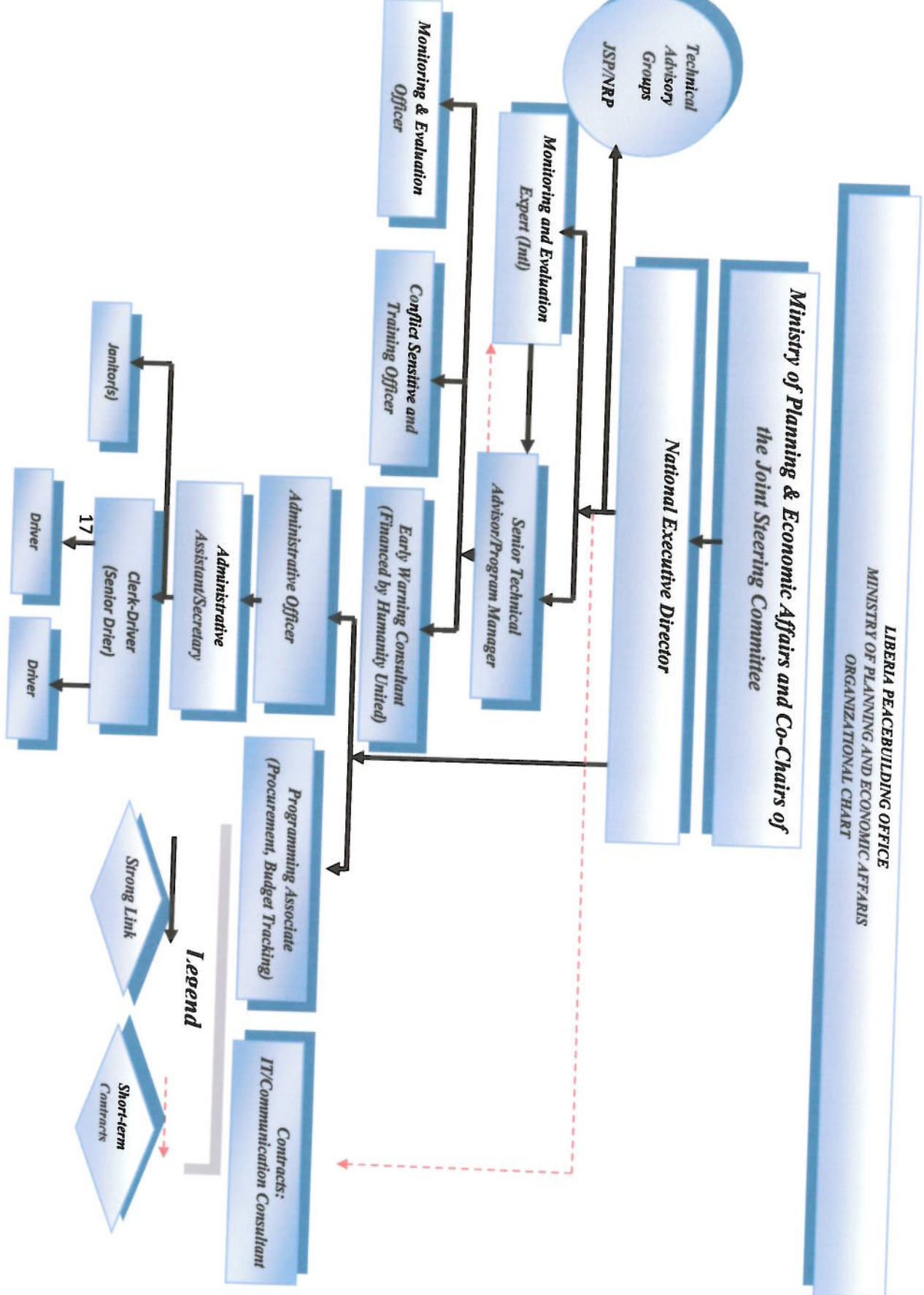
Note: Allocations for monitoring and evaluation activities is an addendum to the PBO's detailed budget.

Meanwhile, they can be captured from the following lines:

1. Contracts	115,875.00
2. Transport	77,000.00
3. Equipment	850.55
Total	<b>193,725.55</b>



# Structure for the Effective Management and Operations of the Liberia Peacebuilding Office



In keeping with the management structure of the Liberia Peacebuilding Office reflected above, the Project has described for each position, general and specific terms of reference for each position. Below indicates the said terms of references.

### **Terms of Reference (ToRs) for PBO/PBF-Secretariat Substantive Staff**

The effective and efficient implementation of the Liberia Peacebuilding Programme is highly dependent on the resourcefulness of the Liberia Peacebuilding Office. The PBO is responsible to provide overall technical support to the implementation of the LPP through effective coordination and responsive M&E system in place. This requires having highly resource staff capable to act in secretariat capacity on behalf of the JSC, the PBSO and the Country-specific Configuration, as well as to provide capacity building support to policy makers and related Government officials in the area of conflict sensitivity and peacebuilding. Consequently, and in consideration of the multiple demands on the PBO, confirmed by the 2010 PBF mid-term evaluation report, the below mentioned staff are required. For the purpose of enhancing staff performance review, terms of reference for each substantive staff is reflected below.

It is important to note that all staff mentioned in this project document was approved by the JSC and the PBSO on 5<sup>th</sup> May 2011 as contained in the LPP overall budget. The staffs are arranged in terms seniority and management oversight as stressed below:

#### **PBO/PBF - Secretariat Executive Director**

##### **Coordinate and Manage the overall administrative functions of the PBO/PBF Secretariat**

- Provide overall direction for Peacebuilding Office (PBO) Management;
- Identify most critical peacebuilding needs in Liberia and steer activities of the PBO accordingly with assistance from the Senior Peacebuilding Advisor;
- Develop three (3) year strategic workplan for the PBO – related to the full implementation of the Statement of Mutual Commitment, the Liberia Priority Plan and the Liberia Peacebuilding Programming document, including other national peacebuilding initiatives (e.g. the International Dialogue on Peacebuilding and Statebuilding and the National Vision Exercise);
- Coordinate with relevant Government agencies to develop and institutionalize strategic plan for national peacebuilding efforts;
- Serve as focal point for managing overall functions of the PBO / Peacebuilding Fund Secretariat, including acting as Secretariat for UN Recipient organizations;
- Coordinate with the United Nations Peacebuilding Support Office, Multi-Donor Trust Fund and the Country Configuration in New York to guide the strategic plan for the PBF Liberia;
- Coordinate with the relevant agencies of GOL to build national peacebuilding capacity;
- Ensure linkages of PBF Liberia to national processes, in particular the Poverty Reduction Strategy (PRS) and the National visioning Exercise;
- facilitate and follow-up on the implementation of commitments agreed in the Statement of Mutual Commitment and deliverables in the LPP;
- Ensure timely submission of reports (including quarterly and annual reports) by UN Recipient agencies, Government institutions and other implementing partners; and lead the preparation of the GOL nine months report to the JSC and the PBO;



- Ensure the setting up of a robust monitoring and evaluation system, or a Performance Management Plan for reporting against progress at the output, outcome/ impact level (with link to the PMP of the MDTF/PBSO);
- support to setting up of a rigorous M&E plan for the Joint Programmes to be implemented under the LPP;
- Manage application process (where applicable) for the PBF Project Proposals and support the LPP Joint Programming activities with PBO staff;
- Liaise with the PBF Technical Advisory Groups (TAGs) on Justice and Security and on National Reconciliation and PBF Joint Steering Committee (JSC) to ensure project proposals, joint programmes and various project workplans are reviewed, evaluated and acted upon;
- Assist the GoL in learning about developing links to other peacebuilding and stability instruments via Peacebuilding Support Office and PBC in New York;
- organize periodic workshops regarding the rules and regulations of the PBF and related management arrangements;
- As directed by the JSC co-chairs, support information sharing (including bulletins), awareness raising and training as required;
- Identify problems that may arise in relation to project delivery and management and advise the JSC on appropriate action, and report back on progress or lack thereof;
- Provide guidance to UN "Recipient Organizations" on common methodologies for program/project costing, staffing and related issues;
- Facilitate the development of a communication strategy and implementation plan with staff;
- Document, communicate and ensure follow-up of the PBF JSC's decisions Project Proposal, Joint Programmes, and initiatives regarding activities of the Peacebuilding Office, PBF/PBC activities in Liberia, and conflict management as needed (with staff);
- Organize and coordinate all PBF meetings with JSC and TAG with PBO Staff;
- Lead overall administrative functions of the PBO with support from relevant administrative staff;
- Report to the Minister of Planning and Economic Affairs on PBO matters and to the ARR/UNDP on program and related procurement issues; and
- Perform other duties as needed to support the GoL Peacebuilding Office, and the PBF JSC Co-chairs.

#### **PBO/PBF-Secretariat Senior Technical Advisor**

##### **➤ Coordinate and manage overall technical functions of the PBO/PBF Secretariat**

- Serves in the capacity as program manager for the PBO with responsibilities include providing oversight over program related activities including monitoring and evaluation, training, conflict early warning and capacity building of national institutions;
- Maintain up-to-date, comprehensive conflict mapping / assessments of the country.;
- identify most critical peacebuilding needs in Liberia through context monitoring and assessments;
- facilitate the development of peacebuilding strategic plan for the Liberia Peacebuilding Office;
- Support the management of application process for Concept Notes and Project Proposals;
- Liaise with PBF Technical Advisory Groups on Justice and Security and the National Reconciliation (TAGs) and the JSC to ensure concept notes / project proposals are reviewed and evaluated and acted upon;
- Monitor project implementation in terms of inputs, outcomes and impacts as a result of the LPP interventions;
- Oversee/coordinate evaluation of PBF peacebuilding impact and specific projects;
- Collaborate with relevant national institutions including legislature to devise and institute policy on national

reconciliation

- Coordinate with the Government institutions to advise and assist in building national capacity in peacebuilding and conflict prevention/early warning;
- facilitate building linkages of PBF funded PB programs to national processes, in particular the Poverty Reduction Strategy (PRS);
- Lead overall technical functions of the PBO with support from relevant technical staff; and
- Coordinate with relevant national institutions including the NGOs/PVOs Section of the Ministries of Planning and Economic Affairs to advise on accreditation of CSOs working in Peacebuilding and Conflict early warning; Coordinate periodic meetings of CSOs working in and on conflicts in Liberia

➤ **Liaising between PBF and Liberia peacebuilding efforts**

- Identify and support the Government of Liberia in developing an integrated M&E system that embodies the PRS, UNDAF, LPP and other related peacebuilding interventions;
- ensure that rules and regulations of the PBF and related management arrangements are accessible to all PBO staff and consultants;
- Lead the process with technical guidance from M&E Expert to setting up an effective M&E system at the PBO;
- Coordinate closely with PBF M&E expert on all M&E matters;
- As directed by the JSC co-chairs, advise the Executive Director on strategy for information sharing (including bulletins), awareness raising and training as required and
- Advise and report all PBO related matters to the Executive Director for appropriate actions.

**Monitoring and Evaluation Specialist (Intl. P4)**

- Conduct SWOT analysis on the Monitoring and evaluation needs of the PBO and other agencies including national and international institutions implementing the LPP;
- Develop relevant PBO staff capacity in monitoring and evaluation so that they assume full M&E responsibilities within a period of one year;
- Provide support to the Joint Steering Committee (JSC) and the PBF Secretariat in the oversight functions during the period of assignment;
- Advise the Joint Steering Committee to effectively manage the LPP for the most effective results achievements,
- Facilitate periodic program performance review involving funding recipient agencies
- Provide technical guidance for monitoring and reporting on project contributions to the LPP outcomes;
- Identify and advise on the best use of quantitative and qualitative data sources for the substantive reporting and the systematic sharing of information with the national government, donors and stakeholders and
- Setting up/strengthening institutional M&E capacity at the PBO for adequate respond and meeting M&E needs of the LPP and relevant stakeholders based on indicators defined in the LPP.



### ***Results based programme management of the LPP***

- Elaborate an M&E plan with assigned roles and responsibilities, methods of data collection (baseline data) and cost allocation for the tracking of outcome indicators and critical assumptions outlined in the strategic results framework of the LPP (Annex 1)
- Provide support to the PBO in the development of methodological guidance and coordination in the conduct of perceptions surveys for qualitative assessments of peace relevant changes achieved (different target groups: e.g. service provider, programme beneficiaries etc)
- Provide guidance on developing user-friendly templates for the routine half year and end year programme reviews focusing on 'snapshots' of results achievements that enable the JSC to keep oversight on the status of the overall programme performance and managing unexpected risks
- Strengthen Coordination support of the PBO and streamline the information flow and reporting from project based M&E systems of the funding recipient agencies to the JSC for in depth analysis of results achievements,
- Ensure the active use of data sources for decision making at JSC level to take immediate corrective actions / programme alignment if needed for further performance improvements,
- Support PBO in developing quarterly consolidated report for circulation to the JSC, the PBSO, Country Specific Configuration and donor community to showcase progress helps in resource mobilization
- Support the conduct of independent professional programme evaluations.

### ***Project based performance monitoring and reporting***

- Provide clear guidance to the JSC in the performance based selection of fund recipient agencies (is this still relevant given that the UNRA are already identified)?
- Ensuring the quality of project designs and expected results against which the performance of fund users will be measured
- Provide guidance to the fund recipient agencies how to monitor and report on their output delivery performance (quarterly based) and outcome achievements (end year) of the strategic results framework
- Providing technical support in the strengthening of M&E capacities at the level funding agencies and implementation partners including training in result based management system
- Ensuring the quality control of substantive reporting on results at project level and upload to MDTFO gateway;
- Provide support in organizing and implementing periodic coordination meetings at both field and Monrovia level to ensure building links and synergies between and amongst programs and projects

### ***Reporting and knowledge sharing***

- Support the JSC in their reporting obligations on results and transparent budget use towards the Ministry, donors, chair of configuration, PBSO
- Compile project based quarterly and annual reporting towards programme reporting on results (every six months)
- Support the JSC in responding to external evaluation findings
- Ensure international quality standards in using different and credible data sources for performance assessments

- Create and maintain a database on experiences, success stories and lessons learnt on the different sector interventions
- Support the Administrative Officer to ensure project files and folder updates/maintenance
- Support the Senior Advisor for programme monitoring and evaluation at PBF branch, HQ NY and the Senior Advisor at the PBO for technical support and coordination at the field level
- Support PBO Executive Director and Senior Technical Advisor in writing the 9-month report based on the SMC and the LPP
- Bridge the PBF Liberia's work with PBF and PBSO in New York; Fulfil all UN reporting / oversight requirements
- Coordinate with the PBO Executive Director and Senior Technical Advisor in the performance of M&E;
- Set up an effective and responsive database system at the PBO including a tracking system to capture both quantity and quality results of the LPP implementation;
- Report to the JSC through the PBO Executive Director

### **Monitoring and Evaluation Office (Nat'L)**

- **Managing the application process for Joint Programmes related to the LPP**
  - Document, communicate and ensure follow-up on the PBF JSC's decisions with agencies involved in the implementation of Joint Programmes on Justice and Security and National Reconciliation;
  - support the International M&E Specialist to set up and maintain a database system on implementation of the LPP Joint Programmes, and projects;
  - Follow up with project teams for timely submission of quarterly, semi-annual and annual reports;
  - develop and execute monitoring and field visits and prepare and circulate report to the relevant agencies;
  - Consolidate and submit draft M&E reports submitted by project teams, as well as findings from monitoring and field visits for submission to the JSC;
  - Up-load quarterly/annual reports from project teams on the Multi-Donor Trust Fund Office Gateway;
  - Work with Administrative Officer to ensure project folders/files are regularly updated; and
  - provide support to project teams to conduct baseline surveys where appropriate, define SMART indicators and logical frameworks that will help track progress toward implementation.
- **Monitoring ongoing projects and sharing lessons-learned**
  - trouble shoot or identify issues that may arise in relation to project delivery and management and prepare draft report for advise to the JSC on appropriate action; and report back on progress or the lack thereof;
  - Review reports submitted to the PBO and provide status updates for guidance and decision making by the JSC;
  - Provide guidance to UN 'Recipient Organisations' on common methodologies for programme/project costing, and related issues; and
  - Track the implementation of projects and make recommendations for improvements as necessary.
- **Assisting in monitoring and evaluation of the Liberia PBF on the whole, and on a project-basis**
  - provide support to identify and facilitate the work of independent evaluation experts who will design and implement impact evaluations of the LPP Joint Programmes and Costed Action Plans, as directed by the co-chairs of the JSC;
  - Assist in facilitating mid-term and end of project evaluation of the LPP and PBF portfolio;
  - provide support to review financial reports from project teams – and bring to the attention of the Senior



- Technical Advisor/Programme Manager issue(s) that may require redress or action;
- conduct an assessment and maintain database of all peacebuilding efforts in Liberia;
- In collaboration with the Senior Technical Advisor/Programme Manager and the PBO Director, develop strategic national peacebuilding plan and guide peacebuilding projects according to critical gaps;
- Support national communications initiatives regarding activities of the Peacebuilding Office and conflict management as needed; and
- Perform any other related tasks as directed by the Senior Technical Advisor/Programme Manager and the Executive Director.

#### **PBO/PBF-Secretariat Administrative Officer**

- Setting up and maintaining the PBO Master Directory and filing system;
- Maintain a data base (electronic and hard copies) of all PBO related documents;
- Organize and maintain and Share Drive and update all staff on a quarterly basis with procedures for uploading files and documents on the Share Drive;
- Develop and maintain the PBO Annual, Monthly, and Weekly work plan, and consolidate the PBO weekly agendas in line with various work plans;
- Consolidate daily situation reports (SITREPS) and note to file (NTF) submitted by all staff and submit consolidated reports weekly, monthly, and quarterly to the National Executive Director, related to staff activities;
- Organize/arrange regular JSC meetings and maintain and data base of all JSC's activities, including invitations, agendas, meeting minutes, decisions, communications, call for proposals (where applicable), TORs and RoPs, contact details, etc. and support the National Executive Director and other staff in following-up on or executing action points and decisions evolving from the JSC's meetings;
- Organize other meetings – including Technical Advisory Groups (TAGs), take and compiled notes / minutes and support the National Executive and other staff in following-up on, or executing action points and decisions evolving from the meetings;
- Update / customize where applicable and ensure compliance with the PBO Administrative Procedures / Rules and Regulations as contained in the PBO Standard Operating Procedures (SOP);
- As may be assigned by the National Executive Director or his/her designee, assist with printing communications and other documents and ensure prompt reply to all communications to the National Executive Director;
- Follow – up with staff for the submission of monthly activities reports and liaise with the Finance Project Officer on the submission of staff monthly reports and payslips for processing of monthly salaries;
- Maintain a data base with staffs' travels including training programmes and other assignments out of duty station, and liaise with the Finance Project Officer on DSA and other related procurement issues;
- Maintain an up-to-date directorate and contact details of all PBO partners, both at the local, national and international levels;
- Manage the Administrative Assistant in the execution of his/her terms of reference; and
- Assist with any other tasks as needed to ensure the smooth running of the PBO.

### **PBO/PBF-Secretariat Conflict-Sensitivity / Training Officer**

- Create conflict-sensitivity framework (a set to tools) 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 the use of the conflict-sensitivity framework;
- Provide on-call assistance in conflict-sensitivity application as needed;
- 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; and
- Provide on-call assistance in conflict-sensitivity application as needed.

### **PBO/PBF-Secretariat Administrative Assistant**

- Assists with all aspects of administration for the PBO / PBF;
- Coordinate travel to the counties for research purposes;
- Assist with printing communications documents;
- 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;
- Assist with any other tasks as needed to ensure the smooth running of the PBF Secretariat;
- Provide administrative and logistic assistance to the JSC and PBF Secretariat;
- Assist with the organization of technical meetings;
- Draft minutes of meetings;
- Draft budgetary and financial reports;
- Ensure the daily functioning of the PBF Secretariat;
- Manage technical documents, correspondence and telephone calls;
- Liaise with RCO administration for logistical and material coordination purposes; and
- Carry out any other task that may be assigned by the supervisor for the smooth running of the PBF Secretariat.

### **PBO/PBF-Secretariat Programme Assistant (this position is divided into two major functions as administrative and financial accounting)**

#### **➤ Administrative:**

- Represent the Liberia Peacebuilding Secretariat at all financial levels;
- Inform the administration on delays in liquidation of advances for actions;
- Provide monthly draft report to the administration for comments and actions;



- Provide weekly briefing on the financial status of the Liberia Peacebuilding Secretariat;
- Brief Administration as per request on the status of funding of the Liberia Peacebuilding Secretariat;
- Supervise petty cash custodian;
- Do daily and weekly cash count of petty cash along with petty cash custodian;
- Sign petty cash count sheet and file;
- Designate anyone to count petty cash and do filing of count result; and
- Review petty cash request for possible payment.

➤ **Accounting:**

- Carry out financial planning and strategy. Do risk analyses of project recipients' financial report;
- Prepare and execute payment (DSA) for field trips;
- Prepare and execute payment for contract(s);
- Prepare and execute payment for staff advances for field trips;
- Prepare and execute monthly staff payrolls taking into consideration the Government of Liberia revenue and tax laws;
- Perform the daily accounting services and prepare donor monthly, quarterly and annual financial reports.
- Prepare and execute payments for approved salary advances for staff;
- Maintain a database of active staff financial records in all forms (Salary advance, field trip advances, and loans) in MS access or MS excel;
- Liquidate all advances given to any staff from the field and match it against advance form of staff in question;
- Prepare a full list of Assets of all the Liberia Peacebuilding Secretariat's assets indicating location and current status and distinguishing donor's assets listing;
- Evaluate and promoting accounting and operational procedures adopted by the project recipients' IP;
- Analyze financial Information;
- Do statistical analysis in line with work plan, take note of Improvement of project recipients' IP financial reports;
- Identify weaknesses in internal control procedures and assess the adequacy of accounting, financial and operating controls;
- Prepare monthly bank reconciliations statement of all the Liberia Peacebuilding Office funds;
- Prepare the Liberia Peace Building Secretariat financial statements for donors in different donor sectors;
- Highlights material errors in the accounts and assessing compliance with established financial procedures, laws and taxes;
- Safeguard the Liberia Peacebuilding Fund Office financial resources and assets against misuse or misappropriation.
- Develop and customize financial reporting template for use by the Liberia Peacebuilding Secretariat;
- Provide financial decision-making information by gathering and analyzing financial information, developing projections and alternatives;

- Prepare annual statement of financial position, income and expense statement for use by the Peacebuilding Secretariat's Executive Director;
- Prepares one, two, and three, year financial plans by collecting historical data; developing and estimating trends; preparing assumptions; examining management plans;
- Determines best possible position by forecasting expenses in line with donor requirements and approval;
- Close the monthly journal to the individuals and close the ledger to income summary; and
- Perform other evolving tasks assigned by line manager.