

PRF – REVISED PROJECT DOCUMENT

TEMPLATE 3.4



United Nations Peacebuilding Support Office (PBSO)/ Peacebuilding Fund (PBF)
PRF REVISED PROJECT DOCUMENT¹

Project Title: Support to the Liberia Peacebuilding Office for coordination, monitoring & evaluation, communication and capacity building in conflict management	Initial Recipient UN Organization(s): United Nations Development Programme (UNDP)
Project Contact: Name: Wilfred Gray-Johnson, PBO Executive Director Address: PBO, Ministry of Internal Affairs Telephone: 231-886647010 E-mail: grayjohnsonw@yahoo.com	Revised Recipient UN Organization(s) (if implementing Partner(s) – name & type (Government, CSO, etc): Liberia Peacebuilding Office (at Ministry of Internal Affairs)
Project Number: <i>Use project number provided by UNDP MPTF Office</i>	Project Location: Monrovia, Liberia
Project Description: <i>One sentence describing the project focus and purpose.</i> Through PBF support the Peacebuilding Office (PBO) will continue to provide effective coordination, monitoring & evaluation, capacity building in conflict	Initial approved PBF budget: Additional PBF budget requested: New Total PBF budget: US\$555,598.72 Any non-PBF project budget: US\$25,000.00 (UNDP contribution) Total Project Budget: US\$580,598.72

¹ To be used if additional budget is being requested OR if a substantive change to project outcomes is requested. The form must be accompanied by the Transmittal form, signed by the ISC co-chairs – template 3.3.

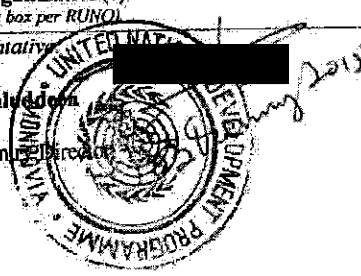
<p>management, and communication of all PBF projects on national reconciliation, justice and security in Liberia. An adequately capacitated PBO will provide high-quality technical assistance to implementing partners while at the same time coordinating and enhancing synergies between all PBF projects, thereby addressing a number of root causes of conflict. Additionally, the PBO will ably provide peacebuilding advise and support the Government of Liberia in the implementation of the Liberia Peacebuilding Programme, the Reconciliation Roadmap and contribute towards achieving the peace and reconciliation deliverables set in the Agenda for Transformation (AfT) as well as the National Vision – Liberia Rising 2030. Through this project the PBO will help the Government and local county officials mitigate emerging conflicts as a result of Ebola Virus Disease (EVD) and its after effects.</p>	<p>Project Start Date: 1 January – 30 June 2015 Initial Project End Date: Revised End Date (if applicable):</p>
<p>Gender Marker Score²: ____ <i>Score 3 for projects that have gender equality as a principal objective.</i> <i>Score 2 for projects that have gender equality as a significant objective.</i> <i>Score 1 for projects that will contribute in some way to gender equality, but not significantly.</i> <i>Score 0 for projects that are not expected to contribute noticeably to gender equality.</i></p>	
<p>Project Outcome(s): The PBO project will seek to achieve the following outcome as captured in the PBF required priority plan Peacebuilding Office provides effective coordination, monitoring, reporting, evaluation and communication on the achievement of the Priority Plan results and the projects that support it.</p>	
<p>PBF Focus Area³ which best summarizes the focus of the project (<i>select only one</i>):</p>	

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

³ PBF focus areas:

- 1: *Support the implementation of peace agreements and political dialogue (Priority Area 1):*
(1.1) SSR; (1.2) RoL; (1.3) DDR; (1.4) Political Dialogue;
- 2: *Promote coexistence and peaceful resolution of conflicts (Priority Area 2):*
(2.1) National reconciliation; (2.1) Democratic Governance; (2.3) Conflict prevention/management;
- 3: *Revitalise the economy and generate immediate peace dividends (Priority Area 3):*
(3.1) Employment; (3.2) Equitable access to social services;
- 4: *(Re)-establish essential administrative services (Priority Area 4)*
(4.1) Strengthening of essential national state capacity; (4.2) extension of state authority/local administration; (4.3) Governance of peacebuilding resources (including JSC/PBF Secretariats)

(for PRF-funded projects)	
Recipient UN Organization(s) <i>(include one signature box per RUNO)</i>	National Government counterpart
Name of Representative: [Redacted] <i>2015</i>	Name of Government Counterpart: Wilfred Gray-Johnson
Title: UNDP Country Director	Title: PBO Executive Director
Signature: [Redacted]	Signature: [Redacted]
Date & Seal:	Date & Seal: <i>28-Jan-2015</i>



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Length: Max. 15 pages

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PROJECT COMPONENTS:

I. Peacebuilding Context and Rationale for PBF support

a) Changes to peacebuilding context:

In 2003, following 14 years of devastating civil war which left at least 200,000 fatalities, total destruction of state and societal institutions and infrastructure, and a deeply traumatized society, the then Warring Parties and the Government signed the Comprehensive Accra Peace Accord to put to end the civil war. With the setting up of a power-sharing Interim Government of National Unity (IGNU) in 2003 and the inauguration of a democratically elected Government in 2006, concerted efforts were started by the Government with support of the United Nations Mission in Liberia (UNMIL) and other partners to begin to address the root causes of conflicts that took Liberians to brutal civil war in December 1989.

UNMIL's mandate progressively included key aspects of peacebuilding, especially following the inauguration of a democratically elected government in January 2006. Priority tasks set out in the 10th Progress Report of the Secretary General (SG) to the United Nations Security Council (UNSC), broadly included security, recovery and development imperatives. Resolution 1712 (2006) further called upon the Secretary General (SG), amongst other duties, to keep the UNSC informed with respect to progress on the facilitation of ethnic and political reconciliation. The series of actions undertaken by UNMIL to integrate peacebuilding into strategic policy frameworks were underpinned by sound conflict analysis that specified the root causes of conflict, including a full appreciation of the interaction of the factors and forces that drive the conflict. Overall, a total of sixteen conflict factors were identified and flagged in seven key policy related documents including the United Nations Common Country Assessment (CCA) of May 2006, the Government of Liberia interim Poverty Reduction Strategy (PRS) of July 2007 and full PRS of 2008.⁴ Of these, seven conflict factors are identified in the documents mentioned and include: 'land conflicts', 'condition of youth, especially with regard to employment', 'mismanagement of natural resources', 'relationship between the state and its citizens', a 'weak and dysfunctional justice system', the 'lack of shared [national] vision', 'poverty and food insecurity', and the 'regional dimension'.

In October 2007, the UN Secretary-General deemed Liberia eligible to receive funding under the second window of the PBF⁵. This was based on the submission of the UN in Liberia summarizing the current post-conflict situation and the need to firmly bolster the 'hard-won' peace with concrete and rapid supportive action. The Peacebuilding Support Office (PBSO) of the PBF requested the UN in Liberia, to submit, in close coordination with the Government of Liberia (GoL), seven-page Priority Plan - a framework that identified focus areas towards which the first tranche of PBF funding was allocated.

⁴ Other key policy related documents and assessment reports that highlight these conflict actors include: The Truth and Reconciliation Report (TRC Report of June 2009); The United Nations Development Assistance Framework for Liberia (UNDAF - of 2008 and 2012); The National Security Strategy of the Republic of Liberia (NSSL - of 2008); The *International Dialogue on Peacebuilding and Statebuilding* Issue Paper from Country-Level Consultations in March 2010 (Issue Paper); and The "Short Term Technical Assistance to the Truth and Reconciliation Commission of the Republic of Liberia for Conflict Mapping Project" put together by Transtec and Euuropeaid (TRC Conflict Mapping); The Agenda for Transformation (2013 - 2017) and The National Vision 2030.

⁵ Since 2012 the PBSO has categorized the PBF Funding under two Facilities: Peacebuilding and Recovery Facility (PRF) and the Immediate Response Facility (IRF).

Subsequently, a Joint Steering Committee (JSC) of GoL/UN was established to coordinate the selection of projects, to be supported by a Secretariat.

The Peacebuilding Office (PBO), based in the Ministry of Internal Affairs (MIA), was established in January 2009 as the UN Peacebuilding Fund (PBF) Secretariat in Liberia, and the Government of Liberia Peacebuilding Office. Since its establishment in 2009, the PBO has supported the PBF Joint Steering Committee (JSC) in Liberia to oversee and coordinate the implementation of the Liberia Peacebuilding Priority Plan (2008 - 2010), the Liberia Peacebuilding Programme (LPP) (2011-2013) and the revised Peacebuilding Priority Plan (PPP) (2013 - 2016). The PBO has also provided support to the JSC and the Liberia Country Specific Configuration of the Peacebuilding Commission (PBC) in overseeing and reporting on the implementation of the Statement of Mutual Commitments (SMC) adopted between the Government of Liberia and the PBC in November 2010.

Since 2006, the Government, UN, international NGOs and other partners have conducted several conflict mapping exercises to determine root causes and potential conflict issues/areas in Liberia. Analyses of the conflict factors have also been conducted to understand the dynamics, relationships and interactions between and amongst the conflict factors as well as who the players and actors are, as so as to enable the appropriate program design and interventions to address them. Through the establishment of a dedicated PBO, peacebuilding⁶ initiatives have been more firmly institutionalized within the Government, while conflict-sensitive⁷ approaches have been mainstreamed in the implementation of the Poverty Reduction Strategy (PRS) for Liberia and the current Agenda for Transformation (AFT) 2012-2017. This has helped ensure that national policies, strategies and operational programmes were formulated and implemented considering conflict analyses⁸, and identifying critical interventions to help address and mitigate the pervasive conflict issues that cut across Liberia.

The Peacebuilding Office, led by the Executive Director, has coordinated the preparation of three comprehensive, evidence-based annual progress reports on the SMC targets as well as the JSC Annual Reports for submission to the PBSO. In addition, the PBO acts as the key focal point for communication with the PBSO, PBC and the MPTF Office.

The PBO has also provided the necessary technical assistance to RUNOs and Implementing Institutions in monitoring, reporting and evaluation. With an international M&E Advisor and national M&E Officer joining in January and April 2013 respectively, the PBO has been able to assist the various national partners and UN Agencies such as the Ministry of Justice (MOJ, JSJP/PMU), UNDP, UNICEF and UN-HABITAT with the development of results frameworks, M&E plans and results-based reports for their PBF-supported programmes. In terms of capacity development, a tailor-made M&E Training was conducted for UNDP and PBO staff in March 2014.

⁶ Peacebuilding, used in this context is the proactive response to address key factors and actors of a conflict.

⁷ Conflict sensitivity analysis is an analysis conducted to ensure that specific initiatives or projects do not exacerbate existing tensions or create new tensions. It should be noted that also peacebuilding projects need to be conflict sensitive.

⁸ Prior to the establishment of 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.

Further, to ascertain citizens' perception on the functioning of the Gbarnga Regional Hub since the first perception survey in 2012, a midline Public Perception Survey on Justice and Security was conducted in June 1 2014 covering 1,500 respondents. The study covered a range of aspects, not only limited to the Regional Hub, in order to get a comprehensive overview of people's perceptions and knowledge of various issues regarding justice and security, as well as reconciliation, especially in the following key areas:

- 1) Security situation in communities, i.e. perceptions of crime, violence, personal safety;
- 2) Performance of security service providers, i.e. responsiveness and public confidence;
- 3) Performance of justice service providers, i.e. access to justice and public confidence;
- 4) Knowledge of Liberian laws and engagement with civil society organizations and other actors to provide awareness and advice on access to justice, alternative dispute resolution, human rights, etc.;
- 5) Knowledge of and experiences with the various services provided by the Gbarnga Regional Justice and Security Hub.

Strengthening national capacities in conflict management and mediation has also been another focus of the PBO. Throughout the last 5 years, key policy-makers, civil society organizations, County Peace Committees (CPCs) and local government staff in the various counties of Liberia have been trained, enabling them to deal with disputes in a peaceful manner using different tools and approaches. For example, in June 2004 the PBO conducted trainings for county officials including Assistant Superintendents for Development, County Planners and Chairpersons for County Project Communities, in conflict sensitivity and in December 2014.

The PBO conducted training in mediation for 45 security personnel assigned at the Regional Justice and Security Hub in Gbarnga. This training assisted them in developing personal skills and techniques as intervention strategies in conflict mediation and reconciliation that will be very useful in the discharge of their duties.

PBO has also facilitated the conduct of conflict mapping exercises and 'hot spot' assessments and has set up a conflict early warning and response mechanism. The establishment of conflict early warning and early response systems is one of the ways in which the PBO has been working to address drivers of conflict. The overall objective is to ensure that potential violent conflicts are detected and their escalations are prevented from threatening national peace and stability. The PBO has gradually facilitated the establishment of permanent community-based structures in the various counties that will help in detecting threats to community peace and engage in response activities. Through developing and strengthening local early warning and response mechanisms, involving County Peace Committees, key drivers of conflict are addressed by collecting, analyzing, transmitting and reporting on incidents of conflict. The focus is on developing the capacity of local actors to engage in early response activities and to document these interventions.

In terms of the PBF support serving as a catalyst, and the sustainability of the PBO after PBF funding runs out in 2016, it is envisaged that funding will be mobilized domestically including from the Government to support the PBO. As articulated in the Reconciliation Roadmap, a National Coordination Secretariat will be established to support the National

Peacebuilding and Reconciliation Steering Committee (NPRSC) in the implementation of the Reconciliation Roadmap. The PBO is already playing this role.

However, for the period January to June 2015 and through to December 2016 further support would be required from the PBF in order to continue to effectively and efficiently carry out all the key functions of coordination, monitoring, reporting, communication and capacity building in conflict mediation and resolution, conflict early warning as well as in conflict and gender sensitivity and rights-based approaches to programming and development. As the Government is faced with financial constraints, it has not been possible to mobilize operational funds for the PBO. Yet the role of PBF Secretariat to ensure synergies and coordination of peacebuilding initiatives is crucial, as evidenced by the enormous success of the PBO since its establishment in January 2009. Therefore, PBF support will still remain instrumental over the next few years to allow the PBO coordinate the various peacebuilding projects and provide peacebuilding advice to the Government.

b) Rationale for and impact of this project revision:

Since 2006, hitherto, the various interventions by the UN in Liberia and the PBF to support the Government peacebuilding and reconciliation efforts have helped to address critical peacebuilding gaps and have made some positive gains. For example the country remains on a steady course of long-term peace, security and development. As mentioned above, with PBF support, the PBO has been able to perform its dual, but interrelated functions of providing secretariat to the PBF JSC as well as provide peacebuilding advice to the Government of Liberia.

After being in existence since 2009, the PBSO commissioned an independent evaluation of the PBO intended to examine, as systematically and objectively as possible, the relevance, effectiveness, efficiency, connectedness and sustainability of the PBO's support on peacebuilding. The main purpose of the evaluation was to help the PBO and PBSO define the best structure and range of support activities to undertake during the implementation of the current tranche of PBF support.

In order to look both backward and forward, the evaluation assessed the evolution of PBO's systems and roles to date as a means of tracking progress. The evaluation also took both a summative and a formative approach, to look at results achieved or not achieved thus far (summative) in order to shape the direction of the PBO's role and structure in the future (formative). The evaluation served two purposes. One, independent evaluation that candidly examined the PBO's performance of its multiple roles to date which was a vital part of ensuring *accountability*—e.g., to the Joint Steering Committee and to the Peacebuilding Support Office for results achieved, to donors for showing value for their investments in this secretariat function, and to UN and non-UN partners, including populations affected by conflict. Second, *learning* from this information on past experience was necessary if the PBO is to improve its practice and policies in future.

The report is being finalized, but its recommendations may take a while for key policy actors to decide the new structure and/or configuration of the PBO. In lieu of this, the PBO's project will maintain its current structure and management and implementation arrangement for the next six months (January – June 2015). Thus the project is revised

accordingly. The project is also slightly revised to consider PBO's support to the Government and local country administrations in helping to mitigate emerging conflict issues as a result of the Ebola Virus Disease. In April 2014, Liberia experienced an outbreak of the EVD that caused the death of over 2,900 people and undermined some of the progress made over the last few years in peace and reconciliation. The EVD has reawakened in some cases ethnic divisions and exacerbated the lack of trust in the Government. In addition, the relationship between the state and its citizens seems to be further eroded, while efforts aimed at promoting a cohesive society need more attention. As a result of the adverse effects of Ebola there may be the need, if not for a reexamination of various peacebuilding strategies and frameworks, including the PPP, perhaps the methods being employed to achieve our peacebuilding and reconciliation goals. For example the Ebola crisis has shown positively so, how community engagement and ownership is pivotal in addressing conflict. –This has also highlighted the need for a stronger alignment of the reconciliation and decentralization. It is in this regard, that this project includes activities intended to support the Government in the fight against the Ebola, but and to help mitigate conflicts that are emerging or being exacerbated as a result of the Ebola pandemic. This considers that a post Ebola peace strategy is essential.

In addition, recently in its 3rd and 4th meeting for 2014 held on 2 and 12 December 2014 respectively, the JSC requested the PBO to work with other Government institutions, the UN and CSOs to hold reflections meeting on the effect of the EVD and impact on the roadmap, including analytical work on the effect of EVD on social cohesion given the new EVD-instigated fault lines. To this end a High-level Meeting will be organized in the first quarter of 2015 to assess the impact of EVD on reconciliation and peace-building in Liberia, with the aim defining any necessary alterations to the national strategy. This also includes engaging the PBC, besides the local stakeholders. This tasking of the PBO is related to its role in helping to provide peacebuilding advice to the Government on peacebuilding and reconciliation. Following this forum the PBO will also intensify public awareness on the National Reconciliation Roadmap especially if it makes a shift owing to the EVD.

II. Objectives of PBF support and proposed implementation

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

As stated above this is not entirely a new project but just an addition of one new activity – the support to the Government and local country administrations in helping to mitigate emerging conflict issues as a result of the EVD. So therefore the project theory of change remains the same, as well as the project key activities, except those related to the fight against the EVD. However, the expected outputs and outcomes of the new EVD activities are included in the project result matrix.

b) Revised Budget:

Table 1: Project Activity Revised Budget

Output number	Output names	Output budget by RUNO	UN budget category (see table below for list of categories)	Any remarks (e.g. on types of inputs provided or budget justification)
Outcome 1: Peacebuilding Office provides effective coordination, monitoring, reporting, evaluation and communication on the achievement of the Priority Plan results and the projects that support it.				
Output 1.1	PBO as PBF Secretariat Effectively coordinates the implementation of the Priority Plan, including the organization of JSC meetings, coordinating the analysis and reporting on PPP outcome results, and facilitating the SMC Reviews.	9,430.00		
Output 1.2	Priority Plan effectively monitored, reported on and evaluated.	25,000.00		
Output 1.3	Key stakeholders adequately capacitated in monitoring and evaluation, conflict management and mediation.	20,000.00		
Output 1.4	Key stakeholders adequately receive and understand progress on Priority Plan results.	5,000.00		
Output 1.5	PBO adequately capacitated to ensure effective coordination, monitoring, reporting, evaluation and communication	17,500.00		
Output 1.6	PBO through its national volunteers and interns works in various communities	19,000.00		

	with Ebola Task Force and other local peace structures in helping to mediate and resolve conflicts resulting from the EVD			
		95,930.00		
Others				
Staff and other Personnel			293,871.14	
Supplies, Commodities, Materials			6,000.00	
Equipment, Vehicles, and Furniture (including Depreciation)			45,000.00	
Contractual services			61,000.00	
Transfer of grants			2,000.00	
			407,871.14	
DIM-NIM trainings		1,500.00		
M&E		2,000.00		
Cont' to UNDP Communication		1,000.00		
Cont' to UNDP Audit		1,500.00		
UNDP DPCs		9,000.00		
Bank services		450.00		
Subtotal		15,450.00		
Agent management fees (7%)		36,347.58		
		555,598.72		
TOTAL				

Table 2: Project budget by UN categories by RUNO

PBF PROJECT BUDGET – RUNO 1 (add other tables if more than 1 RUNO)			
CATEGORIES	Original Budget	UNDP (Cont.)	Proposed new budget
1. Staff and other personnel			293,871.14
2. Supplies, Commodities, Materials			5,000.00
3. Equipment, Vehicles, and Furniture (including Depreciation)			45,000.00
4. Contractual services		25,000.00	104,500.00
5. Travel			15,500.00
6. Transfers and Grants to Counterparts			2,000.00
7. General Operating and other Direct Costs			53,380.01
Sub-Total Project Costs			519,251.14
8. Indirect Support Costs*			36,347.58
TOTAL		25,000.00	555,598.72

c) Capacity of any new RUNO(s) and implementing partners:

Although this project is slightly revised, UNDP remains the Recipient UN Organization (RUNO) for this project, with PBO as the national implementing partner based at the Ministry of Internal Affairs. UNDP is widely acknowledged to have the required capacity to act as RUNO managing the PBF funds for support to the PBO. For this project UNDP will be transferring funds on a quarterly basis to the PBO, based on agreed upon annual work plans.

UNDP has been successfully managing a number of complex programmes and projects in the area of justice, security and national reconciliation, including the JSJP and the previous PBO support project among others. Given its crucial role in assisting peacebuilding efforts in Liberia, UNDP is considered a trusted partner by Government as well as key national and international partners.

Since its establishment in 2009, the PBO has been effectively fulfilling its core mandate and implementing the planned activities as per agreed upon Annual Work Plans. PBO capacity has been strengthened over the years in key areas including project management, finance and operations. The Executive Director, with substantive experience, is responsible for the day-to-day management of the PBO along with a Senior Technical Advisor. PBO provides regular progress updates to UNDP as well as the MIA. Half-yearly and annual progress reports will be submitted to the JSC, PBSO and the MPTF Office as per the standard requirements.

III. Management and coordination

a) Project management:

Key priorities for the PBO include coordination of the all key stakeholders involved in the PBF Priority Plan, specifically providing support to the JSC, the Liberia Project Action Committee (LPAC) and various Project Team (RUNOS and IPs). Related to this, comprehensive monitoring and reporting, capacity building of national partners, and clear communication regarding all PBF projects are among the other main priorities. Section 2 a) includes more details on the specific planned deliverables.

This will be a single RUNO project, with UNDP as the Recipient UN Organization and PBO as the implementing partner based at the Ministry of Internal Affairs. The PBO Executive Director (TOR attached) will act as the Project Manager, while UNDP's Team Leader for Governance and Public Institutions will ensure quality assurance of the project. The PBO Executive Director leads the Peacebuilding Office on a day-to-day basis and provides regular progress updates to UNDP as well as MIA. Half-yearly and annual progress reports will be submitted to the JSC, PBSO and the MPTF Office as per the standard requirements.

b) Risk management:

Table 3 – Risk management matrix

Risks to the achievement of PBF outcomes	Likelihood of occurrence (high, medium, low)	Severity of risk impact (high, medium, low)	Mitigating Strategy (and Person/Unit responsible)
PBO will be unable to perform its functions after 2016 if most of its funding continue to rely on one source – the PBF.	Medium	High	<ul style="list-style-type: none"> MIA has put in place a resource mobilization strategy that focuses on raising resources from domestic revenues to support the implementation of the Reconciliation Roadmap. The Roadmap calls for a functioning secretariat to support the National Peacebuilding and Reconciliation Steering Committee (NPRSC). This is being projected in Government budget allocation – some of which could go for the Secretariat support – thus supporting the PBO.
Relatively limited capacity of National Implementing Partners	Medium	Medium	<ul style="list-style-type: none"> Further capacity development of IPs and RUNOs will be undertaken

(NIPs) and Recipient UN Organizations (RUNOs) which may affect the implementation of the Priority Plan projects, and therefore also the role of PBO and the JSC to ensure coordinate and oversight.			by PBO, especially in the area of project management, M&E and reporting, with technical support from other key stakeholders
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c) Monitoring & evaluation:

Effective and timely monitoring, reporting and evaluation of the project will be ensured by the PBO M&E Unit in collaboration with key stakeholders, based on the performance indicators as included in the Results Framework below.

Overall, the PBO M&E Unit will focus on the following key activities during the period January-June 2015:

- Providing technical advice and assistance in monitoring, reporting and evaluation to national and international partners.
- M&E capacity building of national and international partners through trainings and other learning events.
- Conduct monitoring visits on a regular basis to assess progress of PBF projects.
- Provide support to PBO Management in preparing the SMC Annual Report 2014.
- Provide technical support to partners where necessary in preparing the half-yearly reports for the PBF projects.
- Prepare the PBO half-yearly report.
- Provide technical advice and support for a 'National Reconciliation Barometer Survey' to measure people's attitudes and perceptions on reconciliation. This is expected to be a joint initiative between the University of Liberia, PBO and other key stakeholders. The key findings are expected to inform the various initiatives under the National Reconciliation Roadmap for Liberia.

A specific M&E Plan has been developed (as per Template 4.1) based on the project's Results Framework. The M&E Plan identifies how the various indicators will be tracked, stating clearly who is responsible for what and when.

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

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

AA Functions

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

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate narrative reports and financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is notified by the RUNO (accompanied by the final narrative report, the final certified financial statement and the balance refund);
- Disburse funds to any RUNO for any costs extension that the PBSO may decide in accordance with the PBF rules & regulations.

Accountability, transparency and reporting of the Recipient United Nations Organizations

Recipient United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each RUNO in accordance with its own regulations, rules, directives and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

Each RUNO will provide the Administrative Agent and the PBSO (for narrative reports only) with:

- Bi-annual progress reports to be provided no later than 15 July;
- Annual and final narrative reports, to be provided no later than three months (31 March) after the end of the calendar year;
- Annual financial statements as of 31 December with respect to the funds disbursed to it from the PBF, to be provided no later than four months (30 April) after the end of the calendar year;
- Certified final financial statements after the completion of the activities in the approved programmatic document, to be provided no later than six months (30 June) of the year following the completion of the activities.
- Unspent Balance at the closure of the project would have to be refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the RUNO shall be determined in accordance with its own applicable policies and procedures.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (<http://unpbf.org>) and the Administrative Agent's website (<http://mpif.undp.org>).

Country name: **LIBERIA**

Country name: LIBERIA
Priority Plan Outcome Statement to which project contributes: Outcome 9: Effective coordination, monitoring, reporting, evaluation and communication of all PBF-supported

projects in Liberia

Project Effective Dates: 1 January – 30 June 2015

Project Effective Dates: 1 January – 30 June 2015

Project Theory of Change: An effectively operating and adequately capacitated PBO will ensure effective coordination, monitoring, reporting and evaluation, capacity building in conflict management, and communication of all PBF projects on national reconciliation, justice and security in Liberia. The PBO will provide peacebuilding advice and support to the Government of Liberia while also providing high-quality technical assistance to implementing partners, enhancing synergies between all PBF and thereby addressing various root causes of conflict. Strengthening social cohesion and reconciliation includes several aspects where PBF support can play a catalytic and critical role. By strengthening inclusive community-based structures and traditional mechanisms for conflict resolution (e.g. Palava Hutu), while also advancing constitutional and legal reform, the various groups in society are expected to gain greater trust and confidence in the respective local and national institutions in terms of fair and adequate dispute resolution, hence reducing any tendencies to resort to violent or extra-legal action to settle disputes. One particular aspect of this is to promote transparent and fair management of natural resources including land. At the same time, if citizens feel that the government is responsive to their physical and economic security, e.g. by promoting sustainable livelihoods for youth, women and other groups through an inclusive approach, then they are likely to feel more empowered going forward, and engage more positively with each other as well as with local and national institutions.

<p>Outcome 1: Peacebuilding Office provides effective coordination, monitoring, reporting, evaluation and communication on the achievement of the Priority Plan results and the projects that support it.</p>					
<p>Outcome Indicator 1 a: Number of JSC Annual Reports submitted within 7 days of the deadline Baseline (Dec 2014): 3 (JSC Report 2012, 2013, 2014) Target (June 2015): n/a MOV: Transmittal e-mail of JSC Annual Report</p>	<p><i>Check if/how to include Outcome indicators since this is only a 6 month project</i></p>				
<p>Outcome Indicator 1 b: Number of JSC Annual Reports of which the quality is rated as "acceptable" by PBSO review team Baseline (Dec 2014): 2 ? (JSC Report 2012 and 2013 ?) Target (June 2015): n/a MOV: Report review matrix</p>	<p><i>Check if/how to include Outcome indicators since this is only a 6 month project</i></p>				

(PBF)	<p>Outcome Indicator 1 c: Mid-year and annual reviews, as well as evaluations, conducted on time</p> <p>Baseline (Dec 2014): Mid-year review of PBF-supported projects held in July 2014. Annual review of projects by the JSC in December 2014. Independent evaluation of PBO conducted in June 2014. Final report expected in Dec 2014.</p> <p>Target (June 2015): Comprehensive review of SMC/PPP/NR Roadmap planned for Quarter 1 of 2015 (still to be confirmed).</p> <p>MoV: Review reports and evaluation reports</p>	<p><i>Check if how to include Outcome indicators since this is only a 6 month project</i></p>	<p>Outcome Indicator 1d: Key partners (e.g. RENOs as well as non-LIN stakeholders) satisfied with level and timeliness of PBO communication and coordination</p> <p>Baseline (Dec 2014): Check the results from the Partnership baseline survey (online) conducted as part of the PBO evaluation in June 2014.</p> <p>Target (June 2015): To be determined based on the baseline MoV: Annual partnership survey</p>	<p><i>Check if how to include Outcome indicators since this is only a 6 month project</i></p>						
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Output 1.5: PBO adequately capacitated to ensure effective coordination, monitoring, reporting, evaluation and communication	Number of leaflets on PBF projects produced and disseminated								
	Baseline (Dec 2014): 1 Target (June 2015): 2 MoV: PBF project leaflets								
	Output Indicator 1.4.3: Number of public events highlighting results of the Peacebuilding Priority Plan								
	Baseline (Dec 2014): 2 Target (June 2015): 1 MoV: PBO half-yearly reports, records of public events (e.g. public lectures, high-level meetings, radio talk shows, etc.)								
Output Indicator 1.5.1: Number of PBO programme staff	Baseline (Dec 2013): 6 Target (June 2015): 6 MoV: PBO Annual Reports								
	Output Indicator 1.5.2: Number of trainings and learning events in which PBO staff participated for capacity development								
	Baseline (Dec 2014): 5 Target (June 2015): 3 MoV: PBO Annual Reports								