



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

PROJECT DOCUMENT COVER SHEET

Project Title: Women's Economic Empowerment: Building Peace, Promoting Prosperity.	Recipient UN Organization(s): UN Women
Project Contact: Emily Stanger, Programme Manager Address: UN Women Liberia, HG Plaza 4 th Floor, Sekou Toure, Monrovia, Liberia Telephone: +231 886751394 E-mail: Emily.stanger@unwomen.org Hon. Julia Duncan Cassell, Minister Ministry of Gender and Development UN Drive / Gurley Street Email: libgenderminister@gmail.com	Implementing Partner(s): <i>GOV: Ministry of Gender and Development, with collaboration with the Central Bank of Liberia, Ministry of Education, Ministry of Commerce and Industry, Ministry of Justice and Bureau of Immigration</i> <i>NGOs: Educare Liberia, Development Education Network of Liberia (DENL), others to be identified</i> <i>CIVIL SOCIETY: Association of Women in Cross Border Trade, Rural Women's Structure</i>
Project Number: <i>(To be completed by UNDP MPTF Office)</i>	Project Location: Key concession areas / communities relying on extractive industry in Sinoe, Grand Gedeh, Gbarpolu, Grand Bassa and Cape Mount/Bomi Border communities in Cape Mount, Gbarpolu, Lofa, Nimba, Grand Gedeh, River Gee, and Maryland
Project Description: <i>This project invests in women to consolidate peace and build prosperity in Liberia's at risk communities by increasing the economic security of at least 4,000 women and girls, improving the relationship between regional traders and the security sector, and increasing women's participation in the management of community natural resources and land.</i>	Total Project Cost: USD 2,200,000 Peacebuilding Fund: USD 2,000,000 UNDP BCPR TTF: 0 Government Input: in kind Other: USD 200,000 (UN Women) Project Start Date and Duration: 1 October 2013 – 31 March 2015 (18 months)
Gender Marker Score¹: 3 <i>Score 3 for projects that are targeted 100% to women beneficiaries and/or address specific hardships faced by women and girls in post-conflict situations;</i> <i>Score 2 for projects with specific component, activities and budget allocated to women;</i> <i>Score 1 for projects with women mentioned explicitly in its objectives, but no specific activities are formulated nor is a budget reserved; and</i> <i>Score 0 for projects that do not specifically mention women.</i>	

¹ The PBSO monitors the inclusion of women and girls in all PBF projects in line with SC Resolutions 1325, 1612, 1888, 1889.

PBF Outcomes²: 9. Sustainable Livelihoods (primary) and 7. Management of natural resources (secondary)

Liberia PPP outcome: Youth, women and other marginalized members of conflict affected communities to act as a catalyst to prompt the peace process and early economic recovery (PMP Result 3)

Project Outputs and Key Activities:

Within five key concession areas and seven border counties, the project will secure **increased economic security for women**, defined by their ability to generate and manage their own income. 4,000 rural women, young women and cross border traders will participate in community-based training programmes in literacy/numeracy, business skills, financial management. All graduates will be trained in financial services and assisted to form Savings and Loan Associations. To complement this training and focus on the rights and security of women traders, the project will strengthen partnerships between the Mano River Union, Government of Liberia security sector and Association of Women in Cross Border Trade to foster traders' **increased confidence in the security sector and understanding of proper security and regional trade procedures and protocols**. Through direct linkages with the security hub, women in cross border trade will gain access to reporting mechanisms for instances of harassment, corruption or abuse. Finally, through innovative outreach and sensitization methods, **women in targeted communities will gain the knowledge and capacity to demand respect of their rights in community management of land and natural resources**. These activities will be supported by the establishment of a land desk in the Ministry of Gender and Development and will link closely with women's peace building forums to deliver tailored sensitization materials to community women on specific natural resource, environment and land issues that affect their livelihoods and the future of their communities.

² PBF specific outcome areas: 1 Security Sector Reform; 2 Rule of Law; 3 (DD)R; 4 Political dialogue for Peace Agreements; 5. National reconciliation; 6. Democratic governance; 7. Management of natural resources (including land); 8. Short-term employment generation; 9. Sustainable livelihoods; 10. Public administration; and 11. Public service delivery (including infrastructure)

(for PRF-funded projects)

Co-Chairs of the Joint Steering Committee

<i>Name of Senior UN Representative:</i> Mr. Aeneas C. Chuma <i>Title:</i> Deputy SRSG/CDG <i>Signature:</i> _____ <i>Date & Seal:</i> 21/10/13	<i>Name of Government Representative:</i> Hon. Morris M. Dukuly <i>Title:</i> Minister of Internal Affairs <i>Signature:</i> _____ <i>Date & Seal:</i> 15/04/2013
Recipient UN Organization:	National Implementing Partner:
<i>Name of Representative:</i> Ms. Sheelagh Kathy Mangones <i>Title:</i> Representative, UN Women Liberia <i>Signature:</i> _____ <i>Date & Seal:</i> 10-07-2013	<i>Name of Government Counterpart:</i> Hon. Julia Duncan Cassell <i>Title:</i> Minister of Gender and Development <i>Signature:</i> _____ <i>Date & Seal:</i> 10-07-2013

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PROJECT COMPONENTS:

COMPONENT 1: (The "WHY")

a) Project (Portfolio) Justification

As identified in Liberia's Priority Plan, economic marginalization was one of the key drivers of Liberia's conflict and continues to be an indicator of the challenges of peace building and reconciliation. As a proxy for national integration and social cohesion, it is a key area of focus for peace building and demonstrating the dividends of the peace building and reconciliation process. Women, and more specifically rural women, have been amongst the groups most marginalized and amongst the groups living in situations of great fragility and vulnerability due to economic insecurity. At the same time, women have played and continue to play a key role in maintaining and or creating social cohesion in communities. For these reasons, Liberia's National Action Plan for the Implementation of UNSCR 1325 emphasizes the inclusion of women in Liberia's economic revitalization and specifically prioritizes women's participation and involvement in the local management of the community's natural resources, as well as the economic empowerment of women in cross border trade. In addition, these two specific concerns are highlighted by the Government of Liberia as strategic objectives for achieving gender equality within Liberia's Agenda for Transformation.

Recognizing that widespread social and economic development signals the recovery of Liberia from conflict and its movement towards stability and greater prosperity, these expanded economic opportunities and the benefits of economic growth must be felt by all segments of the Liberian society. As the majority of Liberia's most vulnerable workers, generating improved economic opportunities for women is necessary for Liberia to realize inclusive economic growth. Improved economic opportunities for women, particularly the rural and most disadvantaged, are critical for ensuring that the economic inequalities of Liberia's past are not repeated.

In general, women comprise 51% of Liberia's adult labor force, playing a major role in Liberia's economy and household income generation. Yet women and men are not equally distributed across the productive sectors, nor are they equally remunerated. Women are far more likely to be in vulnerable employment (89%) than men (69%), and those in rural areas much more vulnerable than those in urban areas (87% as against 68%).³ In an economy dominated by agricultural and informal work, women carry the heaviest burden in these sectors and men greatly outnumber women in all other sectors of Liberia's economy. The forestry sector hires men at a rate of 4 men for every 1 woman. In mining and panning, more than 9 men are hired to every 1 woman. In manufacturing it is 4:1 and in the services sector 3:2. Only in agriculture and fisheries are men and women employed at an equal 1:1 ratio.⁴

When analyzing women's role in the economy, wholesale and retail trading play an important role, as 35% of all women in the labor force earn their incomes in this sector. Out of the quarter of Liberia's labor force trading as their primary source of income, 70% are women. As a livelihood, trading provides women with an opportunity for business growth and wealth creation, not only increasing their economic security but also having a multiplier effect on the wellbeing of their wider household and communities. It is a particularly strategic entry point for women in rural and border areas.

For these reasons, the economic growth and stability considered necessary for lasting peace will rely heavily on the inputs and the development of women-owned businesses and women laborers. And yet, given the breakdown of the labor force, women have the least to gain economically from employment generated by concessions and the growth in the extractive industries.

Given the nature of women's role in the economy and the risk of social tensions due to economic inequality in concession areas, the project will focus on two key targets for women's economic empowerment: cross border traders and rural women living in communities affected by concession agreements.

³ Liberia Labour Force Survey, 2010.

⁴ Government of Liberia State Party Report on the Convention to Eliminate All Forms of Discrimination Against Women, September 2008 and CWIQ, 2007.

By targeting women in cross border trade, the project is contributing to two key objectives: stimulating economic development as well as in building linkages and trust across borders within the region. This project builds on the unique characterization of cross border traders to increase the accountability of the security sector and to improve inter-regional linkages.

By specifically targeting the economic security of women in key concession areas and communities impacted by extractive industries, this will be the first project implemented by the United Nations and the Government of Liberia to empower women to actively engage in the management and sustainability of their local natural resources. The project employs a holistic economic empowerment training model as an entry point for engaging community women in the rights and management of community natural resources, land and social agreements with concession companies. By documenting effects of the intervention on women's confidence in their future security, this project will serve as a pilot to mobilize additional resources for programming related to women's engagement in natural resource and environmental management, as well as to engage the private sector in corporate social responsibility that is responsive to women's needs and challenges. It will also serve as an entry point for future work with concession and mining companies on the empowerment and protection of community women.

The Peace Building Fund's support to this project supports Liberia in its implementation of the Secretary General's 7 point Action Plan on women and peacebuilding, responding to Commitment Number 7 on women's inclusion in economic recovery, as well as commitment 3 on post conflict financing.⁵

COMPONENT 2: (the "What")

a) Project focus and target groups

- Project focus:

In support of economic recovery and wider reconciliation and recovery efforts, the project "Women's Empowerment and Employment: Building Peace, Promoting Prosperity" will expand upon the work of the Government of Liberia and UN Women under the Joint Programme on Gender Equality and Women's Economic Empowerment (JP GEWEE)⁶ to strengthen the economic security of women in particularly high risk/ conflict-prone areas, including border regions and communities affected by large concession agreements. The programme will work with women in these areas to strengthen their economic opportunities, while enhancing their understanding of their rights and responsibilities, with a particular focus on women's personal security when engaged in trading across borders and passing through check points. The programme will have direct linkages with activities under the "Women as Peace Makers and Nation Builders" project to provide holistic support to women thus strengthening not only their agency but their voice in decision making processes.

Strategic economic empowerment and employment programmes will focus on women in concession areas to ensure that they have the skills and inputs necessary to benefit from increased economic opportunities as a result of the concessions. As concession agreements often raise community tensions, vulnerabilities for women also increase: levels of sexual exploitation and family violence increase, access to land decreases, and women are unlikely to benefit from the formal employment opportunities offered in the extractive industries. This aspect of the programme will work to counter these effects and protect at-risk women and girls in these communities, thereby reducing the social tensions and pressure. In these concession areas, working closely with the community peace huts, the project will also support women to engage with concessionaires and local government to enforce implementation of their development commitments, as well as to ensure that women have access to land dispute mechanisms. Synergies will be developed with the ADR initiative supported by UN-HABITAT to ensure complementarity and greater impact.⁷ In addition, the project will work closely

⁵ As part of its response to Commitment 3, the UN in Liberia has committed to allocating a minimum of 15% of all peacebuilding project funds to projects that specifically target women and girls.

⁶ The design of this project builds heavily on the lessons learned and the findings from the evaluation of JP GEWEE (2009 – 2013), including in the methodology for literacy, business, and financial training; utilizing savings and loan associations for increasing women's access to financial services; and building a stronger link between cross border traders and security sector institutions given their particular vulnerabilities.

⁷ This will include conflict mapping, review of policies from a gender perspective and development of training materials focused on women's land rights.

with the World Bank and other projects focusing on the management of natural resources, both to build on their findings, but also to ensure the incorporation of the gender dimensions and analysis in their overall work.

In addition to the economic programming for rural women in concession areas, the project will work in close collaboration with the Association of Women in Cross Border Trade (AWICBT)⁸ to support ongoing work to increase the women's access to finance and skills training, to expand employment opportunities in their communities to build their businesses, and to increase the accountability of border security forces for women's protection. While increasing the women's productivity as economic actors, the programme will also support women's role in citizen oversight of security sector institutions and directly link AWICBT member to existing reporting mechanisms⁹ / dialogue mechanism with security sector institutions to directly report suspicious and corrupt practices at Liberia's borders.

The programme will address dialogue at various levels: within communities fostering dialogue amongst women themselves and between women and local authorities, with the counties through foster dialogue between women leaders and decentralized authorities at the county level, and at the national level between fostering dialogue with national institutions and with the Mano River Union.

The project will be linked to wider security sector reform efforts and reconciliation processes taking place at the community level as well as other initiatives supported by the Peacebuilding fund thus creating synergies within the portfolio of projects supported by the PBF in Liberia. These projects include the initiatives under the community conflict resolution component (MoGD and UN Women), the management of natural resources (the ADR programme) supported by UN- HABITAT, future work by the World Bank on natural resource management, as well as the work under the justice pillar notably with regard to the functioning and outreach of the hubs.

- Key target groups/beneficiaries:

This project targets two distinct groups of women and young women: 1. women and young women in communities at risk of conflict associated with concession agreements, community land disputes, and extractive industry activities, and 2. women who secure their livelihoods through regional trade activities, referred to as women in cross border trade (WICBT).

High risk communities: Although not formally documented, community reports suggest that women and girls in concession and extractive industry areas are particularly vulnerable to harassment, sexual abuse and HIV/AIDs. Due to the prevalence of male labor in these sectors, women are often excluded from the formal employment opportunities. Amongst the transient male labor force, demands for sex workers can be high and many women and young women depend of prostitution as a means of income generation.

The project will target a diverse group of women from each of the targeted areas including rural women, market women, sex workers, former combatants and young women (aged 16 – 26). Young women will enter into a targeted economic training programme, including significant life skills training. Other participants will be divided into two cohorts based on their levels of literacy and education. Women with limited to no literacy and numeracy skills will participate in a longer programme that includes skills building in basic literacy and numeracy.

The work with the 3,000 women and young women in these communities will be closely linked with women involved in the peace huts in these communities. Given the large geographic reach of many concession areas, the project will target women in four different locations within each of the five targeted "communities".

Women involved in cross border trade are critical economic agents in Liberia's economy. Throughout the years of the conflict, many of these women risked their lives to bring important commodities into the Liberian market. In the past decade of recovery and development, women traders remained the primary suppliers of food, commodities, and

⁸ The Association of Women in Cross Border Trade represents all women involved in trading in the country and has active participation from at least 4,000 members

⁹ Currently reporting mechanisms exist within the security hubs and linkages will be made with Med and BIN to provide access to any other existing mechanisms for reporting.

goods into Liberia's rural markets and remote areas. While some women's businesses have expanded into rural wholesale suppliers of dry goods, clothing, rice and household items, many other cross border traders rely on weekly trips to nearby countries to restock their markets.

The Association of Women in Cross Border Trade (AWICBT), established in 2010 to represent the common interests of women traders, now boasts over 4,000 registered members with chapters in every district and county in Liberia. The Association is a linguistically and ethnically diverse group of women, brought together by their common challenges in regional trading and business operations in Liberia. Traders often have strong connections in other West African countries (especially Guinea, Cote D'Ivoire, Sierra Leone, Togo, Nigeria and Ghana) and frequently crisscross the West African region.

By nature of their business, women in cross border trade are in frequent contact with security personnel at border checkpoints, Liberian internal checkpoints, and at the internal checkpoints in other countries. The frequency with which they travel, along with the economic motivation of their movement, make cross border traders particularly vulnerable to harassment, corruption and abuse at the hands of security officials. In addition, they are liaisons across ethnic groups, both in and outside Liberia. Due to their frequent interactions with security institutions, cross border traders are a critical target population for establishing greater trust and confidence in Liberia's security sector. Additionally, given their mobility and ethnic diversity, the Association of Women in Cross Border Trade can serve as a unique and important group for monitoring security risks and concerns, both in and out of Liberia's borders. Building stronger linkages and trust between the AWICBT and the regional and national security bodies will not only boost regional economic activity, but will also go far to increase the accountability of security sector institutions.

b) Theory of changes: linking activities to results

The project's overall goal is to contribute to the consolidation of peace in conflict-prone communities in key concession areas and border communities through the reduction of economic inequality and marginalization and the increased economic security of community women and their families.

Recognizing economic marginalization as a key driver of conflict and unrest, the project targets those in vulnerable employment to expand their economic opportunities and security. Women comprise the majority of Liberia's labor force, the majority of those in poverty, as well as the majority of Liberians earning their livelihoods in vulnerable employment. Assuming that the projects' interventions lead to increased economic opportunities and incomes for rural women, the project will succeed in spreading the benefits of Liberia's economic development and increasing the economic opportunities available to a wider sector of Liberian society, thereby consolidating peace and reducing economic inequality as a driver of conflict.

Women's overall economic security will be increased through three main channels: improving their income earning potential and control over financial resources, increasing women traders' sense of security and confidence in the security sector, and increasing the capacity of women to demand for their rights in the community management of natural resources, land and the environment.

Based on the assumption that business opportunities exist in these communities and that improved skills and access to credit will provide expanded opportunities for business women, the project will offer business and financial training programmes for women with varying degrees of education. These women will be targeted from two key segments: women living in and affected by concession agreements and women earning their livelihoods through cross border trading.

Given that women involved in trade are often subject to harassment and abuse in the course of earning their livelihoods, the project will also work with women in trade to ensure that they are fully aware of their rights and able to hold authorities accountable for their responsibility to protect. Under the assumption that women are prepared to claim their rights and to report cases of corruption, abuse and wrongdoing, the project will work along with the Government of Liberia to increase traders' knowledge and understanding of laws and procedures, as well as to provide direct linkages for the Association of Women in Cross Border Trade to access confidential hotlines to report abuse.

Working alongside the community women's peace huts and other networks of women involved in conflict resolution, and assuming that they will provide increased confidence and opportunities for women to participate in community decision making, the project will assist women to better understand the laws and agreements that affect the management of their communities' land and natural resources, as well as corporate social responsibility policies. By demanding their rights, women will have greater control over the resources needed for their economic futures and the long-term economic stability of their communities will be enhanced.

COMPONENT 3: (the "How" or Implementation Strategy)

a) Implementation approach

- Prioritisation and phasing of support:

The project is prioritizing rural high risk areas of target, specifically five key concession / extractive industry areas (Sinoe, Grand Gedeh, Gbarpolu, Grand Bassa and Cape Mount/Bomi Border) and border counties with high populations of cross border traders (Cape Mount, Gbarpolu, Lofa, Nimba, Grand Gedeh, River Gee, and Maryland). The targeted communities will be selected after an initial assessment of potential communities. This participatory community assessment will also serve to identify key conflict drivers in their community and to look at the key issues affecting women in relation to the availability of land and natural resource management. The assessment will also provide an opportunity to examine pertinent concession contracts affecting the community and to identify any potential source of conflict between the local communities and concessionaires.

Once this assessment is complete in all communities (month 1), the project will identify appropriate technical support to undertake the overall review of concerns relating to gender and natural resource management, as well as the environment and land. The review of these issues will then lead into the development of simple knowledge and training materials for literate and illiterate community women (expected to be completed by month 6). Some materials will be specifically adapted to the individual communities to focus on the contracts and conditions that will most affect their communities and the appropriate mechanisms available to the community to report complaints and/or raise any necessary concern. The project will work closely with the UN Habitat / Land Commission ADR and the World Bank's work on natural resource management. It will also work closely with Liberia's decentralization efforts to ensure that village councils and other available structures are gender balanced.

Following the surveys for baselines of the livelihood support, the first round of training will begin for illiterate women, as well as for the targeted group of young women (16 – 26). Each of these groups will complete a 12 month training cycle. The literate women identified for the project will begin their cycle of business training approximately 3 months into the other training projects; the business focused training for literate women will run on a 4 month cycle.

The training in Savings and Loan Associations (SLAs) will be introduced after a few months of the project as an incentive for participation and as a tool to employing financial management skills learned in the training. Once the SLAs are fully established, these will serve as outlets for the trainings on natural resource management and land rights. This serves as an important strategy for sustainability, as the SLAs will continue to operate as self-governed bodies following the close of the project.

Two important strategies will be utilized in the project communities in line with the "do no harm" approach. First, meetings will be held with boyfriends / husbands / male leaders before the start of classes, at the mid-way point, as well as at the end of the training. This is an effort to engage men and to ensure that they have an outlet to learn about the project and to express any concerns they might have. Secondly, the project will directly link with the women's peace huts to ensure that women have a support network and outlet to address any security concerns or conflicts.

The dedicated work with women in cross border trade will be conducted in two phases, with the first phase focusing primarily on the security sector and the regulations governing trade in the Mano River Union. This phase will generate greater support and buy in from these institutions for the collaboration with the Association of Women in Cross Border Trade and will also allow for the development of sensitization materials for AWICBT members on trade regulations, appropriate border procedures, and instructions on filing reports through the

security hubs. UN Women will build on its 2012-2013 work with ECOWAS to highlight the role of women in cross border trade in the region. There is specific interest from the Gender and Commerce Ministers in the Governments from the Mano River Union to follow up on this research and to build linkages across the region. These synergies will be explored and built on, where possible, throughout project implementation.

The second phase of support to cross border traders will roll out after the sixth month and focus on the roll out of the sensitization materials, including dialogues with local security forces. This phase will also include strengthening of the Association, itself, to ensure it has the capacity to represent the needs and challenges of the cross border traders in national and regional policy dialogue. It is important to note that many of these same traders will be participating in the livelihoods component simultaneously.

- Project implementation modalities:

The project will be implemented through UN Women in direct collaboration with MoGD and will be managed by a full-time Project Coordinator and Economic Empowerment Specialist to oversee its daily implementation. In addition, the Ministry of Gender and Development will host a project coordination unit, co-funded by this project and the "Community Peacebuilding: Women as peace makers and nation builders" project. The implementation unit will include an M&E Officer for the project (included in this project budget), as well as a Project Coordinator and Finance Officer (included in the Community Peacebuilding project budget).

Implementation will be coordinated by the Ministry of Gender and Development, with the implementation of training and community work to be conducted by non-governmental organizations with proven experience as implementing partners in their respective areas.

b) Budget¹⁰

CATEGORIES	Amount UN Women (US\$)	TOTAL (US\$)
1. Staff and other personnel	175,000	175,000
2. Supplies, Commodities, Materials	30,000	30,000
3. Equipment, Vehicles, and Furniture (including Depreciation)	46,840	46,840
4. Contractual services	225,000	225,000
5. Travel	30,000	30,000
6. Transfers and Grants to Counterparts	1,312,319	1,312,319
7. General Operating and other Direct Costs	50,000	50,000
Sub-Total Project Costs	1,869,159	1,869,159
8. Indirect Support Costs* (7%)	130,841	130,841
TOTAL	2,000,000	2,000,000

c) Sustainability

The project's economic empowerment model (*Outcome One*) is designed to ensure sustainability and community ownership, building the capacity of local trainers and utilizing the revolving savings and loan associations (SLAs) to provide long-term solutions for women's access to savings, insurance and credit facilities. Based on lessons learned through previous MoGD / UN Women joint programming in economic empowerment, all women / girls participating in the programme will receive training in business skills combined with efforts to form SLAs. This not only provides the skills for personal and business financial

¹⁰ See detailed budget in Annex G for inclusion of UN Women's contributions

management, but also ensures they have a safe and secure facility for managing their profits, accessing safety nets, and receiving credit. Women who are illiterate will have a special track for improving their literacy and numeracy skills, while participating in the business training. Specific methods for sustainability include:

- **Local trainers:** All trainers for SLAs, literacy and business classes are recruited from within the local communities and go through an extensive training of trainers, coaching and mentoring method for developing their training skills. In particular, the model draws on community women to start as facilitators and to develop the confidence and skills to take over the full training course. Women within the class can then rely on this trainer as a mentor for guidance and assistance after classes finish. In addition, many of the trainers who have implemented these classes in the past, have continued offering the classes after the project closes, charging small fees to women who wish to attend.
- **Community women extension agents:** Based on the lessons from past interventions, the project will identify strong women with experience in Savings and Loan Associations to participate in a detailed training session to gain certification under the Central Bank as "SLA Extension Agents". These women will then be able to serve as monitors for the Central Bank, as well as to provide technical services to women's SLAs for a reasonable fee. Examples of such services include: record keeping verification, assistance with loan / bank applications, supervision of year-end share outs, facilitating changes to an SLAs constitution.
- **Central Bank Loan Extension Availability Facility:** Savings and Loan Associations have the opportunity to apply to the Central Bank for access to low-interest loans to increase the amount of capital that they are able to on-lend to their members. These linkages will be established through the project and serve as an exit strategy for ongoing financial support to the women.

Within **Outcome Two**, the project's work with women traders capitalizes on the expansion of the Association of Women in Cross Border Trade (AWICBT), established in 2010 and now boasting over 4,000 members nationwide. The Association now functions as an independent association with growing capacity to function independently and access forums for influencing trade policy. While AWICBT is now an active stakeholder of the Bureau of Customs and the Ministry of Commerce and Industry on economic policy affecting regional trade, their direct involvement with the security sector has been more limited. Building on a presentation from the Commissioner of the Bureau of Immigration and Naturalization (BIN) to the AWICBT leaders in 2013, this project will formally connect the AWICBT network to the security sector. For sustainability, AWICBT leaders and members will be trained to report grievances against the security sector via the security hub reporting mechanism. The project will also strengthen ties between AWICBT, the Government of Liberia and the Mano River Union to address regional trade and security concerns. This aspect of the project is critical for ensuring lasting security gains at Liberia's border and facilitating greater economic growth through regional trade.

Outcome Three's work on natural resources and land management are new initiatives for the Ministry of Gender and Development and the project will focus on developing targeted and relevant messaging that can easily be disseminated through various networks and community-based women's forums. The peace huts (supported under the "Community Peace Building: Women as peace makers and nation builders" project) and the SLAs will serve as the primary outlets for disseminating these rights-based awareness messages to over 10,000 community women in conflict-prone areas. Due to the lasting nature of the peace huts and SLAs, which experience has shown to continue far beyond the close of projects, these groups of women will be able to collectively move to action on the issues discussed that most affect their communities. The Ministry of Gender and Development will work to institutionalize the land desk in its operations, to be able to continue the awareness raising and advocacy work on women's access to land beyond the life of the project. Within the component on natural resource management, the project will utilize the results to mobilize additional funding to expand the work into new communities.

For the overall project, no additional funding would be required to continue activities in the targeted communities after 2015. Women participating in the project will have moved to the next level with their businesses, with sustainable access to financial services and networks that promote their economic security.

d) Risk management

Risk	Likelihood (high, medium low)	Severity of impact on project (high, medium, low)	Mitigating Strategy
Conflict spillover / instability in neighboring countries (particularly Cote D'Ivoire and Guinea)	Low	High	Coordination with security sector; Ensure linkages with other peace building networks and those trained to report on early warning signs of conflict.
Change in focus and priorities during the 2014 Senatorial elections	Medium	Low	Prioritize launch and initiation of all activities in late 2012 and the first quarter of 2013; Develop and implement clear communication strategy to manage expectations and understanding of the project and its beneficiaries with targeted communities, participants and local authorities during assessment and monitoring visits.
Project and participation becomes politicized	Medium	Medium	Ensure clear guidelines for recruitment in the project activities, regardless of political party; Implement clear communication strategy to manage expectations and understanding of the project and its beneficiaries with targeted communities, participants and local authorities.
Community conflicts with concession companies disrupt economic activity	Low	Medium	Utilize community structures, including the peace huts implemented under the "Women as Peacemakers and Nation builders" project, as a forum to foster constructive exchange between companies and communities.
Expectations raised amongst women, which might not be met and lead to disappointment	Medium	Medium	Implement clear communication strategy to manage expectations and understanding of the project and its beneficiaries with targeted communities, participants and local authorities.
Access to Finance initiatives mismanaged and/or become source of internal conflict for women.	Medium	Medium	Clear communication strategy with all participants; Participatory development of Association rules and constitution; Rigorous and random monitoring of partners and implementation.
As women's economic independence increases, they experience increased rates of domestic violence	Medium	Medium	Hold introduction sessions with male leaders, husbands and boyfriends at the start of the interventions; Link with other programmes in the community that are engaging men (including Peace Huts) to engage men in dialogues on women's economic rights, household contributions and the prevention of violence.

e) Results framework and Monitoring and evaluation:

Results Framework for Women's Economic Empowerment: Building Peace, Promoting Prosperity

<p>Policy statement / national roadmap for peace building: Women and girls physically and psychologically wounded due to the war are socially, economically, and politically empowered through sustainable livelihood and capacity building and protected from future gender based violence</p> <p>Purpose of PBF support: This project invests in women to consolidate peace and build prosperity in Liberia's at risk communities by increasing women's economic security, improving the relationship between regional traders and the security sector, and increasing women's participation in the management of community natural resources, environment, and community land.</p> <p>Theory of change statement: Contribute to the consolidation of peace in conflict-prone communities in key concession areas and border communities through the reduction of economic inequality and marginalization and the increased economic security of community women and their families.</p>								
(1) Outcomes and types of change required	(2) Outcome indicators	(3) Baselines, targets and means of verification (MoV)	(4) Outputs and activities	(5) Output indicators	(6) Baselines, targets and means of verification (MoV)	(7) RUNO & party responsible for mobilizing inputs	(8) Inputs/ budget (US\$)	(9) Assumptions
<p>Outcome 1: Women experience increased economic security, (defined by their ability to generate and manage their own income) in twenty targeted communities.</p> <p>PERSONAL</p>	<p>Degree of women's economic security and independence in conflict prone areas, including border regions and communities affected by large concession agreements</p> <p>Note: measure of economic security to be measured through several sub components including:</p>	<p>Baseline (Oct 2013): Data to be collected through a baseline survey in October 2013</p> <p>Target (April 2015): 50% increase vis-à-vis baseline (to be confirmed after conducting baseline survey in Oct 2013)</p> <p>MoV: Survey of all 4,000 women and girls targeted</p>	<p>Output 1: Increased access to and utilization of sustainable financial services for rural women and cross border traders.</p> <ul style="list-style-type: none"> - Conduct community assessments, mobilize participants, and conduct baseline study. - Train local rural women and women in cross border trade (WCBT) as savings and loan association (SLA) extension agents for their counties. - Conduct series of SLA formation trainings with 4,000 identified women. - Monitor SLA progress and conduct endline study 	<p>1. Number of women actively accessing and utilizing financial services in savings and loan associations</p>	<p>Baseline (Oct 2013): 5,121 women utilizing financial services through savings and loan associations nationwide.</p> <p>Target (April 2015): At least 9,121 women accessing and utilizing financial services through savings at loan associations nationwide, by April 2015.</p> <p>MoV: Annual share out reports from the SLAs</p>	<p>UN Women</p> <p>(UN Women Economic Empowerment Specialist, MoC&D Project Coordinator, Educare Executive Director)</p>	<p>Training materials, cash boxes, trainer stipends, monitoring and supervision costs: \$385,000</p>	<p>Savings mobilized by women will be sufficient for capital loans.</p> <p>Loans will be utilized by women for growth of their businesses.</p> <p>Women will fulfill their repayment requirements within the SLAs.</p>

	average level of annual business revenue of women-owned businesses; average level of savings of women engaged in business; outlook on economic future	by the programme, secondary data collected through the review of savings and credit records within each individual Savings and Loan Association (SLA)	1.2 Improved business practices for women, young women, and WICBT. - Conduct community assessments, mobilize participants, and conduct baseline study. - Adapt and finalize curriculum for literacy + business training (12 months), business training (for semi-literate women) (3.5 months), and for young women (12 months) - Train local rural women and WICBT as literacy and business skills instructors - Conduct three courses of training in communities (course tailored to young women (aged 16-22), course for illiterate women, and course for literate women) and the literacy and business courses for WICBT. - Monitor trainings - Conduct endline study	Number of targeted women with functional literacy, numeracy and business skills to effectively manage their businesses in thirty communities	Baseline <i>ibid</i> in project participants Target: By April 2015, 4,000 women have functional literacy, numeracy, and business skills to effectively manage their businesses MoV: Exit exams to assess level of skills of women at the completion of the programme.	UN Women (UN Women Economic Empowerment Specialist, MoGD Project Coordinator, Educare Executive Director)	Training materials, classroom rental fees, teacher stipends, monitoring and supervision costs USD 717,500	The curriculum and skills developed will be sufficient for women to improve their businesses in manners that will increase their incomes.
Outcome 2: Women in cross border trade have increased confidence in the security sector and understanding of proper security and regional trade procedures and protocols. RELATIONAL	Change in perception of the security sector by women involved in cross border trade	Baseline: <i>ibid</i> in assessment of project participants Target: 50% of members report reduction in harassment and increased confidence in the ability of border security to carry out their correct duties. MoV: perception	2.1 Reporting mechanism accessible to WICBT to report incidences of harassment, corruption or abuse by security sector. - In coordination with MoJ (including BIN) establish linkage between WICBT and security hub reporting mechanisms. - Conduct decentralized awareness exercises with cross border traders on the reporting mechanism, including through national general assembly. - Support oversight of the reporting mechanism. - Monitor reports and follow up, in coordination with MoJ and BIN	Women involved in cross border trade from targeted border counties exhibit awareness and capacities to utilize the "complaint mechanism" established within the regional security hubs.	Baseline (Oct 13): No to limited understanding Target (April 2015): 50% of targeted traders are aware and willing to utilize the mechanism in the case of complaint. MoV: Focus group discussions with women in cross border trade on their knowledge	UN Women UN Women Economic Empowerment Specialist and MoGD Project Coordinator	Technical assistance, communication supplies and costs, training and supervision costs. USD 50,000	Leadership of the security sector has the will, capacity, and resources to follow up on reports of corruption and harassment with investigations and appropriate disciplinary measures. Behavior and actions of security officers change with the increased likelihood of consequences for corrupt practices.

	<p>survey assessing trust and confidence by women in cross border trade</p>	<p>2.2 Members of the Association of Women in Cross Border Trade have an increased understanding of border procedures and regulations governing trade in the Mano River Union.</p> <p>-Document available mechanisms within MRU for utilization by WICBT, in coordination with MoCI</p> <p>-Develop simplified materials on the border procedures and regulations for distribution and public display at border points.</p> <p>-Conduct awareness exercises with AWICBT members, including at the annual General Assemblies.</p> <p>-Monitor and conduct endline survey</p>	<p>AWICBT members' across knowledge of basic border procedures, customs regulations, and the roles of various security institutions all 15 county chapters.</p>	<p>Baseline (Oct 2013): to be determined through survey</p> <p>Target (April 2015): 50% of members show increased knowledge of basic border procedures, customs regulations, and the roles of various security institutions.</p> <p>MoV: Focus group discussions with women in cross border trade on their knowledge</p>	<p>UN Women</p> <p>UN Women Economic Empowerment Specialist and Ministry of Justice</p>	<p>Technical assistance, material development, communication materials, transport and workshop costs, monitoring and supervisory costs.</p> <p>USD 195,000</p>	<p>Once understanding the rules and regulations, women traders will be more willing to follow the law and to report deviations from it on the part of security officials.</p>
<p>Outcome 3: Women in targeted communities have knowledge and capacity to demand respect of their rights in community management of land, natural resources and the environment.</p> <p>PERSONAL</p>	<p>Women's participation in community management of natural resources, the environment and land.</p>	<p>Baseline (Oct 2013): to be assessment of project participants</p> <p>Target (April 2015): women in five targeted communities are participating in all community meetings regarding land and natural</p>	<p>Indicator: Project participants' level of knowledge of their rights and the natural resource management issues that affect them.</p>	<p>Baseline (Oct 2013): to be assessment of project participants</p> <p>Target (April 2015): 80% of project participants demonstrate increased knowledge and understanding of their rights and the natural resource management issues that affect</p>	<p>UN Women</p> <p>UN Women Economic Empowerment Specialist, MoC/D Project Coordinator</p>	<p>Technical assistance, travel, printing, training costs, monitoring and supervisory costs.</p> <p>USD 167,500</p>	<p>Work with men and women's participation under the -Women as Peace Makers and Nation Builders" project facilitates a more open environment for women's voices and for the respect of their inputs.</p>

- Systems for M&E of the project (portfolio):

Monitoring the results in the log frame will require the collection of quantitative and qualitative data, including a baseline and endline survey of all women / young women participating in the training and access to finance programmes, a qualitative survey for a representative sample of women in cross border trade, as well as a qualitative survey for a representative sample of community women on the issues of natural resource management and land.

In addition to collecting survey data, monitoring of implementing partners will take place on a regular basis, and structured, participatory joint monitoring missions will be conducted every 6 months, with active participation from civil society Board members and stakeholders from the technical team.

Reports on project implementation will be submitted to the PBF each June and December and quarterly updates will be provided for the National Reconciliation Steering Committee.

The M&E Director (MoGD), with supervision from the Project Manager, will have the primary responsibility for the implementation of the M&E Plan (attached as Annex 7), as well as coordinating with the M&E Unit at the PBO. Within the budget, funds have been set aside to hire external enumerators for data collection. Overall, USD 70,000 has been allocated specifically for the collection of the data and analysis needed for monitoring and evaluating based on the indicators in the results framework. Additional funds have been allocated for periodic monitoring on implementing partners and activities in the communities within budget lines for direct costs and travel.

Following the analysis of M&E data, the Project Manager will have the responsibility of reporting the findings to Project Board and the UN/GOL Steering Committee for the One Gender Framework.

COMPONENT 4: (The “WHO”)

a) Implementing agencies and their capacity:

- List of RUNOs and implementing agencies:

UN Women: UN Women Liberia was amongst the first UN Women country offices with delegated authority for UN Women. The office has four international staff in management, six dedicated programme staff, and seven dedicated staff in operations.

Within the UN system, UN Women Liberia chairs the Gender Theme Group, actively participates in three joint programmes and served as the lead agency for the GoL/UN Joint Programme on Gender Equality and Women's Economic Empowerment (2009 – 2013). Under the UN One Programme (2013 – 2017), UN Women leads the UN's efforts in Liberia for the economic empowerment of women, women's participation in community peacebuilding, gender-responsive security sector reform, and supports gender mainstreaming efforts across the UN and Government of Liberia.

UN Women Liberia implements its programming through Government partners including the Ministry of Gender and Development, Ministry of Commerce and Industry, Central Bank, and Liberian National Police. Non-governmental organizations are selected for implementation of UN Women projects through a competitive process.

Implementing partners identified for this project include the Ministry of Gender and Development, Educare Liberia and the Development Education Network of Liberia (Den L); others will be identified through a competitive process.

Ministry of Gender and Development (MoGD): The Ministry of Gender and Development oversees the implementation of projects to achieve gender equality and empower women and girls. MoGD implements national programming for UNICEF, UNFPA, UNDP, UN Women and the World Bank.

As the lead Government agency on the 2009 - 2013 Joint Programme for Gender Equality and Women's Economic Empowerment, MoGD has significant experience in the oversight and monitoring of activities for women's economic empowerment. In addition to the Project Coordination Unit to be established with funding from the PBF, this project will be supported by the Ministry of Gender and Development's Women's Empowerment Division. In particular, the Director of the division will be closely involved in the design, quality assurance on monitoring of the activities.

For the work with women involved in cross border trade, the project will coordinate directly with the Ministry of Justice, Bureau of Immigration and Naturalization, as well as the Ministry of Commerce and Industry. MoJ and BIN will participate directly in dialogues with members of the AWICBT, as well as to support the awareness raising on proper procedures and the reporting mechanisms. MoCI has the overall mandate to facilitate trade in the region and distribute information on the regional protocols. This project will build on previous collaborations between UN Women, MoGD and MoCI to work with members of the AWICBT and include their concerns in Liberia's Trade Policy.

The Ministry of Gender and Development's key role in this project is oversight and monitoring; the economic training and community activities will be carried out by NGO implementing partners. All implementing partners will be competitively selected and will be required to meet the standards set forth by UN Women's Institutional Assessment.

Educare Liberia: Educare Liberia is a non-governmental organization specializing in economic empowerment of women and girls. Educare Liberia has implemented programming targeting over 5,000 women and girls through various projects including: Economic Empowerment of Adolescent Girls (EPAG – World Bank), Next Level Business Programme for Market Women (MoGD / UNDP / UN Women), Women in Cross Border Trade Programme (UN Women), and Savings and Loan Associations (MoGD / UNDP / UN Women). Educare Liberia will be an implementing partner for the project's activities in business training and the establishment of Savings and Loan Associations.

Development Education Network of Liberia: The Development Education Network of Liberia is a non-governmental organization specializing in organizational development and citizen engagement. DEN-L has partnered with MoGD and UN Women in building the capacity of women's civil society, the rural women's structure, women's farming groups, and the Association of Women in Cross Border Trade. DEN L will be an implementing partner for the project's activities with Women in Cross Border Trade.

b) Project Management Arrangements and coordination:

A Project Board will be established to ensure the effective implementation of the "Women's Economic Empowerment: Building Peace, Promoting Prosperity". The Board, Co-Chaired by the UN Women Representative and the Minister of Gender and Development, will oversee the achievement of the results for this project, as well as the "Community Peace Building: Women as Peace Makers and State Builders" project under PBF Support. Given the strategic linkages between the two projects and the overlap in project targeted participants and geographic areas, there will be one Board to oversee both projects and one implementation unit (situated in both MoGD and UN Women) to manage the implementation of the two projects. One member of the non-governmental implementing partners will be nominated to represent the other IPs on the Board and women's civil society will be represented through the leadership of the National Rural Women's Structure, the Liberian Marketing Association and the Association of the Women in Cross Border Trade. Given the nature of the project and its activities, the participation and inclusion of these members of civil society is both strategic and important in securing the intended results.

The Minister of Gender and Development will be responsible for representing the Project Board and the project to the Liberia Peace building Fund Steering Committee. The Representative of UN Women will be responsible for representing the Project Board at the Steering Committee of the UN/GOL One Gender Framework.

Overall coordination and implementation of the project will be managed by an internationally recruited Economic Empowerment Specialist / Coordinator, reporting directly to UN Women and tasked with the main responsibility of reporting to the Project Board for the implementation of activities, achievement of results, and financial

accountability of the project. In addition to managing the overall implementation of the project through the implementation unit, the Specialist will also be responsible for documenting and expanding the results of the programme, including specific responsibility for: ensuring linkages to the UNDAF and AFT implementation through the UN / GoL One Gender Framework, developing knowledge products on the project lessons and results, and identifying resources for the expansion of the project's activities and its funding into a second phase.

The Specialist will work in close collaboration with a joint team for implementation, including: Project Coordinator (MoGD), Project M&E Director (MoGD), Finance Officer (MoGD) and Programme Officer (UN Women). (Note: these positions are funded through two PBF projects and will provide support for the overall implementation of both).

The Project Coordinator will have the prime responsibility for coordinating the two projects from MoGD and ensuring the active participation of the Government of Liberia in its coordination, implementation, monitoring and final evaluation. The M&E Director at MoGD will link directly with the M&E Unit at the PBO and will be responsible for the implementation and the completion of the M&E Plan. The Programme Officer (UN Women) will be responsible for monitoring and management of non-governmental implementing partners and will spend at least 25% of his/her time in the project communities for monitoring and assessment.

Although monitoring of implementing partners will take place on a regular basis, structured, participatory joint monitoring missions will be conducted every 6 months, with active participation from civil society Board members and stakeholders from the technical team.

c) Administrative Arrangements

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

AA Functions

On behalf of the 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)¹¹, 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

¹¹ Available at: <http://www.undg.org/docs/9885/Protocol-on-the-role-of-the-AA,-10.30.2008.doc>

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 July 31st;
- Annual narrative progress 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;
- Final narrative reports, after the completion of the activities in the approved programmatic document, to be provided no later than four months (30 April) of the year following the completion of the activities. The final report will give a summary of results and achievements compared to the goals and objectives of the PBF; and
- 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://mptf.undp.org>).

Component 5: Annexes

Annex A:

Donor Mapping in Peacebuilding Strategic Outcome Area/s (including UN agencies) and gap analysis

Peacebuilding Strategic Outcome Area	Key Institution	Key Projects/Activities	Duration of projects/activities	Budget in \$	Estimated gap in \$
<i>Reconciliation</i>	UNCT (UNDP, UNICEF, UNHCR, ILO, IOM, UN Women)	<i>Rule of Law (Outcome 1.1 of UN One Programme)</i>	2013-2017	US\$ 21.5 M	US\$16.8 M
	UNCT (UNDP, UNICEF, UN Women)	<i>Reconciliation and Peacebuilding (Outcome 1.2 of UN One Programme)</i>	2013-2017	US\$ 7.9 M	US\$6.2M
	UNCT (UNDP, UNICEF, UN Women)	<i>Security (Outcome 1.3 of UNDAF One Programme)</i>	2013-2017	US\$ 13.3M	US\$ 4M
<i>Economic recovery</i>	African Development Bank	Infrastructure, Energy, Economic Governance	2013-2017	US\$ 120 M (indicative)	
	World Bank	Infrastructure, Energy, Agriculture, Health, Education, Economic Governance, Civil Service Reform (WB also provides technical assistance to the Liberia Youth Employment Programme (LYEP) that received about US\$ 1.9 mln for Waste Management from GOL)	2013-2017	US\$ xxx M	

Annex B:

Mapping of UN Recipient Organizations

Please include exhaustive information of annual budgets of each recipient agency (RUNOs) in the targeted outcome area.

UN Agency	Key Sectors (top five or fewer)	Annual Budget (last year) per Recipient Organization in key sectors ¹²	Annual Budget (this year) per Recipient Organization in key sectors ¹³	Projection of Annual Budget (next year) per Recipient Organization in key sectors	2012 Annual Delivery Rate (Agency Total)
UN Women	(1) Women's Economic Empowerment (2) Women, Peace and Security (3) Gender Mainstreaming	2012: USD 4,876,635.19 (1) 2,287,162.92 (2) 1,211,033.74 (3) 467,665.02	2013: USD 4,516,737.20 (1) 1,937,175.00 (2) 1,364,357.86 (3) 335,849.56	2014: USD 7,975,000 (1) 3,975,000 (2) 2,300,000 (3) 700,000	2012 Delivery Rate: 89%

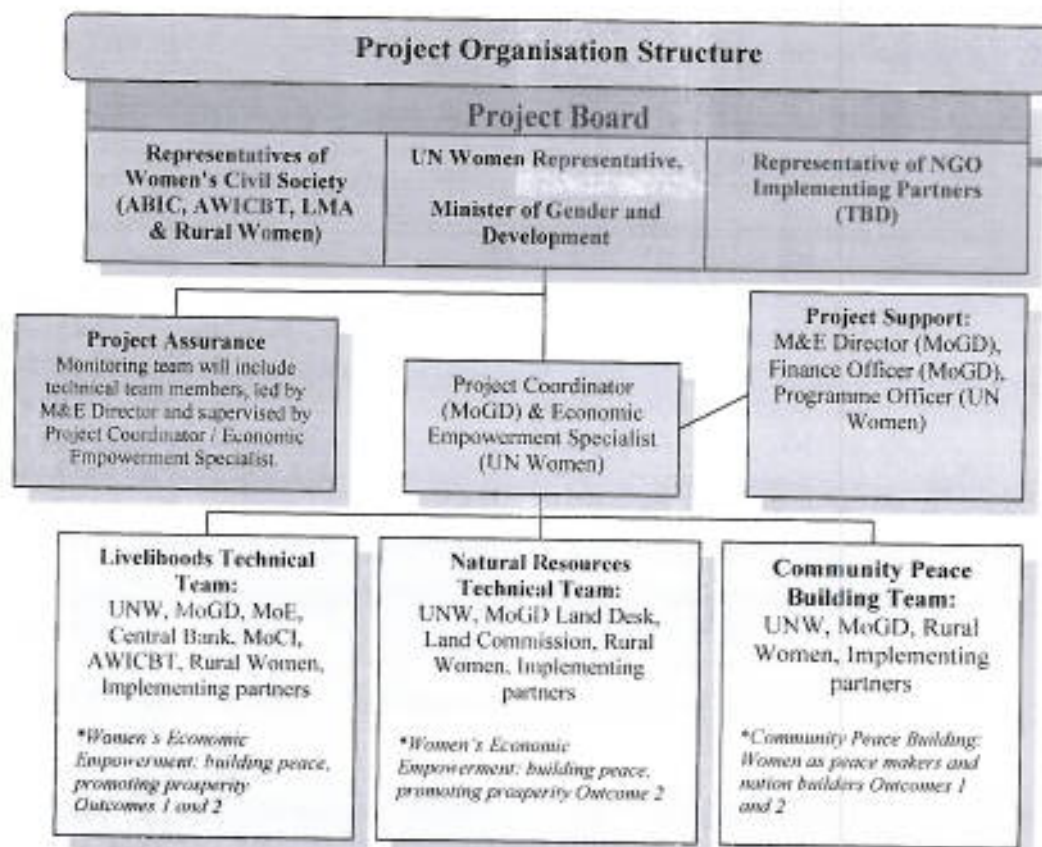
¹² If UNDP is one of the Recipient Agencies, specific information shall be included on whether the country is benefiting of BCPR Thematic Trust Fund and if yes, the amounts allocated and the funding gaps need to be specified

¹³ If UNDP is one of the Recipient Agencies, specific information shall be included on whether the country is benefiting of BCPR Thematic Trust Fund and if yes, the amounts allocated and the funding gaps need to be specified

Annex C

Suggested Organigram to be used for the Project's Joint Steering Committee or the Project Board.

Note: This board is combined with the board overseeing the "Women's Economic Empowerment: Building Peace, Promoting Prosperity" project. Board structure may be adjusted pending the final decision by the JSC for the possible inclusion under the National Reconciliation Steering Committee.



ANNEX D

TARGET TABLE FOR OUTCOME AND OUTPUT INDICATORS OF THE RESULTS FRAMEWORK

This target table will be used for MPTFO reporting

Performance Indicators		Indicator Baselines	Planned Indicator Targets	Targets actually achieved
Outcome 1: Women experience increased economic security, (defined by their ability to generate and manage their own income) in twenty targeted communities. PERSONAL	Degree of women's economic security and independence in conflict prone areas, including border regions and communities affected by large concession agreements	Baseline (Oct 2013): Data to be collected through a baseline survey in October 2013	Target (April 2015): 50% increase vis-à-vis baseline (to be confirmed after conducting baseline survey in Oct 2013)	
	Note: measure of economic security to be measured through several sub components including: average level of annual business revenue of women-owned businesses, average level of savings of women engaged in business; outlook on economic future		Mov: Survey of all 4,000 women and girls targeted by the programme; secondary data collected through the review of savings and credit records within each individual Savings and Loan Association (SLA)	
Output 1.1: Increased access to and utilization of sustainable financial services for rural women and cross border traders.	1. Number of women actively accessing and utilizing financial services in savings and loan associations	Baseline (Oct 2013): 5,121 women utilizing financial services through savings and loan associations nationwide.	Target (April 2015): At least 9,121 women accessing and utilizing financial services through savings at loan associations nationwide, by April 2015.	
			Mov: Annual share out reports from the SLAs	
Output 1.2: Improved business practices for women, young women, and WICBT.	Number of targeted women with functional literacy, numeracy and business skills to effectively manage their businesses in thirty communities	Baseline/Oct 2013: tbd in assessment of project participants	Target (April 2015): By April 2015, 4,000 women have functional literacy, numeracy, and business skills to effectively manage their businesses	
			Mov: Exit exams to assess level of skills of women at the completion of the programme.	
Outcome 2: Women in cross border trade have increased confidence in the security sector and understanding of proper security and regional trade procedures and protocols.	Change in perception of the security sector by women involved in cross border trade	Baseline (Oct 2013): tbd in assessment of project participants	Target (April 2015): 50% of members report reduction in harassment and increased confidence in the ability of border security to carry out their correct duties.	
			Mov: perception survey assessing trust and confidence by women in cross border trade	
RELATIONAL				

Output 2.1: Reporting mechanism accessible to WICBT to report incidences of harassment, corruption or abuse by security sector.	Women involved in cross border trade from targeted border counties exhibit awareness and capacities to utilize the "complaint mechanism" established within the regional security hubs.	Baseline (Oct 13): No to limited understanding	Target (April 2015): 50% of targeted traders are aware and willing to utilize the mechanism in the case of complaint. MoV: Focus group discussions with women in cross border trade on their knowledge.	
Output 2.2: Members of the Association of Women in Cross Border Trade have an increased understanding of border procedures and regulations governing trade in the Mano River Union.	AWICBT members' across knowledge of basic border procedures, customs regulations, and the roles of various security institutions all 15 county chapters.	Baseline (Oct 2013): to be determined through survey	Target (April 2015): 50% of members show increased knowledge of basic border procedures, customs regulations, and the roles of various security institutions. MoV: Focus group discussions with women in cross border trade on their knowledge.	
Outcome 3: Women in Targeted communities have knowledge and capacity to demand respect of their rights in community management of land, natural resources and the environment.	Women's participation in community management of natural resources, the environment and land.	Baseline (Oct 2013): tbd in assessment of project participants	Target (April 2015): women in five targeted communities are participating in all community meetings regarding land and natural resources. MoV: Focus group discussions with community women to assess level of participation and engagement.	
Output 3.1: Increased awareness amongst community women on natural resource management and concession agreements that affect their communities.	Indicator: Project participants' level of knowledge of their rights and the natural resource management issues that affect them.	Baseline (Oct 2013): tbd in assessment of project participants	Target (April 2015): 80% of project participants demonstrate increased knowledge and understanding of their rights and the natural resource management issues that affect them. MoV: Qualitative survey / focus group discussion with women in five targeted communities measuring their knowledge	
Output 3.2: Women and women's civil society have increased access to information on their land rights and land reform process.	Project participants' level of knowledge of their land rights and mechanisms for redress.	Baseline: tbd in assessment of project participants	Target: 80% of project participants demonstrate increased knowledge and understanding of their land rights. MoV: Qualitative survey / focus group discussion with women in five targeted communities measuring their knowledge	

Annex E: Project Summary (to be submitted as a word document to MPTF-Office for upload at the gateway)



PEACEBUILDING FUND PROJECT SUMMARY

Project Number & Title:	PBF/	
Recipient UN Organization:	UN Women	
Implementing Partner(s):	Ministry of Gender and Development, Non-Governmental Organizations (Educare, Den L, and others to be identified)	
Location:	Key concession areas / communities relying on extractive industry in Sinoe, Grand Gedeh, Gbarpolu, Grand Bassa and Cape Mount/Bomi Border communities in Cape Mount, Gbarpolu, Lofa, Nimba, Grand Gedeh, River Gee, and Maryland	
Approved Project Budget:	USD 2,000,000	
Duration:	Planned Start Date: 1 October 2013	Planned Completion: 31 March 2015
SC Approval Date: (Actual Dates)		
Project Description:	This project invests in women to consolidate peace and build prosperity in Liberia's at risk communities by increasing women's economic security, improving the relationship between regional traders and the security sector, and increasing women's participation in the management of community natural resources and community land.	
PBF Priority Area:	9. Sustainable Livelihoods (primary) 7. Management of natural resources (secondary)	
PBF Outcome:	Liberia PPP outcome: Youth, women and other marginalized members of conflict affected communities to act as a catalyst to prompt the peace process and early economic recovery (PMP Result 3)	
Key Project Activities:	<p><i>Increased access to and utilization of sustainable financial services for rural women and cross border traders.</i></p> <ul style="list-style-type: none"> - Conduct community assessments, mobilize participants, and conduct baseline study. - Train local rural women and WICBT as SLA extension agents for their counties. -Conduct series of SLA formation trainings with 4,000 identified women. -Monitor SLA progress <p><i>Improved business practices for women, young women, and WICBT.</i></p> <ul style="list-style-type: none"> -Conduct community assessments, mobilize participants, and conduct baseline study. -Adapt and finalize curriculums for literacy + business training (12 months), 	

business training (for semi-literate women) (3.5 months), and for young women (12 months)

- Train local rural women and WICBT as literacy and business skills instructors

- Conduct three courses of training in communities (course tailored to young women (aged 16-22), course for illiterate women, and course for literate women) and the literacy and business courses for WICBT.

- Monitor trainings

- Conduct endline study

Reporting mechanism accessible to WICBT to report incidences of harassment, corruption or abuse by security sector.

- In coordination with MoJ (including BIN) establish linkage between AWICBT and security hub reporting mechanisms.

- Conduct decentralized awareness exercises with cross border traders on the reporting mechanism, including through national general assembly.

- Support oversight of the reporting mechanism.

- Monitor reports and follow up, in coordination with MoJ and BIN

Members of the Association of Women in Cross Border Trade have an increased understanding of border procedures and regulations governing trade in the Mano River Union.

- Document available mechanisms within MRU for utilization by WICBT, in coordination with MoCI

- Develop simplified materials on the border procedures and regulations for distribution and public display at border points.

- Conduct awareness exercises with AWICBT members, including at the annual General Assemblies.

- Monitor and conduct endline survey

Increased awareness amongst community women on natural resource management and concession agreements that affect their communities.

- Conduct assessments in five targeted communities of the most important natural resource management issues and any relevant concession agreements that affect their communities;

- Conduct research on issues identified in the assessments and develop policy briefs highlighting the gender concerns relevant to natural resource management, the environment and concession agreements.

- Develop simplified materials on issues identified in the communities

- Conduct awareness with women in targeted communities on these issues, utilizing both the economic empowerment courses, SLA structures and the peace huts.

Women and women's civil society have increased access to information on their land rights and land reform process.

- Hire technical gender expert for MoGD Land Desk to support gender mainstreaming within the drafting of the legislation.

- Develop advocacy materials to support passing the legislation.

- Develop land rights sensitization materials for use in community based women's groups (including peace huts and SLAs)

- Conduct awareness with project participants on basic land rights for community land management.



Annex F: M&E Plan

Women's Economic Empowerment: Building Peace, Promoting Prosperity.

Type of change	Indicators per outcome	Targets / baselines	Methodology for data collection / frequency (use secondary data from national statistical institutes if accessible)	M&E budget/ Cost coverage	Roles and responsibilities (more detailed in AWP of M&E expert)
Outcome 1: Women experience increased economic security, (defined by their ability to generate income/income/in twenty targeted communities. PERSONAL	Degree of women's economic security and independence in conflict prone areas, including border regions and communities affected by large concession agreements	Baseline (Oct 2013): Data to be collected through a baseline survey in October 2013 Target (April 2015): 50% increase vis-à-vis baseline (to be confirmed after conducting baseline survey in Oct 2013)	Individual survey of all 4,000 women and girls participating in the programme, assessing their business revenue and savings levels, as well as collecting basic qualitative data on their economic independence. Secondary data will be collected through the review of savings and credit records within each individual Savings and Loan Association.	<u>Budget needs:</u> -15,000 US\$: baseline survey -15,000 US\$: endline survey -10,000 US\$: data entry and analysis Total: \$40,000	<u>Data collection and analysis:</u> organized by M&E Director with collection to be done by enumerators in the field. <u>Reporting:</u> M&E Director to work with External Consultant on data analysis. First level reporting to Economic Empowerment Specialist, then to Programme Board.
	Note: measure of economic security to be measured through several sub components including: average level of annual	MoV: Survey of all 4,000 women and girls targeted by the programme; secondary data	<u>Frequency:</u> Baseline survey will be conducted in month 1, after mobilization. Endline survey will be conducted in month 18, which will be 3-6 months after the graduation of women / girls from the programme.	<u>Budget line:</u> costs included in budget for outputs 1.1 and 1.2 (categorized under Contractual Services)	<u>Performance assessment:</u> JSC with submission of report to PBSO Project manager to present learning findings to UN Gender

<p>Outcome 2: Women in cross border trade have increased confidence in the security sector and understanding of proper security and regional trade procedures and protocols.</p> <p>RELATIONAL</p>	<p>business revenue of women-owned businesses; average level of savings of women engaged in business; outlook on economic future</p> <p>Change in perception of the security sector by women involved in cross border trade</p>	<p>collected through the review of savings and credit records within each individual Savings and Loan Association (SLA)</p>	<p>Baseline: tbd in assessment of project participants</p> <p>Target: 50% of members report reduction in harassment and increased confidence in the ability of border security to carry out their correct duties.</p> <p>MoV: perception survey assessing trust and confidence by women in cross border trade</p>	<p>Quality criteria for assessing trust and confidence by women in cross border trade: responsiveness, availability of mechanisms for follow-up, professionalism in follow-up commitments, as well as to assess understanding of proper security procedures: roles of various security agents, appropriate procedures at border and check points.</p> <p>750 – 1,000 cross border traders (AWICBT members) to be included in the survey</p> <p>Data disaggregation by:</p> <ul style="list-style-type: none"> - Counties and districts - Primary areas of trade (Cote d'Ivoire, Guinea, Sierra Leone, outside MRU) <p>Frequency: before start of services and at final evaluation</p>	<p>Budget needs:</p> <ul style="list-style-type: none"> -7,500 US\$: baseline survey -7,500 US\$: endline survey -5,000 US\$: data entry and analysis <p>Total: \$20,000</p> <p>Budget line: costs included in budget for output 2.2 (categorized under Contractual Services)</p>	<p>Theme Group and Pillar Two of AFT and UNDAF.</p>	<p>Data collection and analysis: organized by M&E Director with enumerators in the field, as well as with focus groups at AWICBT General Assembly</p> <p>Reporting: M&E Director to work with External Consultant on data analysis. First level reporting to Economic Empowerment Specialist, then to Programme Board.</p> <p>Performance assessment: JSC with submission of report to PBSO</p> <p>Project manager to present learning findings to UN Gender Theme Group and Pillar One and Two of AFT and UNDAF.</p>
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Outcome 3. Women in targeted communities have knowledge and capacity to demand respect of their rights in community management of land and natural resources. PERSONAL	Women's participation in community management of natural resources, the environment and land.	<p><u>Baseline (Oct 2013):</u> tbd in assessment of project participants</p> <p><u>Target (April 2015):</u> women in five targeted communities are participating in all community meetings regarding land and natural resources.</p> <p><u>MoV:</u> Focus group discussions with community women to assess level of participation and engagement</p>	<p><u>Quality criteria</u> for assessing women's participation in community meetings and decisions regarding land and natural resource management. Focus groups with women in communities to determine their understanding of their rights on these issues and the appropriate mechanisms for demanding their rights be respected.</p> <p>250 community women to participate in assessment (50 per community)</p> <p><u>Data disaggregation by:</u></p> <ul style="list-style-type: none"> - 5 targeted communities - Ethnic and educational diversity of community women <p><u>Frequency:</u> before start of services and at final evaluation</p>	<p><u>Budget needs:</u></p> <ul style="list-style-type: none"> -5,000 US\$: baseline survey -5,000 US\$: endline survey -analysis to be conducted by Project Support Unit <p>Total: \$10,000</p> <p><u>Budget line:</u> costs included in budget for output 3.1 (categorized under Contractual Services)</p> <p>Note: this assessment will be conducted in line with assessment for "Community Peace Building: Women as peace makers and national builders." Project.</p>	<p><u>Data collection and analysis:</u> organized by M&E Director with collection to be done by enumerators in the field, as well as with focus groups at AWICRT General Assembly</p> <p><u>Reporting:</u> M&E Director to work with External Consultant on data analysis. First level reporting to Project manager, then to Programme Board.</p> <p>Performance assessment: JSC with submission of report to PBSO</p> <p>Project manager to present learning findings to UN Gender Theme Group and Pillar Four of AFT and UNDAF.</p>
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ANNEX G: DETAILED
BUDGET

Output	Category of Budget	Description	PBF Budget Support	UN Women Budget Support	TOTAL
Output 1.1: Increased access to and utilization of sustainable financial services for rural women and cross border traders.	Equipment	Savings boxes for SLAs (manufactured locally)	\$ 15,000.00		\$ 390,000.00
	Contractual Services	Baseline & endline data collection	\$ 20,000.00		
		Standardized TOT curriculum and training of 30 SLA extension agent trainers	\$ 15,000.00	\$ 20,000.00	
	Transfers / Grants to Implementing Partners	Facilitates provision of standard 10-day training course to 4,000 women for the establishment of 160 SLAs	\$ 320,000.00		
Output 1.2: Improved business practices for women, young women, and WICBT.	Supplies / Commodities	Chairs, chalkboards, teaching tables, teaching supplies for classrooms	\$ 30,000.00		\$ 722,500.00
	Contractual Services	Baseline & endline data collection	\$ 20,000.00		
		Development and standardization of curriculum materials for courses	\$ 5,000.00	\$ 15,000.00	
		12 months of training for 250 young women (average \$300 per young woman)	\$ 75,000.00		
		12 months of literacy + business training for approximately 2,000 rural women and WICBT (average \$130 per woman)	\$ 260,000.00		
	Transfers / Grants to Implementing Partners	3 months of business training for approximately 1,750 rural women and WICBT (average \$90 per woman)	\$ 157,500.00		
		Start up/expansion capital (US\$ 40), provided directly to 4000 women upon graduation through investment in their SLAs	\$ 160,000.00		
Output 2.1: Reporting mechanism accessible to WICBT to report incidences of harassment, corruption or abuse by security sector.	Travel	Travel costs to reach WICBT with sensitization and training	\$ 10,000.00		\$ 50,000.00
	Transfers / Grants to Implementing Partners	Sensitization and awareness for WICBT on role of security sector, border procedures and mechanisms for reporting abuse.	\$ 40,000.00		
Output 2.2: Members of the Association of Women in Cross Border Trade have an increased understanding of	Contractual Services	Baseline/Endline study and assessment of issues affecting women in cross border trade	\$ 20,000.00	\$ 10,000.00	\$ 195,000.00
		Simplification of MRU procedures	\$ 35,000.00	\$ 10,000.00	
	Travel	Support WICBT travel to General Assemblies	\$ 20,000.00		

border procedures and regulations governing trade in the Mano River Union.	Transfers / Grants to Implementing Partners	Hosting of general assembly for WICBT and the roll out of awareness raising	\$ 100,000.00		
Output 3.1: Increased awareness amongst community women on natural resource management, the environment and concession agreements that affect their communities.	Contractual Services	Technical expertise to conduct study	\$ 45,000.00		
		Baseline / endline in 5 communities	\$ 20,000.00		
	Transfers / Grants to Implementing Partners	Community-based work in 5 communities on the findings of the study and advocacy	\$ 102,500.00		\$ 167,500.00
Output 3.2 Women and women's civil society have increased access to information on their land rights and land reform process.	Equipment	Computer and printer for land desk at MoGD	\$ 2,500.00		
	Contractual Services	Expert on gender and land	\$ 45,000.00		
	Transfers / Grants to Implementing Partners	Distribution of land rights materials to civil society and communities	\$ 15,000.00		\$ 62,500.00
Operational Effectiveness	Staff / Personnel	Economic Empowerment Specialist (UN Women) and 30% of Programme Officer (UN Women)	\$ 175,000.00	\$ 91,200.00	\$ 266,200.00
	Equipment	Vehicle contribution and depreciation, office equipment	\$ 29,340.00	\$ 32,000.00	\$ 61,340.00
	Transfers / Grants to Implementing Partners	Includes funding for MoGD staffing (M&E Director and Finance Officer) and direct costs	\$ 82,318.88		\$ 82,318.88
	General Operating and other direct costs		\$ 50,000.00	\$ 21,800.00	\$ 71,800.00
TOTAL PROGRAMME COSTS			\$ 1,869,159	\$200,000	\$ 2,069,159
Indirect Costs	Indirect Costs	7%	\$ 130,841		\$ 130,841
TOTAL COST			\$ 2,000,000	\$200,000	\$ 2,200,000

SUMMARY	US\$
Staff and personnel	175,000
Supplies, Commodities, Materials	30,000
Equipment	46,840
Contractual services	225,000
Travel	30,000
Transfers and Grants to Counterparts	1,312,319
General Operating and other Direct Costs	50,000
Indirect Support Costs	130,841

TOTAL	\$ 2,000,000.00
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PRF – PROJECT TRANSMITTAL FORM**TEMPLATE 3.3**

(to be sent to the UNDP/MPTF office with fully signed prodoc from JSC)

**United Nations Peacebuilding Support Office/Peacebuilding Fund
(PBSO/PBF)****Project Transmittal Template
for approval by the Joint Steering Committee under the Peacebuilding
and Recovery Facility (PRF)**

Part A. Meeting Information <i>To be completed by the PBF Secretariat</i>	
Date of Meeting: 4 October 2013	Recipient UN Organization: UN Women
Priority Area: National reconciliation	Total PBF Budget: US\$ 2,000,000

Part B: Project Summary <i>To be completed by the Recipient UN Organization</i>	
From: Sheelagh Kathy Mangones Representative UN Women Liberia Emily Stanger, Programme Manager, UN Women	Date of Submission: 18 September 2013
Contact: E-mail: Sheelagh-kathy.mangones@unwomen.org E-mail: Emily.stanger@unwomen.org Telephone: +231 77017 7752	
Proposed Project, if approved, would result in: <input checked="" type="checkbox"/> New Project / Joint Project <input type="checkbox"/> Continuation of previous funding, project cost extension <input type="checkbox"/> Other (explain)	Proposed Project resulted from: <input checked="" type="checkbox"/> National Authorities initiative within Priority Plan <input type="checkbox"/> UN Agency initiative within Priority Plan <input type="checkbox"/> Other (explain)

Project Title: Women's Economic Empowerment: Building Peace, Promoting Prosperity			
Total Project Budget: US\$ 2,200,000 Total PBF Project Budget: US\$ 2,000,000			
<i>*For project extension indicate current budget and new proposed budget</i>			
PBF amount requested breakdown by RUNO : US\$ 2,000,000 (UN Women)			
<i>*For project extension indicate current budget and new proposed budget by RUNOs</i>			
Amount and percentage of indirect costs requested: US\$ 130,841			
<i>*Total and breakdown by RUNOs</i>			
Projected Annual Commitments:	Year 2013: US\$ 375,000	Year 2014: US\$ 1,425,000	Year 2015: US\$ 200,000
Projected Annual Disbursements:	Year 2013: US\$ 375,000	Year 2014: US\$ 1,425,000	Year 2015: US\$ 200,000

Narrative summary of Project
Not to exceed 500 words

1. Background

As identified in Liberia's Priority Plan, economic marginalization was one of the key drivers of Liberia's conflict and continues to be an indicator of the challenges of peace building and reconciliation. As a proxy for national integration and social cohesion, it is a key area of focus for peace building and demonstrating the dividends of the peace building and reconciliation process. Women, and more specifically rural women, have been amongst the groups most marginalized and amongst the groups living in situations of great fragility and vulnerability due to economic insecurity. At the same time, women have played and continue to play a key role in maintaining and or creating social cohesion in communities. For these reasons, Liberia's National Action Plan for the Implementation of UNSCR 1325 emphasizes the inclusion of women in Liberia's economic revitalization and specifically prioritizes women's participation and involvement in the local management of the community's natural resources, as well as the economic empowerment of women in cross border trade. In addition, these two specific concerns are highlighted by the Government of Liberia as strategic objectives for achieving gender equality within Liberia's Agenda for Transformation.

Recognizing that widespread social and economic development signals the recovery of Liberia from conflict and its movement towards stability and greater prosperity, these expanded economic opportunities and the benefits of economic growth must be felt by all segments of the Liberian society. As the majority of Liberia's most vulnerable workers, generating improved economic opportunities for women is necessary for Liberia to realize inclusive economic growth. Improved economic opportunities for women, particularly the rural and most disadvantaged, are critical for ensuring that the economic inequalities of Liberia's past are not repeated.

2. Purpose of Proposed Project

The programme's overall goal is to contribute to the consolidation of peace in conflict-prone communities in key concession areas and border communities through the reduction of economic inequality and marginalization and the increased economic security of community women and their families.. The specific outcomes and outputs include:

Outcome 1: Women experience increased economic security, (defined by their ability to generate and manage their own income) in twenty targeted communities.

- **Output 1.1:** Increased access to and utilization of sustainable financial services for rural women and cross border traders.
- **Output 1.2:** Improved business practices for women, young women, and Women in Cross Border Trade (WICBT).

Outcome 2: Women in cross border trade have increased confidence in the security sector and understanding of proper security and regional trade procedures and protocols.

- **Output 2.1:** Reporting mechanism accessible to WICBT to report incidences of harassment, corruption or abuse by security sector.
- **Output 2.2:** Members of the Association of Women in Cross Border Trade have an increased understanding of border procedures and regulations governing trade in the Mano River Union.

Outcome 3: Women in targeted communities have knowledge and capacity to demand respect of their rights in community management of land, natural resources and the environment.

- **Output 3.1:** Increased awareness amongst community women on natural resource management and concession agreements that affect their communities.
- **Output 3.2** Women and women's civil society have increased access to information on their land rights and land reform process.

Project document attached.

Part C: Technical Review

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

Composition of Technical Advisory Panel (TAP):

- Ministry of Internal Affairs (MIA) - William Kokulo
- Ministry of Gender and Development (MoGD) - Albratha Doe
- Governance Commission (GC) - Aaron Weah
- National Civil Society Council of Liberia (CSO) - Prince Kreplah
- Search for Common Ground (CSO) - Oscar Blöh
- UNMIL/Office of the D/SRSG RoL - Linnea Lindberg
- UNMIL/Civil Affairs - Christiana Solomon
- UNICEF - Sigbjørn Solli Ljung
- UNDP - Nessie Golakai
- UN Women - Emily Stanger
- UN-HABITAT - Elizabeth Moorsmith
- Embassy of Sweden - Lisa Ljungstrom
- Peacebuilding Office (PBO/MIA) - Edward Mulbah

Technical Review Date: 12 September 2013

Evaluation of Proposal by the Technical Advisory Panel (TAP)

Provide concise summary evaluation of proposal and recommendations (detailed criteria provided below):

The TAP conducted an in-depth technical review of 8 submitted project proposals on 12 September 2013. All the various comments from TAP members were recorded by the PBO (as JSC Secretariat) and subsequently shared with the respective National Implementing Partners and UN Agencies (see attached). Revised project proposals have been submitted to the PBO on 19 September 2013.

TAP recommendation: project to be approved by the JSC.

<i>i) Technical Review of the project design</i>		
(a)	Does the project reflect governments commitments and responding to an urgent - financial and/or - peacebuilding gap?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(b)	Is the project design clear on which conflict factors should be addressed, and how? (Theory of change?)	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(c)	Is it evident how the project will be coordinated with other projects to contribute most effectively to the intended outcomes of the Priority Plan?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(d)	Are realistic targets set for project outputs that are consistent with the submitted budget allocation and will allow the measuring of the project efficiency?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(e)	Are the project costs transparent and reflecting cost consciousness?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(f)	Is the project likely to have catalytic effects either in terms of financial leverage or unblocking peace relevant processes?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(g)	Has the project adequately considered risks and provided strategies for managing them?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

iv) Implementation performance		
(a)	Does the funding recipient agency have proven record of its capacity and competence to implement the project within the proposed time and budget line, and achieve results?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(b)	If the funding agency is not the implementation partner, does the proposed implementation partner have the capacity and competence to achieve the expected results as articulated in the Logframe?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(c)	Do the management arrangements describe clearly how the funding recipient agencies will keep oversight of the fund use and status of results achievement during the whole implementation process?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Monitoring and reporting		
(a)	Do the indicators of the project logframe reflect the information needed by the JSC to be able to assess the performance and effectiveness of the fund use by the recipient agency?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(b)	Does the project proposal include an M&E plan which outlines how to track these indicators and to report timely when updates on the implementation status of the project will be needed by the JSC?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(c)	Does the proposal include an earmarked budget for the coverage of all M&E related costs (baseline collection, perception surveys, and final evaluation)?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Part D: Administrative Review <i>To be completed by the PBF Secretariat</i>		
PBF Secretariat Review Date: 20 September 2013		
Check on Project Document Content		
<input type="checkbox"/> Signed Cover Page (first page)	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
<input type="checkbox"/> Logical Framework	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
<input type="checkbox"/> Project Justification	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
<input type="checkbox"/> Project Management Arrangements	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
<input type="checkbox"/> Risks and Assumptions	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
<input type="checkbox"/> Budget	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
<input type="checkbox"/> Indirect Support Cost (7%)	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
<input type="checkbox"/> Progress Report (for supplementary funding only)	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>

Part E: Decision of the Joint Steering Committee

To be completed by the PBF Secretariat and signed by PBF Joint Steering Committee co-chairs

Decision of the PBF Joint Steering Committee:

- ☒ Approved for a total budget of US\$ 2,000,000
☐ Approved with modification/condition
☐ Deferred/returned with comments for further consideration
☐ Rejected

Comments/Justification/Any conditions:

Hon. Morris M. Dukuly
Minister of Internal Affairs

Government Co-Chair
PBF Joint Steering Committee



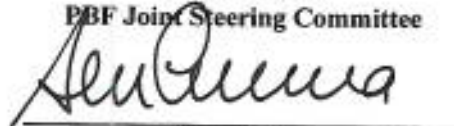
Signature

Date:

10/04/2013

Mr. Aeneas C. Chuma
Deputy SRSG/CDG

UN Co-Chair
PBF Joint Steering Committee



Signature

Date:

21/10/13

Part F: Administrative Agent Review

To be completed by the Administrative Agent

Action taken by the Administrative Agent: MPTF Office, UNDP

- ☐ Project consistent with provisions of the PBF Memorandum of Understanding and Standard Administrative Arrangements with donors

Executive Coordinator, MPTF Office, UNDP

Signature

Date