

PRF – PROJECT DOCUMENT



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

PROJECT DOCUMENT COVER SHEET

<p><b>Project Title:</b> Support to the establishment of a land disputes prevention and resolution system in Liberia - Phase 2</p>	<p><b>Recipient UN Organization(s):</b> United Nations Agency for Human Settlements (UN-HABITAT) Liberia</p>
<p><b>Project Contact:</b> Elizabeth Moorsmith Chief Technical Advisor UN-HABITAT Liberia</p> <p>Address: Jallahtown Road 8/9 Streets, Sinkor Monrovia, Liberia</p> <p>Telephone: +231 880 528611</p> <p>E-mail: Elizabeth.Moorsmith@unhabitat.org</p>	<p><b>Implementing Partner(s):</b> Liberia Land Commission</p> <p>Contact: Dr. C.T.O. Brandy Chairman</p> <p>Address: Jallahtown Road 8/9 Streets, Sinkor Monrovia, Liberia</p> <p>E-mail: ctob@yahoo.com</p>
<p><b>Project Number:</b> <i>(To be completed by UNDP MPTF Office)</i></p>	<p><b>Project Location:</b> Monrovia and 6 county offices (Bong, Lofa, Nimba, Maryland, Montserrado, Margibi)</p>
<p><b>Project Description:</b><i>(One sentence describing the main purpose of the project and how it contributes to the peacebuilding process in the country with reference to the main expected overall programme outcomes / theory of change)</i></p> <p>Grievances over land are seen as both a cause and consequence of Liberia's civil war; this project will take both a bottom-up and top-down approach to land conflict resolution, first by supporting the resolution of real-time conflicts at local level and the collection of data and evidence from that work; this in turn will be used for policymaking at the central level to prevent and resolve future conflicts.</p>	<p><b>Total Project Cost: USD 2,187,200</b>  <b>Peacebuilding Fund: USD 2,000,000</b>  <b>UNDP BCPR TTF: N/A</b>  <b>Government Input: USD 187,200</b>  <b>Other: N/A</b>  <b>Total: USD 2,187,200</b></p> <p><b>Project Start Date and Duration:</b>  <b>1 October 2013 – 31 March 2015</b>  <b>(18 months)</b></p>

**Gender Marker Score<sup>1</sup>: 2**

*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;*

*Score 2 for projects with specific component, activities and budget allocated to women;*

*Score 1 for projects with women mentioned explicitly in its objectives, but no specific activities are formulated nor is a budget reserved; and*

*Score 0 for projects that do not specifically mention women.*

**PBF Outcomes<sup>2</sup>:**

5. National Reconciliation and 7. Management of natural resources (including land)

**Project Outputs and Key Activities:**

*(A paragraph outlining key project outputs, activities and results)*

Strengthening the emerging alternative system for the formalised, non-judicial resolution of land disputes, and developing solutions for those who may be displaced in such disputes, increases tenure security, addresses land grievances and strengthens capacity for peaceful conflict mitigation. This in turn promotes peace and reconciliation.

**Activity/Output 1:** Strengthened capacity for land dispute resolution will prevent conflict escalation and promote social cohesion; lessons learned from the dispute resolution work—including of the activity's impact on women--will lead to a national policy on land dispute resolution. Increased coordination with other PBF-funded projects, including through a dedicated staff position, will also enhance PBF impact by ensuring that projects in key related areas (management of natural resources, justice and security, and women's land tenure) function together rather than separately, thus optimising resources and increasing effectiveness.

**Activity/Output 2:** Studies of real-time cases will provide a basis for a resettlement policy for persons displaced in urban areas, aimed at promoting sustainable solutions and reducing the conflict risk inherent in mass displacements, particularly in poor urban areas.

**Activity/Output 3:** Technical assistance to the Land Commission as it is transitioning to a new national land agency will ensure that land dispute resolution work is effectively linked to the new decentralised land administration system envisioned for the new land agency.

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

<sup>2</sup>PBF specific outcome areas: 1. Security Sector Reform; 2. Rule of Law; 3 (DDR); 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> <b>Mr. Aeneas C. Chuma</b>	<i>Name of Government Representative:</i> <b>Hon. Morris M. Dukuly</b>
<i>Title:</i> Deputy SRS/CIG	<i>Title:</i> Minister of Internal Affairs
<i>Sign</i>	<i>Signature</i>
<i>Date &amp; Seal:</i> 21/10/13	<i>Date &amp; Seal:</i> 10/10/2013
<b>Recipient UN Organization:</b>	<b>National Implementing Partner:</b>
<i>Name of Representative:</i> Siamak MOGHADDAM	<i>Name of Government Counterpart:</i> <b>Dr. Cecil T.O. Brandy</b>
<i>Title:</i> DIC, Office of Management UN-HABITAT	<i>Title:</i> Chair, Land Commission
<i>Signature:</i>	<i>Signature:</i>
<i>Date &amp; Seal:</i> 10 Oct. 2013	<i>Date &amp; Seal:</i> 10/10/2013

**Table of contents:**

**COMPONENT 1: (The “Why”)**

- a) Situation analysis, financial gap analysis and assessment of critical peacebuilding needs
- b) Project/ Portfolio justification

**COMPONENT 2: (The “What”)**

- a) Project focus and beneficiaries
- b) Theory of changes: linking activities to results

**COMPONENT 3: (The “How”)**

- a) Implementation approach
- b) Budget
- c) Sustainability
- d) Risk management
- e) Results framework and monitoring and evaluation

**COMPONENT 4: (The “Who”)**

- a) Implementing Agencies and their capacity
- b) Project management arrangements and coordination
- c) Administrative Arrangements

**COMPONENT 5: Annexes**

- Annex A: Donor Mapping in Peacebuilding Strategic Outcome Areas
- Annex B: Mapping of critical gaps table (UN and International budgets)
- Annex C: Mapping of UN Agency Capacity table
- Annex D: Organigram of Project management structures
- Annex E: Target table for outcome and output indicators of the results framework
- Annex F: Summary
- Annex G: M&E Plan

## PROJECT COMPONENTS:

### COMPONENT 1: (The "WHY") (maximum one page)

#### a) Project (Portfolio) Justification

Land disputes are widely recognized as one of the key drivers of conflict in Liberia.<sup>3</sup> Grievances over land date back to the founding of the country in the 19<sup>th</sup> century, but also have resulted from the 1989-2003 civil conflict. Land grievances are thus seen as both a cause and a consequence of Liberia's civil war, and as a potential spark to further conflict. In nationwide consultations about land issues in 2008, Liberians repeatedly uttered a version of this phrase: "If we go to war again, it will be over this land business."

Establishing a system for alternative land dispute resolution is one of the key building blocks for peace and reconciliation in postconflict Liberia for several reasons. First, the court system is overburdened and slow, often perceived as corrupt, and often unsuited to resolving land disputes—both because of lack of legal evidence and because many Liberians prefer a negotiated process that preserves or restores relationships to an adversarial process that often produces resentment. Second, building a conflict resolution system and a policy on land dispute resolution increases land tenure security, and reduces the risk of disputes growing into a major threat to the peace. Third, increasing the existing but ad hoc community dispute resolution capacity in-country into a coordinated, nationwide system will strengthen Liberia's resilience and increase social cohesion. And, importantly, dealing with Liberia's many simmering land disputes will help address not only the consequences of the conflict but also a number of the root causes of the conflict itself, including inequality and/or unfairness of the distribution of land, and differing tenure security of, e.g., urban elite versus indigenous landholders.

The Liberia Land Commission (LC) was set up by the Government to produce policy and promote peaceful solutions to land disputes, although it does not have implementation powers. The LC is severely underfunded by the cash-strapped Government, with a budget of only \$890,000 per year. The LC has been recognized both domestically and internationally as one of the most competent players in Liberia's reconciliation agenda and donor support for the LC is strong, but most donors cannot provide core funding to supplement the meager Government budget. This is why PBF support will continue to be crucial. Since the LC's inception in 2009, the PBF has provided, through UN-Habitat, critical core funding and technical assistance. The LC's five-year lifespan is expected to end around the end of 2014 and PBF funding is necessary for it to finish its work, particularly for consolidating the pilot Land Coordination Centres (LCCs) just set up with PBF funding. The LCCs are beginning to provide dispute resolution services which will also create the lessons and best practices to develop policy on land disputes and scale up to a nationwide system. Other donors (notably USAID) have seen the value of what PBF funded and have since partnered with UN-Habitat and the LC to provide other support (e.g. providing trainings, expendable equipment, etc), but this funding would not have been forthcoming without the core support base that the PBF provided.

PBF funding has been, and will be, catalytic in terms of causing real change in three clear ways. First, as the LC has proved its worth and ability (with the help of PBF funding and UN-Habitat technical assistance), the President has tasked it with new and further land dispute-related tasks (for example, working with communities and concessionaires to ensure concession agreements are fair to communities; vetting land deeds used as a basis for forestry permits, many of which have turned out to be fraudulent). This expanded work demonstrates the expanded peacebuilding impact of PBF support, as it increases the possibilities and processes for peaceful usage of Liberia's land.

Second, the President has announced that a new land agency will replace the LC. It will be a watershed event in terms of attracting new funding for the land sector. The LC will provide the

---

<sup>3</sup>Work on land dispute resolution is explicitly mentioned in the Statement of Mutual Commitments.

design for the new agency and will likely be absorbed into it. PBF's modest yet catalytic support to the land disputes work between now and the transition from the LC to a new agency will be crucial to ensuring that the land dispute resolution work is linked to the decentralised land administration system that the new—hopefully better-funded—agency will provide. When this system is clarified, it will be what is needed to encourage other donors and, hopefully, the Government, to take up heavier funding needs in the future, thus ensuring that the PBF support promotes its own exit strategy. Key donors (notably USAID and the World Bank) have already voiced interest in future support (see also "Sustainability" section 3(c) below).

Third, the work in Liberia will form part of UN-Habitat's institutional knowledge, helping improve UN-Habitat's land dispute resolution work in other parts of the world. In sum, PBF support to the LC through UN-Habitat creates both immediate local impact as well as a "ripple effect" elsewhere.

## **COMPONENT 2: (the "What") (maximum one and a half pages)**

### **a) Project focus and beneficiaries**

Under the SMC's third priority (Promoting National Reconciliation), prevention and resolution of land disputes is specifically flagged as a priority action for building peace in Liberia. The proposed intervention will continue and consolidate the previously-funded work: supporting the design, establishment, implementation and institutionalization of an alternative land disputes resolution system for Liberia, through activities that will strengthen existing land dispute resolution capacity, increase the public understanding of land rights, and overall contribute to peaceful resolution of land disputes and increase land tenure security and social cohesion in Liberia. The project will support the Land Commission in fulfilling its role as the leading agency on reforms in the land sector and in pursuing more effective land governance in Liberia. It will also support much-needed and important outreach and education on the Land Commission's landmark new Land Rights Policy, finalized in May 2013, which provides clear and important guarantees for, inter alia, rights for communities to customary land, and women's rights to land. New priorities under the proposed project will add an additional and needed new focus on urban land disputes and on concession-related disputes. A combination of activities and research will be undertaken, which will feed into an ultimate policy on alternative dispute resolution, based on Liberian experiences and traditions, human rights principles, and national and international best practices. The policy formulation process will also include attention to differing effects on men and women, rural and urban dwellers, and winners and losers in land disputes.

The main focus of the project is on pilot Land Coordination Centres (LCCs), set up under the last tranche of PBF funding. Research on existing land dispute resolution mechanisms funded by UN-Habitat in 2011 found that multiple community-level mechanisms already existed<sup>4</sup>. Thus, rather than adding a new actor to the mix, the LC decided to set up centres that would provide a umbrella to coordinate all those ad hoc community actors into a system. The LCCs do outreach and education, establish a common documentation system for dispute resolvers, track the work done by all dispute resolvers to avoid forum shopping, keep a repository of documents and data, follow up on resolved disputes to help ensure sustainability, and provide training and technical assistance to community members in their dispute resolution work. The LCCs also collect and document best practices and lessons learned. UN-Habitat and USAID's Land Conflict Resolution Project (LCRP) are jointly supporting the LCCs. LCCs were piloted in 5 counties covering 10 districts determined by LC research to be land dispute "hotspots".

1) Activities continued from the previous PBF project:

(a) Core support and technical assistance to the pilot Land Coordination Centres, which are supporting community dispute resolution services (provided by, inter alia: traditional elders, statutory officials, women's groups such as those supported by UN-Women's conflict project, UNMIL-supported

<sup>4</sup> Christopher W. Moore, "A Study on Alternative Dispute Resolution Systems in the Republic of Liberia", 2011.

Peace Committees, youth, and others); (b) Promoting awareness of land rights, land laws, and options for peaceful resolution of land disputes, through the activities of the LCCs and at LC central level (in partnership with USAID/LCRP); (c) Developing a national land dispute resolution policy, using results from LCC activities and working with interagency Land Dispute Resolution Taskforces at national and local level (bringing together Government agencies, civil society and other stakeholders) (d) Developing a national alternative dispute resolution system for all disputes, with the Ministry of Justice

2) New activities:

(a) Establishment of a new Land Coordination Centre focusing on urban land disputes; (b) Institutionalisation of conflict-sensitive concession agreements with built-in mechanisms for recognition of community land rights and conflict resolution with communities, via the work of a new conflict and concession Program Officer at the Land Commission; (c) Technical assistance to the LC as it begins a transition to a new land agency, to ensure that new land administration and land use and management responsibilities are linked clearly to the nascent land dispute resolution system; (d) Ensuring joint activities are undertaken by LCCs and the PBF-funded Justice and Security Hubs (through, inter alia, LC training and education of Hub staff on land cases; joint outreach and education initiatives; mutual referral systems); (e) Absorbing already-established trusted and professional surveying capacity into the LCCs to improve land dispute resolution capacity (surveyors will be drawn from the Norwegian Refugee Council's land disputes project, which is shutting down)

3) New studies (focusing on urban land disputes):

(a) Case studies of 1-3 real-time urban land disputes with significant conflict potential, focusing on analysis of ripeness and possible solutions (if cases are ongoing) or sustainability of solutions (if cases have been resolved). Possible solutions will be examined with a special effort to identify mechanisms to help secure agreements through public investments in infrastructure and services. The studies will also include an analysis of institutional framework and gaps. The studies will produce recommendations on policy solutions (including regarding forced evictions/resettlement), methodologies specifically tailored for urban land dispute resolution, and any institutional changes needed

(b) Identifying the land and property challenges faced by urban women in Liberia, proposing options for addressing them. This study will particularly draw upon the work of the Land and Gender Desk supported by UNWomen in the Ministry of Gender and Development

- Key target groups/beneficiaries:

An alternative land dispute resolution system will primarily benefit the poor and the most vulnerable, including women, who may be financially unable to afford court fees or who may believe court decisions are for sale to the highest bidder. Indigenous people, who have traditional tribal ownership certificates which fall short of full statutory title, will also benefit from an alternative system. An increase in the capacity of communities to settle disputes peacefully will have overall benefits for everyone, increasing social cohesion and reconciliation and reducing flashpoints for conflict. And in addition, any bona fide statutory landowner facing counterclaims or disputes who can regularize their tenure will also benefit, and will be able to use their land with more certainty. This should lead to major economic benefits and stability for the country. The possibility of decreasing the burden on the court system will also have quantifiable benefits. One study in 2008 showed that approximately 1500 land cases were pending in two counties alone, and that land cases in courts can take 8-12 years to resolve. An alternate resolution system will be cheaper, easier to access, and should take much less time.

Studies on urban land disputes and recommendations on solutions for those who may be the "losers" in land regularisation (e.g. squatter communities or communities in concession areas) will also benefit those who may lack strict legal rights but for whom social policy solutions are needed (to avoid the risks associated with creating large groups of angry, dispossessed people with nothing left to lose). Studies targeting women and land disputes in urban areas will help develop land dispute resolution policy and solutions to ensure that women get equal benefit from the dispute resolution system.

Technical assistance to the LC at a time of transition will benefit the staff already serving and will help the new agency take on a wider range of tasks without losing the key achievements already gained in the area of land dispute resolution, thus benefiting the country broadly.

**b) Theory of changes: linking activities to results**

The project activities aim to build upon existing and traditional systems of conflict resolution in Liberia, while giving disputants other options as well (e.g. women who do not wish to go to a traditional male council of elders will have other avenues); to strengthen or create systems of resolution in urban areas, where traditional solutions may no longer exist or may not always be appropriate; to institutionalize recognition of community land rights and conflict sensitivity in Liberia's concession agreements; and to use the findings of the activities and studies in order to recommend solutions for those who may be on the losing end of dispute resolution. The specific findings collected from the PBF-funded land dispute resolution activities and studies undertaken in 2013 and 2014 will be used to develop overarching policy solutions and transition strategies before the end of the life of the LC at end-2014. Thus, PBF funding will contribute to change in two ways: providing on-the-ground assistance to resolving specific land disputes on the ground, building on the existing capacity within a national dispute-resolution systems approach (immediate impact), while also allowing for the collection of best practices and lessons learned on which to base policy and administrative solutions which should facilitate better handling of land disputes and alternative dispute resolution overall in Liberia (long-term impact).

**COMPONENT 3: (the "How" or Implementation Strategy)(maximum one and a half pages)**

**a)Implementation approach**

The work will be phased, since the main aim is for the studies and activities to produce findings and evidence which will then be used to produce a land dispute resolution policy. That policy will itself form a part of the later work on an overall alternative dispute resolution system for Liberia. However, some activities will necessarily proceed in parallel, including the concessions work, the studies and the work of the LCCs, as well as transition planning. In addition, the activities to link the work of the Land Coordination Centres and the Justice and Security Hubs do not need to be phased and will be ongoing throughout the project lifespan.

The PBF has already funded the start-up of five pilot Land Coordination Centres (LCCs) in five rural areas determined to be particularly conflict-prone in a prior LC study. In addition, it has been determined that a sixth LCC is needed to focus particularly on urban land disputes in the greater Monrovia area, and that additional capacity is needed at the LC central level to link the work on concessions to the overall work on conflict prevention. The concurrent studies on urban land disputes and options for "losers" in such disputes, as well as on women and urban land disputes, will help provide inputs for the policy.

The work at community level (by the LCCs and with concession-affected communities) will proceed immediately (reducing triggers), alongside the studies, while policy formation will come later (addressing root causes).

The LC is evaluating the first LCC pilot in August-September 2013 and will begin to design initial draft policy principles on the basis of that evaluation, in consultation with other key partners (e.g. Ministry of Justice, the courts, the Ministry of Internal Affairs, traditional and community leaders, etc.). The other four existing LCC pilots will be evaluated at the end of 2013. Urban land dispute practice will be evaluated after the first six months of work of the new pilot LCC for urban disputes, during which time the urban land dispute studies will also be undertaken. The work on concession agreements will be documented and best practices will be drawn up by end-2013.

The land dispute resolution policy will be developed from the initial principles in late 2013, drawing upon the available information from the LCCs, studies, and concessions work along with



international principles and practice. Gender disaggregated data will be used to ensure that the policy is responsive to the differing needs of men and women. UN-Habitat will also use its comparative experience supporting other similar projects (most notably community land dispute resolution work in the Democratic Republic of Congo) to feed into the draft policy; UN-Habitat is currently developing a land dispute resolution toolkit drawing on models including DRC, Liberia, South Sudan and Somalia, which should be a useful resource to ensure the use of best practices and lessons learned.

One initially drafted, the policy will be subject to stakeholder consultation in early 2014 and adjusted to take further those consultations and further findings into account. It is expected to be complete by mid-2014.

- Project implementation modalities:

This will be a single RUNO project, implemented by UN-Habitat in partnership with the Liberia Land Commission. The UN-Habitat Chief Technical Advisor (CTA) in Liberia will function as the Project Manager/Coordinator, supported by one international professional staff member and one administrative staff. The CTA and team will provide technical advice and assistance to the Land Commission, which will implement the operation of the LCCs, the policy development work, and the work with the Justice and Security Hubs. The studies will be carried out by UN-Habitat. UN-Habitat will report to the Joint Steering Committee (JSC), possibly through the proposed National Reconciliation Steering Committee (NSRC).

**b) Budget**

- Budget break-down into categories:

CATEGORIES	Amount UN-Habitat (US\$)	TOTAL (US\$)
1. Staff and other personnel	319,400	319,400
2. Supplies, Commodities, Materials	50,000	50,000
3. Equipment, Vehicles, and Furniture (including Depreciation)	64,759	64,759
4. Contractual services	110,000	110,000
5. Travel	70,000	70,000
6. Transfers and Grants to Counterparts	1,195,000	1,195,000
7. General Operating and other Direct Costs	60,000	60,000
<b>Sub-Total Project Costs</b>	<b>1,869,159</b>	<b>1,869,159</b>
8. Indirect Support Costs	130,841	130,841
<b>TOTAL</b>	<b>US\$ 2,000,000</b>	<b>US\$ 2,000,000</b>

### c) Sustainability

#### Sustainability of projects:

As a result of this project, Liberia will have the firm basis of a policy, pilot activities, and a transition strategy, upon which to consolidate a national land dispute resolution system. Dispute resolution is one of the functions of land administration. The project will therefore allow UN-Habitat to work closely with the Land Commission and its international partners in order to link the alternative dispute resolution system to the work of future land administration offices at the sub-national level.

This approach will allow the project to take the key, short-term, PBF-funded introductory work of the LC to national scale in the medium-term future. As the President has already set the establishment of the agency as a Government priority, it is expected that the Government budget for this sector will increase considerably, in part to support the initiatives started and already proven successful under the current LC. In addition, it is expected that both the World Bank and USAID will be interested in supporting the land administration work of the new agency in their next large envelopes starting 2015. Both of these strategies are in the design phase, and UN-Habitat will assist the Land Commission to work with these two entities to ensure that any transition will ensure the continuation and institutionalization of the land disputes resolution work. These factors would allow for a PBF exit in this sector in mid-2015, having achieved its goal of supporting catalytic start-up projects.

Sustainability is also built into the implementation modality of the project: the Land Commission and its staff implement all the activities, and are only supported by technical assistance and research from UN-Habitat. National ownership and national capacity is built through the core support provided by this project to the staff of the Land Commission, ensuring that the new land agency will be able to draw upon that established expertise.

### d) Risk management

Risk	Likelihood (high, medium, low)	Severity of impact on project (high, medium, low)	Mitigating Strategy
Civil Conflict: Liberia is rebuilding and has had 10 years of peace but conflict is still a risk; Senatorial elections in 2014 may cause flare-ups of violence or fear of such, causing delays in implementation.	Medium	High	The project itself, along with the package of peacebuilding and reconciliation reforms it is a part of, aims at reducing the likelihood of civil conflict. The other work of the Land Commission, UN Country Team, UNMIL, Ministry of Internal Affairs, and the security sector, inter alia, also aim to prevent conflict.
Lack of political will: If the President, Ministry of Justice and/or other partners fail to follow through, some of the goals of the project could be delayed, in particular development and implementation of a	Medium	High	The Land Commission and UN-Habitat are in constant contact with key stakeholders to ensure their concerns are addressed in the process. Also the donor coordination and awareness-raising components of the project help build donor and public expectation and

national dispute resolution policy.			pressure on Government to follow through on these key reforms.
Viability of new land agency: If the Government (and donors) fail to support the new land agency after the LC ends in end-2014, some aspects of the medium- and long-term impact of the project could be at risk.	Medium	Medium	Partnerships with major donors already exist (USAID, SIDA) and are anticipated with the World Bank. During the life of the project, UN-Habitat and the Land Commission will work with donors and Government to ensure funding viability for the new agency in 2015. Also, some goals of the project will be achieved even if future funding is lacking—capacity built at community level to resolve conflicts will have a lasting value by itself.
Corruption: Liberia is a context where Government corruption is perceived to be a common risk. Corruption at the staff level of the Land Coordination Centres (staff or surveyors) would put the project at serious risk.	Medium	High	UN-Habitat is embedded at the Land Commission and can provide daily oversight, as well as site visits to LCCs; UN-Habitat requires periodic audits and internal reviews of the LC's work. The LC has hired an internal audit officer and will hire an M&E officer, and has implemented new internal rules to improve oversight and transparency. The partner donor (USAID/LCRP) will provide accountancy training and possibly support secondees from accountancy firms to LCC offices to help with financial tracking and oversight.
Staff turnover at Land Commission: Loss of experienced staff at the Land Commission could impede project performance.	Low	Medium	LC and LCC staff are highly paid relative to other Government civil servants thanks to donor funding; UN-Habitat is embedded with staff at the Land Commission and its technical assistance is focused on day-to-day capacity building of staff (new or old), and would assist in maintaining institutional memory even if the staff were to change.
Administrative delays: Late requests for payment from the LC and slow	Medium	Medium	The embedded UN-Habitat CTA will sensitize the Land Commission to the need to ask

UN-Habitat processing time could delay project implementation.			for payments in a very timely fashion, and communicate to HQ the need to disburse without delays. A dedicated admin/finance backstopper in UN-H HQ who also visits Liberia will help to build capacity in the LC financial office and unblock processes at UN-H headquarters.
--	--	--	---

**e) Results framework and Monitoring and evaluation:**

- **Results framework:** Provide a Results framework for the project/portfolio, using the table below. At the start of the Framework summarise in one-two sentences the underlying roadmap for peacebuilding, the purpose of PBF support and the underpinning theory of change. Further instructions and examples for each table column are contained at the bottom of the table.

## Results Framework for PRF projects

**Policy statement / national roadmap for peace building:** Land is a fundamental piece of the reconciliation puzzle in Liberia: unequal access to land, the means of acquisition of land ever since the founding of the country, the inconsistencies between statutory and customary tenure are all among the drivers of conflict that led to the civil war. If Liberia can address these issues and resolve them peacefully, it will be a crucial component of national reconciliation and economic development.

**Purpose of PBF support:** In the last 18 months of the Land Commission's life, PBF and UN-Habitat support is needed to ensure that the LC can complete its mandate of developing policy solutions for land disputes, and establish a system for the non-judicial resolution of land disputes. PBF support will be catalytic in terms of increasing tenure security, addressing land grievances and setting the stage for medium-term donor and Government support.

**Theory of change statement:** Both bottom-up and top-down approaches are needed in Liberia to prevent and resolve conflicts. The project will support both approaches: it will bolster land dispute resolution capacity at the local level, gather data and evidence upon which to base a policy, and support the ultimate development of Liberia's first-ever national policy on alternative land dispute resolution.

(1) Outcomes (and PBF priority area)	(2) Indicators	(3) Baselines and time-bound targets	(4) Outputs and activities	(5) Indicators	(6) Baselines and time-bound targets	(7) RUNO & party responsible for mobilizing inputs	(8) Inputs/ budget (US\$)	(9) Assumptions
National Reconciliation (PBF outcome 5)								
<b>Outcome 1:</b> Alternative land dispute resolution system fully operational and managed by a new national Land Agency	<b>Outcome indicator 1.1:</b> Percentage of people who are aware of land rights, alternative land dispute resolution options and the Land Commission (disaggregated)	<b>Baseline</b> (Sep 2012): 35% of key informants (officials) and 9% of the general population (10% men, 8% women)	<b>Output 1.1:</b> Support to LC and LCC outreach work -core support, technical assistance	<b>Output indicator 1.1:</b> Number of persons directly participating in county outreach activities by LC and LCCs (including at	Jun 2013: 2850 May 2015: at least 10,000 (MoV: LCRP data) June 2013: no data Mar 2015: 50%	UN-Habitat/Land Commission with USAID/Land Conflict Resolution Project	Staff reporting 5000 time,	Political will to set up new Agency Strong outreach efforts continue as they have been

(1) Outcomes (and PBF priority area)	(2) Indicators	(3) Baselines and time-bound targets	(4) Outputs and activities	(5) Indicators	(6) Baselines and time-bound targets	(7) RUNO & party responsible for mobilizing inputs	(8) Inputs/ budget (US\$)	(9) Assumptions
	by men/women)	<p>Target (Jan 2015): 70% of key informants (officials) and 45% of the general population of which at least 30% of women (disaggregated by % men/women)</p> <p><b>MoV:</b> LMEP (Liberia Monitoring and Evaluation Project/US AID) report 2012; Land Commission reports</p>		<p>least 35% women); % of Liberians (gender disaggregated) expressing willingness to use land ADR system</p>	<p>of genpop and 50% of women expressing willingness</p>	(LCRP)		
	<p>Outcome indicator 1.2 Number of cases taken in by Land Coordination Centres and</p>	<p><b>Baseline</b> (June 2013): 148 cases taken by LCCs 17 cases</p>	<p><u>Output 1.2.1</u> 5 LCCs supported - core staff funded and operational 1 new LCC set up - staff recruited.</p>	<p><u>Output indicator 1.2.1</u> Performance reviews of LC and LCC staff</p>	<p>June 2013: 0 performance reviews May 2015: 30 (1 per LCC staff member)</p>	<p>UN- Habitat/Land Commission UN- Habitat/Land Commission'</p>	<p>Staff salary support, technical assistance equipment 734,400, 39,000</p>	<p>Willingness of citizens to use ADR system</p>

(1) Outcomes (and PBF priority area)	(2) Indicators	(3) Baselines and time-bound targets	(4) Outputs and activities	(5) Indicators	(6) Baselines and time-bound targets	(7) RU/NO & party responsible for mobilizing inputs	(8) Inputs/ budget (US\$)	(9) Assumptions
	resolved (disaggregated by number of cases submitted by men/women and cases resolved involving men/women)	resolved by LCCs (not yet disaggregated by cases submitted by men/women and cases resolved involving men/women  <b>Target</b> (May 2015): 550 cases taken by LCCs 200 cases resolved by LCCs, disaggregated by number of cases submitted by men/women and cases resolved involving men/women  <b>MoV: LCC</b>	<i>trained</i> <i>-dispute resolvers</i> <i>trained</i>	Dispute resolvers trained	(MoV: UN-H direct participation)  Jun 2013: 273 community members trained, (209 men and 64 women/30% women)  May 2015: 750 (including at least 40% women) (MoV: LCRP data, UN-H direct participation)	Land Conflict Resolution Project (USAID)		

(1) Outcomes (and PBF priority area)	(2) Indicators	(3) Baselines and time-bound targets	(4) Outputs and activities	(5) Indicators	(6) Baselines and time-bound targets	(7) RUNO & party responsible for mobilizing inputs	(8) Inputs/ budget (US\$)	(9) Assumptions
	% cases holding after 1 yr	database  June 2013: no info May 2015: 75% have held (disaggregated by cases involving women)	<u>Output 1.2.2</u> LCC staff follow-up	<u>Output Indicator 1.2.2</u> # of resolved cases LCC staff have followed up in 1 yr after establishment	Jun 2013: no baseline Mar 2013: 150 cases (MoV: LCC database)	UN- Habitat/and Commission	Staff salary support, technical assic 734,400	
<i>Outcome 2:</i> Overlaps eliminated and synergies established with the Justice and Security Hubs;	Joint activities undertaken with Hubs	June 2013: 0 joint activities (Source: LCC) May 2015: 6 joint activities	<u>Output 2.1</u> Harmonised activities with Hubs - Joint outreach trips - Land trainings by LC to Hub staff - Referrals	<u>Output Indicator 2.1</u> # of referrals by Hubs to LCCs or vice versa	Jun 2013: 1 referral May 2015: 30 (MoV: LCC data, JSH data)	UN- Habitat/Land Commission/ Justice & Security Joint Programme Officer	Staff time, workshop space, transport, refreshments 10,000	Sufficient will and interest on parts of Hubs and LCCs to coordinate
<i>Outcome 3:</i> Policies and transition strategy established for alternative dispute resolution	Policy drafted; transition strategy agreed	June 2013: 0 policies/strategies May 2014: Land dispute resolution policy drafted; Aug 2014:	<u>Output 3.1</u> LDRT work supported - LCCs convene LCC county meetings - LCCs provide data analysis - LC works with national LDRT on transition	<u>Output Indicator 3.1</u> # Land Dispute Resolution Taskforce meetings at national and county level	Jun 2013: 8 natl meetings; 3 at county level May 2015: 16 natl; 20 at county level (MoV: LC, UN-HI direct participation)	UN- Habitat/and Commission	Tech assic, transport, meeting rooms 5000; consultancy 50000	Commitment by LDRT members; sufficient data/analysis on which to base policy



(1) Outcomes (and PBF priority area)	(2) Indicators	(3) Baselines and time-bound targets	(4) Outputs and activities	(5) Indicators	(6) Baselines and time-bound targets	(7) R/UNO & party responsible for mobilizing inputs	(8) Inputs/ budget (US\$)	(9) Assumptions
<b>Management of natural resources (including land) (PBF outcome 7)</b>								
<i>Outcome 4:</i> Improved land administration capacity for Land Commission/NEw Agency;	Surveying capacity at LCCs	Jun 2013: 0 surveyors May 2015: 4 mobile surveyor teams (covering all 6 LCCs)	Output 4.1 Surveying teams established and utilised -core support to teams -surveys undertaken	Output indicator 4.1 # surveys requested/carried out	Jun 2013: 0 May 2015: 300 (MoV, LCC data, UN-H witnessing)	UN-Habitat/Land Commission	Surveyor salaries/transport 216,000	Surveyors' services well publicized and understood
<i>Outcome 5:</i> Improved understanding of urban disputes, and their effects on women, as well as the displaced, for Land Commission/NEw Agency;	Number of studies on urban land disputes, including effects on women, and resettlement solutions	Jun 2013: 0 studies May 2015: 2 studies	Output 5.1 Study on urban land disputes and women -research on resettlement case study -research	Output indicator 5.1 Recommendations produced for urban land dispute systems, improving women's urban tenure security, and resettlement solutions	Jun 2013: there is currently no urban land disputes policy in place/operational Apr 2015: urban land dispute issues including effects on women incorporated into land disputes policy (MoV, UN-Habitat oversight)	UN-Habitat/Land Commission	Staff consultants 60,000	Timely selection of consultants and no huge difficulties foreseen in collecting data

(1) Outcomes (and PBF priority area)	(2) Indicators	(3) Baselines and time- bound targets	(4) Outputs and activities	(5) Indicators	(6) Baselines and time-bound targets	(7) RUNO & party responsible for mobilizing inputs	(8) Inputs/ budget (US\$)	(9) Assumptions
ew Agency								

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

There are three mutually reinforcing M&E systems at play in supporting this project. First, UN-Habitat has its own systems in place: the Chief Technical Advisor will monitor the design and implementation of all project activities, a financial management expert from UN-Habitat Nairobi will perform the financial monitoring and administrative and financial training on periodical bases, and financial management and accountability information project will be captured and monitored through the UN-Habitat Project Accrual and Accounting System (PAAS). The Land Commission will be required to submit to independent external audits periodically for all funding received from UN-Habitat. In addition, the UN-Habitat office is embedded at the Land Commission, allowing for easy verification of usage of core support. Secondly, the Land Commission has already established an internal audit officer and plans to establish its own M&E officer. This M&E office will work on establishing measures both for the LC's own work and also across the land sector more broadly, ideally to end up with a sector-wide framework for a better evaluation of progress overall. Thirdly, UN-Habitat and the Land Commission are working in a formal partnership (under a signed Memorandum of Cooperation) with USAID's Land Conflict Resolution Project (LCRP) in supporting the Land Coordination Centres and the public outreach activities, and the LCRP project is also establishing its own M&E framework and M&E officer for the project. Thus UN-Habitat, the Land Commission and LCRP together will be responsible for collecting and analyzing the data in the above results framework, and will undertake joint M&E and implement improvements/changes jointly if necessary (resulting in lower M&E costs for all partners). In addition, the PBO M&E Officer in Liberia will also provide M&E support.

Structural, relational and personal changes resulting from the project will be measured through a variety of methodologies, including perception surveys, outreach penetration monitoring, data collection by project staff, and external evaluations. Data collected on all indicators will be gender disaggregated. Monitoring will involve analyzing progress and recommending corrective measures, regular field monitoring visits by managers to verify performance, validate progress and obtain feedback from partners and beneficiaries. The PBO M&E Officer's monitoring of the entire LPP results framework will also be part of measuring impact. Use of project funds and implementation of activities will be monitored directly by UN-Habitat.

Reporting lines will be from the implementing partner (the Land Commission) to the RUNO (UN-Habitat), who will in turn report to the Peacebuilding Joint Steering Committee, co-chaired by the RC and the Government of Liberia (Ministers of Internal Affairs and Finance), possibly through the proposed National Reconciliation Steering Committee (NRSC). The UN-Habitat Chief Technical Advisor will in addition be in direct contact with both the PBO M&E Officer and the PBSO/PBF desk officer in New York.

Half-yearly and yearly reports to the PBF/MPTF Offices will give an overview of the progress of all Land Commission activities, and external project evaluations will increase its accountability. UN-Habitat will conduct regular monitoring to provide updates (at least quarterly and more often as needed) for the NRSC and JSC.

The Land Commission will be allocated \$30,000 for M&E tasks and activities (including a mid-term evaluation, audits, and support to the M&E officer's work) and UN-Habitat will be allocated \$20,000 (for an external evaluation at the end of the project). Each has a separate budget line. As noted above, UN-Habitat and the LC will also benefit from the formal partnership with USAID/LCRP, including use of their M&E data, keeping the PBF M&E budget modest.

#### **COMPONENT 4: (The “WHO”)(maximum one and a half pages)**

##### **a) Implementing agencies and their capacity:**

###### **- List of RUNOs and implementing agencies:**

UN-Habitat, Liberia Land Commission

###### **- Implementing agency capacity:**

UN-Habitat has been supporting the Land Commission from its inception, has been embedded with the Commission since the start of its work, and has established an excellent working relationship with the LC. UN-H's staff includes a Chief Technical Advisor with extensive conflict prevention and peacebuilding experience, and an international professional officer with experience in another African land commission and expertise in urban land disputes. UN-Habitat HQ includes a land department which provides corporate support. UN-Habitat is the only UN agency working specifically on land in Liberia. For all these reasons UN-Habitat holds a strong comparative advantage.

The Liberia Land Commission is the mandated policymaking body tasked with proposing, advocating and coordinating reforms of land policy, laws and programs in Liberia. Its goal is to develop a comprehensive national land tenure and land use system that will provide equitable access to land and security of tenure so as to facilitate inclusive, sustained growth and development, ensure peace and security, and provide sustainable management of the environment. While its overall mandate is designed to reduce and prevent land conflicts in Liberia, it also has a specific focus area on land disputes and has been increasingly called upon directly by the President to mediate in such disputes. No other agency in Liberia has such a mandate. In addition the LC has taken on a coordinating role with the other Government and civil society stakeholders involved in land use and land management, and has proven convening ability. The LC has been recognized domestically and internationally as one of the highest-functioning Government offices during its first three years of work. There is no alternative to working with the Land Commission to implement this project, and it has proven itself a worthy partner in the previous PBF project.

As in the previous PBF project, UN-Habitat will transfer tranches of funds directly to the Land Commission according to terms set out in an AoC, including conditions to be met by the LC for each tranche (reporting, audits, etc.). The LC shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by UN-Habitat.

##### **b) Project Management Arrangements and coordination:**

###### **- Project management and coordination:**

The project will build on the previous collaboration between UN-Habitat and the LC. UN-Habitat will provide a full-time Chief Technical Advisor responsible for the joint implementation of the project deliverables. (See TORs for the Chief Technical Advisor attached as Annex G.)The project will be supported by the UN-Habitat Liberia Office as well as technical and administrative staff at the Regional Office for Africa (RoAF) at UN-Habitat headquarters in Nairobi.

UN-Habitat and the LC have signed a Memorandum of Understanding (MoU) that sets the framework for collaboration. The priorities identified under the MoU are to support the LC in its lead role in the land sector and increase national ownership of this process. In this framework and based on emerging

projects, the parties develop specific Agreements of Cooperation, which is the standard instrument that UN Agencies use to partner with Government entities and non-governmental organizations.

Under the Agreement of Cooperation UN-Habitat releases the funds for in-country activities in a progressive way and based on an agreed schedule upon receipt of a request and detailed reports on the expenditures presented by the Land Commission. This arrangement enables the national counterpart to take advantage of technical assistance during the design and implementation phases while taking direct responsibility for the disbursement related to the implementation, thus increasing national ownership. This instrument offers several advantages: it builds capacity in the government for direct implementation; it allows for more flexibility in terms of responding to emerging needs; it allows for national staff to be hired directly by the Land Commission (as opposed to UN staff hired by the Agency), increasing the sense of national ownership and building capacity inside the institution; and it allows for part of the budget to be disbursed upon signature, providing immediate funds for the national partner to start work on activities.

Under this arrangement, the Land Commission is in the lead in terms of setting the priorities and devising the most effective ways to implement activities, while UN-Habitat, through its Chief Technical Advisor and technical backstopping, maintains a support and monitoring role and at the same time helps build capacity inside the Commission.

UN-Habitat as the recipient UN Agency will be accountable to the Peacebuilding Fund for the successful implementation of the project. The Land Commission will be responsible for implementation on the Government side and will maintain an overall management and supervision role, while the Land Disputes Resolution Task Force will act as an advisory body with a monitoring and quality control role.

The Land Disputes Resolution Task Force, including all the actors dealing with land disputes, will as well ensure coordination inside the system since its member organizations have all agreed to be part of it. International organizations such as the Norwegian Refugee Council or the Carter Centre will increasingly use their resources to support the system, transfer the knowledge to national counterparts and hand over the responsibilities for land disputes resolution to the Government.

Any national or international organization interested in dealing with land disputes resolution in Liberia will use the Land Commission and the Land Disputes Resolution Task Force as entry points to ensure that future interventions strengthen the system and do not undermine it.

The Peacebuilding Joint Steering Committee for Liberia, co-chaired by the UNRC and the Minister of Internal Affairs, will provide the overall guidance, and will be supported by guidance and advice from the Peacebuilding Commission Liberia Configuration. The JSC, which is comprised of UN, Government, donors, and civil society, is supported by the Liberia Peacebuilding Office, which also has its own M&E capacity supporting PBF projects. JSC meetings also are open to additional stakeholders (including implementing partners and key civil society figures) as well as those who are formally members of the JSC, providing for more national involvement and oversight. It is suggested that all PBF-funded projects for 2013-2016 will be overseen by the NRSC (National Reconciliation Steering Committee) expected to be established shortly. The NRSC will include representatives of all key stakeholders. The JSC at the higher level is expected to only focus on overall guidance and oversight regarding the PBF Priority Plan.

### **c) Administrative Arrangements (standardized paragraphs – do not remove)**

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

#### **AA Functions**

On behalf of the Participating Organizations, and in accordance with the UNDG-approved “Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds” (2008)<sup>5</sup>, the MPTF Office as the AA of the PBF will:

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

#### **Accountability, transparency and reporting of the Recipient United Nations Organizations**

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

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

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

- Bi-annual progress reports to be provided no later than July 31st;
- Annual narrative progress reports, to be provided no later than three months (31 March) after the end of the calendar year;

---

<sup>5</sup> Available at: <http://www.undg.org/docs/9885/Protocol-on-the-role-of-the-AA,-10.30.2008.doc>

- 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**

<b>Peacebuilding Strategic Outcome Area</b>	<b>Key Institution</b>	<b>Key Projects/Activities</b>	<b>Duration of projects/activities</b>	<b>Budget in S</b>
<i>National Reconciliation/Management of Natural Resources (inc land)</i>	<i>1) The Gov of Liberia</i>	<i>1) activities for implementation of National Reconciliation roadmap; establishment of the Land Commission</i>	<i>1) 5 years 2013-2017; 5 years 2009-2013</i>	<i>1) 5million; 600,000p.a.</i>
	<i>2) UNDP</i>	<i>2) Support for NR</i>	<i>2) 5 yrs 2013-2017</i>	<i>2) 650,000</i>
	<i>3) SIDA</i>	<i>3) Support to the Liberia Land Commission</i>	<i>3) 3 years 2011-2013</i>	<i>3) 2.3m</i>
	<i>4) World Bank</i>	<i>4) Support to the Land Commission</i>	<i>4) 3 years 2011-2013</i>	<i>4) 300,000p.a.</i>
	<i>5) USAID</i>	<i>5) Land Policy and Institutional Support (LPIS); Land Conflict Resolution Project (LCRP)</i>	<i>5) 3 yrs 2010 - July 2013 ; 3 yrs 2011 - August 2014</i>	<i>5) \$13.75m</i>



## Annex B:

### Mapping of critical gaps (UN and International budgets)

Peacebuilding Strategic Outcome Area	Ongoing Projects/Activities in Outcome Areas with a direct and demonstrable link to PB and organization responsible for its implementation (NOT covered by other funding sources)	Amount of gap and anticipated use of additional funding
<i>National Reconciliation/Management of Natural Resources (including land)</i>	1) <i>UN-Habitat: Support to the establishment of a land disputes prevention and resolution system in Liberia—Phase 1 ended 30 June 2013</i>	1) <i>US\$2 million (~1.5m for direct support to LC staff and activities; ~500,000 for UN-H technical assistance (personnel, operations, and travel))</i>

## Annex C:

### Mapping of UN Recipient Organizations

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

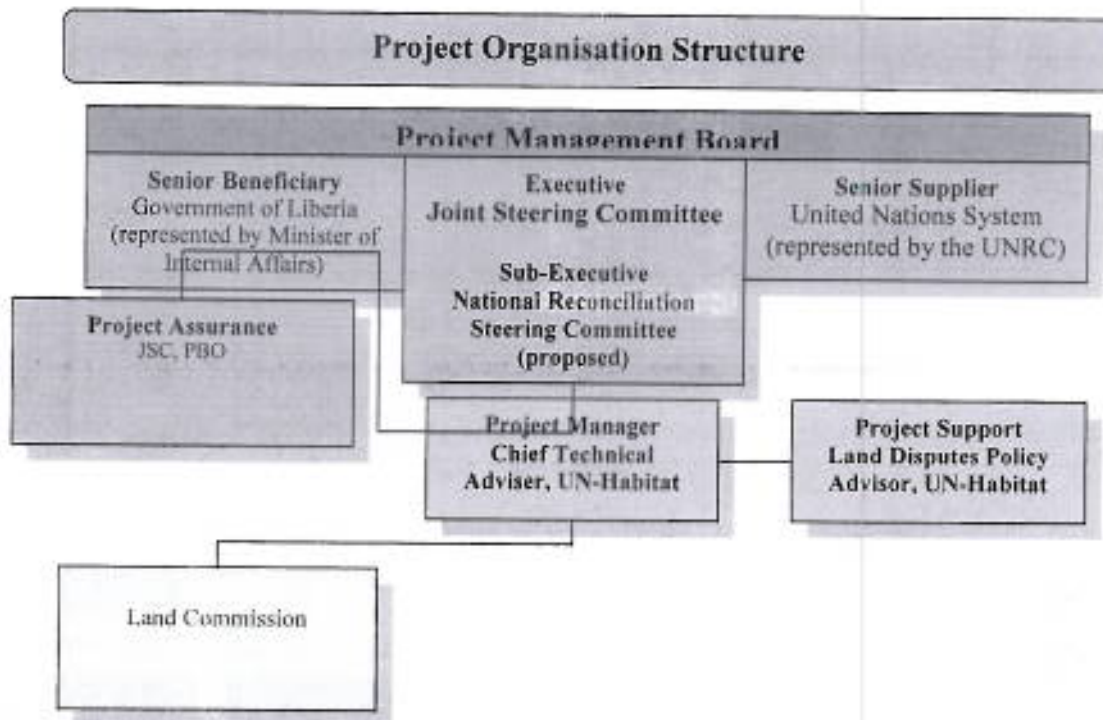
UN Agency	Key Sectors (top five or fewer)	Annual Budget (last year) per Recipient Organization in key sectors <sup>6</sup>	Annual Budget (this year) per Recipient Organization in key sectors <sup>7</sup>	Projection of Annual Budget (next year) per Recipient Organization in key sectors	2012 Annual Delivery Rate (Agency Total)
UN-Habitat Liberia	(1) Land	USD2m from UNPBF; SEK5m (USD~750,000) from SIDA	SEK5m (USD ~750,000) from SIDA; continuing funding from PBF	USD 2m from UNPBF; USD 3.5m from SIDA	Annual delivery rate: 76%

<sup>6</sup>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

<sup>7</sup> 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 D

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



**ANNEX E:**

**TARGET TABLE FOR OUTCOME AND OUTPUT INDICATORS OF THE RESULTS FRAMEWORK**

*This target table will be used for reporting (see template 4.3, 4.4 and 4.5).*

*Using the Programme Results Framework from the Project Document - provide an update on the achievement of indicators at both the outcome and output level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why, as well as plans on how and when this data will be collected.*

**This target table will be used for MPTFO reporting (see template 4.3, 4.4 and 4.5)**

	<b>Performance Indicators</b>	<b>Indicator Baselines</b>	<b>Planned Indicator Targets</b>	<b>Targets actually achieved</b>
<b>Outcome 1</b> - Alternative land dispute resolution system fully operational and managed by a new national Land Agency	Indicator 1.1.1 Increase in awareness of persons reached by LCC outreach	Sep 2012: 35% of key informants and 9% of group interview participants knew of the Land Commission. Only 7.5% of women knew of the LC.	Jan 2015: Awareness of land rights and LC activities increased: 70% of key informants, 45% of general public and at least 30% of women know of the LC and its work.	
<b>Output 1.1</b> Support to LC and LCC work	Indicator 1.1.2 # Persons directly participating in county outreach activities by LC and LCCs	Jun 2013: 2,850	Jan 2015: 10,000+	
	Indicator 1.1.3 Cases taken and resolved by LCCs or Land Commission, % holding after 1 year	June 2013: 148 cases taken  June 2013: 17 cases resolved	Jan 2015: 550 cases taken  Jan 2015: 200 cases resolved; 150 holding	
<b>Output 1.2</b> 5 LCCs supported	Indicator 1.2.1 Performance reviews of LC and LCC staff	June 2013: 0 performance reviews	Jan 2015: 30 performance reviews (1 per LCC staff member)	
<b>Output 1.3</b> 1 new LCC set up	Indicator 1.3.1 Dispute resolvers trained	Jun 2013: 273 community members trained	Jan 2015: 750 community members trained	
<b>Outcome 2</b> Overlaps eliminated and synergies	Indicator Joint activities undertaken with Justice and Security	June 2013: 0 joint activities	Jan 2015: 6 joint activities	

established with the Justice and Security Hubs	Hubs			
<b>Output 2.1</b> Harmonised activities with Hubs	<b>Indicator 2.1.1</b> # of referrals	Jun 2013: 0 referrals	Jan 2015: 30 referrals	
<b>Outcome 3</b> Policies and transition strategy established for alternative dispute resolution	Policy and transition strategy drafted	June 2013: 0	Land dispute resolution policy drafted by May 2014  Transition strategy in place by Aug 2014  ADR policy drafted with MoJ by Jan 2015	
<b>Output 3.1</b> LDRT work supported	<b>Indicator 3.1.1</b> # of Land Dispute Resolution Taskforce meetings	Jun 2013: 8 natl meetings; 3 at county level	Jan 2015: 16 natl; 20 at county level	
<b>Outcome 4</b> Improved land administration capacity	Surveying capacity added to LCCs	Jun 2013: 0 surveyors	Jan 2015: 4 surveying teams	
<b>Output 4.1</b> Surveying teams established and utilized	<b>Indicator 4.1.1</b> # of surveys requested/carried out	June 2013: 0	Jan 2015: 300	
<b>Outcome 5</b> Improved understanding of urban disputes, and their effects on women, as well as the displaced	Studies on urban land disputes, including effects on women, and on resettlement solutions	June 2013: 0 studies	Mar 2015: 2 studies	
<b>Output 5.1</b> Study on urban land disputes and resettlement	<b>Indicator 5.1.1</b> Recommendations produced for urban land dispute systems, and resettlement solutions	June 2013: no urban land dispute resolution policy	Apr 2015: recommendations on urban land disputes incorporated into LD policy	

<b>Output</b> <b>1.2</b> Study on women's urban land disputes	<b>Indicator 1.2.1</b> Recommendations produced for improving urban women's tenure security	June 2013: no women and urban land dispute resolution policy	Apr 2015: Recommendations on women's land disputes in urban areas incorporated into LD policy	
--	--	--	---	--



## ANNEX F: M&E Plan

**Purpose:** The M&E plan is a tool to coordinate the flow of information from data collection to reporting on results. It helps with triangulation of different data sources to ensure a broader picture in assessing results using an optimal mix of the 'means of verification'.

**Main users:** Joint Steering Committee, Fund Recipient Agencies (RUNOs) and their Implementation partners, PBSO.

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)
<b>Outcome related changes:</b> <b>a) Structural:</b> - Alternative land dispute resolution system fully operational and managed by a new national Land Agency	% of key informants and general population aware of land rights policy and LCC activities	Baseline: 35% of key informants (officials etc) and 9% of genpop knew of LC in Sept 2012; only 7.5% of women in the genpop knew of the LC. (Source: LMPEP perception survey)  Target: 70% for key informants, 45% of genpop, and 30% of women	Perception survey to be carried out by Land Commission/Land Conflict Resolution Project in Aug 2014, repeated by Land Commission in 2015	Budget needs: \$15,000 Budget line: First survey included in project of donor counterpart (LCRP); second included under transfers to counterparts (\$15,000 evaluation budget line)	Data collection and analysis: LCC Database officers; M&E expert at LC; M&E expert of donor partner (USAID/LCRP), monitoring by UN-Habitat  Reporting: UN-Habitat in coordination with LCCs, LC, LCRP
		Baseline: June 2013: 148		Budget needs:	

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)
	# of cases brought to Land Coordination Centres and resolved (disaggregated by how many women bring cases and how many of their cases are resolved)	cases taken, 17 resolved (not yet disaggregated) (Source: LCC)  Target by end of PBF funding: 550 cases taken, 200 resolved; at least 30% of cases are brought by women and at least 30% of cases resolved involve women	Methodology: LCC databases are collecting this information and will disaggregate  <u>Frequency:</u> Disaggregated baseline will be established before the start of project activities; updated regularly including for 6-monthly reporting.	\$129,600 Database officer salary cost  <u>Budget line:</u> Included in transfers to counterparts (salary of database coordinator)	<u>Performance assessment:</u> JSC with submission of report to PBSO Knowledge sharing/LL: LCCs, LC, UN-Habitat, LCRP  Final programme evaluation: Independent evaluation to be commissioned by UN-Habitat in 2015 (\$20,000 included in evaluation/reporting budget line 5201). Monitored by PBO Liberia.
	# of cases that remain resolved after one year	Baseline: June 2013: no data  Target by end of PBF funding: at least 75% have held for one year	LCC case intake staff work includes checking up on resolved disputes and ascertaining whether agreements are holding  Intakers will check quarterly	<u>Budget needs:</u> \$162,000 Case intake officer salary cost <u>Budget line:</u> Included in transfers to counterparts	
<b>b) Relational:</b> - Statutory officials, courts, and Justice & Security Hubs referring cases to LCCs and vice versa	# of referrals	Baseline: 1 referral from Hub to LCC (Source: LCC)  Target: 30 referrals in any direction	LCCs will collect this information, updated monthly	<u>Budget needs:</u> \$162,000 Case intake officer salary cost <u>Budget line:</u> Included in transfers to counterparts	

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)
<p><b>c) Personal:</b></p> <ul style="list-style-type: none"> <li>-Confidence established in ADR mechanism for land disputes, especially among women</li> </ul>	<p>% of persons who express confidence in the LCC mechanism and who have used it or would use it, gender disaggregated</p>	<p>Baseline: baseline surveys being carried out June-Sept 2013</p> <p>Target: 50% of genpop and 50% of women who are aware of LCCs express confidence in the mechanism, have used it or would use it</p>	<p>Perception survey to be carried out by LC/LCRP in Aug 2014, repeated by LC in 2015</p>	<p><u>Budget needs:</u> \$15,000</p> <p><u>Budget line:</u> First survey included in project of donor counterpart (LCRP); second included under transfers to counterparts (\$15,000 evaluation budget line)</p>	



## ANNEX G

# UN HABITAT

DRAFT Terms of Reference

## Technical Advisor

---

### *UN-HABITAT –Regional Office for Africa and the ArabStates*

<b>Post title:</b>	International Technical Advisor - Land (P-4)
<b>Duration:</b>	One Year (with possibility of extension)
<b>Duty Station:</b>	Monrovia (with frequent travel in the country)
<b>Date:</b>	Dec 2010

## BACKGROUND

The United Nations Human Settlements Programme, UN-HABITAT, is the United Nations agency for human settlements. It is mandated by the UN General Assembly to promote socially and environmentally sustainable towns and cities with the goal of providing adequate shelter for all. This post is located in Liberia and under the supervision of the Regional Office for Africa and the Arab States, Regional Technical Cooperation Division.

Unequal access to and ownership of land and other resources are at the core of the profound sense of alienation and exclusion felt by many Liberians, especially in rural communities, that fuelled the civil conflict. The years of conflict exacerbated long-simmering tensions regarding land. In the post-conflict period, the inequalities in access to land and insecurity of tenure – which are systemically acute for women in rural communities - the lack of national land policies, outmoded and often irrelevant laws and regulations, and the lack of coherent and effective land administration and rule of law have fuelled these tensions. A weak judicial system, the lack of clarity regarding the relationship between statutory, customary and 'informal' law/institutions and the "culture of impunity" provide an environment in which fraud and disregard for the law and judicial decisions flourish. Local-level disputes involving land have erupted into violence in several areas, threatening peace and security. These disputes, which may erupt along ethnic, class, or factional lines, could escalate and fuel national insecurity and instability. The Government of Liberia clearly recognizes the critical nature of land issues in relation to national security and stability and the urgent need to instigate appropriate reforms that can de-escalate tensions, minimize disputes, and insure secured access to land for all Liberians.

To address these issues, the Government of Liberia established an independent LC in August 2009 with the mandate to "propose, advocate and coordinate reforms of land policy, laws and programs" in Liberia. The LC has developed a five year framework for undertaking land reforms. The framework identifies

five broad objectives: (1) LC established and operational, (2) Enabling legal, institutional and policy framework established, (3) Strengthened capacity for land dispute resolution and prevention, (4) Improved land management practices in rural and urban areas, and (5) Improved land records and land administration practices. UN-HABITAT has been a partner of the Land Commission since its establishment.

## RESPONSIBILITIES

Reporting to the Regional Office for Africa and Arab States in Nairobi, but working in close collaboration with the Land Commission, the Commission's national and international partners, and the UN Resident Coordinator and relevant members of the UN Country Team, the Technical Advisor will be responsible for programme implementation, project management and administration and reporting.

The Technical Advisor will have the following duties and responsibilities:

- **Advisory services:** Provide quality advisory services to national institutions by producing appropriate documentation as input to policy dialogue, undertaking technical support and advisory missions, assisting the Land Commission in developing an integrated work plan and reporting system, supporting the Land Commission and the Government in organizing relevant meetings, representing the organization in major development programming exercises at the national level, coordinating the Land Partners Group, support fund-raising for Land Commission activities and advising the Regional Office for Africa and the Arab States on programme development and programme policy.
- **Project management:** Ensure effective and efficient execution of projects by working in close collaboration with the Land Commission and providing appropriate technical and management support through policy advice, advisory services, field visits, monitoring of activities, and recruitment and on-the-job training of local and international staff.
- **Programme implementation:** Ensure the implementation of work-programme, budget, operational and resource mobilisation strategies in Liberia by promoting broad-based policy dialogue with relevant partners, co-coordinating activities within the work programme and facilitating the dissemination of information
- **Programme management:** Ensure effective and efficient functioning of the project in Liberia by liaising with Regional Office for Africa and the Arab States on financial and administrative issues related to project/programme implementation, monitoring progress, preparing relevant documentation and reports, and supervising the performance of assigned professional and support staff.

More specifically, the Technical Advisor will:

- Develop and maintain a close working relationship with the Land Commission.
- Develop and maintain close working relationships with the relevant national and international partners in Monrovia and in the field.
- Develop and maintain close working relationships with relevant UN agencies, especially as these relate to policy development and capacity building activities.

- Identify, in agreement with the Land Commission, appropriate institutions that can become implementing partners for the programme and prepare and manage the necessary contracts for such activities.
- Undertake scoping and monitoring missions to assess local conditions, possible sites for project activities, establish working relations and monitor progress of activities in the field.
- Prepare monthly updates on programme activities for UN-Habitat and all relevant partners.
- Prepare detailed quarterly progress reports for UN-Habitat, the UN Resident Coordinator and other partners.
- Undertake any other duties specified by UN-HABITAT.

## **COMPETENCIES**

- **Communication:** strong conceptual skills combined with a proven ability to write technical and normative documents addressing a variety of audiences.
- **Teamwork:** must be able to operate in multicultural teams in a flexible manner.
- **Planning and Organizing:** must be able to work with a high degree of responsibility and with minimal supervision.
- **Accountability:** should be able to perform her/his duties under pressure and with deadlines.
- **Respect for Diversity:** familiarity with multicultural working environments a requirement.
- **Leadership:** should be proactive in the development of strategies to accomplish the objectives, establishes and maintains relationships with a broad range of people.
- **Managing performance:** management and supervision of a variety on internationally/locally recruited project staff in his/her country of assignment.
- **Judgment/Decision making:** identifies key issues, takes decisions with an eye to the impact on the Organization and other actors.

## **QUALIFICATIONS**

### **EDUCATION**

Advanced degree (Masters or equivalent) in a land-related field or relevant social science discipline.

### **EXPERIENCE**

- Minimum of five (5) years working experience in areas related to human settlements, land management, development, including management experience, or others, including at least three (3) years of experience at the international level.

- Substantive knowledge of issues and challenges related to land and housing in Post-Conflict contexts, preferably in Africa and post-conflict countries.
- Previous experience in working in multi-cultural environments, preferably in Africa and post-conflict countries.
- Proven management experience and excellent interpersonal skills.
- Proven programme and workplan formulation experience.
- Solid and proven experience in interagency coordination in particular UN and bilateral donor organizations and experience in multi-stakeholders coordination processes.
- Experience in advocacy and fund-raising
- Familiarity with UN operations and procedures and previous experience of working with the UN and in particular the substantive areas of Land and Housing is a distinct advantage.

#### **KNOWLEDGE AND SKILLS**

- Familiarity with UN procedures preferable, and UN-HABITAT in particular.
- Be willing to work in a 'hardship' environment and able to undertake extensive field visits under difficult physical conditions.
- Must be self-starter with excellent demonstrated teamwork skills.
- Sound judgment, excellent analytical skills, strong networking and interpersonal skills, ability to plan, organize and coordinate work and to cope with a demanding workload is expected.
- Excellent analytical and evaluation skills.
- Excellent command of English and demonstrated report writing skills.

#### **TIMELINE AND WORK CONDITIONS**

The project is expected to run for duration of 36 months. The initial contract will have a duration of 12 months and may be extended. The duty station will be in Monrovia but with frequent travels in the counties.

Liberia is not a family duty station.

*ANNEX H*

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



**PEACEBUILDING FUND  
PROJECT SUMMARY**

<b>Project Number &amp; Title:</b>	Support to the establishment of a land disputes prevention and resolution system in Liberia - Phase 2	
<b>Recipient UN Organization:</b>	UN-Habitat	
<b>Implementing Partner(s):</b>	Liberia Land Commission	
<b>Location:</b>	Monrovia and 6 county offices (Bong, Margibi, Lofa, Maryland, Nimba, Montserrado)	
<b>Approved Project Budget:</b>	US\$ 2,000,000	
<b>Duration:</b>	<b>Planned Start Date:</b> 1 November 2013	<b>Planned Completion:</b> 1 May 2015
<b>SC Approval Date: (Actual Dates)</b>		
<b>Project Description:</b>	Grievances over land are seen as both a cause and consequence of Liberia's civil war; this project will take both a bottom-up and top-down approach to land conflict resolution, first by supporting the resolution of real-time conflicts at local level and the collection of data and evidence from that work; this in turn will be used for policymaking at the central level to prevent and resolve future conflicts.	
<b>PBF Priority Area:</b>	National reconciliation	
<b>PBF Outcome:</b>	5. National reconciliation and 7. Management of natural resources (including land)	
<b>Key Project Activities:</b>	Strengthening the emerging alternative system for the formalised, non-	

judicial resolution of land disputes, and developing solutions for those who may be displaced in such disputes, increases tenure security, addresses land grievances and strengthens capacity for peaceful conflict mitigation. This in turn promotes peace and reconciliation.

**Activity/Output 1:** Strengthened capacity for land dispute resolution will prevent conflict escalation and promote social cohesion; lessons learned from the dispute resolution work—including of the activity's impact on women--will lead to a national policy on land dispute resolution. Increased coordination with other PBF-funded projects, including through a dedicated staff position, will also enhance PBF impact by ensuring that projects in key related areas (management of natural resources, justice and security, and women's land tenure) function together rather than separately, thus optimising resources and increasing effectiveness.

**Activity/Output 2:** Studies of real-time cases will provide a basis for a resettlement policy for persons displaced in urban areas, aimed at promoting sustainable solutions and reducing the conflict risk inherent in mass displacements, particularly in poor urban areas.

**Activity/Output 3:** Technical assistance to the Land Commission as it is transitioning to a new national land agency will ensure that land dispute resolution work is effectively linked to the new decentralised land administration system envisioned for the new land agency.

(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)**

<b>Part A. Meeting Information</b> <i>To be completed by the PBF Secretariat</i>	
Date of Meeting: 4 October 2013	Recipient UN Organization: UN-HABITAT
Priority Area: National reconciliation; Management of natural resources incl. land	Total PBF Budget: US\$ 2,000,000
<b>Part B: Project Summary</b> <i>To be completed by the Recipient UN Organization</i>	
From:  Elizabeth Moorsmith Chief Technical Advisor UN-HABITAT Liberia	Date of Submission: 18 September 2013
Contact: Telephone: +231 880 528611 E-mail: Elizabeth.Moorsmith@unhabitat.org	
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: Support to the establishment of a land disputes prevention and resolution system in Liberia - Phase 2	

Total Project Budget: US\$ 2,187,200 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			
<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\$ 500,000	Year 2014: US\$ 1,000,000	Year 2015: US\$ 500,000
Projected Annual Disbursements:	Year 2013: US\$ 500,000	Year 2014: US\$ 1,000,000	Year 2015: US\$ 500,000

<i>Narrative summary of Project Not to exceed 500 words</i>			
<b>I. Background</b>			
<p>Land disputes are widely recognized as one of the key drivers of conflict in Liberia. Grievances over land date back to the founding of the country in the 19<sup>th</sup> century, but also have resulted from the 1989-2003 civil conflict. Land grievances are thus seen as both a cause and a consequence of Liberia's civil war, and as a potential spark to further conflict. Establishing a system for alternative land dispute resolution is one of the key building blocks for peace and reconciliation in post-conflict Liberia for several reasons.</p> <p>The Liberia Land Commission (LC) was set up by the Government to produce policy and promote peaceful solutions to land disputes, although it does not have implementation powers. Since the LC's inception in 2009, the PBF has provided critical core funding and technical assistance. The LC's five-year lifespan is expected to end around the end of 2014 and PBF funding is necessary for it to finish its work, particularly for consolidating the pilot Land Coordination Centres (LCCs) just set up with PBF funding. The LCCs are beginning to provide dispute resolution services which will also create the lessons and best practices to develop policy on land disputes and scale up to a nationwide system. Other donors (notably USAID) have seen the value of what PBF funded and have since partnered with UN-Habitat and the LC to provide other support (e.g. providing trainings, expendable equipment, etc), but this funding would not have been forthcoming without the core support base that the PBF provided.</p> <p>The President has announced that a new land agency will replace the LC. It will be a watershed event in terms of attracting new funding for the land sector. The LC will provide the design for the new agency and will likely be absorbed into it. PBF's modest yet catalytic support to the land disputes work between now and the transition from the LC to a new agency will be crucial to ensuring that the land dispute resolution work is linked to the decentralised land administration system that the new—hopefully better-funded—agency will provide. When this system is clarified, it will be what is needed to encourage other donors and, hopefully, the Government, to take up heavier funding needs in the future, thus ensuring that the PBF support promotes its own exit strategy.</p>			



## **2. Purpose of Proposed Project**

The main purpose of the project is to strengthen the emerging alternative system for the formalised, non-judicial resolution of land disputes, and developing solutions for those who may be displaced in such disputes, increasing tenure security, addressing land grievances and strengthening capacity for peaceful conflict mitigation.

Key focus areas:

1. Strengthened capacity for land dispute resolution will prevent conflict escalation and promote social cohesion; lessons learned from the dispute resolution work—including of the activity's impact on women--will lead to a national policy on land dispute resolution. Increased coordination with other PBF-funded projects, including through a dedicated staff position, will also enhance PBF impact by ensuring that projects in key related areas (management of natural resources, justice and security, and women's land tenure) function together rather than separately, thus optimising resources and increasing effectiveness.
2. Studies of real-time cases will provide a basis for a resettlement policy for persons displaced in urban areas, aimed at promoting sustainable solutions and reducing the conflict risk inherent in mass displacements, particularly in poor urban areas.
3. Technical assistance to the Land Commission as it is transitioning to a new national land agency will ensure that land dispute resolution work is effectively linked to the new decentralised land administration system envisioned for the new land agency.

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 Bloh
- UNMIL/Office of the D/SRSG RoL - Linnea Lindberg
- UNMIL/Civil Affairs - Christiana Solomon
- UNICEF - Sigbjorn 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"/>

<i>iv) Implementation performance</i>		
(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"/>
<i>Monitoring and reporting</i>		
(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"/>

<b>Part D: Administrative Review</b> <i>To be completed by the PBF Secretariat</i>	
<b>PBF Secretariat Review Date:</b> 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:

14/04/2013

**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