

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

<p>Project Title: Strengthening Conflict Prevention through Establishment of Multi-Stakeholder Platforms and Improved Alternative Livelihoods in Concession Areas</p>	<p>Recipient UN Organization(s): UNDP, FAO</p>
<p>Project Contact: Cleophas Torori, Deputy Country Director Programmes.</p> <p>Address: UNMIL HQ, PAP Telephone: +231 77 589 5072 E-mail: cleophas.torori@undp.org</p>	<p>Implementing Partner(s): Government:</p> <ul style="list-style-type: none"> • National Bureau of Concessions • Central Agricultural Research Institute (CARI): <p>CSO: EDUCARE</p> <p>Project Location: Bomi, Grand Bassa, Grand Cape Mount, Grand Kru, Maryland, Nimba and Sinoe counties</p>
<p>Project Description:</p> <p>Strengthening the emerging Multi-Stakeholder Platform for the non-judicial mitigation of land concession disputes and developing alternative livelihoods for affected communities prevents land concession conflict escalation and promotes social cohesion.</p>	<p>Total project cost: US\$ 3,233,269</p> <p>*Approved Peacebuilding Fund budget: US\$ 2,761,069 Fully allocated first tranche: UNDP: US\$ 1,232,749; FAO: US\$ 700,000 Conditional second tranche: UNDP: US\$ 528,321; FAO: US\$ 300,000</p> <p>Contribution Concession Holders: US\$ 347,200 (all towards outcome 1 -UNDP component) UNDP: US\$ 100,000 Government contribution¹: USD25,000</p> <p>* The overall approved PBF budget and release of the second tranche are subject to the PBSO's evaluation and decisional process, and subject to the availability of funds in the PBF account</p>

¹ Costed in-kind contribution

	Proposed Project Start Date: 1 January 2018 Proposed Project End Date: 30 June 2019 Total duration (in months)²: 18 months
Gender Marker Score³: 2 <i>Score 3 for projects that have gender equality as a principal objective.</i> <i>Score 2 for projects that have gender equality as a significant objective.</i> <i>Score 1 for projects that will contribute in some way to gender equality, but not significantly.</i> <i>Score 0 for projects that are not expected to contribute noticeably to gender equality.</i>	
Project Outcomes: <ul style="list-style-type: none"> • Increased citizen engagement in concessions management for conflict mitigation • Improved alternative livelihoods for concession affected communities for human security 	
PBF Focus Areas⁴ which best summarizes the focus of the project (<i>select one</i>): 2.3: <i>Promote coexistence and peaceful resolution of conflicts - Conflict prevention/management</i> (2.1) National reconciliation; (2.2) Democratic Governance; (2.3) Conflict prevention/management	

² The maximum duration of an IRF project is 18 months.

³ PBSO monitors the inclusion of gender equality and women's empowerment all PBF projects, in line with SC Resolutions 1325, 1888, 1889, 1960 and 2122, and as mandated by the Secretary-General in his Seven-Point Action Plan on Gender Responsive Peacebuilding.

⁴ PBF Focus Areas are:

1: *Support the implementation of peace agreements and political dialogue (Priority Area 1):*

(1.1) SSR; (1.2) RoL; (1.3) DDR; (1.4) Political Dialogue;

2: *Promote coexistence and peaceful resolution of conflicts (Priority Area 2):*

(2.1) National reconciliation; (2.2) Democratic Governance; (2.3) Conflict prevention/management;

3: *Revitalise the economy and generate immediate peace dividends (Priority Area 3):*

(3.1) Employment; (3.2) Equitable access to social services

4) *(Re)-establish essential administrative services (Priority Area 4)*

(4.1) Strengthening of essential national state capacity; (4.2) extension of state authority/local administration; (4.3)

Governance of peacebuilding resources (including JSC/ PBF Secretariats)

IRF PROJECT DOCUMENT

(for IRF-funded projects)

<p>Recipient UN Organization(s)¹ <i>Name of Representative</i> Pa Lamin Beyai <i>Title: Country Director</i></p> <p><i>Signature:</i> _____</p>	<p>Representative of National Authorities</p> <p><i>Hon Dr Henrique Tokpa</i> <i>Title: Minister of Internal Affairs</i></p> <p><i>Signature:</i> _____</p>
<p><i>Date & Seal</i> <u>14</u> / <u>12</u> / <u>2017</u></p> <p><i>Name of Agency: UNDP</i></p>	<p><i>Date & Seal</i> <u>14</u> / <u>12</u> / <u>2017</u></p>
<p>Recipient UN Organization(s)² <i>Name of Representative</i> Bienvenu DJOSSA <i>Title: Country Representative a.i.</i></p> <p><i>Signature:</i> _____</p> <p><i>Date & Seal</i> <u>14</u> / <u>12</u> / <u>2017</u></p> <p><i>Name of Agency: FAO</i></p>	
<p>Concession Company <i>Name of Representative</i> David Parker <i>Title: General Manager</i></p> <p><i>Signature</i></p> <p><i>Date & Seal</i> <u>12</u> / <u>12</u> / <u>2017</u></p> <p><i>Name of Company: Sime Darby Liberia</i> HEAD/CEO Sime Darby P.L.</p>	<p>Concession Company <i>Name of Representative</i> John Y. Barkemeni <i>Title: General Manager</i></p> <p><i>Signature</i></p> <p><i>Date & Seal</i>/...../.....</p> <p><i>Name of Company: Cavalla Rubber Corporation</i></p>
<p>Peacebuilding Support Office (PBSO), NY <i>Name of Representative</i></p> <p><i>Mr. Oscar Fernandez-Taranco</i> <i>Assistant Secretary-General</i></p> <p><i>Signature</i> _____</p> <p><i>Date & Seal</i> <u>20</u> / <u>12</u> / <u>2017</u></p>	<p>Resident Coordinator (RC)</p> <p><i>Mr. Yacoub El Hillo</i> DSRSG-PCS/RC/RR</p> <p><i>Signature</i> _____</p> <p><i>Date & Seal</i> <u>14</u> / <u>12</u> / <u>17</u></p>

¹ Please include signature block for each RUNO receiving funds under this IRF.

² Please include signature block for each RUNO receiving funds under this IRF.

List of Abbreviations

Annual Work Plan	AWP
Arcelor Mittal Liberia	AML
Butaw Welfare Development Association	BWDA
Central Agricultural Research Institute	CARI
Cavalla Rubber Corporation	CRC
Concessions Information Management System	CIMS
Corporate Social Responsibilities	CSRs
County and District Security Councils	CSCs
County Peace Committee	CPC
Department for International Development	DFID
Deutsche Gesellschaft für Internationale Zusammenarbeit	GIZ
Ebola Virus Disease	EVD
Extractive Industries for Sustainable development	EISD
Equatorial Palm Oil	EPO
European Union	EU
Food and Agricultural Organisation	FAO
Free Prior Informed Consent	FPIC
Golden Veroleum Liberia	GVL
Government of Liberia	GoL
International Finance Corporation	IFC
Inter-Ministerial Concession Committee	IMCC
Liberia Development Alliance	LDA
Liberia Extractive Industries Transparency Initiative	LEITI
Local Consultation Forum	LCF
Multi-Partner Trust Fund	LMPTF
Maryland Oil Palm Plantation	MOPP
Ministry of Internal Affairs	MLA
Ministry of Lands, Mines and Energy	MLME
Multi-stakeholder Platform	MSP
National Bureau of Concessions	NBC
National Investment Commission	NIC
Peacebuilding Fund	PBF
Project Affected Communities	PACs
Project Board	PB
Project Manager	PM
Nimba Rubber Incorporated	NRI
Reliable Partnership for Oil Palm Affected Communities	REPOPAC
Sime Darby Plantation (Liberia) Inc	SDL
Sustainable Development Goals	SDGs
Sustainable Partnership Initiative	SPI
Sustainable Partnership for Mining Affected Communities	SPAMAC
Technical Coordination Committee	TCC
Transnational Corporations	TNCs
United Communities Initiative	UCI
United Nations	UN
United Nations Mission in Liberia	UNMIL
United Nations Development Programme	UNDP
UNDP Governance and Public Institutions Unit	UNDP GPI
United Nations Security Council Resolution	UNSC Resolution
United States Agency for International Development	USAID
World Bank	WB

PROJECT COMPONENTS:

I. Peacebuilding Context and Rationale for PBF support

a) Peacebuilding context

The process of post-conflict recovery in Liberia has been ongoing for over a decade, resulting in several major governance and policy achievements. However, despite progress in building peace, several root causes of conflict remain unaddressed. Despite the many gains made in maintaining national peace and security, issues identified as root causes of Liberia's 14-year civil war remain unaddressed, and recent assessments show that land disputes, corruption, boundary disputes and concession related tensions continue to be the main proximate triggers of violence. The lives of many women are particularly insecure due to societal inequalities and sexual and gender-based violence, further weakening social cohesion in communities. Low commodity prices and the outbreak of the Ebola Virus Disease (EVD) have limited economic growth and impeded development gains, undermining high expectations around the speed of post-war recovery and the delivery of peace dividends. Liberia's economic performance has still not recovered from the devastating impact of EVD, with the country's average loss of GDP estimated at US\$187.7 million per year, or an average of 13.7 percent of GDP during the 2014-2017 period. These challenges are compounded by limited capacities in the security and rule of law sectors, slow progress in national reconciliation and limited implementation of critical government reforms. Relations between the executive branch of Government and society have improved, but remain strained, in the absence of meaningful national reconciliation, compounded by the limited confidence in the justice and security institutions, whose presence remains extremely limited outside of Monrovia. The imminent closure of UNMIL and the weak capacities of national Human Right institutions raise fears that the human rights of citizens will be severely compromised.

Liberia's natural resources continues to be a major source of hope for inclusive economic growth and development, as well as social transformation. Land concessions are an important source of employment and income for a workforce of about 22,000 persons in Liberia. It is particularly important for youth and ex-combatants in rural areas where alternative job opportunities are scarce and low paying. An additional 200,000 people, dependent family members and employees in downstream industries such as transportation and catering, rely on incomes from concession workers.

The sobering reality however is that concessions have not lived up to the expectations of the key stakeholders – the Government, the investors, and the Project Affected Communities (PACs). While the decline in global commodity prices since 2011 has undermined revenues, several other factors account for the underperformance of this sector. Progress in developing some of the concessions has been slow, particularly in the agriculture sector, expected contributions to tax revenue and royalties from the investments have not been realized and local/community development spin-offs have not been delivered. Alongside these challenges, land concession conflicts and labour disputes associated with concessions continue to be a key driver of conflict.

The Liberian Government's conflict mapping exercise (Liberian Peacebuilding Office, Ministry of Internal Affairs, August 2016) concurs with this and other independent assessments which show that land and property disputes were the most predominant of the three key conflict drivers identified in all 15 counties.⁷ 57.8% of Liberians believe that land ownership, use and tenure is the most pervasive and potent conflict driver in Liberia. The study shows that in this context, conflict triggers are driven by citizens' grievances and a deep civic resentment, with 44% of people pointing to patterns of social injustice perpetuated by disadvantage, and 25% indicating marginalization as the source of potential future conflict.

⁷ Corruption and border/boundary disputes are the other two.

The most potent of the land-related conflicts are between concessionaires and PACs, over the impact of land concessions on the rights and livelihoods of these communities and often tend to exacerbate existing ethnic, political and regional divisions.

Impact on men, livelihood change and coping methods⁸

Men revealed that the forest upon which they depended for their livelihood has been cleared without any reserve for communal use or just compensation. This has impacted food and cash crops, as well as other timber and non-timber forest plants such as natural palm, which served a dual purpose: income generation and house construction. Some said they felt emasculated. As heads of their families, they had previously provided for the needs for their families from their land and other forest products, but were now dependent on purchasing food and other provisions at prohibitive cost from nearby cities, if they had low-level employment. Those who can are the few men who are employed by these companies, and contractors who benefit from the company's rice supplies. Most claimed to depend on financial support from their children in the cities, and remittances from families abroad. Also, crucial, was the issue of the destruction of sacred sites where rituals, burials and other important communal events were performed.

Impact on women, boys and girls, livelihood change and coping methods

Women in almost every part of rural Liberia carry the biggest burden of catering for their families. They depend largely on land and its resources for the survival of their households. In communities visited, women farm wetland rice, plant different vegetables, grow cassava, process palm oil, and plant cash crops like oranges and mangos. They also use the forest for their cultural and traditional Sandi schools for girls, and harvest herbs to take care of most of their traditional herbal needs. The women complained that the swampland on which they depended has been filled with soil for palm plantation, while companies, without fair compensation, have destroyed their cash crops. Subsequently, women, like men, engage less in farming, and have resorted to buying food and provisions from big towns on market days, the prices of which have now doubled, in some cases tripled, and in many cases, have become entirely unavailable in the communities. Also, payment for damaged crops was unfair. They received USD 6 for each mature crop and the consideration of mature trees, the quantity, and payment methods were left at the discretion of the company without community participation. Rivers have been dammed, polluted, or taken over by private companies, depriving women and young children of vital water sources for drinking, fishing, and washing. Water pumps have been provided in some cases, but often failed to work or are inadequate to serve the entire community. The companies failed to consult directly with women to obtain their consent for concessions on their land. Where consultations took place, they were exclusively with men. Women working for the companies engage in back-breaking labor with few benefits. Logging and plantation concessions involved long working hours, substandard working conditions, and little or no employee benefits. Many of them now depend on their children from the city to provide them with food or other relatives for remittances to sustain themselves. The poor condition of the roads creates clouds of dust during the dry season which enter houses, particularly, kitchens. Excessive exposure to dust and dirt inhalation has resulted in respiratory problems among children who are more susceptible.

Impact on youths, livelihood change and coping methods

Youths - both male and female - informed that they primarily depended on gardening as a main source of income, to pay for their education and other needs. Loss of community land to concession operations, accompanied by high rates of unemployment, has disempowered the youth. Many reported feelings of hopelessness. Few of the young people in the communities are employed with the companies or working as daily hires, the females mostly as house help. Those who are not employed or currently in school are either idle in the communities, riding transport motorcycles (male), or are

⁸ UNMIL2015/16 RBB Paper: Assessment study on the impact of conflict on communities as a result of concession development, based on two-month assessment of Equatorial Palm Oil (Grand Bassa County), Golden Veroleum Liberia (Sinoe County), Maryland Oil Palm Plantation (Maryland County) and SDL (Grand Cape Mount and Bomi Counties),

involved in illicit rubber tapping. Local officials informed of the increase in petty crimes and insecurity in communities, due to the high rate of youth unemployment.

It is estimated that Government has re-negotiated or awarded about 35-40% of Liberia's land to concessions⁹, the majority of which was already encumbered and located in areas where state authority is weak and land disputes are prevalent. Added to that, about 15% of Liberia's land mass is in the pipeline for future commercial forestry (De Witt 2012, LISGIS 2012, Land Commission 2015). What is more, limited supply of land and population growth will both exacerbate land use conflicts and intensify pressure on public services. The connection between land concession disputes, civic resentment and the potential for conflict is undeniable in the Liberian context.

Much of the frustration of PACs stems from a general lack of transparency surrounding concession operations. A 2013 audit by London-based accounting firm Moore Stephens found that only six out of the 68 agriculture, mining, forestry, and oil concession contracts examined were awarded in accordance with the procedures mandated in Liberian law.¹⁰ While for the most part the concessionaires take over existing plantations, concessions were negotiated in Monrovia with little or no consultation with local stakeholders, nor were the agreements publicized or shared with PACs.¹¹ This leads to exaggerated expectations, misinformation and feelings of insecurity amongst the PACs and their leaders. Chief among complaints has been the lack of jobs for resident community members, especially among the youth population, encroachment on agricultural land and resulting loss of traditional livelihoods without just compensation, displacement, disruption of rural lifestyle and habitat loss, adverse environmental impacts and desecration of areas of cultural and spiritual significance. Additionally, effective recourse for PACs has remained elusive, and their concerns have gone largely unheeded by the Government, which has further impacted negatively upon their human rights. Moreover, failure to derive tangible benefits, or perceive alternative income earning opportunities in the medium term, has bred animosity between local communities and concession companies, and between government authorities and the local people, fueled by political opportunists. While concession agreements generally include provisions for social benefits, these have not accrued to communities because social development funds and other fees are paid to the National Treasury, which does not always release the funds back to the communities. Also, local management structures for oversight of community development funds are enshrined in agreements but have not been established. This has been a major source of tension between local communities and concessions, as a 2016 UNDP-funded study revealed.¹²

Bitter and disillusioned, communities are taking direct action against concessionaires and authorities. According to UN assessments, actions have escalated, moving from appealing to a wide variety of elites for mediation, the filing of petitions, 'bringing out the country/bush devil', go slows, work stoppages, to organizing demonstrations in provincial capital cities, forming roadblocks, with some actions escalating into vandalism and violence.¹³ While some of these disputes have been managed in a peaceful manner, others have not, and extreme cases have involved injury, hostage-taking and/or death. For example, in 2014 in Grand Cape Mount County where SDL operates, some unknown persons set fire to the plantation destroying more than 6,000 trees. Also, in Grand Bassa County,

⁹ De Witt, Paul (2012), "*Land Rights, Private Use Permits and Forest Communities*," Report for the Land Commission of Liberia. There is a lack of up-to-date data and statistics available to back up the presented figures on current land use.

¹⁰ Final Report for the LEITI Post Award Process Audit, p. 100, MOORE STEPHENS LLP (May 2013), http://www.leiti.org.lr/uploads/2/1/5/6/21569928/leiti_post_award_process_audit_final_report.pdf.

¹¹ Copies of many of Liberia's concession contracts are available at <http://www.openlandcontracts.org/countries/lr>.

¹² Ibrahim Al-bakri Nyei, Jeremiah Witherspoon, McNeil Wilson,

Janet Johnson & Mahamed Boakai 2016: Strengthening Social Cohesion and Building Resilience Through Communication and Community Dialogues in Sinoe County: An Assessment Report of Relations Between Investors. Governance Commission, Monrovia

and Communities in Sinoe County (GVL and Butaw District), GOVERNANCE COMMISSION (Aug. 2016).

¹³ Including China Union, Arcelor Mittal, Aureus Mining Company, Equatorial Palm Oil, Putu Iron Ore Mining, Hummingbird Resources, Firestone (NB: This list is not comprehensive)

disputes between Equatorial Palm Oil (EPO) and District #4 citizens over the company's expansion remains unresolved. A strike by aggrieved community members of the Salala Rubber Corporation (SRC) in 2014 degenerated into vandalism of company facilities and properties. On 12 April 2015, the Second Judicial Circuit in Grand Bassa County sentenced 12 Nimba citizens to 10 years' imprisonment after they were found guilty of vandalising and looting Arcelor Mittal Liberia (AML) properties on 3 and 4 July 2014 during a riot. At least five protesters and six riot police officers sustained gunshot wounds during the event. Similarly, on 26 May 2015, a protest by citizens of Butaw District in Sinoe County against Golden Veroleum Liberia (GVL) operations escalated into rioting and vandalism, during which over 13,000 palm seedlings, estimated at USD 736,509.58, were damaged. Four persons, including the Deputy Minister of Internal Affairs were wounded. 23 persons were arrested and GVL laid off 330 workers.¹⁴

Labour disputes are also recurrent in various concessions concerning issues such as salary levels, benefits, lay-offs, living conditions of workers and alleged unequal treatment of workers of different ethnic background. In March 2011, demonstrations over wages and access to employment at the Putu Mining Site in Grand Gedeh County left two people dead.¹⁵ In February 2015, a protest by workers at the Maryland Oil Palm Plantation (MOPP) and the Cavalla Rubber Corporation (CRC) disrupted operations for about 18 days. At Nimba Rubber Incorporated (NRI) formerly Cocopa, in Nimba County, labour disputes between current workers and management over backlog salaries and separation entitlements resulted in industrial action and arson on 6 February 2016.

While these incidents have for the most part been contained before boiling over into broader unrest, they have caused delays and financial damage to investors, community upheaval, and have required ad hoc Government crises management responses, including a securitized approach as last resort. However, this approach itself rarely resolves the underlying grievance which may continue to simmer.

Major outstanding issues

Loss of livelihood, unemployment: Most Liberians living in the rural areas depend largely on farming for sustenance and livelihood. As a result of extensive land appropriation and speculation, there has been much uncertainty and conflict over issues of land ownership and long-term tenure, and loss of traditional livelihoods. The ensuing local demand for direct employment with companies almost always exceeds real opportunities. Jobs often do not materialize as fast and numerous as expected for several reasons: (i) there is a three-to-seven-year time-gap between the initial investment and the time when rubber and oil palm trees have grown and start producing. While community land is already taken during this time, jobs are not yet forthcoming; (ii) there is also a dearth of qualified labour force which leads companies to "import" employees from Monrovia or the Sub-Region. Despite government-sponsored legal stipulations to increase local hiring, top-tier positions require technical and managerial expertise normally only found outside of the county. Similarly, the hiring of citizens from other counties to fill these positions has deepened suspicions of unfair labor practices, increased the feeling of exclusion experienced by local communities and added to existing community tensions. This is compounded by the lack of technical and vocational programs aligned with market needs.

Weak concessions management system: The National Bureau of Concessions (NBC) was set up by the Government to primarily manage concession processes, serve as a source of technical expertise in all aspects of concessions drafting, negotiation, monitoring, verifying compliance, and strengthen the capacity of relevant ministries and agencies.¹⁶ The NBC is an important institution in the country, bearing in the mind the huge investments in oil, iron ore, diamonds and other mineral explorations,

¹⁴ UNMIL internal reports and assessments

¹⁵ Lanier, Frazer et al. "Smell-No-Taste": the Social Impact of Foreign Direct Investment in Liberia." *Center for International Conflict Resolution, Columbia University* (Jan. 2012), p. 32.

¹⁶ On 26 August 2011, President Sirleaf presented the Act to establish the National Bureau of Concessions to the Legislature. She highlighted its importance in order to safeguard investments against management errors and ensure that the country fully benefits from its natural resources.

agricultural concessions and infrastructure. However, the NBC itself has limited capacity and capability to coordinate policy actions and to resolve contradictory policies and initiatives among various land delivery agencies. It is severely underfunded by the cash-strapped Government, with an average budget of \$890,000 per year. Since its inception in 2011, the UN (UNDP and UNMIL), have provided critical core funding and technical assistance to strengthen its institutional capacity in concessions mapping and analysis, concessions conflict mitigation, and peer training in South Africa. Other donors, notably USAID, have partnered with the NBC to provide other support (e.g. establishment of the Concessions Information Management System (CIMS), providing trainings, expendable equipment) but this support would not have been forthcoming without the core support base that the UN has provided.

Pervasive capacity constraints within the Inter-Ministerial Concession Committee (IMCC): The IMCC, includes the Ministers of Justice and Finance and Economic Development, and chaired by the National Investment Commission, is statutorily responsible to bid, evaluate, award, and finalize concession agreements for the Government of Liberia (GoL). These government entities are poorly staffed and in some instances, do not have adequate technical staff, resources and equipment to deliver services. As a result, application of the legal and regulatory framework for the grant and management of concessions and implementation of this framework remains uneven, including requirements to conduct public consultations and environmental and social impact assessments. Compounding these problems is the poor co-ordination between line ministries and government agencies responsible for granting and supervision of concession agreements.

Delays in the adjudication of land disputes in the courts: Adjudication of land cases is exceedingly slow due to inefficiencies resulting from use of obsolete equipment and materials and use of long hand in recording cases. There is also perceived corruption in the adjudication of land cases.

Considering recent history, UNMIL drawdown, elections and potential electoral disputes, and a still fragile peace, concerted attention towards enabling more productive, durable and equitable arrangements for the management of these investments is warranted. Indeed, it is in the common interest of Government, companies and citizens to move beyond ad hoc responses and invest in mechanisms, processes and capacities to prevent escalation of conflict and promote durable investments that bring peace, development and shared prosperity. Consequently, if concession-related problem-solving mechanisms are not in place, the gains made in peacebuilding and statebuilding could be reversed.

b) Mapping of existing peacebuilding activities and gaps

Table 1 – Mapping of peacebuilding activities and gaps

Results in thematic areas	Funding sources	Major Projects	Project Duration	Budget in USD	Description of gaps to fill
The project supports the establishment of more effective land governance and administration systems, ready to implement comprehensive reforms to improve 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	USAID	Land Governance Support Activity	2015-2020	USAID: 15,570,000	The project provides critical support to the GoL's land reform agenda. It seeks to strengthen the policy, legal and regulatory framework for land governance by providing advisory support and recommendations for land policy and legal and regulatory reforms; conduct policy research; and conduct
	World Bank	Land Administration Project	2017-2022	World Bank: 7,000,000	

environment.					action research to support provisions of the land rights policy and land rights law that recognize customary land rights alongside developing and managing grants supporting civil society and private sector entities engaged in land governance activities
To strengthen land administration and land tenure security, in particular that of women, by strengthening the technical and administrative capacity of the Authority at national and sub-national levels, while also developing a National Land Information System	Based on contributions available: Assessed Contribution PBF Swedish Government	Liberia Land Administration and Governance Support Project I	October 2017-Sept 2020	Total resources required: 8 million 1,230,825 2.8 million tbd	The Joint Programme is experiencing financial gap of USD 4.7 million
Women's Economic Empowerment: Building Peace, Promoting Prosperity	PBF	Promote economic empowerment of women, youth and other marginalized groups. The main focus is the concession areas that rely mainly on extractive industry, and border communities	<i>project ended</i> December 2016	2 million	While the project improved women's economic status, it was limited to few women. Their political participation and decision making remain a challenge
The aim of this proposed Human Security Business Partnership (HSBP) Framework is to: (1) promote the engagement of international companies with the human security approach; (2) facilitate their collaboration with the public sector, civil society and United Nations system in addressing risks; and (3) contribute to the achievement of the Sustainable Development Goals (SDGs).	Japan (USD 597,000) USAID (Tbc) DFID (Tbc) EU(Tbc) IFC(Tbc) TNCs: AML, EPO, CRC, GVI, Firestone, LAC, Morris Farm UNDP (USD 300,000 from UNDP's regular resources) to be updated FAO (USD 461,799 from FAO Technical Cooperation Project) UNMIL (USD	Promotion of the Human Security Business Partnership towards the Achievement of SDGs in Liberia	2017-2020	5 million	This "pilot" is being designed to field-test the innovative HSBP-Framework, as developed by LSE, and would address three major sustainable development challenges in Liberia: (1) vulnerable employment and high unemployment, particularly among the youth; (2) food-insecurity; and (3) the recurrent tensions between TNCs and PACs. The pilot also aims to advance the implementation of Agenda 2030 and the

	258,000 from UNMIL assessed funds)				SDGs in Liberia through the active engagement and partnership with all relevant stakeholders.
Support to four key areas: Legal and regulatory framework, Compliance Monitoring, Supporting demands for accountability, and Local Governance in mining areas.	GLZ	Regional Resource Governance in West Africa	10/2015 – 12/2018	EUR 17 million (for Liberia, Sierra Leone, Guinea, La Côte d'Ivoire)	Mining Law reform and Regulations (MLME) Support to negotiation and monitoring of mining concession contracts (NIC/NBC) <i>Planned: Policy and Sector Development Strategy, HCD for (new) parliamentarians</i>

e) Rationale for this IRF

Sustaining peace in Liberia requires long-term investment in national institutions that are inclusive, accountable and responsive, with a Government that is committed to providing opportunities and services to all Liberians, including youth and women. After a decade of successful peacekeeping interventions, there is urgent need now further to strengthen peacebuilding intervention to maintain the gains made and address the key unaddressed conflict drivers as captured in the Peacebuilding plan. The sustaining peace agenda laid out by the peacebuilding plan emphasizes national reconciliation, justice and security reform and preventing continuing land and concession related conflicts, while strengthening national human right institutions. The importance attached to the quality and character of the UN's support to Liberia post-UNMIL is reflected in the decision of the Executive Committee meeting on 14 September 2017, chaired by the Secretary-General, endorsed establishment of a USD 130 million Liberia Multi-Partner Trust Fund (LMPTF) to support peace consolidation. Therefore the USD 10 million of PBF is part of the contribution to the MPTF, leaving USD 120 million gap that would need to be mobilized. This PBF contribution will support urgent priority areas highlighted in the annex IV (cover note) of the Peacebuilding Plan. In this connection, the **Strengthening Conflict Prevention through Establishment of Multi-Stakeholder Platforms and Improved Alternative Livelihoods in Concession Areas** project's overall goal for which the amount of US\$2.8 million is requested from the PBF is to sustain peace, by building the state and/or its institutions to withstand and overcome societal shocks or adverse events in ways that strengthen capability to respond more effectively in the future to land concessions related conflict drivers and triggers, as above mentioned.

Establishing an effective system for land concession conflict mitigation and prevention is therefore one of the key building blocks for peace and social cohesion in Liberia for several reasons. First, the concessions sector had taken a laissez faire attitude to the impacts of its activities; operating in areas without social legitimacy, causing major environmental devastation, and excluding communities from consultations. Cost benefit language has been used to excuse grievances. However, in response to heightened national and global awareness of environmental and rights issues, and corporate social responsibility, citizen's engagement has become a priority concern in concession operations. Second, building a predictable and systematic concession conflict mitigation and prevention system reduces the risk of disputes growing into a major threat to the peace. Third, increasing and consolidating the existing community dispute resolution capacity into a coordinated, nationwide system will strengthen Liberia's resilience and increase social cohesion. And, importantly, dealing with Liberia's many simmering concession disputes will help address not only the consequences of the conflict but also some of the root causes of the conflict itself, including voice and participation and livelihoods.

The project has been designed to help ensure local capacities exist, and are consolidated, to address the underlying causes of concessions conflict and embrace mitigating and preventive measures. It will establish and operationalize four new MSPs in Bomi, Grand Bassa, Grand Kru and Maryland counties and consolidate three existing ones in Sinoe, Maryland and Nimba counties, enhancing networking and coordination amongst them. Realistically, two MSPs can be operational in the first half of 2019.

It will build on UNDP's **Strengthening national reconciliation through improved understanding of conflict drivers in concession areas and establishment of stakeholder platforms** project,¹⁷ which established multi-stakeholder dialogue platforms (MSPs) in three hotspot concession areas (Maryland, Nimba, and Sinoe counties) respectively and contributed to strengthening SDLs Sustainable Partnership Initiative (SPI)¹⁸, bringing PACs, relevant government entities, civil society, development partners and concessionaires to a common platform to work through specific concerns arising from concession operations as well as framing collective agendas.¹⁹ These are: The Sustainable Partnership for Mining Affected Communities (SPAMAC), the Reliable Partnership for Oil Palm Affected Communities (REPOPAC) and the United Communities Initiative (UCI). MSPs have elected their leadership as well as selected their individual logos and acronyms, all denoting unity, strength and reliability, as well as drafted a Terms of References to guide their operations. MSPs each benefited from two-day peacebuilding and leadership training sessions, jointly with Women's Peace Huts and County Peace Committees, based on a peacebuilding and leadership training manual developed on land concession conflict entitled: *Dealing with Land Concession Conflict Creatively: Peacebuilding & leadership training manual for land concession project-affected communities*. Early achievement of the MSPs include design of annual work plans, resolving a long-standing dispute between the umbrella Butaw Welfare Development Association and ad hoc Abloteh Mediation Committee over legitimacy to engage GVL in Sinoe, and drafting an agriculture and livelihood development programme in Nimba. Since its establishment, the SPI has made progress in the design and implementation of consent-based land acquisition, participatory mapping, and dispute management.²⁰ In this regard, the MSP framework represents a central tenet of a package of UNDP support to develop more coherent and improved concessions practices and policies and which underscore the Government's responsibilities and private sector's engagement.

The project is positioned as a cornerstone of the UNDP/FAO-Government of Liberia partnership in support of land concessions management. The Government is committed to implement MSP mechanisms in four counties as one part of its own strategy to implement the Peacebuilding Plan. In this context PBF funding will be used to fast track the Government's plans and provide necessary technical and financial assistance to embed MSPs in conflict prone and vulnerable concession counties. As indicated above, land concessions are highly contentious and can trigger conflict. Given the prevalence of high unemployment that surrounds this sector, particularly among young people, special focus needs to be given to substantive participation of young men and women. And, as youth

¹⁷ Although project start date was reduced from 1 July 2017 to 20 January 2017-June 2017, the MoU was only signed on 14 February 2017 and actual funds (USD1,459,308.52) were released on 3 March 2017, leaving UNDP with barely three months of project implementation.

¹⁸ In March 2013, SDL initiated the SPI, along with Green Advocates. This multi-stakeholder platform involves the private sector, PAC, civil society organizations, development partners, government and international organizations working together to prioritize and address concerns of affected communities and has served as a model for the MSPs. Another platform, the Local Consultation Forum (LCF), was established at Arcelor Mittal, but met less frequently. Members comprise the MSP in Nimba.

¹⁹ This approach is a key recommendation of the United Nations-World Bank joint research report; *Citizen Engagement in Liberia's Natural Resource Concessions: improving equity and mitigating conflict*. The report has concluded that economic land concessions have not proven to be an effective way of promoting development that benefits the majority of Liberia's population. It recommends a more systematic and constructive citizen engagement strategy, through a multi-stakeholder platform for example, to manage concession impacts.

²⁰ <http://www.frontpageafricaonline.com/index.php/county-news/5072-united-community-initiative-score-success-in-butaw-concession-area>

vulnerabilities are often economic in nature, the alternative livelihood component can provide income and disincentives to engage in land concession-related violence.

The proposed project also offers an opportunity for strengthening collaboration between and among current UNCT peacebuilding interventions that eliminates existing stovepipes and encompass integration across sectors in a more sustainable and integrated manner, especially at the work plan and community levels. County Peace Committees (CPCs), County and District Security Councils (CSCs), Palava Huts and Women Peace Huts fall under this category. Some of the mechanisms are rational in a post-conflict and peace building context, however County authorities seem overwhelmed by the sheer number of coordination organs that require government involvement and administrative support, but without the operational budgets to service. Working towards a rationalisation, the project will continue to work with (i) CPCs and (ii) Women Peace Huts in the project target counties.²¹ The pilot phase already identified the two as consolidated mechanisms beneficial to the project and included representation in the formation of the MSPs, training activities, national MSP conference, among others. The NBC and concession companies expect MSPs at community levels, with narrow and specialised terms of reference, to focus on pushing for the timely operationalisation of the corporate social responsibilities (CSR) contained in concession agreements, and mediating ensuing disputes, in a non-violent manner.²² Using the SPI as best practice, the justification for MSPs to handle concession-related conflicts in their communities are compelling: i) the capacity to deal with the threat of concessions violence at its source benefits local and national peace processes; ii) members are products of community facilitated processes, representing communities affected by concession operations; iii) their strength is local initiative and local ownership, priceless ingredients of any peacebuilding process. CPCs and Peace Huts on the other hand, as reported by an UNMIL assessment of local peace structures in Liberia,²³ operate at county and district levels and, more broadly, promote and advocate for peace and reconciliation but from the perspective of enabling the lasting settlement of conflicts and grievances, issues affecting women in the localities, facilitate dialogue, and serve as a link between the community and the government, also in terms of early warning and conflict monitoring. Importantly, CPCs are proposed to become statutory bodies within the Local Government Act. MSPs are envisaged to serve as community level CPCs, ensuring legitimacy, and contribute to enhancing the capacity and effectiveness of the early warning and early response network, through their national oversight mechanism -the NBC- and linkage to the CIMS. They will also work in partnership with the CPC structure to ensure that methodologies for training are standardized. Capacity strengthening will occur through a mix of formal training, provided by UNDP staff and consultants, Educare, and 'on-the-job' mentoring, benefitting from the comparative advantage of CPC and Peace Huts' presence in target counties. Also, the project will work with UN-Women and Educare to ensure gender perspectives are incorporated and to promote the inclusion of at least 30% women in the MSPs. Where possible, women from Peace Huts will be eligible as representatives in the MSPs and will provide gender awareness training to both male and female MSP members to adequately address the gendered dimensions of land concessions conflict.²⁴

Women are grossly under-represented in land concessions management, especially at the decision-making levels. Cognizance of UNSC Resolution 1325 and its call for women's equal participation, and the promotion of gender equality in peace and security decision-making processes at national, local, regional and international levels, this objective will be fulfilled through programming aimed at education, engagement, and advocacy. Special education sessions with women audiences as envisaged in the project can provide focused peacebuilding education on leadership, mediation and conflict management. The engagement of women in land concessions conflict mitigation can create a stake for them in concessions management. And, as women vulnerabilities are also economic in

²¹ PCs in their respective counties remain largely inactive, which is ascribed to a lack of funding, training, and logistics. It appears that engagement by PCs in conflict resolution often depends on ad-hoc support by UNMIL, UNDP and other organizations.

²² See annex for interviews with concession companies.

²³ UNMIL 2014: County Peace and Security Mapping, Monrovia, Liberia.

²⁴ Under discussion with the PBO and PBF Secretariat.

nature, alternative livelihoods can provide income and incentives to project themselves forcefully in the decision-making processes. Their involvement in land concessions can help to maintain a focus on people over the state, and to build the link between the state and its citizens. Therefore, this project will work with and compliment Educare's ongoing *Strengthening Women's Rights and Participation in Peacebuilding* Project which seeks to support women's rights and participation in peacebuilding in concession communities in Bomi, Grand Bassa, Grand Cape Mount and Sinoe counties. Precisely, within different outputs of Educare's project and in direct collaboration with field based staff and partners, this project will seek to use women in diffusing potential land concession conflicts at community levels and significantly reduce the number of reported incidence of conflict or violence in concession sites. The project will also seek to advance and achieve a cascading impact of skills transfer on conflict diffusion and non-violent resolution strategies through training for women in local communities that are prone to concession violence, benefitting from the comparative advantage of UNDP's presence in 6 counties.²⁵ As an integral partner, and to maximise impact, this project will work with Educare to engage women in targeted concession areas in alternative livelihood opportunities and skills training.

PBF intervention will therefore be catalytic, enabling private sector engagement, with attention paid to the coordination role of the NBC. Concession companies often operate in silos, disconnected and poorly integrated into the extensive networks of community, government and civil society actors which are essential to developing comprehensive and sustainable responses. MSPs on the other hand are associated primarily with collaborative governance objectives involving a variety of public and private actors. The convergence between public, private and civil society actor agendas and competences in peace, security and development is therefore recognised in this project. Informed, inclusive and systematic engagement between the private sector, government, local communities and the UN system has been proposed to mitigate the negative impacts of concession operations, resulting in heightened awareness of and buy-in for the MSP framework from AML, GVL, MOPP/CRC, EPO and SDL to address concession-related conflicts. The MSP framework is not a new creation. Rather, it is a replication of SDL's SPI, the first MSP to bring together representatives of government, project-affected communities, concession companies, development partners and other civil society organisations to one table to raise and resolve problems collaboratively throughout the life of a concession. Increasingly, it has been recognized that the private sector is not only a source of financing, but is also an actor in human development. Its role, especially when motivated by long-term sustainability interests, lies in core operations and the wide impact of business, and relates directly to UN values, poverty eradication and the spectrum of issue areas covered by the Sustainable Development Goals (SDGs). This dynamic role as a driver of sustainable economic growth brings with its opportunities in value creation as well as important responsibilities for business as a driver of sustainable economic growth. A key aim is to reframe the relationship between global business and affected communities in more equitable terms, providing a framework in which individuals are empowered and gain dignity through having a say in issues which affect them as a result of concession operations, but where all stakeholders can benefit from working together more effectively. The value added of this approach, under a well-coordinated structure, will enhance synergies and maximize benefits for the targeted beneficiaries.

The value-added of this initiative is its participatory nature, a key building block for improving the engagement between PACs and concession companies and implementing the freedoms implicit in the SDGs. This is necessary to instill a sense of common ownership in the benefits of concession for several reasons: to secure community buy-in, build emotional ties, side track disruptive third-party interlocutors, strengthen local resilience against violent political agendas or youth extremism and entrench companies as an integral part of the community, also by supporting alternative livelihood, with a strong women and youth focus. From this perspective, MSPs will serve as a consensus building venue for the local administration, traditional elders, civil society, women's and youth organisations, the business community, and development partners to be directly involved in land concession management and social cohesion efforts. MSPs will also provide opportunities to deepen

²⁵ Bong, Gbarpolu, Grand Bassa, Grand Gedeh, Margibi and Nimba counties.

the quality of the policy discourse at the national level.

Two major lessons from the UN's experience were particularly relevant to the project's design. First, land concession reform policies should be viewed as an integral element of a broader national dialogue rather than as a string of narrowly oriented technical interventions. Second, the need for private sector engagement has become a centerpiece for the project. The private sector has never been regarded as a non-UN implementing partner in Liberia. This dynamic role as a driver of sustainable economic growth brings with its opportunities in value creation as well as important responsibilities for business as a driver of sustainable economic growth.

II. Objectives of PBF support and proposed implementation

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

Theory of Change

IF men and women of diverse backgrounds, ethnic groups, age and PACs are mobilized and engaged as actors and stakeholders through MSPs, decision makers in concessions management, **IF** collaboration between government, including local authorities and concession-related ministries and agencies, PACs and concession companies is enhanced, and **IF** alternative livelihood opportunities are provided for PACs, **THEN**, trust between these stakeholders will lead to prevention in land concession violence thus sustaining peacebuilding efforts in Liberia; **BECAUSE** women, youth and local communities become meaningful and empowered agents of transformative change, contributing towards a culture of sustaining peace during and after the lifespan of concessions. By increasing contacts between groups and providing the space for multiple, diverse, and sometimes conflicting voices to be heard and understood, greater cohesion, increased levels of interpersonal and collective trust, increased confidence on the capacity to work together can be achieved. Through this process, local people are linked more inclusively together and motivated to focus on a wider range of community needs and wants. The creation of alternative livelihood will also facilitate better handling of concession disputes within the affected communities. Additionally, working alongside women's peace huts and rural women's structure, and assuming that they will provide opportunities for women to participate in community decision making, the project will assist women to better understand the laws and agreements that affect the management of their communities' land and natural resources, as well as CSR policies. By demanding their rights, women will have greater control over the resources needed for their economic future.

Capitalizing on the comparative advantages of each of the implementing agencies, activities have been carefully designed to achieve outputs and contribute to outcome level change that impacts the lives of PACs and engenders systemic resilience and development. As such, the project is closely aligned with the relevant national development goals and strategies as well as UNDP's and FAO's mandated tasks and the peacebuilding priorities set out in the new Peacebuilding Plan. Outcomes and specific outputs relate to specific rights which need to be addressed and improved (e.g. Outcome 1, the rights to own property and not be arbitrarily deprived of property; to equality before the law and equal protection of the law; and to an effective remedy; and to self-determination and not to be deprived of one's means of subsistence. Outcome 2, a right to decent standard of living, including food and housing).

Outcome 1: Increased citizen engagement, including meaningful participation of women in concessions management for conflict mitigation

The outcome aims at creating structures for managing tensions which brings order, predictability and trust to situations where otherwise competition and conflicting interests would be rife. It also seeks to reform the large-scale land investment business model by modeling community engagement and transforming community rights into economic opportunities. It will build on UNDP's global

experience in UNDP experience and expertise in multi-stakeholder and democratic dialogue processes, concessions conflict management and UN joint programme on land reform.

Output 1.1: Multi-stakeholder Platform established and strengthened in four counties

Four MSPs will be established in four counties. In the case of the SPI structure²⁶, which is being rolled out to all MSPs, it is a 20-member committee, constituted by representatives of the company, PACs (elected by their local communities), and GoL agencies with concessions management responsibilities including the Ministry of Agriculture, the Ministry of Internal Affairs, the Environmental Protection Agency, and the National Bureau of Concessions, with representatives of ministries with responsibilities for certain development functions such as the Ministry of Education. Select civil society groups (Green Advocates and Grand Cape Mount Civil Society for SDL) also participate as members of the core SPI group, at the invitation of the PACs and the company. The UN, World Bank, EU and IFC participate as observers. The most important criteria for MSP membership therefore is to hail from a community affected by concession operations and categorized as such by the concession company. However, other local peace structures (Peace Huts, CPCs) may participate in MSP meetings at the invitation of the PAC and concession company. MSP activities will be overseen by the NBC's Technical Secretariat but do not entail payment of monthly stipend to MSP members. Rather, support is envisaged for the holding of monthly meetings and clan-level meetings (frequency to be decided by individual MSPs).

The Steering Committee (with GoL as chair) meets monthly to discuss and resolve concession-related problems. A series of dedicated sub-committees – e.g. for agricultural extension and livelihood development, design and delivery of direct social benefits, and for trust fund management – have been created and meet on an interim and ad hoc basis to develop and implement collaborative solutions on behalf of the Steering Committee. It is perhaps also worthwhile to note that certain large-scale agricultural agreements (SDL and GVL among them) provide for the establishment of 7-member coordination committees to discuss medical, health, safety, educational, environmental, labor, personnel and other matters. These committees do not provide explicitly for community participation, as membership is comprised of GoL and PAC representatives only.

The functioning of the MSP is still in its early stages, and is constantly adapting to lessons learned and emerging challenges. Difficulties have arisen in managing tripartite expectations; intra-communal disputes regarding legitimate representation; managing the different needs and concerns of different communities across the concession; the difficulty of ensuring that communities gain access to impartial information and advisory services; and the need, in some instances (e.g. labour disputes), for independent arbitration and mediation. Discounting for these inevitable challenges, the SPI is certainly a promising basis from which the project seeks to scale up and institutionalise tripartite problem-solving models.

Qualitative and quantitative research in target counties will be conducted to understand the drivers of human and community behavior. This will inspire preparatory community dialogues to identify key stakeholders, local drivers of conflict and causes of security risks, map community assets and identify existing conflict mitigation mechanisms, as well as current capacity of concession companies, PACs, and local peace structures. Concerted efforts will be made to ensure that MSPs are by-partisan, neutral and inclusive of women and youths, ensuring that woman's voices and concerns are acknowledged. The output will also provide required trainings to enhance capacity of concession companies, PACs, local officials and peace mechanisms in community-based conflict-resolution and prevention to address security risks.

Activity 1.1.1

A project inception meeting will be held including NBC, UNDP, FAO, and concession companies, to detail project objectives, activities and planning, while enabling partners to establish and define their roles. This is crucial for a smooth project implementation.

²⁶ All expenses borne by the SPI are currently funded solely by SDL.

Activity 1.1.2

Preparatory stakeholder analysis will be conducted in Bomi, Grand Bassa, Maryland and Grand Kru. The preparatory dialogues are essential to identify key stakeholders and assess their prospective roles and responsibilities in the context of the proposed project, as well as identify problems, causes and impacts of concession conflicts, existing conflict mitigation mechanisms, current capacity of PACs and civil society in conflict management and prevention.

Activity 1.1.3

Stakeholder meetings to establish four MSPs, including drafting an agreed term of reference, membership rules and guidelines for operation.

Activity 1.1.4

Review of peacebuilding manual and curriculum, integrating elements of Educare's curriculum to strengthen women's visibility and voice.

Activity 1.1.5

Orientation and capacity building workshops for MSPs, involving CPCs, Women's Peace Huts, and Rural Women on peacebuilding and conflict prevention/management, land reform, negotiation skills and labour rights to address their future activities in a coherent fashion. Sessions will provide information on concession agreements and disseminate copies sourced from the Liberia Extractive Industries Transparency Initiative (LEITI).

Output 1.2: Enhanced functionality of existing Multi-stakeholder Platforms

The focus of this output is on three pilot MSPs, set up under the last tranche of Assessed Contribution support of USD1,015,648.00. The funding also supported four monthly MSP meetings in GCM, Sinoe, Maryland and Nimba counties, which have taken place since 12th July 2017. Implementation of work plans developed during the national conference commenced focusing on three priority areas: (i) enhancing the Free Prior Informed Consent (FPIC) process and participatory mapping in particular; (ii) outgrowers scheme; and (iii) employment creation. Notable achievement during this phase was the resolution of a long-standing conflict (since 2010/11) between two local institutions, Butaw Welfare Development Association (BWDA) and "Abloteh", and GVL by the UCI. The MSPs are beginning to provide conflict mitigation services which will also create the lessons and best practices to inform the crafting of future concession agreements and scale up to a nationwide system. 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 concessions.

Emphasis will be on reaching out to women and other marginalized groups and ensuring that gender and women's land rights are a specific cross-cutting theme in any materials – including policy briefs, reports, and conference materials – and that some materials are focused specifically on gender and women's land rights. The participation of CSOs working on gender and land will be targeted.

Activity 1.2.1

14 monthly MSP meetings will be organized in Bomi, Grand Bassa, Grand Cape Mount, Grand Kru, Maryland, Nimba and Sinoe counties drawing from AWP and ensuring alignment with corporate social responsibilities provisions contained in concession agreements.

Activity 1.2.2

Two innovative and exciting annual MSP conferences will bring over 750 delegates together (PACs, national and sub-national government officials, UN, civil society, other development partners) and provide space for experiential learning among the participants; reflect on concession grievances, the lessons learned and opportunities for improvement; review and refine the framework for concession management; and develop AWP.

Activity 1.2.3

Citizens' Engagement in Liberia's Natural Resource Concessions: no longer for the people, but with the people is the proposed title of a 20-minute video to be produced from original footage of concession sites, citizens expressing frank discontent and the transformational work of the MSPs. The video will be produced for informational, educational and PR purposes, a visual lesson learnt and best practices tool. Discussions with Accountability Lab on possible collaboration are in their early stages.

Activity 1.2.4

Pilot two consultations between women affected by concessions and concession companies in Maryland and Nimba counties on land use.

Activity 1.2.5

Undertake pilots on participatory mapping and land use and land verification in Bomi and Grand Kru. This will strengthen Government's policy formulation in this sector.

Activity 1.2.6

Facilitate one National Multi-stakeholder forum on oil palm and large-scale land investments in Liberia, to improve sustainability within Liberia's palm oil supply chain.

Output 1.3: Institutional capacity of the National Bureau of Concession to effectively address land concession disputes strengthened

This output will ensure that the government agency responsible for concession management has the technical and managerial capacity to manage the enabling framework for land concession dispute resolution. It will also support community participation in land concession decision-making processes.

Under the coordination and oversight of the Secretariat Coordinator, the Secretariat will assume the following activities:

1. Maintain a digital database on concessions and concession companies
2. In collaboration with UNDP, FAO and the project implementation team, support intra-project coordination
3. Identify problems in relation to project implementation, delivery and management and advise the RUNOs on appropriate action, with follow up and reporting back on progress or lack thereof
4. Support the effective set up and institutional strengthening of MSPs and oversee implementation of their AWP. This includes supporting the four new MSPs to each choose a priority local natural resource management issue and design and deliver a project to address it.
5. Monitor quarterly progress monitoring report of MSPs on concession land dispute resolution with the objective of consolidating best practices
6. Monitor and support with the on-time operational and financial closure of the PBF project
7. Support consolidation of the Concession Information Management System ensuring integration with Liberia Land Authority's Land Information System
8. Coordinate with other donors to ensure better complementarity among donors supporting land concessions activities in Liberia
9. Conduct monitoring and verification of concession companies ensuring compliance with concession agreements including finalizing a monitoring roadmap.

Outcome 2: Improved alternative livelihoods for concession-affected communities for human security

While concession companies have made one-time payments to communities for losing access to farmlands and loss of livelihoods; it does not provide communities with alternative livelihood

opportunities for communities to sustain themselves, a chief grievance shared by all PACs that has fueled conflict across all concessions.

A recent assessment by FAO (Drivers of Conflict, June 2017), supported by UNMIL Assessed Contribution, and jointly implemented by FAO and UNDP, indicates that most of the conflicts between PACs and concession companies are related to land allocation which dispossessed communities of control over and benefits from their own lands. This study identified over 34 potential conflict drivers ranging from land related claims and disputes; compensation for crops, shrines and residential structures destroyed by company operations; employment and /or dismissal of affected local community citizens; contribution to community schools, clinics, agriculture projects; mitigation measures taken to prevent pollution of land, water, air, fish and crop destruction by chemical waste; provision of safe drinking water facilities, etc.

Of the 34 drivers of conflict identified, three were common to all conflict-prone communities: (i) unemployment, (ii) access to agriculture land, and (iii) pollution. The increase in violent protests regarding employment issues, loss of land, crops and unpaid/partially paid have affected company-community relations and fractured cohesiveness. The May 2015 violent protests in Sinoe County, July 2014 violence at the mining site of AML in Nimba County, violent protests at EPO in Grand Bassa county, rubber company Salala Rubber corporation in Margibi county, and MOPP in Maryland county have all been youth-led, highlighting circumstances where some groups of young people have resorted to violence as a means to express their grievance where they felt left out of concessions process both at central level in Monrovia and at decentralized levels in the counties.

In a bid to reduce violence, consolidate peace and strengthen human security in the conflict-prone communities, the outcome seeks to combine the efforts of the MSP and productivity support to address the issues of social protection through mitigating, minimizing, resolving and/ or preventing the incidence and problems of the growing conflicts; to support efforts that enhance the capability of the marginalized to participate fully in economic and social life to access social protection and other services (alternative livelihoods).

The MSP will engage concessions for community use of the lowlands available in the un-used land portion to promote integrated lowland rice/vegetable/fish production which will encourage sedentary farming and avoid shifting cultivation (a potential driver of conflict). Market opportunities will be created through negotiation with the concessions to purchase small holders' products. These activities will sustain the peace and reduce potential conflicts and vulnerability as long as people have alternatives to generating income to cater to other social services in the absence of company employment, especially for idle youth (most vulnerable according to the study).

Cognizance of gender patterns in crop production, this outcome will provide alternative livelihood opportunities in market-oriented or cash crop production, which men tend to focus on, and minor crops and vegetable gardens, where women often work. Decisions on selecting the livelihood project will constitute special MSP meetings in target locations, with MSP influencing the decision-making process, ensuring gender sensitivity. Accordingly, this outcome seeks to pilot, improvement in rice farming techniques, cassava and vegetable production and management in Bomi and Nimba counties. The outcome will introduce and promote gender-friendly innovations and technology resilient to environmental threats to food crops such as rice, cassava and vegetable, targeting young unemployed men and women. The engagement of youth can create a stake for them in the process, a disincentive for participation in land concession related violence, and mitigate possible violent actions of youth in concessions management, and an opportunity to build trust and promote social cohesion overall.²⁷ Interventions under this outcome area will enable communities in target areas have:

²⁷ UNMIL, 14 November 2012: Youth at Risk Mapping Study. Monrovia, Liberia; SOMO, 2015: Liberia Back in Business? *Conflict and human rights issues in a post conflict environment*. Netherlands; GoL 2014: Operational Plan for the Development of Technical and Vocational Education and Training 2015-2020;

- Increased space for youth, men and women, to be gainfully engaged to diffuse potential concessions prone conflict at community levels
- Reduced concession-related violence
- New skills and knowledge, including land use and land conservation techniques to strengthen, diversify and protect their livelihood, hence mitigating the threats to human security and conflict
- Enhanced capacity to restore or improve livelihood activity and reduce food insecurity
- Potential to replace, increase, improve their productive assets, thus strengthening or recovering their livelihood affected by concessions activities, thereby reducing the conflict potential.

Output 2.1: Rice, cassava and vegetable productivity enhanced in 2 concession affected communities (pilots)²⁸

The pilots, scalable, aim to demonstrate that a combination of productivity support and established grievance procedures are clear disincentives for concession related violence.²⁹ As indicated above, the concession process is highly contested and can breed violence, with youth as potential conflict triggers. Second, cash payments given for destroyed crops have often failed to compensate for the loss of livelihood experienced by local farmers, including inadequate jobs, mostly for young people, fueling discontent. Within this context, the overall objective of the output is to dissuade communities, in particular youth, from engaging in concessions violence by reducing their vulnerabilities.

Activity 2.1.1

Conduct baseline study to identify current problems and potentials of vulnerable farmers in concessions affected communities, taking into account the key gender issues.

Activity 2.1.2

Hold consultative meetings with stakeholders/communities and concessionaires to verify the scope of assistance received by small holder farmers, ensuring gender sensitivity.

Activity 2.1.3

Support smallholder farmers' associations/cooperatives (focusing on women and youth cooperatives) to intensify productivity and value chain, and reduce conflict probabilities.

Activity 2.1.4

Rehabilitate/develop 50 hectares of unencumbered lowland, already identified and secured in Bomi and Nimba, and irrigation schemes for integrated lowland rice and vegetable production.

Activity 2.1.5

Conduct training in improved crop production and value chains.

Output 2.2: Quality of milled rice, cassava and vegetables improved

Among others, this output will ensure that women and men access and benefit from markets. Market information will be provided as well as transport to markets.

Activity 2.2.1

Source, procure, distribute and conduct training for the use of agro-processors

²⁸ See, e.g., Elaisha Stokes, Riot on the Plantation: In Liberia, Palm Oil Has Set Off a Dangerous Scramble for Land, ALJAZEERA AMERICA (Oct. 4, 2015), <http://projects.aljazeera.com/2015/10/liberia-palm-oil> (describing a riot at the Golden Veroleum plantation set off by lack of land and jobs).

²⁹ UNMIL RBB 2015/16: Assessment study on the impact of conflict on communities as a result of concession development. Monrovia, Liberia;

Activity 2.2.2

Construct 2 mini storage facilities (Bomi and Nimba) with 2 rooms (one for grater, and one for rice mills and stoner and thresher) with an estimated size 36'6" and 25'6" to house agro processors.

Activity 2.2.3

Organize consultative meeting for stakeholders and beneficiaries on improving the rice and cassava value chain.

Activity 2.2.4

Link smallholders to market. Potential buyers (companies and supermarkets) will be identified and linked to smallholder farmers, negotiation conducted to have this achieved with satisfactory market prices.

Output 2.3: Income generating abilities of women in two concession sites are enhanced

For Liberia, it is critical to promote peace and the productive potential of women smallholder farmers. This addresses their decision-making social protection, and enhanced control and management of local food security reserves. Furthermore, creating, supporting and developing rural women's-led enterprises, supporting women's role along value chains, enhances their income opportunities and promoting their linkages to high value markets. The output will support women led associations and small-scale businesses in overcoming their supply side constraints so that they can take full advantage of opportunities offered by the market.

Building on PBF investments undertaken by EduCare, the output will focus on women-led community peace building and mediation structures in key concession areas in Bomi and Nimba counties where PACs are challenged by conflict due to land disputes and natural resource management. EduCare identified three inter-connected categories: (i) rural women including young women (ages 16 to 26); (ii) vulnerable women and girls ('vulnerability' criteria set by EduCare); and (iii) women who already work together in a Village Savings and Loans Association (VSLA) platform. The methodology for selection would normally aim to target the women who fall within any one or more of the criteria listed above. The achievement of this output will contribute to the overall improvement in women's lives by improving their economic status and decision-making abilities.

Activity 2.3.1

Conduct preparatory community dialogues to identify women farmers, challenges and potential for expansion. Conduct separate participatory needs assessments for women

Activity 2.3.2

Train women from the affected communities in small business management. This will help women better manage the businesses and turn produce into profits.

Activity 2.3.3

Train women farmers in better farming techniques, including agro-processors, to improve crop production and value chain.

Activity 2.3.4

Strengthen provision of, and linkages to, value addition, marketing and market information, using ICT and sustainable and environmentally-sound tools and technologies

Implementation approach

The project will build on UNDP's experience in establishing the Green Commodities Programme (GCM), now Good Growth Partnership, which has enabled Costa Rica (pineapple), Indonesia (palm oil), Paraguay (soy and beef), the Dominican Republic (cocoa) and Ghana (cocoa) to setup National Commodity Platforms and to start addressing sector-wide sustainability issues across seven highly traded commodities. Led by national governments, driven by participants and enabled by GCP and its

partners, Platforms offer neutral spaces where stakeholders, often for the first time, can come together to develop a shared vision and agenda for action on sustainable commodity production. Specifically, Platforms enable stakeholders to help shape national policies; legal frameworks; improved and enforced land-use planning; increased farmer finance; and national support for farmers to improve their production techniques. In Indonesia, for example, the Indonesia Palm Oil Platform, led by the Ministry of Agriculture, started bringing key stakeholders together to address complex issues in 2014. GCP also launched a public-private partnership with Asian Agri to pilot sustainability certification for small-scale farmers. Widespread consultations informed an analysis of the barriers to sustainability in the fast-growing Peruvian palm oil sector. Meanwhile, a new partnership with SECO got underway in 2015 to support the Peruvian Government in establishing a coffee platform aimed at helping this USD 1 billion sector shift towards sustainability.

This project will be implemented following UNDP's Direct Implementation Modality (DIM). However, the implementation of this project will build synergies with FAO, UNWOMEN, UNMIL and other possible UN actors with a mandate or expertise relevant for this project. International donors and other partners such as USAID and WB may collaborate on substantive activities. Moreover, the joint monitoring and management arrangement that will be established will have an indirect oversight of the implementation of this project.

Procurement of assets and selection of implementing partners and activities will be conducted via the UNDP Programme and Procurement Services in line with the organization's rules and regulations. The management of project funds will be carried out according to UNDP financial rules and regulations against the budget presented in this project document. Responsible Party for this project will be the National Bureau of Concessions.

UNDP shall provide the following project cycle management services:

- Providing financial and audit services to the project
- Overseeing financial expenditures against budgets
- Ensuring that activities including procurement and financial services are carried out in strict compliance with UNDP procedures
- Ensuring that the reporting to PBF is undertaken in line with PBF requirements and procedures
- Contracting the project mid-term and final evaluations and triggering additional reviews and/or evaluations as necessary and in consultation with project counterparts.

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 key pieces of concession-related policy. However, some activities will necessarily proceed in parallel, including the MSP work, the studies and the agricultural activities. In addition, the activities to link the work of the MSPs to the NBC do not need to be phased and will be ongoing throughout the project lifespan.

Assessed Contribution has already funded the start-up of three pilot MSPs in three rural areas determined to be particularly conflict-prone in a prior UN study as indicated above. The work at community level (by the MSPs and with PACs, concession companies and civil society) will proceed immediately (reducing triggers), alongside the studies, while policy formation will come later (addressing root causes).

Gender disaggregated data will be used to ensure that the policy is responsive to the differing needs of men and women. UNDP and FAO will also use their comparative experience supporting other similar projects to stand up all activities.

Beneficiaries

A multi-stakeholder platform will primarily benefit PAC's and the most vulnerable, including women, who cannot access redress. Rural citizens, who have traditional tribal ownership certificates which fall short of full statutory title, will also benefit from the push to increase concession management. 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, especially as UNMIL withdraws. And in addition, the MSP role in participatory mapping, legal land use verification, labour rights will also benefit all stakeholders. This should lead to major economic benefits and stability for the country. Moreover, the NBC is expected to benefit from institutional support and capacity strengthening. Secondary stakeholders include civil society organizations, NGOs and donors who are supporting and monitoring transparent reforms in the land concession sector. The interests of stakeholders are not all coherent, transparent or unified in terms of favouring of reforms. Those benefitting from the current status can be expected to try to defend the benefits they derive from their position and from a weak policy and legal framework. However, risks are considered moderate, with overall benefits for stakeholder outweighing the socioeconomic costs to all stakeholders.

Working with women: The peace hut is a rallying point for women in their communities and is a safe space in which women across religious, ethnic and or political affiliation come together on common ground and in common purpose there will also be specific outreach to young women and girls.

Responsible Parties

The National Bureau of Concessions: The proposed project will work with the NBC as a partner to implement all of the activities under Outcome 1. The NBC will also provide oversight of the project. During all of the various consultations and training, the NBC's Technical Secretariat will participate to provide understanding on public procurement and concessions and explain contract negotiations and management.

EduCare: EduCare is duly registered under the laws of the Republic of Liberia with all the relevant ministries, especially the Ministry of Planning and Economic Affairs and has worked and collaborated with several governmental agencies such as the Ministry of Gender, Children and Social protection, Ministry of Education, Ministry of Commerce, etc. on several projects. EduCare's broad experience arises from its implementation focus and its ability to plan, negotiate and evaluate demanding projects; it therefore has a wealth of experience to offer especially in the areas of Organizational Development & Institutional Capacity Building, Women involvement and participation in Development, Women Peace and security and vast experience leading several Sensitization, Counseling and Advocacy campaigns on national developmental issues. This has led to strong skills in providing leadership and guidance at community level that helps to equip beneficiary communities for the maximization of the benefits of their projects. Her vast experience mobilizing beneficiaries about the objectives of their projects and inspiring a strong appreciation of their obligations and responsibilities regarding the project implementation has led to several impactful projects in several communities across the country. She recently partnered with the UN Women to work with Women in Concessional areas as well as members of the Association of Women in Cross Border Trade under the UN Peace Building Project. That project served 4,000 women from 39 communities across 9 counties. The project focused on women's peace and security and worked directly to support the implementation of UNSCR 1325 and subsequent resolutions.

Central Agricultural Research Institute (CARI): The general mandate of CARI is to contribute to increased productivity, commercialization and competitiveness of the agricultural sector through adaptive research and promotion of knowledge, information and technologies that respond to clients' demands and opportunities towards the attainment of food security, poverty alleviation, income generation and job creation. Activities under Outcome 2 will be implemented in close collaboration with CARI, with NBC playing an oversight and coordination role.

Sustainability of project

The current and new MSPs need to be scaled up, replicated and sustained at least a year after the end of the expected PBF funding window. In this regard, the expected co-funding of USD347,200 from concession companies³⁰ from project end which is expected to be in the form of parallel financing through the NBC or the companies will be needed to bolster the project's impact and sustainability and where applicable, replicate in other areas. The funding will also apply against the assessment of impact/results, to gather lessons learnt, and advise on how the design of similar programme can be better enhanced. This funding shall also go toward gender mainstreaming with focus on enhanced women participation, community outreach facilitation and peer learning/exchange for peace consolidation, conflict prevention and informed local involvement in concessions management. Documentation and sharing of conflict mitigation efforts/tools will be a critical activity to which this funding from the companies will be applied. This is against the back drop of concerns raised by existing MSPs regarding their functionality and active engagement after the current UN funding expires.

As a result of this project, Liberia will have the firm basis of pilot activities, and a mechanism upon which to consolidate a national land concessions conflict mitigation system. The project will therefore allow UNDP to work closely with the NBC and its other partners (USAID in particular, the LLA etc.) in order to link the MSP to the work of the Concession Information Management System (CIMS), future land administration offices at the sub-national level and other relevant local peace structures. This approach will allow the project to take the key, short-term, PBF-funded introductory work of the NBC to national scale in the medium-term. It is expected that the Government budget for this sector will increase considerably, in part to support the initiatives started and already proven successful.

In addition, concession companies are interested in supporting the MSPs as adequately documented. Albeit a new structure, companies have expressed their support for the MSPs as a more systematic and constructive citizen engagement approach to address community grievances related to land concessions. They are in agreement with the concept underlying the MSP, emphasizing its conflict management characteristics and its complementary peacebuilding role.³¹ Both of these strategies are in the design phase, and UNDP will assist the NBC to work with these entities to ensure continuation and institutionalization of the MSP system. These factors would allow for a PBF exit in this sector in mid-2019, having achieved its goal of supporting catalytic start-up projects.

Sustainability is also built into the implementation modality of the programme: the NBC and its staff implement activities, and are only supported by technical assistance and research from UNDP. National ownership and national capacity is built through the core support provided by this project to the staff of the NBC, ensuring that the institution will be able to draw upon that established expertise. Similarly, capacity built at community level to address land concession grievances will have a lasting value by itself. Above all, it will contribute to the creation of a new business model for land concessions. This in turn promotes social cohesion.

Replication of good practices developed by the project will be achieved through the direct replication of selected project elements and practices and methods, as well as the scaling up of experiences in other counties.

The following actions will be taken to ensure institutional sustainability:

- Reinforce linkages of project activities to on-going national plans, strategies and programmes such the Agenda for Transformation
- Training staff at NBC's Technical Secretariat with relevant responsibilities
- Involve senior government officials in the project, e.g., by having them participate in project activities such as community and media events

³⁰ Excluding SDL who has been carrying the costs of the SPI.

³¹ <https://www.youtube.com/watch?v=GhOI7WfmVz4>; <https://www.youtube.com/watch?v=vvI49FuN0qg>; <https://www.youtube.com/watch?v=vaoTk3gqZG8&feature=youtu.be>

- Strengthen partnerships among Government ministries and agencies; and with civil society and the private sector, involving the later on the project board.

The following actions will be taken to ensure financial sustainability:

- Advocate on-going commitment from recurrent national budget
- Make linkages to other donors, including other natural resources management projects and enabling activities
- Demonstrate to concession companies the value of the MSP Framework, with a view that these companies provide monetary contribution to the MSP.

The following actions will be taken to ensure that individual capacity is sustained:

- Peer learning network which will continue after the project
- Contact list/ database of experts, resources and experiences
- Training materials and on-the-job learning, with reinforcement.

b) Budget

Table 2: Project Activity Budget³²

Outcome/ Output number	Output name	Output budget by RUNO (USD)	UN budget category (see table below for list of categories)	Any remarks (e.g. on types of inputs provided or budget justification)
Outcome 1: Increased citizen engagement in concessions management for conflict mitigation (UNDP)				
Output 1.1	Multi-stakeholder Platforms established and strengthened in four counties	\$813,902	Staff and other personnel, equipment, travel, contractual services, supplies, and indirect support costs	- Preparatory dialogues will be conducted to identify key stakeholders and assess their prospective roles and responsibilities, as well as identify, existing conflict mitigation mechanisms, and current capacity of PACs and civil society in conflict management and prevention, which will inform the establishment of 4 MSPs in Bomi, Grand Bassa, Grand Kru and Maryland - Series of activities and training sessions and workshops will be organized with MSPs and targeted young people, women, community leaders and

³² This Table includes companies' contribution to UNDP's component of the project in support of MSPs which is expected to be parallel financing to scale up and support existing MSPs. It also includes GoL (NBC) in-kind contribution (staff and premises) estimated at USD25,000 to the project.

				other local peace structures. The aim will be to educate project-affected communities about the corporate social responsibilities contained in individual concession agreements, sourced from LEITI, labour rights and infuse them with peacebuilding and leadership skills.
Output 1.2	Enhanced functionality of existing Multi-stakeholder Platforms	\$568,304	Staff and other personnel, equipment, travel, contractual services, supplies, and indirect support costs	<ul style="list-style-type: none"> - Series of training for about 250 representatives from PACs, CPCs, peace huts, rural women etc. on peacebuilding measures to counter concession conflicts; - Educate about 100 women in 2 project-affected communities on land rights/women's land rights and transfer skill on how to mitigate conflicts, promote peaceful coexistence, and build the trust and confidence of a cross-section of actors in concessions management - Organize 14 monthly meetings for 320 persons; - Develop instructional video on land concessions conflict transformation, featuring concession companies, women and youth leaders and community elders.
Output 1.3	Institutional capacity of the National Bureau of Concession strengthened to effectively address land concession disputes	\$846,063	Staff and other personnel, equipment, travel, contractual services, supplies, and indirect support costs	<ul style="list-style-type: none"> - Support the NBC in pursuing more effective concession management; - Provide hardware and software support to CIMS; - Provide hardware support to enable proper concessions monitoring and verification; - Support the organization of 2 national dialogues on

				concessions management bringing close to 750 people from across the country.
Outcome 2: Improved alternative livelihoods for concession affected communities for human security (FAO) \$1,0005,000				
Output 2.1	Rice, cassava and vegetable productivity enhanced in 2 concession-affected communities	\$459,436	Staff and other personnel, equipment, travel, other operating costs, contractual services, supplies, and indirect support costs	<ul style="list-style-type: none"> - Conduct a value chain assessment of small-scale rice, cassava and vegetable production in two counties; - Facilitate stakeholders' consultation to develop small scale crop production - Provide extension services, including skills training; technical advice and information; support farmers' organizations; and accompaniment. 1 training session will target women farmers.
Output 2.2	Quality of milled rice, cassava and vegetables improved	\$323,482	Staff and other personnel, equipment, travel, other operating costs, contractual services, supplies, and indirect support costs	<ul style="list-style-type: none"> - Provide agro-processing services in rice, cassava and vegetables - Install agro-processors - Construct 2 facilities to house agro-processors.
Output 2.3	Income generating abilities of women in two concession sites are enhanced	\$222,082	Staff and other personnel, equipment, travel, other operating costs, transfers and grants, supplies, and indirect support costs	<ul style="list-style-type: none"> -Conduct preparatory community dialogues to identify women farmers, challenges and potential for expansion. conduct separate participatory needs assessments for women -Train women from the affected communities in small business management. This will help women better manage the businesses and turn produce into profits. provide relevant training activities for -Train women farmers in better farming techniques, including agro-processors, to improve crop production

				and -Strengthen provision of, and linkages to, value addition, marketing and market information, using ICT and sustainable and environmentally-sound tools and technologies
Total		\$3,233.269		

Table 3: Project budget (PBF Funding only) by UN categories³³

CATEGORIES	Amount Recipient Agency UNDP		Amount Recipient Agency FAO		TOTAL
	Tranche 1	Tranche 2	Tranche 1	Tranche 2	
1. Staff and other personnel	95200	40800	132655	56852	325507
2. Supplies, Commodities, Materials	21000	9000	111017	47579	188596
3. Equipment, Vehicles, and Furniture (including Depreciation)	87675	37575	84000	36000	245250
4. Contractual services	857227	367383	189000	81000	1494609
5. Travel	91000	39000	8400	3600	142000
6. Transfers and Grants to Counterparts	0	0	105000	45000	150000
7. General Operating and other Direct Costs	0	0	24134	10343	34476
Sub-Total Project Costs	1152102	493758	654206	280374	2580439
8. Indirect Support Costs*	80647	34563	45794	19626	180631
TOTAL	1232749	528321	700000	300000	2761069

* The rate shall not exceed 7% of the total of categories 1-7, as specified in the PBF MOU and should follow the rules and guidelines of each recipient organization. Note that Agency-incurred direct project implementation costs should be charged to the relevant budget line, according to the Agency's regulations, rules and procedures.

³³ This Table does not include companies' contribution to UNDP's component of the project in support of MSPs which is expected to be parallel financing to scale up and support existing MSPs.

Table 4: Funding by budget category, funding source and agency activity

CATEGORIES	PBF funding			Other Funding Sources			TOTAL
	To UNDP	To FAO	total PBF	To UNDP Activities	To FAO Activities	Total	
1. Staff and other personnel	136000	189507	325507	85,000	5,000	90,000	415,507
2. Supplies, Commodities, Materials	30000	158596	188596	5,000	0	5,000	193,596
3. Equipment, Vehicles, and Furniture (including Depreciation)	125250	120000	245250	5000	0	5,000	250,250
4. Contractual services	1224609	270000	1494609.32	210,000	0	210,000	1,704,609
5. Travel	130000	12000	142000	105000	0	105,000	247,000
6. Transfers and Grants to Counterparts	0	150000	150000		0	0	150,000
7. General Operating and other Direct Costs	0	34476	34476.4393	57,200	0	57,200	91,676
Sub-Total Project Costs	1645859	934579	2580438.76	467,200	5,000	472,200	3,052,639
8. Indirect Support Costs*	115210	65421	180631	0	0	0	180,631
TOTAL	1761069	1000000	2761069	467,200	5,000	472,200	3,233,269

Table 5: Summary of Funding by Sources and Agency

Funding Source	UNDP Agency			FAO Agency			Total Contribution
	Tranche 1	Tranche 2	Total UNDP	Tranche 1	Tranche 2	Total FAO	
PBF	1232749	528321	1761069	700000	300000	1000000	2761069
GOL (NBC)-in kind contribution			20000	0	5000	5000	25000
UNDP Liberia	75,000	25,000	100000	0	0	0	100000
SDL-Concession Company	31200	62400	93600	0	0	0	93600
EPO-Concession Company	0	62400	62400	0	0	0	62400
CRC-Concession Company	0	62400	62400	0	0	0	62400
Other Concession Companies-expected	0	128800	128800	0	0	0	128800
Total	1338948.63	869320.84	2228269	700000	305000	1005000	3233269

The total project cost is US\$ 3,233,269 of which the PBF contribution is US\$ 2,761,069 while the UNDP Liberia Country Office will provide US\$ 100,000 and the Government US\$25,000. Concession companies, collectively, have committed to providing US\$ 347,200, to sustain the operations of the MSPs for about a year after the PBF funds have been exhausted as part of the sustainability and exit strategy. The annual post-PBF running cost of an MSP is estimated at US\$ 49,200, inclusive of US\$ 13,600 for gender related community engagements by the MSPs.³⁴

³⁴ Calculated using SDL's costing for running the SPI. Inclusive of UNDP's support, MSPs cost about US\$500,000 to set up, but there are running costs associated with their functionality and sustainability. The running cost of one MSP per annum is approximately US\$50,000.

Table 6: MSPs Annual Running Costs Breakdown		
MSP Running Costs Element	Amount	Explanation
Education and training and community engagement projects for mostly women	\$13,600.00	Actual community building projects, training facilitators, and training materials for peace, empowerment and conflict prevention (have a rallying point for unity and legitimacy of the leadership)
Peer learning and Knowledge Exchange Visits	\$ 1,500.00	Provision for External travels, and S/South Exchange
Travel for Leadership	\$ 600.00	Cost of travels to Monrovia to see officials-NBC, LLA, MOA, CARI, Educare, FAO, UNDP-DSA and transportation costs
Quarterly and adhoc Confidence Building Visits for Conflict Mitigation	\$ 800.00	Transportation, incidental and snacks for leadership
Media and Publication and Reports-visibility promotion	\$ 1,500.00	Rapporteur during meetings, media coverage, editing and printing
Regular MSPs monthly meetings (DSA, transportation and meeting materials)	\$31,200.00	DSA at standard UNCT rate and transportation for one day meeting, meeting materials, monthly meetings for all 20 members
Total Running Costs per annum	\$49,200.00	

Condition for release of the second tranche

The first tranche of **US\$1,932,749** will be followed by a subsequent conditional tranche of **US\$828,321** to be released when the following two conditions have been met:

1. UNDP and FAO have shared an overview that highlights at least 80% expenditure of the total budget for the first tranche and has submitted their progress report(s)
2. Agreements have been signed for the transfer of funding from concession companies for more than 60 % of the envisioned US\$347,200 and more than US\$ 100,000 has been received

c) Capacity of RUNO(s) and implementing partners.

UNDP's support to countries on sustainable land management and rehabilitation is designed to enhance livelihoods, secure food and water, build resilience, improve security of tenure and land access in the field of rural development. Drawing on over 40 years of experience and expertise, UNDP assists countries to integrate land and related environmental concerns into national and sectoral development plans and strategies, secure resources, and implement programmes that advance inclusive, sustainable growth and development, highlighting that securing land tenure could serve as a mitigation mechanism for many conflicts and paves the way for sustainable recovery and reconstruction. This work supports governments to implement Multilateral Environmental Agreements and achieve their Sustainable Development Goals (SDGs). Three key approaches underpin this work:

- Developing capacity at the individual, institutional and systemic levels for sustainable land management and rehabilitation;
- Undertaking applied policy research and analysis and providing evidence on policies and good practices in sustainable land management and rehabilitation that optimize livelihoods, jobs and food security;
- Assisting countries to identify, access, combine and sequence innovative environmental finance, including from the Global Environment Facility, Adaptation Fund, and Green Climate Fund, for sustainable land management and rehabilitation, and mobilize pro-poor markets for ecosystem goods and services.

UNDP is leading a Joint UN on Land Reform (2017-2020) in Liberia. The programme seeks to support the establishment and initial functioning of the Authority and propel it towards becoming a premier land management and administration agency. The Joint Programme will leverage, mobilise and share knowledge, expertise and financial resources toward achievement of the objectives. The value-added contributions or comparative advantage of UNDP as the lead, and FAO, UN Women,

and IOM as participating UN organisations were considered. UNMIL will provide political advocacy through the Good Offices of the SRSG.

This project draws from UNDP's experience and extensive worldwide forest programme which, through a range of partnerships, currently amounts to approximately US \$750 million. UNDP's expertise ranges from strengthening forest governance (i.e. the ability of public administrations to sustainably manage forest resources and strengthen accountability for decision-making); developing financial systems and mechanisms to underpin governance; working with the private sector and governments to promote deforestation-free commodity supply chains; ensuring the inclusion of indigenous peoples and civil society in sector decision-making; strengthening the livelihoods of forest-dependent communities, to ensure they are more sustainable and inclusive; and strengthening the management of protected areas, including indigenous and community conservation areas.

The **Food and Agriculture Organization (FAO)** in Liberia has a comparative advantage through its extensive work in reducing poverty and hunger by promoting agricultural development and the pursuit of food security. FAO has over the years combined social protection and agriculture for livelihood recovery in the context of post-disaster, linking safety net and agriculture intervention (cash transfer combined with agricultural input provision for the development and rehabilitation of lowland rice production). It has a strong network of stakeholders with interests in food security; it has the technical expertise in country to implement complex and simple projects in the area of food security and this expertise can prove very useful to the implementation of this project. Considering the timeframe for the project, FAO can leverage its technical expertise and competence in providing the appropriate support for the successful implementation of this project.

	RUNO 1: NAME?	Key Source of Funding (government, donor etc)	Annual Regular Budget in \$	Annual emergency budget (e.g. CAP)
Previous calendar year	UNDP	UNDP/CORE, EU, SIDA, Japan, PBF, UNHSTF, GEF	83,168,649	N/A
Current calendar year			52,834,773	N/A
Previous calendar year	FAO	FAO /CORE, UNHSTF, EU, USAID, GEF, WB, ASTF SDC, UNDP-TF, SWEDEN	5,539,226	1,363,000
Current calendar year			3,951,200	N/A

III. Management and coordination

a) Project management

Project governance, coordination and oversight: While the implementation, coordination and reporting of each project is the responsibility of the Lead Agency, the overall accountability and oversight of the entire PBF portfolio is the responsibility of the Resident Coordinator supported by the PBF Coordinator.

Whereas the individual projects will report to their respective project boards, the overall oversight and quality control of on-going PBF portfolio, including this project will be insured by the Liberia

Transition Multi-Partner Trust Fund MPTF (LTMPTF) Steering Committee (SC) once this is established. The SC will oversee and provide the strategic guidance and general supervision of the LTMPTF portfolio which will include the PBF funded interventions, within the terms of reference (TOR) that govern this SC. In the interim period, the PBF Secretariat will be part of the LTMPTF Fund Secretariat, ideally co-located. However, the PBF Secretariat will continue to focus solely on PBF funded projects and the PBF Coordinator will maintain its reporting line directly to the Resident Coordinator.

At the technical and coordination level, to ensure effective coordination, complementarity and synergies among all active PBF portfolio within the Peacebuilding and Transition Plans as well as Gender and Youth Promotion Initiatives, a Technical Coordination Committee (TCC) will be established and chaired by the PBF Coordinator. The TCC will comprise all project managers of the active PBF projects and representative of the MPTF Secretariat and will meet at least every 6 weeks under the leadership of the PBF Coordinator to discuss periodic work plans, collaboration, synergies and complementarities. Projects results will be fed into meetings of the Thematic Working Groups and then to the LTMPTF SC for policy decisions and direction. Overtime the PBF TCC, will transform into the Thematic Working Groups under the LTMPTF. Moreover, the joint quarterly monitoring and management arrangement that will be establish for the implementation of the peacebuilding plan and the Multi Partner Trust fund will have an indirect oversight of the implementation of this project (s).

A **Project Board (PB)** will be established to ensure overall project coordination and decision-making. The PB will meet at the inception of the project and then every three months to review project progress. Additional meetings may be called as required. In addition, the PB is responsible for making strategic policy and management decisions any time guidance is required, including ensuring that project activities lead to the required outcomes as defined in the project document. The PB will oversee project implementation, approve annual and quarterly work plans and budgets, approve any major changes in project plans, approve major project deliverables, arbitrate any conflicts which might arise, and be responsible for the overall evaluation of the project. The make-up and TORs of the PB will be agreed and finalized in the Project Inception Workshop, but will certainly include NBC, UNDP, FAO, SDL and CRC. The Resident Representative who will co-chair the **PB** together with NBC, may designate the Country Director or Deputy Resident Representative /Programme Director to represent UNDP at the PB. The PB will be responsible for quality control of the mid-term review, providing guidance for performance improvement and will play a critical role in UNDP commissioned final evaluation by quality assuring the evaluation process and report.

- i. UNDP and FAO are de facto the “**Senior Suppliers**”, providing technical expertise to the project, including designing, developing, facilitating, procuring, implementing the project. The Senior Suppliers primary function within the PB is to provide guidance regarding the technical feasibility of the project activities. The Senior Suppliers role must have the authority to commit or acquire supplier resources required.
- ii. The target counties are the “**Senior Beneficiary**” of the project. The senior beneficiaries’ role is to ensure realization of project results from the perspective of the project beneficiaries. The Senior Beneficiary is responsible for validating the needs and for monitoring against project targets.

In order to ensure government ownership, sustainability, continued relevance and oversight of the project activities, UNDP will work closely with the NBC, civil society and concession companies. UNDP will be responsible for providing certified accounts to PBSO on all expenditures conducted under this project document, as well as regular progress reports.

Project Manager (PM): UNDP’s Project Manager, Extractive Industries for Sustainable Development, at the Country Office will be the Project Manager responsible for:

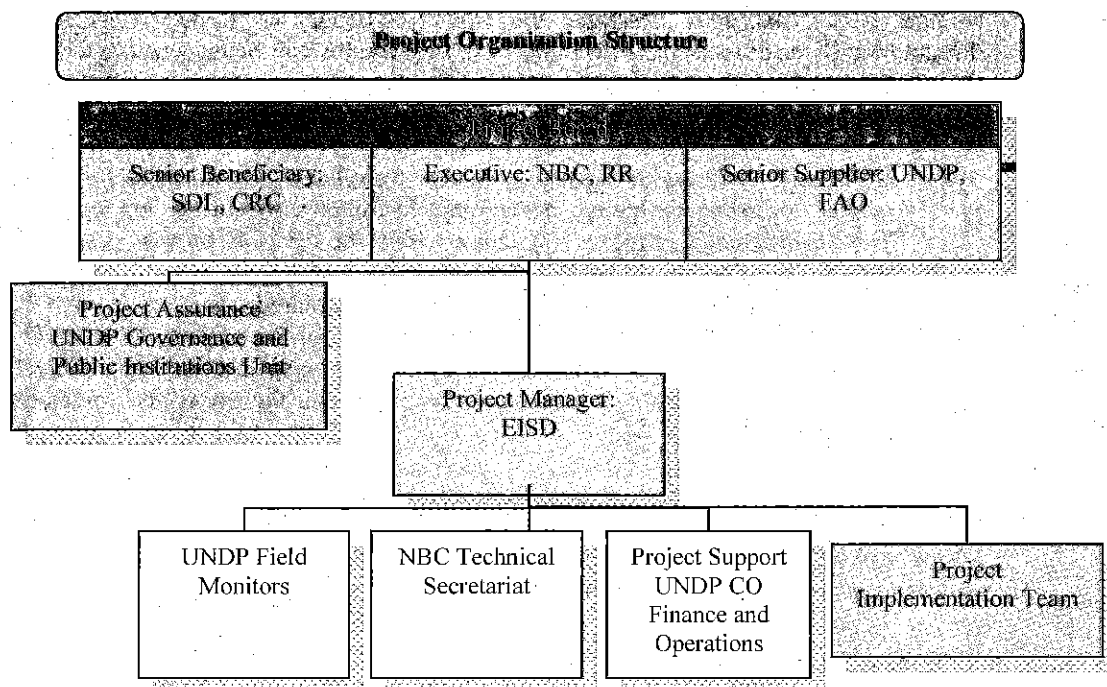
- Managing the overall conduct of the project

- Providing guidance and technical assistance to the project team and partners to ensure that project activities conform to the approved project document
- Implementing activities by mobilizing goods and services
- Checking on progress and plan deviation
- Ensuring that changes are controlled and problems addressed
- Monitoring progress and risks
- Serve as secretariat to the PB
- Reporting on progress including measures to address challenges and opportunities.

The Project Manager will devote 40% of her dedicated time to this project to ensure project delivery. A National Research Associate will support the PM in all technical and operational aspects of project implementation. He/she will contribute 20% of his time to ensure the operational and administrative elements are on track. In this regard, staff costs associated with the delivery of the project are to be fully covered inclusive of counterpart funding from UNDP. UNDP will draw upon relevant partners for technical expertise as needed and in full agreement with the NBC.

Project Technical Team (Quality Assurance): A technical team comprising interagency technical group, UNDP's GPI project team (programme and operations, including Gender and M&E analysts) will provide technical support and guidance for effective and quality implementation of the project. The technical Team will meet monthly, and as much it deems necessary by UNDP's project team.

Project Implementation Team: Under the leadership of UNDP GPI Pillar and coordinating closely with the PM EISD, will comprise of four national UNVs out posted in the regions, an IC recruited for institutional capacity strengthening in contract negotiation and community dispute resolution, a local counterpart at NOC level but recruited under SC contracting modality (NOB-SB3). UNDP will assign an administrative and financial assistant and Monitoring and Evaluation Officer to work with the project implementation team. If necessary, UNDP will facilitate the provision of a project car and the driver will be recruited from project resources.



b) Risk management

The project's main assumptions are that the political context in Liberia will remain conducive to peace and stability, no major armed conflict or socio-political disruption will occur and that the PBF resources to support the implementation of this project will be disbursed timely. Several risk factors could bear directly on the successful implementation of the elections assistance, mainly relating to the broader political landscape and electoral reform imperatives currently under consideration:

Table 5 – Risk management matrix

Environment and social

Environment and social risks are moderate. The project is strengthening governance of the land concessions sector, which includes institutional strengthening and promotion of regulations that are in line with international good practices for resource protection and environmental management. Establishment of MSPs will not involve potential environmental significance; it will not result in loss of livelihood, access, or assets. With respect to other social issues, gender sensitivity will be applied to all aspects of the project. Rice, cassava and vegetable production will not have adverse impacts on critical tangible cultural heritage nor on the environment. The project has made institutional arrangements and maintained cordial professional relationships with the NBC and the Environmental Protection Agency to ensure compliance with the agencies' guidelines and ensure that initiatives will not result in adverse social and economic impacts that can result from involuntary resettlement, acquisition of land or other assets, or restrictions on the use of or access to land. Overall, priority is on prevention of harmful environmental, social and economic impacts. In the case where prevention is not possible, adverse impacts will be minimized, and positive impacts enhanced, through adequate environmental, social and economic planning and management. Such management includes mitigation measures, monitoring through stakeholder consultations or field visits, institutional capacity-building, and evaluation.

Risks to the achievement of PBF outcomes	Likelihood of occurrence (high, medium, low)	Severity of risk impact (high, medium, low)	Mitigating Strategy (and Person/Unit responsible)
Interest of MSP members and companies to commit to meetings	Medium	High	Government, companies and communities are clear about the need to attend regular meetings to work through the myriad of complaints plaguing concession operations to promote peace and ensure economic productivity.
Elections violence: Liberia is has had a decade of peace but conflict is still a risk; 2017 national elections 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 National Elections Commission, LLA, NBC, UN Country Team, UNMIL, and the security sector, inter alia, also aim to prevent conflict.
Influential individuals, or political leaders perceive MSPs as a threat/enhancement to their positions, and try to impede or influence the work of MSPs	Medium	Medium	The NBC and UNDP are in constant contact with key stakeholders to ensure their concerns are addressed in the process.
Viability of the NBC: If the Government (and donors) fail to support the NBC, some	Medium	Medium	Partnerships with major donors already exist (USAID). During the life of the project, UNDP/FAO will work

aspects of the medium- and long-term impact of the project could be at risk.			with donors and Government to ensure funding viability for the agency. 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
Administrative delays: Late requests for payment from the NBC and slow UNDP processing time could delay project implementation.	Medium	Medium	The TA will sensitize the NBC to the need to ask for payments in a very timely fashion, and communicate to CO the need to disburse without delays. Backstopping support from operations/finance will help to unblock processes at CO.

c) Monitoring & evaluation

Due to outstanding limitation in the country's and the sector's M&E framework and capacities, this project will be subject to UNDP's monitoring and evaluation procedures. In parallel, the M& E Analyst of the PBF Secretariat will support the project and NBC M&E systems. Notwithstanding, an M&E framework will be developed which will specifically be designed to address the needs of the project and 5% of project budget (US\$114,858) will be dedicated to M&E interventions, including an independent evaluation, ongoing project site visits, project visibility promotion, communication and outreach, success stories documentation and an impact assessment of violence on concession operations.

	Agency and Amount		Total Agencies
	UNDP	FAO	
Monitoring-Field visits including vehicle fuel and DSA	8,354	5,284	13,638
Visibility promotion- communication and media outreach	10,000	6,320	16,320
Baseline rapid assessment, Lessons learned and Success Stories Documentation	12,000	7,591	19,591
Terminal/End period evaluation- International Consultant-fees, DSA, ticket	40,000	25,303	65,303
Total (5%)	70,354	44,504	114,858

Performance monitoring of this project will be Project Manager of the Extractives Project which will be subject to yearly review by the PB. Follow-up missions to be carried out by the PBF Secretariat may complement the monitoring activities/mechanisms of the project. In addition, PBSO and UNDP field missions might be carried out as part of the project's overall oversight mechanism and shall be invited to participate in the main monitoring and in the evaluation missions relating to the performance of this project action.

Tracking of the achievement of benchmarks/indicators for each activity will monitor the performance of the project. The project activities will be closely monitored by UNDP Country Office and the PBF Secretariat. To this effect a Policy Analyst from the Strategic and Policy Unit will backstop the project and support the GPI Team Leader, PMU and the NBC in planning and monitoring project outputs. The mechanisms that will be used to monitor the annual work plan will include:

- A project result framework;
- Mid-Year progress and financial report prepared by the Project Coordinator with the support of the implementation team.
- Annual progress, end of project and financial report prepared by the Project Coordinator at the end of the year;
- Quarterly monitoring of the project's workplan and implementation;
- Field visits undertaken jointly by PBF, the NBC, UNDP, FAO; and

- A summative evaluation at the end of the project.

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.

c) **Administrative arrangements**

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

AA Functions

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

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

Accountability, transparency and reporting of the Recipient United Nations Organizations

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

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

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

- Bi-annual progress reports to be provided no later than 15 June;
- Annual progress reports to be provided no later than 15 November;

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

Ownership of Equipment, Supplies and Other Property

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

Public Disclosure

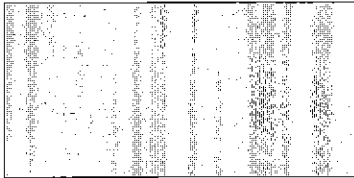
The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (<http://unpbf.org>) and the Administrative Agent's website (<http://mptf.undp.org>).

Annex A: Project Summary (to be submitted as a word document to MPTF-Office)



**PEACEBUILDING FUND
PROJECT SUMMARY**

Project Number & Title:	PBF/Strengthening Conflict Prevention through Establishment of Multi-Stakeholder Platforms and Improved Alternative Livelihoods in Concession Areas	
Recipient UN Organization:	UNDP, FAO	
Implementing Partner(s):	National Bureau of Concessions, Ministry of Agriculture	
Location:		
Approved Project Budget:	US\$ 2,761,069 million	
Duration:	Planned Start Date: 1 January 2017	Planned Completion: 30 June 2019
Project Description:	Strengthening the emerging Multi-Stakeholder Platform for the non-judicial mitigation of land concession disputes and developing alternative livelihoods for affected communities prevents land concession conflict escalation and promotes social cohesion.	
PBF Focus Area:	Promote coexistence and peaceful resolution of conflicts; (2.2) Democratic Governance; (2.3) Conflict prevention/management	
Project Outcome:	Outcome 1: Increased citizen engagement in concessions management for conflict mitigation Outcome 2: Improved alternative livelihoods for concession affected communities for human security	
Key Project Activities:	Multi-stakeholder Platforms established and strengthened in four counties Enhanced functionality of existing Multi-stakeholder Platforms Institutional capacity of the National Bureau of Concession to effectively address land concession disputes strengthened Rice, cassava and vegetable productivity enhanced in concession affected	




communities

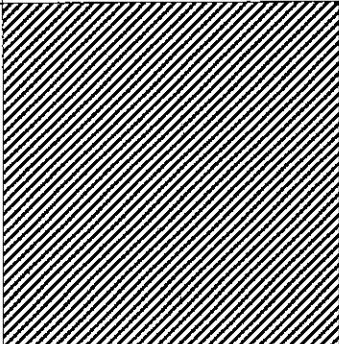
Quality of milled rice, cassava and vegetables improved

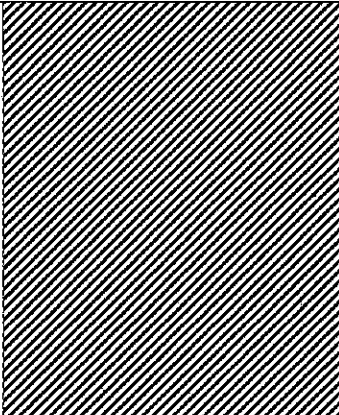
Income generating abilities of women in two concession sites are enhanced

Annex B: IRF Results Framework

Country name: Liberia									
Project Effective Dates: 1 January 2017-30 June 2019									
PBF Focus Area: Promote coexistence and peaceful resolution of conflicts (Priority Area 2): (2.1) National reconciliation; (2.2) Democratic Governance; (2.3) Conflict prevention/management									
IRF Theory of Change: IF men and women of diverse backgrounds, ethnic groups, age and PACs are mobilized and engaged as actors and stakeholders through MSPs, decision makers in concessions management, if collaboration between government, including local authorities and concession-related ministries and agencies, PACs and concession companies is enhanced, and if alternative livelihood opportunities are provided for PACs, THEN, trust between these stakeholders will lead to prevention in land concession violence thus sustaining peacebuilding efforts in Liberia; BECAUSE women, youth and local communities become meaningful and empowered agents of transformative change, contributing towards a culture of sustaining peace during and after the lifespan of concessions. Additionally, working alongside women's peace huts and rural women's structure, and assuming that they will provide increased confidence and opportunities for women to participate in community decision making, the project will assist women to better understand the laws and agreements that affect the management of their communities' lands and natural resources, as well as CSR policies. By demanding their rights, women will have greater control over the resources needed for their economic future.									
Outcomes	Outputs	Indicators	Means of Verification	Year 1	Year 2	Milestones			
Outcome 1: Increased citizen engagement in concessions management for conflict mitigation		Outcome Indicator 1 a: Level of perception of effectiveness of MSP's from all stakeholders (communities and companies most notably) in preventing concession violence Baseline: October 2017 - data to be collected Target: 10% Increase in perception change (to be confirmed after conducting baseline)	Perception surveys	x	x	x	x	4 MSPs established and operational by 4 th quarter	
		Outcome Indicator 1b: Proportion of participants in MSP discussions who are women Baseline: October 2017 – 34 women Target: 30% of participants are women	Activity reports, evaluation reports	x	x	x	x	x	10% increase in women's participation in 1 st quarter
		Outcome Indicator 1c: Level of trust between concession companies and MSPs Baseline: October 2017 – to be determined Target: 4 MSPs in Maryland, Bomi, Grand Bassa and Grand Kru	Number concession-MSP conflict mitigation meetings held, media reports		x	x	x	x	Timelines for implementation of CSR provisions in 5 concession agreements agreed by project end

	 Output 1.1: Multi-stakeholder Platform established and strengthened in four counties	Output Indicator 1.1.1: # of additional MSPs established and functional Baseline: October 2017 - 3 Target: 7 MSPs established and functional	NBC reports, activity reports			x	x	x	x	x										By 4 th quarter, 4 new MSPs established and functional	
		Output Indicator 1.1.2: # of women in MSPs trained on peacebuilding measures and acquire leadership skills to counter concession conflicts Baseline: 34 out of 80 members Target: 74 members (At least 40 women from the 4 MSPs actively participating in the trainings)	Training reports, evaluation reports, Educare reports			x	x	x	x	x											By 4 th quarter, women network with 6 local women peace structures
		Output Indicator 1.1.3: Peacebuilding curricula integrated by UNDP, Educare, WIPNET and NBC Baseline: October 2017 – 2 curricula available Target: 1 (to merge the two existing curricula)	Curriculum development workshop report, Educare activity reports			x	x	x	x	x											Revised curriculum informs peacebuilding trainings by 2 nd quarter
Output 1.2: Enhanced functionality of existing Multi-Stakeholder Platforms	Output Indicator 1.2.1: % of women indicating increased confidence to engage concession companies directly on land use issues Baseline: October 2017 –to be determined Target: to be determined	Evaluation reports, Educare reports				x	x	x												By 3 rd quarter, women in concession areas in Bomi and Nimba hold meetings with concession companies on land use rights	
	Output Indicator 1.2.2: 2 # of national MSP meetings Baseline: October 2017 - 0 Target: 2 national dialogues	Dialogue reports						x												2 national dialogues organized by project end.	
	Output Indicator 1.2.3: Video on concessions conflict mitigation Baseline: October 2017 – footage available	RFP			x	x	x	x													Video produced by 4 th quarter

		Target: Professional producer hired by 2 nd quarter																			
	Output 1.3: Institutional capacity of the National Bureau of Concession strengthened to effectively address land concession disputes	Output Indicator 1.3.1: Level of oversight performance of NBC technical secretariat Baseline: October 2017 – 0 Target: Monitor and coordinate 1 PBF project; progress reports submitted on time	Activity and IP reports, quarterly reports	x	x	x	x	x	x											By 2 nd quarter, technical secretariat is installed in the new premises	
		Output Indicator 1.3.2: # of CIMS concession agreements and Environmental and Social Impact Assessment active and updated Baseline: 1 (CIMS developed but needs to be functional) Target: 1 (strengthened and upgraded incorporating Cadastre and local network)	CIMS reports, evaluation reports		x	x	x	x	x												By end of 4 th quarter, CIMS upgraded, including storage systems, aligned with Liberia Land Authority's LIS
		Output Indicator 1.3.3: # of MSP coordination mechanism established and functional Baseline: 4 MSPs operational Target: 8 MSPs networked	Project reports, NBC reports, activity reports	x	x	x	x	x	x												By end of 4 th quarter, national MSP forum organized
Outcome 2: Improved alternative livelihoods for concession affected communities for human security		Outcome Indicator 2 a: Level of change in attitude of young men and women to participate in violent demonstrations Baseline: data to be collected through focus group discussions in 5 communities Target: 10% increase in change of attitude in the targeted communities (to be confirmed after conducting baseline FGDs)	Evaluation reports		x	x	x	x													5% increase in change of attitude (to be confirmed after conducting baseline FGDs)
		Outcome Indicator 2 b; Change in the capacity of HH to replace,	Field monitoring reports, project	x	x	x			x												

		increase, and improve their productive assets affected by concessions activities Baseline: Weak capacity/potential (criteria) Target: Strong/improved capacity (criteria)	performance reports; key informants' interviews															Strong/improved capacity by end of project	
		Outcome Indicator 2 c: proportion of women in concession communities with recorded reductions in productive losses Baseline: October 17-to be determined Target: % to be determined	Field monitoring reports, project performance reports; key informants' interviews			x	x	x	x										5% reduction by 3 rd quarter of project, and 10% by end of project
	Output 2.1: Rice, cassava and vegetable productivity enhanced in two concession-affected communities	Output indicator 2.1.1: # of men and women provided with training in the use of agro-processors Baseline: October 2017 – 0 Target: At least 50 men and 50 women with new skills in the use of agro-processors	Meeting reports, training reports				x	x	x	x									15% of women apply skills in agro-processing in 3 rd quarter
		Output Indicator 2.1.2: existence of baseline survey report on constraints faced by farmers Baseline: October 2017 – 0 (no survey report currently exists) Target: 1 survey report available	Survey report		x	x			x	x									Field data collection completed by 2 nd quarter Data analysis and draft report completed by 4 th Quarter, and final report by end of project
		Output Indicator 2.1.3: # of hectares of unencumbered low land secured Baseline: 0 Target: 40 hectares secured through deed or tribal certificate			x						x								By 1 st quarter 30 hectares secured, and 20 by 3 rd quarter
Output 2.2: Quality of milled rice, cassava and vegetables improved	Output Indicator 2.2.1: # of women accessing new agro-processing facilities in concession areas	Evaluation and activity reports				x	x	x	x	x								1 agro-processor installed by 3 rd quarter	

		Baseline: October 2017 – 0 agro-processors Target: At least 1 agro-processor purchased by March 2018																
		Output Indicator 2.2.2: # of mini storage facilities Baseline: October 2017 - 0 Target 2 storages established	RFPs	x	x	x	x											Storage facilities commissioned by Project Board in 4 th quarter
		Output Indicator 2.2.3: % of men and women farmers who have access to innovative technology Baseline: October 2017 – 0% Target: to be determined	Interviews, evaluation reports		x	x	x	x	x									By end of 3 rd quarter, 15-20% of targeted men and women report improved access
	Output 2.3: Income generating abilities of women in two concession sites enhanced	Output Indicator 2.3.1: # of women who are reporting increase in income generation Baseline: to be determined Target: to be determined	Evaluation and activity reports		x	x	x	x	x									After 4 th quarter, 15-20% of women report increase in income
		Output Indicator 2.3.2: # of women reporting increment in business skills Baseline: to be determined Target: 2	Evaluation and activity reports		x	x	x											By end of 2 nd quarter, 15-20% of targeted women actively engaged in business practices
		Output Indicator 2.3.3: # of women reporting increase in productivity Baseline: to be determined (by farm land) Target: to be determined	Agreements, evaluation reports		x	x	x	x	x									After year 1 (crop production and harvest typically after 1 year)

Annex C: Major Concessions in Liberia

SDL, GVL, and SIFCA are three of the most financially and technically strong oil palm companies in the world with extensive holdings, infrastructure, and research and development capabilities. EPO, though a recent player, also has a solid reputation and track record for innovation. Most significantly, all four of these companies are active established members of the Roundtable on Sustainable Palm Oil (RSPO) and have expressed commitment to the project. While no guarantee of good corporate behaviour, this has provided opportunities and advantages for Liberia. They have expressed support for the MSPs and engagement to ensure CSR provisions are implemented.

SDL: In 2009, SDL signed a 63-year concession agreement with the Government of Liberia to develop 220,000 hectares of land at the former Guthrie Rubber Plantation in Bomi, Bong Gbarpolu and Grand Cape Mount counties for both large oil palm and rubber plantations. SDL is a subsidiary of Sime Darby Plantation Berhad, a Malaysian corporation and one of the world's largest palm oil plantation groups. On 28 June 2013, the company's effort through Free, Prior and Informed Consent (FPIC) process with the local community came to fruition when a Memorandum of Understanding (MOU) was signed between SDL and the citizens of Zodia was signed. It is the first agreement of its kind ever signed between a concessionaire and a local community which ensures the community understands and agrees to the terms, conditions, and guiding principles of the partnership with the company. Recently, villagers of the Zodia Clan turned over 5,000 ha of land to SDL for oil palm cultivation. So far, only 10,035 hectares have been planted with oil palm and 107 hectares with rubber, since planting first began in May 2011.

GVL: Awarded in 2010 for 65 years, with an optional extension of 33 years conditional on GVL having satisfied required certain key performance indicators, the GVL plantation is immense, covering approximately 350,000 hectares or 2,600km², the size of London and Barcelona combined, and affects the livelihoods of over 41,000 people. The company intends to develop, using sustainable methods, oil palm in the southeastern counties of Grand Kru, Maryland, Rivercess, River Gee and Sinoe. In doing so, GVL expects to provide more than 35,000 jobs to hold up smallholders in developing a further 100,000 acres of palm oil, build modern and added industries; and create a vibrant economic sector in these counties. So far, only 10,000 hectares have been planted in Sinoe and Grand Kru. Plantation development first commenced in December 2010 with two nursery sites, and clearing is understood to have accelerated around September 2011.3 as of the time of writing, it is understood that around 2,500 ha of land has been developed (cleared and planted) in the Butaw District of Sinoe County. Further plantation development (of several hundred hectares) is understood to have recently commenced near the GVL nursery site in Kpayan District of Sinoe County. A further operation site has been developed in Grand Kru.

SIFCA Group: Government entered into a concession agreement with SIFCA, an agribusiness group which operates in Liberia through two subsidiaries MOPP and CRC, on 4 March 2011 within the framework of a development project aimed at rehabilitating the former Decoris plantation in Maryland County, including developing 15,000 hectares of oil palm plantations, creating new cultivated plots, maintaining equipment and installations and building a processing plant. The 25-year concession agreement was signed in the presence of the Council of Chiefs from the Pleebo-Sodoken District of Maryland County. SIFCA management has maintained that allegations of labour law violations are unfounded and that the company's recruitment policy is consistent with international best practices. The Government believes that the agreement, valued at USD64 Million, will be of great importance for the development of the economy in the Southeast Region of Liberia.

EPO: is a UK publicly-listed crude palm oil (CPO) producer founded in 2005. According to a concession agreement ratified in 2008, EPO occupies 34,500 acres of land in District 4, Grand Bassa County. EPO has also identified a minimum of 80,000 hectares of land for expansion in

Rivercess, for which the company does not have a signed concession agreement with the government.

AML: is the first of a number of big investments in Liberia's iron ore sector. Under its agreement with the government, negotiated in 2005 and re-negotiated and signed in 2006, the world's largest steel producer obtained a 25-year concession for iron ore extraction. This involves re-opening mines in Nimba County (Tokadeh, Gangra and Yuelliton mines), renovation of Buchanan port, and rehabilitation of the 270-kilometer railway from Buchanan to Yekepa and construction of a 250-megawatt power plant to supply power. AML will also pay USD75 million over the lifespan of the agreement (USD3 million per annum) to support socio-economic development in Bong, Grand Bassa and Nimba via the County Social Development Fund (CSDF). Management of the funds has been controversial with widespread allegations of corruption and political interference. The company is also required to establish and maintain medical and education facilities in all areas of operation, to serve employees, their families and the broader community, and to prioritize the employment and development of local Liberians.

Annex D: Leadership of Multi-stakeholder Platforms

1. Grand Cape Mount County: - The Sustainable Partnership Initiative (SPI)

No.	Name	Position	Cell No,	Email
1.	Abraham D. Kromah	Chairperson	0886579213	
2.	Omaru F. Kanneh	Co-Chairperson	0886923176	
3.	J. Boima Williams	General Secretary	0886525364	
4.	Stephen M. Perry	Assistant Secretary	0886703837	

2. Maryland County: - Reliable Partnership for Oil Palm Affected Communities (REPOPAC)

No.	Name	Position	Cell No,	Email
1.	G. Olando Karbeh	Chairperson	0880605424	
2.	Beatrice N. Nyema	Co-Chairperson		
3.	D. Anthony Gedee	General Secretary	0880673449	
4.	Amos Gadeh	Financial Secretary	0880937786	

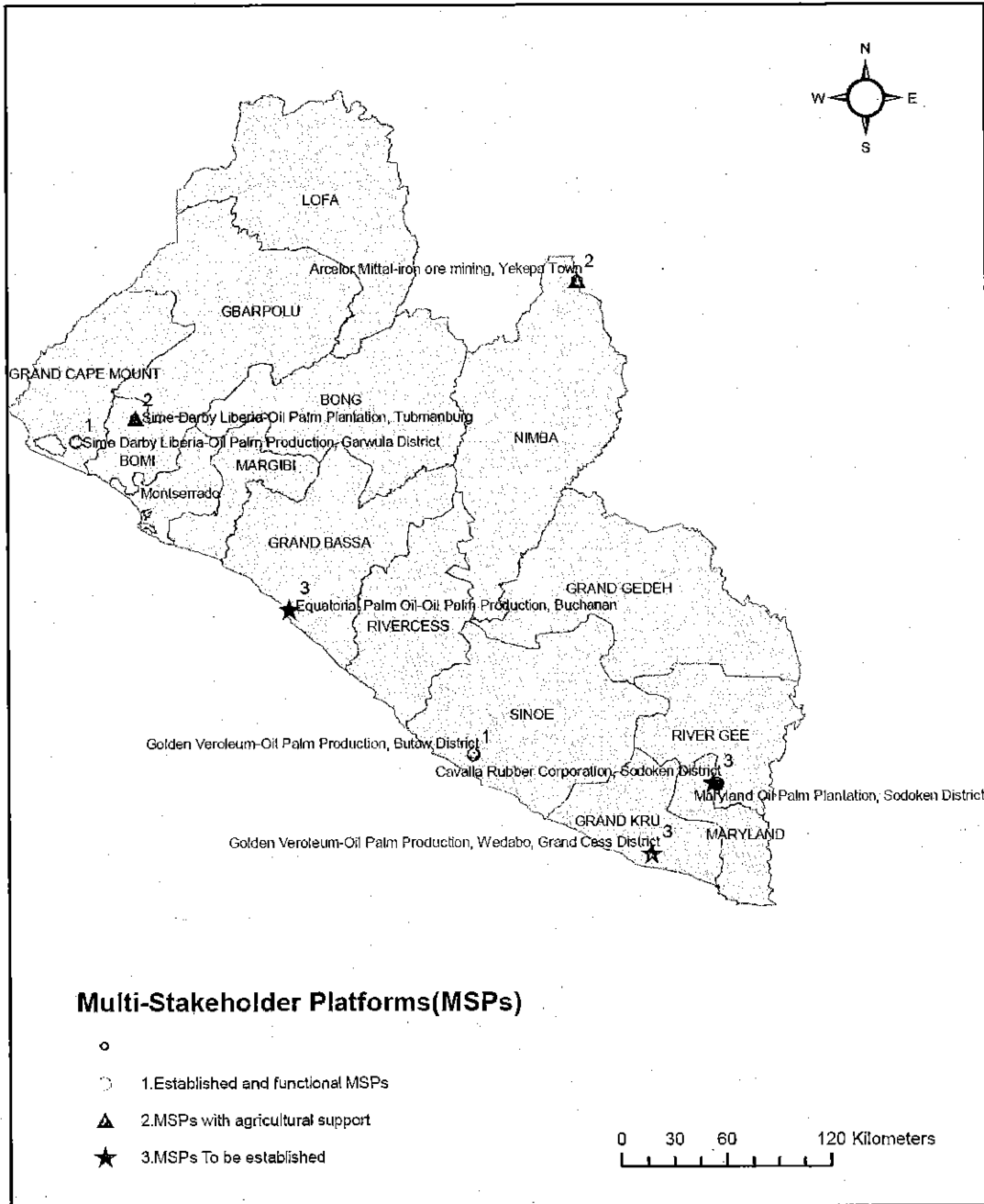
3. Nimba County: - Sustainable Partnership for Mining Affected Communities (SPAMAC)

No.	Name	Position	Cell No,	Email
1.	Sylvester Nyanamah	President	0776358077	Snyanamah123@gmail.com
2.	Regina Gbanlah	Vice President	0775979204	
3.	Samuel L. Blamie	General Secretary	0776659632	Slblemie81@gmail.com
4.	Angeline G. Yeke	Financial Secretary	0775979204	

4. Sinoe: - United Communities Initiative (UCI)

No.	Name	Position	Cell No,	Email
1.	Daniel Chetteh	Chairperson	0880001237	Ucisinoe20@gmail.com
2.	Celester Toby	Co-Chairperson	0886995957	
3.	Bishop Andrew N. Jaysay, Sr.	General Secretary	0888477055	Bishopjaysay1954@gmail.com
4.	Nathan Clarke	Financial Secretary	0881273834	

Annex E: Location of MSPs



Annex F: NBC Letter to Concession Companies



REPUBLIC OF LIBERIA

National Bureau of Concessions

Monrovia, Liberia



Office of the Director General

Email: bishopciato@gmail.com

Cells : +231-(0)880 500 022/0770770783

Ref: NBC/DDG-JYB/199/17

November 20, 2017

Dear Sirs:

I present my compliments and wish to inform you that as part of the Movement of Liberia's drive to defuse concession-related conflicts and demonstrate economic benefit to local communities, efforts to strengthen citizen engagement in concessions management and provide for mutually beneficial coexistence arrangements continue. These discussions have also recommended a strengthening of the institutional capacity of the National Bureau of Concessions, ensuring that it is well positioned to play its mandated role.

It is against this background that the NBC is seeking joint private sector and UN engagement, with a view to identifying opportunities and building upon existing initiatives. The UNDP-supported concession multi-stakeholder platforms (MSPs) offer an opportunity to develop a sustainable and well-functioning land concession conflict mitigation system that ensures alternative livelihood. These MSPs, pilots established in Sinoe (Golden Veroleum), Nimba (Arcelor Mittal) and Maryland (Maryland Oil Palm Plantation) with your collaboration, mirror Sime Darby's Sustainable Partnership Initiative.

UNDP is committed to mobilizing additional resources from the Peacebuilding Fund (USD2,800,000) to consolidate existing pilots and scale up to four additional concession sites Bomi (Sime Darby), Grand Kru (Golden Veroleum), Grand Bassa (Equatorial Oil palm), Maryland (Cavalla Rubber Corporation).

Increasingly, it has been recognized that the private sector is not only a source of financing, but is also an actor in human development. Its role, especially when motivated by long-term sustainability interests, lies in core operations and the wide impact of business, and relates directly to UN values, poverty eradication and the spectrum of issue areas covered by the Sustainable Development Goals (SDGs).

A key aim of the National Bureau of Concessions therefore is to urge each concession company herein indicated to commit to at least USD50,000 each to the estimated project budget of USD372,200 for Contribution Concession Holders over 18 months. The project document is attached for your attention. The benefits of such joint venture are manifold: it secures community buy-in, builds emotional ties, side tracks disruptive third-party interlocutors, strengthens local resilience against violent political agendas or youth extremism and entrenches companies as an integral part of the community. We wish and urge your management cooperation in this regard and also request a written consent at the earliest.

Please accept, the assurances of our highest esteem.

Sincerely yours,

James Y. Gbaroa
DDG-Adm.



Assuring Concessions Integrity, Compliance, Monitoring & Evaluation

Appendix: Correspondence with Sime Darby

*** Initial correspondence***

Dear Mrs. Solomon,

I hope that all is well. My name is Toushi Itoka and I am the Corp Communication's manager with Sime Darby Plantation, Liberia.

Over the years, we've been working with your colleague, Mr. Wollor from UNMIL on our multi-stakeholder initiative, SPI, Sustainable Partnership Initiative.

I'm sure he was able to share with you some of our key documentation.

We would like to meet with you to further discuss possible collaboration on this initiative because we've found it to be the key to our success in Liberia.

Kindly let us know what day and time works for you.

Thanks in advance and we look forward to hearing from you.

Toushi Itoka

*** after PBF commitment***

> From: Carl Dagenhart (Head, Sustainability/External Relations at Sime Darby Plantation)

> Sent: Tuesday, December 12, 2017 1:49 AM

> To: Toshi Itoka; David Parker; Dr Simon Lord; David Parker; Carl Dagenhart

> Cc: Nurul Farhana Abd Aziz

> Subject: RE: FINAL Concessions - IRF- for approval- PBF

>

> Dear Toshi,

>

> This is great news and a milestone. We were working towards this long and hard. This is the best and most credible international recognition for the value the SPI creates in a post-conflict and land-sensitive country like Liberia.

>

> Can you or David sign it or it has to be signed in HQ?

>

> Best Regards,

>

> Carl

>