



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

<p>Project Title: Support to the Liberia Peacebuilding Office (PBO) to coordinate the implementation of the Government overall peacebuilding and reconciliation, provide peacebuilding advice, and strengthen national</p>	<p>Recipient UN Organization(s): United Nations Development Programme (UNDP)</p>
<p>Project Contact: Name: Wilfred Gray-Johnson, PBO Executive Director Address: PBO, Ministry of Internal Affairs Telephone: 231-886647010 E-mail: grayjohnsonw@yahoo.com</p>	<p>Implementing Partner(s): <i>(Government, Civil Society Organizations, etc.)</i> Liberia Peacebuilding Office (at Ministry of Internal Affairs)</p>
<p>Project Number: <i>(To be completed by UNDP MPTF Office)</i></p>	<p>Project Location: Monrovia, Liberia</p>
<p>Project Description: <i>(One sentence describing the main purpose of the project and how it contributes to the peacebuilding process in the country with reference to the main expected overall programme outcomes / theory of change)</i></p> <p>Through Peacebuilding Fund (PBF) support, the Peacebuilding Office (PBO) will continue to provide effective coordination, monitoring and</p>	<p>Total Project Cost: US\$729,976.70 Peacebuilding Fund: US\$400,000 UNDP BCPR TTF: Government Input: Office space, Electricity, Janitors, Security, etc Other: ACCORD & Others US\$ 329,976.70</p> <p>Total: US\$729,976.70</p>

<p>evaluation, capacity building in conflict management, and communication of all the Government of Liberia peacebuilding and national reconciliation programmes in Liberia. An adequately capacitated PBO will provide high-quality technical and advisory support to implementing partners while at the same time coordinating and enhancing synergies between the Government peace and reconciliation initiatives and actors at a strategic level ensuring linkages between reconciliation, conflict prevention, justice and security and rule of law necessary to address a number of root causes of Liberia's conflict. Additionally, the PBO will provide peacebuilding advice and support to the Government of Liberia in the implementation of the Liberia Peacebuilding Programme, the Strategic Roadmap for National Healing, Peacebuilding and Reconciliation and contribute towards achieving the peace and reconciliation deliverables set in the Agenda for Transformation (AfT) as well as the National Vision – Liberia Rising 2030.</p>	<p>Project Start Date and Duration: January – December 2016</p>
<p>Gender Marker Score¹: _____</p> <p><i>Score 3 for projects that are targeted 100% to women beneficiaries and/or address specific hardships faced by women and girls in post-conflict situations;</i></p> <p><i>Score 2 for projects with specific component, activities and budget allocated to women;</i></p> <p><i>Score 1 for projects with women mentioned explicitly in its objectives, but no specific activities are formulated nor is a budget reserved; and</i></p> <p><i>Score 0 for projects that do not specifically mention women.</i></p>	
<p>PBF Outcomes²:</p> <p>Outcome 1 “Conflicts resolved peacefully and past grievances addressed in a manner that supports the coexistence of all relevant actors/groups that were involved in conflicts that undermine peace building efforts (PMP Result 2)”</p>	
<p>Project Outputs and Key Activities: <i>(A paragraph outlining key project outputs, activities and results)</i></p> <p>Output 1.1. <u>Implementation of the Strategic Roadmap for National Healing, Peacebuilding and reconciliation, the Liberia Peacebuilding Program, as well as the Statement of Mutual Commitments and related programmes coordinated</u></p> <p>Key Activities:</p> <ul style="list-style-type: none"> ▪ Facilitate establishment of the National Peacebuilding and Reconciliation Steering Committee (NPRSC) ▪ Provide support to government to review and/ or develop strategic peacebuilding programs and policy frameworks (SMC targets, roadmap, etc) ▪ Organize and coordinate partners’ ministries, agencies and commissions (MACs) meetings on 	

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

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

SMC review and reporting

- Consolidate and submit SMC review report to the government and the UN partners
- Develop and mainstream conflict sensitivity capacities in government programs and policies, e.g. decentralization, county and social development programs, etc
- PBO as potential NPRSC Secretariat coordinates and supports partners including the Office of the Peace Ambassador, civil society organizations (CSOs), relevant MACs working on peace and reconciliation
- Support national reconciliation dialogues and various outreach activities
- Conduct nation-wide conflict mapping and conflict analysis exercise; Recruit, refresh and deploy 45 conflict mappers/researchers across the country
- Prepare and validate national conflict mapping exercise report.

Output 2.1. *National capacity to manage and amicably resolve conflicts built and enhanced*

Key Activities:

- Support national early warning and early response mechanism through training of government officials, CSOs, policy makers, etc in areas of conflict prevention and early warning; conflict analysis; conflict mediation; conflict sensitivity
- Collaborate with PBF Secretariat to train GoL implementing partners (IPs) and CSOs in monitoring and evaluation / results-based monitoring and reporting, as well as project management
- Support the MACs to track and responds to key gaps and challenges in the implementation of GoL's peacebuilding programs through monitoring and evaluation
- Support government's IPs to review and develop M&E plans and results-frameworks
- Support monitoring of government's peacebuilding and reconciliation programs under the justice and security and decentralization programs
- Conduct quality review of government annual peacebuilding reports
- Produce government's annual peacebuilding report including SMC Review report
- Support setting up an integrated M&E Unit to support programs and projects at the MIA including peacebuilding, decentralization, amongst others
- Support internship program and formalize Memorandum of Understandings (MoUs) with partners including the Kofi Annan Institute for Conflict Transformation, University of Liberia, and Institute of Conflict Transformation, Cuttington University.

Output 3.1. *Key infrastructure at local and traditional levels for peace expanded and strengthened*

Key Activities:

- Coordinate and institutionalize peacebuilding and social cohesion through networks of County District and Community Peace Committees
- Organize one CS executive session with the legislature (House and Senate's Standing Committee on peace religion and reconciliation)
- Set up and coordinate national early warning and early response system under the framework of ECOWAS
- Undertake participatory assessment in decentralization pilot counties to inform formulation of strategy to integrate peacebuilding into decentralization of government's programs and initiatives
- Convene stakeholders' Conference for mobilization of domestic resources for reconciliation
- Formalize relationships with collaborating partners, including the Africa Centre for the Constructive Resolution of Disputes (ACCORD), through MoUs.

Output 4: Key stakeholders adequately receive and understand progress updates on government peacebuilding including SMC and the strategic roadmap on peacebuilding, healing and reconciliation

Key Activities:

- Finalize communication and outreach plan on peacebuilding and reconciliation programmes
- Roll-out communication and outreach plan on peacebuilding and reconciliation programmes
- Work with National Implementing Partners (NIPs) and relevant institutions to operationalize strategy by organizing two public events on national reconciliation roadmap and the SMC
- Hold one open-theatre forum of the public with “the LMDI Dialogue Platform”
- Produce and publish one factsheet on roadmap and SMC, as well as related peacebuilding activities.

PROJECT DOCUMENT COVER SHEET

(for PRF-funded projects)

Co-chairs of the Joint Steering Committee

<p><i>Name of Senior UN Representative</i> Antonio Vigilante DSRSG (CDG) / RC</p> <p><i>Signature</i></p> <p><i>Title</i> DSRSG-RC</p> <p><i>Date & Seal</i> 4/03/2016 <i>(Usually DSRSG for mission settings and RC for non-mission settings)</i></p>	<p><i>Name of Government Representative</i> Varney Sirleaf Acting Minister – Minister of Internal Affairs</p> <p><i>Signature</i></p> <p><i>Title</i></p> <p><i>Date & Seal</i> 04/03/16</p>
<p>Recipient UN Organization(s) <i>(If it is a joint project all Heads of UN Entities/Agencies receiving funds should sign)</i></p> <p>Dr. Kamil Kamaluddeen</p> <p><i>Signature</i></p> <p><i>Title:</i> UNDP Country Director</p> <p><i>Date & Seal:</i> 04/03/2016</p>	<p>National Implementing Partner(s)</p> <p>Hon. Varney Sirleaf</p> <p><i>Signature:</i></p> <p><i>Title:</i> Acting Minister – Ministry of Internal Affairs</p> <p><i>Date & Seal:</i> 04/03/16</p>
<p><i>Name of Representative</i> <i>Signature</i> <i>Name of Agency</i> <i>Date & Seal</i></p>	<p><i>Name of Government Counterpart</i> <i>Signature</i> <i>Title</i> <i>Date & Seal</i></p>

Table of contents:

COMPONENT 1: (The "Why")

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

COMPONENT 2: (The "What")

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

COMPONENT 3: (The "How")

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

COMPONENT 4: (The "Who")

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

COMPONENT 5: Annexes

- Annex A: Donor Mapping in Peacebuilding Strategic Outcome Area/s (including UN agencies) and gap analysis
- Annex B: Mapping of UN Agency Capacity table
- Annex C: Organigram of Project management structures
- Annex D: Target table for outcome and output indicators of the results framework
- Annex E: Project Summary

PROJECT COMPONENTS:

(N.B.: All the italicised text on the pages below is to be used as guidance for what should be provided. The actual submission does not need to contain the italicised text.)

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

a) Project (Portfolio) Justification

- Project's relevance to peacebuilding:

The consolidation of peace in Liberia is an enduring, long term agenda that needs to be anchored on a complex interplay amongst the imperatives of development, human rights, justice, security and social cohesion. While significant progress has been made in building lasting peace over the last decade through a partnership between the government of Liberia together with its national and international partners, serious challenges still remain. The root causes of past conflicts have not been adequately addressed and the potential conflict drivers remain latent and take a variety of forms: i) inter-ethnic and geographic divides; ii) the socio-economic inequality, exclusion and the elite capture coupled with perceived widespread corruption; iii) alienation and massive unemployment and lack of livelihoods especially for the youth; iv) the widening gap between the government and its institutions and citizen, with the latter harboring a great deal of mistrust against the former; v) the ineffectiveness of security and justice institutions; vi) lack of participatory democracy, aggravated by the absence of an issue-based, problem-solving dialogue or ideological debate coupled with low levels of educational attainment amongst the majority of the people, among others.

As a result of the Ebola Virus Disease (EVD), it has been realized that an inclusive dialogue and re-building public trust must be part and parcel of the recovery strategy and that this dialogue must involve all the stakeholders: the government, parliament, political parties, civil society and the private sector, and should in particular ensure the participation by marginalized and excluded especially the youth and women. What the country needs is a deep national reflection to re-discover and create its basic foundations, cultivate a common national identity and accept diversity as wealth and not as a threat. This requires pushing through governance, social and economic structural reforms implemented over the medium term which would promote better social cohesion, economic diversification and distribution of the benefits of growth, participation of people in inclusive governance.

From a strategic and programming perspective, national and international partners in Liberia are agreed that time has come for the Liberia Priority Plan (LPP) along with the PBF supported projects and the Strategic Roadmap for National Healing, Peacebuilding and Reconciliation (Roadmap) to be reviewed and revised to reflect the changed peace building context. It has especially been emphasized that there is a need to examine peacebuilding from the point of view of a more holistic approach and streamlining peacebuilding with development.

The Peacebuilding Office (PBO), based in the Ministry of Internal Affairs (MIA), was established in January 2009 and until December 2015 performed two distinct but interrelated functions: 1) as the UN Peacebuilding Fund (PBF) Secretariat in Liberia supporting the PBF Joint Steering Committee and 2) the Government of Liberia (GoL) Peacebuilding Office. Going forward from January 2016, the PBO will focus only on the

latter role, supporting the Government in the development and implementation of its peace and reconciliation programmes. It will become the GoL entity where all reconciliation efforts converge (policy, strategy and programme) playing a central support role in coordination and collaboration with all key actors including government institutions, partners, private sector and civil society. The PBO will also support the Government in addressing various conflict issues that cut across the country, by engaging closely with local peace structures and supporting the MIA in mediation efforts between and amongst conflicting parties including in concession areas.

Furthermore, in the wake of the UNMIL transition, and post-Ebola peacebuilding and reconciliation efforts, the need for supporting and strengthening the government's infrastructure for peace is indispensable. The PBO is rightfully placed as an institution within government to support the government in its peace and reconciliation efforts. In this regard, the PBO will serve as a central oversight body to lead the development of the government peacebuilding policies, strategies and projects and will coordinate the implementation of peacebuilding and reconciliation programmes.

The various functions in this regard are described below. Through the establishment of a dedicated PBO, peacebuilding³ initiatives will be firmly institutionalized within the Government, while conflict-sensitive approaches⁴ will be mainstreamed in the implementation of the Agenda for Transformation (AfT) 2012-2017 and other peacebuilding related instruments. This will help to ensure that national policies, strategies and operational programmes are formulated and implemented taking into account conflict analyses⁵, which is critical in identifying critical interventions to help address and mitigate the pervasive conflict issues that cut across Liberia. The PBO will also be responsible for spearheading the implementation of proposed interventions on peace and reconciliation listed in Pillar I of the AfT and for providing progress reports and in helping to forge synergies and linkages amongst various peacebuilding and reconciliation programmes and initiatives and examining how they align with the overall reconciliation outcomes. In September 2015, the PBO provided progress updates on these deliverables to the LDA Secretariat covering 2012 – Mid 2015 for the AfT Annual report

Since its establishment in 2009, the PBO has not only provided policy advice to the government of the implementation of its peacebuilding and reconciliation programmes, but also helped develop key peacebuilding and reconciliation programmes and projects. As it was envisaged of the PBO when it was set up in 2009, the PBO provided three reports to the government on the implementation of interventions to address conflict issues areas in Liberia. These reports provided suggestions on how to overcome the challenges noted in the implementation of the programmes. From 2008 – 2013 the PBO spearheaded the development of several peacebuilding and reconciliation documents and projects, including the PBF Priority Plan I (2008) & II (2013) the LPP in 2011, the JSJP

³ Peacebuilding, used in this context is the proactive response to address key factors and actors of a conflict.

⁴ Conflict sensitivity analysis is an analysis conducted to ensure that specific initiatives or projects do not exacerbate existing tensions or create new tensions. It should be noted that also peacebuilding projects need to be conflict sensitive.

⁵ Prior to the establishment of the PBO, several peacebuilding activities were initiated and undertaken throughout Liberia by religious institutions, traditional leaders and elders, civil society institutions, and the Government. Many of these processes and activities aimed at resolving disputes, fostering reconciliation and supporting local mechanisms for peace, were often carried out rather haphazardly, without informing or influencing Government's policy actions and development programmes.

in 2011 and the Roadmap in 2012. The PBO has also written the government's first, second, third and fourth report on the Statements of Mutual Commitment (SMC) for submission to the UN PBC after receiving inputs from the implementing institution with support from the Liberia Configuration of the PBC. Over the next 12 months, the PBO will build on these achievements in a more substantive way and will be reporting more on results.

In addition, in its new role, the PBO will, in the coming months support an inclusive dialogue on peacebuilding and reconciliation, seeking to bring together various actors to reflect on the changed peace building context and more specifically, to examine peacebuilding from the point of view of a more holistic approach and streamlining peacebuilding with development. This will be led by the MIA and National Peacebuilding and Reconciliation Steering Committee and will involve key line ministries, agencies and commissions, the national legislature, political parties, civil society and the private sector, traditional chiefs and elders as well as religious institutions. This will also include the participation of youth and women groups and persons living with disabilities. One of the recommendations of the TRC report calls for holding regular national dialogue on peace and reconciliation as a way of taking stock on the peace and reconciliation processes and promoting social cohesion. Rebuilding public trust in the government and its institutions, enhancing social cohesion and addressing inter-group tensions should be top of the agenda.

In sum, among some of the key functions of the PBO are the following:

- The PBO will assume a more central role as the Government Peacebuilding Office, covering such key functions as policy advice and support on peacebuilding, coordination of GoL peacebuilding agenda, training and liaison with JSC Secretariat; co-chair of coordination meetings, etc.
- It will have a central role to play in supporting a review and recalibration of the road map, and revisiting the peace architecture, examining what has worked and what has not, and facilitating a discussion and consensus building that will include a post-ebola reconciliation and peace building agenda. It will act as the government think tank on reconciliation and peace building and will work to ensure synchronization between peace building and other long-term structural reforms.
- Accompanying the review of the roadmap will be the conduct of a conflict mapping and conflict analysis exercises as well as mainstreaming conflict sensitivity in government's policies and programme (decentralization, justice and security, etc); the PBO will spearhead this effort working with relevant agencies;
- It will become the GoL entity where all reconciliation efforts converge (policy, strategy and programme) playing a central support role in coordination and collaboration with all key actors including government institutions and agencies, and civil society organizations related to peacebuilding and reconciliation as well as help forge synergies and linkages amongst various peacebuilding and reconciliation programmes and initiatives and how they align with the overall reconciliation outcomes.
- Given the experience gained and knowledge generated over the years, the new PBO will continue to support capacity building efforts through design and roll out of training programmes in peacebuilding, conflict prevention and transformation, mediation, and conflict sensitivity, etc.

- Work in close liaison with the Peace Ambassador in promoting high profile peace and reconciliation initiatives including those relating to transitional justice, primarily the implementation of the TRC recommendations, in close liaison with other parties.

- Catalytic effects:⁶

Since 2008 beginning with the development of the Government's Poverty Reduction Strategy (PRS) and now the AIT, the government has highlighted the key root causes of conflicts that cut across Liberia and proposed interventions that will address them over time. In addition, the government has worked with the UN and other partners, including civil society, and developed policies and strategies as well as operations programmes that would help mitigate and address these conflict factors. Establishment of a dedicated PBO would therefore accelerate the peacebuilding process in several ways: (i) focus attention on mechanisms for effectively addressing existing or newly emerging conflict issues; (ii) make efforts to expand peace constituencies such as peace committees and other peace structures and networks that are committed to peace consolidation; (iii) take efforts to scale critical governance reforms such as decentralization, constitutional reform and land reform; and, (iv) efforts in peacebuilding and reconciliation will enable the system itself to address challenges over time.

Over the next one year (January–December 2016), the PBO will be supported with funding from the PBF for its operations and to implement some of its activities. PBF funding has enabled the PBO to attract continued funding, including from the Governamnet, demonstrating longer-term support and national ownership. As part of the PBO's self-sustaining and resource mobilization strategy, the Office has established partnerships with other institutions including ACCORD, which has committed technical and financial support. Likewise the Winston Fellowship has demonstrated willingness to fund staff costs of the PBO and other government institutions including the Land Commission (LC) and the Independent National Commission on Human Rights (INCHR), as well as civil society representatives to participate in the 2016 Summer Peacebuilding Programme at the Center for Justice and Peacebuilding, Eastern Mennonite University in Harrisonburg, Virginia. These capacity building initiatives are reflected in the project budget.

In addition to PBF's catalytic support to the PBO's conflict prevention programme which is embedded in the "Strengthening Local Mechanisms for Peace" project, the PBO has been able to attract additional funding from other partners including Humanity United, a California-based organization, and more recently, through the Economic Community Of West African States' five-year National Early Warning and Early Response programme. GOL has demonstrated political commitment and sustainability by committing 50% yearly from its national budget to the programme in the 6th and 7th year, and complete take-over thereafter. The modalities for the programme is being concluded and expected to begin in early 2016.

⁶ Definition of Catalytic for PBF Projects: An initiative is catalytic when it a) launches an initiative that allows for longer-term or larger peacebuilding efforts or b) unblocks a stalled peacebuilding process and/or c) it undertakes an innovative, risky or politically sensitive intervention that other actors are unwilling to support and that addresses conflict factors. Also see www.unpbf.org/catalytic-programming

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

a) Project focus and target groups

- Project focus:

The focus of this project is supporting the government to achieve its peacebuilding and reconciliation interventions (deliverables) that are proposed in the AfT, tLPP and Roadmap, as well as the SMC. This will help contribute to lasting and durable peace, stability and long-term development. Considering what has been described above, over the next twelve months, the PBO endeavors to achieve the following five key outputs:

1. Implementation of the Strategic Roadmap for National Healing Peacebuilding and reconciliation, the Liberia Peacebuilding Programme as well as the Statement of Mutual Commitments and related programmes coordinated

One of the key approaches the government has commenced to address and mitigate various conflict issues has been to develop strategic policies, and frameworks that will set priority interventions to address conflict issues over time. The PRS (PRS: 2008-2011), Liberia Medium Term Economic Growth and Development Strategy (the AfT) as well as the Roadmap are all good examples. Also in other instances that government has established the relevant institutions within government that will work to develop the policies and legislations that are needed to help address veracious conflict issues. An example is the Land Commission and the Land Rights Policy as well and Land Rights Act intended to help address various land issues a key causes and potential area of conflict. While various policies related documents are developed, and in most cases aligned with each other, there has not been a corresponding coordination with respect to their implementation. This is also true for the peacebuilding and reconciliation related instruments including the Roadmap, the LPP as well as the SMC and related programmes. On 2nd December 2015, the Government put forward its new/revised peacebuilding and reconciliation priorities to the Liberia Configuration of the PBC. As articulated in the priorities paper, the PBO will assist in the development of the revised SMC for 2016 – 2017 and will follow through with MACs of government on its implementation. The PBO will also work with the relevant institutions and partners to write the government's annual progress report on the SMC for review of the government and the Liberia Configuration.

With regards to fostering coordination it recognized that while in practice, efforts were employed to integrate peacebuilding in policies and frameworks including the decentralization program of the government. The PBO will integrate peacebuilding into the Government's decentralization and development initiatives beginning with the conduct of a participatory assessment in pilot decentralization counties that informs the formulation of appropriate strategy that facilitates such integration. Decentralization within the government mean to transfer power away from a central authority to lower levels in a territorial hierarchy, while peacebuilding involves a range of measures targeted to reduce the risk of lapsing or relapsing into conflict by strengthening national capacities at all levels for conflict management, and to lay the foundations for sustainable peace and development. Over the years, decentralization, peacebuilding and development approaches have often been characterized by a lack of clear integration strategy, coordination and complementarity between actors and institutions. Many key actors seem not to be on par with this emerging trend, and in some cases, it is difficult to get their commitments. In some instances, this has served to impede operational progress and

ultimately, prevented sustained results. A review of the implementation of the Reconciliation Roadmap in April 2014, showed that there has not been a clear coordination mechanism in place overseeing the implementation of the Roadmap although a structure was recommended in the Reconciliation Roadmap, while little or no efforts are being employed to engage with and solicit citizens' participation in the implementation of the Reconciliation Roadmap and related programmes across the country.

In this regard it was recommended to set up a coordination structure as called for in the reconciliation roadmap but this was not achieved partly due to the outbreak of the EVD. Going forward therefore, and so as to avoid proliferation of meetings, duplication of discussions and a lack of clarity in terms of roles and responsibilities within the areas of justice, security, and reconciliation, concrete steps are being initiated to integrate, and to some degree, streamline the various existing structures to align with the Agenda for Transformation. The PBO will support the NPRSC to ensure integration could be implemented across both the policy and strategic level and the technical or working level. This effort will include enhancing the coordination amongst civil society and other institutions implementing peacebuilding and reconciliation programmes across the country.

Finally, the National Peacebuilding and Reconciliation Steering Committee (NPRSC) will be established to ensure the implementation of these programmes is well coordinated and cohered.⁷ The NPRSC will be supported temporarily by the Peacebuilding Office as a secretariat, until final decisions pertaining to the NPRSC's structure are made.

The PBO as the Government's Advisor on peacebuilding and reconciliation, will be responsible for tracking and reporting on progress and challenges on the implementation of the Strategic Roadmap for National Healing Peacebuilding, and Reconciliation, and will work with the PBF Secretariat and the Justice and Security Joint Programme - PMU, as well as with national implementing partners implementing reconciliation programmes, projects and initiatives in Liberia.

The PBO will report directly to the Ministry of Internal Affairs, and work in close collaboration with the PBF Secretariat and the NPRSC for the purpose of contributing to adequate decision making process on the implementation of the Roadmap and the LPP 2011 -2013. The PBO will make all efforts not to duplicate any functions of the PBF Secretariat and same is expected from the PBF Secretariat.

In July 2015, the President of Liberia appointed Liberia's new Peace Ambassador, Dr. William R. Tolbert, III to play a 'good-offices' role in promoting reconciliation and peacebuilding locally and abroad. As part of his ToR, the Peace Ambassador will work to: enhance coherence amongst the multiple national reconciliation and peacebuilding

⁷ The NPRSC (NPRSC) is being established to oversee and coordinate the implementation of Government of Liberia peacebuilding and reconciliation programs, including the Strategic Roadmap for National Healing Peacebuilding and Reconciliation as well as the Statement of Mutual Commitments and related peacebuilding programs as may be developed and implemented. It will provide oversight, strategic guidance and policy direction for the development and implementation of the Government peacebuilding and reconciliation programmes and will serve as the main body to discuss and agree on government peacebuilding and reconciliation priorities, and allocate resources from the government and from other sources through the government for peacebuilding and reconciliation projects other than the PBF.

initiatives; promote dialogue amongst political and civil society leaders to establish consensus on the definition and vision of what constitutes reconciliation and peacebuilding in Liberia; consult with stakeholders to find ways to constructively address generalized trauma and impunity as a result of prolonged violence, the presence of former faction leaders and key supporters of the war in the public or private sectors, and the consequent disruptions in national history and cooperate with stakeholders to rebuild trust amongst political leaders and between them and the general public. The Peace Ambassador will also collaborate with the Ministry of Internal Affairs, the Peacebuilding Office, United Nations Agencies, and other local or foreign partners to enhance limited capacity, skills, technical and finance resources, and a strong coherent institutional environment in which national reconciliation and peacebuilding initiatives are sustained and establish partnerships to sustain the national peacebuilding and reconciliation efforts. In addition, the Reconciliation Roadmap assigns to the Liberia Peace Ambassador's Office tasks of supporting the implementation of three key thematic areas including 1) Political Dialogue and Reconciliation, 2) Inter-ethnic/ Inter-county Dialogue and Reconciliation and National and County-level Reparations and Memorialization.

Since his appointment, the Peace Ambassador has been very engaged with the PBO and various actors and has submitted a draft workplan outlining his various activities. The PBO will work closely with the Peace Ambassador in advancing his role, providing technical and operational support as appropriate, and especially in building the capacity of the Ambassador's Office to fully establish itself. The PBO and Peace Ambassador will undertake several joint activities and initiatives including capacity development trainings, study tours and most importantly travel across the county to support and strengthen local and traditional mechanisms for peace. PBO will support the Peace Ambassador in promoting high profile peace and reconciliation initiatives including those relating to transitional justice, primarily the implementation of the TRC recommendations, in close liaison with other agencies.

Furthermore, as the PBO supports the government in the development of strategic peacebuilding and reconciliation policy documents and related programmes these will be guided by a rigorous analysis of various conflict factors. In this regard the PBO will spearhead the conduct of a rigorous nation-wide conflict mapping and conflict analysis exercises that will allow for a systematic and empirical process in which Liberia conflict issues and potential conflict drivers are identified across Liberia, and critically analyzed to help interveners and actors of the conflict in comprehending its root causes and nurturing its possible reduction, management or solution.

This nation-wide conflict mapping exercise will be supported by the MIA, UNMIL, UNDP, PBSO, and the PBF Secretariat; ACCORD based in South Africa, CSOs the Kofi Annan Institute for Peace and Conflict Transformation at the University of Liberia and LISGIS. This exercise will help to get a wider and national perspective of the current conflict context and dynamics and peacebuilding perspective that is empirical.

During peacebuilding workshop held from 26-28 August 2015 organized by ACCORD and the PBO under the theme: Revisiting the Coherence and Coordination Debate: Sustaining Collective Peacebuilding in Liberia, the participants recommended a new conflict mapping exercise that will not only seek to find out conflict issues or factors as in the past but will seek to explore the extent to which some factors are being address or not as well as seek to understand the nature and dynamics of conflicts county by county.

Another area suggested to be included in this exercise is to also map out various peace structures actors and some of the interventions that are being undertaken. This exercise should also include an understanding from a cross-section of the citizenry on what they think are needed to help address conflict issues and areas to be identified. This exercise will help inform the development or realignment of strategic peacebuilding plans, programmes and projects in the coming years. ACCORD will be the PBO's key partner in conducting this exercise and will help provide both technical and financial support. There are aspects of the exercises that will seek support from funding through the PBF.

2. National capacity to manage and amicably resolve conflicts built and enhanced through training in peacebuilding, conflict analysis, conflict prevention and transformation, mediation, and conflict sensitivity.

The PBO will continue to build national capacity through training in peacebuilding, conflict prevention and transformation, mediation, and conflict sensitivity as well as in monitoring and evaluation of peacebuilding and reconciliation programmes. As over the past years, the PBO provided training for local officials, CSOs, county peace structures and other actors in various peacebuilding topics. These trainings were in line with the Government's quest to enhance the capacity of local official and institutions to better manage and response to conflicts. The PRS stated:

"Over the PRS period, with initial support from the PBF, the Government will focus on building the capacities of leaders and institutions to develop and implement conflict-sensitive policies and programmes." It further states that "... with an understanding on conflict issues and methods of addressing them, the Government can set a strong foundation for lasting peace and stability in Liberia." (PRS p.21)

Given the experience gained and knowledge generated over the years, the new PBO will continue to support capacity building efforts through design and roll out of training programmes in peacebuilding, conflict prevention and transformation, mediation, and conflict sensitivity, etc. A more rigorous training in mediation and conflict sensitivity will be provided for both the LNP and BIN officers in training and assigned at the regional hubs. Presently, the PBO and BIN are developing a MoU in this regard. Most of these trainings will be conducted in partnership with ACCORD.⁸ The PBO will also provide training in project management, result focused monitoring and evaluation for various partners; particularly for focal persons from line ministries, agencies and commissions of the government meeting various SMC targets, and proposed interventions under peace and reconciliation in the AIT.

Also related to this training and capacity development is the PBO national internship/volunteer programme. Since the programme was started in 2010 the programme has helped build and enhanced capacities for peace. The programme has

⁸ Recently the MIA on behalf of the PBO signed a MOU for a period of three years. Both parties amongst others agreed to engage in regular consultations so as to ensure joint planning and implementation of activities in a responsive and needs-based manner; share experiences and lessons learnt from national, regional and other peacebuilding processes in Africa; cooperate in knowledge-sharing and skills transfer in conflict analysis, conflict mitigation and transformation through internships, staff secondments, fellowships and exchange visits; and develop strategies and programmes for the promotion of stability and development in Liberia and the Mano River Union region in general and post-conflict reconstruction and development in particular.

worked and continues to with both national and international interns and is, in a small but meaningful way, contributing to youth empowerment especially in Liberia through helping to prepare recent university graduates and/or graduating students for the job market. The programme works with the Kofi Annan Institute for Conflict Transformation (KAICT) at the University of Liberia and the Institute for Peace and Conflict Resolution at Cuttington University in Gbarnga, Bong County that are offering undergraduate degrees in peace and conflict studies. The PBO today is the only institutions in Government where these students can turn the theories and concepts they learn into practice.

In 2016 these interns will support the implementation of a few small projects to be implemented by the PBO funded through UNMIL Quick Impact Project. Already one of such projects intended to strengthen border community peace committees to foster cross-border peace and security in five counties including Grand Gedeh, River Gee, Nimba, Bong, and Maryland counties have been funded. An additional two including 1) Mitigating Natural Resource-Based Conflicts in Liberia to be implemented in Sinoe, Grand Gedeh, Nimba, Maryland and Cape Mount Counties and 2) Strengthening Local/Traditional Mechanism for Peace with focus on county peace committees are in the pipeline. These projects do not have stipend or allocation to recruit any staff since we considered that the PBO will work with its interns to implement these projects. Furthermore, with funding from the PBF the Ministry Education and UNESOC in 2009 – 2010 introduced peace, human rights and civic education within the national school's curriculum to be taught from the primary to secondary levels. These efforts recently gained momentum by the formal launch of the programme by the Ministry of Education and Governance Commission on 24 August by the President of Liberia. Text books are presently being produced to be though in schools. These interns following their internship with the PBO are expected to be absorbed into this programme.

3. Local and traditional mechanisms for peace expanded and strengthened

The PBO will continue to strengthen local capacities for peace through training, facilitation and technical support. Since 2011 the PBO has been working with UNDP, UNMIL, the MIA as well as local county administration and civil society to support County Peace Committees (CPCs) and in some cases District and Community Peace Committees to help address various conflict issues including land disputes, boundary disputes, inter-ethnic and intra-communal as well as inter-tribal conflicts. These activities have helped to not only mitigate various conflicts, but have also helped foster unity and social cohesion at local levels and the coming months will see an integration of CPCs and County Security Councils, a move intended to enhance local peace and security. Involving people at grass-roots levels was one of the positive lessons learnt from the Ebola Pandemic that much can be achieved when local community and people are mobilized and supported to take charge. This could also be true in sustaining peace and security at the county and district levels in the coming years.⁹

⁹ At present the MIA is working to integrate the CPCs into the County Security Council structure for better coordination and sustainability. Anchoring CPCs within County Councils, a key feature of the Local Governance Act, it was envisaged, would ensure legitimacy and sustainability and access to County Development Funds (CDF) and Social Development Funds (SDF). As of 15 August 2015 Lofa County Council, the first county council, has approved funding for the Lofa CPC. The setting up and functioning of County Security Councils is a key target agreed in the SMC for which some progress has been made.

Further, the PBO will work to coordinate and align where applicable, early warning and early response activities with that of the National Early Warning and Response mechanism to be shortly set up in Liberia under the auspices of ECOWAS.

In terms of the PBF support serving as a catalyst, and the sustainability of the PBO after as PBF funding is being refocused, it is envisaged that funding will be mobilized domestically including from the Government to support the PBO. As articulated in the Roadmap, a National Coordination Secretariat will be established to support the NPRSC in the implementation of the Roadmap. The PBO is already playing this role. However, over the coming months the PBO will be working very hard with the NPRSC to mobilize resources from other sources for peacebuilding support and for the functioning of the PBO. Already the MIA and PBO are working with the ECOWAS liaison office in Monrovia to set-up a National Early Warning and Early Response Mechanism to be funded by the United States for five years under an agreement with ECOWAS. When set up, this Office will not only absorb key staff working in these areas, but will also integrate the conflict early warning and early response mechanism presently coordinated by the PBO. In addition, early warning focal persons across the country will also be placed under this new arrangement. As mentioned earlier, the PBO has concluded an MOU with ACCORD and as part of the MoU, ACCORD will support some of the PBO key activities including training, study tours, conflict mapping and staff capacity development. ACCORD has already provided such support in the last few years. The PBO will shortly be developing a peace and reconciliation promotion plan intended to help mobilize funding to be shared with peacebuilding institutions and foundations support peace and reconciliation initiatives in Liberia.

4. Government tracks and responds to key gaps and challenges in the implementation of its peacebuilding and reconciliation programmes through monitoring and evaluation

The PBO will work to develop a monitoring and evaluation framework to track and report on the progress of various programme and projects in achieving their outcomes and output indicators thereby leading to achieving Government overall peacebuilding and reconciliation goal and priorities. The focus of the PBO M&E framework will not focus on the PBF funded projects but rather on SMC targets as well as programmes and projects that are funded through the Justice and Security Trust Fund under the JSJP that are not included in the PBF priority plan. Some of these include the training of LNP and BIN officers as well as construction of magisterial courts, border post etc. This framework will also consider programmes and projects funding by funding from the government and other partners in support of the reconciliation roadmap. To date the government has made some funding available for the national history project, the transformative education project and national symbols project. It is expected that the Government will provide additional funding through 2016/2017 Fiscal budget to support the implementation of the reconciliation roadmap. The more frequent and robust monitoring of these programmes will enable the government and its partners, through the NPRSC, to act swiftly to make adjustments to programmes and activities as needed. Under this new configuration there will be an integrated M&E framework at the MIA.¹⁰

¹⁰ The M & E Framework to be set up will describe levels of monitoring and evaluation – to include at the project level (i.e. construction of police barracks) , the programme level (i.e. justice and security joint programme), the country strategic plan level (i.e. Aft) and Global review targets (PSGs.) Various indicators will be synchronized and merged while applicable amongst the various programmes. In addition the m & Framework will include the regular RBM methodology as well as a pilot case using the randomized

The PBO will work closely with the national decentralization programme as well as key departments of the MIA to set up an integrated and coordinate plan. This M & E framework will be closely aligned with the AfT's Monitoring and Evaluation Strategy (see chapter 15 of the AfT).

- Key target groups/beneficiaries:

The people of Liberia will be the primary beneficiaries as the PBO will now assist the GoL to fulfill its obligations in relation to the people. It will become the GOL entity where all reconciliation efforts converge (policy, strategy and programme) playing a central support role in coordination and collaboration with all key actors including government institutions and agencies, and civil society organizations related to peacebuilding and reconciliation as well as help forge synergies and linkages amongst various peacebuilding and reconciliation programmes and initiatives and how they align with the overall reconciliation outcomes.

Key line ministries, agencies and commission, as well as local officials and CSO will also benefit especially in terms of capacity development and training in the areas of peacebuilding, conflict management, mediation and early warning and response and in conflict sensitive development and programming. Other targets and beneficiaries will include key national stakeholders as well as the entire citizenry that are either working towards accelerating peace and reconciliation in Liberia or that may be engaged in some forms of conflict.

b) Theory of changes: linking activities to results

- Theory of changes:

This project attempts to confront directly the most important political problems in Liberia. These issues constitute the origins of the devastating civil war and that have not changed in any fundamental way, despite democratic elections and the restoration of security in the country. For that reason alone, the role of the PBO is bold and optimistic. The project itself offers an approach to addressing those issues, and does not glide over some of the most difficult challenges. The theory of change rests on the assumption that trust, communication and problem-solving skills, and structural change, can overcome entrenched interests and habits of mind and organizational arrangements learned from childhood. However, no one project or programme can address all the factors relevant to 'Peace Writ Large' in Liberia. Therefore, the centrality and coordinating role of the PBO to push for collaborative approaches and linkages with other peacebuilding efforts is key to amplifying the impact of the programme, where cross monitoring mechanisms are implanted and best practices are shared and transferred. Spearheading a culture of cooperation and synergy amongst the peacebuilding organisations would be effective for changes needed at structural and cultural levels. The cooperative process will limit duplication of activities, as well as help to build synergies between initiatives and to share in joint analysis processes.

In addition, the PBO will ensure that more explicit links will be made between local and national level for desired changes to occur. This indicates that projects such as the "Strengthening Local Mechanisms for Peace" project and "Early Warning and Early Response Mechanism" will be explicitly linked to national structures (through the Local Governance Act and County Security Committees and National Early Warning and Early

Response programme respectively) for changes at the community level to somehow affect changes at a higher or national level.

The outbreak of the Ebola epidemic did not help as it created new social fissures and faultiness which dealt a serious blow to the already fragile peace and social cohesion. It challenged the very design and continuing validity of current reconciliation and peace building approaches such as palava/peace hut talks, memorialization, etc.

It is within this context that the role a new PBO must be understood, playing an important function in the country's efforts to foster peace and reconciliation. An effectively operating and adequately capacitated PBO will ensure effective coordination, monitoring, reporting and evaluation, capacity building in conflict management, and communication of the implementation of the government peacebuilding and reconciliation programmes.

The PBO will assume a more central role as the Government Peacebuilding Office, covering such key functions as policy advice and support on peacebuilding, coordination of GoL peacebuilding agenda, training and liaison with JSC Secretariat; co-chair of coordination meetings, etc. It will have a central role to play here in supporting a review and recalibration of the road map, and revisiting the peace architecture, examining what has worked and what has not, and facilitating a discussion and consensus building that will include a post-ebola reconciliation and peace building agenda. It will act as the government think tank on reconciliation and peace building and will work to ensure synchronization between peace building and other long-term structural reforms.

The PBO will provide peacebuilding advice and support to the Government of Liberia while also providing high-quality technical assistance to implementing partners, enhancing synergies between all PBF and thereby addressing various root causes of conflict.

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

a) Implementation approach

- Prioritisation and phasing of support:

This project though suited in Monrovia is national in scope as it works with various institutions and actors across the country. The project also has a number of activities that will be implemented throughout Liberia. However there will be particular focus on conflict prone areas including in concession areas where the PBO will be working closely with the MIA to support county peace committees and other local peace structures in mediation efforts aimed at resolving conflicts. Since 2006 a number of conflict factors have been identified and flagged in several policy related documents for which some interventions have been made. In the 1st quarter of 2016 the PBO will lead a nation-wide conflict mapping and conflict analysis exercise that will identify not only new conflict areas, but county specific conflict issues to be address.

Related to the analysis of various conflict issues and considering the gender dimension, the PBO will work to engender a human rights based approach, as a tool for mitigating conflicts and for engaging with all actors in the implementation of the project. The project is formulated bearing in mind that all citizens of Liberia including vulnerable and marginalized groups are entitled to equal participation and this will be the hall mark of implementing this proposal. Since 2010 the PBO has ensured policies and actions are

conflict sensitive and deliberately seek to foster social cohesion and nation building. As articulated in the Reconciliation, the PBO remains cognizant that Liberia is a highly polarized context and the implementation of its reconciliation and peacebuilding programmes would take into serious consideration the risks of further escalation of violent conflict and the polarization of the Liberian society. Therefore all processes, selection of personnel and implementing institutions, and timing of implementation of various peacebuilding and reconciliation programmes should be informed by the conflict volatility. The PBO will work with various institutions to ensure where risks of violent conflicts are real the implementing institutions will ensure the appropriate mitigating structures and mechanisms are in place.

- Project implementation modalities;

The United Nations Development Programme (UNDP) – Liberia will be the Recipient UN Organization (RUNO) for this project, with PBO as the national implementing partner based at the Ministry of Internal Affairs.

The New Structure of the PBO will consist of at least five substantive staff as well as four support staff/office attendants. The staff of the PBO will include:

1) Executive Director and Head of the PBO, 2) Senior Peacebuilding and Reconciliation Programme Manager and Head of Programme, 3) National Monitoring and Evaluation Officer, 4) Finance Officer, and 5) Administrative Secretary. Other staff include a Senior Driver and a Driver. Other staffs include two Janitors and well as receptionist assigned to the PBO by the MIA. The MIA will also provide the housing (office space for the PBO), electricity and security. The tasks of the PBO are quite enormous yet a small and efficient staff will ensure the quality of work to be accomplished. However, where applicable the PBO will be supported by one or two qualified and experienced research assistants and will draw of the support of a few interns under the PBO's volunteer programme where necessary to provide other kinds of support including logistical, administrative and on the field. The project will also allocate resources for professional contracts for a very short period that could provide additional support as may be needed such as in training, facilitation and other technical services.

The key functions and job specificities of the PBO staff have been slightly revised considering new tasking and responsibilities. A summary of the Terms of References is listed below:

National Executive Director – The National Executive Director and Head of the PBO (ED) is responsible for the overall management and functioning of the PBO including emphasis on policy advice, strategies and engagement with policy makers. The primary function of the ED will be to provide overall of support to the Government at the strategic and policy levels providing peacebuilding policy advice and leading the developing of strategic peacebuilding and reconciliation policy related documents. The ED will also be principally responsible to support the NPRSC in ensuring coordination, collaboration amongst various peacebuilding actors and structures both at national and sub-national levels, as well as synergies and linkages amongst programmatic frameworks. The ED will also provide strategic peacebuilding and reconciliation guidance to the government, and other actors in development and implementation of various peacebuilding and reconciliation frameworks and strategic strategies, ensuring mainstreaming of human rights and gender sensitive conflict sensitive approaches.

The ED will work to ensure rigorous conflict mapping and conflict analysis are done to inform programming. In addition the ED will help develop various reports and ensure the quality of reports at the country programme and strategic levels and well and global thematic review levels. In sum the ED key tasks are: 1) overseeing the overall administration of PBO, 2) contributing to strategic policymaking on peacebuilding - providing peacebuilding advice to the government, developing and/or support the development of various peacebuilding and reconciliation policy related strategies, 3) supporting the GoL in national and international activities on peacebuilding, 4) fostering coordination and collaboration at the policy and strategic levels and 5) overseeing and submitting the SMC annual Outcome Review reports and well and other reports on peace and reconciliation at the country programme levels (e.g. Reconciliation Roadmap, AFT) and Global Thematic Review levels (Peacebuilding and Statebuilding Goals (PSGs), PBF Global Thematic Review as well as UN Rule of Law indicators). The ED will support the training of key partners in peacebuilding, mediation, conflict management, conflict sensitivity development and related topics. The ED will be assisted by the Senior Peacebuilding and Reconciliation Programme Manager.

The Executive Director's functions, as articulated above, will look at policy matters and engage policy actors while the Senior Peacebuilding and Reconciliation Programme Manager will focus on operational matters. This is important so as to ensure a clear distinction between the ED and the Sr. Program Manager for each of the two to be effective in the discharge of their respective functions.

Senior Peacebuilding and Reconciliation Programme Manager – the Senior Peacebuilding and Reconciliation Programme Manager will support the development of strategic peacebuilding and reconciliation policy related documents but will primarily be responsible to spearhead, support and coordinate the implementation of various peacebuilding and reconciliation projects? programs? at the technical and programmatic levels. The Senior Peacebuilding and Reconciliation Programme Manager, is also the Head of Programmes and will be responsible for making decisions at the operational level; ensuring systematic coordination, communication and information sharing among PBO staff members through the organization of weekly, monthly, half yearly and annual meetings and ensuring follow-up on decisions made during these meetings; promoting synergies and collaboration between PBO staff members and the PBF Secretariat managing PBF funded projects that form part of the Reconciliation Programme by promoting information exchanges, collaborations and synergies between the various projects and among all the partners involved in its implementation (RUNOs, NIPs, CSOs, NGOs, donors and any other additional partners) in a systematic and regular manner (monthly meetings are recommended); maintaining systematic and regular communication and coordination with the JSJP PMU (monthly meetings are recommended); and maintaining permanent communication with the JSC Secretariat at the Resident Coordinator's Office responsible for the three reallocated tasks, to ensure all relevant information on progress and challenges of the Liberia Peacebuilding Priority Plan 2013-2016 is promptly communicated to the PBSO and to the JSC for adequate decision-making; managing logistics planning to ensure resources such as vehicles and DSAs are ready when required for fieldwork; preparing detailed PBO annual work plans, including every PBO's task, and reviewing them periodically to adapt them to any challenges or context changes; and reporting to the PBO's Executive Director, PBSO and sharing information with the JSC Secretariat staff at UNMIL on any difficulties in the

performance of his/her duties so the PBSO and JSC can take appropriate action. The Senior Peacebuilding and Reconciliation Programme Manager will also be responsible for coordinating the training of key partners in peacebuilding, mediation, conflict management, conflict sensitivity development and related topics. The revised ToR is consistent with the PBO's evaluation report and responds to the new configuration of the PBO.

Under the revised structure and functions of the PBO monitoring and evaluation will be very crucial and one of the most essential and indispensable. This monitoring and evaluation tasks as described below will certainly require much work. Unlike the last few years where the PBO also had an international Monitoring and Evaluation Advisor, the PBO only has one M & E officer with additional responsibilities. It is in lieu of this that both a Monitoring and Evaluation Officer, and an Assistant will be needed as part of the PBOs' structure. The TORs for the two positions are as follows:

National Monitoring and Evaluation Officer – the National Monitoring and Evaluation Officer will be responsible for enabling the NPRSC to effectively manage the Liberia Peacebuilding Programme, Reconciliation Roadmap and related programmes for the most effective results achievements, facilitating periodic programme performance review involving working with ministries agencies and commissions (MACs) implementing peacebuilding and reconciliation programmes and providing technical guidance for monitoring and reporting on project contributions country programmes strategic outcomes levels. The M & E Officer will help ensure the best use of quantitative and qualitative data sources for the substantive reporting and the systematic sharing of information with the national government, donors and stakeholders and set up/strengthening institutional M&E capacity at the PBO for adequate respond and meeting M&E needs of the LPP and relevant stakeholders based on indicators defined in the LPP and related peace and reconciliation frameworks.

With regards to results based programme management of the reconciliation programme the M&E Officer will work to elaborate an M&E plan with assigned roles and responsibilities, methods of data collection (baseline data) and cost allocation for the tracking of outcome indicators and critical assumptions outlined in the strategic results framework of the LPP; provide support to the PBO in the development of methodological guidance and coordination in the conduct of perceptions surveys for qualitative assessments of peace relevant changes achieved (different target groups: e.g. service provider, programme beneficiaries etc); provide guidance on developing user-friendly templates for the routine half year and end year programme reviews focusing on 'snapshots' of results achievements that enable the NPRSC to keep oversight on the status of the overall programme performance and managing unexpected risks; help strengthen PBO's efforts around fostering coordination with various actors and streamline the information flow and reporting from project based M&E systems of MACs to the NPRSC; support the PBO in developing quarterly consolidated reports for circulation to the NPRSC, the GoL, Liberia Country Specific Configuration (CSC) and donor community to showcase progress and help in resource mobilization as well as support the conduct of independent professional programme evaluations. The M & E Officer will report to the Senior Peacebuilding and Reconciliation Programme Manager and Head of Programme.

Finance Officer – the Finance Officer will be responsible for performing both administrative and accounting functions:

Administrative: the Finance Officer will represent the Liberia Peacebuilding Office at all financial levels; inform the Executive Director on delays in liquidation of advances for actions; provide monthly draft report to the Executive Director, Senior Peacebuilding and Reconciliation Programme Manager for comments and actions; provide weekly briefing on the financial status of the Liberia Peacebuilding Secretariat; brief administration as per request on the status of funding of the PBO and prepare and submit monthly financial report of the PBO to the Executive Director. In addition the Finance Officer will supervise petty cash custodian; do daily and weekly cash count of petty cash along with petty cash custodian; sign petty cash count sheet and file; and review petty cash request for possible payment.

Accounting: the Finance Officer shall carry out financial planning and strategy; do risk analyses of project recipients' financial report, process and seek approval as appropriate to Line Manager; help process and seek approval of dully signed contracts between PBO and other partners; prepare and execute payment for staff advances for field trips; prepare and execute monthly staff payrolls taking into consideration the Government of Liberia revenue and tax laws; perform the daily accounting services and prepare donor monthly, quarterly and annual financial reports and prepare and execute payments for approved salary advances for staff. Others include maintaining a database of active staff financial records in all forms (Salary advance, field trip advances, and loans) in MS access or MS excel; ensure liquidation of all advances given to any staff from the field and match it against advance form of staff in question; analyze financial Information; do statistical analysis in line with work plan, take note of improvement of project recipients' IP financial reports; identify weaknesses in internal control procedures and assess the adequacy of accounting, financial and operating controls; prepare monthly bank reconciliations statement of all the Liberia Peacebuilding Office funds; highlights material errors in the accounts and assessing compliance with established financial procedures, laws and taxes and safeguard the Liberia Peacebuilding Fund Office financial resources and assets against misuse or misappropriation.

The Finance Officer will also be responsible to provide financial decision-making information by gathering and analyzing financial information; developing projections and alternatives; prepare annual statement of financial position, income and expense statement for use by the PBO; prepares one, two, and three, year financial plans by collecting historical data; developing and estimating trends; preparing assumptions; examining management plans; and help determine best possible position by forecasting expenses in line with donor requirements and approval; close the monthly journal to the individuals and close the ledger to income summary and perform other evolving tasks assigned by line manager. The Finance Officer will report to the Executive Director.

Administrative Secretary – the Administrative Secretary will be responsible for staff related issues, office management and for logistical support including office supplies and will be responsible for keeping all inventory of and managing of PBO fixed and soft assets. His/Her function will include following up with staff for submission of monthly reports and preparing for and coordinating staff bi-annual and annual appraisal and developing staff contracts. The Administrative Secretary will also be responsible for receiving sitreps and note to files and for developing weekly and monthly report of staff

activities related to the PBO Annual Workplan and will be responsible for creating and maintaining the PBO shared-drive and filing directory both in soft and hard copies. He/She will be responsible for preparing for regular NPRSC and well as project board meetings and will be responsible for taking notes, preparing draft minutes and following up with the co-chairs for signing of the minutes. The Administrative Secretary will develop a matrix of actions points from various meeting both at the policy and technical level and from regular PBO's staff meetings and retreats and will be responsible to follow-up on status or progress of various actions points, and will be responsible for all income and out-going communications. He/She will be responsible for ensuring regular updates of the Peacebuilding and Reconciliation Website. The Administrative Secretary will report directly to the Director.

Senior Driver– the Senior Driver will be responsible to ensure the provision of reliable and secure driving services by driving office vehicle for the transport of authorized personnel, delivery and collection of mail, documents, and other items; receive all PBO officials and visitors at airport and ensuring their timely departure; ensure cost saving maintenance service through proper use of vehicle maintenance log and daily vehicle logs, and fuel logs; ensure proper day-to-day maintenance of all vehicles through timely minor repairs, engagements for major repairs, timely change of oil, check tires, breaks, car washing; ensure the availability of all required documents including vehicle insurance, vehicle logs, office directory, map of the city country if available, first aid kit, and necessary spare parts; ensure that all immediate actions required by rules and regulations are taken in case of accident; and provide helpful feedback and advice to other in the office as it relates to vehicle maintenance. The Senior Driver will also assist in scheduling staff vehicle usage; and, carries out extra duty as instructed by the supervisor the Finance/ Admin Officer and or the Administrative Secretary.

Driver – the Diver will help ensure the provision of reliable and secure driving services by driving office vehicle for the transport of authorized personnel, delivery and collection of mail, documents, and other items; receive all PBO officials and visitors at airport and ensuring their timely departure; help ensure coast saving through proper use of vehicle, and through accurate maintenance of daily vehicle logs, and fuel logs; help ensure proper day-to-day maintenance of assigned vehicle through timely minor repairs, engagements for major repairs, timely change of oil, check tires, breaks, car washing; ensure the availability of all required documents including vehicle insurance, vehicle logs, office directory, map of the city/country if available, first aid kit, and necessary spare parts; and ensure that all immediate actions required by rules and regulations are taken in case of accident. The Driver will be supervised by the Senior Driver.

b) Budget

- **Budget break-down into categories:** Using the table below, break down the proposed budget for the project(s) according to key budget categories. This is the Standard Format* agreed by UNDG Financial Policies Working Group with necessary modifications to suit the expected PBF project activities. The use of the budget format is mandatory as it allows the UNDP MPTF Office as the PBF Administrative Agent to consolidate and synthesize the periodic financial expenditure reports that will be submitted by Recipient UN Organizations. Recipient UN Organizations are required to attach a copy of the project budget, showing in detail the different budget lines that lead to the final figures in the standard format of their organization to facilitate review.

PBF PROJECT BUDGET			
CATEGORIES	Amount PBF	Amount Other Partners	TOTAL
1. Staff and other personnel	181,500.00		181,500.00
2. Supplies, Commodities, Materials	5,000.00		5,000.00
3. Equipment, Vehicles, and Furniture (including Depreciation)	56,080.00		56,080.00
4. Contractual services	107,700.00	255,000.00	362,700.00
5. Travel	1,250.00	75,000.00	76,250.00
6. Transfers and Grants to Counterparts	3,000.00		3,000.00
7. General Operating and other Direct Costs	19,280.00		19,280.00
Sub-Total Project Costs	373,810.00	330,000.00	703,810.00
8. Indirect Support Costs*	26,166.70		26,166.70
TOTAL	399,976.70	330,000.00	729,976.70

* 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.

e) Sustainability

Sustainability of projects:

In terms of the PBF support serving as a catalyst, and the sustainability of the PBO after as PBF funding is being refocused, it is envisaged that funding will be mobilized domestically including from the Government to support the PBO. In the 2016/2017 Fiscal Budget the direct budgetary support will be provided through the MIA for the operations of the PBO. This support is expected to be incremental until the full cost of running the PBO is absorbed by the government.

d) Risk management

Risks: Using the table below, identify the major risks that might cause failure, their likelihood of occurrence, the repercussions on the implementation process and results achievement and proposed risk management strategies. Consider risk relating to political and security situation, socio-economic issues, managerial issues and anything else

Risks to the achievement of PBF outcomes	Likelihood of occurrence (high, medium, low)	Severity of risk impact (high, medium, low)	Mitigating Strategy (and Person/Unit responsible)
PBO will be unable to perform its functions after 2016 if no further funding from the national budget is made available.	Medium	High	<ul style="list-style-type: none"> MIA has put in place a resource mobilization strategy that focuses on raising resources from domestic revenues to support the implementation of the Reconciliation Roadmap. The Roadmap calls for a functioning secretariat to support the National Peacebuilding and Reconciliation Steering Committee (NPRSC). This is being projected in Government budget allocation – some of which could go for the Secretariat support – thus supporting the PBO.
Relatively limited capacity of National Implementing Partners (NIPs) which may affect the implementation of the government overall peacebuilding and reconciliation programmes therefore also the role of PBO to	Medium	Medium	<ul style="list-style-type: none"> Further capacity development of IPs in particular from within the MACs will be undertaken by PBO, especially in the area of conflict analysis, conflict sensitivity, project management, M&E and reporting, with technical support from other key

coordinate their implementation.			stakeholders
Inadequate political will and genuine support			<ul style="list-style-type: none"> • Build broad-based support and alliances for citizen empowerment. These constant and specific efforts will also be required to guard against elite capture.

e) Results framework and Monitoring and evaluation:

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

Results Framework for PRF projects – but very useful for other types of peacebuilding related projects

(1) Outcomes and types of change required	(2) Indicators	(3) Baselines and time-bound targets	(4) Outputs and activities	(5) Indicators	(6) Baselines and time-bound targets	(7) R/UNO & party responsible for mobilizing inputs	(8) Inputs/ budget	(9) Assumptions
<p>Government Peacebuilding and Reconciliation Programs are responsive and have adequate capacity to address Nat'l Reconciliation, Peace, Security and Rule of Law related issues, thereby reducing conflicts and increasing peaceful</p>	<p>Outcome Indicator 1.1 % of Government's institutions including MIA, MYS, MoG/CSP, IRC, LC, MoE, MoJ, INCHR have increased capacity in peacebuilding</p>	<p>Baseline (August 2015) Less than 25% of Government institutions have some capacity to analyze, identify and resolve conflicts Target (Dec 2016)</p>	<p>Output 1 Implementation of the Strategic Roadmap for National Healing and Peacebuilding and reconciliation, the Liberia Peacebuilding Programme as well as the Statement of Mutual Commitments and related programmes coordinated</p> <p>Activity 1</p>	<p>Output Indicator 1.1 Reconciliation Roadmap and Statement of Mutual Commitments reviewed and revised</p>	<p>Baseline (April 2015) 3 policy level meetings and 4 technical level meeting held involving principal institutions implementing reconciliation programmes to revise Roadmap and SMC considering post-ebola recovery.</p>	<p>PBO</p>	<p>1.1: N/A</p>	<p>The assumption is Liberia peacebuilding office has adequate capacity to analyze, develop, coordinate, monitor & evaluate peacebuilding and reconciliation programs in Liberia.</p>

coexistence.	and conflict resolution to responding and resolving peacebuilding related issues.	50% MoV; PBO Reports as well reports from MACs on peace and reconciliation interventions	PBO as the NPESC Secretariat effectively coordinates and supports partners including civil society organizations, relevant government ministries and agencies on peace and reconciliation. Activity 2 Provide support to government to review and/or develop peacebuilding programmes and policy frameworks. Activity 3 Support national reconciliation dialogues and various public outreach	UNMIL transitioning and 2017 national elections (October 2016) 2 review meetings and 4 quarterly meetings expected	PBO	1.2: N/A	
Outcome 1.2 Indicator 1.2	Proportion of government institutions meeting SMC targets in a timely manner	Baseline (Oct 2015) Less than 50% meeting targets Target (Dec 2016) At least 70% meeting targets on time MoV: SMC Reports	Activity 1.2.1 Organize and coordinate partners meetings on SMC review and reporting Activity 1.2.2 Follow up with partners (MACs) for inputs for SMC reports Activity 1.2.3 Consolidate and submit SMC review report to the Government and UN partners.	1.2.1 Baseline (February 2014): 4 SMC Review meetings Target (Dec 2016) At 2 meetings with partners annually MoV: Meeting minutes	PBO	1.2: N/A	

							UNDP / ACCORD	1.3.1: 270,000		
				<p>2.2 Baseline (October 2015) 0</p> <p>Target (Dec 2016) At least 2 monitoring visits annually</p> <p>2.1.3 Baseline (February 2014): 3 SMC Review reports for (2011, 2012, & 2013) 2015: (1 Review Report 2014)</p> <p>Target (Dec 2016): 1 SMC Review Report MoV: SMC Review Report</p> <p>2.1.4 Baseline (October 2015)</p> <p>2008: Conflict mapping, conducted in 5 counties by Peacebuilding Resource Center and PHO. Target (January 2016) 45 MoV: MoU</p>	<p>Number of partners validate report</p> <p>Indicator 1.3.2</p> <p># of SMC Outcome Review Reports submitted</p> <p>Output indicators 1.3.3 # of researchers recruited and deployed</p>	<p>Activity 1.3.1 Nation-wide conflict mapping and conflict analysis conducted in 15 counties</p> <p>Activity 1.3.2 Recruit conflict researchers</p> <p>Activity 1.3.3 Deploy and conduct conflict mapping and conflict analysis</p> <p>Activity 1.3.4 Prepare and validate report</p>				

					<p>1.3.1 (Baseline: Oct 15, 2008)</p> <p>Conflict mapping conducted in 5 counties by Peacebuilding Resource Center and PBO</p> <p>Target (May 2016) Final Report</p>	ACCORD	3.1: 28,000	
				<p>Output 3.1 Local and Traditional Mechanisms for Peace Strengthened</p> <p>Activity 3.1 Conduct training needs assessment for relevant Government institutions and CSOs</p> <p>Activity 3.2 Conduct training</p> <p>Activity 3.4 Support National Early Warning and Response Mechanism.</p>	<p>Output Indicator 3.1</p> <p># of county peace networks established</p> <p># of trainings in peacebuilding conducted for local officials and CSOs.</p>	<p>3.1 Baseline (October 2015)</p> <p>County peace network established in 6 counties.</p> <p>21 reps from government ministries, agencies and CSOs trained in Conflict Sensitivity 2010;</p> <p>21 local and county development officers trained in conflict mediation, Gburiga 2014</p>		
								<p>Target (Dec. 2016) At least 2 trainings</p> <p>MoV: Training Report</p>

	<p>Output 4.1 Government tracks and response to key gaps and challenges in the implementation of its peacebuilding and reconciliation programmes through monitoring and evaluation</p> <p>Activity 4.1.1 Support Government projects and programs to review and develop M&E plans and results framework.</p> <p>Activity 4.1.2 Monitor Government's peacebuilding projects under reconciliation, Justice & Security, decentralization.</p> <p>Action 4.4 Conduct quality review of government yearly peacebuilding project reports.</p> <p>Action 4.5 Produce government annual peacebuilding report.</p>	<p>Output indicators 4.1 Number of M&E trainings for Government partners conducted by PIBO</p> <p>Indicator 4.2 Number of quality reviews of government peacebuilding programs conducted.</p> <p>Indicator 4.2 Number of monitoring trips conducted.</p>	<p>4.1 Baseline (October 2015) 1 training in March</p> <p>(Dec 2013): 3 trainings in March, October and December 2013</p> <p>Target (Dec 2016) At least 1</p> <p>MoV: M&E training report</p> <p>4.2 Baseline (Oct 2015) 3 monitoring trips undertaken (April 2014)</p> <p>Target (Dec 2016) 1 program review MoV: PIBO Report</p>	<p>4.1: 9.00X0</p>
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Column (1) lists project outcomes. Outcomes measure behaviour changes and should be focused on peacebuilding. The column also specifies what types of changes are required to achieve the outcome. These can be: personal, relational, structural or cultural.

Example
Outcome: National security services enabled to keep control of violent incidents during electoral campaigns within urban areas. Structural change

Column (4) lists project outputs and activities, which together lead to the achievement of the outcome. The outputs are project specific and focus on deliverables. Under each outcome.

there should be a list of outputs contributing to the outcome. Under each output, there should be the list of project activities which are contributing to the output.

Example:

Output: Training provided to 500 members of national security services.

Activities: Identification of security personnel, creation of relevant training modules, conduct of training, assessment, refresher training. Indicator formulation should be specific.

Columns (2) & (3) list indicators which will be used to track the status of outcome and output achievements in quantitative or qualitative form. Indicator formulation should be specific, measurable, attainable, relevant and time-bound (SMART). The number of indicators should be limited to 3 per outcome and 1 per output.

Example:

= of violent clashes related to the second round of the presidential elections (disaggregated during after vote)

Columns (3) & (6) provide the baseline i.e. current situation and set targets for each indicator with timeframes for achievement. Targets need to be quantifiable, verifiable and realistic.

Example:

Baseline: 75 incidents during first electoral period (from -10)

Target (end of project): Significant reduction of violent incidents (at least 25%) compared to last elections

Column (7) lists the R/NO driving the project and outlines the person from R/NO or implementing agencies responsible for ensuring inputs are provided.

Column (8) lists the key inputs and budget which will be used for each output.

Column (9) identifies assumptions that have been made in the theory of change regarding the outcome in question.

Example:

The Ministry of Planning has the capacity to manage the selection of project beneficiaries in an impartial manner.

- Systems for M&E of the project (portfolio): *Based on the Results Framework, briefly describe which systems are in place or need to be established for the monitoring and reporting on results. Formulate an M&E plan (template 7) which determines how the necessary data will be collected, the responsibilities for data analysis and reporting and the proposed approach for systematic use of M&E data for performance assessments and improvements if necessary. Determine the reporting line from fund users to RCO, Management team and PBSO/PBF country desk officer.¹¹ Also, provide the amount of funds earmarked for the full cost coverage of monitoring, reporting and the final evaluation at the end of PBF funding. It is recommended to allocate at least \$50,000 to 80,000 for M&E related tasks and activities.*

Under the existing PBF Priority Plan, there is a monitoring and evaluation framework that tracks the implementation of PBF projects. There is also the PBF Performance Management Plan (PMP) that helps measure the extent to which PBF projects are not only contributing to achieving national goals but also global peace and reconciliation targets. There needs to be a coherent and updated results framework of government peacebuilding and reconciliation programme and for each of the sub-projects. There needs to also be a paradigm shift to embrace change and a results-focused approach to transformation as well as the need for rationalizing and aligning of roles and responsibilities amongst relevant stakeholders, in line with the Implementation Structure of the government peacebuilding and reconciliation programmes. There also needs to be established an enhanced incentive system to promote compliance and effective implementation the M&E system, while at the same time increasing M&E capacity and tracking systems at various levels. This will also require the needed human and financial resources to implement the improved M&E system.

With this the PBO will work with various actors and institutions to develop a national M&E strategy for Liberia peacebuilding and reconciliation programmes. This will be designed based on the following guiding principles:

Managing for results - The focus will be on the expected outcomes/results of peacebuilding and reconciliation programmes and will emphasize the need for all interventions to contribute towards addressing various conflict issues and potential areas of conflict, promoting a cohesive society, and achieving peace and reconciliation. This in turn will lead to peace consolidation and long-term development as well as improve the lives and welfare of all Liberian citizenry.

Accountability - Institutions and accounting officers will be held answerable based on the agreed interventions and outputs and outcomes in each peacebuilding and reconciliation programme and project. There will be complementary reforms to strengthen accountability through performance contracts for the heads of selected M&As. Relevant performance information will be generated to inform key decisions in the planning and budgeting cycles.

Demand driven - There will be one integrated peacebuilding and reconciliation M&E system, with different levels of data produced to meet the needs of key decision makers, multiple users and diverse stakeholders. This system will be able to track results at all levels of programming and report at the project level (an individual reconciliation project), the programme level (the Liberia Peacebuilding Programme or Reconciliation Roadmap, and the Country's Strategic Policy level (the Agenda for Transformation). In

¹¹ See M&E section in PBF Guidelines.

the case of donor support, where donors and partners will want to track the achievements of global targets, the system will be able to report against these targets. For example ECOWAS as well as AU's Peacebuilding and Development Framework, United National Rule of Law Targets and PBF Global Review Targets. Others could include Peacebuilding and Statebuilding Goals indicators peacebuilding indicators and targets some of which are being applied to Liberia.

Data-driven - While peacebuilding and reconciliation targets are often abstract or qualitative, and difficult to measure behavioral and attitudinal change there are some indicators that are quantifiable. In this regard performance information, particularly statistical data, will be provided in a sound, reliable and timely way with technical support to LISGIS to produce the data required. In addition, the Implementing Partners line ministries and agencies or commissions (MACs) of government capacity will also be strengthened to produce periodic reports with information on financial and non-financial performance.

Ownership - M&E should be guided by national priorities, which will involve strengthening the capacity of the IPs both at the central and local levels. The PBO will work to ensure national ownership of this process – but will also engage and coordinate with, and learn from external partners. As articulate in the Aff development partners are encouraged to collaborate with and support government in all aspects and phases of the M&E plan. This will help minimize duplication, use resources for M&E more effectively and promote synergies between and within sectors and stakeholders. This is very important also to maintaining *ethics and integrity where impartiality and compliance with international standards* should be promoted to ensure the credibility of the national M&E system.

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

COMPONENT 4: (The "WHO") (maximum one and a half pages)

a) Implementing agencies and their capacity:

- List of RUNOs and implementing agencies: *List all implementing Recipient UN Organizations(s) and any other implementing agencies for the project, governmental or non-governmental.*

The United Nations Development Programme (UNDP) – Liberia will be the Recipient UN Organization (RUNO) for this project, with PBO as the national implementing partner based at the Ministry of Internal Affairs.

- Implementing agency capacity: *Indicate the in-country capacity and comparative advantages of the Recipient UN Organization(s). If this is a joint programme, indicate previous experience in managing joint programming of each Recipient UN Organization. If the project utilizes national or locally-based implementing partners (CSOs, NGOs, etc.), indicate the capacity of these implementing partner(s) and their previous experience and comparative advantage in working in the project outcome area. Indicate under which modality the RUNO(s) intends to transfer funds to the implementing partners.*

UNDP is widely acknowledged to have the required capacity to act as RUNO managing the PBF funds for support to the PBO. For this project UNDP will be transferring funds on a quarterly basis to the PBO, based on agreed upon annual work plans.

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

In discharging the financial management role, UNDP provides rigorous oversight, both financial and program, over project activities implemented by MIA, including a detailed review of financial reports submitted to ensure that adequate supporting documentation are provided for project expenditure incurred. IP expenditure not supported by adequate and sufficient documentation, they are not processed, but immediate follow up is made to ensure that IPs adequately account for all project funds received. UNDP also conducts regular financial monitoring visits at IPs site to review their records and financial management systems to ensure that weaknesses and deficiencies identified from these financial monitoring are addressed to strengthen their financial management systems. This also includes identifying areas for which further capacity building support is needed.

At the CO, UNDP has a well set up, resources and competence to ensure an adequate financial management, including internal and external checks and balances. It has a codified set of Financial Regulations and Rules which define the authorities, responsibilities, accountabilities of staff members with respect to financial management, putting particular emphasis on the efficient and economic use of all resources administered by UNDP. These rules apply to all staff who are performing duties in the financial management of UNDP operations, both at Headquarters, in the Country Offices and at other offices worldwide.

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

b) Project Management Arrangements and coordination:

- Project management and coordination: *Identify the oversight structure or mechanism responsible for the effective implementation of the project and for the achievement of expected results. In the absence of any other pre-existing peacebuilding mechanism, it is recommended to set up an inclusive Project Board, representing all the different stakeholders involved in the project, including the Civil Society.¹²*

¹² It is recommended to annex ToRs of the Project Board to the Project.

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

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

AA Functions

On behalf of the Participating Organizations, and in accordance with the UNDG-approved "Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds" (2008)¹³, 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 provide no later than July 31st;
- Annual narrative progress reports, to be provided no later than three months (31 March) after the end of the calendar year;

¹³ Available at: <http://www.undg.org/docs/9885/protocol-on-the-role-of-the-AA,-10.30.2008.doc>

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

Ownership of Equipment, Supplies and Other Property

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

Public Disclosure

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

Component 5: Annexes

Annex A:

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

Peacebuilding Strategic Outcome Area	Key Institution	Key Projects/Activities	Duration of projects/activities	Budget in \$	Estimated gap in \$
"Conflicts resolved peacefully and past grievances addressed in a manner that supports the coexistence of all relevant actors/groups that were involved in conflicts that undermine peace building efforts (PMP Result 2)"	1) JSTF	1) Police barracks and border posts as well as the construction of magisterial courts	1) 5 years : from January 2011 to December 2016	1) _____ Million	1)
	2) (any other donor – or from UNDP core funds)	2) Support the implementation of the justice and security joint program – provision of justice and security services through functioning of the justice and security regional hubs.	2) 1 year: from September 2010 to august 2011	2) 4 Million	2)
	3) PBF	3) PBF : Support to the implementation of the reconciliation roadmap	3) 3 years	3) _____ Million	3) _____ Million

Annex B:

Mapping of UN Recipient Organizations

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

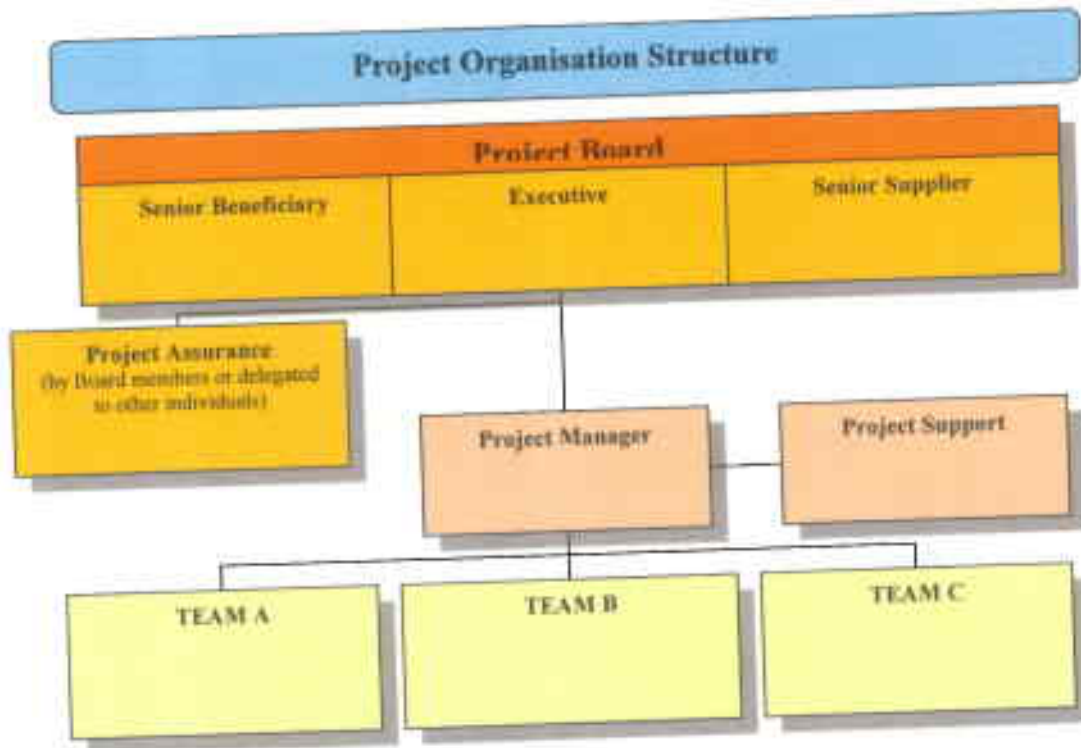
UN Agency	Key Sectors (top five or fewer)	Annual Budget (last year) per Recipient Organization in key sectors ¹⁴	Annual Budget (this year) per Recipient Organization in key sectors ¹⁵	Projection of Annual Budget (next year) per Recipient Organization in key sectors	2015 Annual Delivery Rate (Agency Total)
Ex: 1) UNDP	(1) Strengthening of justice and Security Sector Reform (2)	1) 2014-2015: USD _____ Million (SSR)	1) 2015 - 2016: USD _____		2015 budget: US\$ _____ m Annual delivery rate: _____ %

¹⁴ If UNDP is one of the Recipient Agencies, specific information shall be included on whether the country is benefiting of BCPR Thematic Trust Fund and if yes, the amounts allocated and the funding gaps need to be specified.

¹⁵ If UNDP is one of the Recipient Agencies, specific information shall be included on whether the country is benefiting of BCPR Thematic Trust Fund and if yes, the amounts allocated and the funding gaps need to be specified.

Annex C

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



ANNEX D

TARGET TABLE FOR OUTCOME AND OUTPUT INDICATORS OF THE RESULTS FRAMEWORK

This target table will be used for reporting (see templates 4.2 to 4.5).

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

This target table will be used for MPTFO reporting

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Targets actually achieved
Outcome 1¹⁶ Government Peacebuilding and Reconciliation Programs are responsive and have adequate capacity to address Nat'l Reconciliation, Peace, Security and Rule of Law related issues, thereby reducing conflicts and increasing peaceful coexistence.	Indicator % of Government's institutions have increased capacity to responding and resolving peacebuilding related issues.	Less than 25% of Government institutions have adequate capacity to analyze, identify and resolve conflicts.		
Output 1.1 The implementation of the Strategic Roadmap for National Healing Peacebuilding and reconciliation, the Liberia Peacebuilding Programme as well as the Statement of Mutual Commitments	Indicator 1.1.1 # of policy and high level technical meetings on peace and reconciliation coordinated.			
	Indicator 1.1.2			
Output 1.2	Indicator 1.2.1			
	Indicator 1.2.2			
Outcome 2	Indicator			
Output 2.1	Indicator 2.1.1			
	Indicator 2.1.2			
Output 2.2	Indicator 2.2.1			
	Indicator 2.2.2			

¹⁶ Either country relevant (from the Priority Plan or Project Document) or PMP specific.

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



**PEACEBUILDING FUND
PROJECT SUMMARY**

Project Number & Title:	Support to the Liberia Peacebuilding Office to coordinate the implementation of the Government overall peacebuilding and reconciliation, provide peacebuilding advice, and strengthen national capacities for peace.	
Recipient UN Organization:	UNDP	
Implementing Partner(s):	Liberia Peacebuilding Office at the Ministry of Internal Affairs	
Location:	Monrovia	
Approved Project Budget:	US\$400,000	
Duration:	Planned Start Date: 1 st January 2016	Planned Completion: 31 st December 2016
SC Approval Date: (Actual Dates)	17 th November 2015	
Project Description:	<p>Through PBF support, the Peacebuilding Office (PBO) will continue to provide effective coordination, monitoring & evaluation, capacity building in conflict management, and communication of all the Government of Liberia peacebuilding and national reconciliation programmes in Liberia. An adequately capacitated PBO will provide high-quality technical and advisory support to implementing partners while at the same time coordinating and enhancing synergies between the Government peace and reconciliation initiatives and actors at a strategic level ensuring linkages between reconciliation, conflict prevention, justice and security and rule of law necessary to address a number of root causes of Liberia's conflict. Additionally, the PBO will provide peacebuilding advice and support to the Government of Liberia in the implementation of the Liberia Peacebuilding Programme, the Reconciliation Roadmap and contribute towards achieving the peace and reconciliation deliverables set in the Agenda for Transformation (AfT) as well as the National Vision – Liberia Rising 2030.</p>	
PBF Priority Area:	Supporting national reconciliation	

<p>PBF Outcome:</p>	<p>Conflicts resolved peacefully and past grievances addressed in a manner that supports the coexistence of all relevant actors/groups that were involved in conflicts that undermine peace building efforts (PMP Result 2).</p>
<p>Key Project Activities:</p>	<p>Output 1.1. <u>Implementation of the Strategic Roadmap for National Healing, Peacebuilding and reconciliation, the Liberia Peacebuilding Program, as well as the Statement of Mutual Commitments and related programmes coordinated</u></p> <p>Key Activities:</p> <ul style="list-style-type: none"> ▪ Facilitate establishment of the National Peacebuilding and Reconciliation Steering Committee (NPRSC) ▪ Provide support to government to review and/ or develop strategic peacebuilding programs and policy frameworks (SMC targets, roadmap, etc) ▪ Organize and coordinate partners' ministries, agencies and commissions (MACs) meetings on SMC review and reporting ▪ Consolidate and submit SMC review report to the government and the UN partners ▪ Develop and mainstream conflict sensitivity capacities in government programs and policies, e.g. decentralization, county and social development programs, etc ▪ PBO as potential NPRSC Secretariat coordinates and supports partners including the Office of the Peace Ambassador, civil society organizations (CSOs), relevant MACs working on peace and reconciliation ▪ Support national reconciliation dialogues and various outreach activities ▪ Conduct nation-wide conflict mapping and conflict analysis exercise; Recruit, refresh and deploy 45 conflict mappers/researchers across the country ▪ Prepare and validate national conflict mapping exercise report. <p>Output 2.1. <u>National capacity to manage and amicably resolve conflicts built and enhanced</u></p> <p>Key Activities:</p> <ul style="list-style-type: none"> ▪ Support national early warning and early response mechanism through training of government officials, CSOs, policy makers, etc in areas of conflict prevention and early warning; conflict analysis; conflict mediation; conflict sensitivity ▪ Collaborate with PBF Secretariat to train GoL implementing partners (IPs) and CSOs in monitoring and evaluation / results-based monitoring and reporting, as well as project management ▪ Support the MACs to track and responds to key gaps and challenges in the implementation of GoL's peacebuilding programs through monitoring and evaluation ▪ Support government's IPs to review and develop M&E plans and results-frameworks ▪ Support monitoring of government's peacebuilding and reconciliation programs under the justice and security and decentralization programs ▪ Conduct quality review of government annual peacebuilding reports ▪ Produce government's annual peacebuilding report including SMC Review report ▪ Support setting up an integrated M&E Unit to support programs and projects at the MIA including peacebuilding, decentralization, amongst others ▪ Support internship program and formalize Memorandum of Understandings (MoUs) with partners including the Kofi Annan

Institute for Conflict Transformation, University of Liberia, and
Institute of Conflict Transformation, Cuttington University.

Output 3.1. Key infrastructure at local and traditional levels for peace expanded and strengthened

Key Activities:

- Coordinate and institutionalize peacebuilding and social cohesion through networks of County District and Community Peace Committees
- Organize one CS executive session with the legislature (House and Senate's Standing Committee on peace religion and reconciliation)
- Set up and coordinate national early warning and early response system under the framework of ECOWAS
- Undertake participatory assessment in decentralization pilot counties to inform formulation of strategy to integrate peacebuilding into decentralization of government's programs and initiatives
- Convene stakeholders' Conference for mobilization of domestic resources for reconciliation
- Formalize relationships with collaborating partners, including the Africa Centre for the Constructive Resolution of Disputes (ACCORD), through MoUs.

Output 4: Key stakeholders adequately receive and understand progress updates on government peacebuilding including SMC and the strategic roadmap on peacebuilding, healing and reconciliation

Key Activities:

- Finalize communication and outreach plan on peacebuilding and reconciliation programmes
- Roll-out communication and outreach plan on peacebuilding and reconciliation programmes
- Work with National Implementing Partners (NIPs) and relevant institutions to operationalize strategy by organizing two public events on national reconciliation roadmap and the SMC
- Hold one open-theatre forum of the public with "the LMDI Dialogue Platform"
- Produce and publish one factsheet on roadmap and SMC, as well as related peacebuilding activities.