

**LIBERIA MULTI-PARTNER TRUST FUND (LMPTF)  
PROJECT DOCUMENT**

<b>Project Title:</b> Sustaining Peace and Reconciliation through Strengthening Land Governance and Dispute Resolution Mechanisms	
<b>Project Number from MPTF-O Gateway (if existing project):</b> N/A	
<b>List all direct project recipient UN organizations (starting with convening agency):</b> United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), United Nations Development Programme (UNDP) and World Food Programme (WFP)	
<b>List additional implementing partners, governmental and non-governmental:</b> Liberian Land Authority (LLA) Ministry of Internal Affairs (MIA), Peacebuilding Office (PBO) National Bureau of Concessions (NBC) Office of the legal advisor to the President (OLA) Environment Protection Authority (EPA) Ministry of Gender, Children and Social Protection (MGCSP) Ministry of Agriculture (MOA) Cooperative Development Authority (CDA) Institute for Research and Democratic Development (IREDD) Rice and Rights Foundation (RR) Liberia National Rural Women Structure (LNRW) National Center for the Coordination of Response Mechanisms (NCCRM)	
<b>Expected project commencement date:</b> <sup>1</sup> 1 December 2019 (bank transfer date)	
<b>Project duration in months:</b> 36 months	
<b>Geographic zones for project implementation:</b> Grand Cape Mount, Sinoe, Maryland and Nimba counties	
<b>Total approved project budget* (by RUNO):</b> UN Women: USD 2,687,727.83 UNDP: USD 1,043,557.73 WFP: USD 865,236.92 Total: USD 3,996,522.48	
<b>1st tranche (70%):</b> UN Women: USD 1,461,409.48 UNDP: USD 730,490.41 WFP: USD 605,665.85 Total: 2,797,565.74	<b>2nd tranche (30%):</b> UN Women: USD 626,318.35 UNDP: USD 313,067.32 WFP: USD 259,571.08 Total: 1,198,956.74
<b>Project Gender Marker score:</b> 2 Specify % of total project budget allocated to activities in direct pursuit of gender equality and women's empowerment: 80%	
<b>Project Risk Marker score:</b> 1	
<b>Sustainable Development Goal to which the project contributes:</b> Goals 5, 10 and 16 <b>UNSDCF outcome(s) to which the project contributes:</b> Outcome 2.3, Outcomes 3 (Peace, Security and Rule of Law) and 4 (Governance and Public Institutions)	
<b>If applicable, select PBF Focus Areas which best summarizes the focus of the project (select ONLY one):</b> (2.3) Conflict prevention/management;	
<b>Type of submission:</b> <input checked="" type="checkbox"/> New project <input type="checkbox"/> Project amendment	<b>If it is a project amendment, select all changes that apply and provide a brief justification:</b> N/A <b>Extension of duration:</b> <input type="checkbox"/> Additional duration in months: <b>Change of project outcome/ scope:</b> <input type="checkbox"/> <b>Change of budget allocation between outcomes or budget categories of more than 15%:</b> <input type="checkbox"/> <b>Additional budget:</b> <input type="checkbox"/> Additional amount by recipient organization: <b>Brief justification for amendment:</b>
<b>Project focal point</b>	UN Women: Cristina Fernandez Escorza, Women Peace and Security, Programme Specialist UNDP: Violet Baffour, Deputy Resident Representative / Programme WFP: Ferdinand Nguerep, Senior Programme Policy Officer/Head of Programme

<sup>1</sup> Note: actual commencement date will be the date of first funds transfer.

*Handwritten initials:*  
Kauf  
RFB  
SFB

**PROJECT SIGNATURES:**

<p><b>Recipient UN Organisation</b></p> <p>Marie Goreth Nizigama UN Women Country Representative</p> <p>Signature [Redacted] Date &amp; Seal 03 December 2019</p>	<p><b>Recipient UN Organisation</b></p> <p>Pa Lanin Beyai UNDP-Resident Representative</p> <p>Signature [Redacted] Date &amp; Seal 03 December 2019</p>
<p><b>Recipient UN Organisation</b></p> <p>Karla Hershey UN World Food Programme</p> <p>Signature [Redacted] Date &amp; Seal 3 December 2019</p>	<p><b>Co-Chair of the Steering Committee</b></p> <p>Samuel Tweah Minister of Finance and Development Planning</p> <p>Signature [Redacted] Date &amp; Seal 04 December 2019</p>
<p><b>Co-Chair of the Steering Committee</b></p> <p>Kingsley Amaning UN Resident Coordinator</p> <p>Signature [Redacted] Date &amp; Seal 3rd December 2019</p>	<p><b>Peacebuilding Support Office (PBSO)</b></p> <p>Osca Fernandez-Toranzo Assistant Secretary-General PBSO</p> <p>Signature [Redacted] Date &amp; Seal</p>

## 1. Executive Summary

Following the two civil wars (1989-1996 and 1999-2003), Liberia made significant strides towards consolidating peace, including the recent peaceful transfer of power from one elected government to another, which was the first time in over 70 years. Notwithstanding the gains made, issues identified as the root cause of the civil wars remain unresolved. Recent assessments show that land disputes, lawlessness, corruption, boundary disputes and concession related tensions continue to be the main triggers of conflicts.

To address some of the land related problems, the Government passed the Land Rights Act (LRA) in 2018. This legislative framework is a milestone in land legislation, paving a passage for more equitable, fair land rights for the citizens of Liberia. Nearly 70 percent of Liberia's 3.3 million citizens live in rural areas and own their lands collectively according to customary laws. Despite strong customary claims, for the past six decades the Liberian government claimed all lands as owned by the state and allocated roughly 35-40 percent of the country to foreign investment without consulting community members.

Disputes related to overlapping boundaries, rightful ownership, conflicting claims and land grabbing are the most pronounced among communities as well as between communities and concessionaires. Communities in general are affected by concessions due to a lack of transparency in allocating land to concessions made by the government. Most of the concession contracts are negotiated in Monrovia with little or no consultations, neither are the agreements shared with local communities<sup>[1]</sup> In addition, activities undertaken by concession companies, such as production of palm oil, rubber, extraction of gold, diamonds and iron ore, have severely impacted the environment and its surrounding.

The proposed intervention aims to support the implementation of the Land Rights Act (LRA) and Local Government Act (LGA), the latter of which was also passed in 2018 and should fully devolve political, administrative and fiscal authorities to counties over a ten-year period. The joint implementation of the two Acts will provide opportunities for empowering rural communities, including women and youth, by allowing them to manage their land and land-based resources to advance their economic growth and development, and thus contributing to a reduction of land-related disputes in conflict prone counties (Grand Cape Mount, Sinoe, Maryland and Nimba). It is also worth noting that, the proposed interventions aim to tackle the major problems identified by the Government, development partners and CSOs and respond to the issues identified in the conflict analysis and land related assessments.

The first outcome will strengthen effectiveness, transparency and inclusiveness of land administrative structures at national and county level and concession awarding processes. In support of the LRA and LGA implementation, the project envisions strengthening the capacity of County Land Offices and further linking them up with the existing land dispute-related structures as well as the new structures created through the passage of LRA. In addition, this project will also support the initial steps of formalization of customary land as a measure to prevent disputes relating to customary land owners and users. This will include support to County Land Offices, the creation of County Land Boards, and the Community Land Development and Management Committees (CLDMCs) in targeted counties, including the enhancement of transparency and consultations related to concession contracting processes.<sup>[2]</sup> The project will also improve communities' understanding on LGA and LRA, concession agreements, and women's and youth rights to land as well as knowledge and using of land disputes resolution mechanisms.

The second outcome aims at strengthening the existing semi-formal and informal land dispute resolution mechanisms such as Multi-Stakeholder Platforms and the new mechanisms established with LRA such as CLDMCs, with a view to reducing conflicts in a more transparent, effective and gender and youth responsive manner. The project will support the communities including women and youth in targeted counties have the capacity and skills to participate in decision-making processes of the land dispute mechanisms. In support of finding peaceful resolution for the communities affected by the activities of concession companies, the project will address effects of environmental hazards and propose alternative livelihood opportunities, the latter of which will contribute to generating incomes for self-sustainability of the existing dispute resolution mechanisms.

In addition, this project will strengthen coordination between relevant government agencies, civil society, communities, development partners and concession companies with a view to creating a space for more effective implementation of LRA and LGA. Major beneficiaries of this intervention include communities from targeted counties, Government institutions such as the Liberia Land Authority (LLA), Office of the Legal Advisor to the

[2] Copies of many of Liberia's concession contracts are available at <http://www.opentandemcontracts.org/countries/lr>.

[1] through for instance conducting consultations with communities and women at the onset of the concession awarding process and through carrying out a gender impact assessment or awarding contracts to concessionaires that have a gender balanced workforce, and/or gender equality policies.

President (OLA), and the Peacebuilding Office (PBO), the National Bureau of Concessions (NBC), concession companies and civil society organizations.

The project remains relevant and aligned with international and national policy and legislative framework. The project contributes to the implementation of the Government's Pro-Poor Agenda for Prosperity and Development (PAPD) and the United Nations Sustainable Development Cooperation Framework (UNSDCF). It is aligned with International Human Rights Instruments such as the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW), and the Covenant on Economic, Social and Cultural Rights (CESCR) and it is further contributes to the achievement of the Sustainable Development Goals (SDGs), specifically 5, 10 and 16.

Key implementing agencies, which have actively participated in the design of this project, include LIA, Ministry of Internal Affairs (MIA), PBO, NBC, OLA, Ministry of Gender Children and Social Protection (MGCSP), Ministry of Agriculture (MOA), and the Environmental Protection Agency (EPA). In addition, civil society organizations such as Rice and Rights (RR), Institute for Research and Democratic Development (IRDD), Liberia National Rural Women Structure (LNRW) will also support the implementation and the achievement of the expected results.

### Context and rationale for support

Although Liberia has succeeded in ensuring a transition from conflict to a negative peace, it still faces continued peacebuilding challenges due to unresolved grievances that are linked to the country's 14-year civil war. A nationwide conflict mapping exercise undertaken in 2016 by the Liberia Peacebuilding Office (PBO) revealed three key conflict drivers that pose a significant threat to national peace and stability, namely, land/property disputes, corruption and border/boundary disputes. Another exercise further revealed that land/property disputes were the most predominant conflict driver in all 15 counties of Liberia and hence requires concerted effort to ensure their resolution<sup>2</sup>. Similarly, 37.8 percent of Liberians have reported that irregular land ownership patterns, use and tenure pose a significant threat to national peace. Land conflicts often disguise other societal problems and may erupt along ethnic, class, or factional lines.

More generally, land disputes are frequent and occur at all levels due to multiple reasons that are mainly rooted in the country's history. Liberia was founded by former slaves from the United States of America who attempted to create a Western statutory system of land ownership. The majority of the rural population however still uses customary customs, which are based on community or collective ownership of land. However, until recently, there has never been a clear definition of public land nor its relationship with pre-existing customary land rights has been clarified<sup>3</sup>. Such an ongoing practice became part of law and policy, rather than law and policy guiding the practice. Consequently, this has resulted in weakened ability of government to effectively manage and regulate land use and further resulted in erosion of confidence on customary and private land rights<sup>4</sup>.

In this context, citizens claim ownership of large tracts of traditional land, which has fueled disputes. Disputes related to overlapping boundaries, rightful ownership, conflicting claims and land grabbing are the most pronounced and are also evidently common between communities and concessionaires. It is estimated that the Government has awarded approximately 35-40 percent of Liberia's land to concessions, the majority of which was already encumbered and located in provinces/communities with fragile state authority and with frequent land disputes<sup>5</sup>.

Issues between communities and concessionaire arise from a lack of transparency on allocating lands to concessionaires by the government. Most of the concession contracts are negotiated in Monrovia with little or no consultations, neither are the agreements shared with local communities<sup>6</sup>. Liberia's legal framework regulates concessions and the process of allocating concessions, through both constitutional provisions and statutes. There are two key investment statutes; the Public Procurement and Concessions Act (PPCA) which was approved in 2005 and the Investment Act (IA) that was approved in 2010<sup>7</sup>.

<sup>2</sup> Opportunity mapping for peace consolidation, Ministry of Internal Affairs, 2016

<sup>3</sup> Government of Liberia, Land Rights Policy, 2013

<sup>4</sup> WB, 2018

<sup>5</sup> De Wit, Paul (2012). Land rights, private use permits and forest communities, report for the land Commission of Liberia.

<sup>6</sup> Copies of many of Liberia's concession contracts are available at <http://www.openlandcontracts.org/country/br>

<sup>7</sup> The process of awarding concessions is complex and requires the involvement of several Government institutions. The major Government institutions involved are the National Bureau of Concessions, The Ministry of Finance Development and Planning (MFPD), The Office of the Legal Advisor (OLA), the Inter-ministerial Concession Committee (i.e., The National Investment Commission (NIC) and the Inter-Ministerial Concession Committee (IMCC). The IMCC represents the Liberian government in negotiations with concession companies. In this role, the IMCC is responsible for reviewing and evaluating concession bids. The criteria that is used in this evaluation includes the feasibility of the project, its likely environmental impact, its employment potential, and the financial benefits that will accrue to the government.

SNT

2023

The process of awarding concession contracts, as described in the PPCA (Annex C), requires consultation with multiple actors including affected communities prior to bidding process, which often do not take place. Also, concessions are awarded by the government without following the existing procedures and legal framework. As such, the 2013 audit by the London-based accounting firm, Moore Stephens, found that only six out of sixty-eight agriculture, mining, forestry and oil concession contracts were awarded in accordance with procedures mandated by Liberian law<sup>8</sup>, since the establishment of the Special Presidential Review Committee (SPRC) in February 2018, the SPRC reviewed sixteen agreements/contracts and concluded that they fall short of Liberia's obligations under national and international law.<sup>9</sup> In addition, as identified by a research conducted by USAID, the PPCA and IA seem to be insufficient in providing a gender-responsive, socially responsible legal framework for land. The PPCA, for example, does not require the concession entity to include men, women, and other vulnerable land users in the consultation processes<sup>10</sup>.

Tensions arising from a lack of transparency are exacerbated by instances where evictions occur without compensation, thus resulting in a loss of livelihoods and of access to natural resources such as water and energy, as well as to roads and cultural sites (such as shrines)<sup>11</sup>. In addition, activities undertaken by concession companies, such as production of palm oil, rubber, extraction of gold, diamonds and iron ore, have severely impacted the environment and its surrounding. Activities such as deforestation, water and soil pollution, land degradation, and excess carbon emissions have adversely impacted the eco-systems and threatened climate change. These have further exacerbated this sentiment in the affected communities as they not only undermined livelihood in the surrounding areas, but also led to a lack of employment opportunities, the tearing-down of societal interconnectedness (i.e. between unemployed youth and community leaders), and the increase of criminality.<sup>12</sup> As stated in the Inter-governmental Panel on Climate Change (IPCC) 2017 report, Liberia is listed amongst those states facing a high risk of armed conflict due to climate change<sup>13</sup>.

On the other hand, concession companies are discouraged from investing due to existing tensions in communities where they are established, and yet concessions are an important source of employment for a workforce of about 22,000 persons<sup>14</sup>. It is worth noting that this source of employment is particularly important for youth and ex-combatants in rural areas where alternative job opportunities are scarce and low paying. In addition, concession companies create indirect employment for 200,000 dependent family members who are largely employed in downstream industries such as transportation and catering.

Despite the employment benefit brought about by concession, many concession companies have raised concerns that their investments yield no profits due to constant conflicts with communities over land which often stall their expansion. Some of the issues identified by the companies are limited oversight by the Government, inadequate provision of information to communities on their operations, and lack of disclosure of information on payments made by concession companies to host counties and communities<sup>15</sup>.

To address the above-mentioned problems, the Government passed the LRA in 2018 which seeks to address the root cause of conflicts and sets a framework for building and sustaining the peace. This legal framework is a milestone in land legislation, where discrimination in all forms is prohibited in terms of access and ownership of land. It further ensures that customary and private rights are recognized on an equal basis. If implemented with the Government's decentralization programme—through the Local Government Act (LGA), passed in 2018, which should fully devolve political, administrative and fiscal authorities to counties over a ten-year period—LRA will be able to provide opportunities for empowering rural communities by allowing them to manage their land and land-based resources to advance their economic growth and development, and in turn to consolidate peace in Liberia.

The LRA clarifies the relationship between existing concessions and customary land ownership and hands back concession user rights to the community upon expiration of the concession agreement period (after 60-70 years). In addition, it provides the legal basis for recognizing community land rights, outlining several key provisions that

<sup>8</sup> Final Report for the LEFTI Post Award process Audit. P.100 MOORE STEPHENS LLP (May 2013)

<sup>9</sup> CILA, 2019

<sup>10</sup> Women's land rights in Liberia in law, practice and future reforms, I.G.S.A women's land rights study, USAID, March 2018

<sup>11</sup> Women's land rights in Liberia in law, practice and future reforms, I.G.S.A women's land rights study, USAID, March 2018

<sup>12</sup> *Ibid.*

<sup>13</sup> <http://www.ipcc.ch>

<sup>14</sup> National Bureau of Concessions

<sup>15</sup> Interview with Concession Companies in October 2019

SUT

CS  
BES

facilitate reduction of land conflicts and the strengthening of communities' ability in the management of their lands. These include:

- Formalization of customary land system and clarifying the use of Tribal Certificates, which have been a source of conflict and stalled investments in the past;
- Reducing the size of land that is set aside as public land from 30 percent to 10 percent depending on availability and consent by community residents;
- Providing for transparent and participatory designation of protected areas;
- Ensuring prior and informed consent of affected communities for any land-based investments;
- Ensuring community level management of customary land rights, with equal representation of men, women, and youth;
- Recognizing women's rights to land and participation in community decision-making processes, which is a crucial issue given the key role women play in managing land and resources within communities.

Suffice to note is that the implementation of the new LGA is central to resolving land-related grievances and disputes, partly derived from the over-concentration of political power at the national level, by strengthening and supporting the decentralization of the existing land governance structures and systems.

However, the implementation of the new Acts will not come about without challenges. At present, the ability of the Government to establish a comprehensive land administrative institutional structure at county level is a challenge that is also linked with slow progress in the decentralization process. The Liberia Land Authority (LLA) calls for the establishment of a decentralized land administration and land management framework, specifically the establishment of County Land Offices (CLO) and the creation of County Land Boards (CLB) as well as the Community Land Development and Management Committees (CLDMC). The system for service delivery, particularly in rural areas, is still weak and lacks adequate professional staff, resources and equipment to deliver services including surveying, production of maps and plans, storage of information and, dispute resolution. LLA services are mostly concentrated in the capital, Monrovia, although the LLA has some officers at county level. Access to government land services is challenging, particularly for marginalized groups. Women at county level infrequently seek these services compared to their male counterparts due in part to the need to avoid conflict with 'powerful men', as well as the fear of social and gender prejudice towards female clients<sup>16</sup>. Other reasons include traditional norms which prevent women from challenging men, and further due to lack of information about the role of the services provided by LLA<sup>17</sup>. Similarly, the Ministry of Internal Affairs (MIA), which is leading the decentralization process, does not possess the necessary technical capacity to implement the extensive political, administrative and fiscal decentralization processes in support of implementing the LGA, but rather will need to rely on support from development partners to enhance its capacity<sup>18</sup>.

Overall, institutional capacities of government institutions to implement these laws are still low. LLA was created in 2016 through the passage of the Liberia Land Authority Act (LLAA) and became operational in 2017. Since then, it has gone through a transitional phase<sup>19</sup> which concluded in December 2018 with a full transfer of staff and responsibilities. The LLA also created a gender unit in early 2019. Findings from various capacity assessments conducted over the past years (2012, 2015, 2016, and 2018), revealed that Liberia has low to non-existent capacity in various technical land disciplines, yet proper land administration and management is key to preventing land disputes. In addition, the findings of an institutional audit conducted by USAID of the land governance entities showed that the facilities, infrastructure, and human resources for practicing good land governance in Liberia have either never been established or have deteriorated to the point of being dysfunctional and unsatisfactory for implementing and operating modern land governance systems and service delivery<sup>20</sup>.

More time sensitively, the existing land governance and conflict prevention mechanism provide an alternative for managing tensions over land, resources and property, which, if left unresolved, may lead to violent inter-group conflict. Furthermore, there is limited coordination among government institutions in charge of the implementation of the LGA and LRA, which may potentially impede their efficient implementation. Considering the interest and resources invested by different donors in this area, it becomes paramount to strengthen the coordination mechanism in the country for effective implementation of the LRA and LGA.

<sup>16</sup> Women's land rights in Liberia in law, practice and future reforms, LGSA women's land rights study, USAID, March 2014

<sup>17</sup> Women's land rights in Liberia in law, practice and future reforms, LGSA women's land rights study, USAID, March 2014

<sup>18</sup> LAMPIT Call for proposals, Decentralizing Land Tenure Security: formalization of customary land, LAMP Secretariat, 2019

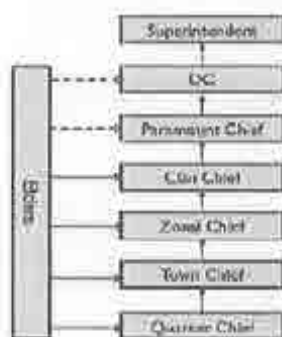
<sup>19</sup> Implementation Strategy for the Land Rights Act, Land Governance Support Activity, USAID, November 2018

<sup>20</sup> Liberia Land Governance support Activity, Quarterly report, USAID, 2017



Handwritten signature or initials in the bottom right corner.

As part of the implementation of the LIA, the Government has started developing a clear, concise and practical alternative mechanism and procedure for resolving conflicts, including conflicts related to land. The LIA in coordination with the Ministry of Justice developed the Land Alternative Dispute Resolution Policy and the Legal Aid Policy, which recognized both statutory judicial dispute resolution and Land ADR mechanisms as equally legitimate for citizens to resolve their differences over land issues<sup>21</sup>. As stated in the ADR Policy, there are multiple actors providing ADR services and therefore streamlining such mechanisms is crucial towards the realization of effective conflict resolution mechanism. These mechanisms are coordinated by the LIA, the Peacebuilding Office (PBO), the National Bureau of Concessions (NBC), and Office of the Legal Advisor to the President (OLA). These different community-based peace structures include County Peace Committees (CPC), Community Land Offices (CLOs) women peace huts, palava huts and structures that will be established by LIA as stated in the LIA, including Community Land Boards (CLB), and the Community Land Development and Management Committees (CLDMCs). For instance, the MSP were formed by NBC to settle disputes between the Concessionaires and the affected communities and have been proven to be an effective mechanism in resolving disputes between concession companies and affected communities. Members of other local peace infrastructure (such as the women peace huts, and CPCs) usually participate in these MSP meetings. The MSP activities are overseen by the NBC's Technical secretariat however members do not receive any monthly stipend. In this regard, one of the challenges facing the MSPs and other peace infrastructures is the lack of financial sustainability. In addition, in 2018 the Government set up a new mechanism at the highest political level to resolve conflicts between concessions and communities and to oversee the implementation of the agreements. This mechanism is the Special Presidential Review Committee (SPRC) and it is composed of OLA, the Ministry of Justice and LIA. This committee coordinates with MSPs and liaises with concessionaries, however further efforts should be made to engage communities in the resolution of conflicts.



Despite government efforts to provide dispute resolution services through ADR, most individual disputes are handled by local authorities and male traditional secret societies although their capacity remains limited especially in dealing with the expropriation of farmlands and plantations<sup>22</sup>. When there is a dispute between individuals over land and property, the first point of contact is the elders within the community and when elders are unable to settle such disputes, they are referred to the town chief and if the conflicting parties are not satisfied with the ruling from the town chief, then the cases are forwarded to the Clan Chief or District Commissioner. The Ministry of Internal Affairs (MIA), and specifically the Legal Affairs Section in the Department of Administration, handles and adjudicates all legal matters arising from the counties, including conducting on the spot investigation in tribal land cases. MIA and its local and traditional government structure comprised of Paramount Clan Chiefs and Town Clerks are the link between customary practices and formal

systems. Standards and the criteria used by customary authorities to guide parties include deliberations, agreements and settlements, or third-party mediation, or arbitration through customary third party<sup>23</sup>. Some of the weaknesses of customary land dispute procedures include; potential conflict of interest on the part of chiefs or elders because of their relationship to one or more parties, loss of credibility and respect by youth for some customary leaders and traditional approaches to dispute resolution, fees required by traditional leaders for assistance in resolving disputes, difficulties by women, youth and minorities in accessing customary land dispute procedures, biases against women and youth, fear of retaliation by women and youth for seeking dispute resolution support, absence of authority or capacity of customary authorities to intervene and resolve complex disputes, and a lack of legitimacy of some customary leaders to ensure compliance with the agreements reached.

The 2016 Land Governance Support Activity (LGSA) report revealed that women hardly participate as ADR practitioners due to existing gender stereotypes and differences in gender roles. This is further exacerbated by the inability of most females to meet the selection criteria for an ADR practitioner since applicants must either be a community leader or an influential person within their community and must have knowledge about land dispute resolution mechanisms. Within communities, leadership positions are usually held by males. Furthermore, serving as an ADR practitioner requires a considerable amount of voluntary time since settling land disputes requires a time-consuming process. Most rural women have neither the time nor the financial means to serve in this role, despite their potential interest. Another finding from the report indicated that ADR practitioners strongly harbor gender stereotypes that undermine the fair resolution of land disputes.<sup>24</sup>

501

21 Land Alternative Dispute Resolution Policy, 2019, Government of Liberia  
 22 [http://www.paccbuildingdata.org/sites/m/p01/iberia\\_2011\\_Talking\\_Peace.pdf](http://www.paccbuildingdata.org/sites/m/p01/iberia_2011_Talking_Peace.pdf)  
 23 Page 15, land alternative dispute resolution Policy, Government of Liberia, 2019  
 24 Idem

C  
PMS

In this context, citizens must navigate multiple dispute resolution bodies charged with adjudicating disputes on land-related issues within both formal, semi-formal and customary structures. They must figure out which body of authority to turn to for their case to be heard, which varies depending on the land issue at stake, the land type, and their marital status. The lack of clarity in roles and responsibilities of the existing range of ADR mechanisms makes it difficult for community members to understand which body to approach. In bringing a case before these bodies, women and youth encounter laws or customs that are overtly biased. The most vulnerable individuals have limited access to formal land dispute resolution mechanisms or lack sufficient understanding of legal frameworks governing property rights. In this regard, establishing all-inclusive systems for alternative land dispute resolution that address the needs and concerns of women is one of the key building blocks for peace and reconciliation efforts in post conflict Liberia<sup>25</sup>.

The Government has however made greater strides towards conflict prevention by linking up community-based peace infrastructure and a Conflict Early Warning and Response Mechanism (EWRM)<sup>26</sup> to detect and prevent conflict at the county level. In practice, the early warning system involves the collection and analysis of open source information to enhance prevention or early response, before violence has erupted or, to contain the outbreak, mitigate its effects, and prevent its recurrence<sup>27</sup>. The current early warning mechanism, however, is experiencing several challenges, including limited resources to support reporters (data collectors), as well as lack of specific indicators on land disputes and on gender. There is also limited coordination with the land governance mechanisms such as the CLO. In addition, there is a lack of a monitoring system to track the number of registered disputes and cases that have been settled.

Against this backdrop, the proposed intervention will support the Government of Liberia to implement the LRA and LGA by strengthening existing semi-formal and informal land dispute resolution mechanisms and strengthen the capacity of the LLA to commence the formalization of customary land. In addition, the proposed intervention will aim to enhance coordination among relevant actors and streamline existing mechanisms and processes to reduce land-related conflicts.

**Main actors/ stakeholders that have an impact on or are impacted by the driving and trigger factors, which the project will aim to engage**

The main stakeholders that is at the center stage in creating tension, catalyzing or triggering potential conflict are concession companies. Although land concessions are an important source of employment and income for Liberians, land conflicts have been exacerbated by their presence. For instance, the land concession granted to Malaysian company Sime Darby by the Government of Liberia in 2009 has generated tension due to a lack of consultation and compensation. The land offered covered over 311,187 hectares in the counties of Gbarpolu, Grand Cape Mount, Bomi and Bong and the company was to plant palm oil resulting in a loss of livelihoods for communities.

For instance, palm oil plantation works commenced in 2011, in Garwala District, Grand Cape Mount County, however and neighboring household with legal titles to their lands were never consulted resulting in communities petitioning the local authority. Issues raised ranged from biodiversity loss (wildlife and agro-diversity), loss of landscape/aesthetic degradation, deforestation and loss of vegetation cover, surface water pollution and in this context, concession have not lived up to the expectations of the key stakeholders – the Government, investors and rural communities.

As per the assessment conducted in 2016 by UNMIL, concessions have also had an impact on youth. A large percentage of youth in rural areas depend on farming as a main source of income to pay for their education and other needs. Loss of community land to concessions, accompanied by high rates of unemployment, has disempowered

<sup>25</sup> Whereas there is an opportunity for women to seek redress, including from the Supreme Court, cases taken up predominantly serve those women whose rights are more clearly articulated in the legal framework, such as women (single or divorced women or persons married under formal law) who have clear, documented rights to private land, as well as persons with accessibility to the formal court system.

<sup>26</sup> The County Security Council (CSC) which was established by law (National Security Reform and Intelligence Act 2011) meets regularly to deliberate and address security matters at county level. The CSC is also engaged with the national early warning system which feeds into the regional ECOWAS early warning system. The CSC comprises officials from the Liberia National Police, National Bureau of Immigration and Naturalization, the Drug Enforcement Agency, and Paramount Chiefs. The CSCs also include members from the District Security Councils (DSC).

<sup>27</sup> The County Peace Committees (CPC) were set up by the Ministry of Internal Affairs through the PRO. They assist local county administration officials in mediating conflicts. CPCs work in collaboration with community members and local authorities and are composed of elders, women and youth groups, chiefs and traditional leaders. The CPCs lead the resolution of local disputes at community level, specifically on matters related to Sexual and Gender-Based Violence (SGBV), land conflicts issues, political tensions and tribal conflicts. Within the CPC there are EWRM volunteers who monitor and report on grave incidents, which may threaten peace and stability. There are two EWRM volunteers per district, making a total of 272 nationwide. CPCs further consist of a network of local monitors (reporters) that are responsible for collecting data on indicators of potential violence, the analysis and dissemination of such information, and further provide ways/avenues for informed response. In addition, CPC disseminates information related to violent incidents on the web-based platform – the Liberia Early Warning and Response Network (LEWRN). This information is disseminated to relevant government institutions through the National Center for the Coordinator of Early Response Mechanism located at ECOWAS.

SDP

DB  
12/10



youth. This is exacerbated by an increase in the youth population. Liberia has continued to experience a dramatic increase in its youth population, with over 70 percent of its population under the age of 35 and an annual population growth rate of 2.6 percent – which could potentially present a security risk if left unempowered and poised by spoilers-empowered (Please refer to page 31 and 32 for local level stakeholders).

In addition, concessions have exacerbated inequalities in terms of women's access to land and hence deprived them of livelihood opportunities, productive work and a general wellbeing<sup>28</sup>. An assessment conducted by USAID in 2018 revealed a lack of access to productive assets such as land for women has resulted in increased scarcity of food and medicinal herbs, etc. Several other assessments in the land sector have highlighted that equal rights for men and women to ownership of land remains a challenge with women owning 38% of agricultural land thus limiting their access to available credit.<sup>29</sup>

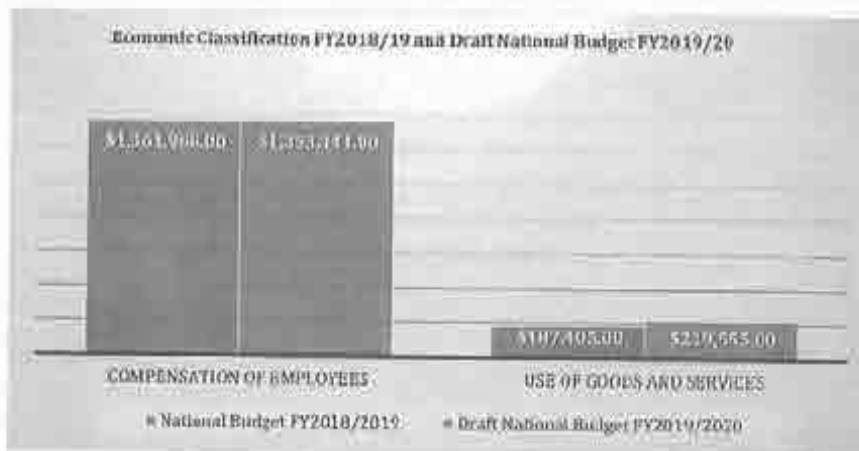
**Why is it important to act now? What specific opportunities exist?**

At present, there is a more robust legal and institutional framework that addresses land related disputes and land tenure and management than it was a few years ago. The LRA is a milestone in land legislation, where non-discrimination is ensured in the process of accessing land, irrespective of gender, age, religion, or political affiliations. Land governance is also embedded within the broader context of decentralization. In accordance with the LGA, the Government should devolve political, administrative structures and roles in order to empower rural communities by allowing them to manage their land and land-based resources. Thus, it is key to leverage these newly established legal and institutional frameworks to consolidate peace, efforts and build on social cohesion.

In addition, increasing oil palm, rubber and cocoa production and exports is a priority for the Government due to the potential economic benefits. For instance, as estimated by the Government, attracting 84,000 acres of palm oil will lead to creation of 13,000 jobs, 150 million USD in exports, and 44 million USD in tax revenues<sup>30</sup>. In this regard, the Government has identified land disputes resolution between concessionaries and communities as a priority as stated in the Pro-Poor Agenda for Prosperity and Development (PAPD), the new development plan of the Government.

The enhancement of resource allocation by the Government to LLA since its establishment is evidently an indication of political will and interest towards the strengthening of land administration and land tenure system in the country:

	National Budget FY2016/2017	National Budget FY2017/2018	National Budget FY2018/2019	Draft National Budget FY2019/2020
LLA's budget	\$ 850,000.00	\$ 900,000.00	\$ 1,549,373.00	\$ 1,587,696.00



It is worth noting that the Government's capacity to allocate resources for peacebuilding and development activities is very limited, and most of the budget is spent to pay salaries of government officials. This is because the fiscal deficit

<sup>28</sup> Idem

<sup>29</sup> UNSDCF 2020-2024, UN

<sup>30</sup> Page 79, PAPD, Government of Liberia, 2014

*OST*

*BS  
RDC*

widened from 4.8 percent of GDP in Fiscal Year (FY) 2017 to 5.5 percent of GDP in FY 2018 due to a significant shortfall in revenues and higher-than-anticipated non-discretionary expenditures.<sup>31</sup>

**Alignment with existing Government and United Nations frameworks**

This project contributes to the implementation of the UNSDCF 2020-2024 for Liberia, notably Outcomes 2, 3 and 4. Particularly, Output 2.2 aims that "by 2024, national and subnational capacity to deliver sustainable natural resource management and climate-aware initiatives is strengthened". The proposed initiative is aligned with National and International legal and policy frameworks and specifically, with the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW), and the Covenant on Economic, Social and Cultural Rights (CESCR) which were ratified by Liberia in 1984 and 2004 respectively. The proposed initiative will also contribute to achieving the Sustainable Development Goals (SDGs), specifically 5, 10 and 16.

At national level the initiative supports the implementation of the 2017 Peacebuilding Plan, which was integrated into the Pillar 3: Sustaining Peace of the Government's national development plan – the Pro-Poor Agenda for Prosperity and Development (PAPD). PAPD also calls for improving socio-economic human rights by passing and implementing the Land Rights Act to improve land tenure security; developing a regulatory framework for the actualization of the Liberia Land Authority Act; securing access to land by harmonizing of customary and statutory land tenure systems; and strengthening community land administration and governance framework (ensuring the inclusion of youth, women, and marginalized community members).

Likewise, it is aligned with the 2018 National Gender Policy which clearly calls for supporting women, land tenure and property rights including advocating for and promoting women's access and control over land/land-based resources, and other forms of property and assets. In addition, there is alignment with the Liberian National Action Plan on Women Peace and Security (2019-2023), which emphasizes the importance of land, inheritance and property rights for women. Moreover, the proposed intervention has been designed to support the Government of Liberia to implement the LRA and LGA including the Legal Aid Policy (2019) and the Land Alternative Dispute Resolution (ADR) Policy.

Explain how the project **complements/ builds on** any other previous and/or existing interventions in this sector/area.

The proposed initiative builds upon the results of past UN projects as follows:

Past and ongoing projects	Description
Joint Project "Strengthening Conflict Prevention through Establishment of Multi-stakeholder Platforms and Improved Alternative Livelihoods in Concessions Areas" funded by the PBF and implemented by the Government of Liberia, UNDP and FAO (2018-2019)	In this project, UNDP and FAO worked with communities to put in place structures called Multi-Stakeholders Platform (MSP) to educate communities about their rights and how they can benefit from their lands through concessions. It strengthened the role of women in conflict mitigation and prevention in the affected concession communities. MSPs will be one of the main dispute management platforms to be engaged during the project implementation.
Liberia Decentralization Support Programme (LDSP) implemented by UNDP (2013-2019)	The proposed intervention builds on the LDSP which is managed by UNDP and is multi-donor funded (Sweden, EU, USAID & UNDP). The project supported the de-concentration of essential services through a concept of establishing County Service Centers (CSCs) where community members can access these services. The proposed intervention will use existing structures and infrastructures that were established to strengthen value for money and ensure the linkage between the decentralization framework of the LDSP project and this project.
Strengthening Local and Traditional Mechanisms for Peace at Local and National Levels implemented by UNDP (2013-2017)	Through this project, local Early Warning and County Peace Committees structures were established to mediate and report conflict related issues. The proposed intervention will use existing structures and infrastructures that were established.
The Coastal Defense Project (2012-2015), implemented by UNDP with GEF funding in	This project aimed at reducing soil erosion and restoring degraded coastal landscapes around Monrovia and other areas. This project was a climate change mitigation strategy, and as such, this

<sup>31</sup> <http://www.worldbank.org/en/country/liberia/overview>

partnership with the Ministries of Lands, Mines and Energy, and Public Works

intervention built on this project by supporting the National Adaptation Process (NAP) in Liberia to scale up existing adaptation efforts by EPA.

The Climate Change Adaptation Agriculture Project (2012-2015), implemented by UNDP with GEF funding in partnership with FAO and the Ministry of Agriculture

This project aimed to diversify crop farming to reduce farmer vulnerability to climate change. It was an adaptive intervention strictly for livelihood support, and as such the project approach envisioned a mix of climate change adaptation and mitigation strategies with a livelihood component.

The Climate Information for Resilient Development/Early Warning System Project implemented by UNDP with GEF funding in partnership with the Ministry of Lands, Mines and Energy (2013-2018)

This project aimed at generating hydro-meteorological information to strengthen the forecasting of extreme climate events. The project provided early warning information on climate change with its Vulnerability Analysis Mapping (VAM) capability to EPA which was deployed in the mapping process. This project thus provided an opportunity to extend similar services to EPA and other government agencies whose mandate was linked to social/economic changes that can be impacted by climate change.

Community-based conflict management- women as peacemakers and nation builders. Funded by the PBF (2014-2016)

This project aimed at contributing to the consolidation of peace in conflict-prone and under-served rural communities by empowering women and improving accountability on women's rights. Through innovative outreach and sensitization methods, rural women and communities gained the knowledge and capacity to demand their rights in the management of land and other natural resources. The proposed intervention will build on the approach and sensitization methods used in the framework of this intervention.

Inclusive Security: Nothing for us without us (UN Women, UNDP, IOM), Funded by the PBF (2018-June 2019)

This project aimed at delivering on Liberia's peace and security agenda by advancing women's rights and engendering the ongoing security sector reform processes and developing policy frameworks to advance their implementation. This project supported the development of the Second Phase of the National Action Plan on Women Peace and Security (NAP WPS) which integrates concrete actions to address land dispute issues in a gender sensitive manner. The proposed intervention will support the implementation of activities from the NAP WPS.

In a study conducted by the World Bank at the end of 2013, it was estimated that a full-blown land administration program in Liberia would cost up to USD 100 million in investment and would require some 25 years of implementation, thus the proposed intervention is relevant and necessary<sup>32</sup> to reinforce on ongoing initiatives and contribute and to contribute to improved land administration.

This project complements on-going initiatives funded by the World Bank, USAID, Sweden, and the ISU in support of the implementation of the LRA and capacity strengthening of the LLA. The project will be implemented in coordination and in collaboration with development partners that have widely supported the development of the land sector. The project will also support the LLA to re-activate the Land Donor Working Group to avoid duplications and strengthen synergies in different target communities/counties and/or sequencing of interventions among partners. This proposal was well resonated by WB, Sweden, and USAID in the contexts of much uncertainties at this very initial stage of the LRA implementations and agreed with LLA.

Activity	Description
Liberia Land Administration Project funded by the World Bank, 2018-2022	<p>The project aims at strengthening the institutional capacity of the Liberian Land Authority and establish a land administration system. It has the following objectives:</p> <ul style="list-style-type: none"> <li>✓ Support to the operationalization of the LLA and its core responsibilities including land use planning, policy and management, developing land laws and regulation, plans, capacity building communication and awareness raising</li> <li>✓ Piloting of systematic registration of customary land rights</li> <li>✓ Development of a land administration system</li> <li>✓ Strengthen the Project coordination, monitoring and evaluation</li> </ul>

32 Liberia Land Administration Project, WB, 2017

<p>The Food and Agriculture Organization of the UN (FAO) Strategic Plan.</p>	<p>This intervention targets the following counties: Bong, Cape Mount, Bomi and Montserrado</p> <p>FAO's assistance in Liberia focuses on four priority areas and one of them is about sustainable natural resources management and use, including forests, land, water, genetic resources and the environment.</p>
<p>Voluntary Global Guidelines on Responsible Governance of Tenure of Land, Fisheries and Forest in the Context of National Food Security (VGGT).</p>	<p>FAO has provided support to the Liberia Land Authority (LLA) through capacity building around the Voluntary Guidelines on Responsible Governance of Tenure of Land, Fisheries and Forest in the Context of National Food Security (VGGT). The VGGT is a comprehensive global instrument that provides guidance to state and non-state actors on how to promote responsible tenure governance by providing guidance and information on internationally accepted practices for systems that will deal with the rights to use, manage and control land, fisheries and forests. The intent of the FAO is to build the capacity of Liberian institutions such as the LLA to mainstream VGGT principles and practices into policies and regulatory instruments.</p>
<p>The Land Governance Support Activity (LGSAs), funded by USAID, 2016 - 2020</p>	<p>The project aims at strengthening the land governance, human and institutional capacity, customary land rights recognition, development of regulation and legal frameworks, and stakeholder's engagement in land governance. The proposed intervention will build on the awareness raising materials, policies and rules regulation already developed and piloted in the framework of this project.</p>
<p>Capacity Building for Inclusive Land Administration and Management in Liberia funded by Sweden 2019-2023</p>	<p>The project aims at strengthening the capacities of the LLA to perform its duties, increasing women's participation in land administration and management functions, increase capacity in land use planning, and increase the demarcation of customary land.</p>
<p>Land Rights for Liberia Project, Funded by The European Commission and implemented by the Catholic Agency for Overseas Development (CAFOD), Welthungerhilfe (WHH), and Sustainable Development Institute (SDI) 2017-2020</p>	<p>The Project focuses on efforts to encourage the passage of the Land Rights Act (which has been achieved), by raising awareness at national, county and community level, and improving the advocacy and organizational capacities of Civil Society Organizations (CSOs) at different levels, with a special focus on the Civil Society Organization Working Group on Land Rights. Following the passage of the law, the project, in collaboration with the Liberia Land Authority, will support communities to self-identify, manage their land in line with the new law and provide legal assistance where needed.</p>
<p>Liberian Forest Sector Project funded by the World Bank 2016-2020</p>	<p>The project aims at improving the management of and increase benefit-sharing in targeted forest landscapes, and at improving land use planning in Liberia. The project has the following expected results:</p> <ul style="list-style-type: none"> <li>✓ Strengthened regulatory and institutional arrangement for implementation of REDD+</li> <li>✓ Strengthened capacity for the management of targeted forest landscapes</li> <li>✓ Strengthened forest monitoring Information System</li> </ul>

**L. Provide any lessons from previous support and how the planned interventions will build on:**

The proposed intervention builds on previous interventions detailed in the section above. As per evaluation conducted, there are multiple lessons that the proposed intervention will take into consideration during the implementation stage, some of those include the following:

- Creating an enabling environment or a platform to address potential conflicts and mitigate tensions is key and MSP have demonstrated to be an effective mechanism to prevent and resolve conflicts between concessions and communities. Enhancing the capacity of the leadership and developing a financing plan to ensure sustainability of such platforms after the project's interventions is key to ensure their effective functioning.

*SDI*

*22  
106*

- Community-Based Participatory planning is a way forward for inclusion of youth and women in planning, making decisions and settle local issues including land disputes<sup>33</sup>.
- Transparency and information sharing help to reduce tensions on land related disputes and conflicts among stakeholders, including the Government, concession companies and affected communities.
- Environmental mismanagement and the exploitation of natural resources that leads to environmental pollution not only increase the severity and duration of conflict, but also make its resolution much more difficult. Cooperation over the management of natural resources and the environment provides new opportunities for peacebuilding that should also be pursued.
- To ensure that environmental and natural resource issues are successfully integrated across the range of peacebuilding activities, it is critical that they are not treated in isolation, but instead from an integral part of the analyses and assessments that guide peacebuilding interventions. Indeed, it is only through a cross cutting approach that these issues can be tackled effectively as part of peacebuilding measures to address the factors that may trigger a relapse of violence or impede the peace consolidation process.
- Recognizing and enhancing the roles of community-led initiatives such as Peace Huts in peacebuilding by providing technical assistance is a fruitful and strategic approach to addressing gender inequalities and sustaining peace<sup>34</sup>.
- Investing in enhancing the skills, competences and organizational capacities of rural women to participate in socio-economic activities is an effective strategy to enhance their decision-making roles (e.g. community management of land and other natural resources, household finance, etc.) and to earn increased respect within and outside their households<sup>35</sup>.
- Strengthening knowledge of communities on women's rights and gender principles helped rural women to gain self-confidence and respect at all levels.
- The financial independence gained through Savings and Loan Associations increased women's participation in decision-making processes at the household and community levels<sup>36</sup>.
- Adjustment of training curriculum and teaching methodologies is necessary in order to ensure that both illiterate women and girls receive and understood the relevant information on their rights and obligations<sup>37</sup>.

## II. Project content, strategic justification and implementation strategy

### Theory of change

IF customary governance authorities and communities in targeted counties are aware of the LRA and LGA, existing land disputes resolution mechanisms, concession agreements, and their role as well as have an improved understanding of women's and youth rights to land; IF County land offices, county land boards, and Community Land Development and Management Committees in targeted counties have the capacity, procedures and systems in place to formalize customary land in a way that reflects rights and needs of all community members; IF existing semi-formal land dispute resolution bodies (i.e. MSPs) have the capacity to provide a safe and inclusive platform for communities, government, and concession companies to resolve disputes in a gender and youth responsive manner; IF communities including women and youth in targeted counties have the capacity and skills to participate in formal and informal land dispute mechanisms; IF institutional capacity of LLA/NBC/EPA are strengthened to effectively prevent potential conflict triggers arising from concessionaires (i.e. environmental hazards and limited livelihood opportunities); IF Early warning and response mechanism become more sensitive to land disputes;

THEN Land management will be more effective and inclusive, and land disputes will be better prevented and managed in targeted counties

BECAUSE existing semi-formal and informal land dispute resolution mechanisms; and government land management systems and capacities will be strengthened to reduce land related conflicts.

The Theory of Change is based on the following assumptions:

- Existence of Government commitment to implement the LRA, LGA and the ADR policy at national and sub-national level;
- The Government is willing to mainstream gender in their policies, rules and procedures;

<sup>33</sup> Feedback from youth and women benefiting from the ongoing joint ILDP/FAO/WFP project related to "Sustaining Peace and Improving Social Cohesion Through the Promotion of Rural Employment Opportunities for Youth in Conflict-Prone Areas".

<sup>34</sup> Evaluation report, Inclusive Security Joint Project, UN, 2019.

<sup>35</sup> Evaluation Report, Women's Economic Empowerment: Building Peace, Promoting Prosperity, UN Women.

<sup>36</sup> *idem*.

<sup>37</sup> Evaluation report, "Community-based Conflict Management: Women as Peace Makers and Nation Builders" Project, UN Women.

SNT

B  
R  
C

- Concessionaries are willing to deliver their commitments;
- Targeted communities are willing to change attitudes towards women, youth and vulnerable group's rights to land;
- Stakeholders (Government, private sector, CSOs, Development partners) are able/willing to coordinate to maximize the impact of their work;

**Description of the project content**

The proposed intervention tackles the major problems identified by Government and CSO partners and responds to the issues identified through the existing conflict analysis and land related assessments.

**The first outcome responds to the limited capacity of the Government to prevent land related conflicts and aims at strengthening the effectiveness, transparency and inclusiveness of land administrative structures at national and county levels.** In support of the Government's implementation of LRA and LGA, the proposed project envisions strengthening the capacity of County Land Offices and linking them up with the existing government structures at county level, and in targeted counties in order to foster collaboration with local government. This project will also support commencement of the formalization of customary land as a measure to prevent disputes and ensure land rights for customary owners and users. This will include support to County Land Offices and the creation of County Land Boards as well as the Community Land Development and Management Committees in targeted counties.

To further enhance preventive actions and address potential conflict triggers, the project will support the Environmental Protection Agency (EPA) to monitor the socio-environmental impacts of major mining investments and to enforce compliance with national environmental laws, assist in Environmental Audit and mitigation actions. In addition, consultations, dialogue, participation and trust building among stakeholders will enhance transparent and inclusive decision making on allocation, management and use of the natural resources.

**The second outcome aims at strengthening the existing land disputes resolution mechanisms.** It will strengthen the capacity of existing semi-formal and informal land dispute mechanisms to facilitate resolution of land disputes in a more transparent and inclusive manner. In addition, this project will strengthen the prevention and management of potential conflict drivers, including environmental hazards as well as limited livelihood opportunities in concession areas, as a strategy for resolving disputes. This will be done by building on existing community-based systems such as MSPs and mechanisms of managing natural resources and environmental hazards.

**Is there a clear linkage to peacebuilding?**

The Government has identified land-related issues as critical drivers of conflict as well as the root causes of inter-community divisions. Land disputes at the local level impede development and have the potential to turn into large-scale conflicts. The passage of the Land Rights Act and the Local Government Act has significant peace dividends if successfully implemented. The Local Government Act provides for the decentralization of services and brings government closer to the people thereby reducing the potential of conflicts and addressing some of Liberia's main conflict triggers and grievances. Further to this, the effects of environmental hazards vis-a-vis concessions are more likely to fuel conflicts in addition to already existent land disputes. Dialogue and confidence-building between concessionaires and communities will be an integral part of the proposed project, so that peacebuilding opportunities are not missed.

*(Handwritten signature)*

*B.G.  
R.D.G.*

**Geographic zones for project implementation**

The proposed intervention will target the counties of Grand Cape Mount, Sinoe, Maryland and Nimba as counties with a high rate of land related disputes. As per the research-based report that outlines findings on conflict factors at the national and county level published by the Peacebuilding Office (Ministry of Internal Affairs), land/property disputes and boundary/border disputes top the list in targeted counties. The specific target communities/districts were identified by LIA to avoid any duplication with existing projects by other partners (see p.16).



The major concession areas are also in these targeted counties. The most potent of the land-related conflicts are between concessionaires and affected communities, over the impact of land concessions on the rights and livelihoods of these communities and often tend to exacerbate existing ethnic, political and regional divisions.



Information on Concessions, Targeted counties and existing land dispute resolution mechanisms and land administration offices in Targeted Project Counties<sup>20</sup>

Name of county	Major conflict factors in the county <sup>21</sup>	Name of existing concession company	Activity of Engagement	Location of concession per district	Name of targeted districts in this intervention	Population	Land related conflict issues	Dispute Resolution Mechanism	Existing LLA Office	Existing Interventions supported by other development partners active in these districts (countries)
Maryland	Land property disputes Corruption Border boundary disputes	Credita Rubber Company (CRC) Maryland Oil Palm Production (MOPP)	Rubber Plantation Oil Palm (Agriculture)	Weybe-Sokolon Harper	Districts: Weybe-Sokolon Communities: 1. Gbolobo 2. Bessolon 3. Tamba 4. New Sokolon 5. Old Sokolon	Weybe-Sokolon 41,223	-Occupation of community land without Free Prior Informed Consent (FPIC) -Failing to obtain communities free prior informed consent -Illegally clearing of Land without community informed consent -Crops compensation has not been implemented -Fertile soil, re-planting without due process or equitable compensation -Occupation of community land without FPIC -Aristocrat interests do not have access to mine farmland.	-Multi- Stakeholder Platform established by National Bureau of Concessions	Yes, located in Harper at the County Administrative Building, Museum with three staff (acting Land administrator, county surveyor and land registrar)	WBH is working in Bessolon and Gbolobo on awareness on land rights under EU project while SES Dev worked with them 2017 using FPIC as it relates to concession under Forest People Program
Nimba	Land property disputes Corruption	Arcelor Mittal Nimba rubber incorporated (NRI)	Mining Rubber Plantation	Sansiquelle -Mati Sokolon District	Districts: Gbeshiye-Gbeshiye District and Sokolon Communities: 1. Zolowe 2. Mado 3. Sibi Igbo 4. Goro 5. Yekpa 6. Camp 4 7. Meje 8. Goro 9. Pampa 10. Gbolon 11. Yekomah	District: Gbeshiye-Gbeshiye District 31,174 Sansiquelle-Mati land 24,376 Sokolon 24,157	-Occupation of community land without FPIC -Aristocrat interests do not have access to mine farmland.	-Multi- Stakeholder Platform established by National Bureau of Concessions	Yes, located in Sansiquelle at the County Administrative Building and previously had three staff (acting Land administrator, county surveyor and land registrar)	CAFOD under EU project

<sup>20</sup> Information provided by the Liberia Land Authority 2019  
<sup>21</sup> Mapping opportunities for the consolidation of peace in Liberia, PBO, 2016



Handwritten notes and initials at the bottom right of the page.



Since	Land/property disputes Ethnic tension Boundary/land disputes	Golden Narokuan (GVL)	Oil Palm (Agricultural)	Tarjawan Buro Doo-volee Nyaru Nunopéé Kpexyan Garwala	12. Grayi 13. Tortaya 14. Koinin 15. Gerychabo 16. Geryalean Districts: Auaruru and Buwu Communities: 1. Tubanayile 2. Tarjawan 3. Karbala 4. Medubon 5. Buzany	Juzon 6,988 and Buwu 3,433	Occupation of community land without FPIC Benefits Bleebon in Lower Kula Tarjawan has taken issue to RPSO who is currently intervening	Mulu-Stakshinder Platform established by National Bureau of Conservation with support from UNDP, exist in affected communities -Local traditional leaders	Yes, located in Greenville et the County Administrative Building in the county service center. Presently has three staff (acting Land administrator, county surveyor and land registrar)	NARDA is presently working in Buwau Pafly, SESDA, SDI have worked in Tarjawan
Grand Cape Mount	Land/property disputes	Sene Darby	Oil Palm (Agricultural)	Kpexyan Garwala	District: Garwala and Gola Komaah District Communities: 1. Gool 2. Korjash 3. Masirah-Ninboé PT 4. Mécéor 5. Sooli 6. Timbo 7. Soral 8. Koyhah 9. Dainde-sweh 10. Jolmesen jah 11. Dantok-Tover 12. Mécéla 13. Golan 14. Falitoo 15. Kaingh 16. Lalin 17. Gharqah	Garwala 26,936 and Gola Komaah 22,518	Occupation of community land without Free Prior Informed Consent (FPIC)	Mulu-Stakshinder Platform established by National Bureau of Conservation with support from UNDP, exist in affected communities Local traditional leaders	Yes, located in Robatsoon, and presently has four staff (acting Land administrator, county surveyor despite of floor and land registrar)	MIA, MoJ, PBO, MoS, CSO, CBO, local NGO, Tribal Leaders, Youth and women leaders

SAP

B.F.  
20

The direct beneficiaries are targeted communities from concession areas, concession companies in targeted areas, the LLA and the PBO. The indirect beneficiaries are customary and private land rights holders. The project will support the development of key regulations and plans which will benefit customary and private land rights holders, including individuals and communities, as well as the public and private sectors. Communities in rural areas, including women and vulnerable groups (e.g. youths and elderly), will benefit from awareness raising campaigns focusing on land rights and the decentralization of LLA's services.

The beneficiaries at county level will be jointly identified by implementing partners in consultation with local communities. This project will use prohibited grounds of discrimination to identify individuals left behind. UN Women, UNDP and WFP and their implementing partners will develop criteria of selection and engage in advance with the respective communities to inform their selection. The implementing partners of this intervention have extensive networks in the selected counties to mobilize the most marginalized, including rural women, youth, and women with disabilities. Implementing partners (civil society organizations and government institutions) will be encouraged to use the 'do-no-harm' approach/framework for their interventions at county level. In the course of conducting stakeholder meetings at community level, implementing partners will inform communities that the project can only target the most vulnerable beneficiaries and those that are most likely to engage in violence.

	Implementing partners	Direct Beneficiaries
<b>Outcome 1</b>		
Output 1.1	UN Women/ Rice and Rights/LLA	15,000 (7,500 women and 7,500 men) will benefit from activities under this output
Output 1.2	UNDP/LLA	Around 120 women and men (60 women and 60 men) from LLA/County Land offices, and County Land boards in targeted counties
Output 1.3	UNDP/UN Women/LLA	100 women and men in targeted districts (50 women and 50 men)
Output 1.4	UN Women/ PBO/ LLA/National Center for the Coordination of Response Mechanisms (NCCRM)	100 CLDMC's members from targeted communities will benefit from training on EWRM (same beneficiaries as output 1.4) 72 reporters will benefit of trainings on gender responsive EWRM
Output 1.5	WFP/EPA/NBC/LLA	12,000 (6,000 women: 6,000 men)
<b>Outcome 2</b>		
Output 2.1	UNDP/UN Women/LLA/ PBO/NBC/OLA/SPRC	Around 100 civil servants from LLAs/NBCs and around 100 members of formal land dispute resolution mechanisms (110 women and 110 men) 517 beneficiaries (54 men, 463 women) from peace huts in concession areas will benefit from income generation activities Around 100 members (50 women and 50 men) from MSPs
Output 2.2	UN Women/ Rice and Rights/LLA	250 women and 200 youth (100 women and 100 men)
Output 2.3	UNDP/LLA/NBC/PBO/ MIA/EPA	100 (50 women and 50 men)
Output 2.4	WFP/MSP/NBC/SPRC	Same beneficiaries as in output 1.5, 12,000 (6,000 women: 6,000 men)
<b>Total</b>		Around 28,660 beneficiaries in targeted districts (Women 14,339; men 14,321)

Source: Financial analysis and financial sustainability plans women peace huts, UN Women, 2018



Project result and resource framework, outlining all project results, outputs, activities with indicators of progress, baselines and targets (must be gender- and age- sensitive), and resources.

Outcomes/Outputs	Performance Indicators	Means of Verification	Activities	Budget (USD) Total amount by outcome USD 1,563,670
<p>Outcome 1.</p> <p>Authorities at national and local levels manage land allocation, registration and licensing processes in a more effective, transparent and inclusive manner reducing conflict</p>	<p><b>Performance Indicators</b></p> <p>1.a. % of members of the communities (disaggregated by sex, age) coexist and express satisfaction on land allocation, registration and leasing processes</p> <p>Baseline: TBD (Baseline study)</p> <p>Target: at least 60%</p> <p>Milestones: 1 by the end of 2021 (bi-annually)</p> <p>1.b. Existence of an operational gender responsive monitoring system on land disputes</p> <p>Baseline: No</p> <p>Target: Yes. A gender responsive monitoring system on land disputes in place</p> <p>Milestones: LLA's, NBC's and PBO's staff trained on monitoring and assessment combined</p> <p>1.c. % of community members (disaggregated by sex, and age) that feel that women's rights to land are better respected</p> <p>Baseline: TBD (Baseline study)</p> <p>Target: TBD</p> <p>Milestones: TBD (bi-annually)</p>	<p>Data Source: LLA/PBO and baseline study report, perception survey</p> <p>Data Collector: LLA/PBO, Baseline data, yearly</p> <p>Data Source: LLA/PBO/NBC</p> <p>Data Collector: Yearly</p> <p>Data Source: baseline study report and perception study report</p> <p>Data Collector: LLA/PBO, Baseline data, yearly</p>	<p>L. Design a communication strategy based on the findings of the perception survey and roll-out a communications campaign in pilot counties (community radios, town committees, local media, etc.) to change perceptions and</p>	<p>USD 255,490</p>
<p>Output 1.1. Customary governance authorities and communities in targeted counties are aware of the LRA, existing land disputes</p>	<p>1.d. % of community members (disaggregated by sex, age) that have changed attitude towards concessions and participation in violent demonstrations</p> <p>Baseline: TBD (Baseline study)</p> <p>Target: At least 50% (50% women and 51% men)</p> <p>Milestones: (Quarterly or bi-annually): Quarterly</p> <p>1.1.a. Number of community members (disaggregated by sex, age) with enhanced knowledge on LRA and existing land disputes mechanism, and women and youth rights to land</p> <p>Baseline: 0</p>	<p>Data Source: baseline study report and perception study report</p> <p>Data Collector: LLA/PBO, Baseline data, yearly</p> <p>Data Source: Reports from implementing partners</p> <p>Data Collector: Implementing partner, quarterly basis</p>	<p>L. Design a communication strategy based on the findings of the perception survey and roll-out a communications campaign in pilot counties (community radios, town committees, local media, etc.) to change perceptions and</p>	<p>USD 255,490</p>

*(Handwritten initials)*

*(Handwritten initials)*

<p>resolution mechanisms, concession agreements, and their role as well as improved understanding of women's and youth rights to land</p>	<p>Target: At least 500 Milestones: At least 250 by the end of 2021</p> <p>1.1.b. % of community members (dis-aggregated by sex, age) that have improved understanding of existing concession agreements</p> <p>Baseline: 0 Target: At least 500 (250 women and 250 men) Milestones: Perception survey conducted by the end of 2020</p>	<p>Data Source: Perception surveys Data Collection: Perception survey</p>	<p>1. Encourage women and youth participation in semi-formal dispute resolution mechanisms. 2. Disseminate information about existing concession agreements (UN Women) 3. Simplify, print and disseminate the LRA and LGA (UNDP) 4. Develop knowledge products about available dispute mechanism for communities that clearly state advantages and disadvantages of each mechanism and what they aim to do and how they complement each other (UN Women) 5. Roll-out trainings on gender, masculinities and women's rights in targeted countries (UN Women) 6. Conduct an end of intervention perception survey (UN Women)</p>
<p>Output 1.2. County land offices and county/land boards in targeted countries have the capacity, procedures and systems in place to formalize customary land in a way that reflects rights and needs of all community members</p>	<p>1.2.a. Number of civil servants from LLA with enhanced knowledge on gender and land rights</p> <p>Baseline: 0 Target: At least 50 (25 women and 25 men) Milestones: At least 50 (25 women and 25 men) by December 2021</p> <p>1.2.b. Existence of gender responsive procedures for formalization of customary land</p> <p>Baseline: No, there are no gender responsive procedures for formalization. Target: Yes Milestones: Yes, by the end of 2021</p> <p>1.2.c. Number of governance structures (CLO, CLB) established and functional</p> <p>Baseline: No, there is no governance structure Target: 3 Milestones: Yes, by the end of 2021</p> <p>1.2.d. Number of customary land boundaries identified by communities</p> <p>Baseline: TBD (Baseline study)</p>	<p>Data Source: Report from consultants Data Collection: Pre and post-tests (UN Women) Data Source: Reports from Consultant Data Collection: In a quarterly basis (UNDP)</p>	<p>1. Roll-out of the need assessment, capacity strategy and SOPs of the targeted county/land offices and county/land boards in coordination with the LLA (UNDP) 2. Rehabilitate and provide equipment and logistical support, and ensure the functioning of the CLO and Board Committees (UNDP) 3. Build capacity of LLA staff in different areas as per 5 years training plan being developed by the LLA including on Gender and Human Rights, Gender responsive land dispute resolution (UN Women/ UNDP) 4. Support communities to carryout community self-identification (CS) (UNDP) 5. Provide technical support for customary land boundary harmonization in the targeted counties (UNDP) 6. Support LLA and PBO to organize dialogues to resolve all identified customary boundary disputes/conflicts through CLDMCs (UNDP) 7. Support the creation of boundary billboards where boundary conflicts are resolved (UNDP) 8. Support LLA/PBO to print, notarized resolutions and distribute to key stakeholders involved in boundary land disputes (UNDP)</p>

USD 495,896.00

<p>Output 1.3. CLDMCs are established in targeted countries and have the capacity to initiate the formalization and recognition of their land rights</p>	<p>Target: At least 10 Milestones: 1 by the end of 2021 (66-annually)</p> <p>1.3.a. Number of CLDMCs operational and effective in implementing their functions</p> <p>Baseline: 0 Target: 5 Milestones: 10 by end of 2021</p> <p>1.3.b. Number of members (Women and men) from the CLDMC with enhanced knowledge on formalization of customary land</p> <p>Baseline: 0 Target: 100 women and 100 men Milestones: 50 women and 50 men by 2021</p>	<p>Data Source: Implementing Partner Report, field reports Data Collection: (UNDP &amp; IP on a Quarterly basis)</p> <p>Data Source: Report from implementing partner Data Collection: Yearly</p>	<p>1. Support the Gender Unit and the Customary Law Unit at the LLA to develop gender responsive guidelines and training materials on formalization of customary land, and conduct a ToT for LLA staff at country level (UN Women)</p> <p>2. Deliver training in targeted countries on the various steps to: 1) familiarize communities with various steps leading to formalization of customary land; improve their knowledge on how concessions are allocated; how concessionaires use the land; and how communities can hold both companies and authorities to account for support provided that will lead to national ownership of the process (UNDP)</p> <p>3. Support the roll-out of various by-laws to operationalize the CLDMCs (UNDP)</p> <p>4. Support the leadership election of the CLDMCs (UNDP)</p> <p>5. Increase participation of communities, including women and youth in concession awarding processes (UNDP)</p>	<p>USD 151,495.00</p>
<p>Output 1.4. Early warning and response mechanism is engaged and integrates land disputes related data</p>	<p>1.4.a. Land related incidents are systematically monitored by the PEG/LLA in coordination with MSPs, CLDMCs</p> <p>Baseline: No (the system exists but data is not collected on a regular basis) Target: Yes Milestones: Yes (by the end of 2021)</p> <p>1.4.b. Existence of land disputes related data in the EWRM</p> <p>Baseline: No Target: Yes Milestones: Yes, by the end of 2021</p>	<p>Data Source: LLA/PBO Data Collection: Yearly</p> <p>Data Source: Report from PBF Data Collection: Yearly, PBO</p>	<p>1. Conduct a gender and IIR assessment of the early warning mechanisms at country and district levels (UN Women)</p> <p>2. Support LLA, NBC and PBO to develop a monitoring system, indicators, procedures and collection tools for land conflict (UN Women)</p> <p>3. Strengthen CLDMCs in targeted countries and link them up with the LERN platform (UN Women)</p> <p>4. Strengthen capacity of seventy-three conflict early warning monitors through training on land related issues, and further provide communication cards to send in-claim reports to LERN platform. (UN Women)</p>	<p>USD 397,495.00</p>

*(Handwritten mark)*

*(Handwritten initials)*

<p>Output 1.5: Institutional capacity of LLAP/ANBC/SPRC &amp; strengthened to effectively prevent conflicts driven by the depletion of livelihood opportunities and environmental hazards</p>	<p>1.5.1.a. Number of LLANBC/EPA staff members trained on FPIC principles, prevention of the different environmental hazard, and rights of local communities disaggregated by sex and age</p> <p>Baseline: TBD (baseline survey) Target: 80 Milestones: (Quarterly or bi-annually); bi-annually</p> <p>1.5.1.b. Percentage of existing water sources in concession areas rejuvenated/cleaned through community platforms leadership</p> <p>Baseline: TBD (baseline survey) Target: 20 Milestones: (Quarterly or bi-annually); bi-annually</p> <p>1.5.1.c. Number of LLANBC/EPA staff members trained on FPIC principles, prevention of the different environmental hazards, and rights of local communities disaggregated by sex and age</p> <p>Baseline: TBD (baseline survey) Target: 80 Milestones: (Quarterly or bi-annually); bi-annually</p>	<p>Data Source: Project report Data Collection: (method/who/when); Project data/WFP</p> <p>Data Source: Report Data Collection: (method/who/when) WFP</p> <p>Data Source: Report Data Collection: (method/who/when) WFP</p> <p>Data Source: Project report Data Collection: (method/who/when); Project data/WFP</p>	<p>5. Provide technical support to NCCRM/PBO to produce periodic policy briefs based on incident reports on land related disputes. (UNDP)</p> <p>6. Strengthen capacity of PBO staff for increased monitoring, data collection, analysis and transmission (UN Women)</p> <p>7. NCCRM include LL.A, NBC, CLDMC, MSPs to provide a more effective response to incidences related to land (UN Women)</p> <p>1. Conduct training and sensitization of EPA/ NBC/SPRC/LLA members on FPIC principles and UN Guiding Principles on Business and Human Rights (WFP)</p> <p>2. Identification of environmental hazards through consultative and baseline study (WFP)</p> <p>3. Procure on-site water testing kits and provide onsite training and ensure regular monitoring of water sources for domestic use. (WFP)</p> <p>4. Rejuvenate traditional water bodies and provide alternative water sources (WFP)</p> <p>5. Devise mechanism for flood control and drainage and provide proper drainage through food-for-work or cash-for-work. (WFP)</p> <p>6. Field trainings with LLANBC/EPA on land clearing for alternative use (poultry, garden etc.) by providing perimeter restriction and how to improve land quality for improved agricultural production. (WFP)</p> <p>7. Field consultative meetings between SPRC, EPA, CLDMC, MSPs with concession companies to monitor Environmental Impact Assessment (EIA) and Environmental Social Impact Assessment (ESIA) around concessions areas. (WFP)</p> <p>8. Support EPA in defining a backing mechanism for EIA, ESIA reviews in targeted countries. (WFP)</p>
<p>(USD 210,570,00)</p>			

BB  
FF

<p>Outcome 2: Existing semi-formal and informal land dispute resolution mechanisms are strengthened, more sustainable and able to reduce conflict in a more effective and gender responsive manner</p>	<p>1.5.1.d Number of EIA and ESIA for private companies finalized in targeted countries</p> <p>Baseline: TBD (Baseline Survey) Target: 5 Milestones: (Quarterly or bi-annually); bi-annually</p>	<p>Data Source: Report Data Collection: WFP</p>	<p>Total amount for outcome 2: USD 1,248,555.00</p>
<p>2.a. Number of land disputes resolved in targeted countries by semi-formal mechanisms (CLDMCs, SPRC, MSP, etc.)</p> <p>Baseline: TBD Target: TBD Milestones: (Quarterly or bi-annually)</p> <p>2.b. % of community members (disaggregated by sex) that feel that their land disputes are being resolved more effectively and transparently</p> <p>Baseline: TBD (baseline study) Target: TBD (baseline study) Milestones: (Quarterly or bi-annually)</p>	<p>Data Source: LLA/PBO Data Collection: yearly</p>	<p>Data Source: baseline study report and perception study report Data Collection: LLA/PBO, Baseline data, yearly</p>	
<p>2.c. Number of semi-formal mechanisms in targeted countries that are financially sustainable (MSP, CLDMCs, peace huts)</p> <p>Baseline: 0 (Baseline study) Target: TBD Milestones: TBD (bi-annually)</p> <p>2.d. % of women and men whose land disputes have been successfully resolved</p> <p>Baseline: TBD Target: TBD Milestones: (Quarterly or bi-annually)</p>	<p>Data Source: baseline study report and perception study report Data Collection: LLA/PBO, Baseline data, yearly</p>	<p>Data Source: baseline study report and perception study report Data Collection: LLA/PBO, Baseline data, yearly</p>	
<p>Output 2.1: Existing Semi-formal land dispute resolution bodies (CPC, CLDMC, SPRC, peace huts, multi-stakeholder platform) have</p> <p>2.1.a. Number of members from existing semi-formal land dispute resolution bodies with strengthened skills and knowledge on Gender mainstreaming and gender responsive conflict prevention, and mediation</p> <p>Baseline: 0</p>	<p>Data Source: Reports from implementing partners Data Collection: implementing partners on a quarterly basis</p>	<p>1. Conduct a comprehensive mapping and assessment of ADR mechanism and the gender sensitivity of semi-formal land dispute resolution bodies in targeted countries including MSP, Peace Committees, peace huts, and peace huts and show case how land related disputes are handled. (UNDP)</p>	<p>USD 765,460.00</p>

SAT

SPC

<p>strengthened capacity to resolve disputes in a sustainable gender and youth responsive manner</p>	<p>Target: 200 (100 Women and 100 men) Milestones: 150</p> <p>2.1.b. Number of semi-formal mechanisms in targeted countries with capacity to resolve land dispute cases in a gender sensitive manner</p> <p>Baseline: 0 Target: At least 6 (MSPs, CLDMCs, peace hubs) Milestones: TBD</p> <p>2.1.c. Number of successful actions in follow up to agreements made at MSPs between concessionaries and communities in the targeted countries Baseline: 0 Target: At least 15 Milestones: (Quarterly or bi-annually)</p>	<p>Data Source: Reports from implementing partners, pre and post tests</p> <p>Data Collection: implementing partners in a quarterly basis</p>	<p>2. Develop gender and conflict sensitive SOPs, guidelines, and regulations for semi-formal dispute resolution bodies (UNDP)</p> <p>3. Strengthen support of semi-formal land dispute resolutions on monitoring and adherence to the terms of signed agreement. (UNDP)</p> <p>4. Develop a toolkit on gender sensitive land dispute resolution mechanisms and roll out a TOT (such as litigation, arbitration, conciliation and mediation) (UN Women)</p> <p>5. Roll-out trainings on gender, masculinities, and land rights, gender responsive conflict resolution and LRA, for staff from I.L.A, NBC and members of the CLDMC, County land Offices, Peace hubs MSP (UN Women)</p> <p>6. Conduct a gender audit at the NBC and develop a gender policy and a gender responsive procurement strategy (UN Women)</p> <p>7. Provide technical support to the Inter-ministerial Concession Committee, SPRC NBC to enhance transparency and regularize the concession contracting process and agreement negotiations and implementation by raising awareness on UN Guiding Principles on Business and Human Rights and FPIC (UN Women)</p> <p>8. Support the implementation of the I.L.A gender policy by strengthening the capacity of the gender unit (UN Women)</p> <p>9. Support the implementation of sustainability plans for women peace hubs, CLDMCs, MSP in targeted countries to increase income generation (UN Women)</p>	<p>USD 41,180.00</p>
<p>Output 2.2. Communities including Women and youth in targeted countries have the capacity and skills to participate in formal</p>	<p>2.2.a. Percentage of women and youth in targeted districts that participate in the CLDMCs and MSPs</p> <p>Baseline: 0 Target: At least 25% by the end of the project Milestones: At least 10% by the end of 2021</p>	<p>Data Source: Reports from implementing partners</p> <p>Data Collection: implementing partners in a quarterly basis</p>	<p>1. Roll out trainings for women and youth on their rights to participate in these structures and strengthen their set of skills (UN Women)</p> <p>2. Raise awareness within local and traditional leaders to promote women and youth participation in informal and semi-formal</p>	<p>USD 41,180.00</p>

24



and informs land dispute mechanisms	2.2.b. Number of rural women and youth with enhanced knowledge and skills to influence in MSPs, and CLDMC's decisions Baseline: 0 Target: 200 Milestones: At least 100	Data Source: Reports from implementing partners Data Collection: implementing partners in a quarterly basis	land disputes resolution structures (UN Women)
<p>2.3. Output: Coordination between Government agencies in charge of implement the LRA and LGA development partners and CSOs is strengthened.</p>	<p>2.3.a. Number of meetings organized to improve coordinated implementation of the LRA/LGA Baseline: 0 Target: 12 (quarterly basis) Milestones: (Quarterly or bi-annually)</p> <p>2.3.b. Number of successful agreed actions/plans arising from consultation between donors, Government and CSOs Baseline: 0 Target: At least 1 Milestones: (Quarterly or bi-annually)</p>	<p>Data Source: Report from coordinating agencies; Data Collection: (Quarterly/UNDP and IP)</p> <p>Data Source: Training reports from LLA &amp; PBO Data Collection: (Quarterly UNDP and IP)</p>	<p>1. Support the LLA and the PBO offices to hold meetings in the targeted counties with key stakeholders to strengthen the coordination between the formal and semi-formal dispute mechanism. (UNDP)</p> <p>2. Provide technical support to clarify roles and responsibilities of various institutions, and dispute resolution mechanisms (UNDP)</p> <p>3. Support LLA to organize coordination meetings between relevant government institutions, CSO, development partners at national level (UNDP)</p>
<p>Output 2.4: Enhanced Multi Stakeholders Platforms capacity to find greenable solutions, propose alternative livelihoods and address the effects of environmental hazards</p>	<p>2.4.1.a. Number of community members (disaggregated by age and sex) with alternative livelihood and environmental hazards management (e.g. rice productivity, charcoal production). Baseline: 100 (50 men and 50 women) Target: At least 200 (100 women and 100 men) Milestones: (Quarterly or bi-annually); bi-annually</p> <p>2.4.1.c. Percentage of target population (disaggregated by sex) expressing satisfaction on identifying and addressing livelihoods and environmental hazards' concerns through MSPs and CLDMCs as relevant Baseline: 0 Target: At least 80% Milestones: (Quarterly or bi-annually); Bi-annually</p>	<p>Data Source: Report Data Collection: (method/who/when): Pre and posttest/WFP</p> <p>Data Source: Report Data Collection: (method/who/when): Project data/WFP</p>	<p>1. Hold consultative meetings with stakeholders/communities and concessionaires to verify the scope of concessioner's assistance provided to smallholder farmers under their social and environmental responsibility (WFP)</p> <p>2. Support NBC through MSPs in defining a system to collect environment and livelihood-related complaints and feedbacks related to concessions also in coordination with CLDMCs for land-related issues, where relevant (WFP)</p> <p>3. Support NBC in monitoring the process of feedback and complaints on livelihood and environment concerns from the onset to closure (WFP)</p> <p>4. Following consultative meetings with MSPs to gather environmental hazard and livelihood concerns in concessions areas, identify</p>

USD 56,160.00

100

58

<p>2.4.1.2. Number of community members (disaggregated by age and sex) with alternative livelihood and environmental hazards management (e.g. rice productivity; charcoal production).</p> <p>Baseline: 0  Target: At least 100 (50 women and 50 men)  Milestones: (Quarterly or bi-annually); bi-annually</p>	<p>Data Source: report  Data Collection: (method/ who/when/1/ WFP)</p>	<p>5. agreeable solutions at community level to define livelihood opportunities and environmental coping mechanisms  Based on the needs identified by the MSPs and CLDMCs, actualize the above-identified livelihood solutions and train community members accordingly (e.g. support smallholder farmers' associations/cooperatives to intensify productivity and value chain and reduce conflict probabilities; provide technical support to enable the production of wood vinegar and sustainable charcoal production facility) (WFP)</p> <p>6. Based on the needs identified by the MSPs and CLDMCs, actualize coping mechanisms to environmental hazards and train community members (e.g. reduce pre-harvest and crop losses, link concessionaries with smallholder farmers involved in local rice production with the guarantee of a fair price, land closure, drainage, water points) (WFP)</p>	
<p>Project management (monitoring, GMS, etc.)</p>			
		<p>Project baseline study and monitoring</p>	<p>USD 78,435.00</p>
		<p>Perception survey</p>	<p>USD 53,400</p>
		<p>Evaluation</p>	<p>USD 50,000</p>
		<p>Staff</p>	<p>USD 644,144.04</p>
		<p>Operational costs</p>	<p>USD 94,080.10</p>
		<p>GMS</p>	<p>USD 257,658.34</p>
		<p>Total</p>	<p>USD 3,996,522.48</p>

507

VB  
5/15

### **Project implementation strategy**

This project will be implemented at national level and in four counties namely: Nimba, Sinoué, Grand Cape Mount and Maryland. Support will be sought from implementing partners that have the capacity to mobilize the most marginalized persons including rural women, women with disabilities and young women.

A thorough perception survey will be conducted at the onset of the project to measure the perceptions about the rights of women to land and other issues such as relations with companies, ability of community members to formalize their land rights. An end line study will help to measure changes in perception in targeted counties at the end of the project.

**Outcome 1: Authorities at national and local levels manage land allocation, registration and licensing processes in a more effective, transparent and inclusive manner reducing conflict**

**Output 1.1. Communities and customary governance authorities, communities in targeted counties are aware of the LRA, existing land disputes resolution mechanisms, concession agreements, and their role as well as improved understanding of women's and youth rights to land**

To change the dominant traditional cultural perception that the right place for women is their homes and the narrative that land related matters and peacebuilding is a masculine domain, a perception assessment and gender and power analysis will be conducted to assess the understanding of men on human rights issues, with a view to change existing gender stereotypes on land matters. Based on findings from existing studies, women are targets of violent behavior, and humiliation, forcing them to withdraw from participating in political spaces, or land dispute resolution processes, due to fear or self-doubt. The exclusionary politics result in women choosing not to engage in land rights struggle thus stifling their voices in dispute resolution processes. Through implementing partners, awareness raising, and participatory activities will be rolled out to change gender stereotypes in targeted counties.

This output is linked with output 2.1 and with activity 1.1. The comprehensive mapping and assessment of ADR and informal mechanisms will inform the adaptation of knowledge materials already developed by LLA with support from LGSA. These knowledge materials will be used to sensitize and inform targeted communities about the pros and cons of the existing mechanisms. In addition, the members of the informal and semi-formal mechanisms will be trained on gender, masculinities and women's and youth rights on land.

This component will be delivered through UN Women's implementing partners and in coordination with the Gender and the Land Taskforce<sup>40</sup> which is co-chaired by the Ministry of Gender, Children and Social protection (MGCSPP) and LLA and composed of gender focal points from major stakeholders in the land sector.

**Output 1.2. County land offices and county land boards in targeted counties have the capacity, procedures and systems in place to support formalize customary land in a way that reflects rights and needs of all community members**

With this intervention the capacities of the LLA (county land offices and land boards) will be strengthened to initiate the formalization and recognition of customary land. This will aid LLA ensure a self-identification process by the communities for land related matters. Considering that the self-identification process considers series of steps to be undertaken and in view of the limited time and resources, it will support community self-identification, boundary harmonization and establishment of CLDMCs. LLA will continue the full process of formalizing customary land with other development partner's support as described in page 12.

This output once implemented will enable the local offices and land boards to have full understanding of the mandate of the LLA, the systems and procedures applicable to their mandate. This project will review assessments carried out by LLA and will be supported by the WB. In coordination with the LLA, areas of support to the CLO and Land Boards will be identified to avoid duplication. It is worth noting that all support will be provided in accordance with LLA approved structures to ensure that it speaks to future endeavors that are aligned to the mandate and functions of LLA. Potential support includes, trainings, office equipment, transportation support, computers, vehicles, etc.

In coordination with the Gender Unit at the LLA, UN Women will support capacity strengthening for the unit on gender and human rights, sexual harassment and gender responsive land resolution. Training materials will be

<sup>40</sup> The Task Force has provided critical inputs into the land policy process, ensuring that land administration regulations, rules, and procedures are consistent with statutory protections for women's property rights, and working to ensure that rural women have a voice in the policy process.

SST

BA  
RA

developed by LLA, and support will be provided to the gender unit to roll-out training in targeted counties. Where possible training materials already developed by the LLA with support from LGSA will be used.

**Output 1.3. CLDMCs are established in targeted counties and have the capacity to initiate the formalization and recognition of their land rights.**

Prior to the establishment of the CLDMCs, awareness raising campaign will be conducted (output 1.1.) to sensitize targeted communities about women and youth rights.

In coordination with the Gender Unit at the LLA, and through UN Women's / UNDP's implementing partners (CSOs), the capacity of Community Land Development and Management Committees will be strengthened through development of guidelines and trainings on land formalization.

Support will be provided to LLA and CLDMCs with the first steps being customary land formalization. During the process of self-identification and boundary harmonization, CLDMCs and communities will identify where the boundary related disputes are and therefore through this intervention the identified disputes through this process will be addressed by LLA/PBO and CLDMCs.

**Output 1.4. Early warning and early response mechanism is gender responsive and integrates land disputes related data**

By the end of this intervention strong EWRM and a monitoring, and reporting mechanism will be in place to handle land disputes and inform policy making process. Through this intervention government actors<sup>41</sup> will have the capacity to systematically integrate land disputes into existing early warning and response mechanisms. In addition, reporters in all counties will be trained, including women from peace huts in targeted counties. Seventy-three (73) reporters and 200 members from CLDMCs will benefit from the activities under this output totaling to 273 beneficiaries.

Specific gender-related indicators and land related indicators and benchmarks will be included in the EWRM as a result of a consolidation process in targeted counties. Technical assistance will be provided to PBO, NCCRM to facilitate development of policy briefs based on incident report on land related disputes. A joint monitoring system managed and handled by LLA, NBC and PBO on land related disputes will further be established towards the end of this intervention.

**Output 1.5. Institutional capacity of LLA/EPA/NBC/SPRC is strengthened to effectively prevent conflicts driven by the depletion of livelihood opportunities and environmental hazards**

Persisting frustrations due to lack of community participation and consultation in resources allocation and use constitute conflict drivers in concessions areas.<sup>42</sup> As Free, Prior, Informed Consent (FPIC) principles have not guided the concessions allocation, the project aims to sensitize LLA/EPA/NBC/SPRC regarding benefits of having communities' consent as a prevention measure. Given the existing community grievance and mis-content, defining alternative livelihoods and addressing environmental hazards (deforestation, water pollution, land degradation, etc.) are essential to sustaining peace in concessions areas.

The project will ensure authorities/committees at both national and local levels are equipped to effectively prevent and manage the conflicts triggers related to environmental hazards and provide alternative livelihood opportunities to communities. Environmental hazards and livelihood related challenges will be identified and confirmed through consultation with CLDMCs and MSPs (in linkage with output 2.4), which may include land and water pollution and limit crop depletion (as informed by the UN's previous engagement through the Concessions project supported by PBF). Trainings will be imparted to the members of the above-mentioned institutions to define coping mechanisms to overcome environmental hazards, including ensuring access to quality water and land closure management.

To ensure environmental compliance within concession areas, the project will coordinate with SPRC, EPA, CLDMC and MSPs to liaise with the companies (in linkage with output 2.4) to conduct regular Environmental Impact Assessment (EIA) and Environmental Social Impact Assessment (ESIA). This will support EPA to scale up monitoring of the environmental impacts of major mining and agri- allied investments and to enforce compliance with

<sup>41</sup> PBO/LLA/NCCRM

<sup>42</sup> National Bureau of Concessions (NBC), UNDP-PBF Project on formation of multi-stakeholders' platforms (MSPs), Liberia Agriculture Company (LAC), Grand Bassa County, July 2019.

SDF

RB  
KB

national environmental laws. The program will support EPA to start conducting backlog of environmental impact assessments (EIAs) reviews around the targeted counties.

**Outcome 2. Existing semi-formal and informal land dispute resolution mechanisms are strengthened, more sustainable and able to reduce conflict in a more effective and gender responsive manner.**

**Output 2.1. Existing Semi-formal land dispute resolution bodies (CPC, CLDMC, SPRC, peace huts, multi-stakeholders' platform) have strengthened capacity to resolve disputes in a sustainable gender and youth responsive manner.**

Alongside the strengthening of state institutions (LLA-CPC) and semi-formal dispute resolution mechanisms (peace huts, MSP, CLDMC) on inclusive land dispute resolution, the convening agencies will continue strengthening their investments in targeted communities to further develop core skills and capacities to enable rural women, and youth, and other marginalized groups to meaningfully participate in CLDMCs and in informal land disputes mechanisms. At the onset of the intervention, a comprehensive assessment of ADR and informal mechanism will be conducted to inform the implementation of activities under output 1.1, and output 2.1.

The existing Guidelines to Alternative Dispute Resolution in the Land Sector in Liberia developed by the LLA will be reviewed from a gender perspective and regulations on land dispute resolution for semi-formal related disputes resolution mechanism will be developed and disseminated among relevant stakeholders at community level. In coordination with the Gender Unit at the LLA and the Gender and Land Taskforce, a gender responsive dispute resolution toolkit will be developed to facilitate a ToT to further roll out the training at community level. Beneficiaries will include women peace huts, members of the CLDMC, CPC, and elders and secret societies.

By the end of the intervention, the NBC will have a gender policy to ensure that gender is mainstreamed into its procedures. Technical support will be provided to NBC, the Inter-Ministerial Concessions Committee, SPRC and the Public Procurement and Concessions Commission (PPCC)<sup>43</sup>, and the MFDP to identify and assess the strategy for gender responsive procurement within the Public Finance Management Reform. Gender-responsive procurement will support NBC and the PPCC, the Inter-Ministerial Concessions Committee in selecting private companies that prioritize gender and consider gender equality in their work ethic. The recommendations from the assessment will be delivered through support from UN Women.

In line with the gender responsive procurement assessment and strategy, trainings will be provided on gender and gender responsive procurement to officials from the NBC/PPCC/ MOCSP/the Inter-Ministerial Concessions Committee, the Presidential Special Review Committee (SPRC), as well as the Office of the Legal Advisor to the President. By supporting the office of the Legal Advisor to the President, the proposed intervention will aim at engendering the concession contracting processes. In addition, the SPRC /NBC will be supported to increase the participation of communities in the concession awarding processes and to mainstream gender into the dispute resolution mechanism with concessionaries. SPRC will engage private sector and communities to resolve existing conflicts and will raise awareness through multi-stakeholder dialogues with Government/private sector/communities on the importance of Free Prior Informed Consent (FPIC) and the UN Guiding Principles on Business and Human Rights and how it contributes to sustainable investments. The proposed intervention will contribute to the implementation of the UN Guiding Principles on Business and Human Rights by raising awareness with the Government, private sector and communities about these principles.

This intervention will support the Gender Unit at the LLA with logistical support in the delivery of trainings on gender responsive dispute resolution and during monitoring. This support will complement what the Swedish Embassy will provide to the Gender Unit.

Furthermore, this intervention will support CLDMCs, MSPs, and women peace huts, to continue their mediation and land dispute resolution role and ensure their sustainability. This intervention thus aims at ensuring the sustainability of the land dispute mechanisms in concession areas (linked to Output 2.4).

The Concessionaires have been supportive of the MSPs. They have pledged their commitment to engage the MSPs as business entities and have been legitimized. Currently, there are 15 MSPs and its legitimization process will be completed by 30th October 2019. These MSPs work in affected communities and as such; interventions under this current engagement is geared toward supporting them to strengthen their knowledge base especially in concession awarding processes.

<sup>43</sup> Public Procurement & Concessions Commission. The PPCC is a public autonomous institution established by a 2005 Act of the Legislature to ensure the economic and efficient use of public funds in public procurement, and that public procurement and concessions processes are conducted in a fair, transparent and non-discriminatory manner.

**Output 2.2: Communities, including women and youth in targeted counties have the capacity and skills to participate in formal and informal land dispute mechanisms**

An assessment to identify the challenges of youth and women in participating in informal and semi informal land disputes resolution mechanisms will be conducted and the set of skills that they need will be identified. The activities under this output will build on the assessment conducted under output 2.1.

Through the implementation of the activities under this output, women, women groups and youth will be able to exercise their leadership skills and engage effectively in peace building forums, community decision-making processes, and demand justice. Capacity building initiatives will be structured to enable women and youth to gain confidence and participate. Continued mentoring as well as an ongoing focus on building leadership skills, will further strengthen women and youth's confidence and improve their ability to engage with other actors in their community, and specifically to engage in the activities rolled out under the CLDMCs framework. These capacity building activities will be implemented by an implementing partner (CSOs).

**Output 2.3. Coordination between Government agencies in charge of implement the LRA and LGA, development partners and CSOs is strengthened.**

The output is in support of clarifying the role of the various line ministries and agencies involved in the administration of Land in Liberia. Although the Land Authority is the statutory government institution with the mandate for land administration, there are other institutions which have a stake in this process, hence the need to support and clarify their roles. For example, the Peace Building Office and the National Traditional Council continue to play mediation and conflict mitigation roles. The proposed intervention is expected to provide an opportunity for clear roles and responsibility of all stakeholders as well as inform all about the new structures that will be put in place at the level of the counties.

In addition, the proposed intervention will support the LLA to strengthen its coordination role and re activate coordination forums such as the Land Donor Working Group. The LLA will be supported to develop a land sector map to geo reference all land related activities of donors and CSOs.

**Output 2.4. Enhanced Multi Stakeholders Platforms capacity to find agreeable solutions, propose alternative livelihoods and address the effects of environmental hazards**

In parallel to land allocation being contested by affected communities, concessions have sometimes failed to adequately compensate the destroyed crops and the displaced communities members who were directly affected by livelihood loss and environmental hazards and as such have increased discontent and potential violence within communities.<sup>44</sup> As stated before, MSPs were created by NBC (with support of the Concession project funded by PBF) to handle disputes between concessionaires and communities. The aim of the project under this output will be to ensure that MSPs are more inclusive and can be not only a conflict resolution mechanism but also a safe platform for communities and companies to interact and find agreeable solutions. Based on the needs identified at the MSPs, the project will support the identification of livelihood opportunities whilst addressing the effects of environmental hazards and mitigating risk of conflicts. For instance, environmental hazard effects have negatively impacted the rice cultivation<sup>45</sup>, resulting in crop and livestock losses that intensify food insecurity and limit income<sup>46</sup> in concessions areas. The project will also coordinate with CLDMCs in support of livelihood activities that will require consultation of land issues. Furthermore, concessionaires will be encouraged to buy from farmers involved in local production with the guarantee of a fair price. Well-informed, climate-aware, context-specific business practices and community consent through MSPs and CLDMCs dialogues, depending on the nature of land disputes, have the scope to provide newly accepted adaptation options and new livelihood opportunities. Incomes generated from the livelihood activities will contribute to ensuring self-sustainability of MSPs and CLDMCs (linked to Output 2.1).

**Implementation strategy**

This project will be implemented at national level and at county level with the support from implementing partners (CSOs and Government Institutions) with the capacity to mobilize the most marginalized including rural women, people with disabilities and others.

Some other strategies for the implementation of this project include:

<sup>44</sup> Drivers of Conflicts, FAO, June 2017.  
<sup>45</sup> <http://globalsupportprogramme.org/resources/project-brief-fact-sheet/national-adaptation-plan-process-focus-lessons-Liberia>  
in item



B  
L1 C

Provision of Technical support to government institutions to strengthen the early warning and response mechanism with focus on land disputes and gender. This will involve placement of dedicated experts to coach and mentor relevant staff within targeted institutions to maximize learning-by-doing while making available specific expertise. For example, in gender responsive early warning systems in the development of land related indicators and development of a conflict monitoring system.

Ensure strategic and informed advocacy and communication, which will be fostered based on previous experiences. Advocacy efforts will include the development and roll-out of a behavior for communications change campaign. UN Women will provide financial assistance to women organizations to develop joint communications and advocacy initiatives for ensure roll-out of the behavior change strategy in selected counties.

Capacity development of national and local authorities will be key to improve understanding and skills on gender mainstreaming and to ensure successful formalization of customary land tenure system. Capacity building of government institutions will be utilized as a strategy to build ownership and ensure sustainability of project results.

### III. Project management and coordination

#### Recipient organizations, local level stakeholders and implementing partners

Agency	Total budget in previous calendar year	Key sources of budget (which donors etc.)	Location of in-country offices	No. of existing staff, of which in project zones	Highlight any existing expert staff of relevance to project
UN Women Liberia	USD 7 Million	Core Funding Non-Core (Peacebuilding Fund, CIDA, Swedish Embassy, EU)	UN Women, One UN House PAP Building 3rd Floor Monrovia, Republic of Liberia	30 staff members	Women and Land rights Specialist  Women Peace and Security Specialist  Women Economic Empowerment Specialist
UNDP	USD 30 Million	UNDP- Core and Non-Core Funding	UNDP One UN House PAP Building 7th Floor Monrovia, Republic of Liberia	150 staff members	Governance Specialist  Conflict Specialist
WFP	USD 9 million	Core funding	One UN House PAP Building 2nd Floor Monrovia, Republic of Liberia	75 staff members	Rural development specialist

**Rights and Rice Foundation (RRF)** will partner with UN Women to implement output 1.1., Output 2.1 and 2.2. RRF is a Liberia NGO that is working for social justice and community empowerment in Liberia. The Vision of RRF is, "An equitable society characterized by respect for the rule of law and equal opportunities for all." The Mission Statement is: "To promote social, economic and political rights through empowering people who suffer injustice and lack equal opportunities". RRF has been one of the key organizations leading the land reform process in Liberia. Civil society organizations with RRF as one of the leads have actively participated in Liberia's land reform process over the years and their participation going forward will be even more necessary. They are one of the partners implementing the EU Land Rights for Liberia under Welthungerhilfe.

**Institute for Research and Democratic Development - IREDD** will lead on the support to the development of MSPs sustainability plans with grassroots organizations and partners at the local and sub-national level. IREDD works closely with twenty-two local CBOs and marginalized groups throughout the country on issues of peace and security, legislative strengthening and accountability, budgeting and contractual arrangements, human rights and service delivery.

**Liberia National Rural Women Structure (LNRW)** will be responsible for mobilizing rural women. LNRW is the umbrella structure of all rural women-based structures at the national, county, district, and community levels. With support from the MGCSP (formerly Ministry of Gender and Development) and UN Women (formerly UNIFEM), the

structure was formed jointly in 2007. It is an advocacy platform for rural women to engage government in support of the empowerment of rural women in Liberia. It also supports rural women's engagement in regional processes and key policy debates (e.g. Land Rights Act, Domestic Violence Act, Constitutional Review Process, Local Governance Act, etc.)

**Liberian National Women Peace Huts:** Will be responsible for mobilizing women from the women peace huts. Since 2009, Peace Huts have evolved into platforms that have filled critical gaps in terms of consolidating peace, facilitating reconciliation and mediation, and promoting women's empowerment at the community level. These platforms are, however, not integrated into national peace-building mechanisms and initiatives. To address this, in addition to financially sustaining the network of Peace Huts across the country, UN Women, in collaboration with the Association of Female Lawyers of Liberia (AFEL), worked with all Peace Huts in 2018 to formally register a national body that represents their interests. Since December 2018 the Liberian National Women Peace Huts is a legally registered CBO.

#### **Project management and coordination**

The coordination and oversight arrangement of the LMPTF is composed of three layers:

**The Steering Committee** is co-chaired by the Minister of Finance and Development Planning the UN Resident Coordinator and a designated representative of development partners' group. The Steering Committee will provide strategic guidance and ensure oversight of the LMPTF, including approving projects and allocating funding; supervising the progress of the Fund's results framework (program-related and financial); reviewing risks; reviewing and approving LMPTF reports.

**The Thematic Working Groups** consists of Government, including members of the Presidential Special Review Committee (PSRC), donor representatives, UN System and Fund's Secretariat. The Thematic Working Groups meet as required and they are responsible for: 1) reviewing projects to ensure technical quality and relevance; 2) ensuring project quality; 3) recommending projects to the Steering Committee for approval; and 4) making recommendations to the Secretariat and the MPTFO regarding Fund's report presentation, monitoring and evaluation. In addition, The Thematic Working Groups ensure that projects are (i) aligned to Government priorities and the TOR of the LMPTF; (ii) coordinated with existing and foreseen activities within the sector and (iii) developed in consultation with the relevant national institutions.

At the project level, a project coordination meeting should take place on a regular basis to ensure inclusive consultation and coordination among all stakeholders (UN agencies, Government, implementing partners, LMPTF/PBF Secretariat, etc.). At the meeting, stakeholders will monitor progress made against the joint work plan and understand the issues that require collective actions for the next months.

**Project Management Team.** The Project Management Team (PMT) will be led by UN Women to support coordination with WFP and UNDP, CSOs and the Government of Liberia. UN Women will assign an International Programme Specialist (IPS) to coordinate and manage the Project (partially funded by the LMPTF). The IPS will be tasked with the responsibility of developing joint plans, reporting to the Steering Committee on the implementation of activities, achievement of results, and financial accountability of the project. The IPS will also coordinate activities between the UN Agencies, Government agencies and the Implementing partners ensuring that all the activities are complementary, and that implementation and monitoring of the project is in line with the endorsed work plan and M&E framework. Additionally, the IPS will work closely with the Government and CSO partners providing technical support where needed in land management, land dispute resolution and gender. Thus, technical staff assigned to this project will have technical expertise in land management and land dispute resolution. As part of the project management team, UNDP, UN Women and WFP will have National Project Officers (partially funded by the LMPTF) for the oversight and implementation of the activities it contributes to. The PMT also includes focal persons from government institutions and CSO.

#### **Implementation**

At the national level, UN Women Programme Specialist; and UNDP and WFP project officers will provide technical support to Government and CSO for quality assurance and capacity building purposes. UN Women's National Project Officer will provide technical support for the implementation of the activities and supervise and monitor implementing partners. The salary of the National Project Officer will be partially funded by the LMPTF. At the sub-national level, UN agencies will work through national partners to carry out the capacity building exercises and support the roll-out of activities like outreach, awareness raising campaigns, etc.

#### **Quality Assurance**

507

B  
28



Project quality assurance is the responsibility of LLA, UN Women, UNDP and WFP project managers. Their role is to ensure that appropriate project management measures are put in place and the milestones and targets are achieved in a quality and timely manner.

#### Project implementation Team

The project implementation team will be responsible for the implementation of the project. The team will be comprised of the following international and national staff:

UN Women	UNDP	WFP
Country Deputy Representative- Not Funded by LMPTF	Resident Representative- Not funded by LMPTF	Country Director - Not funded by LMPTF
Women Peace and Security Programme Specialist -Partially funded by LMPTF (20%)	Team Leader- Not funded by LMPTF	Programme Policy Officer – Peace building – partially funded by LMPTF (50%)
National Programme Officer-Not funded by LMPTF	Finance Associate- Not Funded by LMPTF	M&E Officer, partially funded by the LMPTF (20%)
Finance Associate- Not Funded by LMPTF	Project Manager-Partially Funded (45%)	Partnership Officer – not funded by the LMPTF
Logistic and supply team- Not Funded by the LMPTF	Programme Associate- Partially Funded (50%)	SAFE Programme Policy Officer – funded by the LMPTF (100%)
Programme Assistant- Not funded by the LMPTF		Programme Assistant – Partially Funded by LMPTF (20%)
M&E Specialist- Not Funded by the LMPTF		Business Support – not funded by LMPTF
Driver- Not Funded by the LMPTF		Reporting Officer – Not funded by LMPTF
		Financer Officer – not funded by LMPTF
		Drivers - Not funded by LMPTF

15% of the requested grant will be allocated to staffing

#### Risk assessment and management

The identified risks detailed in Annex A will be monitored and managed on a regular basis to ensure that the project is on track to achieve its desired long-term and short-term objectives. The risk review will be done on a yearly basis.

#### Monitoring and evaluation

UN Women, UNDP and WFP will ensure the establishment of a functional management; and monitoring and evaluation mechanisms at all levels with particular attention to: (i) efficiency in resource management; (ii) the effectiveness of implemented actions and the quality of the annual and final results; (iii) the ability to generate sustainable results and impacts, especially through the implementation of standardized and replicable processes, (iv) ensure annual planning, updating data, periodic reviews, joint field missions, documentation of good practices (v) synergies between the different components of the project, and with other PBF projects/peacebuilding projects funded by other partners.

UN Women as a lead agency will take full responsibility for the coordination of M&E responsibilities to ensure the effective and efficient implementation of the project. This will be done in close collaboration with the LMPTF secretariat, WFP and UNDP. The approximate budget allocated for M&E is USD 200,000 (5% of the total budget).

Key monitoring and evaluation actions include:

- Develop joint work plan and an M&E plan,
- Recruit an M&E Consultant who will conduct a baseline study of the project
- Conduct trainings on Results Based Management for Government and CSO implementing partners.
- Quarterly project implementation review meetings with partners

(S/D)

RB  
G

- Quarterly joint monitoring field visits. Nature of the monitoring visits may vary according to the monitoring calendar and as per need i.e. focus of UN Women/ UNDP/WFP will be on gauging outputs leading to results during the monitoring visits.
- Carry out spot checks on selected project sites
- Review quarterly project reports of implementing partners
- Organize a mid-term program team retreat with key project implementing partners to assess progress on implementation and potentially adjust interventions as required.
- Develop Terms of Reference (ToR) for an external Evaluation consultant and commission an end of project independent evaluation to document lessons learnt to inform future programs and initiatives. The summative evaluation process will determine the extent to which the project outcomes were achieved. The end of project evaluation report will include impacts, lessons learned, future perspectives and recommendations. The evaluation process will be coordinated and managed by UN Women as a lead agency in close consultation with UNDP and WFP
- WFP will also use a Complaint Feedback Mechanism (CFM) with dedicated toll-free hot lines to collect feedback from the communities. This will help improve project implementation and the quality service delivered.
- Under the orientation of the LMPTF Technical Secretariat in Liberia, UN Women, WFP and UNDP will consolidate a periodic technical and financial report in line with LMPTF guidelines.

As stated in the LMPTF Terms of Reference, the LMPTF Secretariat will ensure monitoring and evaluation of operational risks, quality and timely delivery of project performance, and knowledge management.

#### **Communication and donor visibility**

As part of the Communication Plan, the project will focus on a robust visibility of PBF as the Donor in the activities to be implemented as enshrined in the Project Document. During the implementation phase, PBF will be informed of all activities via e-mail and/or written communication. PBF will be invited to attend all official programs. Implementing Partners reports will be shared with PBF and its logo reflected on all programs and cover pages of reports. It will be incumbent on IPs to take appropriate action to publicize the support received from PBF. The UN Agencies will ensure sharing of key project results through media releases and social media. A budgeted communication and visibility plan will be included in the AWP for any activities supported by PBF within the project life cycle.

#### **Project exit strategy/ sustainability**

The proposed project will build capacity for government institutions in charge of the implementation of the LLA and LGA using different approaches such as learning by doing, trainings, workshops, and production of knowledge products. The capacity building will sustain development progress beyond the duration of support from this project.

Investment in awareness raising and capacity development will help these institutions understand their role better and therefore deliver better quality services. Building ownership at individual as well as institutional levels is crucial to the sustainability and hence exit strategy of this project. The extent of ownership would catalyze self-sustaining development given the mandates of these institutions. Ownership will be built from the onset with an inception workshop for all responsible parties and stakeholders throughout project implementation through use of participatory approaches to achieve results, including the development of capacity development plans and their roll out. This includes concessionaries that will be engaged from onset of the project to secure their deeper engagement in the MSPs, implementation of their agreements with Government and communities, and potential support to MSPs and communities.

The project through the intervention of implementing partners will aim at changing perceptions of women, men and local leaders about women's and youth's rights to land. In addition, the project aims at changing the perception of women and vulnerable woman about local leaders, and their knowledge about their rights, mechanisms and processes available to resolve land related disputes.

In addition, the UN agencies will support the Government to organize a Donor Forum to present the results/objectives of the project with the aim to mobilize additional resources.

*(SDP)*

#### **IV. Project budget**

Detailed budget can be found in the budget in Annex D.

*RB  
Pb E*

Annex A

Risk #	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Last Update Date	Status
1.	Possible resistance and backlash from most traditional parts of society to women's increased influence and leadership	October 2019	Social/Gender	2	Awareness raising campaigns will be roll out in targeted Counties targeting men and boys and local leaders A robust Project Communication Plan could also be used to address this (targeting leaders and different segments of the society) The project addresses one of the conflict triggers. Strong emphasis on peace by the UN and mediation support will be provided to the Government and opposition	All Agencies		
2.	Fragility of the peace, civil unrest	October 2019	Social	1	Gender and power analysis will be conducted at the inception phase of the project to inform the best approach for implementation and ensure women's participation in events and activities without being overburdened	All UN Agencies		
3.	Women are unable to participate in trainings /workshops and events due to reproductive work burden (domestic work, childcaring, adult care, caring for sick)	October 2019	Social/gender	2	Workshops will be organized at sites where community members converge, and transport costs will be provided for participants	All UN Agencies		
4.	More vulnerable and poor groups cannot attend trainings and workshops due to lack of transport means	October 2019	Economic/social	2	Implementing partners have presence in counties	All UN Agencies		
5.	Remoteness of targeted areas and poor roads to reach project sites	October 2019	Physical	2	UN Agencies met the companies in targeted counties during the project formation and consultation phase of this project and they were willing to participate in the proposed intervention. UN Agencies will ensure continuous engagement with these companies in coordination with OLA, MSP and NBC.	All UN Agencies/ GLA/NBC		
6.	Companies are unwilling to participate in this intervention and resolve conflicts	October 2019	Economic/social	1				

(SOP)

BD  
20/19

Annex B. Monitoring and Evaluation Plan

Monitoring Plan					
Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the Results and Resource Framework will be collected and analyzed to assess the progress of the project in achieving the agreed outputs.	Quarterly or biannually	Slower than expected progress will be addressed by project management.	UN Women/WFP/UNDP	
Project coordination meeting	Ensure inclusive consultation and coordination among all stakeholders (UN agencies, Government, IPB, LMPTF/PBF Secretariat, etc.) to ensure joint delivery of quality results as planned.	Monthly	Monitor progress made against the joint work plan. All stakeholders understand the issues that require collective actions for next 1-2 months.	UN Women/WFP/UNDP /LMPTF secretariat	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	LMPTF secretariat /UN Women/WFP/UNDP	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	LMPTF secretariat /UN Women/WFP/UNDP	
Annual Project Quality Assurance	The quality of the project will be assessed to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	LMPTF secretariat /UN Women/WFP/UNDP	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UN Women/WFP/UNDP	
Project Report	A progress report will be presented to the LMPTF Steering Committee and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	Timely production of quality reports (narrative and financial).	LMPTF secretariat /UN Women/WFP/UNDP	
Project Review	The LMPTF Secretariat will hold regular project reviews to assess the performance of the project and review the multi-year work plan to ensure realistic budgeting over the life of the project. In the project's final year, the Secretariat shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to facilitate project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	UN Women/WFP/UNDP	

SDN

EB

Evaluation and Audit Plan

Evaluation / Audit Title	Partners (if joint)	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
End of project evaluation	UN Women	2023	LMPTF secretariat, UNDP, WFP, Government and CSOs	USD 60,000 LMPTF

SDI

ROE

Annex C. Concession Process as defined by the Public Procurement and Concession Act of 2010

Procedural processes and standards associated with the negotiations preparatory process and actual negotiation process of concessions<sup>47</sup>

Steps	Timeline	Responsible Party
1. Identification and Justification for Concession (Sec. 74&75) <ul style="list-style-type: none"> <li>- Identify areas of economy for concession</li> <li>- Identify specific project for Concession</li> </ul>		CE
Develop annual concession plan (Annual Concession Plan)		
2. Constitution of Entity Concession Committee (ECC) <ul style="list-style-type: none"> <li>- Function of the ECC described (Sec. 77(a,b,c,d,e,f,g,h,i,j))</li> <li>- Composition of the ECC (Sec. 77(3)) to include MFDP</li> <li>- ECC actions are approved by the IMCC (Sec. 77(5))</li> <li>- ECC may contract a transaction advisor (Sec. 78(1,2,3))</li> </ul>	1 day	HCB
3. Preliminary Feasibility Studies (PFS) (Sec. 103) <ul style="list-style-type: none"> <li>- The ECC shall conduct PFS</li> <li>- CE may contract a Transaction Advisor (Sec.78)</li> </ul>	2 weeks	CE/ECC
4. Application of Concession Certificate, submission of PFS report (Sec. 87(3),81) <ul style="list-style-type: none"> <li>- MFDP to set up a team to review request and PFS</li> <li>- Team to review PFS in accordance with (Sec. 89)</li> <li>- Team to act within 14days to the Minister of MFDP</li> </ul>	1 day	CE
5. Issuance of Concession Certificate (Sec.88(2)) <ul style="list-style-type: none"> <li>- Minister to issue, request additional information or reject request for CC</li> </ul>	2 weeks	MFDP
6. Request for the constitution of IMCC (Sec. 83(2)) <ul style="list-style-type: none"> <li>- HCE requests the President to constitute an IMCC following the approval of the CPP by PPCC</li> <li>- Copies of the request is also forwarded to members of the IMCC (Sec. 83(1))</li> </ul>	1 day	CE
7. Formation of the IMCC (Sec.83) <ul style="list-style-type: none"> <li>- H.E sets up the IMCC</li> <li>- Composition of the IMCC (Sec. 81(1,3))</li> <li>- Function of the IMCC (Sec. 82(1))</li> <li>- Disclosure of interest of the members of the IMCC (Sec. 84(1))</li> <li>- Quorum (Sec.85)</li> <li>- Memberships and meetings (Sec.83)</li> </ul>		President/ RL
8. Preparation & Submission of Concession Procurement Plan (CPP) (Sec. 77(1C),79)		

<sup>47</sup> Source: Office of the Legal Advisor to the President and National Investment Commission; Department of Concessions and PPPs

SDP

RD 5

		Today	ECC/HCE
9	<ul style="list-style-type: none"> <li>- The ECC shall prepare and submit the CPP to PPCC</li> <li>- Outline of a CPP (Sec. 79(a,b,c,d,e,f))</li> <li>- HCE submits CPP to PPCC for approval</li> <li>- PPCC approves of CPP or require changes within 21days</li> </ul>	2 weeks	PPCC
10	<ul style="list-style-type: none"> <li>- Submission of approved CPP by HCE to IMCC (Sec. 79(2))</li> <li>- IMCC to approve of CPP</li> </ul>	1 day	CE/HCE
11	<ul style="list-style-type: none"> <li>- Recruitment of Transaction Advisor (TA) (Sec. 78)</li> <li>- ECC recruits TA for the drafting of Bid Documents</li> <li>- ECC to formulate the ToR for TA</li> </ul>	1-2 weeks	ECC/HCE
12	<ul style="list-style-type: none"> <li>- Conducts Stakeholders Consultations (Sec. 90(1))</li> <li>- HCE/ECC conducts stakeholders consultations (Sec. 91)</li> <li>- Stakeholders are potential bidders and end users</li> <li>- Publish notice 14days prior to stakeholders forum (Sec. 91) and detail regulation about the concession (Sec. 92(1))</li> <li>- Submit report along with draft RFP to IMCC (Sec. 90(2))</li> </ul>	3 days	ECC/TA
13	<ul style="list-style-type: none"> <li>- Preparation of Draft Bid Documents</li> <li>- TA to prepare EOI and RFP</li> <li>- TA to consider views of the stakeholders</li> <li>- HCE &amp; ECC to review and approve draft bid documents</li> </ul>	1 week	TA/ECC
14	<ul style="list-style-type: none"> <li>- Submission of Draft Bid Documents to IMCC for Approval (EoI &amp; RFP) (Sec. 104(2,3)</li> <li>- HCE submits the BDs to IMCC for review and comments (104(2&amp;3))</li> <li>- Detail outlined of proposed bid documents (Sec. 105(1))</li> </ul>	1 day	HCE
15	<ul style="list-style-type: none"> <li>- Approval of Draft Bid Documents by IMCC (EoI &amp; RFP) (Sec. 104(3))</li> <li>- IMCC to review and provide written comment within 14days</li> <li>- IMCC may approve or reject the concession BDs within 21days</li> <li>- CE to resubmit draft BD within 7days if rejected by IMCC</li> <li>- RFP shall include ToR and Draft Contract (Sec PPCC standardized RFP and Draft Contract Documents)</li> </ul>	1 week	IMCC
16	<ul style="list-style-type: none"> <li>- Publication General Notice of Investment Opportunity (GNOI) (Sec. 106)</li> <li>- GNOI provides a brief description of the project</li> <li>- Expected date of EOI</li> <li>- General Notice of Investment Opportunity (GNOI) (Sec. 106(1))</li> <li>- CE to publish general notice of investment opportunity (GNID) (Sec. 106(1))</li> <li>- For NCB (Sec. 96(1a,b))</li> </ul> <p>the Concession Entity shall Publish a general notice of investment opportunity, a request for expressions of interest (unless prequalification is not required in the specific case) and an invitation to bid (notice of availability of bidding documents) The general notice of investment opportunity shall be published at least three (3) weeks prior to the publication of the request for expressions of interest. Bidders shall be allowed at least three (3) weeks to respond to the request for expressions of interest and at least four (4) weeks to respond to the invitation to bid</p>	2 weeks	CE

SUP

ED  
R  
5

17	<ul style="list-style-type: none"> <li>- For ICB, (Sec.97(1a,b,c,2,3), 98 the Concession Entity shall Publish a general notice of investment opportunity, is request for expression of interest (unless prequalification is not required in the specific case) and the invitation to bid (notice of availability of bidding documents). Bidders shall be allowed at least four (4) weeks to respond to the request for expressions of interest and at least six (6) weeks to respond to the invitation to bid</li> <li>- Request for Expression of Interest (Sec. 102(5), Sec. 100) (Sec.116(4))</li> <li>- <b>Prequalification or Qualification of Bidders (1 stage or 2 stage bidding)</b></li> <li>- <i>(Note post qualification does not require EOI. The EOI will be placed in the RFP)</i></li> <li>- TA to prepare EOI</li> <li>- CE to publish EOI</li> </ul>	2 weeks	HCE
18	<ul style="list-style-type: none"> <li>- Constitution and Concession Bid Evaluation Panel for the evaluation of EOI (Pre-qualification of bidders) (Sec. 111)</li> <li>- IMCC to constitute a Bid Evaluation Panel to evaluate submission</li> <li>- BEP should complete the evaluation of the EOI within 14days</li> </ul>	2 weeks	IMCC
19	<ul style="list-style-type: none"> <li>- Submission and Approval of EoIs (Sec.111, 115)</li> <li>- Shortlisted Companies are submitted to relevant agencies</li> <li>- IMCC must give its approval within 7days of the shortlisted companies</li> <li>- BEP for EOI is dissolved</li> <li>- NBC as permanent member</li> </ul>	1 week	CE/IMCC
20	<ul style="list-style-type: none"> <li>- Submission and Approval of Shortlisted companies by IMCC (Sec.118(4))</li> <li>- PPCC to review shortlisted companies</li> <li>- PPCC to approve of the shortlisted companies and give NO Objection</li> </ul>	1 week	PPCC
21	<ul style="list-style-type: none"> <li>- Issuance of Bid Documents to shortlisted firms (Sec. 104(2&amp;3))</li> <li>- ICE to issue RFP to pre-qualified bidders</li> <li>- National Competitive Bid</li> <li>- International Competitive Bid</li> <li>- EOI, ITB, RFP</li> </ul>	NCB - 4 weeks ICB - 6 weeks	HCE
22	<ul style="list-style-type: none"> <li>- Pre-bid Conference (Sec.108,109)</li> <li>- ECC or IMCC to require pre-bid conference to be organized for bidder to seek further clarification</li> </ul>	1-5 days	CE/IMCC
23	<ul style="list-style-type: none"> <li>- Submission of bids by bidders (Sec.110)</li> <li>- CE to receive all bid documents</li> <li>- Bids to remain sealed and locked in safe area</li> </ul>	NCB - 4 weeks ICB - 6 weeks	CE
24	<ul style="list-style-type: none"> <li>- Constitution of the CBEP for the Evaluation of Bid (Sec. 111(1 &amp; 4))</li> <li>- IMCC to establish a concession bid evaluation panel for respondents (Sec. 111 (1))</li> <li>- IMCC to request IMCC members to designate bid panel members</li> <li>- Composition and criteria for the evaluation panel (Sec. 111(1 &amp; 4))</li> <li>- Criteria for bid evaluation (Sec. 114)</li> </ul>	1 day	IMCC Concession BEP with inclusion of a representative of NBC
25	<ul style="list-style-type: none"> <li>- Evaluation of bids (Sec. 115 &amp; 118)</li> <li>- The CBEP shall evaluate bids received and conduct due diligence by the evaluation panel</li> </ul>	2 weeks	CBEP
26	<ul style="list-style-type: none"> <li>- Due diligence of the highest ranked bidder (Sec.116)</li> <li>- The IMCC shall constitute a panel for to conduct due diligence of the highest ranked bidder</li> </ul>	1 week	IMCC

50

EB  
5



27	Submission of Bid Evaluation Report to IMCC (Sec. 118(1))	1 week		IMCC
28	<ul style="list-style-type: none"> <li>- CBEP to present its final report of the highest ranked bidder to IMCC</li> <li>- IMCC to review BEP report and approve of the report</li> <li>- IMCC cannot change BEP report except in consultation with the Mol. (Sec. 118(2.3.4))</li> </ul>	1 day		IMCC
29	<ul style="list-style-type: none"> <li>- IMCC request PPCC approval of the Bid Evaluation Report (No Objection of the Highest ranked bidder)</li> </ul>	1 days		IMCC
30	<ul style="list-style-type: none"> <li>- Cabinet presentation</li> <li>- Cabinet presentation of the IMCC ranking (Sec. 118(1C))</li> </ul>	1 day		IMCC
31	<ul style="list-style-type: none"> <li>- Confidentiality Agreement (Bidder) (Sec. 120)</li> <li>- CE to enter into a confidentiality agreement with a bidder</li> </ul>	1-2 weeks		IMCC
32	<ul style="list-style-type: none"> <li>- Request for the Constitution of negotiation team (Sec. 118(5))</li> <li>- Chair of the IMCC to request H.E to constitute a negotiation team</li> </ul>	1 day		IMCC
33	<ul style="list-style-type: none"> <li>- Constitution of a negotiation team (Sec. 118(5))</li> <li>- President appoints IMCC negotiation team to negotiate contract within 14 days of the approval of the evaluation report by IMCC</li> </ul>	1 day		President
34	<ul style="list-style-type: none"> <li>- Formation of technical team to review draft contract (Sec. 118(6))</li> <li>- IMCC to organize a technical team to support its work</li> </ul>	1 week		IMCC
35	<ul style="list-style-type: none"> <li>- Preparation of Draft Contract / Concession Agreement (Sec. 117(1), Sec. 119)</li> </ul>	4-5 weeks		IMCC/CE
36	<ul style="list-style-type: none"> <li>- Form on contract (Contract model) to be developed by CE and approved by IMCC</li> <li>- Submission of draft contract to IMCC (Sec. 117(1))</li> <li>- IMCC to review and approve draft contract</li> </ul>	1 day		IMCC
37	<ul style="list-style-type: none"> <li>- Approval of Draft Contract (Sec. 117(1))</li> </ul>	1 day		IMCC
38	<ul style="list-style-type: none"> <li>- Negotiation of draft contract/ Concession Agreement (Sec. 119(1,2,3))</li> <li>- Negotiation with investor until a understanding is reached</li> </ul>	8-12 weeks		President/ IMCC
39	<ul style="list-style-type: none"> <li>- Signing of Concession Agreement (Sec. 119(3))</li> <li>- Final concession contract approved by the IMCC and the President</li> <li>- Sector Minister, NIC, MFDP and the Investor to sign the agreement</li> <li>- The Agreement is witnessed by other IMCC members</li> <li>- The Agreement is attested to by the Minister of Justice</li> <li>- Agreements should not be more than 40 years (Sec. 116(2), 119(3))</li> </ul>	1 day		Investor /IMCC
40	<ul style="list-style-type: none"> <li>- Ratification of Concession Agreement</li> <li>- The Office of the President to transmit the Final Concession Agreement to the Legislature for ratification</li> </ul>	4-5 weeks		Legislature





Table 1 - project budget by Outcome, output and activity

Outcomes/ Output number	Outcome/output activity (formulation)	UN Women	UNDP	WFP	Percent of budget for each output reserved for these activities to gender equality (if any)	UNDP budget category	Any remarks (e.g. co types of inputs provided or budget justification, for example if flag TA or travel costs)
<b>OUTCOME 1: Lead districts are perceived by governmental actors in a more effective and gender responsive manner.</b>							
Output 1.1	Community and customary governance authorities, women, men and youth in targeted counties are aware of the CMA, resolving land disputes resolution mechanisms and have improved perceptions about women's and youth rights to land	295,240.00	3,150.00	-	100	-	-
Output 1.2	County land offices and county land boards in pilot Counties have the capacity, procedures and systems in place to provide customary land	42,866.00	452,830.00	-	80.00	-	-
Output 1.3	CLMCs are established in targeted counties and have the capacity to undertake the formulation and recognition of their land rules.	27,403.00	92,460.00	-	80.00	-	-
Output 1.4	Early warning and its response mechanism is gender-responsive and integrates land rights information data.	272,178.99	25,215.00	-	80.00	-	0
Output 1.5	Environmental board (decentralized, land registration, over-exploitation of soil and use of chemicals water pollution) in targeted counties are effectively managed by EPA in coordination with ILA/NEC.	-	-	210,570.00	50.00	-	-
Activity 1.5.1	Conduct a baseline study to identify county environmental boards offices staffing constraints and potential policies to commission in counties areas (WFP)	-	-	-	-	-	-
<b>TOTAL 5 FOR OUTCOME 1:</b>		<b>1,561,946.00</b>	<b>584,965.00</b>	<b>210,570.00</b>			
<b>OUTCOME 2: Existing formal and informal land dispute resolution mechanisms are strengthened, more sustainable and are able to reduce conflict in a more effective and gender responsive manner.</b>							

Output 2.1:	Existing Semi-formal land dispute resolution bodies have the capacity to resolve disputes in a gender and youth responsive manner and are more sustainable	640,120.00	12,434.00	180.00		
Output 2.2:	Women and youth in targeted areas have the capacity and skills to participate in formal land dispute resolution	41,180.00		100.00	0	0
Output 2.3:	Coordination between existing semi-formal and formal land dispute mechanisms is strengthened	0	55,100.00	50.00	0	0
Output 2.4:	Wells - Stakeholders in formal and targeted extension areas have the capacity to identify environmental hazards, effect and mitigate risk of conflict induced by these hazards			50.00	436,425.00	
<b>OUTCOME 1 TOTAL COSTS</b>		<b>682,300.00</b>	<b>130,208.00</b>		<b>436,425.00</b>	
<b>OUTCOME 2: PERSONNEL, OPERATIONAL, M&amp;E COSTS</b>						
Project personnel costs		309,000.00	159,750.00		113,394.64	
Project operational costs		24,000.00	32,073.00		35,000.00	
Project M&E budget resources		108,485.00	15,000.00		15,000.00	
TOTAL PERSONNEL, OPERATIONAL, M&E COSTS		<b>441,485.00</b>	<b>206,823.00</b>		<b>163,394.64</b>	
<b>SUB-TOTAL PROJECT BUDGET:</b>		<b>1,091,105.50</b>	<b>972,587.60</b>		<b>812,429.64</b>	
Indirect support costs (7%)		136,550.33	68,270.13		32,107.30	
<b>TOTAL PROJECT BUDGET:</b>		<b>1,227,655.83</b>	<b>1,040,857.73</b>		<b>844,536.92</b>	

Table 2 - Project budget by UN cost category

Note: If this is a budget revision, insert extra columns to show budget changes.

CATEGORIES	UN Women			UNDP			WFP			Total Tranche 1	Total Tranche 2	PROJECT TOTAL
	Total	Tranche 1 (70%)	Tranche 2 (30%)	Total	Tranche 1 (70%)	Tranche 2 (30%)	Total	Tranche 1 (70%)	Tranche 2 (30%)			
1. Staff and other personnel	589,000.00	248,310.00	110,780.00	87,750.00	61,420.00	26,330.00	150,334.04	81,775.83	55,118.21	411,000.00	176,248.11	587,148.00
2. Supplies, Commodities, Materials												
3. Equipment, Vehicles, and Furniture (including Depreciation)	48,000.00	38,800.00	16,400.00	89,200.00	63,300.00	26,700.00				55,900.00	41,100.00	137,000.00
4. Contractual services	833,350.00	687,210.00	285,998.00	332,400.00	271,388.00	117,710.00	206,835.00	144,601.30	86,059.50	1,038,799.30	442,769.50	1,530,568.80
5. Travel	282,480.00	188,736.00	78,744.00	186,065.00	180,245.50	55,819.50	38,330.00	17,310.00	11,790.00	341,451.50	146,333.50	487,845.00
6. Transfers and Grants to Counterparts	294,360.00	206,057.00	88,308.00	185,000.00	139,500.00	55,500.00	400,870.00	280,609.00	120,261.00	615,161.00	354,068.00	880,299.00
7. General Depreciating and other Direct Costs	14,007.96	8,828.23	7,202.15	58,072.80	45,590.82	20,511.78	38,000.00	24,900.00	10,500.00	55,856.07	18,214.08	94,080.15
Sub-Total Project Costs	1,851,147.56	1,385,809.23	585,344.25	875,387.66	582,301.32	242,556.28	812,423.04	568,700.33	243,728.71	2,257,204.50	1,131,859.24	3,738,964.14
8. Project Support Costs (In-kind In-PS)	186,500.00	85,606.13	40,874.10	58,770.13	87,789.09	30,481.04	52,807.86	36,965.32	15,841.37	149,340.94	77,217.50	337,658.44
TOTAL	2,057,747.83	1,469,409.48	626,318.35	1,243,557.15	730,480.41	313,047.32	865,236.92	605,665.65	259,571.08	2,297,561.74	1,198,855.74	3,894,322.48

