

**SECRETARY-GENERAL'S PEACEBUILDING FUND
PROJECT DOCUMENT TEMPLATE**



PBF PROJECT DOCUMENT

(Length : Max. 12 pages plus cover page and annexes)

Country(ies): Liberia	
Project Title: Delivering Peace Dividends in Liberia: Consolidating National, Regional and Local Reconciliation and Social Cohesion Opportunities Project Number from MPTF-O Gateway (if existing project):	
PBF project modality: <input type="checkbox"/> IRF <input checked="" type="checkbox"/> PRF	If funding is disbursed into a national or regional trust fund (instead of into individual recipient agency accounts): <input type="checkbox"/> Country Trust Fund <input type="checkbox"/> Regional Trust Fund Name of Recipient Fund:
<p>List all direct project recipient organizations (starting with Convening Agency), followed by type of organization (UN, CSO etc.): UNDP and FAO</p> <p>List additional implementing partners, specify the type of organization (Government, INGO, local CSO): International NGOs: Centre for Humanitarian Dialogue (HD) and Peace Dividends Initiative (PDI)</p> <p>Government Counterparts: Liberia Peacebuilding Office (Ministry of Internal Affairs), Governance Commission, INCHR, Ministry of Gender, and Ministry of Agriculture</p> <p>Civil Society: Organisation for Women Empowerment (OWE), Liberia Initiative for Empowerment (LIFE), NAYMOTE-Partners for Democratic Development, Inter-Religious Council of Liberia, and Platform for Dialogue and Peace.</p>	
<p>Expected project commencement date¹: October 15, 2021 Project duration in months^{2 3}: 36 months Geographic zones (within the country) for project implementation: Grand Gedeh, Lofa, Nimba, Sinoe, Rivercess and Montserrado counties⁴</p>	
<p>Does the project fall under one or more of the specific PBF priority windows below: <input type="checkbox"/> Gender promotion initiative⁵</p>	

¹ Note: actual commencement date will be the date of first funds transfer.

² Maximum project duration for IRF projects is 18 months, for PRF projects – 36 months.

³ The official project start date will be the date of the first project budget transfer by MPTFO to the recipient organization(s), as per the MPTFO Gateway page.

⁴ See Annex D for map of counties

⁵ Check this box only if the project was approved under PBF's special call for proposals, the Gender Promotion Initiative

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<input type="checkbox"/> Youth promotion initiative ⁶ <input checked="" type="checkbox"/> Transition from UN or regional peacekeeping or special political missions <input type="checkbox"/> Cross-border or regional project		
Total PBF approved project budget* (by recipient organization): UNDP: \$ 2,413,155.00 FAO: \$ 586,845.00 TOTAL: \$ 3,000,000.00 <i>*The overall approved budget and the release of the second and any subsequent tranche are conditional and subject to PBSO's approval and subject to availability of funds in the PBF account. For payment of second and subsequent tranches the Coordinating agency needs to demonstrate expenditure/commitment of at least 75% of the previous tranche and provision of any PBF reports due in the period elapsed.</i>		
Any other existing funding for the project (amount and source):		
PBF 1st tranche (70%): UNDP: \$ 1,689,208.47 FAO: \$ 410,791.50 Total: \$2,100,000.00	PBF 2nd tranche* (30%): UNDP: \$723,946.49 FAO: \$ 176,053.50 Total: \$900,000.00	PBF 3rd tranche* (%): XXXX: \$ XXXXXXX XXXX: \$ XXXXXXX XXXX: \$ XXXXXXX Total:
Provide a brief project description; The project aims to support the reconciliation process in Liberia through bringing together national, regional and local reconciliation and social cohesion initiatives and actors in six key counties in Liberia. At the policy level, the project will support an inclusive process towards effective regional and national reconciliation frameworks, informed by political and community level dialogue. At the local level, the project will work with local and regional civil society and local authorities to implement practical initiatives for reconciliation and social cohesion, helping to implement the County Reconciliation Plans and provide tangible peace dividends to marginalized communities who are at risk of imploding tensions due to frustrations with their level of development and inclusion and due to risk of political manipulation ahead of the 2023 elections. The project will use a grants facility while also supporting promising business initiatives as a way to address community grievances and to scale-up livelihood opportunities for marginalized communities, giving them a stake in peace and stability of Liberia. The project will specifically target young people who have been at the centre of marginalization and frustrations as well as women who will be empowered as peace champions within their communities.		
Summarize the in-country project consultation process prior to submission to PBSO, including with the PBF Steering Committee, civil society (including any women and youth organizations) and stakeholder communities (including women, youth and marginalized groups): UN System: UN RCO, UNDP, FAO, OHCHR, and UN Women Government Counterparts: Liberia Peacebuilding Office (Ministry of Internal Affairs), Governance Commission, INCHR, Ministry of Gender, and Ministry of Agriculture Donor/Development partners: The Embassy of Sweden Civil Society: Liberia Initiative for Empowerment (LIFE), NAYMOTE-Partners for Democratic Development, Inter-Religious Council of Liberia, and Platform for Dialogue and Peace.		

⁶ Check this box only if the project was approved under PBF's special call for proposals, the Youth Promotion Initiative

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Project Gender Marker score⁷: 2

47.14% or \$1,414,277.08 of total project budget will be allocated to activities in pursuit of gender equality and women's empowerment

Briefly explain through which major intervention(s) the project will contribute to gender equality and women's empowerment⁸: The project will advocate for full participation of women in national, regional and local reconciliation and social cohesion initiatives for the resolution of conflicts, peacebuilding and strengthening livelihoods. The project will work with women NGOs and ensure strong representation of women's voices in local dialogues and reconciliation policy frameworks. The project will also have a strong focus on supporting women through peace dividend initiatives including a minimum target of 30% of Peace Dividend Grant Facility and the Village Savings and Loans Associations grants to be allocated to women and women's groups. The project will also specifically target women entrepreneurs for small business support. As part of this, women will be provided with start-up funds, skills and tools to access new and stronger markets through the provision of business development services, knowledge of the prevailing economic environment and business conditions and opportunities for private sector partnership for women-led enterprise.

The project will deliberately take action in targeting women through the community dialogues and consultations processes by providing the space for more women to participate and be heard. Through these consultations/dialogues, proposals will be derived on issues affecting the communities which will eventually be funded through the peace dividend grants. Dialogues at national and sub-national levels will involve women at all levels by ensuring at least 50% representation of women.

Project Risk Marker score⁹: 1

Select PBF Focus Areas which best summarizes the focus of the project (*select ONLY one*)¹⁰: 2.1) National reconciliation.

If applicable, UNSCDF outcome(s) to which the project contributes:

Outcome 2: Sustainable Economic Development: Diversified and inclusive economic growth; sustainable agriculture, food security, job creation; and resilience to climate change and natural disasters;

Outcome 3: Sustaining Peace, Security and Rule of Law: Consolidated and sustainable peace;

⁷ Score 3 for projects that have gender equality as a principal objective and allocate at least 80% of the total project budget to Gender Equality and Women's Empowerment (GEWE)

Score 2 for projects that have gender equality as a significant objective and allocate between 30 and 79% of the total project budget to GEWE

Score 1 for projects that contribute in some way to gender equality, but not significantly (less than 30% of the total budget for GEWE)

⁸ Please consult the PBF Guidance Note on Gender Marker Calculations and Gender-responsive Peacebuilding

⁹ Risk marker 0 = low risk to achieving outcomes

Risk marker 1 = medium risk to achieving outcomes

Risk marker 2 = high risk to achieving outcomes

¹⁰ PBF Focus Areas are:

(1.1) SSR; (1.2) Rule of Law; (1.3) DDR; (1.4) Political Dialogue.

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

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

(4.1) Strengthening of essential national state capacity; (4.2) extension of state authority/local administration; (4.3) Governance of peacebuilding resources (including PBF Secretariats)

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Enhanced social cohesion, rule of law and human rights

If applicable, **Sustainable Development Goal** to which the project contributes:

Goal 5: Gender Equality

Goal 8: Decent Work and Economic Growth

Goal 16: Peace, Justice and Strong Institutions

Type of submission:

☒ New project
☐ Project amendment

If it is a project amendment, select all changes that apply and provide a brief justification:

Extension of duration: ☐ Additional duration in months (number of months and new end date):

Change of project outcome/ scope: ☐

Change of budget allocation between outcomes or budget categories of more than 15%: ☐

Additional PBF budget: ☐ Additional amount by recipient organization: USD XXXXX

Brief justification for amendment:

Note: If this is an amendment, show any changes to the project document in RED colour or in

TRACKED CHANGES, ensuring a new result framework and budget tables are included with clearly visible changes. Any parts of the document which are not affected, should remain the same. New project signatures are required.

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PROJECT SIGNATURES:

<p>Recipient Organization(s)¹¹</p> <p><i>Stephen Rodriques</i></p> <p>Signature [Redacted]</p> <p><i>UNDP Resident Representative</i></p> <p>Date & Seal</p> 	<p>Representative of National Authorities</p> <p><i>Hon. Samuel D. Tweah</i></p> <p>Signature [Redacted]</p> <p><i>Title: Minister of Finance and Development Planning.</i></p> <p>Date & Seal <i>10/20/2021</i></p>
<p>Recipient Organization(s)¹²</p> <p><i>Mariatou Njie</i></p> <p>Signature [Redacted]</p> <p><i>FAO Resident Representative</i></p> <p>Date & Seal <i>19/10/21</i></p> 	<p>Peacebuilding Support Office (PBSO)</p> <p><i>Oscar Fernandez-Taranco</i></p> <p>Signature [Redacted]</p> <p>Assistant Secretary-General, Peacebuilding Support Office</p> <p>Date & Seal <i>27 October 2021</i></p>
<p>Head of UN Country Team</p> <p><i>Niels Scott</i></p> <p>Signature [Redacted]</p> <p><i>Title: Resident Coordinator</i></p> <p><i>08/10/21</i></p> <p>Date & Seal</p> 	

¹¹ Please include a separate signature block for each direct recipient organization under this project.

¹² Please include a separate signature block for each direct recipient organization under this project.

I. Peacebuilding Context and Rationale for PBF support (4 pages max)

- a) A brief summary of conflict analysis findings as they relate to this project, focusing on the driving factors of tensions/conflict that the project aims to address and an analysis of the main actors/stakeholders that have an impact on or are impacted by the driving factors, which the project will aim to engage. This analysis must be gender- and age-responsive.*

With United Nations (UN) and international partners' assistance, Liberia has made notable peace gains since the end of the war and remained generally stable since the departure of the UN Mission in Liberia in 2018. However, critical challenges remain to the consolidation of peace in Liberia. The 17 June 2021 meeting of the Peacebuilding Commission Liberia Configuration on Strengthening Social Cohesion in Liberia recognised that Liberia has adopted several national strategies that advance the implementation of the 2009 recommendations of the Truth and Reconciliation Commission (TRC), foremost among them the Strategic Roadmap (December 2012) for National Healing, Peacebuilding and Reconciliation (Roadmap). The Roadmap emphasises restorative justice rather than criminal accountability. It captures most of the TRC report's recommendations, including the need for individual, community and symbolic reparations, national healing and peace consolidation processes. However, the Roadmap is merely a blueprint for national reconciliation. A robust government-led process must guide the development of a more integrated and effective reconciliation strategic framework. The Consolidated County Peace and Reconciliation Plan 2020-2025 is an upgrade on the Roadmap. It compiles the reconciliation action plans from Liberia's fifteen counties, which contextualizes counties' main conflict drivers, yet implementation is in its infancy. It was endorsed by the Government of Liberia in December 2020 through a national conference presided over by the President of Liberia.

While the UNCT Liberia Systemic Conflict Analysis 2021 acknowledges that Liberia does not face any imminent threat to peace, it points to root causes of the civil conflict identified by the TRC, that have not been fully addressed and which continue to threaten peace and stability in Liberia. These include: i) vulnerability and consequent susceptibility of youth to mobilisation and exploitation for political and other interests; ii) disparate application of rules, duties, and practices of the justice system, especially in the counties, compounded by weak security and justice sector institutions which affects girls and women who suffered sexual and gender based violence with limited redress ; iii) intractable land disputes exacerbated by long-standing ethnic cleavages; and iv) poor socio-economic conditions exacerbated by socio-economic inequality and rampant corruption.

The Liberian Government's conflict mapping exercise (Liberian Peacebuilding Office, Ministry of Internal Affairs, August 2016) similarly flagged that tensions were still running high and manifested themselves in the numerous land disputes, oftentimes violent, that plague every corner of Nimba and Lofa counties. Under the surface, however, these recurrent tensions are not just about land ownership. Resentment over side-taking in the war, identity-'sons of the soil', ethnic hostility, rifts between elders and youth and mistrust of the local government all fuel the land conflicts that stall the peace process and retard local development.

The Liberia Social Cohesion and Reconciliation Index Report (SCORE 2018) also concurs with this and other assessments that the country's diverse groups have always lived somewhat uneasily together, and pent up anger, frustration and grievances have usually found violent outlets. Ethnic tensions—especially between the Mandingo and the Gio and Mano in Nimba for example—are now an entrenched aspect of local conflicts. In Grand Gedeh County, the Krahn group believes that the civil war was a genocidal pursuit against them, asserting that they have been discriminated and isolated from Liberian society due to their association with the late Samuel Doe. Violent clashes between the Mandingo and Lorma communities in Lofa County are illustrative of the frustrations associated with unequal

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distribution and unequal growth rate of wealth, power and status that could be real or perceived. SCORE 2021 was designed to take stock of progress in the high level Pro-Poor Agenda for Prosperity and Development (PAPD-2018) targets and the initial findings are very concerning. They indicate a significant decline towards peace overall since 2018, since UNMIL withdrawal. The report also states that peace dividends in Liberia depend on improving (i) livelihoods; (ii) rule of law, and (iii) confidence in institutions. These factors impact on progress towards peace/socio economic progress/ enhanced personal safety, and all three show deteriorations in 2021.

The Government's PAPD-2018 further stressed that while there has been involvement of youths and women in peacebuilding and community social cohesion through the development of the County Reconciliation, unemployment of thousands of youths, including a number of ex-combatants, constitute an incendiary mix of disaffected people, which could be easily exploited by spoilers and portend great risks to the country's peacebuilding gains. This is particularly the case in Grand Gedeh, Montserrado, Nimba, Rivercess and Sinoe counties. Under these circumstances, minor disputes frequently and rapidly escalate into major security incidents requiring responses that are beyond the capacity of the Liberian National Police. The mob violence in Zwedru, Grand Gedeh and Pleebo, Maryland counties are notable examples. The angry mobs, in both instances comprised of young people, vandalised and looted stores, set the police station on fire in Zwedru, vandalised Harper Central Prison and facilitated the escape of inmates from the prison. These reports have been adequately captured in the UN Country Team Liberia Weekly Reports from the UN Resident Coordinator to the Co-Chairs, Headquarters Inter-Agency Task Force for Liberia (Weekly Reports of 27 March to 2 April 2021 & 15 to 21 May 2021). However, despite the vulnerability of young people for recruitment into violent activities, Liberian youth continue to support and promote peacebuilding and democratic development initiatives across the country. This project intends to leverage existing youth peacebuilding initiatives to influence change. For instance, one of HD's proposed partners, NAYMOTE Partner for Democratic Development (NAYMOTE-PADD), currently implements political leadership training programs for young people, and promote peace messages during the 2020 special senatorial electoral campaigns. HD will work with NAYMOTE to scale these initiatives in the project counties, and identify more opportunities for youth participation in peacebuilding and reconciliation.¹³ Addressing issues of unemployment and strengthening economic empowerment of women and youth will be crucial to addressing social inequality, actual and perceived marginalization, and to promoting social cohesion and stability in Liberia.

In all of this, gender stereotypes, shaped by cultural, religious and traditional beliefs and practices, continue to influence attitudes toward women's participation in local governance and peacebuilding. A UN Women and Office of the United Nations High Commissioner for Human Rights 'Perception Study on Gender and Power Relations, Gender Roles, Gender Stereotypes and Attitudes Towards Women's Participation in Local Governance and Peacebuilding Processes' documented long term structural causes as well as social, economic, political, cultural and legal barriers that are constraining the abilities of women to close gender gaps between men and women at the community level. The 2021 study found that in many communities in Grand Bassa and Nimba counties, there are doubts about the abilities of women to ascend to leadership positions and deliver effectively. Decision-making power still lies disproportionately with men. Also, women's participation in local governance was found to be low, and women are limited to women-led peacebuilding structures at the community level, namely peace hut communities. Consequently, this project provides an opportunity to address the mentioned challenges through the different dialogues and activities that allow women to participate and express their opinions on issues affecting them. The representation of women in communities and high-level dialogues inclusive of policy reforms is expected to enhance their participation and influence decision making

¹³ <http://naymote.com/2020/09/23/naymote-intensifies-civic-education-on-the-voter-roll-update-process/>

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and limit political manipulations. To improve their economic situation, women will be specifically targeted as core beneficiaries of economic opportunities as described in outcome2.

Considering these festering issues, there have been increasing calls for community-based approaches to fostering reconciliation in Liberia. For example, the ministers of Justice and Internal Affairs, expressing deep concern about the explosive potential of the peacebuilding challenges, called for, as a matter of urgency, "community peacebuilding initiatives, with particular focus on selected elements of the TRC recommendations related to promoting social cohesion within the context of restorative justice" as well as implementing the county reconciliation plans (Peacebuilding Commission Liberia Configuration, 17 June 2021). In a similar vein, one of the key recommendations to come out of SCORE 2021 was the need to increase local reconciliation efforts and for improvements in livelihoods in order to strengthen peace dividends.

While the Government and partners are exploring ways to address these pervasive land conflicts in Nimba and other places in the Country, the TRC recommendation on criminal accountability is also taking a central focus. For instance, there are persistent requests by Civil Society Organizations, national and international partners for the establishment of a war and economic crimes tribunal to address atrocities committed during the devastating civil war period (1989-2003). The issue of bringing to justice individuals accused of committing war crimes is a politically contentious issue as Liberians at all levels remain divided. More recently, the limited trust in the public sector and renewed demands for accountability have contributed to two nationwide protests (in June 2019 and January 2020) against the current administration, while also calling for the establishment of a war and economic crimes tribunal. The Government of Liberia through the office of the President has submitted to the National Legislature as direct representative of the people for discussion and way forward. After deliberation in the Senate, it has been recommended that a Transitional Justice Commission¹⁴ be established to review the TRC report and make recommendation which is now before the House of Representatives for deliberation. This project will deepen dialogues on the TRC report with the aim of recognizing the views citizens in a way that their views are considered in the transitional justice process.

Since 2014, the country has experienced three consecutive economic shocks. The Ebola epidemic of 2014-2016 created a wide-ranging economic fallout in the country, which was followed by the UN-mission departure in 2018. It has been estimated that the UN mission's positive impact on annual GDP "ranged from 11.2% in 2004/05, the peak year of UNMIL deployment, to 1.3% in FY 2017/18." In 2019, post-UNMIL, the economy contracted by 2.3%. In 2020, the response to the COVID-19 pandemic contributed to a further contraction of 2.6% (estimated). A recent UNCT Liberia and FAO study show that COVID-19 has: (i) directly affected agricultural production, (ii) created supply chain and market disruptions, and (iii) undermined local businesses' ability access to financing and credits. This has resulted in losses in corporate and household income, rising unemployment and widespread poverty. This study further noted that the informal sector will be the hardest hit. Given that 95% of youth work in the informal agriculture sector and for SMEs, and that women are over-represented in the informal economy, these two demographic groups are at higher risk of economic insecurity and marginalization. The full effect of COVID-19 on the economy is yet to be known, but already, several foreign investments have scaled down and laid off workers and many local businesses have been forced to close, thereby increasing incidents of youth unemployment and vulnerability.

Liberia is richly endowed with arable soils, water, minerals, and fisheries, though its growth has been unequal and hampered by insecurity, a lack of infrastructure, under-investment in human capital, complicated land tenure regimes and other issues, including transparency. It has become evident from community level engagements in previous PBF concession projects that there is growing concern that, unless Liberia rapidly reforms its economy by delivering more equitable opportunities and diversifying beyond raw material exports, then disenfranchisement caused by inequality and poverty will spill over into increasing levels of crime and potentially widespread violence. Riots and disruption in communities

¹⁴ <https://frontpageafricaonline.com/fri-4lider/liberian-senate-wants-pres-weah-set-up-transitional-justice-commission-to-analyze-trc-recommendations-and-is-sues-of-war-crimes-court/> (accessed 8 August 2021)

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with large-scale concession projects, for instance in Sinoe and Nimba Counties, suggest that lack of job opportunities and displacement of locals are now the main causes of violence in those communities. Further, there are issues of drugs and crime, especially in urban and peri-urban communities and unemployment – especially among the youth which continue to present crucial conflict potential that persistently undermines reconciliation. There are concerns about corruption encapsulating grievances people have about the mismanagement of public funds and natural resources, reflected by the inequitable distribution of the benefits of their resources. Additionally, citizens are becoming increasingly frustrated with the governance system, because of feelings that decision-making processes are not inclusive enough.

Corelated with the increasing economic and social disenfranchisement of large parts of the Liberian population, there is a gradual increase in political violence, especially in the counties where economic disenfranchisement and marginalisation are most pronounced and often overlain with an ethnic dimension. Recent incidents include:

- an attack on leader of the opposition coalition and his supporters in Grand Gedeh County;
- threats from rival politicians of violence during the senate campaign in Montserrado County;
- an arson attack against an opposition candidate in Grand Cape Mount County;
- the violent disruption of elections in Gbarpolu County;
- violence over land and threats of war in Nimba County between Mandingo, Mano and Gio ethnic groups.

Following the Special Senatorial Elections in December 2020, political tensions, including overt violence, also rose significantly in some counties, for instance Gbarpolu, Grand Cape Mount and Nimba counties. Some of these conflicts are linked to existing local ethnic and clan differences. The electoral violence in Gbarpolu, in addition to ethnic difference had a gender dimension as traditional authorities attempted to undermine the election of a female candidate.

Political elites exploit the socio-economic vulnerabilities of communities and especially at-risk youths (mainly unemployed and out of school young people) during electoral campaigns, recruiting them to attack their opponents and carry out violent activities. The risk of instability due to the presence of a largely unemployed youthful population in search of income earning and self-improvement opportunities remains high¹⁵. Addressing issues of unemployment and strengthening economic empowerment of women and youth will be crucial to addressing social inequality and promoting social cohesion in Liberia.

Young people in Grand Gedeh, Nimba, Lofa, Montserrado, Sinoe and Rivercess counties seem most vulnerable to recruitment for participation in political violence. Rivercess and Grand Gedeh, for instance, were identified in the Social Cohesion and Reconciliation (SCORE) Index of 2018 as counties with 'Readiness for Political Violence.' This is a result of decades' old economic marginalization, the absence of opportunities for self-realization and lack of civic spaces for youth from different backgrounds to meet, share experiences and collaborate. The current economic context has deepened the sense of marginalization. Experience from the Social Economic Empowerment of Disadvantaged Youth project, funded by the PBF, has demonstrated that when vulnerable Liberian youth are provided with employment, training and capital inputs, such youth avoid violence by shifting time away from illicit activities. The Pro-Poor Agenda for Prosperity and Development, Liberia's medium-term development plan, recognizes that "the severe income insecurity and unemployment is twice as high in rural areas and three times as high among the youthful population".

In the county reconciliation plans developed across Liberia in 2018, reaffirmed during the December 2020 eight counties reconciliation conference, citizens in all counties recommended the creation of livelihood and employment opportunities for young people as a key priority to aid the efforts of local

¹⁵ <https://www.reuters.com/article/liberia-sirlea-fid/US15N0JA43B20131125> (accessed Sept 7, 2021)

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reconciliation and peacebuilding interventions in Liberia. These plans contain endorsed locally selected interventions needed to address local conflicts and promote social cohesion. With support from UNDP and the Government of Liberia, some interventions have already been made to address recommendations on inter and intra boundary conflicts highlighted in the County Reconciliation plans. However, the majority of these Plans remain unimplemented, yet present an opportunity for local reconciliation through concrete socio-economic empowerment and conflict resolution.

SCORE wave II report (2018) highlights rivalry and inter group tensions among and between communities and different tribal groups in several counties. For example, in Nimba County, inter group tensions remain strongest amongst the Mandingo, Gio, Mano and Krahn ethnic groups. While in Lofa, Mandingos, Lormas, Muslims and traditionalists. These intergroup tensions have undermined reconciliation and negatively impacted economic and community development initiatives. Improving social cohesion and reconciliation is crucial to overall stability in Liberia, but there has been challenges in implementing various recommendations of the SCORE survey reports, the County Reconciliation Plans, and some aspects of the TRC report regarding community level peacebuilding and reconciliation, and these challenges range from a lack of focus on local issues to institutional capacity at both the national and local level and a neglect of issues of economic empowerment as drivers of peace.

The Liberia Peacebuilding Office (PBO) situated within the Ministry of Internal Affairs, documents latent conflicts in communities and has over the years provided early warnings that have prompted interventions by the Government of Liberia and the international community. The PBO is responsible for the development of a national reconciliation policy, which will help to guide the implementation of national reconciliation programs. The national reconciliation policy will build on the national reconciliation roadmap and the five-year consolidated county reconciliation plan endorsed by President George Weah on 3 December 2020. A national reconciliation strategy has already been developed by the PBO. But the Office lacks capacity to develop a strong reconciliation policy, which is informed by local needs and dialogues. Additionally, the PBO supports the office of the President to submit progress report on the implementation of the TRC recommendations and the formulation of policies that strength peace and reconciliation. However, these have not been consistent due the limited capacity situated in the PBO.

With the general election scheduled for 2023 and against the backdrop of increasing socio-economic marginalisation and its political exploitation, it is important that peace dividends are achieved through decent employment and inclusive economic opportunities for youth in the most conflict-prone and marginalised communities, giving those communities and especially the young people a higher stake in peace and stability in Liberia.

- b) A brief description of how the project aligns with/supports existing Governmental and UN strategic frameworks, how it ensures national ownership. If this project is designed in a PRF country, describe how the main objective advances a relevant strategic objective identified through the Eligibility Process*

This project is aligned with pillars one, two and three of the Government Pro-poor Agenda for Prosperity and Development (PAPD). Pillar 3 of the PAPD addresses specifically 'Sustaining the Peace' including ending fragility and the root causes of conflict, increasing access to justice and reducing violent tendencies. This project is also closely linked to Outcomes 2 and 3 of the United Nations Sustainable Development Cooperation Framework (UNSDCF), and the Consolidated National Reconciliation Plan almost in its entirety. The project objective largely responds to the Liberia National Reconciliation Roadmap, which addresses several recommendations of the 2009 TRC report .

To ensure national ownership, the project will support and work closely along with the government through the ministries of Finance and Development Planning; Internal Affairs; Gender, Children & Social Protection, Agriculture, the Central Bank of Liberia, and the Independent National Commission on Human Rights (INCHR). These institutions of government will play important role in the

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implementation of the project, at both policy and project implementation levels. The 2020 reconciliation conference recommends among others: implementation of the TRC recommendations, including economic empowerment of women, and addressing youth unemployment. Some of these issues are being addressed through Pillar One and Three of the government medium term development agenda, Propoor Agenda for Prosperity and Development (PAPD). The project will specifically work with the above named institutions to address some of the recommendations of the 2020 conference.

- c) *A brief explanation of how the project fills any strategic gaps and complements any other relevant interventions, PBF funded or otherwise. Also provide a summary of existing interventions in the proposal's sector by filling out the table below.*

The peace dividends project builds on the successes of the Socio-Economic Empowerment of Disadvantaged Youth (SEED) and Advancing Reconciliation through Legislative Reforms and Civic Engagement projects, previously funded by the PBF and both of which addressed socio-economic empowerment of women and youth as well as advancing national reconciliation and transitional justice issues around the TRC report. The innovation of this project is that it aims to link much more directly community socio-economic initiatives with the national reconciliation agenda by framing livelihood and other socio-economic support as peace dividends in support of the County Reconciliation Plans, thereby addressing the recommendations on economic empowerment formulated by the National Reconciliation Conference held in December 2020.

Project name (duration)	Donor and budget	Project focus	Difference from/ complementarity to current proposal
Socio-Economic Empowerment of Disadvantaged (SEED) Youth in Liberia 19-Feb-19 to 28-Feb-21	Donor: PBF Budget: \$1.4M	Rehabilitation and empowerment of disadvantaged youth including women to sustain the peace.	The current project will modify the economic empowerment approach of vulnerable youth and women by providing opportunities for grants coupled with business development and value chain support
Sustaining peace and improving social cohesion through the promotion of rural employment opportunities for youth in conflict-prone areas 14-Feb-19 to 31-Aug-21	Donor: PBF Budget \$1.5M	To sustain peace through training and rural employment of youth-providing livelihood opportunities	Complementing project will not only provide agriculture as livelihood opportunities, but will create a platform for beneficiaries to select options including VSLA and micro grants- to ensure sustainable livelihoods and promote social cohesion.
Advancing Reconciliation through Legislative Reforms and Civic Engagement 2-Jan-19 to 5-Dec-20	Donor: PBF Budget \$1.6M	Reconciliation, gender empowerment, human rights-implementation of TRC recommendations.	The current project builds on the Advancing Reconciliation Project, which promoted the implementation of TRC recommendations. This project will support the development of a national reconciliation policy based on the 15 county consolidated national reconciliation plan supported under the just ended project.

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Promoting increased resilience and sustainable income generation, food security and nutrition for rural women	Donor: UAE Budget: \$2.5M	Empowering rural women through farmer's productivity and income	<p>Current project focuses on empowering, through agricultural production, rural women in two of the five counties targeted under proposed project; This proposed project, however, emphasizes support to rural women in other sectors outside agricultural production, using micro-grants and VSLA activities;</p> <p>This focuses on conflict prone communities where as the UAE support is general.</p>
Republic of Liberia Country Strategic Opportunities Programme 2020 – 2024	Donor: IFAD Budget: 34M	Enhance the performance and inclusiveness of value chains that offer job opportunities, wealth creation, food and nutrition security for rural people, including poor households, women and youth.	<p>IFAD's exclusive focus on smallholder agriculture and rural development, its specialized experience and expertise in fragile environments, and the strengths and qualities of its approach give it a comparative advantage and strategically position it to play a key role in promoting inclusive and sustainable rural transformation in Liberia.</p> <p>This project has a narrow scope as compare to the IFAD's intervention. Our focus will be more on conflict prone communities with the aim of strengthening social cohesion and reconciliation through our interventions.</p>

II. Project content, strategic justification and implementation strategy (4 pages max Plus Results Framework Annex)

a) A brief description of the project focus and approach

Overall objective: To reduce the risk of violent conflict by delivering peace dividends in the most conflict-prone counties in Liberia and linking them to local, regional and national reconciliation processes and frameworks

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This project aims to reinforce and protect the tentative dividends accrued from two decades of delicate post-conflict stability in Liberia by supporting the consolidation of national, regional and local efforts to reduce the root causes of conflict, specifically the increasing socio-economic marginalization of parts of the Liberian population, and encourage reconciliation and greater confidence in the State's understanding of and support for their basic needs.

The County Reconciliation Action Plans 2024 (which run concurrent to this project's timeframe) will be used as the vehicle for bridging national reconciliation frameworks and the urgent at-risk community needs at the county and local levels. This will also reinforce linkages between the policy work in Monrovia with dialogues and practical reconciliation initiatives in the Counties, as discussed in the December 2020 National Reconciliation Conference.

At the National level, the project will support and augment existing dialogue mechanisms, provide policy support on the truth and reconciliation process, and reinforce the Peacebuilding Office in the Ministry of Internal Affairs to develop a more integrated and effective reconciliation strategic framework, that is, a national reconciliation policy which will serve as the State policy on reconciliation. The project will support a feedback loop from the county level, helping ensure the national reconciliation frameworks are informed by the local level needs.

At the same time, the project will focus on delivering the most immediate and peace-relevant dividends at the county and local levels, by tackling local conflict triggers and addressing common grievances while supporting promising livelihoods opportunities which can be scaled up and support increasing numbers of at risk community members. Activities supported will specifically address vulnerability and other conflict drivers in line with the County Reconciliation Plans and provide entry points to boost dialogues and reconciliation both at the district, and county levels and high-level dialogues. Small-scale, peace-supporting investments and projects will help livelihoods, build trust, improve administration, and connect opposing communities while focusing on the most marginalized and disaffected community members.

Project methodology will include:

- supporting the County Reconciliation Plans to **bridge** local and national reconciliation gains
- using the County Reconciliation Plans (and more specifically the Roadmaps in those plans) to **calibrate** activities launched within the PDGF, the VSLA and other local economic interventions ensuring coherent support for the peace and reconciliation agenda
- prioritizing technical assistance, infrastructure and marketing and private sector partnership to enable some if not all the project's economic activities to **go to scale**, increasing the autonomy and self-sufficiency of grantees and their communities.
- providing **training and capacity building** to:
 - strengthen communities' access to grants and project implementation
 - develop capacity of local government and civil society in the longer-term for conflict-sensitive policymaking and programming
 - empower civil society to contribute to peace building processes and to act as "agents of change" for reconciliation beyond the project's timespan.

The project aims to provide an incentive to achieve wider peacebuilding results involving a wider range of partners by replicating the innovative and impactful practices developed within the project.

b) *Provide a project-level 'theory of change'*

Stability and peace in Liberia will occur if the divisiveness of unequal economic opportunity is reduced, social cohesion is increased across existing ethnic and urban/rural divisions, accompanied by progress in overcoming obstacles to the government's transitional justice and reconciliation efforts.

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To achieve peacebuilding impact, it is necessary to address grievances that underlie or may trigger violence and instability and to support the State to reach out to society and to reinforce systems of accountability through confidence building, fostering unity and strengthening collaboration and cooperation, while revitalising local economies to generate peace dividends and improving essential administrative services and social services that give communities a greater stake in local and national peace and stability.

The interventions in this project are intended to support peace-relevant change by addressing the factors identified in the conflict analysis through impartial and flexible programming to build cohesion within and across conflict divided communities by linking reconciliation activities at the national, regional and local through supporting priority dialogue and socio-economic initiatives aiming to build sustainable livelihoods, social cohesion and trust that fosters peace and stability. The project is expected to encourage interactions and trust among the people affected by conflict by empowering them to identify and implement grassroots and civil society-driven confidence-building initiatives with a high level of community participation and potential for conflict prevention and peace. At the same time, the project will include flexible responses to further opportunities for conflict resolution and local stability identified through the national, regional and local dialogue platforms supported by the project.

The premise of the project is that locally driven socio-economic support is the necessary and urgent accompaniment to dialogue initiatives in order to enable the marginalized communities to benefit from peace dividends, resist political manipulation and incitement to violence, and find communal solutions to ethnic, land and other grievances. The other premise of the project is that reconciliation needs to happen at various levels and linking local socio-economic initiatives, accompanied by local dialogue and in line with the County Reconciliation Plans, to national dialogue and reconciliation strategies is the pragmatic way to show tangible change to communities and ensure their buy-in and participation in the reconciliation agenda while reducing potential for violence, especially in view of the upcoming elections.

The project will be driven by the following considerations for supporting sustainable peace:

- pursuing priorities that local communities want – with a focus on women and youth
- encouraging joint initiatives, across generational, community, gender and ethnic lines to build relationships and reduce mistrust
- linking peace consolidation to national ownership and build capacity of government, civil society and communities as part of an overall transitional approach
- Investing in socio-economic approaches which are relevant to the local communities and economies and which have the potential for scaling up and for benefiting increasing numbers of marginalized people.

The project uses the grant approach as its main means of delivering community socio-economic support because it directly benefits the community and promotes social cohesion. This approach will help to connect people across communities and ethnicities to address issues of joint interest, strengthen ties, and make them realize the benefits of peaceful coexistence and the need for peaceful reconciliation, thereby providing entry points to strengthen and deliver peacebuilding results in Liberia.

Finally, the project chooses to focus primarily on empowering women and youth in countries where there have been highest levels of conflicts between various ethnic groups as well as violent demonstrations against concession companies for jobs and land. Youth engagement will aim enable marginalised young people to be productively engaged with their community socio-economic opportunities and dialogues on grievances and conflict resolution, therefore disincentivizing conflict and decreasing tensions. In particular the project will aim to link young people from various ethnic or at-conflict communities - through both the local economic initiatives and the dialogues – as an explicit strategy to increase local unity, understanding and social cohesion. Women engagement will be central to this intervention given their role in managing the household economy (generating household income and meeting household expenditure) and contributing to social cohesion and peacebuilding in the

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communities¹⁶. Women, particularly in rural communities, continue to play positive roles in maintaining peace through various peace infrastructures; nevertheless, they are continuously discriminated against, thereby limiting their full economic potential to meet immediate needs. This necessitates the need to focus on strengthening the capacity of women to narrow the gap between them and their male counterparts as well as build their self-esteem to participate in decision making processes to sustain the peace.

c) *Provide a narrative description of key project components*

The project has two outcomes with several outputs each. Importantly, there will be a close link between the two outcomes, including through county and beneficiary targeting but also through work with the same CSOs which will be involved in dialogue initiatives under Outcome 1 and accompany the peace dividends initiatives under Outcome 2. Moreover, the project will explicitly ensure that results and discussions from one outcome inform the other and that there is a flow of information and a feedback loop between the county, regional and national level. County Reconciliation Plans will be a major vehicle for this, under both Outcomes.

Outcome 1: Community dialogues inform regional and national reconciliation frameworks and direct local reconciliation initiatives

This outcome will support reconciliation frameworks and political dialogues for coexistence and conflict resolution at the national, regional and local levels in response to specific recommendations of the TRC Report, the December 2020 Gbarnga National Reconciliation Conference (especially recommendations on economic and social inclusion and rights, institution building, and dialogues for social cohesion and political tolerance) and county reconciliation dialogues to support efforts to mitigate, prevent and manage risks of conflict. Much of this work will be anchored on previous work done by the United Nations and partners on mediating local level disputes—land and inter and intra tribal disputes identified across the country in the county reconciliation plans as triggers of community-wide conflicts - and facilitating peaceful dialogues among national leaders and providing early warning.

The aim of this outcome is to bridge the local and national reconciliation efforts, by providing a feedback loop, and ensuring that communities' voices guide both the policy level progress and the direct peace dividend initiatives in the conflict-prone communities. At the national level the project will support the production and operationalization of a National Reconciliation Roadmap, as discussed during the December 2020 National Reconciliation Conference (based on the roadmaps in the County Reconciliation Plans), strengthening the role of civil society to reinforce the accountability of government policies, reinforcing the institutional capacity of the Peacebuilding Office for peacebuilding coordination in government, policy formulation and conflict analysis, supporting the work of the Transitional Justice Commission on application of the TRC recommendations, finally evaluating sub-regional peacebuilding opportunities, while informing these through the local reconciliation processes.

Output 1.1: Promotion of community/district level dialogues on peacebuilding and social cohesion as a means of enabling progress with local reconciliation

This output will contribute to a culture of peace through helping to nurture values, attitudes and traditions that work contrary to violence and will prevent conflict by tackling their root causes to solve problems through dialogue and negotiation among individuals and groups¹⁷. To encourage sustainability and help structure this work, interaction between local groups and CSO's will be carefully encouraged with a view to longer-term cooperation within the targeted communities. Selected CSOs including women's and women-led organizations which are identified as having

¹⁶ <https://public.moa.gov.lr/docs/UNDP%20ANALYSIS%20REPORT%20-%20FINAL.pdf> (accessed August 9/2021)

¹⁷ In accordance with UNGA Resolution 53/243 Declaration and Programme of Action on a Culture of Peace

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the most potential to facilitate peacebuilding and dialogue processes will benefit from technical, programmatic and financial capacity support.

This foundation for peace and stability will be realized through community/district level dialogues seeking to strengthen peacebuilding and social cohesion and consider opportunities for restorative justice. This process will build on existing platforms /structures for example women peace huts , multi-stakeholder platforms and community structures that were used in the formulation of the County Reconciliation Plans. Communities involved in local disputes over land and resources, and political leadership will be brought together to dialogue on issues affecting community cohesion and they will be encouraged to identify/recommend livelihood projects that can jointly be implemented by those communities. This will provide an opportunity for continuous community dialogues and interaction, including with women and youth representatives.

At the national level, the project will encourage and feed into the President's quarterly report on the implementation of the TRC recommendations and the proposed new Transitional Justice Commission; provide technical advice and expertise as well as comparative experiences to local conflict resolution efforts; and facilitate the deployment and work of local mediators, community and religious leaders and influential and revered citizens to help resolve potential conflict in the targeted counties including Nimba and Grand Gedeh.

Activity 1.1.1: Support dialogues at local and national levels with community and local leaders

This activity includes special sessions including town hall meetings, focus group discussions, bilateral discussions: (land, natural resources and other causes of interethnic rivalry and providing early warning on triggers of conflict, contribute to addressing the root causes of violent conflict, promote peace and social cohesion, and reduce the risks of violent conflicts in Liberia). Note: an additional outcome of these discussions will be the identification with reference to the CRP roadmaps of possible small-scale project areas which strengthen community coherence and reconciliation.

Dialogue sessions will be held with the following constituencies including in each case CSOs identified as leaders advancing understanding, tolerance and solidarity:

- a. Traditional chiefs and elders to address issues that undermine peace and reconciliation
- b. Religious groups, including the inter religious council of Liberia, to promote religious tolerance and co-existence in the targeted counties
- c. Opinion leaders (youth, traditional and women leaders) including political leadership (Members of the Legislature, political leadership of the counties including Superintendents etc.)
- d. Local media to consider their contribution to reinforcing peace and social cohesion

Activity 1.1.2: Train community members on a non-violence approach to dispute resolution and Participatory Rural Appraisal methodology processes

Activity 1.1.3: Strengthen capacities of key CSOs especially women's and women-led organizations to facilitate peacebuilding and dialogues

Output 1.2: Policy frameworks for national reconciliation consolidated and mainstreamed in peacebuilding and social cohesion government programmes

The project will support the coordination capacity of the PBO to implement its mandate under the MIA including on reinforcing national policy within the context of the Strategic Roadmap for

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Healing, Peacebuilding and Reconciliation and the 15 Counties Consolidated Peace and Reconciliation Plan and the 2020 National Reconciliation Strategy developed by the PBO.

Activity 1.2.1: Provide Support to the Peacebuilding Office to lead the development of national reconciliation policy including taking stock of the Opportunity Mapping for Peace Consolidation¹⁸ and validating the County Reconciliation Plans, ensuring gender and youth sensitive approaches

Activity 1.2.2: Design and conduct national fora that will serve to solidify national and international support for peacebuilding and national reconciliation (as part of the President's call in the December 2020 National Reconciliation Conference)

Activity 1.2.3: Conduct consultations with academia, government institutions and civil society to increase understanding of the 2021 revised Strategic National Reconciliation roadmap for National Healing, Peacebuilding with the participation of the Kofi Annan Institute of Conflict Transformation (KAICT) in an advisory role

Activity 1.2.4: Work with selected conflict-affected communities on SCORE wave III findings to address policy issues arising from the survey, examine way to reduce tensions and enhance inter-ethnic reconciliations and establish a basis for SCORE wave IV, while ensuring views and needs of women and young people are clearly identified

Output 1.3 Provision of policy advice to the Government on reconciliation and transitional justice to achieve sustainable peace and social cohesion

Activity 1.3.1: Policy advice formulated on transitional justice and its implications for human rights, peace and security, good governance and development in Liberia considering both redistributive and restorative elements of transitional justice; the meaningful participation of women and young people in reconciliation and transitional justice both as a goal and a process and the role of sub-regional and regional organisations. This output will benefit from the learning accrued in outputs 1.1 and 1.2

Outcome 2: Priority needs from selected County Reconciliation Plans are implemented through community driven participatory approaches to reduce local violence

This outcome will be achieved through the identification and implementation of small-scale, peace-supporting projects and investments to help establish livelihoods, address grievances, build trust and connect communities through two complementary grants facilities: the Peace Dividend Grant Facility (PDGF) and the Village Saving and Loan Association (VSLA). The management of the VSLAs is reflected under output 2.2. The PDGF will focus on, but not be limited to, projects supporting the implementation of components of the County Reconciliation Plans meant for livelihood support and economic development through direct disbursement to qualified CSOs, institutions and businesses. Additionally, the VSLA will complement the PDGF to address livelihoods and entrepreneurship encouraging sustainable economic and social development and inclusion of diverse populations in opportunities which can be scaled up and/or have the potential to employ increasing numbers or marginalized or at-conflict community members. In both cases grants will be awarded to initiatives that demonstrate clear reconciliation and cohesion potential, engage in new pragmatic areas of inter-community and ethnic cooperation, promote models of grassroots cooperation on conflict prevention and generally support peace initiatives. Viable projects promoting the empowerment of youth and women especially in rural communities will be prioritized. Importantly, criteria for and choices of grants allocation within the PDGF and the VSLA will be informed by the outcomes of the reconciliation dialogues within project output 1.2 and will be aligned with the priorities in the local Plan roadmaps.

¹⁸ The Opportunity Mapping for Peace Consolidation identifies conflict issues that undermines peace and stability, it assesses the level of effectiveness of peacebuilding processes and frameworks, advance proposal for peacebuilding and reconciliation, identify external conflict factors and proposed measures for local and national unity amongst citizens

Projects will be encouraged which create an enabling environment for ongoing peacebuilding initiatives within the identified communities and which contribute to the application of Security Council Resolution 1325 and subsequent resolutions.¹⁹

Under this outcome, grantees and other beneficiaries will benefit from substantial technical and capacity building support to ensure:

- strong project design
- smooth project implementation including monitoring and reporting
- capacity to enable impact and sustainability
- higher potential economic projects go to scale

The complementary roles of the PDGF and the VSLA within this project are further clarified in the following table:

	PDGF	VSLA (and entrepreneurship hub)
Objective	Reducing conflict drivers, social cohesion across communities, support for peacebuilding and dialogue	
Areas of focus	Peacebuilding through: Socio economic empowerment, community mobilization and civic engagement, decentralization	livelihoods and entrepreneurship, profitable agriculture
Indicative inputs	small grants, capacity building, public awareness	capital, training, market access, business mentoring, branding and logistics support
Methodology	micro grant awarding facility + capacity building	microcredit and vocational skills training
Approach	grants awarded based on periodic calls for proposals for projects which implement priorities from the County reconciliation Plans	encouraging savings to secure small loans for business development, helping selected enterprises go to scale while employing marginalized or at conflict community members
Approximate recipients	+/- 50 projects – recipients will vary depending on project types	estimated > 2,000 people
Priority areas	Empowerment of youth and women	
Priority groups	civil society, local administration, women and youth groups, community leaders	women-led organizations, female entrepreneurs
Related project activities	Grants awards will be informed by CRP priorities and the conclusions of other local, regional, and national dialogues	

Output 2.1: PDGF grant facility instituted to reduce conflict drivers through financial and technical support for activities to connect people across communities while addressing priority needs from the CRPs

The Grant Facility will be managed by UNDP, implementing through local CSOs and qualified institutions, considering the following steps:

Activity 2.1.1 Establishing and managing the PDGF (Six months)

¹⁹ SCR 1820 (2008), SCR 1888 (2009), SCR 1889 (2009), SCR 1960 (2010), SCR 2106 (2013), SCR 2122 (2013), SCR 2242 (2015), SCR 2467 (2019) and SCR 2493 (2019)

- a. Consolidate feedback from dialogue initiatives launched under outcome 1, establish evaluation and steering committees, finalise PDGF SoPs including grant selection criteria (estimated within 5 weeks);
- b. Disseminate information within prospective target groups to reach out widely and encourage ideas from community interlocutors, community-based organisations and other stakeholders, initiate Call for Proposals (2 rounds per year envisaged) (2 weeks);
- c. Support and training provided to enable project proposal development and ensure women and youth needs are taken into account (3 days);
- d. Project Proposals received, vetted and shortlisted (based on established criteria) by Evaluation Committee (1 week);
- e. Steering Committee/project board decision on grant awards (applying an indicative quota of at least 30% grants allocated to businesses/institutions involving youth and 30% to women.) UNDP will enter into an agreement with qualified CSOs to develop criteria for beneficiary selection that clearly indicates a prerequisite to award the grants to selected beneficiaries. (One day)
- f. Contract selected organisations using an established grant agreement modality (2 weeks)
- g. Manage contracts, provide direct capacity assistance to strengthen technical and programmatic capacity including accountability and reporting; organize joint trainings and events around commonly identified needs and organize information and communications initiatives to build awareness of project purpose and achievements (including multi-media products, peace and dialogue materials.) and multi-media products) (Throughout project cycle);
- h. Monitoring and evaluation of implemented projects, review for required revisions (Throughout project cycle);
- i. Initiate following round beginning with step b. above - incorporating lessons learned

Output 2.2 Targeted livelihoods support to marginalized rural communities through outreach, training, technical assistance and the VSLA model.

FAO will manage the VSLA component of the project under Output 2.2, working closely with CSOs to implement the stated actions under this output. These activities will be coordinated by a dedicated project coordinator hired by FAO and paid 50% by the project.

This output will focus on addressing rural marginalization as a key source of tensions. It will aim to provide and increase livelihood options for those communities, working with civil society (including the Liberia National Rural Women Structure) to identify beneficiaries, upskill them, link them to markets, while ensuring they have full access to training and extension services in order to maximise the potential for their activities. This output will focus on empowering rural women as a means of supporting gender equality by granting direct access to females to grant facilities as a means of investing in families through women.

Further support will be provided through the VSLA micro finance model which empowers rural women to invest small funds to receive further funding through a self-managed group applying established financial guidelines to govern its membership. The VSLA model provides members a safe place to save their money to access loans as a way of financial security if there were emergencies. The model has helped to eliminate poverty, maintain peace as well as generate local development²⁰ in several communities in Lofa, Bong, Nimba, Grand Cape Mount, Bomi and Maryland counties. This will help to improve the local economy and incentivize vulnerable youth and women to promote peacebuilding and social cohesion in part due to increased self-esteem. This model has been successful in Liberia with the below best business practice. In addition to the below, there will be modification to enhance its peace relevance during implementation.

Village Saving Loan Association methodology and best business practice adapted by the project

²⁰ UN Women Guidelines on VSLA page 4

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The Basic Principles of the VSLA is that the membership is between 15-30 self-selected members who commit to meeting weekly or Bi-weekly for making savings. The 5 member management committee agree to work for the association without the expectation of payment.

The very important principles of operation are four (4); Periodic action audit, No tolerance on arrears, groups are Independent and use a Ring fence box meeting arrangement.

²¹The purpose of VSLA is to provide savings, loans and financial insurance facilities in a community that does not have access to formal sector financial services. The objective is to create a community based financial institution that is managed by the community themselves.

Best business practice

1. Hire a civil society or community-based organization with expertise to mobilize and train community members, with one of them (community members) serving as an extension agent or village agent (VA) to continue mentoring other members who may forget some of the basic principles taught during training. This person is either an old schoolteacher or someone that has some basic education;
2. The CSO, with close monitoring by the UN agency, will help members to set up the VSLAs with each membership between 15-30 members;
3. There will be consensus on selection of leaders or go through elections to set up the leadership of the VSLAs;
4. Single sex groups are encouraged to allow women unleash their full potential
5. If mixed, 60% of group governance positions are held by women

Composition of management committee

- The composition of the management committee will consist of the Chairperson, the Record Keeper, the Box Keeper and two Money Counters. In addition, the VSLA will have three (3) person selected from the General Assembly who will serve as the key holders for the group;
 - The Management Committee members are elected for one cycle (approximately one year). Each member has one vote in electing the Management Committee and developing the constitution. VSLAs ensure that their members memorize the basic features of the constitution
6. Funds are disbursed by CSO/intermediary to each group member, all of whom have small businesses or engaged into other livelihood generating income activities, in the presence of sector partners. For example, if it is on livelihood, the Ministry of Agriculture through its extension officer/County or District Agricultural focal point will be present along with a focal point from FAO;
 7. When the funds are disbursed to each member, they will not take the money home, rather deposit (saving) it in a cash-box in the presence of everyone. For example, if each member is given USD50 or LRD8,500.00, he/she will inform the leadership of the loan Association how much he or she can put in on a weekly or monthly basis in addition to the deposit provided by the project. This level of investment at community level can make a meaningful difference to the peace dividend objectives based on best practices. The amount of USD100.00 or LD\$17,000.00 can make a meaningful difference as compared to the typical VSLA amount of USD50 or LD8,500.00 as was initially budgeted.
 8. The cash box is locked with three padlocks.
 9. The three keys are held by three members, who are not part of the Management Committee.
 10. The main purpose of the cash-box is to ensure that no transactions occur outside the Association meeting, rather than to prevent theft by outsiders. Theft of boxes by outsiders is very rare.
 11. At the end of every cycle, all outstanding loans are recovered and the share fund is shared out. The funds (which includes lending profits) is divided by the total number of savings shares purchased by members during the cycle, to calculate a new per-share value. Each member then receives his or her share according to the number of shares purchased by that member.

This model is intended to enhance peacebuilding and social cohesion through economic empowerment at community level.

²¹ UN Women-Liberia VSLA Guidelines funded by PBF

Businesses supported under this output will report against quantitative and qualitative peace-supporting criteria specific to the context of Liberia. There will be peace reporting framework developed for small to medium enterprises (SMEs) and refined during the scoping phase of the project in close consultation with the partners to this project, and most importantly communities and entrepreneurs in the local areas. These criteria will be offered as a public good for other Liberian businesses.

As reflected in the excel budget, FAO will ensure the implementation of two compressed activities which are detailed into five actions as follows:

Key Activities

Activity 2.2.1: Identify (working with community-based structures/civil society organizations) 1,500 youth and rural women from pre-selected conflict-prone communities as beneficiaries

Activity 2.2.2: Hold "Entrepreneurship guidance" session with beneficiaries to support them in selecting specific enterprise/livelihood opportunity with highest peace-relevant potential

Activity 2.2.3: Undertake "business/enterprise-specific" training sessions with grouped beneficiaries, facilitating the establishment of enterprise-based VSLAs

Activity 2.2.4: Support the establishment of VSLAs and identify beneficiaries based on submission and clearance of simplified business plans in accordance with best practice;

Activity 2.2.5: 60% disbursement of funds through CSOs. Mentor and technically-backstop, through established VSLA groups, beneficiaries' start-ups during a six-month business incubation period Activity 2.2.6: Monitor implementation of business plans and provide linkage with other 'business/enterprise-specific' actors, including rural community financing mechanisms and markets.

Output 2.3: Developing and bringing to scale peace-supporting businesses through a Women's Rural Entrepreneurship Hub

This output will focus on capacity strengthening of rural women's structures to expand or improve businesses through leveraging networks of established business institutions, with whom the project will link the beneficiaries.

Under this output, the project will incubate and bring to scale women-led small and medium-sized business ideas through the setting up of a women's rural entrepreneurship hub. This output will use the results of outputs 2.1 and 2.2, 2.3 as a pipeline to identify the most promising local entrepreneurs and ideas most suited to rapid business incubation through the hub. As such, it will help to unlock business opportunities for rural female entrepreneurs through the creation and fostering of partnerships with regional and international business actors, leaving in place a tight set of relationships and market-based incentives, which will continue to foster innovation and job creation post project. This work may focus on the chocolate and fisheries value chains (please see inset frame below) but can include other sectors if project participants identify other more compelling peace supporting business opportunities. All the female-led businesses will report against quantitative and qualitative peace-supporting criteria specific to the context of Liberia. This peace supporting reporting framework will be developed for small to medium enterprises and refined during the scoping phase of the project in close consultation with the partners to this project, and most importantly communities and entrepreneurs in the local areas. These criteria will be offered as a public good for other Liberian businesses.

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As part of this output, PDI will also put together a toolkit and deliver trainings to Liberian businesswomen whose businesses are being incubated at the rural women's entrepreneurship hub to help them more easily report a peace + profit double bottom line, eventually scaling the impact to other SMEs in the Liberian economy.

To develop this set of peace-positive criteria, PDI will work with the Geneva-based Graduate Institute of International and Development Studies, with which PDI is partnering to build context-specific, actionable, and business-relevant criteria.

Activity 2.3.1: Set up a rural women's entrepreneurship hub focused on digital skills, logistics, branding and market access

This activity will help women from conflict-affected areas be better equipped to grow businesses and tap into scalable economic opportunities. The aim is to launch a thriving entrepreneurship hub, supported by local and international businesses that will continue operating after the project has finished.

Activity 2.3.2: Identify and build three local small and medium-sized enterprises, at least two of which will be female led.

This activity consists in providing support to three scalable businesses and linking them up with regional and/or international partners / help integrate the selected local enterprises into global value chains by linking them up with regional and international market opportunities.

Two agricultural sectors – cocoa and fisheries - have been identified as particularly relevant due to the recent focus by the government and other development partners in improving productivity in those areas as part of its economic diversification strategy. According to the International Fund for Agriculture Development (IFAD) these sectors have higher economic potential (for jobs and investments) provided investment is sustained - particularly as more women and youth are involved in the agriculture sector, with women dominating the retail market in fishery. Thus, the target two peace dividend opportunities where harnessing market forces in support of peace can sooth tensions and feelings of injustice (Montserrado, Lofa, Nimba, Rivercess and Sinoe:

1. Cacao value chain in Lofa and Nimba counties
2. Fisheries value chain in Sinoe, Montserrado, Grand Gedeh and Rivercess counties

d) Project targeting

The project — which will indirectly benefit an estimated 25,000 people — will focus on Grand Gedeh, Nimba, Lofa, Rivercess, Montserrado and Sinoe counties, where inter-ethnic tensions and other drivers of conflict are having a deep impact on communities. The selection of counties is based principally on the conflict analysis provided within this document, data in the Liberia Social Cohesion and Reconciliation Index Report (2018)²² and advice from UN and partners' engaged in project implementation in these regions. The project will support communities that are conflict-prone, have enduring socio-economic development gaps, are susceptible to political entrepreneurs and yet marginalized according to the 2018 SCORE study.

The project will benefit a raft of peacebuilding actors who will contribute to promoting sustainable economic and social development, respect for human rights, gender equality, democratic participation, tolerance and solidarity. These actors include civil society organisations, national, regional and local administration, women and youth groups, women-led organisations, female entrepreneurs and community leaders. Moreover, the Liberia Peacebuilding Office will benefit from institutional support and capacity strengthening, extending support to other branches of government.

²²https://www.scoreforpeace.org/files/publication/pub_file/PB_Liberia18_PolicyBrief_ViolenceTendencies_Final.pdf

A more detailed analysis of project stakeholders and beneficiaries is provided in the table below:

Output	Direct beneficiaries	Indirect beneficiaries	Category of beneficiaries
Output 1.1: Building capacity Culture of peace enhanced through community/district level dialogues on peacebuilding and social cohesion	CSOs, traditional chiefs and elders, religious groups, opinion leaders, local media	53 dialogues (approximately eight dialogues will be held in each county) will be held during project duration reaching approximately 50,000 people through community outreach and mass media.	Community and other leaders
Output 1.2: Policy frameworks for national reconciliation consolidated and mainstreamed in peacebuilding and social cohesion government programmes	HD/PBO/MIACSOs	National policy will benefit the government and people	Policy makers and implementers
Output 1.3 Provision of policy advise on reconciliation and transitional justice in relation to sustainable peace, social cohesion	Government, legislature, CSOs and international partners	Policy will benefit the government and people more widely	Policy makers and implementers
PDGF grant facility instituted to reduce conflict drivers through financial and technical support for activities to connect people across communities while addressing priority needs from the CRPs.	Indicative target of 60 grants to be awarded for a target group of 1,500	Communities in the 6 counties are included	CSOs, institutions/businesses administration, community organisers and that meet the criteria for selection .

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Targeted livelihoods support to marginalized rural communities through outreach, training, technical assistance and the VSLA model	Estimated > 2,000 people, including women and youth	Communities in the 6 counties are included	Rural communities, including agriculturalists
Output 2.3: Developing and bringing to scale peace-supporting businesses through a Women's Rural Entrepreneurship Hub	3 local small to medium businesses (of which at least 2 are women-led)	Communities and families	Local businesses

III. Project management and coordination (4 pages max)

a) Recipient organizations and implementing partners

To reinforce coherence between the two outcomes in this project, which is central to the concept, UNDP will provide the overall management of the project. Outputs within both outcomes will be managed as follows:

The UNDP's long term governance work in Liberia, and contribution to inclusive governance, conflict prevention and resolution as well as peace consolidation and sustainable development underlie the justification for its involvement in this project with FAO and other national stakeholders to enhance reconciliation and address the peace dividend and development of the country. UNDP has successfully managed several complex programmes and projects since post conflict in Liberia including the Truth and Reconciliation Project which involved community dialogues and public hearings. Additionally, UNDP managed the county reconciliation dialogue process which resulted in the development of the county reconciliation plans and the consolidated reconciliations plans. Currently, UNDP is completing the Cross Border Project with Cote d'Ivoire, which involves holding community level dialogues along the borders and cross border meeting with mirroring communities. The objectives under this project complement and ensure continuity with previous and on-going projects including: Sustaining Peace through Land governance project, the youth and elections project under which UNDP consolidates peace interventions/processes in Liberia leading to a successful violent free election, by facilitating the involvement of the youth in process towards social cohesion. This is particularly pertinent in the light of UNMIL's exit from Liberia.

FAO as lead UN agency on food security and UNCT lead for pillar two of the UNSDCF - which focuses on economy and jobs - will lead the implementation of the project's output 2.2 on VSLAs and provide oversight on output 2.3 which will be led by Peace Dividend Initiative (PDI) under outcome two, while UNDP will lead on Output 2.1 on Grant Management.

FAO plays an important role in reducing rural poverty and in particular in supporting decent rural employment, having already implemented, alongside UNDP, a PBF-funded project which created alternative livelihood in rural communities. FAO's functions of promoting agricultural and rural development, along other areas of expertise, allow for a multi-angle and multi-disciplinary approach to creating opportunities for youth – a basis for its current leadership in the second PBF-funded project, contributing to community-level peace through livelihood opportunities creation. Working with VSLA models, FAO continues to establish lasting structures in various

communities, anchoring on investment-based savings. With long-standing expertise in providing support in Liberia since 1977, particularly with the ministries, agencies and commissions concerned with agriculture (crop and livestock), food assistance, rural development, forestry, fisheries and natural resources, its multi-disciplinary team of technical officers covering all the organization's fields conducts the delivery of this work. It leverages a network of private sector actors, academia, research institutions, think-tank, and civil society in support of its field work and national capacity strengthening.

Center for Humanitarian Dialogue (HD) is the lead implementing partner to UNDP in this project under outcome 1. Since 1999, HD has facilitated scores of peace and conflict management agreements by working discreetly beyond the frontiers of traditional diplomacy, engaging parties that can be hard to reach and addressing sensitive issues. HD mediates between governments, non-state armed groups and opposition parties to reduce conflict, limit the human suffering caused by war and develop opportunities for peaceful settlements. As a non-profit based in Switzerland, HD helps to build the path to stability and development for people, communities and countries through more than 50 peacemaking projects around the world. On this proposed project, HD will lead the policy dialogues, tracking the recommendations of the TRC and working with local CSOs to hold community level dialogues.

Outcome two will be implemented in partnership with the Peace Dividend Initiative (PDI), which is a newly formed organization based in Geneva, Switzerland, that works around the globe to harness market forces for peace and to cultivate peace-supporting economic opportunities in fragile and at-risk countries. Originally incubated at HD as a mechanism to develop peace-positive economic opportunities to people and communities impacted by violence and conflict, PDI became a stand-alone organization in May 2021. By connecting entrepreneurs operating in conflict zones, with leading investors, innovators, and digital business experts, PDI aims to build peace value chains delivering inclusive sustainable economic opportunities to people living in some of the hardest-to-reach communities.

HD and PDI will recruit in country project coordinators who will coordinate activities with FAO, UNDP and Civil Society Organizations. HD and PDI will have presence (Office) in country to enhance coordination between themselves, CSOs, RUNOs and the PBF Secretariat. Each RUNO will work closely with its direct partner to promote joint implementation and ensure unhindered coordination.

Agency	Total budget in previous calendar year (USD)	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
Convening Organization UNDP	10 million	PBF, EU, Sweden, Ireland, GCF	Liberia	5	The Country has 3 national officers and 2 Chief Technical Advisors- Elections and Rule of Law as well as a National Officer for Governance who oversees all governance, peacebuilding, and Rule of Law projects.
Implementing partners: HD-Lead, PBO MGCSP, NAYMOT, LIFE, OWE P4DP					
Recipient Organization: FAO	11.5m	UAE, EU, PBF, Germany, Norway, Sweden, Japan	Liberia	4	National staff and international staff (technical advisors and lead technical officers) with expertise in agribusiness, plant production, and extension services
Implementing partners: HD-Lead, MGCSP					

b) Project management and coordination

This project has the following management and governance structure (please see below for details of each group)

Governance			
	Periodicity	Lead	Participants
Joint Steering Committee	6 months	Minister of Finance & DP / UNRC	UN, GoL, bilateral partners and CSO representatives
Project Board	6 months	Minister of Internal Affairs / UNDP Resident Representative	Heads of UN agencies, community & industry representatives, Ministries of Commerce, Gender, Agriculture, Ministry of Internal Affairs and CSOs
Project oversight			
	Periodicity	Lead	Participants
Technical Working Group	Quarterly	PBF Secretariat	Government and donor representatives, PBF Secretariat, Centre for Humanitarian Dialogue, UN
Management			

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		UNDP Lead	Manager
Outcome level (1 & 2)		UNDP	Team Leader/Assistant Country Director*-provides overall leadership and compliance of the project.
			One M&E Specialist for the project & One Project Manager*** to be recruited by UNDP to manage the Grant Facility and provide support to the project through coordination, monitoring and reporting.
Output level			
Output 1.1: community dialogues		HD	Project Coordinator *** This is the HD in-country Project Coordinator who will oversee HD activities working closely with UNDP, FAO, Government and Civil Society Organizations. One International Project officer who will support project implementation **
Output 1.2: Policy frameworks		HD	
Output 1.3 Transitional justice		HD	
Output 2.1: PDGF grant facility		UNDP	Project manager mentioned above.
Output 2.2: Technical assistance VSLA model		FAO	Project Coordinator** will coordinate FAO activities Admin/finance**-Provide administrative support
Output 2.3: Women's Rural Entrepreneurship Hub		PDI	Project Officer** Coordinates PDI activities in country and one administrative assistant***. These staff will report to one international staff that the project will cover only 5% of his/her salary. (Details are captured by the LOA.

* not charged to project

**Charged 50%

*** charged 100%

Position	RUNOs	Status	Percentage	Est. Cost (3 years)
National Project Coordinator	UNDP	To be recruited under PBF	100%	127,500

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National Specialist	M&E	UNDP	To be recruited under PBF	100%	108,000
Project Coordinator (National)		FAO	To be recruited under PBF	50%	36,000
Finance/Admin. Assistant		FAO	To be recruited	50%)	28,800
In Country Project Coordinator (National)		HD	To be recruited	100%	115,000
Project Officer (International)		HD	To be recruited	80%	100,800
Project Officer and administrative assistant (national)		PDI	To be recruited	100%	108,000.00 Details will be captured in a LOA with FAO

1. Joint Steering Committee is co-chaired by the UN Resident Coordinator and the Minister of Finance & Development Planning. The JSC will also have one person each representing the donor community and CSOs. The JSC will provide strategic guidance and ensure oversight of the Peace Dividends Project and may request additional financing and recommend amendments/changes to PBSO, if necessary. The JSC may submit annual reports on gains made throughout project implementation.

2. Project Board will consist of heads of agencies, community representatives, industry representatives and relevant government institutions including the ministries of Commerce, Gender, Agriculture and Governance Commission. The project board will be co-chaired by the Minister of Internal Affairs and the Lead UN Recipient Agency (UNDP). The PB will be responsible for developing and implementing joint plans as well as preparing reports for submission to RCO/Fund Secretariat. The board will be responsible for meeting and coordinating activities between agencies and government partners. They will meet at least twice a year.

3. Technical Working Group will comprise government and donor representatives/Fund Secretariat, Centre for Humanitarian Dialogue (HD) and UN Recipient Agencies. PBF Secretariat situated within RCO will organize the TWG which will meet quarterly to:

- a. Review project progress to identify and recommend to the JSC/RC any potential risks to the survivability of the Peace Dividends project
- b. Review projects to ensure they meet established guidelines and alignment to Government's priorities and SDGs 1,2, 5, 10, 16 before recommending for approval

4. Monthly interagency (UNDP, FAO, HD and PDI), coordination meeting will take place to ensure internal programmatic and coordination issues are discussed and addressed ahead of the quarterly TWG meetings. UNDP as lead agency, in collaboration with FAO and HD will convene the meetings and facilitate joint implementation and monitoring.

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c) Risk management

Project specific risk	Risk level (low, medium, high)	Mitigation strategy (including Do No Harm considerations)
High expectation from government partners for the project to support core operational costs of their respective institutions.	High	Manage (through sustained engagements at all three levels: project implementation, board and steering committee) expectation by clearly indicating project scope, i.e., what the project can and cannot support. Government will be encouraged to budget for these interventions through regular government annual budgetary allocations and encourage them to reach out to multilateral and bilateral donors to try to expand these initiatives.
High levels of expectation from community members who cannot all directly benefit from the project. Do No harm considerations and risk of those who have not been selected as direct beneficiaries to undermine the project or see it as politically motivated.	High	Community entry strategy to clearly explain project scope and expected targets/beneficiaries through community radios and different forums.
Political influence over young people to obstruct project implementation through direct or indirect interference.	Medium	Politicians will be involved in these multi-layers stakeholders' engagements/dialogues with the aim of understanding the scope of the project and expected results.
Implementation coordination between HD/ PDI and UN agencies/ local CSOs	Medium	The detailed roles and responsibilities are clearly indicated in the letter of agreement between HD and the agencies (UNDP, and PDI and FAO) to avoid implementation bottlenecks.
Delay in project implementation due to public health concerns	Low	The project will adapt alternate implementation approaches (limited number of person

especially restrictions	COVID		gathering, use of safety gears, virtual/remote support to field-level activities) carried out during Ebola and COVID-19.
Political Risks: The TRC report is sensitive and most of the time subject to different interpretations. Depending on whose interpreting, this may undermine the project	Medium		Increased awareness on the focus of the project at all levels-political and community through CSOs, government counterparts and steering committees.
Interference of 2023 Electioneering Activities	Medium		Speed up project implementation so that year one (2021-22) achieves significantly and grounds the project to the extent that distractive activities in year two (2022-23) do not affect overall delivery

d) Monitoring and evaluation

There will be systematic collection of data through community-based monitoring approach working closely with community-based structures as well as making periodic field missions to assess project progress. In accordance with approved M&E plan that will be developed at the beginning of the project, scheduled missions will be conducted by the agencies to ensure value for money. The plan will consist of project outcomes and outputs with associated indicators and targets against which timely collection and analysis of data for internal performance assessments and substantive reporting on results will be carried out. The M&E approach will determine HOW indicators will be tracked for the measuring of results, and by WHEN and WHOM monitoring activities should be accomplished. Both M&E and Annual Work plans will be fully aligned with the approved project results framework.

Periodic monitoring of project progress will also be conducted by the PBF Secretariat in person and through existing community-based monitoring structures it will set up in the project locations. Monitoring strategy will also include periodic update from the project team through technical coordination meetings as well as through periodic reviews.

A final level of monitoring will be done through joint monitoring missions by heads of agencies and the RC to examine progress based on monitoring reports receive from the PBF Secretariat.

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	Quarterly or biannually	Slower than expected progress will be addressed by project management through the support an M&E support	FAO and UNDP	\$80,000

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	the project in achieving the agreed outputs.				
Project coordination meeting	Ensure inclusive consultation and coordination among all stakeholders (UN agencies, Government, IPs, PBF Secretariat, etc.) to ensure joint delivery of quality results as planned.	Monthly	Monitor progress made against the joint work plan. Especially during the early days of the project implementation for next 1-2 months.	FAO, UNDP, and PBF secretariat	N/A
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.	PBF secretariat, FAO and UNDP	N/A
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.	PBF secretariat, FAO and UNDP	\$15,000
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.	PBF secretariat, FAO and UNDP	\$15,000
Review and Make	Internal review of data and evidence from all	At least annually	Performance data, risks, lessons and	PBF secretariat,	

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Course Corrections	monitoring actions to inform decision making.		quality will be discussed by the project board/steering Committee and used to make course corrections.	FAO and UNDP	
Project Report	A progress report will be presented to the Joint Steering Committee (JSC) and key stakeholders, consisting of progress data showing the results achieved against targets	Annually and at the end of the project (final report)	Timely production of quality reports (narrative and financial).	PBF secretariat, FAO and UNDP	
Project Review	The PBF Secretariat in country 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	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.	PBF secretariat, FAO and UNDP	
End of project evaluation	UNDP Hired International and National consultants to undertake project evaluation	2023	PBF secretariat CHD, FAO and UNDP, CSOs and Government	PBF	USD 50,000.00
Total Budget for M&E constitutes 6.33% of					USD 189,883.86

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including indirect costs of the total project budget					
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e) *Project exit strategy/ sustainability*

This project is predicated on capacity building: nationally, regionally and at the local level. The aim of which is to develop capacity of communities to initiate viable local peacebuilding initiatives possibly or possibly not based on further small grants, to support local government and civil society in the longer-term on conflict-sensitive policymaking and programming and to empower civil society to contribute to peace building processes and to act as "agents of change" for reconciliation beyond the project's timespan.

To help public and private sector actors in the most conflict-affected parts of Liberia to work more autonomously for improved livelihoods, increased resilience of vulnerable communities, improved public services, accountability, community mobilization and profitable small to medium businesses to reduce the commonly identified drivers of conflict.

Activities within this project are designed with specific deliverables which mark the conclusion of the current each activity. The success criteria for the project's outcomes are based on a) the sustainability of projects launched within the funding facilities (2.1, 2.2 and 2.3) or the end of activities which would not need further external support per se (1.1, 1.2, 1.3).

Output	Primary deliverables
1.1: Community dialogues	Dialogue outcomes summarized by HD and submitted to relevant Government, UN and partners in support of national reconciliation and other planning; mapping of linkages between community leaders and CSOs
1.2: Policy frameworks	PBO national reconciliation policy update
1.3: Transitional justice	Project consultant report on transitional justice options
2.1: PDGF grant facility	Project reports for the +/- 50 grants awarded
2.2: T/A and VSLA model	Reports on business plan fulfilment and sustainability of incubation clients, assessment of existing and future business-support
2.3: Entrepreneurship Hub	Evaluation of entrepreneurship hub impact within project criteria, profit & loss analysis for the 3 selected business and assessment of potential for further business expansion

The project's exit strategy relies fully on efforts by the organisations implementing this project to:
specifically, in the case of outcome 1

- a) Reinforce efforts linking peace consolidation to national ownership and continue to build the capacity of government, civil society and communities as part of an overall transitional approach – and this should be part of a revised peacebuilding strategy for the UN and partners to update the March 2017 Sustaining Peace and Securing Development - Liberia Peacebuilding Plan

specifically, in the case of outcome 2

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- b) promote good practices developed with different forms of micro financing as a peacebuilding component to encourage agreements with other donors for follow-up funding
- c) encourage new joint programming initiatives to build further relationships and connect with conflict risk reduction within the UN Country Team and partners' overall development portfolio
- d) review based on experience to date how to work towards a well-functioning pooled funding arrangement to resource peacebuilding as part of sustainable development

More specifically within this project, and considering that the sustainability of the project remains with government and other national partners and stakeholders, UNDP and FAO will work in close collaboration with the Ministry of Internal Affairs-Peace Building Office and the Ministry of Agriculture through the Extension Agriculture Officers assigned in the various counties, other government line ministries and agencies, as well as local and international partners to deepen national commitment and ownership on peacebuilding, reconciliation and livelihood projects. In this regard, the project aims to influence the government to strengthen national policies, legislation, structures, and programmes with dedicated annual national budgetary allocation to the Peacebuilding office and Ministry of Agriculture to ensure sustainability. Fully integrated into the UNDP and FAO programme portfolio, the peacebuilding and economic empowerment components are anchored on existing interventions already outlined. This way, UN staff, along with their respective government counterparts, retain coordination and cooperation with beneficiaries even beyond the project's lifespan. The project will design and implement its own successful exit, by ensuring local ownership of relevant initiatives, by building the capacity of national and local authorities to continue implementation of agreed objectives and strategies following the conclusion of funding. This project provides a particularly resilient exit strategy because it will harness local market forces in support of peace, de-coupling its ongoing impact and success from PDGF model. Also, the VLSA model will ensure a self-reliance scheme for post-project sustainability.

Using the multi-layered, multi-actor project coordination structure (project implementation, board and steering committee levels), the project will seek to ensure that with buy-in, components can be scaled-up and replicated. Internal UN coordination mechanisms at the strategic (UNCT), technical (IAPT), thematic levels will be used as means to attract additional funding towards, in addition to the working through sector-based coordination structures like the Agriculture Coordination Committee (ACC). With the International Fund for Agricultural Development (IFAD) already supporting rural community financing structures, together with the Central Bank of Liberia, the project will link these activities to ongoing interventions by IFAD and other potential development partners including the World Bank, IFAD, the EU, ADB and Japan. These should come quite naturally given the high level of alignment the project has with the national development plans (PAPD), sustainable development cooperation framework (UNSDCF), sectorial plans (LASIP), and agency-level programming documents.

IV. Project budget

PBF will transfer project funds in two tranches. Second tranche will be transferred when: 1) at least 75% of funds from the first tranche have been committed, and 2) all project reporting obligations have been met.

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Annex A.1: Checklist of project implementation readiness

Planning				Yes/No	
1.	Have all implementing partners been identified? If not, what steps remain and proposed timeline?				
2.	Have TORs for key project staff been finalized and ready to advertise? Please attach to the submission	Y		N	There are existing staff members who will coordinate and deliver the programme, and additional staff will be hired whose TORs are to be developed
3.	Have project sites been identified? If not, what will be the process and timeline	Y			Project locations have been identified- five out of fifteen counties of Liberia.
4.	Have local communities and government offices been consulted/ sensitized on the existence of the project? Please state when this was done or when it will be done.	Y			The key government counterparts: government and CSOs have been consulted since April 2020
5.	Has any preliminary analysis/ identification of lessons learned/ existing activities been done? If not, what analysis remains to be done to enable implementation and proposed timeline?	Y			The project background and analysis is based on existing literature. The project team has also consulted widely with local actors, including CSOs, government and context experts.
6.	Have beneficiary criteria been identified? If not, what will be the process and timeline.			N	These will be done during the community dialogues focus group discussions and town hall meetings once implementation commenced
7.	Have any agreements been made with the relevant Government counterparts relating to project implementation sites, approaches, Government contribution?	Y	Y		The government will cover the office space of the staff working with the project.
8.	Have clear arrangements been made on project implementing approach between project recipient organizations?	Y	Y		Each recipient agency leads an output and reports through the convening agency (UNDP). HD and PD are respectively working with UNDP and FAO to finalize their LOAs which will be signed after the project is signed.
9.	What other preparatory activities need to be undertaken before actual project implementation can begin and how long will this take?				Staffing in place; and the preparation of AWP and MoUs plans, which take about two to three weeks to finalize.
Gender					





10. Did UN gender expertise inform the design of the project (e.g. has a gender adviser/expert/focal point or UN Women colleague provided input)?	Y	UNDP and HD Gender focal points provided inputs.
11. Did consultations with women and/or youth organizations inform the design of the project?	Y	Yes, discussions with Organisation for Women Empowerment (OWE), Liberia Initiative for Empowerment (LIFE), NAYMOT-Partners for Democratic Development help to define the project focus and its targeting.
12. Are the indicators and targets in the results framework disaggregated by sex and age?	Y	Yes, where applicable.
13. Does the budget annex include allocations towards GEWE for all activities and clear justifications for GEWE allocations?	Y	Yes

Annex A.2: Checklist for project value for money

1. Does the project have a budget narrative justification, which provides additional project specific information on any major budget choices or higher than usual staffing, operational or travel costs, so as to explain how the project ensures value for money?	N	The budget at this stage within the scope costs with the region. If any significant deviation is observed during the implementation, said information will be communicated.
2. Are unit costs (e.g. for travel, consultancies, procurement of materials etc.) comparable with those used in similar interventions (either in similar country contexts, within regions, or in past interventions in the same country context)? If not, this needs to be explained in the budget narrative section.	Y	The cost estimates are within the threshold with the region. Any deviation will be communicated.
3. Is the proposed budget proportionate to the expected project outcomes and to the scope of the project (e.g. number, size and remoteness of geographic zones and number of proposed direct and indirect beneficiaries)? Provide any comments.	Y	
4. Is the percentage of staffing and operational costs by the Receiving UN Agency and by any implementing partners clearly visible and reasonable for the context (i.e. no more than 20% for staffing, reasonable operational costs, including travel and direct operational costs) unless well justified in narrative section?	N	Percentage of staffing is 22% due to recruitment of a dedicated M&E officer for the project.

5. Are staff costs proportionate to the amount of work required for the activity? And is the project using local rather than international staff/expertise wherever possible? What is the justification for use of international staff, if applicable?				Staff costs will be proportionate to the work required for the activity. PBF will only cover staff costs while working in Liberia. Except under an extreme situation backed by evidence that it will cover staff cost working outside Liberia. For instance, HD and PDI core project management (including the project lead) and in-house expert staff are based outside Liberia but will make frequent visits to consult, which they will be paid.
6. Does the project propose purchase of materials, equipment and infrastructure for more than 15% of the budget? If yes, please state what measures are being taken to ensure value for money in the procurement process and their maintenance/ sustainable use for peacebuilding after the project end.			N	
7. Does the project propose purchase of a vehicle(s) for the project? If yes, please provide justification as to why existing vehicles/ hire vehicles cannot be used.			N	
8. Do the implementing agencies or the UN Mission bring any additional non-PBF source of funding/ in-kind support to the project? Please explain what is provided. And if not, why not.	Y			Yes, human resources and other logistics will be shared with the project and used for its implementation

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Annex B.1: Project Administrative arrangements for UN Recipient Organizations

(This section uses standard wording – please do not remove)

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

AA Functions

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

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate the financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF annual consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is completed by the RUNO. A project will be considered as operationally closed upon submission of a joint final narrative report. In order for the MPTF Office to financially closed a project, each RUNO must refund unspent balance of over 250 USD, indirect cost (GMS) should not exceed 7% and submission of a certified final financial statement by the recipient organizations' headquarters);
- Disburse funds to any RUNO for any cost extension that the PBSO may decide in accordance with the PBF rules & regulations.

Accountability, transparency and reporting of the Recipient United Nations Organizations

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

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

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

Type of report	Due when	Submitted by
Semi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist

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Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

Financial reporting and timeline

Timeline	Event
30 April	Annual reporting – Report Q4 expenses (Jan. to Dec. of previous year)
<i>Certified final financial report to be provided by 30 June of the calendar year after project closure</i>	

UNEX also opens for voluntary financial reporting for UN recipient organizations the following dates

31 July	Voluntary Q2 expenses (January to June)
31 October	Voluntary Q3 expenses (January to September)

Unspent Balance exceeding USD 250, at the closure of the project would have to be refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

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

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (www.un.org/peacebuilding/fund) and the Administrative Agent's website (www.mptf.undp.org).

Annex B.2: Project Administrative arrangements for Non-UN Recipient Organizations

(This section uses standard wording – please do not remove)

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Accountability, transparency and reporting of the Recipient Non-United Nations Organization:

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

The Recipient Non-United Nations Organization will have full responsibility for ensuring that the Activity is implemented in accordance with the signed Project Document;

In the event of a financial review, audit or evaluation recommended by PBSO, the cost of such activity should be included in the project budget;

Ensure professional management of the Activity, including performance monitoring and reporting activities in accordance with PBSO guidelines.

Ensure compliance with the Financing Agreement and relevant applicable clauses in the Fund MOU.

Reporting:

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

Type of report	Due when	Submitted by
Bi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

Financial reports and timeline

Timeline	Event
28 February	Annual reporting – Report Q4 expenses (Jan. to Dec. of previous year)
30 April	Report Q1 expenses (January to March)
31 July	Report Q2 expenses (January to June)

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31 October	Report Q3 expenses (January to September)
<i>Certified final financial report to be provided at the quarter following the project financial closure</i>	

Unspent Balance exceeding USD 250 at the closure of the project would have to be refunded and a notification sent to the Administrative Agent, no later than three months (31 March) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Matters relating to the transfer of ownership by the Recipient Non-UN Recipient Organization will be determined in accordance with applicable policies and procedures defined by the PBSO.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (www.un.org/peacebuilding/fund) and the Administrative Agent website (www.mptf.undp.org).

Final Project Audit for non-UN recipient organization projects

An independent project audit will be requested by the end of the project. The audit report needs to be attached to the final narrative project report. The cost of such activity must be included in the project budget.

Special Provisions regarding Financing of Terrorism

Consistent with UN Security Council Resolutions relating to terrorism, including UN Security Council Resolution 1373 (2001) and 1267 (1999) and related resolutions, the Participants are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. Similarly, all Recipient Organizations recognize their obligation to comply with any applicable sanctions imposed by the UN Security Council. Each of the Recipient Organizations will use all reasonable efforts to ensure that the funds transferred to it in accordance with this agreement are not used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime. If, during the term of this agreement, a Recipient Organization determines that there are credible allegations that funds transferred to it in accordance with this agreement have been used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime it will as soon as it becomes aware of it inform the head of PBSO, the Administrative Agent and the donor(s) and, in consultation with the donors as appropriate, determine an appropriate response.

Non-UN recipient organization (NUNO) eligibility:

In order to be declared eligible to receive PBF funds directly, NUNOs must be assessed as technically, financially and legally sound by the PBF and its agent, the Multi Partner Trust Fund Office (MPTFO). Prior to submitting a finalized project document, it is the responsibility of each NUNO to liaise with PBSO and MPTFO and provide all the necessary documents (see below) to demonstrate that all the criteria have been fulfilled and to be declared as eligible for direct PBF funds.

The NUNO must provide (in a timely fashion, ensuring PBSO and MPTFO have sufficient time to review the package) the documentation demonstrating that the NUNO:

- Has previously received funding from the UN, the PBF, or any of the contributors to the PBF, in the country of project implementation.

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- Has a current valid registration as a non-profit, tax exempt organization with a social based mission in both the country where headquarter is located and in country of project implementation for the duration of the proposed grant. (NOTE: If registration is done on an annual basis in the country, the organization must have the current registration and obtain renewals for the duration of the project, in order to receive subsequent funding tranches).
- Produces an annual report that includes the proposed country for the grant.
- Commissions audited financial statements, available for the last two years, including the auditor opinion letter. The financial statements should include the legal organization that will sign the agreement (and oversee the country of implementation, if applicable) as well as the activities of the country of implementation. (NOTE: If these are not available for the country of proposed project implementation, the CSO will also need to provide the latest two audit reports for a program or project-based audit in country.) The letter from the auditor should also state whether the auditor firm is part of the nationally qualified audit firms.
- Demonstrates an annual budget in the country of proposed project implementation for the previous two calendar years, which is at least twice the annualized budget sought from PBF for the project.²³
- Demonstrates at least 3 years of experience in the country where grant is sought.
- Provides a clear explanation of the CSO's legal structure, including the specific entity which will enter into the legal agreement with the MPTF-O for the PBF grant.

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²³ Annualized PBF project budget is obtained by dividing the PBF project budget by the number of project duration months and multiplying by 12.

Annex C: Project Results Framework (MUST include sex- and age disaggregated targets)

Outcomes	Outputs	Indicators	Means of Verification/ frequency of collection	Indicator milestones
Outcome 1: Community dialogues inform regional and national reconciliation frameworks and direct local reconciliation initiatives		<p>Outcome Indicator 1a % of people expressing knowledge about dialogues and national frameworks and their impact on peace and reconciliation in project counties (disaggregated by gender, type of frameworks and dialogues)</p> <p>Baseline (July 2021): More than 50% of 3500 (57.4% Male & 43.4% female) aware of existing peacebuilding frameworks (Reconciliation Road Map, Statement of Mutual Commitment, Peacebuilding Priority Plan etc). Opportunity mapping for peace consolidation in Liberia report (2017) Target: (2023) 4000 persons (50% women)</p> <p>Outcome indicator 1b. Number of periodic reports on SCORE progress (Disaggregated by county, type of conflicts and gender)</p> <p>Baseline (July 2021)</p>	<p>Perception survey/community-based monitoring report</p> <p>Community based monitoring reports by UNDP and PBO</p> <p>Perception report by UNDP and PBO</p>	<p>100% by 2023</p> <p>Every six months</p> <p>Annually (2022 & 2023)</p>

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		Two SCORE Reports: 1 in 2016, 1 in 2018 Target 2022: 1 2023: 2 Outcome indicator i.e. Perception on the implementation of TRC recommendations (Disaggregated by gender and age) Baseline (July 2021) TBD (project will conduct a baseline assessment to inform the baseline) Target (Dec 2022) 50% change in the Perception on the implementation of the TRC recommendations		
		Output Indicator 1.1.1	Workshop reports	

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	<p>Output 1.1: Culture of peace enhanced through community/district level dialogues on peacebuilding and social cohesion.</p>	<p># of peacebuilding engagements held to support reconciliation frameworks and political dialogue for coexistence and conflict resolution (disaggregated by type, gender, and actor)</p> <p>Baseline (July 2021): 7 county reconciliation dialogues to generate conflict triggers information held across seven counties</p> <ul style="list-style-type: none"> - 42 civic engagement events (21 community dialogues, 14 district-level dialogues held (2019); - 1 palaver hut hearing held in 2020 <p>Target (2022) 15 Civic Engagements</p> <p>2023: 30 community dialogues and 5 Stakeholders engagements</p> <p>Indicator 1.1.2 # of CSOs (disaggregated by women and youth originations) awarded grants to support community initiatives</p> <p>Baseline (July 2021)</p> <p>Liberia Initiative for Empowerment (LIFE) implementing in Grand Bassa for the NAP and Women Peace and Security Project in Grand Bassa, NAYMOTI-Partners for Democratic Development led the development of the county reconciliation plan</p>	<p>Back to office reports</p> <p>Periodic reports- monthly, mid-year and annual</p> <p>Attendance records of key events</p>	<p>15 community dialogue by 2022</p> <p>30 community dialogue by 2023</p>
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		<p>Target (2023 Dec) 5 (3 women and 2 youth orgs) CSOs for every call (2 per year).</p>	<p>Copy of the guideline</p> <p>Signed contracts</p>	<p>Recruit at the end of every grant activity/project.</p>
	<p>Output 1.2: Policy frameworks for national reconciliation consolidated and mainstreamed in peacebuilding and social</p>	<p>Output Indicator 1.2.1 # of peacebuilding and reconciliation policy document developed and popularized.</p>	<p>Reports from meetings and workshops</p> <p>Final reports of the revised and policy</p>	<p>50% by 2022</p> <p>100% by 2023</p>

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	<p>cohesion government programmes</p>	<ul style="list-style-type: none"> - Baseline (July 2021) Consolidated national reconciliation action plan developed-2020 - National reconciliation roadmap available 2018 - SCORE wave two report available - Strategy on national reconciliation developed - Target: (2022-2023) - 1 Policy developed on national reconciliation - 1 One report updated on 2016 Opportunity Mapping for Peace Consolidation. <p>Indicator 1.2.2</p> <p># of people aware of national policies on peacebuilding and reconciliation</p> <p>Baseline: More than 50% of 3500 (57.4% Male & 43.4% female) aware of existing peacebuilding frameworks(Reconciliation Road Map, Statement of Mutual Commitment, Liberia Peacebuilding Priority Plan etc). Opportunity mapping for peace consolidation in Liberia report (2017)</p> <p>Target: 4,000.</p>	<p>documents on peace reconciliation</p> <p>End of project evaluation report</p>	
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	<p>Output 1.3 Provision of policy advice on reconciliation and transitional justice to achieve sustainable peace and social cohesion</p>	<p>Indicator 1.3.1 Number of major policy papers formulated on transitional justice and its implications for human rights, peace and security, good governance. Baseline (July 2021) OHCHR supported INCHR to develop number of reports on TJ issues. Target (2023) At least 2 policy papers</p>		
<p>Outcome 2: Promote local and regional projects for reconciliation and social cohesion</p>		<p>Outcome Indicator 2a levels of violence in project communities Baseline (July 2021) TBD (through baseline assessment) Target (Dec 2024) TBD through perception survey Outcome indicator 2b levels of implementation of the County Reconciliation plans Baseline (July 2021)</p>	<p>Number of periodic assessment reports</p>	<p>1 in 2022</p>

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	Outcome indicator 2c 0 % of people express positive opinion on the impact of project peace dividend initiatives on peace, reconciliation, and social cohesion in their community (Disaggregated by gender, county and age) Baseline: TBD Target: (Dec 2022) 1500 caseload	Perception Survey	
			Project: periodic reports; relevant government ministry reports; 25% by 2022 50% by 2023
			Project: periodic reports; relevant government ministry reports; 50% or 750 by 2023 100% or 1,500 by 2024
	Output 2.1 PDGF grant facility instituted to reduce conflict through financial and technical support for activities to connect people across communities while addressing priority needs from the CRPs	Output Indicator 2.1.1 # of youths (50% women) benefiting from micro grants Baseline: zero Target: 1,500 youth and rural women awarded micro grants (50% women)	
	Output 2. Targeted livelihoods support to marginalized rural communities through outreach, training, technical assistance and the VSLA model.	Output Indicator 2.2.1 # of VSLAs established, functional and promoting peace in project communities. Baseline: TBD	

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	Target 50 VSLAs (for 1000 beneficiaries)	Quality of products or services available	
Output 2.3 Developing and bringing to scale peace-supporting businesses through a Women's Rural Entrepreneurship Hub	Output Indicator 2.3.1: # of women-led businesses identified and incubated Baseline: zero Target: 3 medium size ²⁴ women-led businesses built and linked with international market opportunities.	Project reports; periodic	50% by 2022 100% 2023

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²⁴ business size will be measured by employment size and annual turnovers. Please refer to link for further information: <https://www.businessinsider.co.za/micro-small-and-medium-business-definition-update-by-sector-2019-3/> (accessed 10 Aug 2021)

Annex D:

TARGETED COUNTRIES:

Countries for Intervention



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For MPTFO Use

Totals				
	Recipient Organization 1: UNDP	Recipient Organization 2: FAO	Recipient Organization 3	Totals
1. Staff and other personnel	\$ 235,500.00	\$ 66,744.00	\$ -	\$ 302,244.00
2. Supplies, Commodities, Materials	\$ 3,000.00	\$ 3,185.00	\$ -	\$ 6,185.00
3. Equipment, Vehicles, and Furniture (including Depreciation)	\$ -	\$ -	\$ -	\$ -
4. Contractual services	\$ 82,200.00	\$ -	\$ -	\$ 82,200.00
5. Travel	\$ 146,976.55	\$ 21,125.27	\$ -	\$ 168,101.82
6. Transfers and Grants to Counterparts	\$ 1,762,323.50	\$ 398,448.00	\$ -	\$ 2,160,771.50
7. General Operating and other Costs	\$ 25,285.00	\$ 58,951.00	\$ -	\$ 84,236.00
Sub-Total	\$ 2,255,285.05	\$ 548,453.27	\$ -	\$ 2,803,738.32
7% Indirect Costs	\$ 157,869.95	\$ 38,391.73	\$ -	\$ 196,261.68
Total	\$ 2,413,155.00	\$ 586,845.00	\$ -	\$ 3,000,000.00

Performance-Based Tranche Breakdown					
	Recipient Organization 1: UNDP	Recipient Organization 2: FAO	Recipient Organization 3	TOTAL	Tranche %
First Tranche:	\$ 1,689,208.50	\$ 410,791.50	\$ -	\$ 2,100,000.00	70%
Second Tranche:	\$ 723,946.50	\$ 176,053.50	\$ -	\$ 900,000.00	30%
Third Tranche:	\$ -	\$ -	\$ -	\$ -	0%
TOTAL	\$ 2,413,155.00	\$ 586,845.00	\$ -	\$ 3,000,000.00	