



<b>I. PROJECT TITLE:</b>	<b>Peacebuilding, Reconciliation and Social Cohesion Project (PRSCP)</b>
<b>PAPD PILLAR</b>	Pillar 3: Sustaining the peace – Create an atmosphere of peaceful Co-existence based on reconciliation and conflict resolution and providing Security, access to justice and rule of law to all
<b>UNSDCF OUTCOME</b>	#1.2: Peace and reconciliation: Liberia has an improved, coherent and inclusive mechanism for national reconciliation operational at national, regional, county and local level
<b>EXPECTED CP OUTCOME</b>	#2: National reconciliation and social cohesion fostered within an enabling Constitutional and legal environment supported by strengthened and accountable Justice and security institutions at national and local level.
<b>EXPECTED CP PROGRAMME OUTPUTS</b>	i) Infrastructures for peace strengthened and effectively carrying out their functions in the various counties, districts and communities; ii) Community dialogue and mediation enhanced; and iii) social cohesion fostered.
<b>RESPONSIBLE PARTNER:</b>	Ministry of Internal Affairs, Independent National Commission on Human Rights
<b>IMPLEMENTING AGENCY:</b>	Liberia Peacebuilding Office, Ministry of Internal Affairs
<b>COLLABORATING PARTNERS:</b>	NAYMOTE Partner for Democratic Development (NAYMOTE)

**II. BRIEF DESCRIPTION**

Peace, stability and social cohesion in Liberia are constrained by several factors. These factors inhibit peace building and reconciliation efforts aimed at sustaining the peace and development initiatives unfolding. Peacebuilding, reconciliation and social cohesion continue to be undermined by the several development challenges such as boundary and related land disputes, inter-group and political tensions, unemployment, especially youth related unemployment; and gender imbalances. Structural related issues such as the mismanagement of natural resources, corruption, weak relations between the citizens and the government devoid of trust and confidence in state institutions as well as the over centralization of the governance system continue to pose challenges and carry huge potential to undermine the gains the country has made in bringing and sustaining peace.

In addition, the absence of revised policies on reconciliation, political rivalries, and a limited capacity to prevent and resolve conflicts through recognized alternative dispute resolution systems at county and district levels as well as the limited political will to implement the TRC recommendations hamper efforts towards peacebuilding, reconciliation and social cohesion. Inter-community conflicts over land and natural resources, as well as cross border conflicts with neighboring countries remain a serious challenge to sustaining the peace. For instance, many illegal crossings resulting into illegal activities such as farming, and mining remain some of the major conflict triggers. The limited state presence in rural communities, uncoordinated and a lack of systematic approach to peace building remain potential conflict drivers and continue to hamper the country's peacebuilding, reconciliation and social cohesion landscape.

In the absence of sustained peace, reconciliation and social cohesion, there will not be sustained economic growth and development. Without sustained economic growth there cannot be any poverty reduction since investments in the economy and/or income generating activities that create jobs and provide livelihoods are generally secured in a politically stable and business friendly environment.

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UNDP through its Peace Building, Reconciliation and Social Cohesion Support Project (PBRSCSP), seeks to support the government to address these challenges. The five-year (2020-2024) Project is linked to the Liberian Peace Building and Reconciliation agenda articulated by a number of peace building frameworks including: the Liberia Peace building Plan, the Strategic Roadmap for National Healing, Peace building and Reconciliation, as well as the Government of Liberia's five-year national development Plan (PAPD) and the United Nations Sustainable Cooperation Development Framework (UNSCDF).

The Project aims to support Liberia consolidate, sustain and enhance peace and social cohesion that promotes and protects the human rights of all by 2024. It would seek to strengthen and adopt conflict sensitive policies, strategies and programs on national reconciliation; expand and integrate reconciliation and peacebuilding mechanisms into the governance structure at national and sub national levels; as well as strengthen the institutional and technical capacity of Independent National Commission on Human Rights (INCHR) and the Peacebuilding Office (PBO) to develop, implement and sustain peace building, reconciliation and social cohesion initiatives.

Program Period: 1<sup>st</sup> Jan 2020 – 31<sup>st</sup> Dec 2024  
 Key Result Area (Strategic Plan): Local Governance and Peacebuilding  
 Atlas Project ID: 00125917  
 Peacebuilding, Reconciliation and Social Cohesion  
 Atlas Output ID: 00122726  
 Start date: 2020  
 End Date: 2024  
 PAC Meeting Date:  
 Management Arrangements: DIM

<b>Total resources required:</b>	\$ 5,374,160	
<b>Total resources allocated/Available:</b>	<b>UNDP TRAC:</b>	775,000
	<b>Donor: PBF</b>	
	<b>Government:</b>	TBD
	<b>In-Kind:</b>	Materials, office space, etc.
<b>Unfunded/Gap:</b>	\$4,599,160	

Government/GoL	UNDP	Responsible Party
Hon. Samuel D. Tweah, Jr. Minister Ministry of Finance and Development Planning (MFDP)	Pa Lamin Beyai (Ph.D) Resident Representative UNDP-Liberia	Hon. Varney A. Sirleaf Minister Ministry of Internal Affairs
Signature: 	Signature: 	Signature: 
Date: 07/06/20	Date: 02-Jul-2020	Date: July 8/2020

### III. DEVELOPMENT CHALLENGE

Liberia remains plagued by multiple factors which inhibit peace building, reconciliation and social cohesion and threatens to erode the peace it currently enjoys. There are existing underlying challenges and conflict triggers<sup>1</sup> which if not addressed in a comprehensive, integrated and conflict sensitive approach have the propensity to undermine the gains that made over the years. Some of these challenges include: boundary and related land disputes, inter-group and political tensions, unemployment, and gender imbalances. Structural related issues such as the mismanagement of natural resources, corruption, limited trust in government institutions by the citizens as well as the over centralization of the governance system continue to pose challenges<sup>2</sup>.

Furthermore, the absence of revised policies on reconciliation, political rivalries, and a limited capacity to prevent and resolve conflicts through recognized alternative dispute resolution systems at county and district levels hamper efforts towards peace building, reconciliation and social cohesion. These are further complicated by the limited 'political will' to implement the Truth and Reconciliation Commission (TRC) recommendations which seek to address some of the root causes of the civil war and other structural issues that continue to undermine sustained peace and reconciliation<sup>3</sup> in Liberia. The TRC was established in 2006 as part of efforts towards a comprehensive peace building process that sought to end the violent scourge of conflict in Liberia. The TRC conducted its hearings and submitted a comprehensive report containing 207 recommendations to the Government of Liberia in 2009. These recommendations sought to address the root causes of the conflict in the country, but these recommendations remain largely unaddressed.

Although Liberia has enjoyed three successive political transitions, many of the root causes of the civil war remain unaddressed. This has contributed to other emerging conflicts such as land disputes and the increased number of youth at-risk due to illicit drug use. Inter-community conflicts over land and natural resources, and cross-border conflicts with neighbouring countries remain a conflict driver. There are often conflicts arising between host and refugee communities over access to land and illegal farming and mining by Ivoirians and Burkinabe on the Liberian side of the border. Limited, uncoordinated and a lack of structural state presence in rural communities continue to hamper the country's reconciliation landscape.

A 2017 study conducted by the Peace Building Office (PBO) identified several conflict drivers throughout the country. Some include: ethnic tensions, weak social integration, land/property disputes and corruption<sup>4</sup>. In addition, the Road Map for National Healing, Peace Building and Reconciliation study undertaken by the PBO also showed that land and boundary disputes, corruption, and concession related tensions continue to be additional triggers of violence<sup>5</sup>. Meanwhile, a 2018 Social Cohesion and Reconciliation Index (SCORE) report highlights challenges facing the country, which undermines the country's reconciliation and social cohesion efforts<sup>6</sup>. The report especially emphasizes an increase in corruption, centralized governance, declining confidence in public institutions, including the Police, Judiciary, Medical and Teaching professionals,<sup>7</sup> serve as factors that hamper social cohesion and reconciliation.

The Government of Liberia's five-year development plan, the Pro Poor Agenda for Prosperity and Development (PAPD), articulates "political and economic exclusion and the over concentration of power"<sup>8</sup> as

<sup>1</sup>Sustaining Peace and Securing Development: Liberia Peacebuilding Plan, p4 (March 2017) recent assessment reveals that land dispute, corruption, inter and intra boundary disputes as well as concession related tensions remain triggers to violence.

<sup>2</sup> Enhancing good governance, SCORE Liberia 2018 policy brief: SCORE Liberia 2018 assessed over 350 indicators to investigate social cohesion in the country, focusing on civic attitude, intergroup relations, violent tendencies, gender dynamics as well as effectiveness and confidence in the government institutions. (SCORE 2018 Policy Brief) p4

<sup>3</sup> (n1 above) p99

<sup>4</sup> Mapping Opportunities for Consolidation of Peace in Liberia, Peacebuilding Office (April 2017)

<sup>5</sup> Road Map for National Healing, Peacebuilding and Reconciliation, revised 2018

<sup>6</sup> Enhancing Good Governance, SCORE Liberia 2018 Policy Brief

<sup>7</sup> SCORE Liberia 2018 assesses over 350 indicators to investigate social cohesion in the country, focusing on civic attitude, intergroup relations, violent tendencies, gender dynamics as well as effectiveness and confidence in the government institutions. (SCORE 2018 Policy Brief) p 1

<sup>8</sup> Pro-Poor Agenda for Prosperity and Development (PAPD) p 68

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key factors that undermine genuine peace and reconciliation. As such, Pillar three of the PAPD is dedicated to responding to these challenges with a core focus on ending fragility and addressing the root causes of the conflict<sup>9</sup> in Liberia.

In the absence of sustained peace, reconciliation and social cohesion, there will not be sustained economic growth and development. Investment activities that create jobs and provide livelihoods and income for the population are generally secured in a business friendly and politically stable environment characterized by: peace, strong justice systems, and respect for human rights. In the absence of these key indicators, prospects for poverty reduction as envisioned by the country's development agenda, the Pro-Poor Agenda for Prosperity and Development (the PAPD) might be very low and/or impossible. The government could find it very daunting to attract investments to spur economic growth and development.

There is hence the need to formulate a Project that would systematically seek to implement the TRC recommendations and address other challenges that impede the country's development. The Peace building, Reconciliation and Social Cohesion Project seeks to address some of these challenges through 1) *Strengthening peace building and reconciliation*, 2) *Enhancing Social Cohesion* 3) *Reviewing and revising existing policies/policy directions and initiating new ones to address emerging reconciliation and peace building issues* in a sustained and collaborative manner by working with key national institutions and civil society organizations.

In this regard, UNDP through its **Peace Building, Reconciliation and Social Cohesion Support Project** (PBRSCSP), seeks to support the government to address these challenges through its five-year (2020-2024) Project. The Project is linked to the UNDP Liberia Country Programme (2020-2024) Outcome two "Peacebuilding and Social Cohesion", the United Nations Sustainable Cooperation Development Framework (UNSCDF) Outcome 3 and the Government of Liberia's five-year national development Plan (PAPD) Pillar three as well as the Liberian Peace Building and Reconciliation agenda articulated by a number of peacebuilding frameworks including: The Liberia Peace building Plan, the Strategic Roadmap for National Healing, Peace building and Reconciliation.

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#### IV. STRATEGY

The manifestation of violent tendencies, political tribalism, human rights abuses, corruption, land disputes, over centralization of government services, among others are a strong recipe for political instability and violent outbreaks in Liberia. These tendencies are deeply rooted in bad governance and are some of the attributes of the civil conflict experienced by the country. They have and will continue to influence the high level of fragility and increasing tensions in the country if not addressed. Such situations have the proclivity to jeopardize peace, stability, economic development and poverty reduction as well as to undermine and reverse the gains made in the peace and development of Liberia. The Government of Liberia and its partners must address these challenges through a systematic approach involving all stakeholders, including civil society organizations. (CSOs).

UNDP, through the Peace Building Project, will build on previous collaboration with the Government and support the relevant institutions (Peace building Office and the INCHR) as well as engage CSOs to enhance peace building and social justice, reconciling the people and enhancing social cohesion that promotes a peaceful coexistence. It builds on UNDP's support to the Government of Liberia to address some of the peace building and reconciliation challenges faced over the years. If there are peace, stability, transparency and accountability anchored on peaceful coexistence, justice and respect for the rule of law, it will advance the existence of a business friendly environment and spur economic growth and development through investments that create jobs and other income generating opportunities for the population, thereby contributing to the reduction of poverty and inequality.

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<sup>9</sup> (n1 above) p69



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The Project will employ the following 3 approaches and strategies to support the government in finding redress to these key development challenges:

### 1. *Strengthening peace building and reconciliation*

Recent experiences have shown that what affects one country in the Mano River region is most likely to affect other countries; hence, the need to design projects that do not only address internal challenges but also take into consideration the regional approach. Considering this, this Project will invest in setting up a Crisis Risk Dashboard<sup>10</sup> through joint initiatives with other UNDP Country offices in the region, while strengthening traditional peace building mechanisms and early warning structures in Liberia. This is especially important considering that the civil crisis in Liberia had an exponential effect on Guinea, Sierra Leone and Ivory Coast. Similarly, the Ebola crisis which started in Sierra Leone quickly spread across the region as well as the creeping proliferation of small arms and light weapons. Accordingly, this Project provides an opportunity to engage the four countries in the Mano River region to address conflict drivers along the borders of these countries. The Project will also support the implementation of the 15 county reconciliation plans, which were developed by the people themselves through a consultative process.

### 2. *Enhancing Social Cohesion*

To enhance Social Cohesion and reconciliation, this Project will build on recent efforts by the Government to bring all sectors of the society together to strengthen the foundation of peace and reconciliation. It will support the implementation of the recommendations of the 2019 National Economic and Reconciliation Dialogue, which brought together over 500 participants from across the country of different backgrounds and levels. A set of recommendations were proffered for implementation in the short and medium term. In view of the set of recommendations specific to peace and national reconciliation, participants highlighted the urgent need to take concrete steps to address the transitional justice issues, capacity strengthening and social cohesion. Since the submission of the final TRC report, UNDP has supported the implementation of the recommendations including piloting the Palava hut hearings in Grand Gedeh and Lofa Counties, construction of memorials in 7 of the fifteen counties. This project will build on these piloted projects and expand to other parts of the country.

### 3. *Reviewing and revising existing policies/policy directions and initiating new ones to address emerging reconciliation and peace building issues in a sustained and collaborative manner.*

Although the TRC submitted a final report with a set of recommendations, the Government with support from partners has developed several policy documents to address past peace building and reconciliation issues as well as identify prevailing peace building challenges and further set a road map to implement them. Consequently, in 2017, the Government of Liberia in line with its commitment to consolidate peace, security and reconciliation, developed the *National Security Strategy, Strategic Roadmap for National Healing, Peace building and Reconciliation 2013-2030* and the *Peace Building Plan 2017-2020*. These documents stressed the importance of consolidating peace beyond the borders of Liberia through "transnational reconciliation with the neighbouring countries of Ivory Coast, Sierra Leone, and Guinea"<sup>11</sup>. Additionally, the Government with support from the UN has undertaken two waves of the Social Cohesion and Reconciliation Index (SCORE) study. The study provides real time data to identify and address conflict triggers. This project supports the government to review and revise or write where the project's efforts and strategy are built on the premise that the people of Liberia recognize the role of interdependence in their personal and collective development as a people and a country, which is usually achieved through peaceful coexistence and a socially cohesive society. It is therefore assumed that the communities will welcome and actively participate in the project to take ownership of it; that the government will drive the project interventions with the view of sustaining the interventions and results; that there is the political will and adequate capacity in government to guide, drive and manage the project intervention; that there will be political stability in the country during and beyond the project period; and that there is an ideal investment climate in the country to maintain current investments and attract new ones. Finally, that, the *Government will*

<sup>10</sup>The CRD is a platform developed by UNDP's Crisis Bureau (UNDP/CB) to support the more efficient, lighter, quicker and more accurate analysis of crisis risks and risks to development so that the UN System can better anticipate, prepare for and address these risks as part of its development offer

<sup>11</sup> Towards A Reconciled, Peaceful and Prosperous Liberia, A Strategic Roadmap for National Healing, Peace building, and Reconciliation (July 2013-July 2030) and Sustaining Peace and Securing Development Liberia Peace building plan (2017).



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*allocate in the national budget a strong financial commitment through annual allocations. If this can be done, the Project is set for success through demonstrated ownership by national partners. Additionally, commitment of the stakeholders requires adoption of the various policies to form a part of Government's Project and projects. Because National healing and social cohesion are fundamental to enhancing peace and reconciliation for sustainable development.*

## V. RESULTS AND PARTNERSHIPS

The Project has one outcome which is linked to the United Nations Development Sustainable Cooperation Framework (UNSCDF) as well as the Country Programme Document (CPD). It supports the Government of Liberia medium-term development agenda PAPD Pillar III to sustain and maintain a peaceful society that enhances social cohesion and long-term development of the Country. The project has three main outputs linked to the major thematic areas if addressed, the desired project results will be achieved. As outlined in the development challenges, sustainability of peace in Liberia is an enduring, long-term agenda that needs to be anchored on a complex interplay amongst the imperatives of reconciliation, social cohesion and development. In this regard the Project seeks to achieve the following:

- a) **Social Cohesion:** The Project will build strong "we" feelings through various reconciliation, Projects and community projects to foster complementary or multiple cultural identities that strengthen national bonds, and diminishing intergroup frictions in the process
- b) **Conflict Prevention and Mediation:** This Project will contribute to addressing multiple community and land-based conflicts and strengthening capacities of Infrastructure for Peace for conflict management and dialogue in communities and districts
- c) **Increased awareness and systematic implementation of the TRC recommendations. Memorialisation:** The Project will support the construction of memorials on mass graves in the 15 counties in Liberia as recommended in the TRC report as a transitional justice mechanism to redress, atonement, healing that will help resolve community conflicts left in the wake of the civil war.
- d) **National Reconciliation Policy:** A robust policy on national reconciliation will guide attitudes and behaviours of policy makers, ordinary citizens and stakeholders that always contribute to political reconciliation thereby keeping Liberia safe and stable irrespective of prevailing circumstances.
- e) **As part of implementing policy recommendations and enhancing community/county reconciliation** the Project will support the implementation of the fifteen County Reconciliation plans through a phase approach.

### *Resources Required to Achieve the Expected Results*

- The Project requires financial and technical resources to achieve the above results. The Government, UNDP and Development Partners will have to consolidate financial and technical resources. In addition to financial resources, the Project will need technical resources. This will be pursued through the UNDP Africa Regional Service Center and the Crisis Response Unit based in New York.
- The Project theory of change emphasizes the need for sustainability of intervention through mobilization of the required resources and for government to gradually include peace building and reconciliation activities as part of annual budget allocations. This will be on a gradual basis with government allocating resources toward annual work plans.
- While there are no financial commitment from any donor besides UNDP, the Project will intensify resource mobilization beyond the Peacebuilding funds and the Liberia Multi-Partner Trust Fund (LMPFT) which are the current source of funding. We will engage in country and external donors including the Swedish Embassy, the European Union, Japanese and Norwegian among other donors.
- The Project will reach out to other UN agencies including UN Women and UNFPA to collaborate in supporting gender and youth specific interventions.

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### *Partnerships*

UNDP has been a strong partner to the Government of Liberia in sustaining and consolidating peace. Through this Project, we will continue to forge partnerships with our development and multilateral partners in consolidating and sustaining the peace including the Peace Building Fund. Partnership with other UN agencies will be strengthened highlighting UNDP's convenor and integrator role. The Project is designed in strong partnership and consultation with the Peace building Office as the Government of Liberia think tank on peace building and the Independent National Commission on Human Rights. This will be sustained by encouraging the government to take the lead in planning and implementing Project activities.

### *Risks and Assumptions*

#	Risks	Mitigating Strategy
1.	Limited donor appetite for the Project thereby failing to attract the required resources.	Engage relevant donors during the design of projects
2.	Key national institutions, including CSOs low engagement with reconciliation Project	The Project addresses one of the conflict triggers. Strong emphasis on peace by the UN and mediation support will be provided to the Government and opposition
3.	Political sensitivity around the implementation of the TRC recommendations	Constructive engagement of the key stakeholders, including the Government of Liberia
4.	No/limited budgetary support from the Government on peace building and reconciliation issues Projects	Engage sector Ministries and Agencies to in peace building as part of government annual budgetary support
5.	Regional instability which could have an exponential impact on Liberia	Organize regional meetings and cross border events with the political leadership in the region

### *Stakeholder Engagement*

The key stakeholders for this Project are grass-root citizens and residents that have been affected by years of conflict in Liberia and who since the end of the civil crisis still suffer from the adverse effect of the war. As mentioned above, despite the gains made over the last 10-14 years there remains a number of internal conflict triggers, some of which are root causes of the civil conflict as established by the Truth and Reconciliation Commission that have not been fully addressed and which continue to pose threats to the sustenance of peace in Liberia. These include amongst others:

- i) Inter-ethnic and geographic divides;
- ii) Poor socio-economic conditions exacerbated by socio-economic inequality;
- iii) Poor livelihoods occasioned by high levels of unemployment especially among the youth, and lack of access to adequate social services;
- iv) More than ever before the nation and its people remain divided and polarized alongside social cleavages, ethnicity and tribalism<sup>12</sup>.

Other stakeholders include Liberians who have lost their relatives and loved ones and who until today still live with grief and trauma. Recently, the erection of memorials on mass grave sites showed that it will go a long way in healing the deep wounds of relatives and loved ones of people who died and were buried in mass graves – most of them, their untimely death remains a mystery. The Project will partner with the Ministry of Internal Affairs/Peace Building Office, the Independent National Commission on human Rights (INCHR), Civil Society Organizations and traditional leaders.

<sup>12</sup>(n17 above) p39

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### *South-South and Triangular Cooperation (SSC/TrC)*

This Project will build on a previous South-South Cooperation Framework that was agreed with Liberia and a few other countries that are part of the Liberia Country Configuration of the UN Peace building Commission in 2014. The SSC/TrC will shed cross-country experience in promoting a cohesive society through memorialization; activities that will reduce ethnic divides and tension (i.e. SCORE political tribalism) promote forgiveness and reconciliation. Cross-country experiences could be learnt from Rwanda, South Africa, Kenya, Nigeria, Sierra Leone and Ghana amongst others. In April 2016, as part of efforts to begin a more comprehensive approach and to take practical actions to establish a harmonized, coordinated and formalized National and Sub-national Peace Structure, UNDP – Liberia facilitated a study mission to Ghana with the support of UNDP Ghana under the SSC arrangement. This was intended to learn lessons from Ghana's Peace Structure – particularly the Ghana National Peace Council that helped strengthen local peace structures and thereby serve as an example in building Liberia's peace infrastructure.

Despite these efforts, there has not been a shared understanding of the concept of SSC in Liberia, and very little recognition of the value added by such endeavour at the operational level. Since 2014, hitherto, there has not been a clear strategy on SSC to exclusively support peace building and reconciliation Projects, nor is there a readily discernible organizational and institutional arrangement in place to provide satisfactory links among all factors which are, or could be, involved in SSC.

Going forward these will have to be addressed through this Project. In this regard, UNDP's Special Unit for South-South Cooperation (SU/SSC)<sup>13</sup> could be requested to help in developing the institutional arrangements. The SU has significant experience and has facilitated experience sharing between Ethiopian and Ghanaian policy makers and practitioners on emerging policy practices on strengthening infrastructure for peace (institutional arrangements, policy and strategic frameworks, conflict early warning and response facilities, and peace culture).

### *Knowledge*

One of the critical gaps in the implementation of the Reconciliation Roadmap and TRC Recommendations have been very limited publicity to not only educate the public but also to mobilize grass root support, understanding and participation. This Project will work to address this gap by putting in place a community and outreach component. This will help create the visibility of the Projects and activities as well as acquaint grass root citizens on the roles of the partnering national institutions. The Project will invest in generating knowledge products (policies, research that will be shared with partners and build upon to sustain the gains. It will invest in expanding the knowledge base on peace building and reconciliation across all sectors of the Country.

### *Sustainability and Scaling Up*

One key activity that will help sustain the gains made in this Project is the strengthening of local peace structures and Liberia's infrastructure for peace. Additionally, engagement with key national institutions such as the MIA/PBO as well as the INCHR would help strengthen their institutional capacities to continue these and related activities after the Project comes to an end. Another approach is to work more with the government to provide funding to support these activities in the future through the national budget and in county social development allocations. Mid way in the implementation of this Project, efforts will be made to support the government to develop a resource mobilization strategy for continuous peace building support that targets domestic resource generation. This will also help ensure national ownership not only in the development and implementation of the Project and its activities but also in its sustainability.

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<sup>13</sup>The unit's primary mandate is to promote, coordinate and support South-South cooperation and cooperation with the UN. It focuses on policy dialogue and development, public-private partnership and southern development exchange.



**VI. RESULTS FRAMEWORK**

	<p><b>Outcome as stated in the UNSDCE/ CPD:</b> By 2024, Liberia consolidates, sustains peace and enhances social cohesion, has strengthened formal and informal institutions capable of providing access to inclusive, effective, equitable justice and security services, capable of promoting and protecting the human rights of all.</p> <p><b>Outcome indicators as stated in the CPD Results and Resources Framework, including baseline and targets:</b></p> <p><b>Indicator:</b> Proportion of citizen expressing satisfaction with Liberia's social cohesion, reconciliation and sustainable peace.</p> <p><b>Baseline:</b> 60%</p> <p><b>Target:</b> 80%</p> <p><b>Project Outcome:</b> By 2024, Liberia consolidates, sustains peace and enhances social cohesion that promotes and protects the human rights of all, including women.</p> <p><b>Indicator:</b> Proportion of citizen (including women) expressing satisfaction with Liberia's social cohesion, reconciliation and sustainable peace.</p> <p><b>Baseline:</b> 60%</p> <p><b>Target:</b> 80%</p>
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**Applicable Output(s) from the UNDP Strategic Plan:**

**Project title and Atlas Project Number:**

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		Life of Project (LoP) Target	TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS	
			Value	Year		Year 1	Year 2	Year 3	Year 4	Year 5		FINAL
<p><b>Output 1.1:</b> Conflict sensitive policies, strategies and programs on national reconciliation strengthened, and</p>	<p><b>Indicator 1.1.1:</b> Number of peace building and reconciliation policies/frameworks revised and implemented</p>	<p>MIA/PBO Annual Reports, and Project Monitoring Data</p>	<p>3</p>	<p>2019</p>	<p>3</p>	<p>0</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>-</p>	<p>6</p>	<p>Annual Review meetings with Partners. Steering Committee meetings. Desk reviews, reports and surveys</p>



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adopted to address national reconciliation	1.1.2: Number of Counties implementing the specific county reconciliation plan	0	2019	7	0	1	2	3	1	7	Reports (annual and mid-year) copies of policies
Output 2. Reconciliation and peace-building mechanisms expanded and integrated into the governance structure at national and sub national levels, with equal participation of women	Indicator 1.1.3. # of SCORE studies conducted, and policy briefs developed and implemented.	2 <sup>14</sup>	2018	3	1	0	1	1	0	3	SCORE study design minutes, SCORE Reports
	Indicator 1.2.1. # of counties with inclusive early warning and response systems for conflict prevention and peace building	15	2019	7	1	3	2	1	0	7	High level validation meetings minutes, quarterly and annual reports.
	Indicator 1.2.2.: # of political dialogues at district, county, and national levels	2	2019	22 <sup>15</sup>	3	4	5	5	5	22	Attendance, meeting minutes and reports
	Indicator 1.2.3.: # of peace structures harmonized and trained with at least 30% women's participation	12	2019	7	0	2	3	1	0	7	Project Monitoring and annual reports, MIA Reports

<sup>14</sup> Two successful SCORE studies (2016 & 2018) have been conducted, with three policy briefs developed

<sup>15</sup> One national, 7 county level and 14 district level

	Indicator 1.2.4: Number of recommendations of the Truth and Reconciliation Commission implemented	INCHR, PBO/MIA, and UNDP Reports, Project Monitoring Reports	2	2019	3		1	0	1	1	0	6	Technical meetings and validation workshops.
Output 1.3: Institutional and technical capacity of INCHR & PBO strengthened to effectively monitor and report on human rights abuse and tendencies and peacbuilding	Indicator 1.3.1: Number of human rights monitors trained to effectively monitor and report on potential human rights abuses and violations, disaggregated by sex.	INCHR Reports, field monitoring reports	37 human rights monitors in placed	2019	50		50					50	Field monitoring
	Indicator 1.3.2: Number of persons trained to monitor and report on conflict and early warning issues, disaggregated by sex.	INCHR, PBO/MIA, & UNDP Reports	122 early warning monitors in placed	2019	400		0	200	100	50	50	400	Field monitoring, UNDP Government Reports

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						150	2019	400		60	85	85	85	85	400	Training attendance and reports.
<p><b>Indicator: 1.3.3:</b> Number of police, justice, security personnel and community watch forum members trained to effectively manage and report cases of violent tendencies, domestic violence, rape and other (in) security threats.</p>																

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**VII. MONITORING AND EVALUATION**

The SDGs to which UNDP anchors its Strategic Plan, emphasis the principle of 'leave no one behind' with the intent of reaching the farthest and most marginalized persons in an effort to improve lives. Effective monitoring and evaluation are an integral part of this Project, which will track successes and failures, and will apply these lessons to the project. In addition, robust M&E systems are necessary in achieving accountability to partners and stakeholders and are also important for generating knowledge for wider use. This project, to the extent possible, will ensure that M&E processes are led or co-led by national partners and feed into national plans and efforts. This will particularly help keep the 'big picture' in view, enabling UNDP and its national counterparts to understand how the different components of the project relate to and build upon each other for greater impact. To the extent possible, the project will work thematically, linking the support provided across these grouped themes to forge closer developmental links between its partners and achieve efficiency by making technical knowledge and expertise available across the entire peacebuilding and reconciliation chain.

Undertaking M&E in the area of peacebuilding and reconciliation can sometimes be a challenge: as no single measurement tool is enough to build adequate results picture. A composite of various M&E approaches, quantitative and qualitative, as well as phenomenological approaches are sometimes required to yield information on results achievement. To this end, UNDP and national counterparts will support and embed within their activities various M&E approaches, including public perception surveys and SCORE study to establish the magnitude of social cohesion, political tribalism, constructive citizens' engagements and violent tendencies. In addition to establishing proper baselines, UNDP and its national counterparts (the Liberia Peace-building Office and Independent National Commission on Human Rights) will endeavour to collect both the quantitative and qualitative data required for monitoring progress towards the prescribed indicators. More particularly, the project will monitor each activity component by:

Based on these results, UNDP, PBO and INHRC will then prepare biannual progress reports, to be submitted to development partners within three months after the end of the reporting period. A comprehensive final report (both narrative and financial) describing the process, approach, implementation results and lessons learned will be submitted upon completion of the project. The Project will also align reporting requirements per donor support.

**Monitoring Plan**

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Joint quarterly monitoring to track progress and report on results/achievement	<ul style="list-style-type: none"> <li>To collect and track level of progress, achievement and results against the performance indicators in the RRF.</li> <li>Continually analyse project progress and new development outcomes</li> </ul>	Quarterly and based on needs.	Challenges slowing progress as per the project document will be addressed by the Project manager and/or technical steering committee	UNDP, PBO/MIA and INHRC	
Risk monitoring and mitigation	<ul style="list-style-type: none"> <li>To identify potential and bottlenecks that may impede successful implementation and achievement of planned activities and intended results.</li> </ul>	Quarterly or based on needs	Risks are identified by project management and to take appropriate actions to manage such risks and assumptions adequately manage and monitor the risk log	UNDP, PBO/MIA and INHRC	

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	<ul style="list-style-type: none"> <li>To manage, monitor and track risk potential risks using the risk-log.</li> <li>To report identified risks and threats to project management board for appropriate mitigating actions and course corrections.</li> </ul>				
Project Technical Coordination and Lessons Learned (MEL) Mechanisms	<ul style="list-style-type: none"> <li>On a regular basis, lessons learned sessions will be held</li> <li>Knowledge, best practices and lessons including success stories will be documented and shared with government partners, donors and other development partners</li> </ul>	Quarterly, bi-annually	Success stories and key lessons and knowledge documented and shared with project management to inform its decision-making process	UNDP, PBO/MIA, INHRC,	
Quarterly and Annual Project Quality Assurance	<ul style="list-style-type: none"> <li>Update the quarterly and annual quality assurance system regularly to track progress and achievements to share globally.</li> <li>To identify project strengths and weaknesses and to inform management for improvement or course correction</li> </ul>	Quarterly, biannually and annually	To identify areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP, PBO/MIA and INHRC	
Project Management Board Review	<ul style="list-style-type: none"> <li>Review of annual work plan, progress reports and budget for implementation of the Project</li> <li>Internal review of data and evidence from all monitoring actions to inform decision making.</li> </ul>	Annually	Review performance indicators, work-plan, budget and progress reports and board resolutions/decisions adopted or undertaken.	UNDP, PBO/MIA, INHRC	
Project Report	<ul style="list-style-type: none"> <li>Annual progress reports will be generated/produced and shared with the Project management board and donors for effective decision making and planning.</li> </ul>	Biaannual annual reports	Revision of progress reports and make appropriate decision to accelerate progress and achievements of the Project	UNDP, PBO/MIA and INHRC	

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Evaluation Plan<sup>16</sup>

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation		1.4.1; 1.5.1	3		UNDP, PBO, MIA, INHRC, LNP, MGCSP, CSOs, Development partners	
Final Project Evaluation		1.4.1; 1.5.1	3		UNDP, PBO/MIA, INHRC, MGCSP, LNP/MOJ, CSOs, Development partners	

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<sup>16</sup> Optional, if needed

VIII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount
1. Output Conflict sensitive policies, strategies and programs strengthened, and adopted, to address National reconciliation	1.1. Support the conduct of SCORE wave 3 & 4 with six policy briefs	200,000	-	-200,000	-	-	UNDP/PBO/MIA A	UNDP	Consultants (National and International)	400,000.00
	1.2. Review, harmonize and cost the 15 county reconciliation plans and support implementation		100,000	100,000	100,000	-	PBO/MIA, NAYMOTE & UNDP	UNDP	Printing and contractual services	300,000
	1.3. Develop a national policy/framework on reconciliation and support implementation of national reconciliation plans	0	20,000	10,000	10,000	10,000	PBO/MIA, UNDP	UNDP		50,000
	1.4. Hold a national reconciliation dialogue/conference with all 15 counties	125,000	-	-	-	-	PBO/MIA & UNDP	PBF		125,000.00
	1.5. Support implementation of selected activities in the strategic roadmap for national healing, peacebuilding, and reconciliation		50,000	100,000	50,000	50,000	PBO/MIA & UNDP	TBD		250,000

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	1.6. Review and support implementation of continuous peace education (CPE) activities in selected primary, secondary and tertiary institutions universities and local communities		50,000	25,000	25,000	25,000-	PBO/MIA & UNDP	TBD		125,000	
<b>Sub total</b>		<b>1, 250,000.00</b>									
Output 2. Reconciliation and peace-building mechanisms expanded and integrated into the governance structure at national and subnational levels, with equal participation of women	2.1: Construct 5 Memorials in South-eastern Liberia		150,000	-	-	-	INCHR/UNDP/ PPBO	PBF	Contractual Services	150,000	
	2.2: Conduct 2 Palava Hut Hearings for the Mel language group & the Settlers (Americo-Liberians)	-	450,000	-	-	-	INCHR/UNDP/ PBO	TBD	Meetings and conference	450,000	
	2.3 Support the development and legislation of a national policy on the implementation of the TRC recommendation on reparations.			100,0000			INCHR/UNDP/ PBO	TBD		100,000	
	2.4 Support the National Legislature to legislate the TRC recommendation on reparations			72,000			INCHR/UNDP/ PBO	TBD	Workshops and conference	72,000	

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2.5 Conduct nation-wide research to identify victims of the Civil War to benefit from the Reparation Trust Fund	150,000		150,000			150,000		150,000	INCHR/UNDP/ PBO	TBD	Contractual services	150,000
2.6 Conduct study tour to Sierra Leone to learn lessons from the country's reparation program	50,000		50,000			50,000		50,000	INCHR/UNDP/ PBO	UNDP	Travels	50,000
2.7 Support implementation of inclusive early warning and response (EWER) mechanism, including the LERN platform for sustained conflict prevention and reconciliation	100,000	100,000	100,000	100,000	100,000	100,000	0	100,000	PBO/MIA & UNDP	TBD	Staff and operational cost	400,000
2.8 Conduct 21 political reconciliation dialogues at district, county and national levels	140,000	100,000	140,000	140,000	140,000	140,000	100,000	100,000	PBO/MIA & UNDP	TBD	Conferences and workshops	620,000
2.9 Complete the decentralisation of county peace committees and provide training for CPC/EWER members	50,000	50,000	15,000	15,000	15,000	15,000	15,000	15,000	PBO/MIA & UNDP	TBD	Travel, Materials and supplies	95,000
2.10. Conduct civic engagement town hall meetings involving local leaders and community members on conflict prevention and peacebuilding	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	PBO/MIA & UNDP	TBD	Workshop and conferences	180,000

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2.1.1. Map and conduct land disputes and boundary harmonisation activities and dialogues in conflict prone communities	150,000	100,000	100,000	100,000	-	-	-	PBO/MIA & UNDP	PBF	Workshops and conferences	350,000
2.1.2. Conduct joint Council of Chiefs and Elders Meetings (JCEM) activities for sustained cross-border conflict prevention and peacebuilding	-	150,000	-	-	-	-	-	PBO/MIA & UNDP	PBF	Workshop and conferences	150,000
2.1.3. Conduct pre-election and post-election campaigns and awareness amongst political parties, youths, women's organisations and other stakeholders	-	50,000	200,000	-	-	-	-	PBO/MIA & UNDP	TBD	Consultancy (National and International)	250,000
<b>Sub-Total for Component I</b>											
<b>3,017,000.00</b>											
3: Institutional and technical capacity of INCHR & PBO strengthened to effectively monitor and report on human rights abuse and violent	3.1. Train CPC/EVER members and youth agents of peace and provide equipment and materials support	75,000	75,000	-	-	-	-	PBO, MIA & UNDP	TBD	Trainings	150,000
	3.2. Conduct training for police, justice/judicial personnel and community watch forum members to effectively identify, report and manage crimes, (in) security threats, rape and violent tendencies.	25,000	25,000	25,000	25,000	25,000	25,000	PBO, MIA & UNDP	TBD	Grants	100,000

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tendencies and peacebuilding	3.4. Support of implementation of women's peace-huts activities, including rural women's groups and people with disabilities at local community level	75,000	75,000	75,000	-	-	75,000	-	PBO, MIA & UNDP	TBD	Grants, travels, workshops and conferences	225,000
	Conduct human rights training for INCHR Staff on effectively monitoring and reporting of human rights abuses and violations	40,000	40,000	40,000	-40,000	-40,000	40,000	-40,000	INCHR/UNDP	TBD	Trainings and conferences	160,000.00
<b>Sub-Total for Component: 4</b>												
	MONITORING (3%)											147,060.00
Evaluation (as relevant)	EVALUATION (Mid-term and final)											80,000
General Management Support	Staffing and operations (5%)											245,100.00
<b>TOTAL</b>												<b>5,766,320</b>

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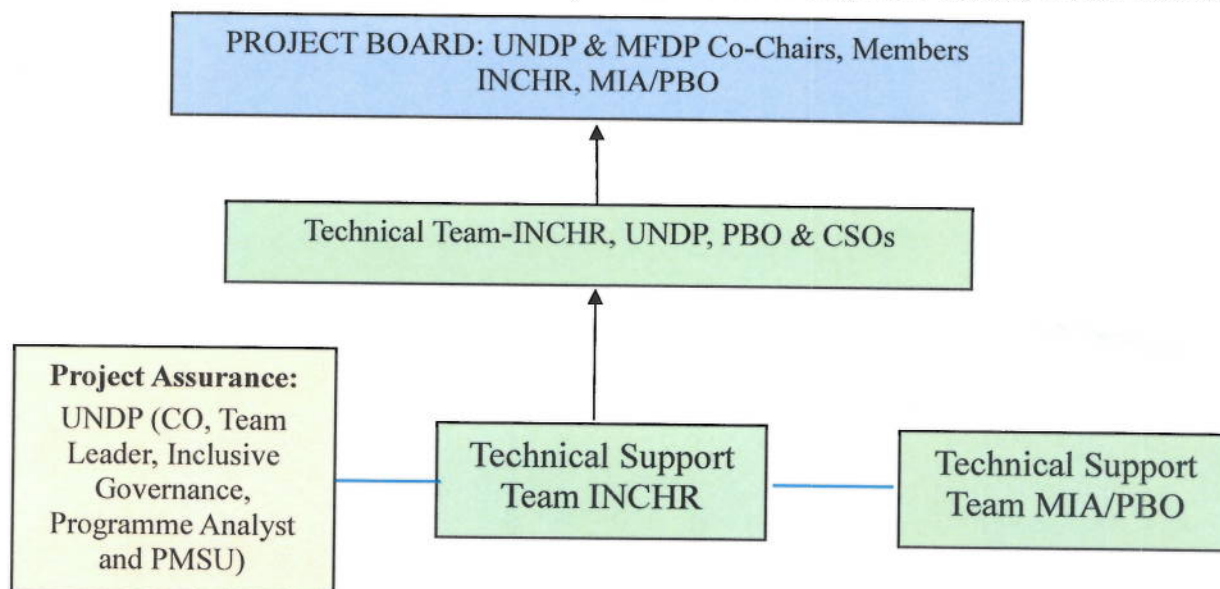
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## IX. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented over a period of 3 years, commencing in early 2020 and running up to December 2023. The project will be executed under the UNDP Direct Implementation Modality, consistent with the Standard Basic Assistance Agreement between UNDP and the Government of Liberia and the Country Project. The Implementing Partner (IP) for this Project is the Peace Building Office- Ministry of internal Affairs.



### Project Steering Committee

A Project Board will be established (see diagram above) to provide guidance to the Project and the Project Coordinator. Periodic Project reviews by the Project Board Committee will be done in accordance with key reporting requirements of UNDP i.e., annual reviews, a mid-term evaluation and a final evaluation as well as project-level evaluations. The annual reports will include detailed information on the status of the Project's implementation and the achievement outputs and outcomes as outlined in the project's RRF. The detailed expenditure report will indicate expenses by category as outlined in the Project budget (original or latest approved revision).

The Project Board will be consulted when the Project Coordinator's tolerances (in terms of time and budget) have been exceeded. These tolerances will be monitored by the UNDP Project Support Unit (PSU). Quarterly Progress Reports (QPRs), prepared by the Project Coordinator, will be reviewed by the PSU for quality assurance purposes.

The PSU, under the direct supervision of the Deputy Resident Representative for Project will have overall responsibility for Project monitoring, risk management, quality assurance and for timely submission of reports to the Project Board.

## VIII. LEGAL CONTEXT

This Project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Liberia and UNDP, signed on April 27, 1977. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner." This Project will be implemented by the Environmental Protection Agency ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an

Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

## **IX. RISK MANAGEMENT**

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### **Direct Implementation Modality (DIM)**

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the Project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999)<sup>17</sup>.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards and related Accountability Mechanism.
4. UNDP as the Implementing Partner will: (a) conduct Project and Project-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the Project or Project to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other Project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse "SEA" and sexual harassment "SH" allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any Project or Project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to Project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
  - a. Consistent with the Article III of the SBAA, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
    - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the Project is being carried;
    - ii. assume all risks and liabilities related to such responsible party, subcontractor and sub-recipient's security, and the full implementation of the security plan.
  - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party, subcontractor and sub-recipient's obligations under this Project Document.
  - c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing

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<sup>17</sup> [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml)

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services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.

- d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the Project or Project or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
- f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP Projects and Project s. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Will there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.  
Where it becomes aware that a UNDP Project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.  
UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party, subcontractor or sub-recipient's obligations under this Project Document.
- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. UNDP will refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the Project or Project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

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## X. ANNEXES

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### 1. Project Quality Assurance Report

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2. Social and Environmental Screening Template
3. Risk Analysis.
4. Capacity Assessment:
5. Project Board Terms of Reference and TORs of key management positions
6. Theory of Change

