TOWARDS A RECONCILED, PEACEFUL AND PROSPEROUS LIBERIA

A Strategic Roadmap for National Healing, Peacebuilding, and Reconciliation

DECEMBER 2013 – July 2030

(Revised January 2018)

By:

Ministry of Internal Affairs
Ministry of Finance & Development Planning
Governance Commission
Independent National Commission on Human Rights
Office of the National Peace Ambassador
National Traditional Council of Chiefs and Elders
Liberia Peacebuilding Office
Civil Society Organizations

Supported by:

United Nations in Liberia

Preamble

The Government of Liberia in December of 2012 launched the Strategic Roadmap for National Healing, Peacebuilding and Reconciliation as a national framework designed to achieve sustained peace and reconciliation, and to address the root causes of the Liberian civil war. It defined reconciliation as a multidimensional process of overcoming social, political, and religious cleavages; mending and transforming relationships; healing the physical and psychological wounds from the civil war, as well as confronting and addressing historical wrongs including the structural root causes of conflicts in Liberia. It contains 12 thematic areas based on the Truth and Reconciliation Commission's recommendations.

The Roadmap has an 18-year lifespan with the strategic outcomes of a) transforming mindsets, b) rebuilding relationships, and c) rebuilding social, political, and economic institutions to sustain reconciliation and peace by accounting for the past, committing to addressing challenges of the present, and collectively aspiring for a better and shared future.

According to the implementation and management arrangement, the roadmap is supposed to be reviewed and revised every three years. Since its official launch in 2012 by the Government of Liberia alongside with the vision 2030, it has undergone periodic reviews including April 2014 and April 2017 with support from the African Centre for the Constructive Resolution of Disputes (ACCORD) and the United Nations Mission in Liberia (UNMIL). These reviews were held in Gbarnga and Monrovia respectively and brought together the principal implementing agencies and multi-stakeholders including the National Traditional Council of Chiefs and Elders, civil society actors, women and youth groups. Additionally, a nation-wide conflict analysis and Social Cohesion and Reconciliation (SCORE) Index Surveys were completed in 2017. Findings from these studies, as well as the Liberia Peacebuilding Plan and the Sustainable Development Goal 16 also informed this revised Roadmap of March 2018.

SCORE is a process framework that provides a robust diagnostic and predictive tool that guides the assessment of social cohesion. The first round of SCORE was completed in April 2017 and the second round will be completed in June 2018.

The review established that seven of the twelve thematic areas of the Roadmap were not adequately implemented primarily due to the lack of political will including budgetary allocations on the part of Government and projects related to the thematic components of the Roadmap were all donor driven. Also, the lack of effective oversight, leadership and management coupled with the lack of massive awareness and citizens' engagement helped to slow progress in the implementation.

Meanwhile, around when programs and project evolve the various consultations revealed that the 12 thematic components remain relevant to the current context with minor changes reflected regarding implementing partners, resource mobilization and oversight, leadership and management arrangement.

EXECUTIVE SUMMARY – THE ROADMAP

The successful implementation of the comprehensive peace agreement (CPA) and the genuine commitment of Liberians not to return to the path of war, combined with international support through a robust peacekeeping mission, have kept Liberia on a steady course for peace since 2003. After 12 consecutive years of UNMIL providing security to the government and citizens of Liberia, Government assumed full security responsibilities of the state on June 30, 2017. In response to Security Council Resolution 2333 (Dec. 2016), the Government together with the UN and bilateral and multilateral institutions developed and submitted a Liberia Peacebuilding Plan (LPP) in April 2017 to the President of the Security Council via the Secretary General of the United Nations. The plan consolidates commitments across development, security, and human rights operations, and defines priority areas for mutual engagement in order to prevent relapse into conflict, continue reform efforts, promote reconciliation, strengthen the security environment and lay the foundations for conflict sensitive development. The role of the United Nations Peacebuilding Commission (PBC) remain crucial to keep Liberia under the international radar. The PBC has been engaged with Liberia since 2010 when the GoL and the PBC adopted the Statement of Mutual Commitments (SMC) to guide the PBC's engagement. In the SMC, three peacebuilding priorities were agreed upon and further developed in the Liberia Peacebuilding Program (LPP): a) strengthening the rule of law, b) supporting security sector reform, and c) promoting national reconciliation. A revised SMC was adopted in May 2015 which highlights rather five priority areas: a) security sector development, b) rule of law, c) promoting national reconciliation; d) promoting peaceful and inclusive 2017 elections, and e) Human rights. The LPP is aligned with the SMC and the Agenda for Transformation (AFT) which came to an end in 2017 but its successor is to inform the development agenda of the new Government of President George Weah.

Despite progress in the implementation of the justice and rule of law and security sector reform components, efforts on national peacebuilding and reconciliation continue to stall due to the lack of effective leadership, coherent strategy and coordination framework. Peaceful 2017 Presidential and Legislative elections were held with no violence and UNMIL finally departed Liberia in March 2018. Root causes of the civil war are yet to be addressed and the Roadmap is now six years in its implementation. Different research documents including the national conflict analysis, SCORE and Roadmap review reports confirmed previous conflict factors attached in annex 1 and identified new conflict triggers which make the Roadmap critical for sustaining peace and fostering social cohesion. Multiple government and civil society initiatives on peacebuilding and reconciliation are even needed than ever before. Therefore, this **Strategic Roadmap for National Healing, Peacebuilding and Reconciliation** is revised in consideration of the prevailing issues and challenges and is capable of responding to gaps and divisions that exist in the country. It is designed to foster coherence of institutions, structures, systems, mechanisms, and human resources mobilized to foster national healing and reconciliation and build sustainable peace.

The Roadmap defines reconciliation in Liberia as, a multidimensional process of overcoming social, political, and religious cleavages; mending and transforming relationships; healing the physical and psychological wounds from the civil war, as well

as confronting and addressing historical wrongs including the structural root causes of conflicts in Liberia. The Roadmap is set in an 18-year time horizon of which five years already gone (2013-2017) with the strategic outcomes of a) transforming mindsets, b) rebuilding relationships, and c) rebuilding social, political, and economic institutions to sustain reconciliation and peace by accounting for the past, committing to addressing challenges of the present, and collectively aspiring for a better and shared future.

The Roadmap is aligned with Liberia's Vision 2030 and other on-going peacebuilding and statebuilding processes such as Liberia's engagement with the United Nations Peacebuilding Commission, Sustainable Development Goals, Agenda 2063 and the New Deal of the International Dialogue on Peacebuilding and Statebuilding—to achieve the Peacebuilding and Statebuilding Goals (PSGs)[1]. It is also informed by ongoing and past reconciliation efforts including the 2009 Truth and Reconciliation report and is organized in the following 12 thematic components:

Accounting for the Past	Managing the Present	Planning for the Future
1. Palava Hut Process of Addressing Past Wrongs 2. Memorialization 3. Reparation 4. Diaspora and Reconciliation	5. Political Dialogue 6. Conflict Prevention and Mediation 7. Women's Recovery and Empowerment 8. Children and Youth Recovery and Empowerment 9. Psycho-social Recovery and Empowerment for Persons with Disabilities	10. Inclusive People's History and Collective Identity 11. Transformative Education System 12. Constitutional and Law Reforms

Figure 1. Thematic emphasis and components

Implementation of these components was organized in short to long-term six 3-year program cycles, with the first two program cycles consistent with the Liberia Peacebuilding Program (LPP) and the Liberia's Medium Term Economic Growth and Development Strategy, "Agenda for Transformation" (2012-2017).

The President of the Republic of Liberia with the support of other branches of the GoL will provide overall leadership and oversight in achieving the vision and outcomes throughout the implementation of the Roadmap in parallel with the quarterly reports on TRC recommendations implementation.

By the end of the first three-year program cycle an Independent National Reconciliation Council established by law through a National Reconciliation Policy will steer the implementation process.

By the year 2020, a National Reconciliation Steering Committee (NRSC) comprising all principal reconciliation actors will provide oversight, supported by the prime

---

[1] The PSGs include legitimate politics, security, justice, economic foundations, and revenues and services.

constituents within the GoL administrative system. To ensure coherence and the efficient implementation of the Roadmap, roles and responsibilities are organized as follows:

- *Ministry of Internal Affairs* (MIA) will provide oversight and coordination leadership including: a) Establishment and support for facilities to encourage peacebuilding through people-to-people interaction and cultural and traditional appreciation b) facilitating overall monitoring and evaluation in coordination with the Governance Commission, c) ensuring outreach and communication, as well as jointly manage the National Reconciliation Trust Fund with the United Nations Development Programme (UNDP).

- *The Liberia Peacebuilding Office* established jointly in 2009 by the Government and the United Nations system will on behalf of the Government and the Ministry of Internal Affairs coordinate, monitor, evaluate and report on the implementation of the Roadmap and other Peacebuilding frameworks including the Liberia Peacebuilding Plan (LPP), Social Cohesion and Reconciliation Index (SCORE) and the Statement of Mutual Commitments (SMC). It leads on the development of policies, programs and strategies on peace and reconciliation in Liberia in collaboration with other institutions including the Office of the national Peace Ambassador. It will also manage infrastructure for Peace at county and district levels.

- *Office of the National Peace Ambassador (ONPA)* formerly known as the Liberia Peace Initiative (LPI) will support and organize peace building initiatives especially socio-cultural political dialogue and inter-ethnic and inter-county reconciliation. The ONPA will work closely with faith based organizations, relevant governmental and non-governmental institutions within the framework of the National Reconciliation Roadmap. The ONPA, in concert with relevant institutions, will facilitate the Diaspora reconciliation initiatives.

- *Independent National Commission for Human Rights (INCHR)* will lead on community reconciliation processes through the Palava Hut mechanism including memorialization and reparations in collaboration with the National Traditional Council and Inter-religious Councils.

- *Governance Commission (GC)* in partnership, the Ministry of Education, tertiary institutions, and a National Historical Commission will lead in the documentation and history rewriting component which will include the production of textbooks; compiling all records and stories emanating from the implementation of the Roadmap; and ensure the coordination of overall monitoring and evaluation of the Roadmap implementation through key stakeholders and implementing actors. In addition, the GC in partnership with the *Ministry of Finance and Development Planning* will ensure Vision 2030 articulates the aspiration for peacebuilding and reconciliation.

- *Ministry of Youth and Sports (MoYS)* will lead the youth recovery and empowerment component in partnership with the Federation of Liberian Youth.

- *Ministry of Gender, Children and Social Protection* (MoGCSP) will lead women

and children's recovery and empowerment in partnership with the Women's Non-Government Secretariat of Liberia (WONGOSOL) and the Rural Women Association of Liberia.

- *Ministry of Education (MoE)* will lead the transformative education system strategic outcome and outputs with education sector partners. Transformation Education is about education that help to mobilize peace dividends and foster social cohesion.

- *The Ministry of Information, Cultural Affairs and Tourism* will not only play its traditional role of informing the Liberia on the implementation of the Roadmap, but will also work closely with institutions responsible for memorialization which will include erection of monuments and other memorials.

- *The Ministry of Foreign Affairs* will remain engaged of the reconciliation process – and will coordinate and support the diaspora reconciliation process and will continue to represent Liberia at the UN PBC through Liberia's Permanent Representative to the United Nations.

- *The National Commission for People with Disabilities* will lead the thematic area on Psycho-social Recovery and Empowerment for Persons with Disabilities.

- *Civil Society Organizations* through the National Civil Society Council of Liberia has been a key partner in the development of the Roadmap, and will also play a crucial role in the implementation phase. The council will vet and ensure CSOs are involved with direct implementation of components of the Roadmap.

- *The Liberia Media* will play its usual critical role in educating the public on the implementation of the Roadmap. Through the Press Union of Liberia (PUL), the Public will be informed about the implementation of the Roadmap.

- National Traditional Council of Chiefs and Elders and Inter-religious Council of Liberia will organize appropriate programs geared towards achieving vision of the roadmap. The council will leverage traditional methods of reconciliation.

All principal actors will work in close partnership with UN agencies, diplomatic missions, international NGOs and draw on Civil Society Organizations for implementation of the Roadmap activities.

TABLE OF CONTENTS

ACRONYMS

BCPR	Bureau for Crisis Prevention and Recovery
CBOs	Community Based Organizations
CPA	Comprehensive Peace Agreement
CSOs	Civil Society Organizations
ECOWAS	Economic Community of West African States
GC	Governance Commission
GOL	Government of Liberia
INCHR	Independent National Commission for Human Rights
JSC	Joint Steering Committee
LC	Land Commission
ONPA	Office of the National Peace Ambassador
LPP	Liberia Peacebuilding Programme
LRI	Liberia Reconciliation Initiative
MIA	Ministry of Internal Affairs
MoE	Ministry of Education
MoJ	Ministry of Justice
MoGD	Ministry of Gender and Development
MoYS	Ministry of Youth and Sports
NRSTF	National Reconciliation Special Task Force
NTCCEL	National Traditional Council of Chiefs and Elders of Liberia
PBC	Peacebuilding Commission
PBO	Peacebuilding Office
PSGs	Peacebuilding and Statebuilding Goals
SMC	Statement of Mutual Commitments
TRC	Truth and Reconciliation Commission

1.0 CONTEXT OF THE ROADMAP

Conflict factors identified in 2012 by the original version of the Roadmap remain critical for interventions moving forward. These conflict factors were identified through robust consultative processes captured by policy documents including the Poverty Reduction Strategy. Further consultations were held in October - December 2017 and early January 2018 respectively. The below conflict triggers emerged from these consultations:

- Distrust in institutions and sense of injustice
- Inter-tribal/Inter-group tensions
- Suppressive cultural practices against women and SGBV
- Limited opportunities for youth, especially vulnerable youth
- Inadequate progress in reconciliation and healing; and limited dialogue between civil society and government institutions
- Unequal distribution of resources and feeling of exclusion and injustice
- Land and property disputes
- Unaccountability, perception of widespread corruption and culture of impunity
- Double currency system and high cost of living
- Physical insecurity and daily risks of violence
- Inadequate infrastructural development and limited service delivery by
- High expectations by citizens, especially amongst the youth President George Weah's Administration.

There are existing structural barriers to women's participation in peace and security processes - weak representation of women in local decision making; insufficient and unequal access to natural and economic resources; strengthening of gender discriminatory relations within the society and family; and a poorly developed community infrastructure, which tend to increase feminization of poverty - create barriers to women's participation in all spheres of their public life and activities.

There is also vulnerability of youth in border communities, due to their weakened economic status and urgency for interventions that would help channel their energies into productive vocational ventures. There are thousands of youth who are virtually excluded from the mainstream of society with lack of homes but live in Commentaries in and outside of Monrovia. Access to sustainable livelihoods, as well as limited opportunities for self-advancement in the formal and informal sectors remain a critical challenge.

In March 2014, the outbreak and spread of the Ebola Virus Disease (EVD) in Liberia and Guinea led to the closure of international land borders between Côte d'Ivoire and its two neighbors. In Côte d'Ivoire, in addition to the existing post-electoral crisis in 2011, the border closure caused a significant impact on the livelihoods of border communities, given their mutual socio-cultural and economic interdependence, which further exacerbated the existing tense environment along the Liberia-Ivorian borders.

Weak surveillance by border agencies to protect communities due to inadequate operational capacity, including trained personnel, transportation and communication equipment. Border patrol operations relied heavily on the support of UNMIL since the last 15 years and is further affected by the mission's departure in March 2018.

Knowledge and information sharing gaps exist between the security personnel on both sides of the borders.

While the Government of Liberia has made progress in the operational capacity of security apparatus in the country, but the economic circumstances of vast majority of the population remains critical for security and stabilization of the Country. An increased criminal activities have been observed around the country, including illicit drug and weapons trafficking, child trafficking, proliferation of artisanal gold mining, and the resurgence of land conflicts within and between communities. The situation has the potential to increase community members' vulnerability, especially that of youths, to other negative and unproductive ventures that culminate into violence, leading to greater instability in the Country, especially UNMIL has left Liberia.

From 2013-2016 there were reports of different border areas between Côte d'Ivoire and Liberia that were experiencing growing tensions and incidents of violence. Some armed attacks were rumored to be carried out by unidentified armed individuals from Liberia and within the Ivorian border community residents which caused the displacement of many families, destruction of livelihoods and added to the breakdown and disintegration of communities. This did not merely indicate weak border security but also the growing tensions between communities as well as between indigenous and non-indigenous populations. Also, there is report of encroachment by Ivorian migrants in pursuit of farm land illegally which is currently causing tensions adding to the persistent land conflicts in Liberia.

Despite the launched of the Strategic Roadmap for reconciliation in 2012 and subsequent implementation of reconciliation and social cohesion initiatives to reduce tensions in Liberia, there are still ethnically and politically divided communities which continue to undermine peace and stability.

Liberians went to the poll in October 2017 which ended without anyone of the 20 registered political presidential candidates receiving 50 plus one percent to determine a winner. Both the Unity Party led by former Vice President Joseph Nyuma Boakai and the Coalition for Democratic Change led by the then Senator George Mannah Weah were determined presidential candidates for a runoff which was held on December 26, 2017 with the later declared President of the Republic of Liberia. The runoff was preceded by a number of conflict issues ranging from non-respect for the code of conduct to fraud and irregularities of the voting held on October 10, 2017, which to a large extent, contributed to the need for political reconciliation involving candidates in the 2017 elections and their supporters and citizens.

The country's post-war recovery efforts have been characterized by several major achievements, including the transfer of security responsibilities from UNMIL to the Government on 30 June 2016, and the conduct of peaceful presidential elections in 2005 and 2011, and legislative elections in 2011 and 2014 respectively. These successes have been accompanied by important national policy initiatives such as Liberia Rising: Vision 2030; the Agenda for Transformation (2012-2017); the Strategic Roadmap for National Healing, Peacebuilding and Reconciliation (2013-2030); Liberia Peacebuilding Plan, as well as the national reconciliation conference and the 'Liberia Moment'. Also achieved over the period were the start of a constitutional review

process and draft legislations related to the justice and security sectors, land rights and administration, local governance, decentralization and civil service reform.

Despite these gains made consolidation of peace and security still remain a challenge given that issues identified as root causes of Liberia's 14-year civil war also remain unaddressed[2]. A nation-wide conflict analysis report showed that land disputes, corruption, boundary disputes and concession related tensions continue to be additional triggers of violence. Institutional reforms are urgently required, with an emphasis on the effective delivery of national legislative agenda including the passage of important legislations.

According to assessment and research reports, lives of many women are particularly insecure due to societal inequalities and sexual and gender-based violence, which are further weakening social cohesion in communities. Low commodity prices for primary exports and the outbreak of Ebola Virus Disease limited economic growth, undermining high expectations around the speed of post-war recovery and the delivery of peace dividends. These challenges are compounded by limited capacities in the security and rule of law sectors, slow progress in national reconciliation and limited progress in implementing critical Government reforms. Relations between the executive branch of Government and society have improved, but remain strained, in the absence of meaningful national reconciliation, and compounded by poor public confidence in justice and security institutions, whose presence remains limited outside of Monrovia. Sustaining peace in Liberia requires long-term investment in national institutions that are inclusive, accountable, and responsive, with a government that is committed to providing opportunities and services to all Liberians.

As part of the process to revise the strategic roadmap for national healing, peacebuilding and reconciliation, a number of processes were undertaken which include a nation-wide conflict analysis study referred to above, undertook a nation-wide social cohesion and reconciliation index study (SCORE), GoL and partners jointly developed the Liberia Peacebuilding Plan in response to security council resolution 2333 (Dec. 2016), as well as undertook county reconciliation dialogues in eight counties across Liberia between June – December 2017.

SCORE in particular examines social cohesion and reconciliation, identifies and analyzes factors that underpin peace in a society and better informs policy and program interventions. Outcomes from these different processes and the 13 components of the revised roadmap constitute areas of peace and reconciliation interventions. A new thematic component on mismanagement of natural resources was added to the original 12 thematic areas.

1.1. Origin of Violence and Polarization
History of conflict in Liberia dates back to the origin of the state when the settlers debated and agreed to exclude the indigenous people in the territory they declared a state from citizenship and all the rights associated with it. This exclusive politics had serious implication for property rights, the acquisition of, and entitlement to land, as well as access to and the exercise of political rights. Most critical was the deliberate exclusion from the identity of the state and erasure from the society the identities

---

[2] Liberia Peacebuilding Plan 2017

including symbols, cultures, and languages of the diverse ethnic groups that inhabit the territory. Aside from the exclusive politics, poor leadership and crisis of governance are among the many structural root causes of conflict and polarization in Liberia.

Many indigenous Liberians embraced the bloody 1980 coup as recourse for the historical wrong and opportunity to establish more responsive and inclusive structures of governance. But it was not long when the coup makers further fractured the Liberian society through ethnic politics and brutality.

These conditions degenerated in a civil war that lasted for 14 years and left in its wake at least 250,000 fatalities, total destruction of state and societal institutions and infrastructure, and a deeply traumatized society. The war also exacerbated land-based and inter-ethnic tensions to more complex and violent heights, particularly between Lormas and Mandingos in Lofa County; the Gios and Manos on one hand and Mandingos on the other in Nimba; the Kru and Sarpo in Sinoe County, among many others. Political leaders are also polarized and public spaces are characterized by intolerance, mistrust and hostility.

Coexistence and civic trust trend as outcome of interest identified by SCORE study. Liberia has over the year experienced turbulent past with multi-ethnic, multi-religious conflicts undermine civic trust and coexistence in the country. The study shows that the average score for perceived level of coexistence and civic trust in institutions across Liberia is 5.2. In other words, approximately 5 out of 10 people feel negative about progress in reconciliation and/or intergroup harmony and/or feel distrustful or dissatisfied towards civic institutions. The study further shows that there are no explicit regional trends regarding coexistence and civic trust in Liberia, River Cess and River Gee can be identified as an area of concern where intergroup trust and positive feelings trend lower than the country average. Nimba stands out as a county that experience the lowest level of civic satisfaction along with Sinoe, which has the lowest level of confidence in government institutions.

Citizens' behavior and attitudes stem from strong loyalty to one's own tribe. SCORE research findings distinguish ethnic tribal identities from political tribalism. There is no doubt that ethnic tribalism overlaps with political tribalism; however, while the former is closely linked to ethnic identity, which is as personal and self-referential as it is cultural; the latter is about politicization of tribal identities that can lead to polarization, and has a strong correlation with authoritarian political values. Specifically, it refers not to ethnic identity and belonging but to the tug of war between 'tribal hierarchies and traditional way of life' versus 'democratic governance structures and values'[3]. Scores findings show that on the country level approximately 3 out of 10 people share strong attitudes that are identified as political tribalism. At the county level however, some diversity can be observed. In Margibi tribalism is trending notably lower than the country average; political tribalism is markedly higher in Grand Cape Mount, River Cess, Sinoe and Grand Gedeh. Further, it is important to note that political tribalism is more prevalent among older and rural populace, and much weaker among educated, urban and higher income populace.

---

[3] Among other indicators, political tribalism in SCORE assesses attitudes towards and perceptions about female genital mutilation, tribal rivalry, loyalty to tribal elders vs. central government, land reform and provision of justice and security.

SCORE can help identify hotspots, diagnose risks and understand the predictors of violence, which is of utmost importance in the country. Considering the turbulent past of Liberia and its multi-ethnic, multi-religious societal composition, one of the key outcomes of interest for SCORE was to identify development orientation, which is a necessary prerequisite for long-term, sustainable economic growth and social development.

1.2 Departure of the United Nations Mission in Liberia

The United Nations Mission in Liberia (UNMIL) with an initial military troop of 15,000 came to Liberia in 2003 as part of the peace deal in Liberia. After 15 years of operations, the President of UN Security Council expressed on July 24, 2017 that UNMIL was ready to depart Liberia. But SCORE findings revealed high levels of diversity across different counties in readiness for UNMIL's departure in Liberia. The average score for sense of readiness for UNMIL's departure across Liberia is 3.0 as of April 2017. In other words, 7 out of 10 people expressed the need for UNMIL presence, which relates directly to perception that UNMIL is a significant actor for provision of security and acts as deterrence for potential conflict and violence. Hence UNMIL's departure before improving readiness would create high levels of anxiety and insecurity in Liberia[4]. SCORE assessed aggression in daily life, endorsement of political violence and endorsement of sexual and gender based violence (SGBV) as the three main components of violent tendencies in order to better understand the societal dynamics of Liberians and predictors/drivers of violence. On the country level, SCORE observed 4 broad groups of people based on two of the components of violent tendencies; while 57% of Liberians expressed generally peaceful attitudes (aversion to political violence and non-aggressive), approximately 20% expressed both aggression and strong propensity for political violence. According to the SCORE findings, the country level average for violent tendencies in Liberia is 1.9. In other words, approximately 2 out of 10 people expressed violent tendencies in one way or another (aggression, political violence and/or SGBV). SCORE findings further revealed strong link between political tribalism[5] and violent tendencies. Endorsement and support for political tribalism strongly correlates with endorsement of violence, particularly related to sexual and gender based violence SGBV.

There are greater barriers to generating an inclusive and credible reconciliation process in Liberia which include exclusion of much of the population of Liberia due to over-centralization of governance. The difficulty associated with reducing rampant societal inequalities based on ethnic, gender, economic, and age lines contribute to strictly defined restraints in modern Liberian society, as well as political elites and high level politicians who have not been held accountable[6].

---

[4] The respondents were asked to assess whether "The time has come for UNMIL to depart" or "It is not yet time for UNMIL to depart"; and whether "The presence of UNMIL is still required to guarantee peace and security" or "Liberian institutions are now adequate to guarantee peace and security".

[5] Although we can broadly understand tribalism as the behaviour and attitudes that stem from strong loyalty to one's own tribe, SCORE research findings distinguish ethnic tribal identities from political tribalism. There is no doubt that ethnic tribalism overlaps with political tribalism; however, while the former is closely linked to ethnic identity, which is as personal and self-referential as it is cultural; the latter is about politicization of tribal identities that can lead to polarization, and has a strong correlation with authoritarian political values. Specifically, it refers to the tug of war between 'tribal hierarchies and traditional way of life' versus 'democratic governance structures and values'.

[6] Local Voices for Inclusive Reconciliation in Liberia – Search for Common Ground Study 2017

1.3   Reconciliation Initiatives

Since 2008, the Government and the UN system continue to work to address structural issues. Some of the issues being addressed are over-centralization of governance, mismanagement of natural resources and weak relations between the state and citizens amongst others. These issues are also mentioned in the Truth and Reconciliation Commission (TRC) report of 2008. The report advanced a number of recommendations that could help to achieve durable peace if implemented. With funding from the Peacebuilding Fund (PBF) since 2009, government has made some progress related to these recommendations including reforms to address the root causes of the civil war and enable peace and security.

Achieving peace dividends by various interventions has helped to an extent to reduce social tensions and created incentives for non-violent behavior and the promotion of social cohesion in the country. In addition, the Peacebuilding Office by its work including coordination and building conflict-sensitive capacity in government is helping to improve sector governance and policy reform. These efforts have continued to develop capacity of institutions both in government and civil society to become responsive, inclusive and accountable institutions at national and sub-national levels. Overall, these interventions are contributing to improvement in state-society relations and laying foundations for sustaining peace.

The different interventions mentioned above have watered the ground for resilience and social cohesion; helping to resolve conflict drivers and root causes of the civil war. However, while government notes progress in these areas, there is little attention for integrating and building synergies between reconciliation on the one hand and justice and rule law on another that will increase societal resilience and foster sustained peace.

It is a known fact that instability and insecurity can make people and communities more vulnerable to violence. So regular context and conflict analyses should be developed and institutionalized according to the priorities that reflect what the Liberian communities and society actually want.

Prior to the 2017 Presidential and Legislative Elections, a Liberia Peacebuilding Plan (LPP) was developed by the Government of Liberia together with the UN and bilateral and multilateral organizations in response to Security Council Resolution 2333 (Dec. 2016). The overall objective is to maintain the momentum of the last 14 years, whilst recognizing the convergence of two transitions; first the election of a new government in October 2017 and second the end of UNMIL's mandate on 30 March 2018. This plan provides a well-developed framework for sustaining peace that "directs the role of the United Nations system and other relevant partners in supporting Liberia's transition", during the departure of UNMIL, and beyond, as provided for by the resolution. The plan promotes "an integrated, strategic, and coherent approach to peacebuilding, noting that security, development and human rights are closely interlinked and mutually reinforcing". The plan consolidates commitments across development, security, and human rights operations, and defines priority areas for mutual engagement in order to prevent relapse into conflict, continue reform efforts, promote reconciliation, strengthen the security environment and lay the foundations for conflict sensitive development. The Plan is guided by a set of principles - Inclusive national ownership,

Strategic peacebuilding priorities, establishment of a consensus-based approach to conflict sensitivity, consolidation and reaffirmation of commitments, ensuring the transparent, timely and predictable use of aid and strategic communications. Peace consolidation priorities focused on key areas such as – a) Promoting Inclusive and Peaceful Elections in 2017; b) Peace, Security and Rule of Law; c) Economic Transformation; Governance and Public Institutions; d) and Cross Cutting Issues.

Based on these areas, the Government made a number of commitments while the UN, International Community, Political parties and civil society organizations, each made commitments in light of phase one and two of the implementation. (See annex 1 Commitments) Phase one (April 2017-March 2018) and phase two (March 2018 – Dec 2020). Amongst Government's commitments was to undertake a national reconciliation dialogue, ensure peaceful and inclusive elections and facilitate smooth transition. County reconciliation dialogues were undertaken as a Government's commitment in the Plan, and the outcomes are integrated to advance implementation of the Strategic Roadmap for national healing, peacebuilding and reconciliation. A total of 8 counties benefited from the implementation of the reconciliation dialogues which was climaxed by a national reconciliation conference from 21-22, March 2018. The reconciliation conference was attended by high dignitaries from government and the international community. Those dignitaries include the President of the Republic of Liberia George Weah, some cabinet ministers, Associate Justice Kabineh Ja'neh and some members of the Judiciary, as well legislators including Senators Gbleh-bo Brown, George Tengbeh, Steve Zargo. Others from the Legislature included Representatives D. Twain Gleekia, Larry P. Youngquoi and Mariama Fofana amongst others. Members of the Diplomatic Corps including the Swedish Ambassador, ECOWAS Ambassador, German Ambassador, Guinea Ambassador, as well as representatives from the U.S Government, European Union, USAID amongst others. The United Nations attended at the highest level represented by the Aminata Mohammed, Deputy Secretary General of the United Nations, Farid Zarif, Special Representative of the United Nations Secretary General, and other UN Representatives. National and international civil society organizations also attended.

Prior to the county reconciliation dialogues the PBO in late 2016 undertook a nation-wide conflict mapping exercise across Liberia and the findings also from part of areas of peacebuilding and reconciliation. Figure 9 demonstrates that citizens identified the County Service Centers (71.7 percent) and Palava/Peace Hut (50.7 percent) as the most productive initiatives for peacebuilding and reconciliation. The role of Women Peace Hut (41.1 percent) and County Peace Committee (37.1 percent) are acknowledged, including the contributions of Traditional elders (32.8 percent)[1].

The County Service Centers (CSC), is the key strategy for bringing services closer to the people have gained due recognition. A total of 15 CSCs are operating across the country, making it possible for citizens to access birth certificates, marriage certificates, and business registrations, amongst others much easier than before.

Figure 9: Peacebuilding Framework (n=3500)

Category	Value
Others	7.4%
Justice & Security…	26.0%
Tripartite Mediation…	4.7%
Cash Transfer Programs	24.1%
County Service Centers	71.7%
Traditional elders	32.8%
Women Peace Hut	41.1%
County Security Council	26.2%
Early Warning Focal Points	17.4%
County Peace Committee	37.1%
Palava/Peace Hut	50.7%
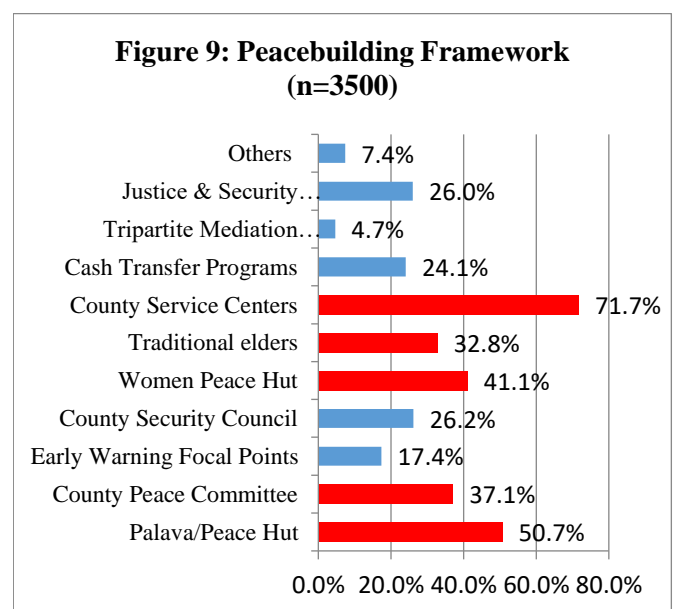
programs on reconciliation across Liberia, leading to inconsistent efforts, increased duplication, waste, and unnecessary competition. The GoL and the Liberia Country Specific Configuration (CSC) of the PBC agreed to develop a coherent strategic framework that elaborates the reconciliation priorities, explicitly defines roles and responsibilities as well as coordination and implementation strategies. The Joint Steering Committee (JSC) which provided policy guidance to the implementation of programs was replaced by the Peacebuilding and Reconciliation Technical Working Group (PRTWG), endorsed in November 2016. The change was necessary to reduce transaction costs and enhance synergies and build links amongst different programs and structures. The primarily responsibility of the PRTWG is to provide high quality technical advice and recommendations to the Pillar 1 Working Group as outlined in its terms of reference. **(See annex 3)**. This may however also include providing advice and recommendations on urgent matters as may be required related to peace and reconciliation.

This **Strategic Roadmap for National Healing, Peacebuilding and Reconciliation** is aligned with Vision 2030 and elaborated in six 3-year program cycles. The Roadmap is a comprehensive framework that identifies the critical components for genuine reconciliation in Liberia and the platform to coordinate the multiple stakeholders and their respective initiatives for the next 18 years. The Roadmap also outlines all necessary government ministries, national institutions, CSOs, and international partners that will participate in the implementation of the programmes and projects to be derived from it. The primary stakeholders for national healing, reconciliation, and peacebuilding are the people of Liberia. All implementation strategies in the Roadmap are therefore bottom-up and people centered—ensuring an inclusive process in which all Liberians have the opportunity to contribute to this national goal. Meanwhile, following five years of implementation, the Roadmap has gone through two substantive reviews with minor reviews preceding the 2018 major review and validation with the new government which came into force in January 2018.

1.4 The Consultative Process

The Roadmap was originally developed drawing on multiple past consultations including consultations for Vision 2030, the Palava Hut process, and the Liberia Reconciliation Initiative. It was also informed by findings from the Retrospective Studies undertaken by the Governance Commission in 2014 and the final report of the Truth and Reconciliation Commission.

Following more than five years of implementation of the Roadmap, coordinated by the Peacebuilding Office, the five principal institutions on reconciliation and civil society organizations have undertaken series of reviews with the latest being in January 2018 with the aim was to revise the document based on findings from the various review processes.

This revised version like the previous one is a product of extensive consultations undertaken in April, 2014 as well as April and November of 2017 with multi-stakeholders drawn from the 15 sub-divisions of the country who identified huge gaps related to effective oversight and management; massive awareness, citizens' engagements, as well as inadequate funding to implement the thematic components of the roadmap. Also the context has changed to an extent thus compelling a revision

process.

The challenges outlined above have necessitated the need for a comprehensive revision and incorporation of new issues such as youth participation and gender mainstreaming to reflect current context and realities. The review also accounted for the effects of the Ebola virus disease which hit and killed over 4500 persons between March 2014 and July 2015. While implementation of reconciliatory projects and initiatives have been informed by the thematic areas in the roadmap, it was clear from all the review sessions that the 12 thematic areas remain relevant to the context and realities. However, one new thematic area added is: Land and natural resources with corresponding outcomes and outputs.

2.0   THE CONTEXT OF RECONCILIATION IN LIBERIA

Root causes of Liberian civil war still remain unaddressed despite several efforts to resolve them. Gaps and divisions were created by the civil conflict and the Ebola virus disease. Inadequate national efforts to deepen and broaden processes of inclusion and reconciliation are slow due to the lack of passage of the appropriate legislations. Citizens' confidence and trust in governance processes and responsible state structures is still a critical issue. Liberia's long track records of failed reconciliation initiatives combined with deep and emotional wounds from the civil war and the effects of Ebola virus disease suggest that the road to reconciliation will be difficult. This Roadmap identifies and bases its strategies on harnessing the opportunities while mitigating the challenges to ensure that Liberia this time around achieves genuine and sustainable reconciliation:

2.1.   **Vision**
This Strategic Roadmap for National Healing and Reconciliation envisions a society that:
- *Collectively confronts individual, communal, state abuses and human rights violations*
- *Clarifies and reconciles its divisive history to ensure the stories of all ethnic communities are represented*
- *Upholds the integrity and rights of all individuals including women, children and youth*
- *Reconciles Liberians in the diaspora with Liberians at home*
- *Builds a new public culture characterized by inclusive governance, transparency, accountability, rule of law, and dialogue.*
- *Builds a culture of conflict prevention and prevent impunity*

The vision was inspired by consultations for Vision 2030 for *a modern, strong, politically stable, socially inclusive and united Liberia, where citizens are proud of and uphold their national values and the common good.*

2.2**. Strategic objectives**
The original strategic objectives of the Roadmap remain relevant. It stressed that the GOL will engage civil society and all partners to support the most critical transformation in the country's history—from a fragile post-conflict nation

uncomfortable with its past to a stable, unified nation with a vibrant future. Current political, social and institutional barriers to reconciliation will be broken down to enable effective peace-building. Interpersonal reconciliation will be strengthened through community-level conflict prevention and resolution, with a focused effort on engaging marginalized groups, particularly dispossessed youth. Government agencies at national and sub-national levels will strengthen their capacity for conflict management through training, conflict analysis and research. Accountability will be increased and impunity decreased, and Liberians will enjoy a shared positive national identity.

2.3. **Emphasis**
Results of consultations to inform the revised Roadmap confirmed the three inter-related goals to be achieved: a) transforming individual, community and societal mindsets; b) rebuilding and strengthening inter-group relations; and c) dismantling **and replacing polarizing institutions with more inclusive institutions as safeguard for 'never again**'. This emphasis strives to consolidate the various forces that continue to foster a degree of discontent and divisiveness. However, the Roadmap will work in the context of a transforming political and societal landscape.

2. 4.   **Opportunities**
The Roadmap maintains capable and resilient security and justice and rule of law sectors, social and economic infrastructure, and economic growth as enablers for sustainable peacebuilding and reconciliation. The Presidential and Legislative Elections which took place in October and December 2017 respectively are an opportunity for Liberians to demonstrate their commitment to democracy and the consolidation of peace. Liberia is Africa's oldest republic, yet the 2017 elections marked the first time in the country's history that a peaceful handover of political and administrative power from one democratically elected administration to another took place in a process of competitive multiparty elections. Global attention was drawn to this historic moment and the conduct of the elections was synonymous with the political maturity of Liberians and the effectiveness of national and international efforts at post-conflict nation building. In recognition of these achievements, several unique opportunities are presented in pursuit of peacebuilding and reconciliation. The original version of opportunities remain relevant and paramount to explore. *(**See original version of the roadmap**)*. However the 2018 revised version articulates the following:

UN Transition and Liberia Multi-Partner Trust Fund: The UN Security Council in 2017 endorsed plan to discontinue the presence of UNMIL, now that Liberia has successfully conducted three post-war general and presidential elections. The transition has added to the urgency for transferring capacity and resources to the UN Country Team and the establishment of a Liberia Multi-Partnership Trust Fund for a coordinated pooled funds to accelerate the consolidation of peace, by mobilizing resources to implement peace and development activities which would include activities from the strategic roadmap in order to sustain peace and reconciliation in Liberia.

Donors support: Liberia's traditional and non-traditional partners have expressed support for the Roadmap but stressed the need for the Government to take and lead and provide clear direction. For instance, the Swedish Government through its embassy accredited near Monrovia offered to support implementation of the Roadmap once Government takes the lead.

Government's fiscal budget support: The administration of the Ellen Johnson-Sirleaf led Government committed US$15 million in its 2013/2014 fiscal budget to support implementation of the roadmap but this commitment was interrupted by Ebola. The Weah led Government has emphasized that reconciliation is fundamental to the consolidation of peace. The three branches of Government consider reconciliation as a key priority and pledged to provide support to addressing reconciliation issues. For instance, the Speaker of the 54th Legislature of the House of Representative in his acceptance speech in January 2018 indicated that reconciliation was considered as hallmark for the House of Representatives. President George Mannah Weah informed the nation on 20th January that reconciliation and pro-poor governance remain national agenda of his Government. Opportunity exists for the fiscal budget 2018/2019 to allot financial resources in support of implementing the reconciliation roadmap.

Institutionalization of peacebuilding into Government: the creation of the Peacebuilding Office as integral part of the Government of Liberia facilitate mainstreaming peacebuilding into government.

However, in order to maximize the opportunities for achieving the vision of the Roadmap, the above opportunities, and those reflected in the original version must be viewed alongside a number of challenges. Addressing these challenges will be critical to the success of the reconciliation process in Liberia.

2.5.   Challenges

Peacebuilding and reconciliation begins with confronting and ensuring redress for wrongs and violations committed at a historical juncture of a society. Bypassing this first step in pursuit of economic growth and development (inclusive or not), urgent and important as they are, often establishes post-war societies on feeble grounds, where wounds fester and the risk of violence recurrence is higher. In this sense it is important to recognize the very pervasive societal challenges will continue to face the Liberian society.

Lack of consensus on the definition and vision for peace and reconciliation: There are strong competing notions and visions for peacebuilding and reconciliation, which make it difficult to arrive at a consensus on what constitutes peacebuilding and reconciliation in Liberia.   Without a broad consensus on what makes for peacebuilding and reconciliation it is difficult to craft a national peacebuilding and reconciliation vision and roadmap. Political interests and historical grievances drive some of the conceptions and it will take sustained dialogue between groups to arrive at a consensus and set Liberia on the path of healing peacebuilding and reconciliation. The Roadmap recognizes this challenge as integral to the search for reconciliation.

Generalized Trauma and Impunity: The string of political violence and disruptions in the history of Liberia as well as the nature of the violations during the civil war have contributed to deep and widespread psychological trauma across all communities in Liberia. Most communities are stuck in the past and are desperate to find closure. It takes a long process for deeply traumatized societies to heal and recover. This Roadmap recognizes that without some measures of psychosocial healing individuals and their communities will find it difficult to move on and to establish civic and social trust critical to wider societal recovery. The reconciliation process has to be gradual and

over an extended time, the peacebuilding process an immediate result of national agreement.

Lack of Peacebuilding and Reconciliation Leadership: In most societies the success of national healing peacebuilding and reconciliation depends, to a large extent, on a moral and inspiring leadership with the capacity and gravitas to convene conflicting and estranged communities. Liberia's polarized political culture, further fragmented and made even more hostile during the war years, has left the country without strong reconciling and moral authority that could play a convening role for healing and reconciliation.

Acrimonious and Hostile Politics: Trust among political leaders has eroded as manifested during the 2011, 2014 and 2017 general and presidential elections, with political leaders referring to one another with dehumanizing names. There is also an erosion of trust between political leaders and the public.

Presence of Leaders of the War: Unlike neighboring Sierra Leone where some of the key actors of the civil war are removed from public authority, in Liberia former faction leaders and key supporters hold leadership positions. In some communities the command structures from the war are seemingly intact and local government structures remain those created out of coercion during the war are being restructured. In such context where the logic of the violation was to entrench impunity, it is difficult for victims to reclaim their voice, confront their perpetrators, and together heal and embrace a new future. This factor is not only the most difficult obstacle to reconciliation it complicates the restoration of justice, rule of law, and security.

Limited Capacity: Reconciliation in Liberia is complex and it requires combination of skills, technical and financial resources as well as strong and coherent institutional environment to thrive. These resources are in limited supply in Liberia. Extensive training and resource mobilization will be required to ensure the efficient and effective implementation of this Roadmap.

Peace, security and rule of law: While significant progress has been made in strengthening the rule of law in Liberia since conflict ended in 2003, real challenges remain in terms of access to justice, the effective and efficient administration of justice, ensuring equality before the law and accountability to the law[7]. Factors to be addressed include an outdated legal framework, poor oversight, weak administrative procedures, and limited human and institutional capacity. The result is excessive delays and prolonged pre-trial detention, mistrials and limited progress in harmonizing the statutory and customary justice systems[8]. Further developing the justice sector and improving public confidence in the rule of law is critical to sustaining peace and stability in Liberia. The Ellen Johnson Sirleaf led Government recognized these challenges and expressed its commitment to taking forward, as a priority for its final year in office, nationally validated recommendations to address systemic weaknesses in the criminal justice system. Efforts to harmonize the statutory and customary justice systems continue, although this is a process stretching beyond period of the President Ellen Johnson Sirleaf led government.

---

[7] Agenda for Transformation and Liberia Peacebuilding Plan 2017
[8] Liberia Peacebuilding Plan March 2017

Sustainable Development Goal: Goal 16. Promotes peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. SDG 16 is a global framework for achieving durable peace and reconciliation. Countries' governments are encouraged to domesticate the implementation of the SDGs, in this sense; it will attract resource support from friendly and international institutions and governments. For example, by 2030, national government reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.

Other challenges identified during the review processes include but not limited to the followings:

- Existence of weak management and leadership in implementation of the roadmap

- Limited Government's support for national reconciliation process

- The implementation frameworks of the various National Reconciliation Roadmap (NRR) implementing institutions have not been consolidated into one National Implementation Framework

- The GC has not been able to take up the overarching M&E role of the Roadmap

- The absence of information sharing, synergy and coordination amongst various local stakeholders, international partners, Ministries, Agencies and Commissions involved in peacebuilding undermine sustained reconciliation gains.

- Limited ownership of the of Peacebuilding and Reconciliation initiatives by GoL, evidenced by the lack of political will and budgetary support.

- The Ebola Virus Disease Outbreak in Liberia between 2014 and 2015 adversely affected peacebuilding and reconciliation initiatives.

3.0 ROADMAP DEFINITION OF PEACEBUILDING AND RECONCILIATION

This revised Roadmap did not deviate from the original definition of reconciliation. It defines "reconciliation" as a process of addressing past abuses and conflict root causes; healing traumas from mass violence; rebuilding broken relationships as well as institutions to sustain reconciliation gains. In the case of Liberia what constitutes peacebuilding and reconciliation is in itself contested, giving the multiple definitions and positions on reconciliation as indicated in Box 1. This Roadmap defines reconciliation as:

- *A multidimensional process of overcoming social, political, and religious cleavages while mending and transforming relationships*
- *Healing the physical and psychological wounds from the civil war,*
- *Confronting and addressing historical and structural wrongs, particularly conflict root causes such as ethno-politics; religious, social, and regional exclusion; corruption, impunity, and human rights violations.*

Box 1: The Concept of Reconciliation in Liberia

There is a flurry of sometimes competing definitions of reconciliation in Liberia. Below are the often cited:

- Reconciliation is addressing the horrific past of the civil war;
- Reconciliation is the process of building a collective and inclusive national identity by transforming institutions and changing national symbols which perpetuate the Americo-Liberian and indigenous divide;
- Reconciliation is addressing inter-ethnic conflicts exacerbated by the civil war;
- Reconciliation is economic empowerment of the marginalized poor and those made destitute by the civil

Genuine peacebuilding and reconciliation in Liberia must usher in a new and reconciled beginning. This should be facilitated by public acknowledgement and accounting for individual and collective responsibilities, offering public apology, committing to the short and long-term reparation of victims and their communities, addressing ongoing ethnic and land-based conflicts. It must ensure policies and actions are conflict sensitive and deliberately seek to foster social cohesion and nation building.

The Roadmap also extends the scope of peacebuilding and reconciliation beyond Liberia due to the porous nature of its borders and the familial ties many have extending to neighboring countries and abroad. In this sense the Roadmap would pursue transnational reconciliation with neighboring countries and ethnic communities along the frontiers with Sierra Leone, Ivory Coast, and Guinea as well as with Liberia's diaspora communities.

While reaffirming that genuine peacebuilding and reconciliation cannot be achieved without justice, the Roadmap emphasizes social interaction and restorative justice in the consciousness of the difference between communal courts and serious jurisdictional processes. All of which is invaluable to restoring Liberia's broken society. Restorative justice here means a comprehensive and inclusive process whereby individuals, groups, institutions and the larger society, directly or indirectly affected by violent acts in the war and before, engage in dialogue to establish the 'truths'; accept individual, institutional, and collective responsibilities; resolve and repair past wrongs; and chart a new and shared future, with the firm commitment to **'never again'**. It is also about social justice where all members of the Liberian society have equal and fair access to social services, including health and education, as well as economic opportunities.

This Roadmap recognizes the importance of accountability as a preset of peacebuilding and reconciliation. The strategic framework of the Roadmap and the projects that it intends to implement will all work under the umbrella of transparency, not only to stakeholders, but to the people as well. It is the stipulation of this Roadmap that through the development of each theme and category there will be a gradual improvement in national identity as well as the systems which govern it. It should be noted that though this document recognizes accountability and transparency as an issue, it is not the primary focus in deference to reconciling past traumas, fostering national identity, and transforming civil society and its perception of Liberia.

The pursuit of restorative justice in this Roadmap does not preclude retributive and restitutive. Programs derived from the Roadmap will not serve as substitute nor interfere with any future endeavor to establish special courts for legal redress for those victims who may seek such recourse.

4.0   STRATEGIC FRAMEWORK

This section elaborates on the priorities of the Roadmap as delineated by three categories and twelve themes. These implementation areas will be working under an extended timeline which expects certain outcomes and outputs to be reached on an individual project basis. Each of these targeting specific categories are listed below in sub-sections 4.1 and 4.2 respectively.

4.1   Timeline

As stated before, the Roadmap aims to achieve three inter-related goals: a) transforming individual, community and societal mindsets; b) rebuilding and strengthening inter-group relations; and c) dismantling and replacing polarizing institutions with more inclusive institutions as a safeguard for '**never again**'. Set in an 18-year time horizon to align with Vision 2030 and the New Deal, the Roadmap has twelve inter-related components framed, as indicated in **Figure 1, to** confront the legacies of the past, manage the present including ongoing land and other community conflicts, and forge a shared and reconciled future.

While sequencing will be necessary to implement the components, this document posits that successful and sustainable peacebuilding and reconciliation is guaranteed when all components are comprehensively addressed. This may entail both simultaneous and sequential actions across time and space.

The Roadmap works under the prerequisite that ongoing state transformation initiatives including the provision of basic social services, decentralization of governance, constitutional, security sector, and justice and rule of law reforms, as well as the modernization of the national legislature will provide enabling conditions for the attainment and sustainability of peace and reconciliation in Liberia. This document would act as a guide and standard from which peacebuilding and reconciliation can be implemented through collaboration with Liberia's ongoing transformations, fomenting this Roadmaps emphasis and vision alongside major institutions and social forces

LIBERIAN RECONCILIATION MATRIX			
Logic	Transforming Mindsets	Rebuilding Relationships	Rebuilding Institutions
Confronting the Past	- Community based Truth-telling - Documenting Mass Crimes - Historical Clarification and Inclusive Peoples History	- Palava Hut: Atoning & Reparation - Transnational Dialogue - Political Dialogue - Accountability	- Memorialization o Memorial Sites o Monuments o Museums

	- Redefining national identity		
Managing the Present	- Revise History Textbooks - Civic and Peace Education - Civic Engagement - Intergroup Dialogue	- Social Integration - Political Dialogue - Community Conflict Resolution - Women children & Youth Economic Empowerment - Diaspora dialogue - Land disputes management system	- District and County Infrastructure for Dialogue and Mediation - Land Commission - Peace Education Curriculum
Forging the Future	- National Vision - Transformative Education	- Infrastructure for cross-group interactions - Citizenship & Collective Identity - Celebration of culture, traditions and talents, creativity, knowledge, achievement and other human history.	- Inclusive People's History and conflict sensitive education system - Programmes & Policies for Cross-community Interactions - National Reconciliation Policy & Commission - Reconciliation Trust Fund - Constitutional and Law Reforms

4.2 Description of Progress related to the Components, Strategic Outcomes and Outputs of the Roadmap

The revised roadmap presents annex 1 attached highlighting progress related to each of the 12 components designed to achieve the goals of this Roadmap. The Roadmap is progressive in terms of achievements overtime and it obviously builds on ongoing and past efforts in promoting national healing and reconciliation including key recommendations in the TRC report with the vision for a united, peaceful and economically prosperous Liberia. It is important to note that more efforts are still required especially by the Government working with partners to begin by taking genuine and sustained efforts to implement this Roadmap. Reconciliation is a national process and so government must take the lead and provide direction for partners to follow. Progress are captured in the annex 1 based on figure 4 below.

Figure 4

Accounting for the Past	Managing the Present	Planning for the Future
1. Palava Hut Process of Addressing Past Wrongs 2. Memorialization 3. Reparation 4. Diaspora and Reconciliation	5. Political Dialogue 6. Conflict Prevention and Mediation 7. Women's Recovery and Empowerment 8. Children and Youth Recovery and Empowerment 9. Psycho-social Recovery and Empowerment for Persons with Disabilities	10. Inclusive People's History and Collective Identity 11. Transformative Education System 12. Constitutional and Law Reforms

4.2.1 Palava Hut process for addressing the wrongs of the civil war
The TRC recognized that further processes of community-based truth-telling, atonement, and reconciliation will be necessary to build sustainable peace in Liberia. Thus, the TRC recommended that the traditional Palava Hut method of conflict resolution be adapted and used to redress and atone for the wrongs of the civil war. The Government of Liberia has accepted this recommendation and charged the Independent National Commission of Human Rights (INCHR) with the responsibility of developing a context-specific methodology for the Palava Hut, and overseeing the operation of the Palava Huts. This important responsibility is formally incorporated into Liberia's Reconciliation Roadmap but implementation has been understandably halted through the shifting political and social landscape. Accounting for these shifts and urging action to facilitate reconciliation through the Palava Hut is essential to the longstanding effectiveness of peacebuilding and reconciliation. It is envisaged that the Palava Hut process will promote healing and reconciliation at the community level, which in turn will provide the foundation for social cohesion and national unity.

Strategic Outcome	Outputs	Implementing Structure
1.0 The wrongs of the civil war addressed through truth-telling and atonement in a context-specific Palava Hut process. Promoting healing and reconciliation at the community and national level.	1.1 Ethnographic studies of the conflict resolution and reconciliation mechanisms of Liberia's three language groups undertaken to inform the design of the context-specific Palava Hut methodology; 1.2 Compilation of war-induced conflicts and abuses developed to inform the design of case-by-case Palava Hut methodologies centered on mediation and trauma healing. 1.3 Communal narratives that can help guide the aforementioned Palava Hut methodologies justified by speaking to community leaders and influential institutions. 1.4 Broad base public awareness campaign undertaken to prepare communities for the 'Palava Hut' process; 1.5 Women Palava Committees trained to support in conflict mediation and culturally sensitive violations.	**Lead: INCHR (National Traditional Council of Chiefs and Elders and Inter-religious Council)** **Implementers**: Women's Network, Ministry of Gender, Children and Social Protection, Ministry of Internal Affairs, Ministry of Justice, Civil society organizations, peace committees **Partners**: UN agencies

4.2.2 Memorialization

Honoring the memory of those victimized by the civil war and institutionalizing the memory in the new shared narrative of Liberia will go a long way to heal the individual and collective wounds and foster unity. The TRC report confirms that the civil war was characterized by mass killing including massacres in communities across Liberia. The report identifies 155 massacre sites and consultations in many communities show that many more sites are yet to be identified and recognized. The aim of the memorialization

component is to create an enabling space to humanize and honor victims of the war and officially recognize national regrets and the violation the people of Liberia suffered. The community based memorialization process will help communities develop and own a shared and reconciling narrative as basis for community healing and recovery.

Strategic Outcome	Output	Implementing Structure
2.0 Memory of the civil war honored and enshrine in Liberia's history and public discourse	2.1 National acknowledgement, consolidation, and public statement concerning the role of the state in past abuses before, during, and after the civil war 2.2 National Unity and Memorial Day enacted into law to remember the devastating loss of lives, properties and to celebrate Liberia's new sense of inclusive community 2.3 Sites of massacres and war-time atrocities turned into a trauma-healing memorial of recognition, forgiveness, and continued life in the reconstructed state of Liberia. 2.4 Community based memorialization programs designed and implemented so that specific community atrocities are reconciled (i.e. letters of recognition, days of mourning) 2.5 Inter-ethnic memorialization programs designed and implemented so that there is a proud recognition of ethnic difference within the context of a national identity and unity.	**Lead:** INCHR & ONPA **Implementers:** Ministries of Public Works, Ministry of Gender, Children and Social Protection, Internal Affairs, & CSOs **Partners:** UN agencies

4.2.3 Reparation

The civil war has left all Liberians with scars for life but there are thousands others who continue to carry physical disabilities including war-related particles in their bodies. While individual reparation programmes may be economically difficult the state must address the continuing physical wounds and provide for those disabled and made completely destitute by the war, in addition to community based direct and/ or symbolic reparation. This component will seek to address both aims.

Strategic Outcome	Outputs	Implementing Structure
3.0 Individual, community, and symbolic reparations programs strengthen national healing and consolidate peace	3.1 Systematic and comprehensive sex-disaggregated victims directory created, identifying those individuals who continue to suffer physical and psychological harm due to war, as well as those made completely destitute by the war. 3.2 Comprehensive Reparations Policy enacted to ensure transparent identification of victims and provide the criteria for how decisions will be made about who receives reparations, and how much. This policy should be created via communal input and monitored so that it favors no single group. 3.3 Reparations Trust Fund established to ensure predictable and case sensitive funding of reparations aimed primarily at communal reparations. 3.4 Mental health recovery and medical support for victims, their families and communities designed and implemented 3.5 Death certificates issued to families of all identified and verified victims of the civil war, as requested 3.6 Death certificates issued to families of fallen non-combatant members of the international community including journalists, the Catholic missionaries, as requested 3.7 Community based reparation programs designed and aimed at improving individual communities as a whole.	**Lead: INCHR & ONPA** **Implementers:** Ministries of Public Works, Ministry of Gender, Children and Social Protection, Internal Affairs, & CSOs **Partners**: UN agencies

4.2.4 Diaspora Community

Liberians in the Diaspora have played a pivotal role throughout the history of conflict and civil war as well as since the post-war reconstruction efforts in Liberia. Nearly all political awakening and instability were designed and orchestrated through transnational ties, both fiscal and cultural. As a result of the war, the diaspora community has grown significantly, and includes individuals from many different parts of Liberian society. The Diaspora remains active in Liberia's politics as demonstrated in recent elections where more than half of the presidential aspirants came from the diaspora. This relationship must be noted in order to create a foundation where administration changes will not affect the aggregate success of peacebuilding initiatives. In order for the diaspora community to continue to serve as a vital resource for post-conflict state building there is a need to foster reconciliation and unity among them and also between the diaspora and those in Liberia. .

Strategic Outcome	Outputs	Implementing Structure
4.0 Liberia's Diaspora Communities are Reconciled among themselves and with Liberians at home and are actively engaged in the rebuilding of Liberia	4.1 Map of the concentration of Liberians in the diaspora developed 4.2 The debate on Dual Citizenship posited to all Liberian citizens and concluded. 4.3 Diaspora reconciliation architecture designed and agreed to facilitate the connection of heritage as well as continued investment towards the Liberian people. 4.4 Webinar platform for exchange between diaspora communities developed 4.5 Diaspora reconciliation forums conducted which will culminate into a Diaspora and Homeland Reconciliation Conference.	**Lead**: ONPA, MoFA (Diaspora Associations) **Implementers**: Diaspora Associations, CSOs **Partners**: UN agencies

4.2.5 Political Dialogue

Liberia's political landscape is deeply polarized and this undermines rebuilding of the state and national unity. This component will focus on establishing platforms for dialogue to resolve perceived or real grievances among political leaders; facilitate a transformative political landscape that accounts for administrative change and institutional structures; and reframe the polity of the state. The aim is to restore civic trust and facilitate reconciling leadership and inclusive politics.

Strategic Outcome	Outputs	Implementing Structure
5.0 National political leaders reconciled and platforms to promote dialogue in public life established and functioning.	5.1 Inter-party committee for national healing and reconciliation established 5.2 A network established between various political leaders that acknowledge the importance of the palava hut process not just for constituents but for the national administration as well. 5.3 Government recognition that peacebuilding and reconciliation efforts should never be used to increase any one institutions power over the other. 5.4 Cross-border and sub-regional strategies and programmes including inter-ethnic reconciliation, early warning and dialogue capacities and infrastructure established in border towns with other Mano River countries	**Lead: ONPA and Inter-Party Committee** **Implementers**: Inter-party Committee, Inter-religious Council of Liberia, Civil Society Organizations, Women's Organizations, Legislative Caucus for Reconciliation, Political parties LMA **Partners**: UN agencies

4.2.6 Conflict Prevention and Mediation

There are multiple community and land-based conflict in Liberia since the end of the war. The capacity for nonviolent conflict resolution including indigenous structures that once played these roles has been weakened by the civil war. Rebuilding capacities for conflict resolution and dialogue in communities will go a long way in sustaining the peace.

Strategic Outcome	Output	Implementing Structure
6.0 Infrastructure for peace established (i.e. nationally unifying forces, preventative structures) and introduced into the formal governmental system to sustain	6.1 Early warning and early response system developed and functioning in all 155 districts of Liberia 6.2 Alternative Dispute Resolution mechanisms created that recognize the communal base of most conflicts. This includes the creation of peace committees and social forums for reconciliation.	**Lead**: MIA **Implementers:** PBO, MOJ, MoYS, CSOs,

		Partners: UN agencies UNMIL, NRC, Carter Center, SIDA, USAID, etc.
the peace and reconciliation gains.	6.3 Conflict sensitive national reconciliation policy to ensure the institutionalization of structures and mechanisms to sustain national unity and reconciliation formulated and enacted into law	
	6.4 Comprehensive mapping of land-based conflict throughout Liberia undertaken along with the compiling of empirical data to understand trends in land and border based disputes.	
	6.5 Collaboration with existing national land dispute policies and structures to support the continued need for conflict prevention in land cases.	
	6.6 Nationally recognized legislative bill that provides the foundation and structure for peace-work in Liberia (i.e. reporting systems, accountability and transparency laws, sensitization initiatives)	

4.2.7 Women's Recovery and Empowerment

Liberian women were severely violated during the civil war. They were sexually violated and maimed as instrument of war. This dishonor of women brought shame to all ethnic communities and Liberia as a whole. In peace time, structural inequalities including socio-economic exclusion and lack of access to capacity building opportunities have undermined the progress of women and girls in Liberia. Economic empowerment of women is essential for restorative and social justice in Liberia.

In addition, to restore the soul of Liberia, the country must publicly disavow itself of the violations and ensure women who bear the physical and psychological scars and those who were made destitute benefit from some forms of reparation. Special attention must be paid to providing women access to economic opportunities, addressing sexual and gender-based violence that persist since the end of the war, ensure women play key role in the national reconciliation and peacebuilding process.

Strategic Outcome	Outputs	Implementing Structure
7.0 Women and girls physically and	7.1 Women and Children Protection Section of the Liberia National	Lead: MoGCSP

psychologically wounded due to the war are socially, economically, and politically empowered through sustainable livelihood and capacity building and protected from future gender based violence	Police strengthened through public sensitization and awareness campaigns, capacity building programs, and outreach initiatives 7.2 Family Reunification Committee established in county hubs to assist in bringing sojourned family members back to Liberia and their families. 7.3 Judicial systems to increase women's access to justice for rape and other sexual violence strengthened, including age appropriate systems for children 7.4 Women peace and dialogue committees established and functioning in parallel with other components of the Roadmap (i.e. Palava Hut discussions) 7.5 Women's economic opportunities and entrepreneurial skills strengthened through the training of trainers and other capacity building projects. 7.6 Social and economic rehabilitation programs for women and girls engaged in survival sex business undertaken in major cities in Liberia 7.7 Enhanced social transformation and gender empowerment across ethnic communities to raise awareness of women's rights and legal aid	**Implementers**: CSOs, FLY, WONGOSOL, WIPNET/WANEP, MoGD, MoYS, Peace Committees, LMA, LIBA **Partners**: UN agencies, USAID, SIDA, etc.

4.2.8   Children's and Youth Recovery and Empowerment

The civil war has created huge generational gaps with the vast majority of young people who lived through the war deprived of opportunities to education and social skills critical to lead productive lives. Addressing the capacity, livelihood, and political inclusion of children and young men and women is an issue for reparation, social justice, as well as an opportunity for economic growth.

Strategic Outcome	Output	Implementing Structure
8.0 Young women and men physically and psychologically wounded due to the war are socially, economically, and politically empowered through sustainable livelihood and capacity building	1. Vocational skills institutions strengthened and resourced to provide training for children and youth particularly young girls 8.2 Nationwide Youth entrepreneurship programmes developed and implemented 8.3 Youth leadership and peace building training programme designed and implemented in schools, communities, districts, etc 8.4 Sports as tool for healing and reconciliation for children, young men and women in and across communities 8.5 Youth provided with skills in leadership, non-violent communication, and conflict mediation	**Lead:** MoYS (FLY) **Implementers:** Ministries of Public Works, Ministry of Gender, Children and Social Protection, Ministry Internal Affairs, & CSOs, MoE **Partners:** UN agencies

4.2.9 Psycho-social Recovery and Empowerment for Persons with Disabilities

Persons living with disabilities continued to be neglected if not marginalized. Access to quality education and education and vocation skill and capacity development for persons with disabilities are inadequate. This problem is compounded or related to youth's empowerment and employment where the vast majority of young people who lived through the war deprived of opportunities to education and social skills critical to lead productive lives. Addressing the capacity, livelihood, and political inclusion of persons with disabilities is an issue for reparation, social justice, as well as an opportunity for economic growth.

Strategic Outcome	Output	Implementing Structure
9.0 To create opportunities for persons with disabilities (PWD) to participate confidently in the country's economic, political and socio-cultural life.	9.1 Provide equal opportunities for PWD to earn decent livelihoods in the mainstream economy 9.2 Protect children and women with disabilities from exploitation, violence and abuse 9.3 Ensure that PWD have access to enterprise and skills development 9.4 Foster decline in rates of poverty and unemployment among the disabled. 9.5 Foster increase in the use of health facilities and job training by the disabled. 9.6 Support the increase in publication from the National Braille Printing Center 9.7 Support the increase in the number of medical practitioners trained to treat PWD	**Lead:** NCPD **Implementers**: Ministries of Youth & Sports, Ministry of Gender, Children and Social Protection, Ministry of Education, Health and Social Welfare, Internal Affairs etc. **Partners:** UN agencies .

4.2.10 Inclusive People's History

Liberia is one of the few countries in Africa that lack shared national narrative from which nationhood or some form of collective identity could be derived. The country's taught history is exclusive documenting only the arrival of one community. Reframing Liberian's national narrative and correcting the historical wrongs is critical to the countries reconciliation. This component will build on ongoing work and findings of the TRC on the rewriting of Liberia's history.

Strategic Outcome	Outputs	Implementing Structure
6.0 Divisive historical narratives are replaced with more inclusive and reconciled comprehensive people's history, representing the historical accounts of	6.1 National Commission on the history of Liberia established and empowered 6.2 In depth investigation and documentation of the facts and myths of all ethnic communities undertaken 6.3 Public forums and dialogues on the critical accounts conducted to further clarify and endorse each historical	**Lead: GC** (MoE & National Historical Commission) **Implementers**: Ministry of Education, Traditional Leaders, Civil

	account that will form part of the national history;	Society Organizations, Network of Tertiary Institutions
all 16 ethnic groups in Liberia	6.4 National history produced and endorsed through extensive multi-stakeholder validation	
	6.5 Text books for primary to secondary schools on the new national history produced and form part of the national curriculum	**Partners**: UN agencies

4.2.11 Transformative Education System

Education is a vital resource and schools are critical spaces for deepening and sustaining society's understanding and reckoning with its violent past. Schools can contribute to fostering shared future and breaking barriers between groups. It can also socialize future generation in the use of dialogue and nonviolent actions to pursue public and civic agendas. Quality education is a conflict prevention strategy as it promotes more enlightened problem-solving skills. The roadmap will mobilize Liberian schools and teachers as resources for healing, reconciliation and national unity.

Strategic Outcome	Output	Implementing Structure
13.0 Transformative Education System delivers increased access and quality education as well as fosters reconciliation and nonviolent problem-solving skills.	13.1 Regional disparities in access to quality education reduced by improving educational system 13.2 Reconciliation key messages and stories are integrated in school curriculum and text books 13.3 Accelerated educational programs strengthened and expanded to address needs of youth population who missed out on formal education due to the war 13.4 Education structures of governance and decentralization accelerated to foster local ownership of educational system 13.5 Capacity of teachers developed to promote reconciliation and psychosocial recovery	**Lead**: MoE Implementers: CSOs Partners: UN agencies, USAID, etc.

4.2.12 Constitution Reforms

The Constitution Review Dialogue Project will support a comprehensive review of the 1986 Constitution in light of the social, economic, and political realities in post-war Liberia. The project will support the recruitment of teams of local and international experts who will: a) conduct a comparative analysis of the constitution-making or constitutional dialogue processes and their subsequent impact on long-term peace and rebuilding in five post-war African countries, to draw lessons for the review process in Liberia; b) facilitate critical dialogue on all aspects of the current constitutions from the prism of human rights, democracy, inclusive governance and reconciliation; and c) recommend amendments that will establish strong foundations for peacebuilding, national reconciliation, and renewed social contract. The project will engage all stakeholders in Liberia including civil society organizations, religious and traditional leaders, youth and women's associations, the legislative and judiciary branches of government, and the private sector.

Strategic Outcome	Output	Implementing Structure
14.0 The Constitution of Liberia is amended to respond to structural conditions that feed violent conflicts and polarization, leading to consolidated state-society relations and renewed social contract.	Building on the 2030 visioning exercise the Constitution Review Dialogue Project will result in: ■ established safeguards against constitutionally induced marginalization and impunity; ■ firm foundations for Liberia's post-war democracy, justice, equality, and human rights; ■ established constitutional provisions and mechanism for addressing future inter-ethnic and political conflicts; and ■ Inclusive framework and structure of governance that effectively regulates access to state power and resources.	**Lead**: Constitution Review Committee, Governance Commission, Legislature, Judiciary, Law Reform Commission, Civil Society Organizations

4.2.13 Mismanagement of natural resources including land

It is expected that the Liberia Land Authority (LLA) will encourage support to important activities on issues of land tenure, land rights and land dispute resolution, as well as adding new important focused areas within those activities. Any activities implemented under this component will be dovetail very well with previous interventions including World Bank, PBF and others funded interventions.

Strategic Outcome	Output	Implementing Structure
14.0 Effective and efficient management of natural resources serving as catalyst for social cohesion and conflict resolution system	- supported the design, establishment, implementation and institutionalization of an alternative land disputes resolution system for Liberia - Increased public understanding of land rights, and overall contributed to peaceful resolution of land disputes and increased land tenure security and social cohesion in Liberia; - supported the Liberia Land Authority in fulfilling its mandate as the leading agency on reforms in the land sector; - Pursued more effective land governance in Liberia - Strengthened existing land coordination Centres and support women initiatives towards urban and rural land resolution efforts; - Joint outreach and education initiatives, and mutual referral systems strengthened - Recruited, trained and deployed new cadres of surveyors and cartographers	**Lead**: Liberia Land Authority supported by PBO, Civil Society Organizations

4.3 Operating Principles

After more than 5 five years of implementation, the operating principles for implementation are still valid and relevant to the context. The principled approach is to foster national healing, reconciliation and peacebuilding, and to protect the integrity of the process and the safety and dignity of those who will participate in all implementation activities. The following are the key operating principles that will guide the implementation of the Roadmap:

Independence and impartiality: In a highly polarized political environment such as Liberia's, successful implementation of the components in this Roadmap depends on the extent to which all implementing agencies are protected from any form of political influences. All those to be employed by the principal actors including implementing agencies in civil society will sign a statement of commitment to remain impartial and independent throughout the reconciliation process.

Transparency and accountability: Aside from protecting the confidentiality of victims all implementing agencies and organizations will open all their activities to public scrutiny. An independent national management institution will be charged with the responsibility to regularly monitor and audit all implementing organizations.

Respect for Victims and Victimized Communities: Implementing actors will conduct all their activities with the highest regard and respect for the human dignity and the rights of all persons and their communities. Implementing institutions will ensure that activities and approaches are expeditious, fair, and accessible, especially when dealing with victims. All agencies will take all measures to minimize inconvenience to victims and protect their safety and security throughout and after the activities. The Government of Liberia will guarantee the full rights and necessary protection for all individuals and communities that will participate in the exercise.

Process oriented: Achieving national healing, reconciliation, and sustainable peace is a process, not an event. All implementing organizations will ensure careful definition of all processes and approaches through which the components and outputs of this Roadmap will be achieved. Emphasis will be placed on equal and meaningful participation of all members of the public and communities.

Integration and Comprehensiveness: The success of the Roadmap will depend on understanding and keeping in view all the components and outcomes and not just individual components. All implementing institutions will define their roles in relation to other implementing actors. A coordinating mechanism will ensure complementarity and coherence throughout the exercise.

An example of the highest standard of integrity and professionalism: The principal actors, civil society, and related government agencies who will be expected to implement this Roadmap will conduct themselves with the highest levels of integrity and professionalism. They will: not engage in conduct that is in any way inconsistent with the goals in the Roadmap, or expose themselves to any situation involving the risk of a conflict between their responsibilities to this national duty and private or other interests; be diligent, effective and efficient in carrying out their functions; not use their position or any information entrusted to them to enrich themselves or jeopardize the lives of others.

Conflict Sensitivity: Liberia is a highly polarized context and the implementation of this Roadmap will take into serious consideration the risks of further escalation of violent conflict and the polarization of the Liberian society. All processes, selection of personnel and implementing institutions, and timing of implementation of elements of this Roadmap will be informed by the conflict volatility. Where risks of violent

conflicts are real the implementing institutions will ensure the appropriate mitigating structures and mechanisms are in place.

4.4   Operating Strategies

Results from the various consultations still confirmed the relevance of the operating strategies of the original version captured in figure 5 below. The thrust of the roadmap is to promote collaboration between the principal actors through regular exchanges and alignment of activities. The roadmap identifies the following as core operating strategies:

Core Strategy	Actions
Media Outreach and public communication: *Raising public (domestic and international) awareness and knowledge about Liberia's reconciliation process in order to increase public knowledge on reconciliation and thereby mobilize public support and engagement*	• Recruit a media outreach and public communication specialist in the MIA; • Develop a joint media outreach and public communication strategy for all principal actors for reconciliation • Establish a network of 'champions for reconciliation' within the Media through the Press Union of Liberia • Produce and distribute regular press bulletin on all reconciliation activities through the MIA Peacebuilding Office • Construct and manage a national reconciliation website with links to websites of all other implementing agencies and civil society organizations • Create awareness on the Criminal Conveyance Law, advocate on the implementation of the Land Right Policy and passage of the local government bill by the legislature
Coordination *Cross-working of the principal institutions and initiatives strengthened thereby improving trust, teamwork, and maximizing synergy*	• Develop and agree mechanism for coordination and sequencing of activities • Organize regular principals and technical working group meetings and periodic retreats • Promote joint planning and regularly joint monitoring and evaluation exercises • Pool and jointly manage the core funds for national reconciliation through a trust fund
Resources Mobilization & Partnership building	• Establish 'friends of reconciliation' in Liberia among key donors and international partners in and outside Liberia and the private sector • Mobilize Liberian businesses, diaspora communities, and ordinary Liberians to invest in the implementation of the Roadmap (whether cash or in-kind contributions)

	• Hold a fund-raising conference to launch the national reconciliation process
	• Ensure and track gender-sensitive national budget allocations for reconciliation related initiatives in government agencies and ministries
Capacity Development	• Undertake skills assessment and gap analysis on key staff of the principals including civil society organizations with attention given to ensure CSOs from all parts of the country
	• Support the development of guidance notes and methodologies for processes such as the Palava Hut process
	• Establish a network of key institutions to support continued capacity development of the principal reconciliation actors and implementing agencies
	• Establish a database of Liberian peacebuilding and reconciliation experts in Liberia and outside in the diaspora
	• Conduct intensive training courses on the various peacebuilding and reconciliation dimensions in Liberia for selected national experts
Sustainability	• Ensure active involvement and ownership of local communities, local government, CSOs, and CBOs
	• Integrate and budget for reconciliation in all county and district development plans
	• Build capacities of local organizations and leaders including religious leaders and teachers as champions for reconciliation
	• Promote the establishment into law national commitment to implement the reconciliation roadmap and programmes
	• Allocate annually in the Government's fiscal budget appropriations for reconciliation

5.0   OVERSIGHT AND MANAGEMENT STRUCTURE

After the last five years following the launch of the Roadmap in 2012, as articulated in the Roadmap by 2015, a well Oversight and Management Structure should have been in place. The President of Liberia is supposed to provide overall effective leadership and oversight the vision and outcomes of the Roadmap. Unfortunately this has not effectively happened due to a number of challenges which include weak management and leadership capacity and lack of resources to implement programs and projects in line with the various components.

It was originally proposed that by the end of the first three-year program cycle, a National Peacebuilding and Reconciliation Policy (NPRP) would have been established by law, followed by the establishment of an *I*ndependent National Reconciliation Council (INRC) with the responsibility to provide overall leadership and management for the implementation of the NPRP. These are however yet to be achieved. Despite the fact these were not achieved, notwithstanding, and moving forward in the next coming years, the five principal institutions led by the Ministry of Internal Affairs should take forward the following into consideration as key elements of the management structure. It is expected that these will take place by 2020. They are:

National Peacebuilding and *Reconciliation Steering Committee (NPRSC)*: Comprised of the principal reconciliation actors defined as the lead institutions or initiative for the Roadmap components, civil society representative, the private sector, and development partners, the NPRSC will provide oversight and strategic guidance and monitor the implementation of the Roadmap. The NPRSC will also serve as the primary decision-making authority and will meet quarterly, however there will be called ad-hoc meetings as the need arises.

Coordination: The Peacebuilding Office established at the Ministry of Internal Affairs will be expanded to serve as the National Peacebuilding and Reconciliation Coordination Unit, to be transformed by 2020 as the Independent National Reconciliation Commission (INRC). The MIA will perform overall coordination leadership in the implementation of the Roadmap till establishment of the independent structure. However, the Coordination Unit will among others provide:

- Secretariat support to the process leading to the establishment of a National Peacebuilding and Reconciliation Policy and Council.
- Outreach and communication—implementation of the Roadmap will entail the regular collection and processing of information and analysis on key outputs. The Ministry of Internal Affairs through the Peacebuilding Office will coordinate all communications including administering the National Healing Peacebuilding and Reconciliation website. The National Healing Peacebuilding and Reconciliation website will serve as the hub for posting and sharing all documents emanating from the process. These will include progress report, briefs, and lessons learnt case stories. It will be regularly updated and linked with the websites of all implementing agencies. ICT and printed materials will be prepared for different target groups (e.g. government, the public, practitioners, experts and donors) on lessons learned and other aspects of Roadmap implementation.
- Support to Project Managers/Focal Persons at the project implementation levels for the day to day implementation of the projects.
- Serve as secretary and reports to the NRSC and the technical groups.

Implementation Oversight: The Office of the National Peace Ambassador, Governance Commission, and Independent National Commission on Human Rights in close partnerships with the relevant line ministries, departments, agencies and county and district authorities, civil society and the private sector, will ensure the implementation of the core components including their outcomes and outputs in accordance with their mandates and areas of expertise, as agreed and elaborated in Table 1 below:

Principal Implementer	Components

Ministry of Internal Affairs	• Overall coordination, capacity development, and public awareness and education • Co-management of Reconciliation Trust Fund • Conflict Prevention and Mediation Infrastructure at County and District levels
Independent National Commission for Human Rights (Palava Hut)	• Community-based Truth-telling, Atonement, & Reconciliation • Community-based Conflict Prevention and Mediation Committees • Community-based Reparations and Memorialization Programmes •
Governance Commission	• Inclusive People's History • Review of Textbooks and Cultural Symbols and Myths • Documentation of the Overall Reconciliation Process • National visioning • At outcome and impact level, coordinate the M & E component to be implemented by a recognized national management institution.
Office of the National Peace Ambassador (ONPA)	• Political face for the implementation of the Roadmap • Mobilize additional resources and facilitate implementation of the Roadmap • Political Dialogue and Reconciliation • Inter-ethnic/ Inter-county Dialogue and Reconciliation • National and County-level Reparations and Memorialization
Ministry of Youth and Sports	• Lead on the Youth Recovery and Economic empower component to be supported by the Federation of Liberian Youth
MOGCSP	• Lead on the Women Recovery and Economic Empowerment component supported by WONGOSOL
Ministry of Education	• Lead on the Transformative Education component
Constitution Review Committee	• Lead on constitutional reforms
Liberia Peacebuilding Office	• Coordinate, monitor at input and output levels, evaluate and report on progress • Facilitate the development of polices, strategies and programs on reconciliation and the Roadmap • Serves as the National Peacebuilding and Reconciliation Coordination Unit • Support the Office of the National Peace Ambassador and Government to mobilize additional resources for the implementation of the

	Roadmap
	• Coordinate with the Legislature – Standing Committees in both the Senate and the House of Representatives on Peace and Reconciliation

The revised Roadmap confirmed the important roles by the below structures:

Implementers: Implementation of the Roadmap will be undertaken by a wide range of organizations including community-based, national civil society organizations, relevant government line ministries, agencies, departments, UN agencies and funds. All implementing agencies will work in direct partnership with the four principal organizations that will provide oversight leadership and account for the resources.

Peacebuilding and *Reconciliation Technical Advisory Committee*: All principal actors and key civil society and private sector organizations, representatives of relevant UN agencies and tertiary institutions implementing significant components of this Roadmap will provide technical support and ensure coherence in the implementation of the range of activities. The Technical Advisory Committee will meet once a month to exchange notes on implementation strategies, forge partnerships and joint actions where activities intersect, and document shared lessons from the process.

Civil Society - CSOs have been a crucial partner in the development of the Strategic Roadmap for National Healing, Peacebuilding and Reconciliation and the National Reconciliation Joint Program, and will play a crucial role in its implementation. The role of CSOs in this regard includes but not limited to independent monitoring and evaluation, and direct implementation of projects and program activities. CSOs engagement and participation in the full implementation of the reconciliation program will be led by the National Civil Society Council of Liberia (NCSCL). The NCSCL will work with various the United Nations Country Team and GoL Institutions to identify/recommend CSOs that have the requisite capacity and experience in a particular thematic area of the Roadmap and Joint Program for implementation. Over the last few years, CSOs in Liberia have shown strong capacity in conducting baseline surveys and governance indices, training in conflict management and mediation at various levels, peace negotiations, and research, in addition to its traditional advocacy role and monitoring and evaluating of programs and projects.

6.0   MONITORING AND EVALUATION

A monitoring and evaluation mechanism will be designed and executed by an independent national management institution with supervision from the Governance Commission, to ensure effective multi-stakeholder monitoring of activities supported under the Roadmap. The institution will vet the M & E section of all programmes and projects to be designed from the Roadmap. The NRSC through an open bidding process will select the independent M & E service provider. The independence of the M & E function will foster accountability and transparency in the use of Roadmap resources.

The Independent M & E institution will provide on-site surveillance, regular feedback to implementing agencies, and facilitate financial expenditure tracking. M & E plans developed by each implementing agencies will be jointly agreed with the M & E support institution. These will also be shared with the Reconciliation Technical Advisory Committee for mutual exchange and to ensure complementarity and synergy are captured and duplication avoided. The M& E framework for the national reconciliation

road map should be subject to revision every year. The Monitoring & Evaluation mechanism in this roadmap will primarily be executed by the respective agencies implementing components of the National Reconciliation Road Map with the Peace Building Office providing technical support. While there will also be an external independent evaluation carried out periodically, the Peacebuilding Office will conduct input, process and output monitoring of various projects and programs of the Roadmap. Results from these activities will serve as basis for outcome and impact monitoring, as well as thematic reviews by the Independent body.

The Independent M&E Support Institution/specialist in close collaboration with the implementing agencies will make regular overall progress report to the NRSC.

7.0   OPERATIONAL RISKS AND MITIGATING STRATEGIES

With debates on the controversial TRC report still alive and memories of the massive violations during the war, most of which were committed in hitherto cohesive small communities, genuine reconciliation, which must begin with the process of purging and cleansing, will be fraught with many serious risks. This roadmap identifies the following as the critical risks:

Risks Factor	Mitigating Response
Public cynicism could undermine the mobilization of public interest in the reconciliation process	• Keep the public informed of extent of cooperation from all political leaders as their demonstrated commitment will go a long way to reduce public cynicism • Demonstrate commitment by political, religious, and traditional leaders by taking the first steps in the process • Link dialogues and other soft activities with tangible reparations results • Engage in intensive public education and awareness raising campaign, highlighting the value added of the strategy as well as the inclusive and national nature of the process
The Government fails to allocate resources in its fiscal budget to implement the Roadmap	• Keep the Legislature informed about the extent to which the Roadmap is address issues of healing and reconciliation • Advocacy for establishing a Trust Fund for peacebuilding, healing and reconciliation is supported by civil society and the line ministries and agencies of the Government of Liberia implementing the Roadmap • Launch massive domestic resource mobilization strategy with the ONPA in the lead
Community accounting and atoning processes are likely to escalate community conflicts before healing and reconciliation result. Without effective regulatory structures these could lead to violence and further violations	• Undertake serious research of the core issues and sensitivity in each community as prelude to the accounting process • Assess the capacity of regulatory institutions (police, traditional and religious institutions, etc) • Develop sound and widely accepted methodologies for each context • Invest in intensive training and preparation of all community palava hut committees

	• Ensure structures with specialized skills in addressing women-specific violations with the social and cultural sensitivity are established and supported
Some traditional mechanisms limit the voice of women and youth, the most victimized groups in the civil war. These systems could inadvertently reinforce silencing of victims	• Account for the special needs of women and children by ensuring Palava Hut process have distinct women and children's components and structures • Undertake extensive education and along with the communities design methodologies that address the concerns of women and youth by emphasizing that cultures are dynamic and that the scale of the issues require some adjustments to the traditional paradigms • Ensure women's organizations including the Female Lawyers Association, Ministry of Gender and Development, and the Women's Secretariat participate in the design of the methodology for the women's process
Uncertain physical safety and security of victims and perpetrators in context of continued highly charged emotions and presence of war-time leaders and command structures especially at community level	• Make all security preparation before embarking on public community atoning • Provide preparatory training for members of the Liberian National Police and other law enforcement officers • Require all staff to sign a confidentiality agreement
Political interference and lack of political will	• Obtain legislative backing and protection for the process through a national healing and reconciliation bill • Engage an inter-party forum as stakeholder in the process • Regularly inform the Liberian populace and ensure there is public support and ownership
Lack of transparent framework on reparation and memorialization could ignite further violence	• Develop an interim reparations programme and seek legislative approval • Ensure reparation and memorialization agendas are thoroughly debated through public forums including the media • Build partnership with professional NGOs and academic institutions
National coordination structure of the Roadmap fails to manage the process in a transparent, accountable, and inclusive manner	• Ensure the coordination unit in the MIA attract highly professional and experienced staff selected through open recruitment process • Institute rigorous quarterly review process of the unit through an independent management and audit process • Empower the joint steering committee to play a role in the running of the Coordination Unit

Annex I- **Progress on implementation of the Strategic Roadmap for national peacebuilding, healing and reconciliation – revised January 2018**				
Strategic Outcomes	**Outputs**	**Lead Institution**	**Progress as of a 2018**	**Remarks**
A. Accounting for the Past				
Strategic Outcomes 1.0: The wrongs of the civil war addressed through truth-telling and atonement in a context-specific Palava Hut process. Promoting healing and reconciliation at the community and national level.	1.1 Ethnographic studies of the conflict resolution and reconciliation mechanisms of Liberia's three language groups undertaken to inform the design of the context-specific Palava Hut methodology;	INCHR ONPA	INCHR completed two pilot Palava Hut initiatives which sought to promote community-based healing and reconciliation as the foundation for social cohesion and national unity through public disclosure, acknowledgement, and apology for human rights violations and other mass abuses committed during the civil war in two districts in Grand Gedeh and Lofa Counties. Of over 275 cases heard by the palava hut, 170 were resolved.	Project was funded by UNDP and PBF, but ended in 2016 with no funding to continue in other locations
	1.2 Compilation of war-induced conflicts and abuses developed to inform the design of case-by-case Palava Hut methodologies centered on mediation and trauma healing.		Documented war induced conflict and abuses in two districts only	Funding needed to continue
	1.3 Communal narratives that can help guide the aforementioned Palava Hut methodologies		Two palava hut forums were held to develop palava hut methodologies	More needs to be done to facilitate communal narratives

	justified by speaking to community leaders and influential institutions.			
	1.4 Broad base public awareness campaign undertaken to prepare communities for the 'Palava Hut' process; .		- 5 counties were visited to conduct public awareness on the mandate of the TRC Recommendations and the mandate of the INCHR - Outreach conducted in 30 identified communities in Lofa, Grand Gedeh and Montserrado Counties. - Public awareness was also created about the benefit, respect, maintenance and protection of the monument by members of the community.	More awareness campaign will be required to prepare communities for onward palava hut process
	1.5 Women Palava Committees trained to support in conflict mediation and culturally sensitive violations		- 825 persons trained in mediation, leadership & gender sensitive peacebuilding - 2000 women trained in peacebuilding, conflict	More training needed to support women palava hut committees

			prevention & mitigation and decision-making.	
			- 250 rural women capacity built in conflict mitigation and gender related courses and are managing the peace huts and reporting on diverse cases at the community level.	
Strategic outcomes on Reparation: **2.0** Individual, community, and symbolic reparations programs strengthen national healing and consolidate peace	2.1 National acknowledgement, consolidation, and public statement concerning the role of the state in past abuses before, during, and after the civil war		No progress recorded thus far	The president of Liberia needs to acknowledge and make public statement concerning the role of the state in past abuses before, during, and after the civil war
	2.2. National Unity and Memorial Day enacted into law to remember the devastating loss of lives, properties and to celebrate Liberia's new sense of inclusive community		No progress recorded	National Unity and Memorial Day needs to be enacted into law
	2.3 Sites of massacres and war-time atrocities turned into a trauma-healing		- One community memorial completed and dedicated on 8	More sites of massacres and war-time atrocities need to be recognized and

	memorial of recognition, forgiveness, and continued life in the reconstructed state of Liberia.		March 2017 at the Du-port Road massacre mass gravesite. A second memorial is under construction at the Mahel Massacre site in Bomi County	turned into a trauma-healing memorial
	2.4 Community based memorialization programs designed and implemented so that specific community atrocities are reconciled (i.e. letters of recognition, days of mourning)		- No community based memorial program except for one completed memorial mentioned above and another one under construction in Bomi county	More community based memorialization programs need to be designed and implemented by GoL & partners
	2.5. Inter-ethnic memorialization programs designed and implemented so that there is a proud recognition of ethnic difference within the context of a national identity and unity		No progress recorded	Inter-ethnic memorialization programs need to be designed and implemented
Strategic outcomes on Reparation: 3.0 Individual, community, and symbolic reparations programs strengthen	3.1 Systematic and comprehensive sex-disaggregated victims directory created, identifying those individuals who continue to		No progress recorded	Systematic and comprehensive sex-disaggregation of victims as well as directory of individuals who continue to suffer

national healing and consolidate peac	suffer physical and psychological harm due to war, as well as those made completely destitute by the war.			physical and psychological harm due to war need to be identified and created as a matter of urgency
	3.2 Comprehensive Reparations Policy enacted to ensure transparent identification of victims and provide the criteria for how decisions will be made about who receives reparations, and how much. This policy should be created via communal input and monitored so that it favors no single group.		No progress recorded	A comprehensive Reparations Policy need to be enacted to ensure transparent identification of victims and provide the criteria for how decisions will be made about who receives reparations and how much to be received
	3.3 Reparations Trust Fund established to ensure predictable and case sensitive funding of reparations aimed primarily at communal reparations.		No progress recorded	As a matter of urgency, a Reparations Trust Fund needs to be established to ensure predictable and case sensitive funding of reparations

	3.4 Mental health recovery and medical support for victims, their families and communities designed and implemented		No progress recorded	A mental health recovery and medical support for victims, their families and communities needs to be designed and implemented
	3.5 Death certificates issued to families of all identified and verified victims of the civil war, as requested		No progress recorded	Victims of the civil war needs to be identified , verified and death certificates issued to families
	3.6 Death certificates issued to families of fallen non-combatant members of the international community including journalists, the Catholic missionaries, as requested		No progress recorded	Death certificates of fallen non-combatant members of the international community , journalists, the Catholic missionaries, etc. need to be issued to families
	3.7 Community based reparation programs designed and aimed at improving individual communities as a whole		- Two pilot palava hut hearings were conducted in Voinjama District, Lofa County and Tchien District, Grand Gedeh County.	More community based reparation programs need to be designed and implemented

Strategic Roadmap on Diaspora Community: 4.0 Liberia's Diaspora Communities are Reconciled among themselves and with Liberians at home and are actively engaged in the rebuilding of Liberia	4.1 Map of the concentration of Liberians in the diaspora developed		No progress recorded	Mapping up exercise of Liberians in the diaspora needs to be done
	4.2 The debate on Dual Citizenship posited to all Liberian citizens and concluded.		Debate on Dual Citizenship are on-going	Issue of dual citizenship needs to be concluded and finalized
	4.3 Diaspora reconciliation architecture designed and agreed to facilitate the connection of heritage as well as continued investment towards the Liberian people.		No progress recorded thus far	Diaspora reconciliation architecture needs to be designed and agreed to facilitate the connection of heritage as soon as possible
	4.4 Webinar platform for exchange between diaspora communities developed		No progress recorded	There is a need to develop a Webinar platform for exchange between diaspora communities and Liberians within Liberia

	4.5 Diaspora reconciliation forums conducted which will culminate into a Diaspora and Homeland Reconciliation Conference		No progress recorded	Diaspora reconciliation forums need to be conducted
B. Managing the Present				
Strategic outcome on Political Dialogue: 5.0 National political leaders reconciled and platforms to promote dialogue in public life established and functioning.	5.5 Inter-party committee for national healing and reconciliation established		Inter-party political community was established during the 2017 Presidential and Legislative Elections, but not effectively functional	Inter-party committee for national healing and reconciliation need to be established
	5.2.A network established between various political leaders that acknowledge the importance of the palava hut process not just for constituents but for the national administration as well.		No progress recorded	A network between various political leaders that acknowledge the importance of the palava hut process need to be established
	5.3.Government recognition that peacebuilding and reconciliation efforts should never be used to increase any one		No progress recorded	Government needs to recognize the fact that peacebuilding and reconciliation efforts should never be used to increase

	institutions power over the other.			any one institutions power over the other.
	5.4. Cross-border and sub-regional strategies and programs including inter-ethnic reconciliation, early warning and dialogue capacities and infrastructure established in border towns with other Mano River countries		Cross-border reconciliation program through Joint Council of chiefs and elders organized in 2013 in Zwedru and 2015 in Guiglo respectively. Additionally, joint border patrol and surveillance program with support from UNDP and partners	More needs to be done to facilitate cross-border and sub-regional strategies and programs including inter-ethnic reconciliation, etc.
Strategic outcome on Conflict Prevention and Mediation 6.0 Infrastructure for peace established (i.e. nationally unifying forces, preventative structures) and introduced into the formal governmental system to sustain the peace and reconciliation gains.	6.7 Early warning and early response system developed and functioning in all 155 districts of Liberia	**MIA PBO**	- Three EWER Centres setup and operationalized in Bong, Grand Gedeh and Maryland - EWER Working Group Secretariat Set up (established) and EWER group replicated in Lofa, Bong, Nimba and Grand Gedeh - 180 EWER Focal Persons trained across the country to report conflict sensitive incidents	More efforts need to be made to support Early warning and early response system in Liberia

			- Violence Prevention Training of Trainers workshop held for 35 EWER Working Group members and additional training held in various communities. - 24 CSOs were awarded small grants to work with CPCs to prevent and resolve conflict	
	6.2. Alternative Dispute Resolution mechanisms created that recognize the communal base of most conflicts. This includes the creation of peace committees and social forums for reconciliation		- 14 county peace committees reactivated, strengthened and harmonized with other local peace structures; supplies and logistics provided to CPCs in 13 counties - One National Consultation conducted for elevation of CPCs to National level - 825 persons trained in mediation, leadership & gender sensitive peacebuilding - GoL has established a ADR department at the Ministry of Justice	More needs to be done to create ADR mechanism throughout the country

			- 250 Land Mediators recruited, trained and deployed in South-East counties	
	6.3 Conflict sensitive national reconciliation policy to ensure the institutionalization of structures and mechanisms to sustain national unity and reconciliation formulated and enacted into law		Efforts underway for national reconciliation policy development beginning reconciliation dialogues in 8 counties. A national reconciliation conference is being planned for March 3-4, 2018; completion of the 15 counties reconciliation dialogues will lead to the policy which will be enacted into law	National reconciliation policy needs to be enacted into law
	6.4 Comprehensive mapping of land-based conflict throughout Liberia undertaken along with the compiling of empirical data to understand trends in land and border based disputes.		Expired Land Commission concluded nation-wide A comprehensive mapping of land-based conflict; set up five land coordination centres; land right bill developed and is at the legislature and criminal conveyance law is in place to address land conflicts.	Passage of the land right bill is urgently needed and popularize for increased citizens' understanding
	6.5 Collaboration with existing national land dispute policies and structures to support the continued need for conflict prevention in land cases.		- Criminal Conveyance Law in practice but not popularized	Create awareness on the criminal conveyance law

57

	6.6 Nationally recognized legislative bill that provides the foundation and structure for peace-work in Liberia (i.e. reporting systems, accountability and transparency laws, sensitization initiatives)		- Liberia Land Authority established by law - Land Right Bill developed and is at the Legislature for passage - Local Government Bill at the Legislature	Need to pass the land right bill into law
Strategic outcome on Women's Recovery and Empowerment **7.0 Women and girls physically and psychologically wounded due to the war are socially, economically, and politically empowered through sustainable livelihood and capacity building and protected from future gender based violence**	7.8 Women and Children Protection Section of the Liberia National Police strengthened through public sensitization and awareness campaigns, capacity building programs, and outreach initiatives	MoGCSP WONGOSOL	An intervention has supported economic recovery and wider reconciliation efforts to strengthen economic security of women in particularly high risk/ conflict-prone areas, including border regions and communities affected by large concession agreements. The project focused on working with women in these areas to strengthen their economic opportunities, while enhancing their understanding of their rights and responsibilities, with a particular focus on women's personal security when engaged in trading across borders and passing through check points.	Women and Children Protection Section of the Liberia National Police needs to be further strengthened through public sensitization and awareness campaigns, capacity building programs, and outreach initiatives
	7.2 Family Reunification Committee established		No progress recorded	Family Reunification Committee needs to

	in county hubs to assist in bringing sojourned family members back to Liberia and their families			be established in county hubs
	7.3 Judicial systems to increase women's access to justice for rape and other sexual violence strengthened, including age appropriate systems for children		- Rape Law developed, awaiting passage - Women and Children unit established at the Liberia National Police	More needs to be done to strengthen and increase women's access justice for rape and other sexual violence
	7.4.Women's economic opportunities and entrepreneurial skills strengthened through the training of trainers and other capacity building projects.		- 3,500 women in 22 communities participated in local decision-making, natural resources management, especially access to and the utilization of land. - 4,000 women from 43 communities were trained in business development skills, literacy and numeracy and are now utilizing 160 VSLAs for access to credit	More needs to be done to create economic opportunities and strengthen women's entrepreneurial skills through the training of trainers and other capacity building projects.

	7.4 Social and economic rehabilitation programs for women and girls engaged in survival sex business undertaken in major cities in Liberia		Social Cash transfer and vulnerable girls program ongoing with the MoGCSP and partners	More needs to be done to initiate social and economic rehabilitation programs for women and girls
	7.5 Women peace and dialogue committees established and functioning in parallel with other components of the Roadmap (i.e. Palava Hut discussions)		Significant work has been done with women to support women's role in peacebuilding at the grassroots level through the "peace hut" initiative, as well as to forge critical linkages with local security institutions for the prevention of, and response to sexual and gender-based violence. There are communities where traditional "peace hut" has been complemented by working with young women and girls and created a "space" for young women to speak about their own concerns, developed leadership skills, and engaged in the peacebuilding process	Women peace and dialogue committees need to be established and functioning across the country
	7.6 Enhanced social transformation and gender empowerment across ethnic communities to raise awareness of women's rights and legal aid		Significant progress recorded thus far in awareness raising of women's rights and legal aid by INGOs, NGOs and GoI	More needs to be done to enhance social transformation and gender empowerment of women across ethnic communities
C. Planning for the Future			

Strategic outcome one Children's and Youth Recovery and Empowerment **8.0** Young women and men physically and psychologically wounded due to the war are socially, economically, and politically empowered through sustainable livelihood and capacity building	8.1 Vocational skills institutions strengthened and resourced to provide training for children and youth particularly young girls		Monrovia Vocational Training Centre, Tumutu Agriculture and Tevelt program in place	More needs to be done to strengthen and train children and youth particularly young girls in vocational education
	8.2 Nationwide Youth entrepreneurship programs developed and implemented		Under the National Youth Service Program (NYSP) supported by UNICEF in collaboration with the Ministry of Youth and Sports, an integrated peacebuilding and development program was created as platform for young university, college and technical school graduates to be afforded the opportunity to contribute to nation building and youth empowerment as National Volunteers (NVs). This program was implemented in nine counties with a total over 750 youth as direct beneficiaries. The program addressed youth related issues through a multi-faceted approach that was delivered through five key sectors in both public service delivery and private sector development: Education,	More needs to be done to develop and implement a nationwide Youth entrepreneurship programmes

			Health, Peacebuilding and Leadership, Youth Development, and Agriculture. Junior Volunteers for Youth-Led Social Cohesion targeting community and high school graduates and drop-off was implemented in six counties by the PBO with funding support from UNICEF. Over 900 youth benefited. The Liberia Youth Employment Program (LYEP) funded by the World Bank created short-term job opportunities across the country which has now been succeeded by the Youth Opportunity Project (YoP), also targeting youth for employment and empowerment across the country.	
	8.3 Youth leadership and peace building training programs designed and implemented in schools, communities, districts, etc		Youth leadership training program initiated in 2011 and implemented in six counties: Nimba, Grand Gedeh, Grand Bassa, Grand Cape Mount, Maryland and Rivercess	More needs to be done to design and implement youth leadership and peace building training in schools
	8.4 Sports as tool for healing and reconciliation for children, young men and women in and across communities		1 major sporting event initiated by the Liberia Peace Imitative (LPI) recorded	More sporting events for healing and reconciliation for children, young men and women in and across communities need to be organized

	8.5 Youth provided with skills in leadership, non-violent communication, and conflict mediation		On-going with progress	More need to be done to provide with skills in leadership, non-violent communication, and conflict mediation
Strategic outcome on Psycho-social Recovery and Empowerment for Persons with Disabilities 9.0 To create opportunities for persons with disabilities (PWD) to participate confidently in the country's economic, political and socio-cultural life	9.8 Provide equal opportunities for PWD to earn decent livelihoods in the mainstream economy		No progress recorded	More need to be done to Provide equal opportunities for PWD to earn decent livelihoods in the mainstream economy
	9.1 Protect children and women with disabilities from exploitation, violence and abuse		Little progress recorded	More work around Protecting children and women with disabilities from exploitation, violence and abuse
	9.1 Ensure that PWD have access to enterprise and skills development Foster decline in rates of poverty and unemployment among the disabled.		No progress recorded	More needs to be done to ensure that PWD have access to enterprise, skills development and employment opportunities

	9.2 Foster increase in the use of health facilities and job training by the disabled.		No progress recorded	More need to be done to foster increase in the use of health facilities and job training by the disabled.
	9.1 Support the increase in publication from the National Braille Printing Center		No progress recorded	More need to be done to support the increase in publication from the National Braille Printing Center
	9.1 Support the increase in the number of medical practitioners trained to treat PWD		No progress recorded	More need to be done to support the increase in the number of medical practitioners trained to treat PWD
Strategic outcome on Inclusive People's History **10.0** Divisive historical narratives are replaced with more inclusive and reconciled comprehensive people's history, representing the historical accounts of all 16 ethnic groups in Liberia	10.1. National Commission on the history of Liberia established and empowered		- A National History Organizing Conference was held in 2013 with several Liberian and foreign academics, and other professionals attending. - A National History Advisory Committee, an Editorial Board and the Expert Panel of Liberian Historians were established to	A National Commission on the history of Liberia is yet to be established

				support the work of the History Project. Members of the Expert Panel have since been assigned chapters and have submitted abstracts.	
	10.2 . In depth investigation and documentation of the facts and myths of all ethnic communities undertaken		- No progress recorded		Documentation of the facts and myths of all ethnic communities are yet to be undertaken
	10.3.Public forums and dialogues on the critical accounts conducted to further clarify and endorse each historical account that will form part of the national history;		No progress recorded		Public forums and dialogues on the critical accounts need to be conducted to further clarify and endorse each historical account that will form part of the national history
	10.4.National history produced and endorsed through extensive multi-stakeholder validation		No progress recorded		National history needs to be produced and endorsed through extensive multi-stakeholder validation
	10.5 Text books for primary to secondary schools on the new national history		No progress recorded		Text books for primary to secondary schools on the new national history need

	produced and form part of the national curriculum			to be produced and form part of the national curriculum
Strategic outcome on Transformative Education System **11.0** Transformative Education System delivers increased access and quality education as well as fosters reconciliation and nonviolent problem-solving skills.	11.1 Regional disparities in access to quality education reduced by improving educational system	MoE	On-going with limited progress	A regional disparities in access to quality education need to be reduced by improving educational system
	11.2 Reconciliation key messages and stories are integrated in school curriculum and text books		- Primary Education Curriculum integrated with Peace Messages	Reconciliation key messages and stories need to be integrated in school curriculum and text books
	11.3 Accelerated educational programs strengthened and expanded to address needs of youth population who missed out on formal education due to the war		Little progress recorded thus far through the MOE accelerated education programs	More need to be done to strengthen the accelerated educational programs and expand it to address needs of youth population who missed out on formal education due to the war
	11.4 Education structures of governance and decentralization accelerated to foster		Little progress recorded	There is a growing need to accelerate decentralized education structures of governance to

	local ownership of educational system			foster local ownership of the educational system
	11.5 Capacity of teachers developed to promote reconciliation and psychosocial recovery		No progress recorded	There is a need to build the capacity of teachers to promote reconciliation and psychosocial recovery in schools across the country
Constitution Reforms 12.0 The Constitution of Liberia is amended to respond to structural conditions that feed violent conflicts and polarization, leading to consolidated state-society relations and renewed social contract.	12.1 Building on the 2030 visioning exercise the Constitution Review Dialogue Project will result in: - stablished safeguards against constitutionally induced marginalization and impunity; - firm foundations for Liberia's post-war democracy, justice, equality, and human rights; - established constitutional provisions and mechanism for	LRC GC	- Significant progress made in reviewing the constitution of Liberia by the Law Reform Commission - 24 propositions submitted to the National Legislature awaiting Referendum	The National Legislature needs to act upon recommendation made by the LRC

addressing future inter-ethnic and political conflicts; and			
- Inclusive framework and structure of governance that effectively regulates access to state power and resources.			

Annex II: **RESOURCE MOBILIZATION MATRIX**

Result: $31,075,00 is raised to implement the activities of the Strategic Roadmap for National Healing, Peacebuilding and Reconciliation for a period of 3 years (2018 – 2020)			
Principal Implementers	**Activity Description**	**Target groups/Alliance/Sources**	**Cost USD**
MIA/Peace Building Office	- Strengthen County Peace Committee - Conflict Mediation Mechanism -Expand Early Warning Early Response -Strengthen CSO Capacity through Small Grant -Bi-Annual & Annual Program Review Meetings (SMC, NRR,NPBP) -Strengthen Social Cohesion at Community levels	- Government of Liberia Fiscal Budget, Specific allocation in the budgets of Institutions of Government, - County Social Development Funds, - Private Sector Support, Encourage multi-national companies to	$6,000,000

	-Develop Peace Building Strategies I collaboration with Partners -Conduct Monitoring & Survey	align corporate social initiatives with national reconciliation, - establishment of Reconciliation Foundation,	
Governance Commission	-Support/facilitation of History Project - M & E, the Nationa1 Reconciliation Roadmap	- Corporate Social Responsibility - International NGOs - UN Agencies	$3,625,000.00
MoFA/ONPA	- Facilitation of Diaspora Reconciliation	- Foreign government and Embassies accredited near Monrovia	$2,000,000.00
Office of National Council of Chiefs & Elders	- Awareness creation of culture, Dialogue with chiefs & elders	- EU, Swedish Embassy, UNMIL, AU, UNDP, US Embassy, UNICEF, INCHR, etc.	$2,000,000
Civil Society Organization	-National Popularization of Roadmap, -Tracking of Roadmap Institutional deliverables, Elections ----monitoring, Roundtable on national peace & reconciliation, -support grassroots civil society Nationwide awareness -Production and dissemination of peace messages		$5,000,000
Independent National Commission on Human Rights	- Construct 155 memorials, - Conduct 73 Palava Huts District Hearings		$11,000,000
Office of National Peace Ambassador	- National dialogue with all stakeholders (Police, Motor		1,450,000

cyclist, PBO, Faith Based Organizations, Traditional Council - Translation of peace messages into french, creole, arabic, other vernaculars - Eminent persons forum (inter-Religious MRU coordination) - Reconciliation Dialogue with focus on MRU youth parliament, LINSU		
Grand Total		**$31,075,000**

Annex III: Government's Commitments outlined in the Liberia Peacebuilding Plan - Peacebuilding Priorities in Phase II

It is envisaged the George Weah led government of Liberia will work with national and international stakeholders to mobilize political and financial support to advance peacebuilding in the following areas.

Peace, Security and Rule of Law

- Implement legislative and policy reforms relating to public safety and the private security sector;

- Modernize the legislative and policy framework of the justice and security sector with targeted reforms and the effective implementation of new laws and policies;

- Strengthen the coordination between the three branches of government and between justice and security institutions, as well as with integrity institutions, with the objective of ensuring policy coherence at the operational level and improving oversight and accountability;

- Undertake essential recruitment and training to further decentralize the presence of competent justice and security sector personnel across the country, with recruitment focusing on fulfilling established targets for women's employment in the sector;

- Implement recommendations of the Public Expenditure Review with the objective of ensuring appropriate resourcing and effective financial management of the justice and security sector;

- Draft and enact a national peace policy;

- Provide adequate and timely budgetary support to ensure the effective operations of key conflict prevention and peacebuilding institutions;

- Provide adequate and timely financial support to strengthen cross-border peace initiatives, including the MRU's cross-border strategy, involving local chiefs, traditional elders and communities on both sides of the borders between Cote D'Ivoire and Liberia, Guinea and Liberia and Sierra Leone and Liberia;

- Strengthen the role of traditional mechanisms for peace and conflict prevention, including the Palava Hut system, in the peacebuilding process.

Governance and Public Institutions

- Conclude the constitutional reform process and hold a referendum on the Liberian constitution by the end of December 2019;

- Accelerate the process of decentralization and ensure the full implementation of the Local Government Act;

- Strengthen national integrity institutions and judicial mechanisms to combat the culture and practices of corruption and impunity;

- Accelerate the process of land reform to ensure the implementation of an equitable and robust land governance and administration system.

- Amend the Liberia Anti-corruption Commission Act of 2008, granting full prosecutorial power to anti-corruption courts.

Economic Reform and Development

- Implement a comprehensive national development framework, ensuring the requisite political and financial assets exist to domesticate the Sustainable Development Goals 2030 and Agenda 2063;

- Review and implement a domestic resource mobilization strategy and expand the fiscal space, with an emphasis on diversifying the Liberian economy, private sector growth and leveraging the investment potential of Liberians in the diaspora;

Cross-cutting issues

- Accelerate the domestication of outstanding international human rights instruments into national laws and take concrete protective measures to ensure the full enjoyment of rights by all;

- Address transitional justice issues in Liberia in line with the recommendations of the Truth and Reconciliation Commission Report;

- Establish mechanisms for the implementation and independent monitoring of recommendations contained in Universal Periodic Review Reports (UPR);

- Ensure the Independent Commission on Human Rights is able to fully implement its mandate across the country;

- Develop and implement a coordinated and well-funded national youth employment programme which is able to provide decent work to all categories of young people, including university graduates and apprenticeship trainees;

- Introduce civic education and citizenship studies in the curriculum at primary and secondary school levels, and support extra curricula in-the-community efforts to employ dialogue as a means of solving problems;

- Create a nationwide network of socio-psychological counseling services which target vulnerable youth and help them with their moral, ethical, intellectual and mental health development;

- Enshrine gender affirmative action as a part of the process for constitutional reform

- Ensure all national policy and planning processes are gender responsive;

- Ensure effective and transparent conflict and climate sensitive management of natural resources;

- Integrate indigenous and effective coping strategies into national development policy and planning, ensuring that social and conflict perspectives are part of climate change mitigation and adaptation strategies and interventions.

Annex IV: Policy and programs interventions based on SCORE findings for consideration by policy and program actors

a) Coexistence and Civic Trust

Policy Entry Points	Recommendations
Efficacy of and access to state services and documents	Improve efficacy to public/community services in River Cess, Nimba, and Montserrado; Improve access to state documents particularly in Sinoe, River Cess and Grand Kru, but also in Nimba, Grand Cape Mount and Maryland.
Efficacy of and awareness about national frameworks	Develop grassroots participation and engagement mechanisms at the county level for the implementation of the Reconciliation Roadmap; ensure sustainability and effectiveness of decentralized government systems and structures; and develop communication strategies to raise awareness about national frameworks in Grand Cape Mount, Sinoe, Nimba, Lofa and River Cess. More specifically, almost 90% in Grand Cape Mount and 70% in Sinoe report that Land Commission, Anti-Corruption Commission and Reconciliation Roadmap has not helped to strengthen peace and state building. On the other hand, over 50% in Lofa, Nimba and Sinoe report that the Governance Commission has not helped to strengthen peace and state.
Civic engagement and information consumption	Incorporate citizenship, democratic values and human rights into the education system, particularly focusing on River Cess, Grand Bassa, Gbarpolu, Nimba and River Gee; strengthen and diversify information consumption, particularly in River Cess and Grand Cape Mount; and promote public participation and constructive civic engagement, particularly in Grand Bassa, Sinoe and River Gee.
Efficacy of social capacity building processes	Design youth recovery and empowerment programmes such as entrepreneurship, social, cultural and economic activities to improve youth participation and inclusion; and design psychosocial recovery and empowerment programmes such as counselling and support for victims of SGBV and severe assault, to give women a role in national reconciliation and improve women's participation and inclusion socio-politically and economically in Sinoe, Grand Gedeh, Grand Cape Mount. More specifically, 65% in Grand Cape Mount report that no progress has been achieved in terms of conflict prevention and mediation processes that are aimed at rebuilding capacity for nonviolent conflict resolution and dialogue in local communities; and similarly, 65% also report that no progress has been achieved in terms of promoting a transformative education system aimed at fostering a shared future, break barriers between groups, and socialize future generations in the use of dialogue and nonviolent actions.

Socio-economic improvement	Provide and improve economic incentives, SME grants combined with psychological counseling to victims and vulnerable groups, and improve of social welfare, health care and support systems particularly in River Cess, Gbarpolu, Bomi, Grand Gedeh, Sinoe, River Gee, Nimba, Montesarro and Lofa.
Progress to peace intergroup healing	Build non-violent communication and mediation skills, and incorporate peace education into curricula particularly in Sinoe, Montserrado, River Cess, Grand Gedeh and Lofa; invest in intergroup reconciliation, dialogue and healing processes to foster forgiveness and to address intergroup threat, negative stereotypes and discriminatory attitudes focusing on reconciling Mandigos, Gios and Krahns and Mandingos with other groups, as well as with Muslims; with more intensified reconciliation efforts tailored for Grand Cape Mount, River Cess, Sinoe and Lofa.

b) *Development Orientation* – SCORE findings used predictive and diagnostic data analysis tools to help ensure effective and efficient allocation of resources based on the below Policy Entry Points and Recommendations

Policy Entry Points	Recommendations
Economic, Food and Health Security	Effective ways to improve human security can include multiple holistic approaches at the local level. These can include risk-sharing arrangements that pool membership funds and promote community-based insurance schemes; improving health education, and access to health care and safe water.
	Economic security can only be improved through combatting unemployment, improving access to education, organizing local literacy classes and vocational training opportunities for youth, women and the long-term unemployed. Microfinancing and funding available for innovative agricultural methods and the creation of local cooperatives should also be considered, so as to boost economic opportunities both in urban and rural areas
	Food security goes part and parcel with above recommendations, with the added 5 premise of required infrastructure for producing, delivering and storing food.

Improving availability of a state welfare and support networks provided for vulnerable groups would ease the burden on individuals to sustain and support friends, neighbours and relatives, which could boost personal development orientation for empathetic people who tend to spend on others rather than save for themselves. Increasing individual propensity to save could also act as a stimulant to economic development, since available funds and propensity to invest in business and/or make major future purchases (e.g. |

	buying a house which can be considered a form of wealth) can be a multiplier of economic acceleration. Target counties: Grand Cape Mount, Lofa, Grand Bassa, Sinoe, Margibi.
Positive intergroup relations and perceived intergroup threat	Working at local community level could serve to gradually lessen levels of intergroup mistrust, perceptions of threat and on-going conflict.
	Investing in non-violent communication at grassroots level and promoting healing processes to address perceptions of intergroup threat, stereotypes and discriminatory attitudes and possibly using women's organisations could be a good stepping stone, giving women a greater role in national reconciliation processes could be another.
	Incorporating peace education into curricula and improving inclusive education experiences, as well as adopting public narratives that endorse forgiveness would significantly help improve intergroup harmony in the long run.
	Initiatives aimed at improving intergroup relations should primarily focus on reconciling Mandigos, Gios and other groups, including Muslims; with more intensified reconciliation efforts tailored for River Cess and River Gee.
Affinity to International Organizations	Revise development programs designed by international organizations to focus on capacity-building programs and efforts that foster both the motivation and skills to develop, and support young and women entrepreneurs to nurture an enabling development environment reduce aid dependency.
	Promote local risk-sharing arrangements, including community-based insurance schemes and access to technical and financial assistance for farmer and artisan cooperatives, collective labour action, vocational training and community access to microfinancing
	Design youth recovery and empowerment programs such as entrepreneurship, social, cultural and economic activities to improve youth participation and inclusion
	Scale up local socio-economic capacity building programs such as support for farmer cooperatives and networks of small businesses
Local Service Delivery	Efficient implementation of decentralization policies, improved access to state service delivery including water, electricity, road networks and state documents, and infrastructural investments would be an effective way of contributing to development orientation positively. Target counties: River Cess and Nimba.
PTSD	Provide cognitive-behavioural therapy to help understand and change how people think about the trauma of the civil war and its aftermath.
	Promote group-healing processes, such as sharing personal stories and experiences with others, which may help people who suffer from PTSD feel more comfortable to cope

| | with their symptoms, memories, and other parts of their 6 lives. Group therapy helps individuals learn to deal with emotions such as shame, guilt, anger, rage, and fear, and help build self-confidence and trust. |
| | Combine economic incentives with psychological counselling to victims and vulnerable groups, and improve of social welfare, health care and support systems, particularly in River Cess, Gbarpolu, Bomi, Grand Gedeh, Sinoe, River Gee, Nimba, Montesarro and Lofa. |

c) Addressing Political Tribalism

Policy Entry Points	Recommendations
Efficacy of social capacity building processes	Design youth recovery and empowerment programmes such as promoting entrepreneurship, social, cultural and economic activities to improve youth participation and inclusion; and design psychosocial recovery and empowerment programmes such as counselling and support for victims of SGBV and severe assault, to give women a role in national reconciliation and improve women's participation and inclusion socio-politically and economically in Sinoe, Grand Gedeh, Grand Cape Mount. More specifically, 65% in Grand Cape Mount report that no progress has been achieved in terms of conflict prevention and mediation processes that are aimed at rebuilding capacity for nonviolent conflict resolution and dialogue in local communities; and similarly, 65% also report that no progress has been achieved in terms of promoting a transformative education system aimed at fostering a shared future, break barriers between groups, and socialize future generations in the use of dialogue and nonviolent actions
Efficacy of National Frameworks	Ensure sustainability of decentralized government systems and structures and develop grassroots participation and engagement mechanisms at the county level for the implementation of the Reconciliation Roadmap in Sinoe, River Cess, Grand Cape Mount; and Develop communication strategies about national frameworks in Grand Cape Mount, Sinoe, Nimba, Lofa and River Cess. More specifically, almost 90% in Grand Cape Mount and 70% in Sinoe report that Land Commission, Anti-Corruption Commission and Reconciliation Roadmap has not helped to strengthen peace and

Policy Entry Points	Recommendations
	state building. On the other hand, over 50% in Lofa, Nimba and Sinoe report that the Governance Commission has not helped to strengthen peace and state building.
Economic / Health / Food Security	Effective ways to improve human security can include multiple holistic approaches at the local level, such as risk-sharing arrangements that pool membership funds and promote community-based insurance schemes, health education, access to health care and safe water, macroeconomic policy reform, provision of technical assistance and capacity building for farmers and entrepreneurs, infrastructure development, vocational training and microfinance. Target counties: Sinoe, Grand *Cape Mount*

d) **Addressing Violent Tendencies and Sexual and Gender Based Violence (SGBV)**

Policy Entry Points	Recommendations
Human security	Possible ways to improve physical security should focus on improving policing and the effective treatment of victims of violence, such as training and awareness raising among security and health professionals as well as legal advice counseling especially for SGBV victims, perpetrators and those suffering from PTSD. Such work could build on the existing expertise and social capacity within NGOs, women's networks and local religious institutions.
	Continued impunity of suspects significantly undermines confidence in civic institutions; thus justice should be promoted at the community level and sense of justice and trust in justice institutions should be reinforced. Public crime reports and the effective and quick implementation of the existing legal framework can help in this regard. Cooperation between civil society, local communities could cooperate and civil security institutions (e.g. police) should be promoted to enhance trust and collaboration and to promote promote community policing.
	Preventive mechanisms such as neighbourhood watch, monitoring indicators and reporting protocols, can be developed and deployed in violence-prone counties *(such as River Cess, Grand Cape Mount, Grand Gedeh and Lofa)*.

Efficacy of National Frameworks	Ensure sustainability of decentralized government systems and structures and develop grassroots participation and engagement mechanisms at the county level for the implementation of the National Frameworks (Land Commission; Decentralization Policy; Governance Commission; Anti-Corruption Commission; Agenda for Transformation; Reconciliation Roadmap; Justice and Security Regional Hubs; District and County Security Councils; County Peace Committees), primarily in those counties where violent tendencies scores high. More specifically, almost 80% in Sinoe and 90% in Grand Cape Mont report that Anti-Corruption Commission, Agenda for Transformation and Reconciliation Roadmap have not helped to strengthen peace and state building; over 90% in River Cess report that Anti-Corruption Commission has not helped; above 70% in Sinoe report that Decentralization Policy and Governance Commission have not helped; and almost 90% in Grand Cape Mount report that Land Commission has not helped to strengthen peace and state building
Information consumption	Increase availability and diversity of media outlets, working on improving freedom of the press, as well as media and digital literacy among the general public, which could in turn improve active citizenship and civic identity. Specific target counties: Sinoe, River Cess, Grand Cape Mount, Nimba, Lofa, River Gee.
Intergroup harmony, forgiveness and anti-discrimination	Investing in dialogue and healing processes would address perceptions of intergroup threat, negative stereotypes, and discriminatory attitudes and hence improve intergroup relations and harmony. Building capacity for nonviolent communication and healing processes, and incorporating peace education into curricula can be effective ways of reducing intergroup threat and fostering forgiveness both at an individual and societal level. At a higher policy level, adopting public narratives that endorse forgiveness is recommended. These reconciliation efforts aimed at improving intergroup relations should primarily focus on reconciling Mandigos, Gios and with other groups, as well as with Muslims; with more intensified reconciliation efforts tailored for Grand Cape Mount and Sinoe.
Executive skills	Executive skills are critical for learning and development, and include working memory (the ability to hold information in mind and use it); inhibitory control (the ability to master thoughts and impulses to resist temptations, distractions, and habits); and cognitive flexibility (the capacity to adjust to changing demands, priorities, or perspectives). Although people are not born with these skills, every individual has the potential to develop them. When children have opportunities to

	develop executive skills, individuals and society experience lifelong benefits. They enable positive behaviour and allow individuals to make healthy life choices. Thus, it is important to incorporate age-appropriate activities, games and exercises into education, starting from kindergarten level to adolescence. Improving educational approaches focused on executive skill development particularly in River Gee, Maryland, Grand Cape Mount, Grand Bassa, Lofa, Grand Gedeh, Gbarpolu and Margibi by using international best practices such as the guide published by Harvard University[9] and tying international donations and relevant means of support to this objective could prove to be a good starting point
Community cooperation	Promote local level risk-sharing arrangements at, including community-based insurance schemes and access to local resources, local health education and health care services, technical and financial assistance for farmer and artisan cooperatives, collective labour action, area specific vocational training and community access to microfinancing. Tie international donations to this objective and providing foreign expertise for further capacity building could prove effective in enhancing community cooperation, particularly for Maryland, Grand Cape Mount, Lofa and River Gee.
Promote the political empowerment of women	Women are less prone to violence and corruption, and have a stronger desire for reconciliation. Women are also perceived more trustworthy than their male counterparts and will usually tolerate human right abuses much less than men would, allowing much less room for civil conflict and intra-state trouble to spring to life. Thus, policies should aim to increase both the supply and the demand of suitable female candidates and government-appointment officials. Female candidates should be assisted in coming forward to stand for election and should be provided with the required education (there is a higher female illiteracy ratio of girls to boys in Liberia), media access and financial assistance to succeed. Temporary affirmative measures of a minimum 30% female participation ratio (achieving critical mass necessary for social change to eventually trickle down to society) would be advisable

Annex V: County visions and five-year Plans

---

[9] http://developingchild.harvard.edu/science/key-concepts/executive-function/

A. Grand Cape Mount County

County vision: "the people envision working together with commitment and dedication to develop their full economic, social and cultural potential, for a fuller and richer life for all, regardless of tribe, sex, religion or politics", among others. Mission: is to establish a framework for the advancement of reconciliation and social cohesion among the people of grand cape mount county by strengthening local dialogue initiatives, addressing land disputes, promoting responsible and peaceful politics and ensuring equal political participation and access to public services by all citizens and residents in the county.			
THEMATIC ISSUES	*Outputs*	*Responsible Party*	*Timeframe*
Land Disputes Resolution	1. Boundaries between towns and communities harmonized	Ministry of Internal Affairs Liberia Land Authority	2018- 2022
	2. Titled deeds issues to all legitimate land owners and recorded	Liberia Land Authority Nat'l Center for Archives and documentation	2018-2022
	3. Strategies to include local communities in land concession negotiation developed and enforced	National Bureau of Concessions Office of the Superintendents/Ministry of Internal Affairs	2018- 2022
	4. Inter-community dialogues and education campaign on land and property rights launched	Ministry of Internal Affairs, Liberia Peacebuilding Office & Nat'l Traditional Council of Liberia	2018- 2022
Youth Empowerment	1. Vocational skills institutions in Grand	Ministry of Youth and Sports	2018- 2022

	Cape Mount strengthened to provide training for children and youth particularly young girls		
	2. Youth entrepreneurship programs initiated and implemented in all districts established	Ministry of Youth and Sports Office of the Superintendent/Ministry of Internal Affairs	2018- 2022
	3. Youth leadership and peace building training programmes in all districts designed and implemented	Liberia Peacebuilding Office	2018- 2022
	4. Occasional sporting events in schools and districts in multiple games for young people organized	Ministry of Youth and Sports	2018- 2022
Women Empowerment	1. Women entrepreneurship program established and implemented in all districts	Ministry of Gender, Children and Social Protection	2018- 2022
	2. The Grand Cape Mount County detail of the Liberian National Police Women and Children Protection Section strengthened	Liberia National Police, Ministry of Justice	2018- 2022
	3. Social and economic rehabilitation programs	Ministry of Gender, Children and Social Protection	2018- 2022

	for women and girls victim of SGBV launched		
Palava Hut Mechanism	1. A Palava Hut Program in each district of Grand Cape Mount County established	County Peace Council District commissioner Independent National Commission on Human Rights National Council of Chiefs and Elders	2018- 2022
	2. Palava Hut heads trained in Alternative Dispute Resolution methods with a focus on local traditional processes	Independent National Commission on Human Rights Liberia Peacebuilding Office	2018- 2022

B. Lofa County

County vision: is a peaceful, united and cohesive society governed by the rule of law.			
Mission: is to establish a framework for the advancement of reconciliation and social cohesion among the people of Lofa County by strengthening local dialogue initiatives, addressing land cohesion among the people of Lofa County by strengthening local dialogue initiatives, addressing land.			
THEMATIC ISSUES	*Outputs*	*Responsible Party*	*Timeframe*
Tribal and Clan Conflict Resolution	1. Specific conflicts between clans and tribal communities identified	Office of the Superintendent/Ministry of Internal Affairs	2018- 2022
	2. Dialogue initiatives for reconciliation and cohesion among tribal and clan leaders launched	Liberia Peacebuilding Office Civil Society Council	2018- 2022
	3. Local committees for alternative dispute resolution through traditional systems established	Ministry of Justice Liberia Peacebuilding Office Office of the Superintendents/Ministry of Internal Affairs National Council of Chiefs and Elders	2018- 2022

	4. Civic education on use of state security and justice systems launched	National Civil Society Advisory Council Ministry of Justice	2018- 2022
Equal political participation	1. Campaign to support the passage of the draft Local Government Bill launched	Lofa County Legislative Caucus National Civil Society Advisory Council	2018- 2022
	2. Civic education campaign on democracy and political participation launced	National Civil Society Advisory Council	2018- 2022
	3. Initiative for inter-party dialogues among political party local branches in Lofa launched	National Elections Commission National Civil Society Advisory Council	2018- 2022
Land Conflict	1. Harmonize boundaries between communities	Ministry of Internal Affairs Liberia Land Authority	2018- 2022
	2. Issue title deeds and record all legitimate deeds in the county	Liberia Land Authority	2018- 2022
Youth Empowerment	1. Vocational skills institutions in Lofa strengthened to provide training for children and youth particularly young girls	Ministry of Youth and Sports	2018- 2022
	2. Youth entrepreneurship programs initiated and	Ministry of Youth and Sports	2018- 2022

	implemented in all districts established	Office of the Superintendent/Ministry of Internal Affairs	
	3. Youth leadership and peace building training programmes in all districts designed and implemented	Liberia Peacebuilding Office	2018- 2022
	4. Occasional sporting events in schools and districts in multiple games for young people organized	Ministry of Gender, Children and Social Protection	2018- 2022
Women Empowerment	1. Women entrepreneurship program established and implemented in all districts	Ministry of Gender, Children and Social Protection	2018- 2022
	2. The Lofa County detail of the Liberian National Police Women and Children Protection Section strengthened	Liberia National Police/Ministry of Justice	2018- 2022
	3. Social and economic rehabilitation programmes for women and girls victim of SGBV launched		2018- 2022
Palava Hut Mechanism	1. A Palava Hut Program in each district of Lofa County established	County Council District Commissioner	2018- 2022

		Independent National Commission on Human Rights National Council of Chiefs and Elders	
	2. Palava Hut heads trained in Alternative Dispute Resolution methods with a focus on local traditional processes	Independent National Commission on Human Rights Liberia Peacebuilding Office	2018- 2022

C. Nimba County

County vision*:* "All citizens of Nimba County respect shared values of peace, equal opportunity and ethnic, cultural and religious freedoms"**.** **Mission***:* is to establish a framework for the advancement of reconciliation and social cohesion among the people of Nimba County and other counties in Liberia by strengthening local dialogue initiatives, addressing land disputes and tribal conflicts, promoting responsible and peaceful politics and ensuring equal political participation and access to public services by all citizens and residents in the county**.**			
THEMATIC ISSUES	*Outputs*	*Responsible Party*	*Timeframe*
Land Dispute Resolution	1. County Security Council Committee on Mitigating Land Disputes Establish and strengthened (Committee of 7 members)	Office of the Superintendent/Ministry of Internal Affairs District Commissioner Liberia Peacebuilding Office	2018- 2022
	2. Inter-community dialogues and education campaign on land and property rights launched	Office of the Superintendent/Ministry of Internal Affairs District Commissioner Liberia Peacebuilding Office Liberia Land Authority	2018- 2022
	3. Boundaries between communities harmonized	Ministry of Internal Affairs	2018- 2022

88

	4. Trained Surveyor assigned	Liberia Land Authority	2018- 2022
	5. Issue title deeds and record all legitimate deeds in the county	Liberia Land Authority through its Land County Coordinator	2018- 2022
Tribal Conflict Resolution	1. Sensitization campaign on the need for cultural integration and unification in Nimba conducted	Office of the Superintendent/Ministry of Internal Affairs Liberia Peacebuilding Office Nimba CSOs	2018- 2022
	2. Initiative to facilitate inter-tribal dialogues on reconciliation in each district launched	Office of the inter-tribal dialogues on Superintendent/Ministry Liberia Peacebuilding Office District Commissioner	2018- 2022
	3. Local committees for alternative dispute resolution through traditional systems established	Ministry of Justice Liberia Peacebuilding Office Office of the Superintendent/Ministry of Internal Affairs	2018- 2022
Addressing conflict between local traditional and religious leaders	1. Initiative for dialogues and tolerance on religious and traditional value and belief systems launched	Nimba County Branch of the National Traditional Council of Liberia	2018- 2022

		Inter-religious Council of Liberia Ministry of Internal Affairs/Office of the Superintendent	
Addressing problems with environmental pollution	1. Periodic environmental impact assessment conducted and appropriate recommendations implemented	Environmental Protection Agency Office of the Superintendent/Ministry of Internal Affairs All operating Companies in Nimba	2018- 2022
	2. Alternative water sources for project affected communities provided	Office of the Superintendent/Ministry of Internal Affairs All operating Companies in Nimba	2018- 2022
Promoting Peaceful Politics	1. Campaign to support the passage of the draft Local Government Bill launched	Nimba County Legislative Caucus National Civil Society Advisory Council Governance Commission	2018- 2022

	2. Civic education Society campaign on democracy and political participation launched	National Civil Advisory Council Ministry of Youth and Sports Ministry of Education Governance Commission	2018- 2022
	3. Initiative for inter-party dialogue among political party local branches in Nimba launched	National Elections Commission Political Party National Civil Society Advisory Council	2018- 2022
Youth Empowerment	1. Vocational skills institutions in Nimba strengthened to provide training for children and youth particularly young girls	Ministry of Youth and Sports Ministry of Education Ministry of Gender Local Youth Institutions	2018- 2022
	2. Youth entrepreneurship and programs initiated implemented in all districts established	Ministry of Youth and Sports Ministry of Education Ministry of Commence Local Youth Institutions	2018- 2022

		Office of the Superintendent/Ministry of Internal Affairs	
	3. Youth leadership and peace building training programmes in all districts designed and implemented	Liberia Peacebuilding Office	2018- 2022
	4. Occasional sporting events in schools and districts in multiple games for young people organized	Ministry of Youth and Sports Liberia Football Association (LFA)	2018- 2022
Women Empowerment	1. Women entrepreneurship program established and implemented in all districts	Ministry of Gender, Children and Social Protection Ministry of Commence	2018- 2022
	2. The Nimba County detail of the National Liberian Police Women and Children Protection Section strengthened	Liberia National Police/Ministry of Justice Ministry of Gender, Children and Social Protection	2018- 2022
	3. Social and economic rehabilitation programmes for women and girls victim of SGBV launched	Ministry of Gender and Social Protection Ministry of Justice Ministry of Health	2018- 2022

Palava Hut Mechanism and Children Playground	1. A Palava Hut and Children playground Program in each district of Nimba County established	County Council District commissioner Liberia Peacebuilding Office Independent National Commission on Human Rights National Council of Chiefs and Elders	2018- 2022
	2. Palava Hut heads trained in Alternative Dispute Resolution methods with a focus on local traditional processes	Independent National Commission on Human Rights National Council of Chiefs and Elders Liberia Peacebuilding Office	2018- 2022

D. Rivercess County

<u>*County vision*</u>*:* "united, secure, center of excellence in the delivery of social and infrastructure services in poverty reduction for all".

<u>*Mission*</u>*:* is to establish a framework for the advancement of reconciliation and social cohesion among the people of Rivercess County by strengthening local dialogue initiatives, addressing land disputes and tribal conflicts, promoting responsible and peaceful politics and ensuring equal political participation and access to public services and information by all citizens and residents in the county.

THEMATIC ISSUES	*Outputs*	*Responsible Party*	*Timeframe*
Land Dispute Resolution	1. Boundaries between towns and communities harmonized	Ministry of Internal Affairs Liberia Land Authority	2018- 2022
	2. Title deeds issued to all legitimate land owners and recorded	Liberia Land Authority	2018- 2022
	3. Strategies to include local communities in land concession negotiation developed and enforced	Office of the Superintendent/Ministry of Internal Affairs National Bureau of Concessions	2018- 2022
	4. Inter-community dialogues and education campaign on land and property rights launched	Office of the Superintendent/Ministry of Internal Affairs Liberia Peacebuilding Office Liberia Land Authority	2018- 2022

	5. Inter-County Boundary Dispute Resolution with Sinoe and Nimba Counties launched	Ministry of Internal Affairs Liberia Land Authority Liberia Peacebuilding Office	2018- 2022
Establishing law enforcement agencies in the county	1. Major population centers accessed for security needs	Office of the Superintendent/Ministry of Internal Affairs Ministry of Justice	2018- 2022
	2. Police station established in major population centers	Ministry of Justice Liberia National Police	2018- 2022
	3. Awareness created on the citizens-police relations	National Civil Society Advisory Council	2018- 2022
	4. Community Policing Forums established in major towns or population centers	Liberia National Police	2018- 2022
	5. Additional Magisterial Courts established in major population settlements	Judiciary Legislature (through the County Legislative Caucus)	2018- 2022
Youth Empowerment	1. Vocational skills institutions in Rivercess strengthened to provide training for children	Ministry of Youth and Sports Ministry of Education	2018- 2022

	and youth particularly young girls		
	2. Youth entrepreneurship programs initiated and implemented in all districts	Ministry of Youth and Sports Office of the Superintendent/Ministry of Internal Affairs	2018- 2022
	3. Youth leadership and peace building training programmes in all districts designed and implemented	Liberia Peacebuilding Office Ministry of Youth and Sports	2018- 2022
	4. Occasional sporting events in schools and districts in multiple games for young people organized	Ministry of Youth and Sports	2018- 2022
Women Empowerment	1. Women entrepreneurship program established and implemented in all districts	Ministry of Gender, Children and Social Protection	2018- 2022
	2. The Rivercess County detail of the Liberian National Police Women and Children Protection Section strengthened	Liberia National Police/Ministry of Justice	2018- 2022
	3. Social and economic rehabilitation programmes for women and girls victim of SGBV launched	Ministry of Gender, Children and Social Protection	2018- 2022

Palava Hut Mechanism	1. A Palava Hut Program in each district of Rivercess County established	County Council District commissioner Independent National Commission on Human Rights National Council of Chiefs and Elders	2018- 2022
	2. Palava Hut heads trained in Alternative Dispute Resolution methods with a focus on local traditional processes	Independent National Commission on Human Rights Liberia Peacebuilding Office	2018- 2022

E. Sinoe County

County vision: "good governance, peace and rule of law" among others**.** *Mission:* is to establish a framework for the advancement of reconciliation and social cohesion among the people of Sinoe County by strengthening local dialogue initiatives, addressing land disputes and tribal conflicts, promoting responsible and peaceful politics and ensuring equal political participation and access to public services by all citizens and residents in the county.	

THEMATIC ISSUES	*Outputs*	*Responsible Party*	*Timeframe*
Tribal Conflict Resolution	1. Sensitization campaign on the need for cultural integration and unification in every district in Sinoe County conducted	Office of the Superintendent/Ministry of Internal Affairs Liberia Peacebuilding Office	2018- 2022
	2. Initiative to facilitate inter-tribal dialogues between the Krus and Sarpos and sub-tribes on reconciliation in each district launched	Office of the Superintendent/Ministry of Internal Affairs Liberia Peacebuilding Office	2018- 2022
	3. Local committees for alternative dispute resolution through traditional systems established	Ministry of Justice Liberia Peacebuilding Office Office of the Superintendent/Ministry of Internal Affairs	2018- 2022

	4. The Sinoe Peace Initiative strengthened with resources and authority	Office of the President Ministry of Internal Affairs Liberia Peacebuilding Office	2018- 2022
Land Dispute Resolution	1. Inter-community dialogues and education campaign on land and property rights launched	Office of the Superintendent/Ministry of Internal Affairs Liberia Peacebuilding Office Liberia Land Authority	2018- 2022
	2. Boundaries between tribal communities harmonized	Ministry of Internal Affairs Liberia Land Authority	2018- 2022
	3. Issue title deeds and record all legitimate deeds in the county	Liberia Land Authority	2018- 2022
	4. Strategies to include local communities in land concession negotiation developed and enforced	Office of the Superintendent/Ministry of Internal Affairs National Bureau of Concessions	2018- 2022
Promoting Political Inclusion	1. Campaign to support the passage of the draft Local Government Bill launched	Sinoe County Legislative Caucus National Civil Society Advisory Council	2018- 2022
	2. County Council delegates selected based on law and principles of equal representation	Office of the Superintendent/Ministry of Internal Affairs	2018- 2022

		County Legislative Caucause	
	3. Civic education and democracy campaign on political inclusion and rights launched in all districts of Sinoe County	National Civil Society Advisory Council	2018- 2022
Youth Empowerment	1. Vocational skills institutions in Sinoe strengthened to provide training for children and youth particularly young girls	Ministry of Youth and Sports	2018- 2022
	2. Youth entrepreneurship programs initiated and implemented in all districts established	Ministry of Youth and Sports

Office of the Superintendent/Ministry of Internal Affairs | 2018- 2022 |
	3. Youth leadership and peace building training programmes in all districts designed and implemented	Liberia Peacebuilding Office	2018- 2022
	4. Occasional sporting events in schools and districts in multiple games for young people organized	Ministry of Youth and Sports	2018- 2022
Women Empowerment	1. Women entrepreneurship program established and	Ministry of Gender, Children and Social Protection	2018- 2022

	implemented in all districts		
	2. The Sinoe County detail of the Liberian National Police Women and Children Protection Section strengthened	Liberia National Police/Ministry of Justice	2018- 2022
	3. Social and economic rehabilitation programmes for women and girls victim of SGBV launched	Ministry of Gender, Children and Social Protection	2018- 2022
Palava Hut Mechanism	1. A Palava Hut Program in each district of Sinoe County established	County Council District commissioner Independent National Commission on Human Rights National Council of Chiefs and Elders	2018- 2022
	2. Palava Hut heads trained in Alternative Dispute Resolution methods with a focus on local traditional processes	Independent National Commission on Human Rights Liberia Peacebuilding Office	2018- 2022

F. Margibi County

Vision
- The county is reconciled, peaceful and united in all its undertakings and citizens are the front drivers of the social, economic and political spheres of the county.   - County resources, proceeds generated, and social benefits are fairly distributed across the county; and adequately managed in a way that local leadership are accountable to the people and development projects/initiatives are decided by the people of the county.   - Equal opportunities and basic services are provided for all citizens of Margibi County irrespective of age, gender, religion, social, economic status and/or political affiliation.   - All citizens of Margibi County demonstrate an appreciation of the county's culture, tradition and history thereby promoting a sense of patriotism.

Drivers of conflict	*Effects*	*Actions/Strategies to mitigate drivers of conflict*	*Responsible Party*	*Indicators of success*	*Means of Verification*	*Timeframe*
Lack of accountability and limited citizens' participation in the decision-making process in the management of the County Social/ Development Funds	Development interventions are not sustainable Lack of trust in government institutions.	CSOs and citizens advocate for a change in the current budget law that gives undue authority and influence to the lawmakers in the management of the CSDF. Change the manner and form by which delegates to the County Sitting are recruited.	County Authority Line Ministries TWG CSO Council Traditional Leaders Religious Leaders Youth & Women Group Leaders.	- Budget law is changed that gives more authority to the local county authorities. - Delegates to the County Sitting are selected in a more participatory and	Copy of the revised budget law. Feedback from citizens.	2018- 2022

				inclusive manner.		
Land Conflicts (double land sales, poor documentation of land deeds, limited understanding of land policies and weak enforcement of the Criminal Conveyance Act.	Undermining social cohesion and peaceful co- existence.	Citizens advocate their lawmakers for the passage of the draft land rights bill. Create awareness of the existence of the Criminal Conveyance Act on double land scale.	County Authority Line Ministries TWG CSO Council Traditional Leaders Religious Leaders Youth & Women Group Leaders	Passage of the Land Rights Bill into law. Number of actions taken by the Liberia Land Authority in the enforcement of the Criminal Conveyance Act.	Copy of the Land Rights Act. Media reports Report from the LLA	2018- 2022
Division among citizens and community members due to the election results.	Social cohesion is low and this could undermine the county's development programs	County authorities, traditional leaders, women groups and opinion leaders organizing reconciliation dialogues among the winners and losers of those who participated in the 2017 legislative elections.	County Authority Line Ministries TWG CSO Council Traditional Leaders Religious Leaders Youth & Women Group Leaders	Number of reconciliation dialogues held. Number of commitments made by losers and winners to work together in the interest of the county	Reports of dialogues held Reports of joint actions taken to support the county's development agenda	2018- 2022

Inter-generational tension	Disrespect for positive cultural values by young people	Organize community meetings between youth and elders	County Authority Line Ministries TWG CSO Council Traditional Leaders Religious Leaders Youth & Women Group Leaders	Number of meetings held	Reports of meetings	2018- 2022
Limited access to information on governance and development processes	This limits citizens' participation and create the environment for rumors	County authorities should organize quarterly meetings to provide information to citizens on progress made in the county development process	County Authority Line Ministrie s TWG CSO Council Traditional Leaders Religious Leaders Youth & Women Group Leaders	Number of meetings held with participants disaggregated by location and gender.	Reports from meetings held. Media reports	2018- 2022
Limited access by young people	Disenchantment and psychological effect on the	County development projects should also include	County Authority Line	Number of young people involved	Survey conducted .	2018- 2022

to livelihood opportunities	growth and development of young people.	agriculture to attract young people.	Ministrie s TWG CSO Council Traditional Leaders Religious Leaders Youth & Women Group Leaders	in agriculture activities for livelihood.		
Harmful traditional practices against women	Violation of the rights of women and young people	Create awareness on the new Domestic Violence Act in communities	County Authority Line Ministrie s TWG CSO Council Traditional Leaders Religious Leaders Youth & Women Group Leaders	Number of awareness actions including radio show and meetings	Media log and reports from meetings	2018- 2022

G. Bong County

Vision
• The county is reconciled, peaceful and united in all its undertakings and citizens are the front drivers of the social, economic and political spheres of the county.
• County resources, proceeds generated, and social benefits are fairly distributed across the county; and adequately managed in a way that local leadership are accountable to the people and development projects/initiatives are decided by the people of the county.
• Equal opportunities and basic services are provided for all citizens of Margibi County irrespective of age, gender, religion, social, economic status and/or political affiliation.
• All citizens of Margibi County demonstrate an appreciation of the county's culture, tradition and history thereby promoting a sense of patriotism.

Drivers of conflict	Effects	Actions/Strategies to mitigate drivers of conflict	Responsible Party	Indicators of success	Means of Verification	Timeframe
Lack of accountability and limited citizens' participation in the decision-making process in the management of the County Social/ Development Funds	Development interventions are not sustainable Lack of trust in government institutions.	CSOs and citizens advocate for a change in the current budget law that gives undue authority and influence to the lawmakers in the management of the CSDF. Change the manner and form by which delegates to the County Sitting are recruited.	County Authority Line Ministries TWG CSO Council Traditional Leaders Religious Leaders Youth & Women Group Leaders	▪ Budget law is changed that gives more authority to the local county authorities. ▪ Delegates to the County Sitting are selected in a more participatory and	Copy of the revised budget law. Feedback from citizens.	2018- 2022

				inclusive manner.		
Land Conflicts (double land sales, poor documentation of land deeds, limited understanding of land policies and weak enforcement of the Criminal Conveyance Act.	Undermining social cohesion and peaceful co-existence.	Citizens advocate their lawmakers for the passage of the draft land rights bill. Create awareness of the existence of the Criminal Conveyance Act on double land scale.	County Authority Line Ministries TWG CSO Council Traditional Leaders Religious Leaders Youth & Women Group Leaders	Passage of the Land Rights Bill into law. Number of actions taken by the Liberia Land Authority in the enforcement of the Criminal Conveyance Act.	Copy of the Land Rights Act. Media reports Report from the LLA	2018- 2022
Division among citizens and community members due to the election results.	Social cohesion is low and this could undermine the county's development programs	County authorities, traditional leaders, women groups and opinion leaders organizing reconciliation dialogues among the winners and losers of those who participated in the 2017 legislative elections.	County Authority Line Ministries TWG CSO Council Traditional Leaders Religious Leaders Youth & Women Group Leaders	Number of reconciliation dialogues held. Number of commitments made by losers and winners to work together in the interest of the county	Reports of dialogues held Reports of joint actions taken to support the county's development agenda	2018- 2022

Inter-generational tension	Disrespect for positive cultural values by young people	Organize community meetings between youth and elders	County Authority Line Ministries TWG CSO Council Traditional Leaders Religious Leaders Youth & Women Group Leaders	Number of meetings held	Reports of meetings	2018- 2022
Limited access to information on governance and development processes	This limits citizens' participation and create the environment for rumors	County authorities should organize quarterly meetings to provide information to citizens on progress made in the county development process	County Authority Line Ministrie s TWG CSO Council Traditional Leaders Religious Leaders Youth & Women Group Leaders	Number of meetings held with participants disaggregated by location and gender.	Reports from meetings held. Media reports	2018- 2022
Limited access by young people	Disenchantment and psychological effect on the	County development projects should also include	County Authority Line	Number of young people involved	Survey conducted .	2018- 2022

to livelihood opportunities	growth and development of young people.	agriculture to attract young people.	Ministries TWG CSO Council Traditional Leaders Religious Leaders Youth & Women Group Leaders	in agriculture activities for livelihood.		
Harmful traditional practices against women	Violation of the rights of women and young people	Create awareness on the new Domestic Violence Act in communities	County Authority Line Ministries TWG CSO Council Traditional Leaders Religious Leaders Youth & Women Group Leaders	Number of awareness actions including radio show and meetings	Media log and reports from meetings	2018- 2022

H. Grand Gedeh County

Vision

This Peace and Reconciliation Framework promotes six visions expected to be achieved in the next five years. These visions are very important because their accomplishment would engender genuine peace and reconciliation as well as sustainable development in Grand Gedeh County.

The table below presents each vision along with its strategies/activities, expected outcome, time frame and lead agency.

Vision	Strategy/Activities	Expected Outcome	Lead Agency	Timeframe		
To enhance peaceful coexistence amongst Grand Gedeans by resolving all conflicts relating to land, boundary and access to natural resources at the county and community levels	Establish district land dispute committees in various districts Institute special committees to ensure that communities have accrued benefits to their natural resources	All disputes over land amicably resolved at districts Communities have proper knowledge on how natural resources are being used and utilizing the benefits	Local County Authority & Line Ministries CSC DSC CWF	2018- 2022		
To establish an inclusive and participatory government in which women will occupy key governmental positions such as superintendent, commissioners,	Provide leadership and other capacity-building trainings for all women and create an enabling environment for women to develop their full potential	Increased capacity of women to vie for elected position Increased number of women in local	Local County Authority & Line Ministries CSC DSC CWF	2018- 2022		

paramount chief and other high administrative positions in the Grand Gedeh County	Advertise all vacancies and allocate specific number to females only	government structure				
To change the lives of Grand Gedeans through the provision of improved basic social services, agricultural productivity and the construction of Farm to market roads	Conduct participatory needs assessment in all districts and communities and analyze findings to identify gaps and development needs of the local communities Empower and support local farmers to engage in more agricultural productivity in the county Prioritize farm-to-market road	Development actors knowledge strengthened on key developmental needs and best intervention strategies to employ Increased on local produce on the markets Reduction in high transportation fares Improved infrastructural development	Local County Authority & Line Ministries CSC DSC CWF	2018- 2022		

	construction in all districts					
To strengthen the level of coordination and collaboration between the Youths and Elders to enhance community development and other sustainable development strategies	Develop and strengthen platforms at district and community levels where youths and elders can adequately discuss and prioritize social developmental needs of the both age groups	Proper collaboration and coordination between youths and elders and sustainable development prioritized at districts and community levels	Local County Authority & Line Ministries CSC DSC CWF	2018- 2022		
To organize and promote an inclusive and participatory County Council Sitting where all sectors of the county will contribute their ideas for the betterment of the entire county	Conduct pre-assessment, holding meetings with communities on the upcoming county council sitting; Ensure proper selection of Participants representing all sectors of the society (Community youths, Women, Elders, religious leaders, etc.) Prioritize the developmental needs	Communities have knowledge on past development challenges and how to address these challenges Best candidates who understand community and districts issues selected	Local County Authority & Line Ministries CSC DSC CWF	2018- 2022		

	of youths and women groups by allocating special budgets for training and other capacity building opportunities	Citizens are active participants of their own developmental planning agenda Consensus always reached on key priorities to target				
To see the full implementation of the Local government Act as it relates to Grand Gedeh to enable the county generate her own revenue	Engage with central government to ensure that the county service center is functional Train personnel to professionally manage center	Local Government fully capacitated to provide services to the county Citizens adequately accessing government services at county level Increased revenue generation at county level	Local County Authority & Line Ministries CSC DSC CWF	2018- 2022		