



**PEACEBUILDING FUND (PBF)
ANNUAL PROGRAMME¹ NARRATIVE PROGRESS REPORT**

REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2012

Programme Title & Project Number
<ul style="list-style-type: none"> Programme Title: Enhancing Security & Access to Justice & the Decentralized Level Programme Number (if applicable) 00081617 MPTF Office Project Reference Number:³ : 00076699

Country, Locality(s), Priority Area(s) / Strategic Results²
<p><i>Country/Region</i> Liberia, Gbarnga Regional Hub covering Lofa, Bong and Nimba counties</p> <hr/> <p><i>Priority area/ strategic results</i></p>

Participating Organization(s)
<ul style="list-style-type: none"> UNOPS/UNDP

Implementing Partners
<ul style="list-style-type: none"> Judiciary Ministry of Justice and its law enforcement agencies including Liberia National Police, Bureau for Immigration and Naturalization, Solicitor General's Office, Bureau for Corrections and Rehabilitation; Probation Program; Juvenile Diversion Program; SGBV Crimes Unit Civil Society Organizations

Programme/Project Cost (US\$)
<p>MPTF/JP Contribution: <i>UNOPS:</i></p> <ul style="list-style-type: none"> USD 3,890,000 <p><i>UNDP</i></p> <ul style="list-style-type: none"> USD 3,686,494 <p>Government Contribution</p> <ul style="list-style-type: none"> USD 729,000.00 Gbarnga Regional Hub USD 420,000.00 Monrovia Central Prison <p><i>Salaries for PSU officers, BIN officers, judges</i></p> <p>Other Contributions (donors) <i>JSTF: Australian AID USD 1,500,000</i></p>

Programme Duration
<p>Overall Duration (<i>months</i>) 3 years</p> <p>Start Date⁴: November, 2011</p> <p>Original End Date⁵: September, 2014</p> <p>Current End date⁶: September 2014</p>

¹ The term "programme" is used for programmes, joint programmes and projects.

² Strategic Results, as formulated in the Performance Management Plan (PMP) for the PBF, Priority Plan or project document;

³ The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to "Project ID" on the [MPTF Office GATEWAY](#)

⁴ The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

⁵ As per approval of the original project document by the relevant decision-making body/Steering Committee.

⁶ If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is

GIZ: Probation Program

TOTAL:

Programme Assessment/Review/Mid-Term Eval.

Assessment/Review - if applicable *please attach*

Yes No Date: *dd.mm.yyyy*

Mid-Term Evaluation Report – if applicable *please attach*

Yes No Date: *dd.mm.yyyy*

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NARRATIVE REPORT FORMAT

EXECUTIVE SUMMARY

The Justice and Security Joint Program (JSJP) builds on the Liberia Peacebuilding Plan (LPP) and the Peace Building Commission (PBC) Priority Plan for Liberia which was concluded on 26 January 2011. In preparation for UNMIL transition the JSJP proposes a catalytic initiative to enhance access to justice and security at the regional and county levels with the development of five regional justice and security hubs, in addition to the provision of justice and security services that are urgently required.

The programme benefits from financial support from the Peace Building Fund (PBF), but the scope of the programme goes beyond that which can be directly funded under a financial allocation from the PBF solely. Consequently, the synergies built around a unique vision includes funding from the Justice and Security Trust Fund, to which the Swedish, Australian and Irish governments have contributed, as well as the funding the Government of Liberia has put forth to finance recurrent and operational costs of the different programs put in place.

The JSJP therefore operates within a context and a strategy that can be summarized by the following achievements:

- **TRAINING** -As a result of focus on training, there is visible improvement in service delivery in all sectors. With support to the Law School, the establishment of a Judicial Training Institute and re-establishment of the Liberia National Police Training Academy, large numbers of police officers, immigration officers, corrections officers, magistrates and prosecutors have been trained. For example, over 4,000 police officers have been trained over the past six years.
- **INFRASTRUCTURE** – Court houses, prisons, police stations and immigration posts have either been renovated or constructed in nearly all fifteen counties. Some of structures are temporary, but they serve the purpose until we can replace with more substantial structures. There are plans to construct a new Prison to relieve overcrowding in the only prison in the nation’s capital that currently houses two thirds of the nation’s inmates.
- **PROGRAMS** such as Probation, the Magistrate Sitting Program, the Pre-trial Detention Task Force, etc, have been introduced to reduce the overcrowded court docket, overcrowded prison cells, and foster a focus on community corrections. Alternative Dispute Resolution is being piloted in land cases and steps have been taken to enhance access to justice by harmonizing the formal and informal justice systems. A Child Justice Unit has been established at the Ministry of Justice and the work of the Sexual Gender Based Violence (SGBV) Unit under the Prosecution Department is buttressed by a Special Criminal Court for SGBV cases.
- **INSTITUTIONAL FRAMEWORKS** – the Government has established several institutions to help strengthen the legal system such as the Land Commission, the Law Reform Commission and the Independent Human Rights Commission.
- **PROPOSED LEGISLATION:** the New Prison Act, the New Jury Law, Small Arms Act, Anti-Drug Laws, Anti-Money Laundering Act, the Children Bill and the National Security Reform and Intelligence Act.
- **INTEGRATED APPROACH** – Although there are three distinct branches of Government: Executive, Legislative, and Judicial, it is imperative that all institutions collaborate to obtain the best results. For instance, the Ministry of Justice, as chief prosecutor, cannot function well without the

Judiciary, wherein the courts operate. The partnership with the Judiciary has accounted for a lot of the progress that has been made in the area of rule of law.

I. Purpose

The JSJP is a three year programme between the Government of Liberia (GoL) and the international community, based on the LPP which was developed by and amongst the GoL, the United Nations and national and international partners in May 2011. The JSJP to achieve four main outputs:

- Infrastructure, equipment, and other logistics for the effective performance of the regional hubs put in place;
- Justice and security service providers able to provide fair and accountable professional services;
- Justice and security service providers are responsive to local community concerns; and
- Legal and policy frameworks in place that enable national authorities to better perform their duties in the justice and security sector.

II. Results

OUTCOME

Outcome: Enhanced access to justice and security at regional and county level in preparation for UNMIL transition

At the Outcome level six indicators were identified to measure progress towards enhanced access to justice and security at regional and county level in preparation for UNMIL transition. Considerable progress towards these indicators is summarized below.

The maximum percentage of full implementation for each Hub is 20% because there are a total of five hubs planned over the next three years. For the Gbarnga Regional Hub, with 80% of the infrastructure completed at the Gbarnga Hub and 10 out of 14 identified services operational, the overall implementation rate can be considered 16% out of 20%. During a considerable part of 2012, and faced with the delays experienced with the construction of the Hub, the Justice and Security Board requested that alternative strategies be considered in spearheading the implementation of the services. The service of receiving complaints from the public against justice and security officials began in July, as well as psycho-social and legal services to SGBV survivors. According to data from the SGBV Unit at the Hub, six indictments have so far been drawn relating to SGBV cases. Out of these six, there are five cases at the Bong County Circuit Court, while one is at the Lofa County Circuit Court.

The construction and renovation at the Gbarnga Central Prison considerably improved security (two security towers and one security gate were built) and conditions of inmates at the prison (a clinic, a workshop and water tower were built). In August, with PBF funding, three public defenders strengthened the existing workforce (working from workspace in the existing courts) in Bong, Lofa and Nimba thereby expanding access to justice for community dwellers.

Public outreach continued through the Public Outreach Office and by the end of 2012, two thousand seven hundred and sixty-one (2,761) people from 17 communities had been reached. In addition, the Independent National Commission on Human Rights deployed three human rights monitors in the hub region. It is worth noting that there are also other programmes on public education and outreach e.g. through UNMIL Radio that has brought on board the Trial Judges and Magistrates Association, County Attorneys, etc. to educate the public on their rights, discuss critical issues of rule of law and how to improve public perception and confidence in the justice system.

During the reporting period, several security services were also offered, these include: Support to local police in response to public disorder; Support to local police to enhance protection of life and property; and, Patrols to increase community sense of security and trust in the police. The baseline for the # of crime events or security incidents to which the PSU responded to in support of local police in 2011 was zero because previous to the deployment of the PSU to the Gbarnga Hub in 2011, the PSU had to be deployed from Monrovia when security incidents occurred. Consequently, in 2012, the PSU deployed in Gbarnga responded to 11 crime events or security incidents in support of local police.

The baseline survey conducted in Bong, Lofa and Nimba counties (sample of 1,500 respondents) in June-July 2012 showed that 52% of people interviewed were of the opinion that the LNP/PSU has the capacity to adequately respond to regional security threats, while only 38% considered the response time as adequate ('immediate'). While a follow-up survey is planned to be conducted in 2014, one year after the Gbarnga Hub becoming fully operational, there are some encouraging signals of increasing confidence of citizens in the LNP/PSU. For example, after the PSU's rapid intervention to a security incident, over 20 people from the Gbarnga area called on a live phone-in talk show on Radio Gbarnga in December 2012 to congratulate the PSU officers for their prompt action and for the professional manner in which they had intervened in each of these situations.

OUTPUTS

Output 1.1. Infrastructure, equipment, and systems critical for command, control and operational response put in place for all regional hubs

With regards to the construction of the first Regional Justice and Security Hub in Gbarnga, by end of December 2012 approximately 80% of the activities were completed. This percentage results from a methodology that identifies 18 activities of construction and ranks them in five categories according to their level of importance and contribution to the services and back-office systems of the Hub. The activities concluded by end 2012 include: internal roads; power network; water network; generator building; kitchen and dining hall; training center; public support office; training dormitory; command center; vehicle workshop; and 3 bedroom staff-house.

During 2012, the Gbarnga Central Prison was renovated and upgraded. A clinic, a workshop, a water tower, two security towers and one security gate were built, and the prison administrative building, the security booth, juvenile and female cell blocks were renovated. One well with solar panel to pump water into the building was installed and the prison fence extended with barbwire. The accommodation conditions of juvenile and female inmates now meet national and international standards. With the addition of newly recruited and trained correctional officers to be deployed at the Gbarnga Prison, staff strength will be considerably enhanced.

Regarding the Monrovia Central Prison, the project is being implemented by UNOPS and by the Ministry of Justice through an LOA with UNDP. Regarding the former, this includes the construction of one cell-block. The following activities were completed during the reporting period: the topographic survey; the clearance of the land; the opening of the access roads; the design of the master plan of the construction project; and, procurement of a project vehicle. Regarding the latter, a contractor was hired on October 2012 to construct the Administrative Building. By December 2012 30% of the construction was accomplished.

As for the back-up systems required to increase effectiveness of the services, and specifically in order to improve command, control and operational response for the Gbarnga Hub, five factors were identified as key to achieve this output: 1) the infrastructure to house the LNP and BIN regional commanders and their staff; 2) the pilot automated records management system; 3) the Operational Guide for institutions with

presence at the Hub; 4) the SOPs of each agency; 5) and the communications network. Each factor has a weight of 20 points of a total of 100. The result of this indicator for 2012 is 62% scored as follows:

Factors of the indicator	Max points	Breakdown of maximum points	Score as of Dec.31.12	%age
SOPs of each agency (LNP, BIN, BCR)	20	7 points each for SOPs of LNP and BIN, 6 point for BCR SOP	17	
Hub Operational Guide	20	10 points for the draft guide, its validation and approval; 10 points for providing training on its content	20	
Automated management system	20	5 points for software; 5 points for training; 5 points for set-up at the Hub; 5 points for data entry	5	
Communications network	20	10 points for procurement; 5 points for set-up; 5 points for functional	10	
Infrastructure	20	10 points for construction of LNP/BIN Administrative Building and Command Center; 10 points for use of the buildings by the LNP and BIN	10	
Total	100		62	62

Output 2.1 Justice and security service providers at the regional hubs level able to provide fair and accountable professional services

Ten out of fourteen identified services were being offered from the Hub or by justice and/or security providers based at the Gbarnga Hub, including: 1) Support to local police in response to public disorder; 2) Support to local police to enhance protection of life and property; 3) Patrols to increase community sense of security and trust in the police; 4) Prosecution of cases at the Magisterial and Circuit Court level (county attorneys and city solicitors); 5) Psycho-social and legal services to SGBV victims; 6) Community services by offenders; 7) Secure prisons/detention centers; 8) Free legal representation of indigent defendants (Public Defender); 9) Information about Hub services; 10) Referral of citizen complaints to justice and security agencies).

Out of twelve indicators identified to track this output, results for eight of them are good and have considerably contributed to enhancing either existing justice and security services or new services that were not previously offered in the Gbarnga region (See Annex 1 for a comprehensive report on the indicators for the entire program). For example, the additional Public Defenders that were deployed to Bong, Nimba and Lofa counties (1 per county), and the existing Public Defenders in those counties (1 per county) handled a total of **XX** cases. Under the Probation program, 40 offenders were under supervision of probation officers. They secured the release of a total of 36 inmates from the Gbarnga Central Prison which has a total population of 110, that is 32.7% of the total inmate populace. (More details for the services under the Outcome section).

In 2012 two joint trainings were held. A total of 59 people were trained, 7 of which were female. 23 participants were from Bong, 18 from Nimba and 18 from Lofa.

The Hub strategy has produced important catalytic effects. The heads of the Probation Program and the SGBV Crimes Unit considered that being housed at the Hub would offer them a more strategic location to offer their services. The funders of these programs, the GIZ and the Australian Aid respectively, both agreed that their location in the Hub would bring synergies with the other actors of the criminal justice system. When the courthouse is ready the synergies will increase considerably, as the adjudication aspect of the criminal justice chain is the point at which justice is delivered, so having easy access to the judges will improve the effectiveness of the work of all the criminal justice actors with presence at the Hub. The Justice and Security Board has also recognized the benefits of having these services provided from the Hub, and has decided that these services would be offered in Hubs 2 and 3.

Output 3. 1. Security and justice service providers are responsive to community concerns

Regarding the increase in public awareness of rights and responsibilities, moderate progress was made. There were delays in tendering the grants mechanism. When the process is concluded in the first quarter of 2013, the focus of the grants will be for civil society organizations to train target communities on their rights and on how to access the formal justice system. It is at this time that the baseline of the indicator will be established. It should be noted that when outreach activities organized by the Gbarnga Hub Outreach Office take place, although questions are raised about citizen rights and how to access to the justice system, the main focus of the outreach activities is to provide information about the Hub services. Notwithstanding this, the questions that go beyond this scope are documented. When the grantees begin providing training on rights and how to access the justice system, these questions will feed the development of their rights education material.

With regards to the establishment of linkages to civil society organizations and network of CSOs, in the latter part of 2012, the Public Outreach Coordinator a.i.⁷ was able to spearhead outreach efforts by actively engaging with six networks of civil society organizations and using their fora for other purposes, to provide information about the Hub.

4.1 Legal and policy frameworks in place that enable national authorities to better perform their duties in the justice and security sector

A Criminal Justice Conference is scheduled to take place in March 2013. During a period of three days, the whole path of the criminal justice system will be discussed by a wide spectrum of criminal justice actors and UN partners. Key topics to be included are: how to improve coordination between police and prosecution; review of protocols for handling evidence; need for a national policy on provision of legal assistance to indigents that incorporates public defenders, as well as legal assistance to indigents in need of other forms of legal aid; review bail implementation in practice; Grand Jury reform; pending legislation to expand the jurisdiction of magistrates; institutionalization of Probation, Parole, and Diversion Pilot Programs which have shown early indications of success; thorough discussion on introduction of paralegal services.

- **Delays in implementation, challenges, lessons learned & best practices:**

Regarding Output 1.1. delays in the construction of the Gbarnga Regional Hub were experienced due to the rainy season and the need to fine-tune and adjust the design and identification of the location of the structures, and most significantly, challenges with the delivery capacity of local contractors to undertake the works. Given all these factors the construction of the court house could only effectively start in November 2012, and since this is the largest building it accounts for near 10% of the costs. This is one of the main reasons for the lower than anticipated delivery rate of 85 % for the period January-December 2012. The other key factor is that contractors are paid in installments based on delivery of the infrastructure, while 10% of the funds are retained until the end of the agreed maintenance period which is six months after final delivery of the facilities. While solutions to these problems were not forthcoming during most of 2012, in November, when the new management team of UNOPS arrived in country, the rate of delivery changed dramatically and by end of December 2012 approximately 80% of the activities were completed, 5% lower than the anticipated delivery of 85%. This was made possible through a detailed review of the progress of construction and the development of revised schedules of works. This entailed holding difficult discussions

⁷ Part of the work in building ties with the communities in the region by the PSO Coordinator who was hired in 2012 was lost, because the Justice and Security Board decided to terminate his contract after the Program Management Unit found irregularities in the managing of outreach funds by him. While the process to hire a new PSO Coordinator was on-going, the Joint Training Coordinator stepped up to the task and in intense outreach work he undertook in the latter part of 2012 was able to make-up for lost time.

with the existing contractors with regards to their performance and considering possible legal actions including terminating contracts.

Given that the land available and the number of buildings are extensive, the hub management will need to develop a detail maintenance schedule and allocate funding from the annual governmental budget for that purpose in order to keep the facilities in decent working conditions for the future.

With regards to the Monrovia Central Prison, when the new UNOPS team arrived in Liberia in October 2012, based on an analysis of the existing masterplan, the team proposed to the Ministry of Justice the need of revisiting the entire project to increase its adherence to international standards. After GOL approval, UNOPS prepared a document with new technical specifications as well as a basic layout for the new design.

Three main lessons were learned, all of which began to be put in practice by the end of 2012. First, increase the sharing of information amongst all the relevant stakeholders. Two, ensure that the decision making regarding changes in scopes of work, drawings, contractor performance, and others are addressed in due time. Three, actively include the Ministry of Public Works in the technical component of any construction project to ensure national ownership.

Regarding Output 1.2., the delays experienced for the deployment of the BIN officers were linked to the delays in the delivery of their dormitory. At the last Justice and Security Board meeting held in December of 2012, in light of the fact that the President of Liberia would inaugurate the Gbarnga Hub in February 2013, the Board approved the recommendation of the new UNOPS management team to terminate the contracts of four contractors. The main lesson learned for the next hubs, was to identify justice and security officials that could be deployed without waiting for the infrastructure of the Hub compound to be ready. As a matter of fact, this is the decision made by the JS Board in April of 2012 when it asked that the county attorneys, public defenders, and human rights officers be deployed into existing offices while the Hub was being constructed. The other lesson learned was that the Public Outreach Office should be the first building to be constructed.

Delays were also experienced with the implementation of the Communications network for LNP, BIN, BCR, the roll-out of the manual records case management system and the automated case management system. Two reasons explain the delays. First, the sub-committees that worked on moving these processes forward, composed of UN and national government partners, took more time than expected in deciding the technical approach to be adopted in the implementation of the projects. The process to build consensus around diverging opinions took time. Secondly, once the approach was decided, the procurement processes took longer than expected, partly due to the fact that the procurement team at UNDP was stretched thin and it was only until the latter part of 2012, when a Procurement Specialist was hired to head the office and a new Project Manager was hired at UNDP, that the processes gained new momentum.

Qualitative assessment:

Public confidence in the justice system was seriously impaired and substantially diminished during the period of the Liberian civil crisis and the several years prior thereto. That confidence is being gradually restored, and notwithstanding serious challenges the continuous strides being undertaken by the Judiciary and the Ministry of Justice are yielding positive results. These achievements include: the establishment of more courts (such as the sexual and gender violence court and the commercial court to address some of the nation's most critical issues in important sectors of the Liberian society), but also especially with the continued establishment of more magisterial courts that form the first line of the Judiciary's encounter with the majority of the members of the Liberian society (the poor and the ordinary citizens); the training and deployment of new magistrates with greater knowledge of the law and who are capable of administering speedier and more equitable and equal justice; greater demand and oversight monitoring by the Supreme Court and the circuit courts; new requirements established by the Supreme Court as conditions for service

for magistrates, such as one year of training by the Judicial Training Institute and the requirement that Stipendiary Magistrates must hold law degrees from recognized law schools and Associate Magistrates must also hold not less than a college education, in addition to the two years of legal training at the Judicial Training Institute; the continued further training and the deployment of prosecutors and public defenders who must be law school graduates. All of these results are contributing tremendously to restore public confidence in the system. In addition, the Judiciary is determined to pursue more vigorously, violations by lawyers and judges of the judicial canons and the code of ethics which aid in restoring and advancing greater public confidence in the judicial system. As part of this drive, the Supreme Court has made decisions suspending members of the Supreme Court bar as well as judges for ethical transgressions and violations of the judicial canons and is currently considering two cases against judges.

In the several decades prior to the restoration of constitutional democracy in 2006, Liberia experienced serious difficulties with the rule of law and therefore could not fully or readily inculcate or develop or evolve an appreciable tradition of law and order. However, a tradition is gradually evolving and being developed, and with the evolving judicial expansion (new courts for specialized and core areas of the law and society), a new culture and tradition is being inculcated in the society for law and order and for the rule of law, especially with the focus being highlighted on exposing violators and those demonstrating impunity for the law to quick and speedy judicial processes where justice is being more speedily attended to, and which, as a result of rebuilding of new public confidence, need to be further augmented by additional judicial processes, facilities and personnel.

Other than the regular police officers assigned in all fifteen counties, the GOL is in the process of decentralizing the justice and security services regionally, so that quick response to crisis will be achievable following UNMIL drawdown. The first of the five regional hubs will be completed by the end of January 2013 in the Gbarnga region. The Ministry of Justice is working with the GOL and international partners to ensure sustainability of this strategy. Additionally, the various components of the criminal justice system have increased their collaboration and developed a holistic approach to strengthening the system, to avoid a lopsided approach whereby considerable funding goes to only one sector as has occurred in the past. Linkages among the sector institutions and agencies promote complementarity instead of duplication and unwarranted competition in the sector. The inclusion of prosecution, courts and corrections in the regional decentralization plan, also ensures that Liberian citizens will have access to justice not only in urban areas, but also in the remote rural communities.

In 2012, a public perception survey was conducted in Lofa, Nimba and Bong counties (Gbarnga Regional Justice and Security Hub). The survey was developed to gather information about citizens' perceptions of: (a) Justice: knowledge of justice system, use of traditional v formal justice, access, Quality, (b) Security (LNP): personal security, effectiveness, accountability, relationship with civilians and (c) the Gbarnga Regional Hub. Sixty-three percent of respondents said that they had confidence in the justice system in their communities. Fifty-six percent of respondents termed the security situation in their community or town as "secure". This survey constitutes the baseline for yearly surveys that will continuously be undertaken to measure and monitor the change in perception of the performance of justice and security actors.

The Justice and Security Program, through different interventions funded either by the Peacebuilding Fund and the Justice and Security Trust Fund, in complementarity to the Government of Liberia budget, is a key contributor to progress that has been made in the sector.

ii) Indicator Based Performance Assessment:

See Annex 1 for a comprehensive Indicator Based Performance Assessment regarding all outcome and output indicators. General note: The original Strategic Performance Management Framework of the Liberia Priority Plan (LPP) 2011-2013 did not include specific targets for the various indicators. As the LPP is expected to be extended as recommended by the Joint Steering Committee at its 2nd meeting in 2013, the LPP results framework including all indicators will be reviewed and revised where necessary by mid-2013.

	<u>Achieved</u> Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Outcome 1⁸ Indicator: Baseline: Planned Target:			
Output 1.1 Indicator 1.1.1 Baseline: Planned Target:			
Indicator 1.1.2 Baseline: Planned Target:			
Output 1.2 Indicator 1.2.1 Baseline: Planned Target:			
Indicator 1.2.2 Baseline: Planned Target:			

⁸ Note: Outcomes, outputs, indicators and targets should be **as outlined in the Project Document/Priority Plan or PMP specific** so that you report on your **actual achievements against planned targets**. Add rows as required for Outcome 2, 3 etc.

iii) Success Story

Conflict dynamics being addressed: One of the community dwellers that presented his complaint at the Gbarnga Hub, against the Judiciary, had not been able to obtain justice in four years and had given up hope, until he found out about the Gbarnga Justice and Security Hub. The complaint was for delay of justice.

Project Interventions: The complaint mechanism at the Gbarnga Justice and Security Hub was designed to increase access for citizens living in Bong, Lofa and Nimba counties to redress when they feel the services provided to them by justice and security sector have transgressed ethical boundaries. The complainant filed his complaint to the Public Service Outreach Officer and received a communication confirming receipt of his complaint. The complaint was then referred to the Chief Justice of the Supreme Court, who identified the Associate Justice that could look into the complaint. In the meantime, the Program Management Unit in Monrovia followed-up with the Associate Justice. The Associate Justice contacted both the complainant directly and the Circuit Court Judge in Gbarnga. The complainant was received by the Supreme Court's highest level authorities and alternatives of redress were discussed.

Result: The fact that the complainant was received at the Hub by an officer that was willing to listen to his complaint, follow through and give him feedback established the basis for a completely new dynamics between a citizen and the justice system. When he was subsequently received first in Gbarnga by the Circuit Court Judge, and subsequently in Monrovia by the highest level authorities of the Judiciary, he radically changed the way he perceived the system, and his trust in the Judiciary was reborn. Citizens like the complainant, who no longer believe in the system because of denial of justice or unethical behavior on the part of justice and security actors, may be tempted to take justice in their own hands. Introducing accountability mechanisms can go a long way in restoring public trust in the system.

III. Monitoring Arrangements

In order to measure progress on results in a systematic manner and to ensure accountability, tailor-made monitoring systems and tools have been put in place. Progress is being measured both in terms of putting in place the planned infrastructure and operational systems, as well as in terms of providing the specific justice and security services. For the latter, data is drawn from various sources. On the one hand, administrative (routine) data systems provide figures on e.g. the number of LNP and BIN officers deployed, the number of cases being prosecuted, the number of public defenders by county, etc. On the other hand, the perceptions of citizens regarding justice and security matters in the respective counties covered by the Gbarnga Hub are being measured through a public perception survey.

The first baseline perception survey was conducted in Bong, Lofa and Nimba counties from 25 June to 7 July 2012. This survey covered 1,500 household respondents and the final report was disseminated in October 2012 and discussed by all key stakeholders in the Joint Steering Committee. The objective of the baseline survey was to assess the views and perceptions of citizens on key indicators such as the extent to which they felt safe in their communities, the responsiveness and performance of the police, access to justice, etc. This baseline survey constitutes the reference point to determine the level of progress during the next few years as the Hub services are becoming fully operational. A follow-up survey in Bong, Lofa and Nimba is planned for 2014.

The lessons learned from the first baseline survey (e.g. methodology, questionnaire design, etc.) will be taken into account in the design and conduct of the next baseline survey in the five counties covered by the Harper

and Zwedru Regional Hubs. Where possible an effort will be made to link up with other studies and include certain indicators (questions) from the 2011 UN Rule of Law Indicators survey and other surveys.

In order to further improve the routine data systems, tailor-made tools such as monitoring logs will be developed and/or fine-tuned in 2013 for the various justice and security actors, such as the LNP, BIN, SGBV Unit, Judiciary and PSO to ensure regular and systematic monitoring of progress throughout the year. Quarterly and bi-annual quarterly progress and financial reports have been produced and shared with the JS TAG and JS Board during 2012 according to a standard format. Regular joint monitoring visits to the Gbarnga Hub and other key sites were also conducted throughout the year. During JS Board meetings specific reports were reviewed and actions agreed upon where necessary to ensure the implementation of expected results.

IV. Programmatic Revisions (if applicable)

V. Resources (Optional)

As a result of a Partner's Forum held in New York in September 2009, and following commitments from some of the partners, the GOL and UNMIL decided to establish the "Justice and Security Trust Fund". Originally, the funding was sought to strengthen the LNP and BIN, but the partners decided to expand the scope to include other actors of the Criminal Justice System including the Judiciary, Prosecution and Corrections. The donors that have contributed to the Fund include the Government of Sweden, Australia and Ireland. Other donors sit in the Board and participate in its deliberations. In 2012, twenty-one vehicles, fifty-four motorbikes and 352 motorbike helmets were provided to the LNP and the BIN in July 2012 to enhance staff mobility in the leeward counties. Training of 60 immigration officers in intelligence gathering was undertaken at the Liberian National Police Training Academy (LNPTA). The Regional Training Centre in Harper was designed. An administrative building for the new prison at Cheesmanburg was completed and by 2012 had reached 30% completion. Technical and operational support to enhance the technical and operational capacities of the Emergency Response Unit of the Liberian National Police (ERU/LNP) through training, procurement and delivery of protective and defensive gears also took place.