



**LIBERIA PEACEBUILDING FUND  
PROJECT DOCUMENT COVER SHEET**

<b>Recipient UN Organisation:</b> United Nations Development Programme (UNDP)	<b>Liberia PBF Priority Area:</b> 3.3 Strengthening State Capacity for Peace Consolidation
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<b>Project Number:</b> PP/R3/A3/02	<b>Project Duration:</b> 18 months. Delivery seminars and operational assistance; followed by a 12 month practical implementation "pilot program" in five counties and seven Monrovia communities.
<b>Project Title:</b> Enhancing the Relationship Between the Police and Civilians in Communities	<b>Project Location:</b> Nation wide
<b>Project Description:</b> This intervention is directed at core communities and respective key community leaders, LNP officers and supervisors. Seminars/training will increase capacities for joint identification and solving of community crime problems; infrastructure and logistical support will enable community forums to be effective and LNP presence of uniformed officers in rural and high crime areas provides more access to all citizens	<b>Total Project Cost:</b> US\$750,000 <b>PBF:</b> <b>Government Input:</b> In kind <b>Other:</b> <b>Total:</b> US\$750,000
	<b>Project Duration:</b> 18 months (to commence in February 2009)
<b>Peace building Impact and key outcomes:</b> <u>Impact:</u> Improved community security and improved public trust in the Liberia National Police and the criminal justice system; enhanced citizen/civil society and police cooperation, equal access to the police for all citizens and greater access to police in communities; effective and principled solutions to community crime problems through the development of joint community/police strategies. <u>Outcomes:</u> Reduction of community insecurity, reduction of incidents of mob/citizen violence and neighbourhood vigilantism; increased citizen trust and cooperation through daily positive contacts with LNP patrol officers, increased quality of life in communities through effective crime prevention strategies; increased effectiveness of police officers in responding to crimes in progress; elimination of vigilantly groups whom frequently "operate" under the pretence of "neighbourhood watch;" increased investigative results as police have greater access to credible, community based information.	
<b>Outputs and Key Activities:</b> Five Community Policing/Relation seminars delivered at 4 LNP regional centres and in Monrovia, targeting LNP, CPF Chairpersons and key community stakeholders from 15 county administrative centres, 7 Monrovia Zones, and the LNP HQ and CPF national chairmanship. The seminars provide direct benefit to 23 Community Police Forum Chairpersons, 50 LNP commanders, supervisors and community police specialists; and 85 community stakeholders and representatives from local government, civil society and in Monrovia representatives of key line ministries (TBC – Ministry of Justice, Ministry of Internal Affairs, Ministry of Youth and Sports, Ministry of Gender, civil society). Post-seminar, CPF's comparable with 15 LNP County HQ and 7 Monrovia Zones and Monrovia HQ will be provided with logistics and small infrastructure projects for office renovations to facilitate greater coordination and collaboration on community based initiatives. LNP patrol division will be reinforced with patrol vehicles and LNP community policing reinforced with motor-bikes. The vehicles and motorcycles are intended specifically for use in support of increased crime prevention through high visibility and community based initiatives in promoting public/crime awareness, crime prevention, gender based violence awareness, and service to communities.	

Technical Advisory Panel Review Date: 17 February 2009  
PBF Secretariat Review Date 20 March 2009  
Joint Steering Committee Approval Date: 22 March 2009

On behalf of:

*Signature*

*Date*

*Name/Title*

Recipient UN Organization  
Co-Chair PBF SC  
Co-Chair PBF SC

D Sam  
Ambulai Johnson  
Jordan Ryan

23-3-09  
22/3/09

Dominic Sam, County Director  
Ambulai Johnson, Minister  
Jordan Ryan, DSRSG (RG)

## THE LOGICAL FRAMEWORK

Results	Measurable indicators	Means of verification	Important assumptions
<p><b>PEACEBUILDING IMPACT</b></p> <p><i>Improved community (civil society) trust in the police and criminal justice system through enhanced community and police cooperation. This is consistent with UNDAF, PRS and reflects the main objective and determined outcome from the LNP Strategic Workshop in Accra, whose findings were validated in Monrovia on 28 August 2008 by the Ministry of Justice, and other representatives from government and the Governance Commission. The LNP Strategic Plan Component Four identifies the need to provide communities with the means to coordinate effectively with the LNP including through the Community Policy Forum mechanism; and that through this mechanism the LNP must work with raising the level of public awareness for civic minded approaches to community-police problem solving.</i></p> <p><i>Further the LNP has had in place a policy on Community Police/Community Policing Forum since 2004; with over 300 CPF points of contacts established in communities throughout Liberia since the introduction of the policy.</i></p>	<p>Number of emergency and non-emergency calls for service/contacts of citizens with police increased.</p> <p>Intra-community tensions/disputes reduced through increased dialogue and community based problem solving increased.</p> <p>Ability for police and community to problem solve through non-violent means of conflict management enhanced.</p> <p>Number of security "hot spots" reduced noted for violent crime among citizens reduced.</p>	<p>UNPOL and LNP crime statistics on criminal complaints and professional standards division statistics on citizen reported police misconduct complaints.</p> <p>UNPOL and LNP crime statistics on robberies, rapes, homicides and mob violence.</p> <p>LNP Community Police records of CPF meetings nationwide.</p> <p>CDC/CDSC Mapping and Validation Matrix and Reports</p> <p>LNP annual report</p> <p>Annual Joint Security Assessment reports</p> <p>Records of Community Police Forum Chairpersons</p>	<p>Beneficiaries are willing to engage communities within their sphere of influence to foster improved relations between citizens and police</p> <p>Beneficiaries willing to serve as enablers to strengthen capacities of key district and neighbourhood citizens to support joint problem solving and prevention of crime rather than focus on reactive and non-legal means of conflict resolution</p> <p>Beneficiaries conduct awareness on role/relationship of police, community and CPF's in their respective zones or counties.</p> <p>The LNP Uniformed Patrol Division (all of whom have had exposure to community policing in basic training) have the most frequent, daily contacts with members of communities receive necessary support to reach and deliver community based professional police service to all citizens and communities.</p>



<p><b>OUTCOMES:</b></p> <p><i>1. 10% Reduction of incidents of mob/citizen violence and neighbourhood vigilantism</i></p> <p><i>2. Increased citizen trust and cooperation through daily positive contacts with LNP patrol officers,</i></p> <p><i>3. Increased quality of life in communities</i></p> <p><i>4. Access to police for all citizens/communities</i></p> <p><i>5. Increase in citizen reports of SGBV through increased awareness</i></p>	<p># of opportunistic crimes reported decreases (robbery, burglary, theft)</p> <p># of reported mob/citizen violence and community vigilantism decrease</p> <p># of arrests for crimes in progress increase</p> <p># of arrest pursuant to post-incident to investigation increases</p> <p># of police misconduct cases decreases</p>	<p>UNPOL and LNP crime statistics on criminal complaints and professional standards division statistics on citizen reported police misconduct complaints.</p> <p>UNPOL and LNP crime statistics on robberies, rapes, homicides and mob violence.</p> <p>LNP Community Police records of CPF meetings nationwide.</p> <p>CDC/CDSC Mapping and Validation Matrix and Reports</p> <p>LNP annual report</p> <p>Annual Joint Security Assessment reports</p> <p>PRS and UNDAF baselines compared to programme outputs.</p> <p>Mid-Term and Terminal Project Evaluation report</p>	<p><b>(Outcome to Peace building Impact)</b></p> <p>Government of Liberia supports in kind the strengthening of mechanisms essential for increased citizen-police inter-action and cooperation</p> <p>The Government of Liberia make available office space near county administrative centres to be used as central Community Police Forum offices; and in the seven zones and LNP HQ in Monrovia.</p>
<p><b>OUTPUTS:</b></p> <p><i>1. One hundred sixty five direct beneficiaries with new skills, enabling them to effectively work within communities to foster citizen-police cooperation necessary for improved security and quality of life.</i></p> <p><i>2. Effective joint community – police programs generated and implemented through joint community/police inter-action</i></p> <p><i>3. Increased access as the LNP visibility and level of performance increased in communities.</i></p> <p><i>4. Indirect benefit to citizens through increased police community contact and interface and improved security.</i></p>	<p>% increase in joint community and police programs delivered at community level</p> <p>% of LNP patrol supervisors and officers deployed to rural and hotspot communities increased and sustained</p> <p>% of arrests for citizen reported crimes increases</p>	<p>Quarterly and Mid-Term monitoring and review of reports</p> <p>CDC/CDSC Mapping and Validation Matrix and Reports</p> <p>LNP Administration Deployment Records</p> <p>LNP arrest statistics</p>	<p><b>(Outputs to outcome)</b></p> <p><b>Risk Factors:</b> Resistance by local authorities and communities to engage in a community based problem solving reflective of a system that promotes respect for the rule of law; historical influences including association of community participation in security with vigilantism, limited governmental budgetary support for community police and patrol division; unresolved property issues with LNP facilities – privately owned)</p>

<p><b>ACTIVITIES:</b></p> <ol style="list-style-type: none"> <li>1. Pre-implementation assessment of existing LNP Community Policing Policy and effectiveness of implementation. Pre-seminar workshop with key stakeholders.</li> <li>2. Regional seminars for County HQ and Monrovia Zone/HQ LNP and corresponding CPF chairpersons.</li> <li>3. Identification of county and Monrovia central community forum offices; and acquisition of logistical packages.</li> <li>4. Formalizing of a sustainable mechanism to enable through CPF/LNP consultation and cooperation the delivery of joint programs for crime prevention, public awareness, activities in communities, inclusive of community sources such as Town chiefs, Town criers, community groups, including women and youth</li> <li>5. Assessment and repairs to 23 LNP Community Police Offices (15 County HQ's, 7 Monrovia Zones, LNP HQ).</li> <li>5. Acquisition of LNP patrol division /community police logistics packages and supporting equipment</li> <li>6. Post-implementation survey</li> </ol>	<p><b>INPUTS:</b></p> <p>Financial: See budget in annex 2.4</p>	<p>Financial report</p>	
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## Full Project Document - Outline (max. 14 pages)

**1. Background and problem statement**

**BACKGROUND:** This project is part of the comprehensive reform package for the reform of the Liberia National Police (LNP) and supports the 2008 – 2013 LNP Strategic Plan and Development Program that is consistent with the intentions of the National Security Strategy (NSSRL-IM) and policy documents formulated following country-wide consultations. The LNP Strategic Plan and Development Program has been formally developed subsequent to an LNP Strategic Planning Workshop in the Accra, Ghana, in July 2008 in which participants from the Ministry of Justice, the Governance Commission, the LNP, the Community Policing Forum National Chairman, UNMIL and UNPOL identified six core areas for reform.

The LNP Strategic Plan clearly links and highlights that within core are, “Operational effectiveness and efficiency,” that community policing is essential, and has defined community policing as a sub-component for action. This prioritizing is based upon the acknowledgement of the Ministry of Justice (MoJ) and the Liberia National Police (LNP) that citizen mistrust, whether real or perceived, exists throughout Liberia. Further, the LNP Development Programme aimed at promoting community safety by working in partnership with communities proposes an approach to institutionalize community oriented policing at the local levels with LNP Community Policing Coordination Units in all 15 counties. In addition, the programme proposes institutionalizing of Community Police Forums and promotes increased networking with community, local government, and communities at large.

The LNP have identified that public mistrust perpetuates a cycle of reactive rather than pro-active policing; which consequently renders efforts for crime prevention and post-incident investigation ineffective. Of equal concern, this mistrust induces citizens to take the law into their own hands, often under the “auspices” of neighbourhood security. This is in direct conflict with the existing LNP Community Policing and Community Policing Forum Policy and the vision of the LNP for community police partnership. The LNP Community Policing Policy is clear that LNP Community Policing addresses the root causes of crime and disorder in partnership with communities, which serve as a source of assistance and information; and further, that the Community Police Forum(s) are a means to facilitate the partnership between the police and communities to engage in joint problem identification and consultative problem solving, and in establishing priority needs for police delivery of service based upon the assessments of communities. Another area of concern lies in the fact that public mistrust in the LNP creates a climate of impunity as often incidents of police misconduct which is left unreported out of fear of perceived retribution.

The Ministry of Justice (MoJ), the Liberia National Police, (LNP), through the support of a concept of Community Police Forum(s), (CPF’s) and have made in-roads into communities throughout Liberia, with over 300 CPF’s and points of contacts established. However, the limited “commonality” of understanding of the community policing functions of LNP and the role of CPF’s and the normative approach for all LNP officers to be “community minded” has limited the sustained ability of this process to impact on communities. Further, in many high crime areas, this lack of understanding has in fact had a negative consequence as citizens and community leaders have formed neighbourhood security groups that at times have resorted to mob violence against suspected criminals. In 2008 alone, there were 66 such incidents of mob violence, the majority in Monrovia.

Therefore, the education of LNP, CPF’s, communities, and the public at large on a common platform of police-citizen cooperation is essential for building trust based upon partnership and mutual problem solving. Limited resources, limitations that reduce effectiveness of police at community levels including limited police mobility; the lack of understanding of communities, CPF leaders, police supervisors and commanders all contribute to the slow pace of “institutionalizing” of community based policing.



**PROBLEM STATEMENT:** *The consequences of conflict have left a legacy of citizen mistrust in the primary law enforcement agency, the Liberia National Police (LNP) resulting in cycle of citizen-police disassociation that is not conducive to the promotion of rule of law, and prevents collaborative problem solving necessary for sustained public security essential to communities throughout Liberia. Urgent intervention to strengthen and institutionalize bonds between citizens and police in response to crime and security factors that predispose communities to violent crime and insecurity is essential throughout Liberia. Training and new skills will lead to qualitative service deliver, thus increased public trust.*

## **2. Project Rationale and expected results**

**PROJECT RATIONALE:** As determined through consultative process, the Ministry of Justice (MoJ) and the Liberia National Police (LNP) shall in partnership cooperate with the national, county and Monrovia Community Police Forum(s) with the aim of enhancing citizen-police relations. The expected outcome is significantly improved citizen and community security, identification of root causes of criminality, and building the bonds of trust necessary for police-citizen cooperation and the reduction of police misconduct.

The project includes developing the working knowledge and capacity of key partners through workshops and infrastructure/logistical support. The project also support through funding of projects se partners will then promote and foster relations at the local level for engage in joint problem solving, development and implementation of community based crime prevention and awareness programs and increased citizen-police dialogue. To ensure accessibility to the police in communities; efforts to strengthen the uniformed patrol division and strengthen supervisory knowledge and understanding of community based policing is also incorporated in to the process.

As acknowledged by the Government of Liberia's Poverty Reduction Strategy, (PRS), there is a need to address insecurity and address substantial public concern about personal security at the county level through consultative process. The PRS also identifies that there is a need for the police to be trained to cooperate closely in a structured system of national, county and district level security committees; which involves local government - gaining the confidence of communities to combat crime and underpin the rule of law.

Several specific areas were identified as essential for LNP improvement and in which this project will have a significant impact in reducing the likelihood of future violence and in reducing present states of community insecurity and public mistrust:

- 1. Police-citizen relations are characterized by fear and mistrust, a new emphasis must be given to engaging with communities and in the adoption of more citizen-friendly policing methods.*
- 2. Strategies will be developed and training programs undertaken that enable a collective response and intervention to quickly engage case of local unrest, land conflict or ethnic clashes*
- 3. The LNP must work with communities to improve human and economic security through joint formulation of prevention programs to combat crime and conducting regular community crime sensitization campaigns that educate communities on basic measure to prevent crime and specialized measures with respect to women and vulnerable groups.*
- 4. The LNP will increase community and neighbourhood patrols, including night patrols, foot patrols and mobile patrols, with expansion across the country as the staff size allows.*
- 5. The LNP will formulate and introduce policies and practices to reduce the incidence of corruption, police brutality and other ethical violations and create public awareness on how to report suspected police misconduct.*



### **Geographical Spread:**

The target group of this project are the key stakeholders who are in formal and informal positions to facilitate the strengthening of police-citizen cooperation through the common understanding of the role and relationship of the LNP, CPF's, community and citizens. The project calls for the delivery of seminars to these key stakeholders that will be representative of the counties and Monrovia LNP zones/community boundaries. The seminars will be held at five locations including four sites commensurate to LNP Operational Regions, with the exception in Montserrado County, as this can be delivered at the National Police Training Academy. The benefactors/stakeholders include fifteen County LNP Commanders/Officers and CPF Chairperson counterparts; and the seven Monrovia Zone and HQ Commanders/Officers and CPF Chairperson counterparts attending. This provides a core from which inroads can be made at the ground level to build common purpose and capacity among the over 300 CPF's at the local and rural community levels. The benefactors will be readily accessible as they are centralized

in and around county administrative centres and Monrovia zones/communities. This provides a common understanding nationwide at the local level of community police relations and the role of the LNP and CPF in strengthening police-citizen trust and in the reduction of crime through awareness, collaboration, consultation and communication.

To support those that have attended the seminars, the project includes providing support to LNP and CPF's in the Counties and Monrovia Zones with funding specific to the development and delivery of county based seminars, community awareness and other small programs over a period of 18 months with the aim of fostering cooperation and participative problem solving between the participants and other key stakeholders at the working level. In additional logistical and infrastructure support will be provided.

These county level initiatives are expected to improve overall public awareness of community-police relations, improve joint efforts of crime prevention including aspects of gender based violence; reduce incidents of mob violence as public trust in LNP increases; and improve LNP mobility thereby extending their reach into rural areas while creating a more visible presence in high crime areas in Monrovia.

**EXPECTED RESULTS:** This programme is multi-layered in the respect that it addresses more than one factor, though the primary peace building impact is felt by improved human security through the enhancement of citizen – police relations. The outcomes of the project are as follows:

#### **1. Peace building.** The peace building impact will be felt in the following ways:

- a) *Short -Term.* Key community representatives, including CPF Chairpersons and LNP officers receive practical training and basic support to foster improved relations and facilitate joint problem solving and expanded citizen awareness in communities throughout Liberia leading to the medium increase in trust;
- b) *Medium-Term.* Increased public (civil society) trust in police and criminal justice system, enhanced capacity for community-police intervention to address root causes of potential conflict at the community level; increased professionalism and performance levels from uniformed LNP, increased crime prevention and awareness through introduction of jointly developed community oriented and localized projects.
- c) *Long-Term.* Transition of LNP from a reactive police force to service oriented police force that works with and through communities to prevent crime and improve the quality of life for all citizens in Liberia. Government budget support would enhance sustainability.

*For a fuller understanding of the problems facing the LNP, please refer to the Report from the LNP Retreat workshop, July 2008.*



## **2. Improvements in local and national capacity.**

Development of constructive partnerships between police and the citizens they serve; especially vulnerable groups within the communities, with an emphasis on crime prevention and the deterrence of violent crime through improved community based delivery of police service, emphasizing counties and Monrovia communities subject to high levels of crime or criminal activity that creates community insecurity. As county level security mechanisms take hold, it is imperative that all participants have a clear understanding of community based policing as opposed to communities engaging in vigilante activities. This project provides the foundations and a common platform to in which process of community oriented policing can take hold.

## **3. Capacity Building.**

This program is designed to support the peace building within the context of the PRS. The approach seeks to strengthen the effectiveness of the community policing concept in Liberia through material and training support to the national and county community police forums, and providing five pilot seminars at four LNP regional centres and the National Police Training Academy to improve effectiveness of LNP and CPF's in county administrative centres (Tubmanburg, Bomi County; Gbargna, Bong County; Bopolu, Gbarpolu County; Buchanan, Grand Bassa County; Robertsport, Grand Cape Mount County; Zwedru, Grand Gedeh County; Barclayville, Grand Kru County; Voinjama, Lofa County; Kakata, Margibi County; Harper, Maryland County; Sanniquellie, Nimba County; River Cess, River Cess County; Fish Town, River Gee County; Greenville, Sinoe County) and in the seven Monrovia communities and the national LNP HQ and CPF levels. The PFB Secretariat at the Ministry of Internal Affairs (MIA) would be invited to participate in the seminars.

The seminars shall be developed and delivered by a joint team comprised of expert representatives of the Office of the UNPOL Commissioner, UNPOL Coordinators and Community Policing Advisors, LNP HQ Community Police Officers that have completed community policing training, in close consultation with the Ministry of Justice and National Police Training Academy. Prior to development, this team will review existing LNP Community Police Policy will be undertaken, with recommendations for improvement incorporated, if necessary. In addition, this group shall consider in the review and development of the seminars the identified community policing objectives, approaches and anticipated outcomes as reflected in the LNP Strategic Plan and Development Program.

Subsequent to the seminar, the recipients shall in their respective counties and zones development jointly initiatives to strengthen LNP and community cooperation, reinforce the role of police-community, clarify the role of the CPF's and otherwise address community specific areas regarding safety awareness, SBGV awareness, and other area specific public awareness campaigns. As noted in the United Nations Development Assistance Framework, the number of protection incidents reported in communities, including GBV, child protection, robberies and other crimes) have been identified as outputs for assessing government and civil society capacities for conflict prevention, management and conflict sensitive development at national and local levels. In 2007, UNHCR/NCR noted 4,081 protection incidents reported.

Complimenting this effort, the program also envisions an immediate enhancement of the Liberia National Police Patrol Division's operational effectiveness to deliver community based and highly visible police service in communities throughout Liberia. Mobility is critical for this



visibility and contact. The focus on the Patrol Division is in recognition that it is the line officers, supervisors and commanders whom have the most direct daily contacts with communities. It is also recognized, that the Patrol Division – that should be the “backbone” of the Liberia National Police (LNP), remains among its weakest Divisions. Patrol vehicles and motorcycles will be acquired.

Whether in greater Monrovia, or the isolated communities in the Leeward counties, the Patrol Division of the Liberia National Police (LNP) struggles to provide consistent and sustained patrols and timely response to crime. As the Liberia National Police (LNP) lack adequate infrastructure, including a lack of police stations in many county communities, the renovating and rebuilding of office space for LNP and CPF’s remain essential to ensure citizens with access to the police and in engagement of collaborative problem solving.

### **Sustainability**

1. This project is an integral part of the ongoing reforms within the Liberia National Police (LNP), which has its legal base from the Comprehensive Peace Agreement of Accra, 2003. As such the Government of Liberia (GoL) and the United Nations system and development partners are mobilizing resources to ensure the sustainability of the reforms which includes this project. The United Nations Development Programme through its Community Security and Social Cohesion programme in collaboration with UNPOL and the LNP mobilized the following resources for specific and general Police reforms for the 2009 and 2010:

A) Republic of Ireland through Irish Aid-	US\$1,000.000
B) Bureau for Crisis Prevention and Recovery-	US900,000
C) UNDP-Core	US\$200.000
D) Federal Republic of Germany	US1,600.000
E) Kingdom of Norway February 2009)	US2.600.000 (to be approved in

This commitment is reinforced in the vision of the Liberia Poverty Reduction Strategy and complimented by the LNP Strategic Plan focus attention on and prioritizes the enhancement of community -police relations as a means within the broader context of security. The LNP strategy envisions sustained police dialogue and interaction with citizens, reinforced with community police forums in every community throughout Liberia. Introduction to Community Policing is a mandatory requirement within LNP basic training curriculum; with advanced community police courses available at the National Police Training Academy. The LNP recognizes that in partnership with citizens, and by developing strong ties with communities; conditions for reintegration of youth and disaffected into the mainstream society; and therefore safer communities.

In addition, the Government of Liberia will increase its budgetary allocation to the LNP and the Police Academy as the UN draw down takes effect. The Strategic Development Plan for the LNP which would soon be launched will lead to increased technical and financial support to the LNP.



In the interim, as this transition remains in process, the support from the PBF is essential in order to ensure the progressive sustainment of core activities to build police-citizen trust through community collaboration.

**4. Lessons Identified.** The monitoring and evaluation process in addition to other processes (such as constant feedback) will identify specific and detailed lessons for the implementation of current and similar projects in Liberia and in the wider peace building context. This process and report will be of enduring value to the peace building process.

**5. Indirect Beneficiaries.** The indirect beneficiaries from this project are numerous (several thousands Liberians to benefit). Through increased LNP mobility and refurbishment of sub-stations, the majority of communities throughout Liberia will have access to the police – and through coinciding partnerships with communities through the CPF mechanism, contacts will be service oriented and pro-active; rather than limited and reactive. Communities will see a subsequent increase in police effectiveness, a general reduction in crime; and in hot spot areas, a noticeable improvement in overall security.

## **6. Partnerships and Management Arrangement**

### ***PARTNERSHIPS:***

The success of this project depends upon an alliance between a number of partners and stakeholders:

- 1. The Ministry of Justice (MoJ):** The Ministry of Justice holds administrative oversight of the LNP, engages in the LDRC Security Pillar, and has a presence at the county level. The Assistant Minister of Public Safety has experience in citizen-police relations and is an active proponent of increased citizen-police interaction based upon crime prevention, information sharing and shared vision of civic and community responsibility; the Assistant Minister participated in the Accra Workshop on LNP Strategic Development and in the development of this project; and will continue to work closely as a partner through implementation with all stakeholders. The MoJ participated with the LNP and other stakeholders in a PFB workshop in Monrovia upon which this project was jointly developed. For the purpose of management and oversight, the MoJ shall appoint an A/Minister to participate.
- 2. The Liberia National Police (LNP):** The LNP have identified the improvement of public trust in the police and criminal justice system and improved safety and security of all citizens as a fundamental objective of their continuing strategic development. They have also identified the main challenges in re-establishing public trust are logistical limitations of uniformed officers to be effective in patrolling – resulting in negative public perceptions that the LNP are not concerned with community needs, the inability to have adequate uniformed coverage in communities due to the lack of resources and infrastructure, and continued citizen perceptions that the LNP are not service oriented and maintain only an authoritarian and reactive method of policing. For the purposes of program management and oversight, the LNP will be represented by Senior Officers from the Patrol, Community and Public Information Sections.
- 3. Liberia Community Police Forum(s) (CPF):** The CPF's though in their infancy in



Liberia, provide the link for increased engagement and partnership between the LNP, citizens and communities. CPF's represent community members, with key CPF leaders selected by communities in open meetings. Under the umbrella of the CPF, local partners have been identified as within the various communities as important stakeholders that serve as an essential source of contact for LNP. Through this project it is expected that community collaboration and contacts will increase providing substantive results in security community safety through partnership within the civil society framework. These bonds serve reduce the potential for conflict, reduce insecurity and prevent opportunities for crime at the community level. The CPF's also expected are intended to work in partnership with LNP as a bridge to communities; they are not an entity that stands alone. The CPF's should provide the means for police and communities to jointly develop and implement public information, public awareness and crime prevention strategies and programs. For the purposes of program management and oversight, the national Chairman and sub-Chairman would represent Community and Civil Society.

4. **UNMIL/UNPOL:** UNPOL will continue to support the MoJ and LNP in their strategic development, including priorities given to strengthening bonds with communities and citizens. This support is generally advisory in nature, and reinforced with limited operational support and training. UNPOL/UNMIL including Community Relations and Public Information, will participate in seminars as resource and support officers; and assist MoJ, LNP, CPF and other stakeholders in implementing this program; and participate in program management and oversight. For the purposes of oversight, the Office of the UNPOL Commissioner shall be represented by the UNPOL Community Relations Officer.
5. **UNDP:** UNDP's role as the executing agency is defined and governed by UNDP's standard guidelines and operational procedures. UNDP will provide oversight control and monitoring and general project coherence in light of UNDP's larger role in peacebuilding and security sector reform in Liberia. Community Security and Social Cohesion (CSSC) programme which manages Security sector activities within UNDP would be managing this project.

#### ***MANAGEMENT ARRANGEMENTS:***

The project will be implemented using Direct Execution (DEX) modality. This means that UNDP assumes overall management responsibility and accountability for project implementation. Thus further means that all procurement of goods, services and civil works would be done in keeping with UNDP rules. All recruitment will also be done in keeping with UNDP rules. In both cases, the relevant partners would participate in the aforementioned processes as much as possible. In order to support implementation, UNDP will assign a Project Officer whose costs would be covered by the project.

LNP, assisted by UNPOL, in partnership with the CPF provide the core project management such as: project conceptualization and design; project implementation; logistics; human resource management, while the UNDP provides oversight functions and financial and budgetary control.

The MoJ provides: legal expertise; quality assurance; government and stakeholder liaison; and high level programme oversight with UNDP's support.

A Project Management Board will be established comprising of representatives from UNMIL/UNPOL, UNDP, MoJ, LNP, CPF and the ECOWAS Commission for the purpose of oversight and strategic guidance.



The Project Management Board will:

- Provide overall guidance and direction to the project to ensure the project proceeds according to the work plan and also according to the M&E reports;
- Provide advice on project implementation when need arises;
- Contribute to establishing mechanisms for project sustainability;
- Call for a review and consider monitoring and evaluation information;
- Review work plan and budget proposed by the project management team;
- Assist in the recruitment of staff of the project

#### **4. Monitoring & Evaluation**

MoJ, UNDP Liberia Country Office M&E unit and external evaluation partners (selected from a poll hosted by HR unit, selected using UNDP rules and regulations, advertise on [www.undp.org](http://www.undp.org), local newspapers etc) will assume responsibility for monitoring and evaluation of the project with constant feedback from different sources to enhance implementation process. This includes using information from the LNP/UNPOL and civil society in developing a baseline for monitoring

This is a new and innovative approach to peace building and as such indicators will determine:

1. The peace building effect of a community-police relations programme in a post-conflict context.
2. The success of the programme in achieving enhanced community-police relations and increased public trust in the police and criminal justice sector.
3. The success and extent of community capacity building in all project phases and with all participating groups.
4. The best possible practices (management and partnership structures) for the implementation of community-police peace building programmes.
5. The performance of different comparison groups attending the programme.
6. Constant feedback from Piloted communities/LNP/CPF etc for regular reflection to enhance implementation process and
7. Monitoring of the effects of procurement of equipment, renovation of Police stations and confidence building.

UNDP will bolster the overall project quality assurance by conducting onsite spot-checks. Quarterly, Mid Term and Annual Project reviews will be conducted in line with the UNDAF and PRS M&E frameworks.

#### **5. Sustainability of the project**

Sustainability is a core aim of the project. The project is designed to develop the community-police mechanisms that are self-sustaining; with definable recurrent costs to Government that can be provided through budgetary means. The development of a comprehensive Police Plan which is under way would take into account the sustainability of the project. Government budgetary support would enhance this project beyond the 18 months of the PBF.

#### **6. Project Implementation with timeline**

UNDP, UNPOL, LNP and CPF have human resources to implement this project within the

stipulated time frame. This is demonstrated with the speed and efficiency in the implementation of the Irish and German support for 2008.

**I. Research and preparation for Seminars**

Duration: 2 months

Dates: February - March 2009

Outputs/Milestones: Survey conducted, presented to key stakeholders, planning of seminars, including content and implementation, printing of materials and guidebooks, and notifications completed

**II. Delivery of Seminar**

Duration: 4 months

Dates: April 2009 to June 2009

Outputs/Milestones: Seminars delivered at county and Monrovia-subdivisions

**III. Acquisition of Support Packages, Infrastructure**

Duration: 6 months

Dates: March 2009 to July 2009

Outputs/Milestones: Office space allocated, repaired and equipped, support packages delivered

**IV. CPF/LNP Pilot Project Implementation**

Duration: 12 months

Dates: April 2009 – March 2010

Outputs/Milestones: Stakeholders through joint consultative process identify and implement preventive measures through increased dialogue, public information and awareness, crime prevention measures, communications for development (use of community leaders, traditional authorities, Town criers, Town chiefs, FM stations) that meet the needs of communities and reflect the desired outcomes of the PBF, PRS, LNP Strategic Development and CDA's.

**8. Assumptions and Risks**

The assumptions that must be considered with regard to the implementation of this program are that of relative peace and stability under the joint security umbrella of UNMIL and national authorities throughout the period of implementation. It is further assumed that the implementation of this program and its expected outcomes will further sustain the ability of the national authorities to maintain internal peace, security and stability through democratically principled means.

The risks during the implementation, although minimal, include potential incidents of disorder that may impede implementation, with regard to internal law and order issues or regional instability.

Thus, to minimize risks to internal security and advance the operational



independence for internal security through re-establishment of national law enforcement primacy, expeditious implementation of the program is vital.

Destabilization in Guinea, which may lead to thousands of refugees moving into Liberia

**8. Project/Budget (Annex 2.4)**

**9. Detailed work plan (Annex 2.5)**

**10. Liberia National Police Operational Policy Manual (Community Policing)**

## ANNEX 2.4

## THE PROJECT BUDGET – 2008-2010

CATEGORY	ITEM	Rate (USD)	Unit	Quantity	TOTAL COST (USD)
<b>1. Personnel</b> <i>Including staff and consultants</i>	Project Officer	1,500 for 18 months	27,000	1	27,000
<b>2. Contracts</b> <i>Including companies, professional services, grants</i>	Renovation and equipping of LNP Community Policing Offices (15 counties, 7 zones, 1 HQ)		5,000	23	115,000
	Renovation and equipping of CPF offices (15 counties, 7 zones, 1 HQ)		4,000	23	92,000
	*Post seminar County sensitization and awareness campaigns on CPF initiatives (15 counties, 7 zones)		5,000	22	110,000
	*Post seminar National sensitization and awareness campaigns on CPF initiatives (HQ)		10,000	1	10,000
<b>3. Training</b>	Seminar for National CPF leaders, Monrovia CPF leaders, LNP Patrol and Station Commanders, MoJ at 5 locations		6,000	5	30,000
	Post-seminar support for county and zone familiarization workshops for local CPF's and key local stakeholders		1,000	22	22,000
<b>4. Transport</b>	***Patrol Vehicles (4X4 pickups) (LNP to determine priority Monrovia zone "hot spots" for distribution)		35,000	3	105,000
	Motor bikes for CPF activities (Counties/Zones/HQ)		3,000	46	138,000
<b>5. Travel</b>	National Travel		12,150	Various	12,500
<b>6. M&amp;E**</b>	Project monitoring and sites visits		17,000	Various	17,000
<b>7. Miscellaneous</b>					19,000
<b>Sub-total</b>					697,500
<b>8. Agency Management Support</b>					52,500
<b>TOTAL (USD)</b>					<b>\$750,000</b>

\*\* As discussed and agreed between Chris Blattman and Jordan Ryan.

\*Publications: CPF Documents and Awareness (Drama, FM Stations, Newspapers, Community Radio Stations, billboards, and sports.)

\*\*\*This is an initial support to strengthen the Patrol Division of the LNP.



## Detailed Work Plan for 18 Months 2009-2010

Outcome/Output	Activities	Inputs	Budget	Delivery Date
One hundred sixty-five stakeholder/direct beneficiaries with new skills, enabling them to effectively work within communities to foster citizen-police	i. Pre-implementation research and assessment of LNP/CPF policies. ii. Five Pilot Seminars	Financial resources	\$50,000	February 2008-July 2009
ii. Effective joint community-police programs generated and implemented through joint community/police interaction	i. Identification of county and Monrovia central community forum offices and general office repairs if needed.	Financial Resources	\$700,000	April – September 2009
iii. Increased access as the LNP visibility and level of performance increased in communities	iii. Assessment and repairs to LNP County HQ and Zone Community Police Offices, if needed.			April – September 2009
	iii. Establishment of local mechanisms to enable implementation of crime prevention, public awareness activities, and development of crime prevention, public awareness activities at local level.			April 2009-March 2010
	iv. Acquisition of community forum and LNP patrol division logistics packages and supporting equipment, vehicles and motorcycles.			April-September 2009
	v. Post-implementation assessment.			February-March 2010
	vi. Monitoring & Evaluation			Entire
	vii. Program management and support			Entire
	viii. General Management Support			Entire
	<b>Grand Total</b>		\$750,000	

Dates	6 Month Benchmarks	Indicators of Progress
First 6 Months October	One hundred sixty-five stakeholder/beneficiaries with new skills, enabling them to effectively work within communities to foster citizen-police cooperation necessary for improved security and quality of life	February 2009 – July 2009
Second 6 Months April 2009	Effective joint community-police programs generated and implemented through joint community/police interaction	April – January 2010
Third 6 months Oct 2009 to	Increased access as the LNP visibility and level of performance increased in communities	October 2009 – July 2010



## Liberia Peacebuilding Fund Project Summary

<b>Recipient UN Organization:</b>	UNDP	<b>PBF Priority Area:</b>	3.3 Strengthening State Capacity for Peace Consolidation		
<b>Implementing Partner(s):</b>	Ministry of Justice/Liberia National Police				
<b>Project Number:</b>	PP/R3/A3/02				
<b>Project Title:</b>	Enhancing the Relationship Between the Police and Civilians in Communities				
<b>Total Approved Project Budget:</b>	US\$750,000				
<b>Location:</b>	Nationwide				
<b>JSC Approval Date:</b>	27 February 2009				
<b>Project Duration:</b>	18 months	<b>Starting Date:</b>	April 2009	<b>Completion Date:</b>	September 2010
<b>Project Description:</b>	This intervention is directed at core communities and respective key community (civil society) leaders, LNP officers and supervisors. Seminars/training will increase capacities for joint identification and solving of community crime problems; infrastructure and logistical support will enable community forums to be effective and LNP presence of uniformed officers in rural and high crime areas provides more access to all citizens. Training continues at all levels of the LNP/CPF with support from development partners and government.				
<b>Peacebuilding Impact:</b>	Improved community security and improved public trust in the Liberia National Police and the criminal justice system; enhanced citizen and police cooperation, equal access to the police for all citizens and greater access to police in communities; effective and principled solutions to community crime problems through the development of joint community/police strategies.				
<b>Outcome(s):</b>	Reduction of community insecurity, reduction of incidents of mob/citizen violence and neighbourhood vigilantism; increased citizen trust and cooperation through daily positive contacts with LNP patrol officers, increased quality of life in communities through effective crime prevention strategies; increased effectiveness of police officers in responding to crimes in progress; increased investigative results as police have greater access to credible, community based information.				
<b>Outputs and Key Activities:</b>	Seminars in 5 county capitals and 1 in Monrovia to benefit 25 Community Police (citizen) Forum Chairpersons, 50 LNP commanders, supervisors and community police specialists; and 5 additional nominees per county and 15 from Monrovia (TBC – Ministry of Justice, Ministry of Internal Affairs, Ministry of Youth and Sports, Ministry of Gender, civil society) for direct benefit to 165 key. Post-seminar each office and comparable LNP station will be provided with logistics and small infrastructure projects for office renovations; LNP would also patrol vehicles and motor-bikes specifically for use in support of increased crime prevention through high visibility and community based initiatives in promoting public/crime awareness, crime prevention and service to communities.				
<b>Indicator and Benchmarks:</b>	<ul style="list-style-type: none"> <li>♦ Increase in emergency and non-emergency calls/contacts of citizens with police increases</li> <li>♦ Intra-community tensions/disputes reduced through increased dialogue with civil society using community based problem solving</li> <li>♦ Number of security “hot spots” reduced</li> </ul>				

	<ul style="list-style-type: none"> <li>♦ # of opportunistic crimes reported decreases (robbery, burglary, theft)</li> <li>♦ # of reported mob/citizen violence and community vigilantism decrease</li> <li>♦ # of arrests for crimes in progress increase</li> <li>♦ # of arrest pursuant to post-incident to investigation increases</li> <li>♦ # of police misconduct cases decreases</li> <li>♦ % increase in joint community and police programs delivered at community level</li> <li>♦ % of LNP patrol supervisors and officers deployed to rural and hotspot communities increased and sustained</li> <li>♦ % of arrests for citizen reported crimes increases</li> </ul>
<b>Procurement:</b>	DEX Modalities
	<p><b>INPUTS:</b>  Financial: See budget in annex 2.4</p>