



LIBERIA

**ENHANCING RELATIONSHIP BETWEEN POLICE AND CIVILIANS
FUNDED BY PEACEBUILDING FUND**



Photo 1: Participants group photo after local leaders and Police Offices training on Community Policing Approach in Voinjama/Lofa County, UNDP, and October 2010

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PBF Project Title: Enhancing relationship between police and civilians

Reporting Period: May 2009 to 31 December 2010

Project Budget: US\$ 750,000

List Implementing Partners: Direct implementation in collaboration with LNP and UNPOL

Project Coverage/Scope: National

Duration of Project: Twelve Months

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1 Abbreviations

CPAP	Country Programme Action Plan
CPF	Community Police Forum
GOL	Government of Liberia
LNP	Liberia National Police
MDTF	Multi-Donor Trust Fund
MOJ	Ministry of Justice
PBF	Peace Building Fund
UNDAF	United Nations Development Action Framework
UNDP	United Nations Development Programme
UNPOL	United Nations Police

2 Project Implementation Context Background

2.1 Purpose

Enhancing community security and social cohesion is paramount to the recovery of post-conflict states such as Liberia. Without comprehensive community security and social cohesion, recovery and developments become a serious challenge in post conflict recovery and development countries. Community security seeks to protect communities from the loss of common or traditional relationship and values, from physical and mental violence and also economic, justice and social capital destruction.

In 2009, the Peace Building Office (PBO) through the Multi-donor Trust Fund signed an agreement with UNDP for a grant of US750, 000.00 to support the project “Enhancing Relationship between the Police and Civilians” in Liberia. The project heeds the goals of the Country Programme Action Plan (CPAP) in ensuring cross-linkages between its different components, notably peace and security consolidation. It further contributes to United Nations Development Assistance Framework (UNDAF) Outcome 1, “National and local authorities increasingly have the capacity to provide security, manage conflict and prevent violence, respecting human rights”. It supports the Poverty Reduction Strategy (PRS) 2008-11 in enhancing peace and security. In addition, this project supports the efforts of the Government of Liberia (GoL), through the Ministry of Justice (MOJ) in the consolidation of recovery of the country including Government effort to revamp rural communities and reduce crime thus creating safe and secured environment for conflict prevention and development.

Hence the objectives of this project were to:

1. Improve public trust in LNP and the criminal justice system;
2. Increase LNP presence in rural and high crime areas and;
3. Enhance community policing (seeking the communities cooperation in identifying and solving crime-related problems through training, public awareness, logistics and infrastructural support).

Insecurity is best tackled by developing local approaches through participation of local communities with support of national government. The project focused on supporting the establishment of community security and strengthening of social cohesion infrastructure as well as strengthening traditional conflict prevention mechanisms and the development of Community Policing with gender as the central cardinal point.

Given the above, this intervention was directed at core communities and respective key community leaders, Liberia National Police (LNP) officers and supervisors. The seminars/training were intended to increase capacities for joint identification and solving of community crime problems; infrastructure and logistical support were to enable community forums to be effective and increase LNP presence of uniformed officers in rural and high crime areas in order to provide more access to all citizens. In this way enhance relationship between the police and civilians.

2.2 Resources

2.2.1 Financial Resources:

- An amount of US\$ 750,000 was received for the implementation of this project. Under the internal control framework of UNDP, 100% of grant was utilized based on the activities in the annual work plan and approved budget. There were challenges in getting funding to rural communities to conduct trainings. Best practice incorporated was to partner with local banking institution to provide direct services in covering cost of workshop activities at the various training sites. Timely planning was the key to reduction of potential bottlenecks and improvement of better coordination in the release of funds for project implementation.

2.2.2 Human Resources:

- This project brought together human resources from the LNP, UNDP, MOJ and local community members. Together, they sought the implementation of the project in order to achieve the desired output of enhancing relationship between communities and the Police. During the period of implementation, the project utilized two UNDP national staff which included one project officer and one driver. The project officer managed the day to day implementation of the project, conducting trainings, public awareness, community consultations, monitoring and reporting. The driver provided support to the field for implementation of the project.

3 Implementation and Monitoring Arrangements

1. During the project implementation, a technical committee was formed. The technical committee coordinated the implementation process and included the participation of all stakeholders. The committee met on a weekly basis to review progress and design strategies for successful implementation of project activities. The LNP officers led the process in community policing trainings and concepts. They engaged the communities through clean-up campaigns, consultations, public awareness, and sports to enhance relationship and community security. The project engaged students, youths, women, motor cycle riders, community members, local government authorities, and the LNP officers.
2. The project followed UNDP standard procurement rules in the procurement of all goods and services. For example, requests were received from LNP beneficiaries; upon approval of the request in line with the annual work plan and approved budget line, invitations to bid (ITB)s was published for public participation. Through this process vendors/contractors were identified to provide goods or services for the project.
3. Monitoring of trainings were conducted jointly by the Peace Building Office and the UNDP Monitoring and Evaluation Unit. On a regular basis field visits were conducted for assessment, consultation and feedback from community members and the LNP. Based on these reports, training modules were developed and implemented which resulted in the high participation of all the stakeholders.

4. As part of the planned activities, during the implementation period, a best practice retreat was held which led to the creation and production of the Community Police Manual currently being distributed to all stake holders. This manual serves as a guide to conducting or implementing community policing in Liberia.

4 Key results achieved during the lifespan of the project

Project Output 1: In order to ensure that the LNP takes ownership of community policing in Liberia and plays the lead role in its implementation; and also to ensure increase citizens' participation in information sharing on crime prevention and community security;

- A community Policing leadership training seminars brought together police officers, community chairpersons and zonal heads, heads of women and youth organizations, heads of motorcycle and road transport unions and local government and traditional authorities in 14 out of 15 counties in Liberia. The total number of participants trained was 578 (433 males and 145 females).



Photo 2: Cross-section photo of LNP Offices & community Leaders participating in a community policing training workshop, in Zwedru, Grand Gedeh County in Nov, 2010, CSSC/UNDP

- The community policing awareness and sensitization campaign was geared at increasing awareness on the roles and responsibility of citizens in crime prevention; decrease in mob violence and vigilantism; improved public trust in the LNP and the criminal Justice system; Enhanced citizen/civil society and police cooperation has been launched in 14 out of 15 counties in Liberia.

- The project launched the community policing approach national wide in each county. In order to build trust and confidence among and between the police and communities, the launching program' activities were designed in such way both communities and police partake together communal public initiatives including educational, sanitation and recreational activities. These activities



Photo 3: Community parade during launching campaign of Community Policing in Saniquella, Nimba, October 2010 CSSC/UNDP

included, among other things, a clean-up campaign exercise, two days leaders training seminar for police officers and community leaders, three youth sports tournament, a parade throughout the principle streets and an indoor program, saw the amazing and incredible participation of women and youth groups, the marketing association, local and traditional authorities, community leaders, High Schools, the community policing forum, the motorcycle and transport unions, the UNPOL site team, the Liberia Football Association and the traditional communicators of the UNMIL Community Outreach Section.

Project output 2: To increase police capacity and effective service delivery thereby resulting in the reduction in the number of opportunistic crime perpetrated (robbery, burglary, and theft) the following were carried out:

- 11 LNP stations have been identified and renovated under this project based LNP, UNPOL and UNDP assessment team. Stations renovated included five (5) police stations located in the leeward counties (Bong County Police HQ, Salala Police Station, Ganta Police Station, Maryland County Police HQ and Gbarpolu County Police HQ) and six (6) police stations located within central counties (Margibi County HQ, Bensonville, New kru Town, Hotel Africa, Grand Bassa County HQ, and Soul Clinic). 100% renovation completed by UNOPS. See below photos from Engineers field report.

Newly Built and/or Rehabilitated Model Police Station/Depots with PBF Funding in 2010



Photo 4: Upgraded Bopolu Police Station, Gbarpolu county



Photo 5: New renovated Police Station in Bensenville, Monsterrado county



Photo 6: Harper newly upgraded Police Station, Maryland



Photo 7: Salala newly renovated model police station, Bong County



Photo 8: Kakata newly rehabilitated Model Police Station, Margibi county



Photo 9: Newly renovated model police station in Buchanan, Grand Bassa County



Photo 10: Newly renovated police station in Gbarnga, Bong County



Photo 11: Renovated Police station in Ganta, Nimba county



Photo 12: Newly renovated police station in New Kru Town, Monrovia



Photo 13: Newly renovated police station in Paynesville (Soul Clinic Community) Monrovia



Photo 14: Newly upgraded police station in Virginia Community, Monrovia

The key partners involved were the Ministry of Justice, Liberia National Police, United Nations Police, local Government authorities, traditional leaders, the motor cycle union, youth and women groups, and community members. All of these stakeholders contributed immensely in the achievement the results. These partnerships and collaborations were strengthened through consultation, participations, and meetings held with the stakeholders.

As a cross cutting issue, women and youth leaders were actively involved and played important roles in the achievements of project results. At the community level, women and youth participated and contributed to the conversation of community policing and security. They participated in public awareness, clean-up campaigns, sports and attended trainings and the various launches in the counties.

5 Achievement in relation to Outputs

1. Logistical support to LNP and Community Policing forum - During the period under review, the project procured and handed over 16 Honda XL Off-road motorbikes to LNP for patrol in high crime areas.

2. Training-community policing (Best practices) and publications of Community Policing Manual and awareness materials

- A two-day community policing best practice retreat bringing together 18 officers of the LNP from counties around the country where the concept of community policing is thought to be succeeding was held in Monrovia. The workshop was intended to LNP officers where most of whom were commanders and sectional heads. Facilitators were also identified among the LNP Offices, mainly from the Police



Photo 15: 16 Honda motorbikes handed over to LNP

Training Academy, with complementary support from UNPOL and UNDP on specific topics UNPOL and UNDP attending as observers. The retreat was geared at determining what the best practice in community policing was since its introduction in Liberia in 2004 primarily and the discussion and outcome of the best practices were paramount for the development of a practical guide manual on community policing that will be used for training LNP officers and community leaders on the practical concept of community policing.

The rationale for this Practical Guide Manual on Community Policing was for further trainings of LNP officers and community leaders on the concept of community policing. Following the review clearance of the transcript by the Inspector General of the LNP and the Commissioner of the UN police in Liberia, the manual was published and 4000 copies printed and disseminated both at the Police Training Academy and in various regions

- Development and publication of awareness Information Education and Communication (IEC) materials (Brochures, Posters and T-Shirt) and promos for awareness and sensitization campaign by LNP, UNPOL, UNMIL Public Information and UNDP were also printed and used during various program launch of community policing approach.

3. Project Technical Committee and Community Stakeholders Consultations and meetings

- Strengthened the participation of local community leaders through consultation with communities on community policing and planning meetings for the national launch of the nation and countywide awareness and sensitization campaign with community leaders and stakeholders, on average, 700 to 1000 local leaders and stakeholders participated in launching program in each county.



Photo 16: Stakeholders consultative meeting with New Kru Town leaders, April 2010, CSSC/UNDP

they can share security concerns and identify together prevention and mitigation measures. It will be important to evaluate this as during the lifespan of this project couldn't carry out such impact evaluation

- Formalizing of a sustainable mechanism to enable, through consultative process the effective development and implementation of crime prevention, public awareness activities in communities. The expected outcome of effective community policing, would be that communities and police will collaborate in preventing, mitigating and reducing crimes. Following the launch of the program, police and communities were to establish consultative community structure and forums where

- The project also conducted at least two consultative meetings with local leaders and police officers on the sustainability of gains created by the sensitization campaign held in each of the fourteen counties (with the exception of Grand Kru) where the community policing nation and countywide awareness and sensitization campaign and the leadership training seminar had held. As a result of the meetings which brought together all the stakeholders involved in community policing, a CP meeting group involving a representation of every sector of the community and with the oversight of the local government authority and the police had been established in most communities around the country. These CP groups will have the responsibility of implementing crime prevention awareness at community level.



Photo 17: One of the weekly Project Technical Committee meeting, LNP/HQ, March 2010, CSSC/UNDP

- Regular weekly meetings of the project technical committee were also held with its implementing partners from the MoJ, LNP and UNPOL.

4. Sensitization

As part of the project activities, national wide sensitization and awareness campaigns on community policing activities were planned and also carried out through the following steps

- Preparatory key stakeholders' consultation prior to the campaign event: Communities leaders and head of civil society's meeting were held in order to introduce the concept and purpose of community policing and thereafter engage them in the mass mobilization and planning of communities in counties where CP sensitization and awareness was to be held.
- Following the introduction and orientation of leaders on the CP approach, five days events/activities were carried out. During the implementation; the Countywide Community Policing awareness campaign was launched in 14 out of the 15 counties in Liberia (Grand Bassa, Margibi, Lofa, Grand Gedeh, Sinoe, Maryland, Nimba, River Gee, River Cess, Montserrado and Bong, Gbarpolu, Cape Mount and Bomi Counties) respectively and mobilized over 15,000 people.

5. Seminars for the LNP Patrol, Station Commanders, MoJ officers on community Policing

- As part of the five days events during the launch of community policing approach at county level, a Community Policing training seminars for community leaders, LNP patrol station commanders, MOJ and line ministries were organized in 14 out of the 15 counties in Liberia. Over 980 local leaders and Police officers benefited from these training. Counties covered included: Grand Bassa, Margibi, Lofa, Grand Gedeh, Sinoe, Maryland, Nimba, River Gee, River Cess, Montserrado, Bong, Gbarpolu, Cape Mount and Bomi.

6 Achievement against expected/planned Outcomes

1. Enhance the efficient and effective implementation of the project:

- Achieved coordination and collaboration of implementing partners from the MoJ, LNP and UNPOL through regular weekly meeting of the project technical committee.

2. Increase the quality of life in communities through effective crime prevention strategies

- Economic and development activities in communities have improved due to confidence and assurance in the security sector. For example, as a result of civilians' cooperation with the police in reporting crimes and reduction of mob violence in community police visibility in high risk communities reduces crimes, which in return increase confidence among traders while attracting more local small businesses. .

3. Increased public awareness on the roles and responsibilities of citizens in crime prevention and violence reduction

- Community policing training conducted for community chairpersons and zonal heads, heads of women and youth organizations, heads of motorcycle and road transport unions and local government and traditional authorities who are in terms expected to share the information acquired with their respective constituents.

4. Enhanced capacity of community-police intervention to address root causes of potential conflict at the community level

- As the capacity of community policing structures in communities is strengthened to address conflicts resulting from civil disagreement and disorderly conduct in the community, although it hasn't been assessed, it is expected that this activity would increased citizen trust and cooperation through daily positive contacts with LNP patrol officers.
- Increase in number of opportunistic crimes reported during this period. 5% and 11.4% increase in number of opportunistic crimes reported during (June – August) and (August – September) respectively - Crime Statistic Report LNP.
- Increase in emergency and non emergency calls/contacts with the police
- The launching of the awareness and sensitization campaign kicked off with a clean-up campaign exercise initiated by the officers and members of the communities brought the people closer to the police through voluntary community service.
- Equal access to police for all citizens/communities and increased confidence and trust between police and communities and address human right issues
- More police stations and depot renovated and police capacity was enhanced.

7 Challenges and Issues Encountered during Implementation

1. UNDP provided procurement and finance policies particularly with regards to the sourcing of three quotations for the purchase of goods and services, pre-financing of goods and services; while these policies are easier to work within Monrovia; in the leeward areas they were very much of a challenge due to limited infrastructure and business capacities. Other challenges included inaccessible roads, poor communication network, and delays in getting listing of participants from LNP county HQ.
2. Low capacity of contractors to pre-finance the renovations of model police stations affected the the completion of the project on time
3. While the launching of community policing approach was suppose to be carried out in each county, this was not possible in the South-Eastern counties due to bad road conditions caused by heavy rains. As a remedy, all the southeast counties converged in one training venue in Zwedru. However, participants could not come over and UNDP could not supervise the launching campaign activities in Sanoë and Maryland

8 Appendix

PICTORIAL OF LAUNCHING ACTIVITIES OF THE COMMUNITY POLICING APPROACH IN NEW KRU TOWN, MONROVIA, APRIL 2010



Commissioner Gautam Swang, Commissioner of UNPOL making remarks during the official launching event



Inspector General Marc Amblard of LNP making remarks during the official launching event



Members of the women group during the launching of community policing campaign parade in New Kru Town



Members of the motorcycle union during the parade of launching campaign of community policing in New Kru Town



UNPOL officers partaking in the parade in New Kru Town during launching of CP campaign

Students of the William V. S. Tubman High school one of the six high schools partaking in the parade during CP campaign in in New Kru Town



City clean by community members and police during launching community policing campaign in New Kru Town, CSSC/UNDP, April 2010