



PEACEBUILDING FUND
Quick Start for Liberia Priority Plan II (2011-13)

Project Title: Enhancing Access to Security and Justice and the Decentralized Level	Recipient UN Organization: United Nations Office for Project Services (UNOPS) /United Nations Development Programme (UNDP)
Project Contact: Cllr. Christian TAH, Minister of Justice and Lakis PAPASTAVROU, Country Manager UNOPS, Dominic Sam, Country Director UNDP Address: Ministry of Justice, Center and Ashmun St. Monrovia; UNOPS – STA Building Apt. #02F, Sekou Toure Avenue, Mamba Point, Monrovia Telephone: Min. Tah (06 697 205) 06809102 E-mail: Min. Tah (ctah@aol.com); Lakis (LakisP@unops.org); Dominic Sam (dominic.sam@undp.org)	Implementing Partner(s): United Nations Office for Project Services (UNOPS) / UNDP Collaborating Institution: Ministry of Justice and the Judiciary (MoJ)
Project Number: To be completed by UNDP MDTF Office	Project Location: Gbarnga, Bong County


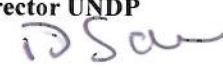
<p>Liberia National Police (LNP), the Bureau of Immigration and Naturalization (BIN) and access to justice (including support for the Bureau for Corrections and Rehabilitation). This will be achieved through the development of a regional hub in Gbarnga, Bong County.</p> <p>Despite restructuring of the LNP and BIN, the post-conflict infrastructure of the BIN and LNP remains devoid of any regional facilities and regional command. The lack of this vital link disrupts the effectiveness of the chain of command; while impeding efforts to improve operational reach and effectiveness. Concurrently, the lack of a regional “hub” contributes to weakening command and control, and administrative accountability, which is critical to ensuring ethical policing and discipline among the ranks. The joint regional centre will provide administrative, joint communication capabilities, increased mobility, and supervisory support for the LNP, and BIN, enabling effective and accountable command and control, and increased effective operational coverage; as well as providing accommodation and critical back-up support in case of need in the three counties covered by the hub (Bong, Lofa, Nimba); through enhancement of sustained Police Support Unit (PSU) presence in the region. The hub will also serve as a platform for community outreach, conflict prevention and early warning. Regarding access to justice the project aims to enhance existing infrastructure, training and the services component. In addition the project seeks to rehabilitate and upgrade the Gbarnga Central Prison including the construction of a small clinic within the prison and separate facilities for female and juvenile inmates.</p>	<p>Project Start Date and Duration: 1 December 2010– 15 July 2011</p>
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PBF Priority Area(s) and Outcomes:
Priority Areas One: Strengthening Rule of Law and Two: Supporting Security Sector Reform

Outputs and Key Activities:
The key outputs and related activities of the project are:

- 1) One (1) Regional Hub constructed in Gbarnga, Bong County - encompassing regional offices for BIN and LNP and providing an administration and command platform, and operational platform and accommodation for LNP PSU; with inclusion of provisions for joint communications, logistics and vehicle maintenance; and with ensured expansion in areas of victim support, conflict prevention and community liaison services as other agencies embrace the concept;
- 2) LNP infrastructure in Sanniquille (Nimba County) and Voinjama (Lofa County) strengthened to include accommodating of forward operational deployments of PSU officers; BIN infrastructure advanced through construction of permanent border control posts at high volume crossing areas and hotspots within the geographical coverage area of the regional hub.
- 3) Enhanced capacity of justice sector institutions in terms of increasing judicial and prosecutorial personnel and in terms of strengthening infrastructure, including the construction of a two court room County Circuit Court, the County Capital Magistrates Court, as well as infrastructural improvement at Gbarnga Corrections facility including separation of female and juvenile prisoners, and enhancement of prisoners’ access to medical care and vocational training and the strengthening of the corrections facilities.
- 4) Sector-wide initiatives to strengthen reconciliation, the linkages between the customary and statutory systems and educate the public as to their rights and responsibilities, as well as efforts to increase public trust and confidence in law enforcement and judiciary institutions.

(for IRF-funded projects)

<p>Senior UN Representative Replace with:</p> <p>Name of Senior UN Representative: Moustapha Soumaré</p> <p>Signature: </p> <p>Title: <i>Deputy Special Representative of the Secretary General for Recovery and Governance (DSRSG – R&G) and Resident Coordinator (RC)</i></p> <p>Date & Seal 12-11-'10</p>	<p>Representative of National Authorities (as relevant) Replace with:</p> <p>Name of Government Counterpart Sebastian Muah</p> <p>Signature: _____</p> <p>Title: <i>Acting Minister of Planning & Economic Affairs National Coordinator Liberia Reconstruction & Development Committee</i></p> <p>Date & Seal 12-11-'10</p>
<p>Recipient UN Organization(s) Replace with: Name of Representative Lakis PAPASTAVROU Country Manager UNOPS</p> <p>Signature: _____</p> <p>Name of Agency United Nations Office for Project Services (UNOPS)</p> <p>Date & Seal</p> <p>Name of Representative Dominic Sam Country Director UNDP</p> <p>Signature: </p> <p>Name of Agency United Nations Development Programme</p>	<p>National Implementing Partner(s) (as relevant) Replace with:</p> <p>Name of Head of Partner Cllr. Christian TAH, Minister of Justice</p> <p>Signature: _____</p> <p>Name of Institution Ministry of Justice, Republic of Liberia</p> <p>Date & Seal</p>
<p>Peacebuilding Support Office (PBSO) Name of Representative Signature Peacebuilding Support Office, NY Date & Seal</p>	

(for IRF-funded projects)

<p>Senior UN Representative Replace with:</p> <p>Name of Senior UN Representative: Moustapha Soumaré</p> <p>Signature: _____</p> <p>Title: Deputy Special Representative of the Secretary General for Recovery and Governance (DSRSG – R&G) and Resident Coordinator (RC)</p> <p>Date & Seal 12-11-'10</p>	<p>Representative of National Authorities (as relevant) Replace with:</p> <p>Name of Government Counterpart Sebastian Muah</p> <p>Signature: <u>Sebastian C. Muah</u></p> <p>Title: Acting Minister of Planning & Economic Affairs National Coordinator Liberia Reconstruction & Development Committee</p> <p>Date & Seal 12-11-'10</p>
<p>Recipient UN Organization(s) Replace with:</p> <p>Name of Representative Lakis PASTAVROU Country Manager UNOPS</p> <p>Signature: <u>Lakis Pastavrou</u></p> <p>Name of Agency United Nations Office for Project Services (UNOPS)</p> <p>Date & Seal 12-Nov-2010</p>	<p>National Implementing Partner(s) (as relevant) Replace with:</p> <p>Name of Head of Partner Cllr. Christian TAH, Minister of Justice</p> <p>Signature: <u>Christian TAH, Nov. 12th 2010</u></p> <p>Name of Institution Ministry of Justice, Republic of Liberia</p> <p>Date & Seal</p>
<p>Peacebuilding Support Office (PBSO) Name of Representative Signature Peacebuilding Support Office, NY Date & Seal</p>	

Situation Analysis

The general support provided thus far to the rule of law and security sector has at times been uneven in approach; thereby limiting the overall sectoral impacts given the interdependency of agencies under the Liberian system. In addition, most of the support has been delivered in Monrovia, with little engagement in the countryside. The Government believes that it is essential for any future support to be directed in a balanced, well coordinated and decentralized manner. Accordingly, in order to ensure maximum impact of PBC/PBF funding, it is essential that all elements of the security and justice sector form part of the proposed regional hub development making security & justice services available in an integrated manner. Regional outreach of justice services will also enable progress in strengthening capacities in land dispute resolution, which is at the heart of sustainable longer-term security. Following the approval of the Statement of Mutual Commitment (SMC), the Government of Liberia requested the quick dispersal of PBF finance to initiate work on a first regional hub in November 2010. The PBSO has positively responded to this request with a will to manifest quick results and impact on the ground – increased security, access to justice and renewed public confidence and perceptions of their own security and that of their communities.

The Government of Liberia has decided that the first regional hub will be situated in Gbarnga, given its geo-political significance. The location of the other four regional hubs has yet to be decided, while it also has yet to be decided whether there will be an overriding template for all regional hubs, or whether hubs will be customized in line with local needs and challenges.

Project justification

The BIN and LNP have long embraced an organizational structure that divides Liberia into five regions as a critical command, control and support element for assuring effective administrative and operational capabilities. This structure is rational and essential, particularly for assuring the institutionalizing of ethical law enforcement practices, extension of effective operational response to all communities, and re-establishment of public confidence in the criminal justice sector; while also providing a vital link between the strategic headquarters level, and the operational levels throughout Liberia. However, the post-conflict infrastructure of the BIN and LNP remains devoid of any regional facilities and regional command. The lack of this vital link disrupts the effectiveness of the chain of command; while impeding efforts to improve operational reach and effectiveness. The lack of a regional “hub” therefore, contributes significantly to weakening command and control, limiting administrative effectiveness and accountability; and operational effectiveness.

The leadership of the BIN and LNP have recognized this as a critical gap to enabling their respective agencies to perform effectively. They have now prioritized and seek to strengthen command, control and coordination of their organizations; bridging the distance on the ground

and operational capability that exists between their respective Headquarters in Monrovia, where the majority of specialist bases are located, and counties by the establishment of functional regional elements within their structures. Given limited mobility and poor road infrastructure it can take hours and sometimes days for such resources including police reinforcements to reach parts of Liberia by which time a security incident may be out of control and starting to spread geographically across the country.

Enabling operational improvements in the BIN and LNP across Liberia remains critical; as both agencies are increasing being challenged to perform as the transitioning of security responsibilities from UNMIL to national authorities proceeds. Currently, UNMIL maintains platoon (30 personnel) level and above resources comprising Formed Police Units and military personnel at thirty two (32) tactical locations across Liberia from where they can quickly respond to support the BIN and LNP; including Formed Police Units in Gbarnga and Voinjama. Without such UNMIL support, outside Monrovia the BIN and LNP cannot effectively deal with a disorderly crowd comprising ten or more persons. To achieve a smooth and successful transition of security responsibilities from UNMIL to Government of Liberia and moreover to maintain state authority and prevent conflict, both regional and county capability must be strengthened; and the LNP PSU will be instrumental in providing this aspect of security support in Liberia.

The development of regional hubs is a major new initiative for the Government of Liberia. As with any new program particularly involving new joint methods of working, it is prudent to test the concept at one location, learn any lessons before further roll-out in other areas. The selection of the first site is therefore of critical importance and it is suggested that Region 3 covering Bong, Lofa and Nimba counties with a regional hub at Gbarnga is the best location to pilot the concept. This Region borders Cote d'Ivoire, Guinea and Sierra Leone and encompasses many areas where there have been a number of security challenges in recent and past history. A regional hub at Gbarnga will be strategic and will make a bigger immediate positive impact on national security compared with hubs at other locations.

In addition, in order for any security effort to be effective, justice services need to be available, including correction facilities. The Judiciary, prosecution services and legal aid are required elements to be integrated in the regional hub, including legal awareness and education and mobile justice capacities. Engaging with customary legal mechanisms will also be required to manage a number of conflicts, in particular related to inheritance and family.

Other efforts to enhance security will be required at decentralized level, in addition to those deployed by the LNP. Engaging with the communities, the youth and women organizations to address conflict enablers is critical. Community security initiatives that address gender based violence, land disputes, and other disputes will be a critical element to prevent and manage conflict in the Gbarnga region.

(a) A Joint Regional Centre for the LNP [including PSU] and BIN

The joint regional centre will provide administrative, communication, and supervisory support for the LNP, and BIN, enabling effective and accountable command and control, and increased effective operational coverage; as well as providing accommodation (separate facilities for women and men) and critical back-up support in case of need in the three counties; through enhancement of sustained PSU presence in the region. A small training component to enable an extension of in-service training within the scope of trainings established by the National Police Training Academy is also envisioned.¹

The PSU is a critical asset to enable the LNP to be able to facilitate a free and fair democratic election process that will commence with a constitutional referendum in August 2011 and end with General Elections in October and November 2011. The ongoing LNP Police Support Unit (PSU) Project is building the capacity of the PSU to 600 officers by July 2011 with company (120) level PSU assets stationed in each of its five regions. Effort will also be made to increase the number of female officers within the PSU.

Public disorder is by nature largely spontaneous and unpredictable. Weeks and sometimes months go by without a significant incident. Fundamentally therefore the LNP does not require and cannot afford to maintain a dedicated reserve crowd control unit that only responds to disorder. Experience shows that under-utilized units quickly lose discipline, morale and motivation such that they can become a problem in themselves.

To negate this potential, the notion is to enhance LNP effectiveness and efficiency by positioning a Policy Support Unit (PSU) base of operations at the regional hubs; with forward deployments in critical areas; with Gbargna serving as the hub for PSU serving Bong, Lofa, and Nimba Counties. This provides the LNP with the capacity for sustained PSU presence in areas such as Voinjama and Sanniquille; with capacities for temporary deployments and rapid response to critical incidents across the Regional 3 area of responsibility. The regional hub compound in Gbarnga would serve as the command, control and logistics base of operations for PSU as they operate and deploy within the three counties. The hub would also include important services for citizens, including a mechanism to lodge complaints against the police, a designated community policing focal point for each county, victim support and community liaison services linked to pre-existing structures in areas of conflict prevention, mediation and early warning.

Similarly the BIN presently lacks capacity at strategic locations from where its officers can monitor persons and vehicles travelling to and from the border areas. The notion is thus to construct BIN crossing posts and housing at critical junctures that will be supported by the BIN offices within the regional hub. Co-locating BIN Regional Commanders with their LNP

¹ Norway has contributed to funding regional training center infrastructure – a small training component will be co-located within the LNP/BIN regional hub location.

counterparts will enable information and intelligence to be quickly shared in relation to the general security situation and particular incidents in their area of responsibility. It will also facilitate more effective and efficient tasking and coordination of BIN and LNP resources and as a result strengthen internal security across Liberia. Communication with Monrovia and County Headquarters is a pre-requisite for successful operation and these facilities will therefore be included in the Regional Hubs.

(b) Justice

Access to justice will be improved by strengthening capacity of justice sector institutions in two ways: (i) in terms of increasing the presence of judicial and prosecutorial personnel with at least 20% women and (ii) in terms of strengthening infrastructure (geographical access to justice).

Each county in Liberia currently only has one legally qualified state prosecutor (County Attorney) and one legally qualified state-provided defense counsel (Public Defender). While this is a good start in supporting geographical access, it is inadequate to meet the demand; as a result, there are major delays within the criminal justice system. Thus, building up the state's prosecutorial and defense arms within the regional hub will assist in ensuring that cases can be prepared more effectively and brought to trial more speedily.

In addition to increasing the number of country attorneys and public defenders, it is also essential that these cases be heard in a court of law. Whilst Liberia does currently suffer from a shortage of Judges, the Chief Justice has expressed agreement for Judges in counties with lower caseloads to be transferred to counties with higher caseloads once their own caseloads are disposed of. As Bong, Lofa and Nimba have the largest caseloads after Montserrado county, they should be eligible for the transfer of additional trial judges to assist in the hearing of cases on the dockets. Moreover, a relieving judge could be situated in Gbarnga to assist with the workload in Lofa and Nimba.

Improvements to infrastructure will also assist in addressing delays within the system; building new Circuit and Magistrate Courts in Bong (Gbarnga), Lofa and Nimba counties, with two courtrooms instead of one will mean that trials can run concurrently. The newly refurbished Circuit Courts could be designed to accommodate three judges, three county attorneys and three public defenders in addition to administrative personnel, with an office for the bar, while new Magistrate's Courts could be designed to accommodate three magistrates, an assistant county attorney/city solicitor and an office for the bar, plus administrative personnel.

In addition to having fixed court infrastructure in the main hubs, it is essential to ensure that justice services are delivered beyond those major cities. As such, roving mobile clinics could be utilized, with mobile courts put in place in smaller cities and towns on a regular basis to hear and resolve minor disputes, while at the same time, ensuring that major disputes are referred to the appropriate courts and processes explained adequately to the populace. In an effort to maximize the impact of these clinics, these same clinics could also be utilized to provide legal advice to pre-trial detainees in the correctional facilities, along with other services, i.e. medical/psychosocial.

A related service that is critical is that of providing legal advice and services to those who cannot afford it, i.e. the poor and vulnerable. As such, it would be important to establish legal aid desks within the hub to provide legal advice and referrals; they should link with local NGOs in order to ensure that a full range of justice services are provided, i.e. transportation, shelter, representation. In addition, a legal unit could be established to provide advisory services to the security institutions to ensure protection of human rights and oversight.

(c) Corrections:

The existing prison in Gbarnga is a 72-bed facility constructed with support from UNHCR in 2008. The prison population is 80 at the moment, but with a functioning legal system and using comparative country data, the projected prisoner population is expected to reach 411 in the next three years².

Therefore the facility needs to be upgraded in a number of ways: the old structure within the compound should be renovated to allow for proper separation of juvenile and female prisoners, including separate exercise areas for the two categories. Separation of vulnerable groups and the implementation of a housing regime based on proper security classification will enhance the safety of both prisoners and staff. Meanwhile, the construction of a building to be used for workshops that will facilitate the implementation of suitable skills training programs and education components on peace and life skills to aid the rehabilitation and reintegration of offenders and prevent reoccurrence of offences.

The construction of a small clinic will enhance the capacity of the prison administration to promptly address the medical needs of prisoners, the most prevalent of which are malaria, scabies, heat rash and respiratory tract infections and to attend to medical needs of female prisoners.

The construction of four watch towers will enhance security at the facility, while the recruitment, training and deployment of 20 additional corrections officers will improve staffing levels at the facility.

The provision of security equipment will enhance the capacity of corrections officers to manage the facility; office equipment including computers, file cabinets, etc will enhance record keeping at the facility; one motor vehicle will enable the prison to produce pre-trial detainees in court as and when required. All these taken together will enhance security, improve prisoners' access to medical care and ensure safe and humane treatment of prisoners in Bong County.

² This action would complement the new PBF financed corrections facility in Sanniquillie and the Voinjama corrections facility currently being developed with support from UNDP

In addition, the provision of barracks with proper separation of women and men and office facilities will alleviate staff accommodation problems, and enhance the capacity of corrections officers to respond promptly to emergencies whenever they occur.

(d) Reconciliation and conflict management

The decentralized hub of security and justice services will enable engagement at a local level with customary dispute resolution mechanisms and broader efforts to empower communities to manage conflicts in a manner that is integrated with formal systems. Police officers and other officials will be able to engage with communities constantly, building trust and contributing to the strengthening of the interface between statutory and customary systems. Reconciliation efforts can be supported in an integrated manner through this engagement, and broader conflict management capacities can be built, including a focus on concerns related to youth and specific attention for dispute resolution related to land matters.

The prevention of escalation of land disputes and preventing youth from being mobilized for larger scale violence are crucial to ensure stability for the country. Efforts in these areas at the regional level will enable lessons to be learned that can be fed into national policy on how to address these root causes of conflict, and contribute to national reconciliation and dialogue processes.

(e) Sector-wide initiatives

(i) Record Keeping and Case Management

Improving the administration of justice is essential to enhancing the effectiveness of the justice system. Building efficiency in record keeping sector wide will provide a suitable base on which to develop a case management and networking system within and between the various components. This will reduce bottlenecks within the system, ensure the regular and appropriate review of cases, and assist in reducing the over 80% pre-trial detention rate in Liberia. A pilot record keeping project is currently ongoing in the courts of Montserrado County. Bong, Lofa and Nimba could be the next pilot counties for the project's roll-out with a view to similar record keeping projects being developed for the LNP, BIN, County Attorney's Office, Public Defenders's Office and BCR. A pilot database has been developed for Montserrado to track pre-trial detainees from arrest to conviction and one pilot database nationwide has been developed specifically to track Sexual and Gender Based Violence (Rape) Cases. Another pilot database has been developed for the Judiciary and the Ministry of Justice nationwide for cases recorded and those tried per court term and per year. Strengthening and institutionalizing case management systems and standard practices would be a complementary step to record keeping and this would include building of networking systems, to include further development of the police - prosecutor relationship and the court liaison office initiative within the LNP (building upon that recently opened at the LNP HQ in Monrovia). Currently the Judiciary and Ministry of Justice do not have the capacity to maintain these databases.

(ii) Joint Training Initiatives

Training will be required to ensure the successful implementation of the record keeping, case management and networking projects. As part of the development of networking systems, joint training for various components should also be mandatory where appropriate. In this regard expansion of the National Police Training Academy regional training facilities to cover all security and justice training needs in the hub is being considered. This will not only save on costs but will improve the functioning of the system. Joint training has already been implemented in various initiatives in Liberia and is recognized as an essential element to progress within the criminal justice system.

(iii) Public Outreach and Public Information

There is a recognized need for a comprehensive countrywide education programme on rights and responsibilities within the criminal justice system. These programmes are currently being undertaken by way of PBF funding through such organizations as the Carter Centre and could be further expanded in Nimba, Lofa and Bong counties. In order to enhance the provision of security and justice it will be important to pursue a public information campaign through effective conflict prevention, community policing, community legal advisors and community watch forums. A nationwide public outreach campaign is envisaged as part of the overall PBF support to Liberia and one element of this will include information about the regional hub projects.

(iv) Logistics and Maintenance Facilities

Security and justice agencies face challenges in maintaining facilities, vehicles and other assets many of which emanate from their inability to pay for repairs. The present centralization of facilities in Monrovia creates inefficiencies. Vehicles are required to travel from remote rural areas to the capital for maintenance and repair using up precious fuel and placing a large burden in one location. Revenue costs will thus be reduced by creating joint logistics and vehicle maintenance facilities at the regional hubs. It is therefore proposed to create a logistics and maintenance facility at the hub.

COMPONENT 3: Logical Framework (including implementation strategy)

Part 1 (Strategic Level):

Objectives	Measurable indicators/Targets	Means of verification	Important assumptions
<p>PBF Priority Area 1: Support to Implementation of Peace Agreements and Political Dialogue Outcome 1: (Re)build technical and human capacity of the national armed forces and police with special attention to equipping and training of skills to promote strict adherence to the Constitution, discipline, civic education, professionalism and human resource management.</p>			
<p>PBF Outcome(s) Capacities of National Police enhanced to perform their duties in strict adherence to constitution and code of conduct.</p> <p>Strengthen the capacity of the LNP and the BIN through equipping, staffing and training members of the LNP and BIN to establish credibility, professionalism, independence, and efficiency in access to justice and sense of increased community security amongst the population in the five regions of the hubs</p>	<p>Sense of increased physical security among population (Target: Significant increase; gender disaggregated)</p> <p>Border security improved</p> <p>Improved citizens perceptions of judicial and legal systems;</p> <p>Enhanced transparent and effective prosecutorial services with reduction in corruptions and human rights violations;</p> <p>Number of people benefiting from services provided by the hub;</p> <p>Number of communities with increased access to services provided by the regional hub</p> <p>% of LNP and BIN with professional behavioral practices in performance of duties</p>	<p>LNP and BIN data on the number of caseload;</p> <p>Perception surveys;</p> <p>Monthly progress reports</p> <p>PBF Secretariat monitoring reports</p>	<p>Sustained support of government for the project;</p> <p>Community's willingness to access services provided by the regional</p> <p>Increased participation of LNP and BIN in the decision making process of services provided in the targeted areas</p>
<p>OUTPUTS: LNP extends services outside of Monrovia</p>	<p><i>Regional Hub built and fully equipped</i></p> <p>Regional Training Center of LNP built with accommodation for trainees and staff (60-70 persons)</p> <p>Office and accommodation built for 120 police (PSU)</p> <p>Office and accommodation built for BIN (40 persons)</p> <p>Vehicle workshop and communications facilities</p> <p>Offices, courts and accommodation for judicial staff</p>		

<p>Security and justice including provision of reconciliatory and judiciary systems strengthened</p>	<p>Corrections facility at Gbarnga rehabilitated (women and youth facilities; medical and sanitation; security reinforced)</p> <p>Five regional hubs built and fully equipped and functioning as a Service Center for victim support, conflict prevention and enhanced security</p> <p>120 LNP and BIN (PSU) trained in legal, justice and border control systems;</p> <p>Performance of the Bureau of corrections and rehabilitation improved;</p> <p>Number of border control posts at high volume crossing areas and hotspots within the geographical coverage area of the regional hub constructed;</p> <p>Logistical (vehicles, communication equipment, computers and others) and administrative provisions for enhanced capacity of justice sector;</p> <p>Reconciliatory practices strengthened with linkages built between customary and statutory systems; and</p> <p>Perceptions of public trust and confidence in law enforcement and judiciary institutions strengthened</p>	<p>Work plan, progress and monitoring reports</p> <p>Training report,</p> <p>Progress report, activity plan and perception surveys</p> <p>Monitoring and monthly reports</p> <p>Operational log sheet and report</p> <p>Perception survey report</p> <p>Perceptions survey report</p>	
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COMPONENT 4: Budget

The budget should utilize the Standard Format agreed by UNDG Financial Policies Working Group with necessary modifications to suit the expected PBF project activities. The use of the budget format is mandatory since it allows the UNDP MDTF Office as the Administrative Agent of the PBF to consolidate and synthesize the periodic financial expenditure reports that will be submitted by Recipient UN Organizations.*

Recipient UN Organizations are encouraged to attach a copy of the project budget in the standard format for their organization to facilitate review.

Summary Budget Table (estimated)

Component	Amount US\$
Hub and corrections infrastructure and equipment (UNOPS)	2,390,000
Public outreach, tracking system, logistics and training (UNDP) *	610,000
Total:	3,000,000

** It includes initial recurrent costs (6 months) plus initial capacity development projects in the areas of reconciliation, justice and security. UNOPS detailed budget included as Annex A. It should be noted that additional PBF support will be required at a later stage for recurrent costs and capacity development in the Gbarnga hub as outlined in the narrative, possibly to the sum of 2 million USD. This would bring the overall PBF contribution for the hub to 5 Million USD.*

COMPONENT 5: Management Arrangements

A brief description of project implementation arrangements to ensure the cost-effective and efficient attainment of the outputs identified in the logical framework.

Project implementation and supervision arrangements

- Indicate the in-country capacity of the Recipient UN Organization, and the capacity of the national (or locally-based) implementing partner(s):*

The United Nations Mission in Liberia (UNMIL) has a field presence in Gbarnga can that can help support the implementation of this project. Moreover, the UNOPS Office has much experience in both procurement and construction, while UNDP has strong expertise in supporting both SSR and Rule of law.

The project will be executed by UNOPS for the infrastructure and equipment components (the outcome and outputs will be further developed) and by UNDP for the rest of the outputs of the project, using a mixture of Direct Implementation and National Implementation in coordination with the Ministry of Justice and the Peacebuilding Office.

UNOPS and UNDP will collaborate closely with other international partners, notably UNMIL's Security Sector Reform pool and Legal and Judicial Support Services Division, The Carter Center, the American Bar Association and the other actors in the Gbarnga region. This collaboration is essential due to the ongoing presence of these agencies in-country and their ongoing projects in the arena of rule of law.

This project is in complement to their ongoing and planned activities, and will be implemented in conjunction with all other projects included in the Peacebuilding Priority Plan.

The management and implementation structure for the project will consist of (a) a Project Board (b) a Project Management Unit, supported/overseen by (c) a Programme Manager:

The Peacebuilding Steering Committee will act as the project board, with participation of the Minister of Justice, the Inspector General of the Police and the heads of BIN and BCR. To ensure optimal project coordination, the Project Board will invite other partners as needed. The Project Board will be responsible for overseeing the project's action plan, and ensuring periodic evaluation of the project's progress and impact. The Project Board will also be responsible for resolving any emerging conflicts or problems that could negatively impact on the project's implementation.

The Project Management Unit will be composed of Programme Manager, and six technical specialists, one in the area of corrections, one on police and one on justice, which will be affected by UNMIL especially for this task; a reconciliation and conflict management specialist (UNDP), a monitoring and evaluation specialist (P4) and an engineer (tbc with UNOPS). This Unit, which will be based in Gbarnga, will be in charge of the implementation of the project and to mentor the actors in the ground. The Unit will be in charge of the day-to-day management of the project, including the work plan, budget planning and oversight. The Unit will also be responsible for producing financial and progress reports as required.

The UNOPS and UNDP Country Offices in Liberia will provide general supervision and project assurance.

- *Identify the main local stakeholders, how they are affected by the project, and how they have been consulted:*

The Minister of Justice is the main stakeholder as the Ministry has jurisdiction over the LNP, BIN, access to justice and corrections. The Minister of Justice has been closely consulted in developing the proposal, as have the LNP Inspector General, the BIN Commissioner, the Solicitor General and the assistant Minister for the Bureau for Corrections and Rehabilitation. In turn they have consulted closely with the local authorities in Gbarnga and the local authorities have provided eleven areas of land to the project.

At the Gbarnga level, an Institutional Coordination Board (ICB), composed by the County Superintendents, the principal judge of the circuit court, the County Attorneys, the Regional Police/BCR Commander, the head of the BIN and the public defender will be formed. The ICB will agree on targets to improve justice & service delivery and will aim at solving coordination mechanisms. The Ministry of Justice will ensure this mechanism is in place and participate in the ICB meetings as far as possible. Civil society organizations, including chiefs, religious organizations and the youth will be regularly invited to analyze security and justice problems and to contribute in the implementation of projects.

Coordination arrangements

- *Identify the structure or mechanism responsible for monitoring the plan from which the project has been drawn, and its role in overseeing project activities:*

The peacebuilding office within the Ministry of Planning and Economic Affairs will put a project implementation team in place to monitor the plan. Head by the peacebuilding office, members of the team will include UNMIL local staff in Gbarnga working on police, borders, justice and corrections issues, plus UNDP and UNOPS staff.

- *Describe how the project will be coordinated with other on-going or planned projects:*

The PBC Joint Steering Committee will meet regularly to ensure that the project is coherent and

coordinated with ongoing projects taking place in the context of the various strategic plans and the PRS process.

COMPONENT 6: Monitoring and evaluation

Systems for project monitoring, including lesson learned, and impact assessment, including what data will be collected, how, how often, and who will be in charge. Recipient UN Organizations should ensure that the plan fulfils Global PBF M&E requirements, as detailed in the Priority Plan. See also the PBF Results Framework for guidance.

The M&E component will be built into the project design from the outset. The Liberian Peacebuilding Office with support from UNOPS and UNDP will be responsible for setting up the necessary M&E mechanisms in order to ensure continuous M&E of the project's results and impact. Regular communication with stakeholders, i.e. MoJ, will ensure critical input. The focus will be on impact evaluation and therefore it will be necessary to ensure that the Peacebuilding Office is equipped with the M&E expertise required for this project and the entire priority plan.

Tracking the achievement of planned results for each activity within the annual work plan and reporting progress to the project board and giving feedback to the implementing partners will be the responsibility of the Project Manager. The Project Manager, in collaboration with the Project Board will ensure the selected implementing partners will develop a results-based monitoring plan. The plan will have SMART indicators which would facilitate effective monitoring. The project manager will provide monthly reports to the project board.

The specific mechanisms that will be used to monitor the achievement of results will include:

- i. Monthly and Quarterly progress and financial reports, prepared by the Project Manager for review by the Project Board; a standard reporting format will be used;
- ii. Final report, technical and financial report prepared by the annual work plan implementing agency and/or the ERP Atlas system at the end of the project;
- iii. Quarterly meetings of the Project Board will be convened to review progress reports and reports on monitoring visits so as to take necessary actions to ensure the project results are achieved and where possible, recommend a change in implementation strategy.

COMPONENT 7: Analysis of risks and assumptions

Key assumptions with regard to external factors that are outside project control but nevertheless necessary to the achievement of project outputs and purpose should be stated in the log frame.

- *Assess main potential causes of failure, including security, and their likelihood of occurrence, and the seriousness of consequences that would be suffered:*

There are two potential risks that need to be mitigated. Firstly, the sustainability of the project over time is a genuine risk, given the limited national budget of Liberia. Secondly the approaching 2011 election environment may distract attention and focus away from the project.

- *Options considered and the steps taken in project design and implementation to address, and minimize or mitigate the potential risks.*

In order to address the sustainability question, it will be necessary to ensure that the PBC priority plan not only focuses on the five regional hubs, but also supports filling the gaps identified through

the UNMIL transition process and works towards delivering the various strategic plans for security and justice reform. If these strategic plans (LNP, BIN, Corrections, Justice and Judiciary) are supported and implemented, the five regional hubs will work effectively and will have the firm institutional basis to be sustainable over time. As to the question of elections in 2011, all stakeholders will need to be constantly reminded that one of the reasons for moving swiftly forward on the Gbarnga regional hub is to assist in securing the election process, notably through deployment of the PSU. In this way the linkage between the development of the hub and enhanced election security should be stressed in order to focus attention on completing the hub on time.

- Any undertakings or agreements made with partners that impact on project implementation including monitoring of agreements; the implications of non-compliance.
No.

Annex A

PEACE BUILDING FUND - QUICK START PROJECT			
REGIONAL HUB in GBARNGA, BONG COUNTY			
TENTATIVE BUDGET ON PROPOSED INFRASTRUCTURE INTERVENTIONS (Prepared by UNOPS-Liberia)			
#	ACTIVITY-INTERVENTION-RESPONSE	Budget \$	Total \$
1	Site survey, bush clearing and access preparation	\$50,000.00	\$50,000.00
2	Regional Training Center of LNP; Supported and managed by LNP's National Police Training Academy Construction of Classroom Training Facility (5000 ft ²) Construction of Accommodation for Trainees and Staff - (60-70 persons); 5200 ft ² Supply of basic hard and soft furnishings	\$150,000.00 \$170,000.00 \$40,000.00	\$360,000.00
3	Regional Operations' Office Facility for PSU Construction of Offices facility (2500 ft ²) Construction of Accommodation for PSU force - 120 persons (10000 ft ²) Supply of basic hard and soft furnishings	\$75,000.00 \$300,000.00 \$75,000.00	\$450,000.00
4	Regional Operations' Office Facility for BIN Construction of Offices facility (2000 ft ²) Construction of Accommodation for force - 40 persons (4200 ft ²) Supply of basic hard and soft furnishings	\$70,000.00 \$140,000.00 \$50,000.00	\$260,000.00
5	Rehabilitation and Improvements at existing Corrections Facility at Gbarnga Rehabilitate existing structure for Female and Juvenile Detention Unit Construction of Health Clinic and Vocational Training Center Rehabilitate existing Water and Sanitation system Construction of new Watch Towers for improved Security and installation of Solar Flood Lights Supply of basic hard and soft furnishings	\$85,000.00 \$75,000.00 \$35,000.00 \$40,000.00 \$25,000.00	

			\$260,000.00
6	Ministry of Justice Facilities Construction of offices and Court facilities (3000 ft ²) Construction of accommodation for Judicial staff (2000 ft ²) Supply of basic hard and soft furnishings	\$90,000.00 \$70,000.00 \$40,000.00	\$200,000.00
7	Construction of Vehicle workshop and Plant & Infrastructure Maintenance Services Construction of workshop (2000ft ²) Supply of basic workshop tools and equipment	\$50,000.00 \$25,000.00	\$75,000.00
8	Construction of Recreation/Exercise playgrounds Football, Basketball & volleyball courts	\$50,000.00	\$50,000.00
9	Construction of Radio Communication and Command Centre Supply of Radio Base Units for HF and VHF communication; Antenna towers; Solar power supply.	\$45,000.00	\$45,000.00
10	Construction of Perimeter Fence with watch Towers and security solar lighting	\$250,000.00	\$250,000.00
11	Project Engineering & Management Services & Logistical support. (Direct & Indirect Costs)		\$390,000.00
12	Public outreach, tracking system, logistics and training (UNDP) *		\$610,000.00
13	TOTAL		\$2,390,000.00

* See explanatory note below the main project budget

PBF PROJECT BUDGET (Consolidated)			
CATEGORIES	UNDP	UNOPS	TOTAL AMOUNT
1. Supplies, commodities, equipment and transport	\$80,093.46	\$212,000.00	\$292,093.46
2. Personnel (staff, consultants and travel)	\$140,000.00	\$264,431.37	\$404,431.37
3. Training of counterparts	\$110,000.00	\$12,000.00	\$122,000.00
4. Contracts	\$150,000.00	\$1,629,859.04	\$1,779,859.04
5. Other direct project costs	\$90,000.00	\$115,354.45	\$205,354.45
Sub-Total Project Costs	\$570,093.46	\$2,233,644.86	\$2,803,738.32
Indirect Support Costs (7%)	\$39,906.54	\$156,355.14	\$196,261.68
TOTAL	\$610,000.00	\$2,390,000.00	\$3,000,000.00

PBF PROJECT BUDGET (Consolidated breakdown)			
CATEGORIES	UNDP	UNOPS	TOTAL AMOUNT
1. Supplies, commodities, equipment and transport	-vehicles for Regional Hub management. \$80,093.46	-Two (2) 4WD double cabin pickups for project: \$62,000 -HYDRAFORM machinery for production of interlocking soil blocks & pavers : \$125,000 -Workshop tools & plant \$25,000	\$292,093.46
2. Personnel (staff, consultants and travel)	-Programme adviser and Infrastructure coordinator. \$140,000.00	-Project Staff (Engineering, Field Supervision/monit.) \$231,000.00 -Logistics and Field Admin \$33,431.37	\$404,431.37
3. Training of counterparts	Enhanced community policing; \$110,000.00	Training of national staff In brick production. \$12,000.00	\$122,000.00
4. Contracts	-BIN controls in Bong, Nimba & Lofa; \$80,000.00 -Communication strategy; \$70,000.00	Land Clearing, Civil works, Electro-mechanicals (solar), Water Borehole Drilling, Hard & Soft Furnishings. \$1,629,859.04	\$1,779,859.04
5. Other direct project costs	Management services. \$90,000.00	Allocable costs, management & operational support. \$115,354.45	\$205,354.45
Sub-Total Project Costs	\$570,093.46	\$2,233,644.86	\$2,803,738.32
Indirect Support Costs (7%)	\$39,906.54	\$156,355.14	\$196,261.68
TOTAL	610,000.00	2,390,000.00	\$3,000,000.00