



United Nations
Peacebuilding
Peacebuilding Fund

United Nations Peacebuilding Support Office (PBSO)/ Peacebuilding Fund (PBF)

<p>Project Title:</p> <p>Strengthening the Rule of Law in Liberia: Addressing Pre-Trial Detention and Rolling Out Community Policing</p>	<p>Recipient UN Organization(s):</p> <p>UNDP UN Women</p>
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	<p>Project Location:</p> <p>Nationwide</p>

	<p>¹Approved Peacebuilding Fund: US\$ 2,680,0000</p> <p>Fully allocated first tranche:</p> <p>UNDP: \$ 1,176,000; UN Women: \$ 700,000</p> <p>Conditional second tranche:</p> <p>UNDP: \$ 504,000; UN Women: \$ 300,000</p> <p>Total: US\$ 2,680,0000</p> <p>* The overall approved PBF budget and release of the second tranche are subject to the PBSO's evaluation and decisional process, and subject to the availability of funds in the PBF account</p> <hr/> <p>Proposed Project Start Date: 1 January 2018 Proposed Project End Date: 30 June 2019 Total duration (in months)²: 18 months</p>
<p>Gender Marker Score³: 2 <i>Score 3 for projects that have gender equality as a principal objective.</i> <i>Score 2 for projects that have gender equality as a significant objective.</i> <i>Score 1 for projects that will contribute in some way to gender equality, but not significantly.</i></p>	
<p>Project Outcomes:</p> <p>Project Goal: Liberians have access to improved justice, security and protection services, and are better able to realise their human rights</p> <p>Outcome 1: More inclusive, accountable and gender responsive justice institutions increase the communities' confidence in the justice system</p> <p>Outcome 2: Public engagement on community safety and security related matters at the local level enhanced, notably by rolling out community policing</p>	
<p>PBF Focus Areas⁴ which best summarizes the focus of the project (<i>select one</i>): Rule of law (1.2)</p>	

PROJECT DOCUMENT COVER SHEET

¹ The overall approved budget and release of the second tranche is subject to PBSO's evaluation and decision process, and subject to the availability of funds in the PBF account. Additional conditions for release of the second tranche include

² The maximum duration of an IRF project is 18 months.

³ PBSO monitors the inclusion of gender equality and women's empowerment all PBF projects, in line with SC Resolutions 1325, 1888, 1889, 1960 and 2122, and as mandated by the Secretary-General in his Seven-Point Action Plan on Gender Responsive Peacebuilding.

⁴ PBF Focus Areas are:

1: Support the implementation of peace agreements and political dialogue (Priority Area 1):

(1.1) SSR; (1.2) RoL; (1.3) DDR; (1.4) Political Dialogue;

2: Promote coexistence and peaceful resolution of conflicts (Priority Area 2):

(2.1) National reconciliation; (2.2) Democratic Governance; (2.3) Conflict prevention/management;

3: Revitalise the economy and generate immediate peace dividends (Priority Area 3);

(3.1) Employment; (3.2) Equitable access to social services

4) (Re)-establish essential administrative services (Priority Area 4)

(4.1) Strengthening of essential national state capacity; (4.2) extension of state authority/local administration; (4.3)

Governance of peacebuilding resources (including JSC/ PBF Secretariats)

PROJECT DOCUMENT COVER SHEET

(for IRF-funded projects)


<p>Recipient UN Organisations</p> <p>UNDP</p> <p>Pa Lamin Beya Country Director <i>Signature</i> <i>Date</i> 14/12/2017</p> <p>UN Women</p> <p>Marie Goreth Nizigama Country Representative <i>Signature</i> <i>Date</i> 14/12/2017</p>	<p>Representative of National Authorities</p> <p>Ministry of Justice</p> <p>Fredrick Cherue Minister of Justice/Attorney-General <i>Signature</i> <i>Date & Seal</i></p> 
<p>Peacebuilding Support Office (PBSO)</p> <p>Oscar Fernandez-Taranco Assistant Secretary-General for Peacebuilding Support <i>Signature</i> Peacebuilding Support Office, NY <i>Date & Seal</i> 20/12/2017</p>	<p>Resident Coordinator (RC)</p> <p>Yacoub El Hillo DSRSG-PCS/RC/RR RCO <i>Date & Seal</i> 14/12/2017</p>

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I. Peacebuilding Context and Rationale for PBF Support

Peacebuilding Context

The process of post-conflict recovery in Liberia has been ongoing for well over a decade, resulting in several major governance and policy achievements. However, notwithstanding the gains made, issues identified as root causes of Liberia's 14-year civil war remain unaddressed, and recent assessments show that land disputes, lawlessness, corruption, boundary disputes and concession related tensions continue to be the main proximate triggers of violence. The lives of many women are particularly insecure due to entrenched societal inequalities and sexual and gender-based violence (SGBV),⁵ further weakening social cohesion in communities.

Low commodity prices and the Ebola crisis have limited economic growth and impeded development gains, undermining the high expectations around the speed of post-war recovery and the delivery of peace dividends. Liberia's economic performance has still not recovered from the devastating impact of Ebola outbreak, with the country's average loss of GDP estimated at US\$ 187.7 million per year, or an average of 13.7 percent of GDP during the 2014-2017 period.

These challenges are compounded by limited capacities in the justice and security sectors, slow progress in national reconciliation, and limited implementation of critical government reforms. State-society relations have improved but remain strained and the lack of public confidence in the different justice and security institutions is further compounded by the absence of meaningful national reconciliation. The imminent withdrawal of UNMIL and the weak capacities of national human right institutions raise fears that the human rights of citizens will be severely compromised.

In recognition of its critical role in preventing conflict and violence, protecting and upholding human rights, and, more broadly, enabling sustainable and inclusive development, strengthening the rule of law has been a central tenet of Liberia's peace- and state-building efforts. However, the challenges are daunting: even prior to the civil war, the formal justice system was perennially weak, lacking qualified personnel and suffering from major institutional capacity gaps. Worse still, patterns of patronage and nepotism were already well-established, resulting in a deep mistrust of the very institutions tasked with protecting and upholding the rights of ordinary citizens. While capacity gaps affect all justice service users, discriminatory attitudes of service providers, economic as well as other social barriers deny the most marginalised especially women from accessing justice institutions and securing legal redress.

During the civil war, the state all but collapsed and ordinary Liberians were left without any protection from the violence that was inflicted upon them by the various warring factions. The sheer scale of these war-time atrocities fundamentally devalued the societal norms and beliefs relating to respect for human life and dignity, and have left a deeply damaging legacy expressed in extremely high rates of violent crime, including SGBV. The unacceptably high level of SGBV is a typical example of the inability of the justice system to investigate and punish acts of violence against women and girls that worsened during the war further perpetuating a culture of impunity and the existing unequal power relations between men and women to date. Thus, by the end of the war, the rule of law sector required an effort not only aimed at 'restoration' to its pre-war state, but a more fundamental effort to re-establish the country's overarching normative framework which governs and shapes both public and private actions.

For ordinary Liberians, it is often difficult to access, let alone achieve, justice; in addition to the fact that the institutions tasked with upholding, protecting and realising the rights of the Liberian people are, on the whole, incapable of properly dispensing justice, many people seeking redress have

⁵ Liberia continues to record high incidences of rape, domestic violence and other forms of SGBV. The causes of such violence are many, including entrenched socio-cultural factors which sustain gender-based discrimination, weak institutional mechanisms to address SGBV, and knowledge and information gaps that continue to impede women's access to justice

nowhere to turn to. The majority of Liberians who come into contact with the law do not know the laws applicable to their case, do not understand legal processes and terminology, and do not have access to legal aid and assistance. This is mainly attributed to the fact that in Liberia, there is no comprehensive legal aid policy to implement the constitutional provision which entitles an accused person to a state sponsored legal representation in case of her/his in-ability to access existing legal aid services to ensure the protection of her/his rights” and Article 13 sub 5 of the Criminal Procedure Law. Current legal aid schemes are established based on this broad provision however operating under weak legal aid governance system to be able to provide detainees access to independent legal advice and representation. Generally, Liberia’s embryonic legal aid scheme also lacks a gender perspective leaving women more disadvantaged and vulnerable

This has contributed to an increased role assumed by non-state actors such as the customary and traditional authorities for providing order, security and justice in addressing human security issues which in most cases go unacknowledged. While most Liberians still rely on traditional justice, its structures have also been weakened over time because of the social discord that resulted from the conflict.⁶ Such mechanism tend to compromise individual rights due to the heavy emphasis given to peaceful settlement. As a result, most SGBV cases including rape go unpunished.⁷

Pre-trial detention

In the 2008 National Security Sector Strategy, a key part of the security threat posed by the weak justice system is the overcrowding of the prisons and the bail system. There are also concerns about poor physical infrastructure such as weak and dilapidated facilities leading to prison escapes; insufficient and sometimes non-existence of correction facilities in some counties such as Grand Kru; overcrowded prisons and the need for safe, secure and humane facilities; access to justice and high rate of pre-trial detentions due to the lack of plea bargaining, bond/bail system, probation and parole system, which are limited to only four counties but need to be strengthened; staff shortage and need for human resource development in order to strengthen prisons governance; and the need for prisoners rehabilitation programmes. Although precise figures are hard to come by, the pre-trial detention rate could be as high as 64%. The average length of pre-trial detention could be as long as 169 days. Although women detainees constitute a small minority, their particular physical, psychological and social needs are often neglected.

These unacceptably high rates of pre-trial detention do not only raise serious human rights concerns but also pose a grave threat to stability in Liberia. They cause and deepen poverty, stifles economic development, and seriously undermine the rule of law. Pre-trial detainees run the risk of losing their jobs and homes, and often suffer physical and psychological damage that last long after their detention ends. Pre-trial detention continues to undercut state-society relations and addressing it constitutes an important peacebuilding priority.

Gender responsiveness across the justice chain

In many cases, women encounter difficulties in understanding and navigating the criminal justice system, due to language barriers, illiteracy or insufficient knowledge of their rights, as well as cultural barriers within communities. Moreover, as suspects, offenders and prisoners, women face unique challenges in the criminal justice system, which is typically geared to deal with male offenders and mostly does not adequately address the different characteristics and needs of women. For instance, they face a higher risk of sexual abuse in detention. Women often lack the financial resources to afford legal advice or post bail after arrest or do not have access to available resources. They are also at a higher risk of discrimination by criminal justice officials and abandonment by their families because of harmful gender stereotypes. More often than their male counterparts, female prisoners

⁶ <http://africansecuritynetwork.org/assn/wp-content/uploads/2017/01/Traditionnal-justice-mechanisms-in-Liberia.pdf>

⁷ Ibid.

have complex health needs, post-traumatic stress or drug use disorders. Post release period, women are likely to suffer particular discrimination due to social stereotypes. They might be rejected by their families and in some instances, may lose their parental rights. The need for psycho-social rehabilitative support during pre-trial detention is critical to facilitate smooth reintegration of female detainees into society.

Women's access to justice is a critical pathway to the achievement of substantive equality and deserves programmatic attention in Liberia. Effective justice systems serve as important mechanisms for shaping society through the development of norms, checks on abuse of power and the creation of trajectories for achieving rights.⁸

In this same light, the eight Women, Peace and Security resolutions as well as the Global Study on the Implementation of UN Security Council Resolution 1325 are unequivocal about the importance of strengthening access to justice as a pathway to conflict prevention. On the other hand, the absence of a strong nexus between the peace and security, development and humanitarian agendas potentially retards the effective delivery of justice to women.

In Liberia, given the weak justice system, there is an urgent need to improve delivery of justice sector services for Liberian women, such as legal aid and empowerment services, increase women's participation in policy and decision making around the design of justice sector services and interventions as well as support research and gender responsive data on women's access to justice challenges. As such, women's access to justice therefore becomes a peace building priority that needs immediate intervention from PBSO/PBF.

Community policing

Although considerable progress has been made to sustain the peace and security, there are tremendous needs to address insecurity threats and substantial public concerns about personal (in)-security as potential triggers of conflict mainly at community and county levels through improved and inclusive state-society relations strategies.

In this regard, the Liberia Peacebuilding Plan has identified the need to improve community-police relations and cooperation through community policing mechanisms to significantly increase communities' confidence in the LNP and criminal justice system. Accordingly, it stresses the need to support community-police partnerships to jointly prevent potential crimes and conflicts through national, county and district level security councils and other community-led structures such as the Peace Hut Women of Liberia, *palava* huts and peace committees. As such, the plan clearly resonates with the LNP's community policing policy adopted in March 2016, which defines community policing as "a philosophy of or an approach to policing which recognizes the interdependence and shared responsibility of the police and the community in ensuring a safe and secure environment."

The LNP aspires to be an effective, efficient and professional police service which strictly adheres to the principles of democratic policing and which is capable of resolving conflict between and within communities in a manner which enhances peace and stability. As such, it embraces an approach which recognises the interdependence and shared responsibility of the police and the community in ensuring a safe and secure environment for all. As per the community policing policy, the LNP aims to establish an active and equal partnership between the police and the public through which crime and community safety issues can be jointly addressed.

Evidently, this process requires a concerted effort, involving a wide range of actors and stakeholders emanating from diverse powerbases, such as those grounded in religion and custom as well as state,

⁸ UN Women, *Progress of the World's Women 2015-2016: Transforming Economies, Realizing Rights*, p. 9, (New York, UN Women, 2015), available from <http://progress.unwomen.org/> (accessed June 2017).

civil society and community actors. In addition to rebuilding the country's overarching normative framework, it was (and still is) necessary to focus on increasing adherence to key rule of law principles, such as equality before the law, fairness in the application of the law, and avoidance of arbitrariness, and on sustainably developing the capacities of the different rule of law institutions to provide inclusive, robust and effective access to justice, security and protection services. Inclusive justice signals a system of justice that is pro-poor, and responsive to the rights and needs of all citizens especially of women and girls.

National counterparts at all levels have called for the UN system to extend and deepen their rule of law assistance and in-country donors/development partners have welcomed the prospect of ongoing UN engagement in the sector. Implemented against the backdrop of UNMIL's impending drawdown, the project will be geared towards further strengthening the presence, reach and capacity of the different justice and security institutions, as well as sustainably enhancing public engagement on community safety and security related matters at the local level. In particular, the project will focus on bringing about normative change by strengthening internal accountability and oversight mechanisms and by enhancing performance management. It further aims to make the justice and security chain gender responsive and empower civil society actors to actively conduct monitoring, advocacy, representation, social dialogue and public education for inclusive, sustainable and efficient justice and security institutions in Liberia.

Mapping of Existing Peacebuilding Activities and Gaps

Project/programme	Funding sources	Activities	Duration	Budget (US\$)	Gaps
GOL/UNDP/UNMIL Joint Programme	Sweden, Ireland, UNDP, UNMIL	<ul style="list-style-type: none"> • Provide sustained capacity development support to the different justice and security institutions • Support civil society to help improve community access to justice 	36 months	US\$ 16.8 million	
SGBV Joint Programme	Sweden	<ul style="list-style-type: none"> • Prevent and respond to sexual and gender based-violence and harmful traditional practices 	60 months	US\$ 36 million	Although the SGBV Joint Programme mainly operates at community level, there is still a need for support legal aid assistance especially for victims and survivors
Increasing Confidence between Security Forces and Border Communities	PBSO/PBF	<ul style="list-style-type: none"> • Facilitate dialogue between security forces and local communities • Train border officials in humanitarian border management • Organise cross-border stakeholders' engagement sessions 	18 months	US\$ 1.5 million	A gap identified by the assessment highlighted the situation of women being excluded in community decision making especially dialogue with joint security.

a) Rationale for this IRF

Consolidating peace in Liberia will require sustained engagement from the international community, helping to build institutions that are inclusive, accountable and responsive, with a government that is committed to providing opportunities and services to all Liberians, including socially disadvantaged groups. After a decade of peacekeeping, there is an urgent need to roll out a number of strategic

peacebuilding interventions aimed at consolidating the gains made and addressing some of the potential drivers of conflict.

Indeed, Liberia is still highly vulnerable to shocks and emergencies, and much remains to be done to reduce risks and avert major development setbacks. The Ebola outbreak left more than 4,800 people dead and eroded some of the important gains Liberia had made in reducing poverty and fragility. The epidemic caused a considerable slowdown of the Liberian economy: real GDP growth dropped from 8.7% in 2013 to less than 1% in 2014 and it is expected that it will take many years for the economy to fully recover from the Ebola crisis.

Unfortunately, economic marginalisation is by no means the only potential driver of conflict. As articulated in the Liberia Peacebuilding Plan, other potential conflict drivers include: political and social exclusion, nepotism and corruption, weak governance structures and institutions, as well as the legacy of extreme violence and brutality. Evidently, this underlines the continuing need for conflict-sensitive efforts to strengthen state-society relations and to build a society based on the rule of law.

With the active support of the UN, Liberia has come a very long way since 2003. Yet, the country continues to grapple with extremely high pre-trial detention rates and has been unable to adequately address the lack of public confidence and trust in the very institutions tasked with defending and upholding the rights of ordinary citizens, notably the police. Complementing various other rule of law, justice and security interventions, including the UNDP/UNMIL Joint Programme, UNDP and UN Women are purposely seeking PBSO/PBF support to bring down the still unacceptably high pre-trial detention rate, and - following last year's adoption of the LNP's community policing policy - nurture the relations between the police and the public with a view to better meeting community security needs.

UNDP and UN Women intend to contribute to the protection of the rights of the accused and reduce the unacceptably high pre-trial detention levels, not only by supporting the recruitment, training and deployment of additional prosecutors, judges and public defenders, but also by supporting the establishment of a proper plea bargaining system and advocacy for the adoption of a national legal aid policy that provides a conducive enabling environment.

The project is also geared towards enhancing the availability of gender responsive legal aid services including female legal aid lawyers and paralegals as an important step to increase women detainees' access to legal aid. Complementary actions include advocacy for the implementation of a gender-responsive national legal aid policy that makes a provision for free legal counselling services for women in detention; capacity building interventions for legal aid providers; trainings on women's legal rights targeting women in detention and relevant formal and informal justice institutions, traditional leaders, male and youth groups as well as strengthen national research on women's access to justice including legal aid services.

In addition, UNDP and UN Women will work towards re-orienting civil policing towards a strategy of community policing, supporting the LNP in their efforts to involve a wide range of community members in identifying and indeed meeting local community security needs. As such, UNDP and UN Women intend to help the LNP to establish an active and equal partnership with the public through which community safety issues can be jointly determined and addressed.

Engaging women and supporting community policing initiatives aimed at effectively addressing women's justice and security needs will be critical. UNDP and UN Women will thus aim to strengthen the capacity of community policing and peacebuilding structures, the LNP and relevant CSOs across the country for addressing women's unique security issues such as domestic violence, sexual abuse, and assault that are often dismissed as family problems. Such efforts complement other security sector reform interventions that aim to promote the increased deployment of female police officers.

Linkages with Other Rule of Law, Justice and Security Related Interventions

Throughout recent years, the Liberian rule of law sector has received significant support and investment from a range of donors and implementers, enabling a broad spectrum of work to progress across the justice and security sectors. As such, UNDP and UN Women will work to maximise cross-practice fertilisation and synergies with others projects and programmes, especially where national counterparts and broader governance and empowerment agendas intersect, e.g. in relation to the coordination and oversight role of the Ministry of Justice.

UNDP/UNMIL Joint Programme

Aimed at successfully implementing UNMIL's mandated tasks and, at the same time, facilitating a seamless transition to longer-term assistance by the UN Country Team, this US\$ 16.8 million programme is geared towards strengthening both the 'supply-side' and the 'demand-side' of the rule of law equation. Launched in late 2016, it focuses on bringing about cultural and normative change, including by enhancing (internal) accountability and oversight mechanisms and by empowering civil society to play more of a watchdog role.

To the extent possible, the project will capitalise on the work carried-out in the context of the UNDP/UNMIL Joint Programme, particularly when it comes to promoting community access to justice. In recent months, UNDP and UNMIL have conducted a comprehensive mapping study to identify the extent to which Liberian CSOs and CBOs are involved in rule of law development processes. As part of the mapping study, UNDP and UNMIL assessed the organisational capacities of 74 CSOs and CBOs, paving the way for the joint project to engage a wide range of civil society actors to promote community approaches to safety and security, provide legal aid and assistance to pre-trial detainees, and monitor institutional performance across the entire justice chain.

Against the backdrop of UNMIL's withdrawal in March 2018, UNDP together with OHCHR and UN Women, is currently looking into ways of reconfiguring the programme. While governance arrangements and implementation modalities still have to be discussed, there may be an opportunity to fold this but also other projects into a larger rule of law, justice and security intervention.

OHCHR Project

The OHCHR project is geared towards enhancing the capacity of both government and civil society to promote human rights, including by providing capacity development support to the Human Rights Division and the Independent National Human Rights Commission. In addition to ensuring that the joint project itself is executed in full conformity with international human rights standards, UNDP and UN Women aim to complement the work carried out by OHCHR as well as other actors in the area of human rights, and the joint project will actively promote human rights as a cross-cutting approach.

Per the UN's Human Rights Due Diligence Policy (HRDDP), the joint project will work to enable duty-bearers to develop their capacity, so they can be held accountable for their performance and meet their obligations to respect, protect and fulfil human rights, while also empowering rights-holders to claim and exercise their rights.

SGBV Joint Programme

The project is geared towards ensuring the protection of women and children's rights, provision of a safe environment where women and girls can realize their full potential, shield them from the effects of vulnerability and discrimination and support the improvement of the socio-economic status and capacity of women. The Programme envisions that by 2020, communities, educational institutions and relevant stakeholders in Liberia will be fully engaged and active in preparedness, prevention and

response to SGBV and harmful cultural practices (child marriages, girls' education, teenage pregnancy and FGM). Through its five pillars, the SGBV Joint Programme aims to prevent, respond, strengthen institutions, advocate and mobilise funds and coordinate SGBV issues at national and county levels.

The project supports the creation conducive legal, policy and institutional environments to end all forms of SGBV and builds the capacities of formal and informal justice institutions to deliver and access justice for women especially survivors of gender based violence. Particularly, the program will support the criminal justice system through proactive approaches in addressing case backlogs in the prosecution of sex crimes including the establishment of a system of plea bargaining as alternative to the lengthy trial procedures. It further supports legal aid and counselling to survivors and affected facilities at the community, district and county levels.

The joint project adopts a multi-sectoral approach to ending SGBV and has a strong social, economic and legal empowerment component that aim to address structural inequality issues women face in communities and societies. The prevention approach contributes to broader awareness on legal rights of women and other actions towards the reduction of factors that are often associated with women offenders who are mostly economically and socially disadvantaged.

In terms of access to justice, only the Sexual and Gender Based Violence Crimes Unit under the Ministry of Justice has available structure that provide legal assistance to victims of sexual violence. These structures have recently been replicated at regional levels (3 hubs regions) to support prosecution of offenses of sexual nature. Despite, successful prosecution of cases remains a challenge as lawyers lack the basic support for preparation of precept and other court document to process sexual violence cases. The Joint Program is also limited in providing legal redress for other forms of violence that affect women and girls. As such, the proposed PBF project will contribute to strengthening the available legal assistance as well as expanding the geographic reach of the interventions in the different counties to benefit not only women detainees but also survivors of gender based violence.

The joint program supports sex disaggregated data and case management by justice and security sector institutions and an integrated package including health and psycho-social services. These serves as important entry points for the PBF project in promoting and strengthening a comprehensive data collection and case management system that also captures the situation of women in prisons. Existing networks and partnerships established under the SGBV joint program will be leveraged to holistically address gender issues in justice and security sector institutions in a mutually reinforcing manner.

The PBF project will be catalytic and will have an added value in ensuring that a conducive policy and legal environment is created to promote women's access to justice with a strong focus on the provision of legal assistance to women including female inmates and pre-trial detainees complemented by an integrated approach to rehabilitation and reintegration through economic, psycho social and health services.

PBF-GPI Project- Inclusive Security: Nothing for Us without Us

The PBF project 'Inclusive Security: Nothing for Us without Us', among others, will ensure that women peace hut networks are trained on peace and security and engage in strategic community dialogue with the security and law enforcement sector. The proposed project therefore will leverage on the existing women community networks and other stakeholders to build community and security relationships and trust. It will leverage on the national gender security sector taskforce to track and strengthen women's participation within the community policing forum and security committees.

The project intends to compliment the security reform project in both geographical coverage and thematic scope. While the gender and SSR project only focuses on 7 bordering counties, the community policing aspect of the project focuses on all 15 counties where community policing forums exist. This also opens the opportunity for women from the peace huts and peace committees who are already trained in peace and security to become effective members of the forums in the counties. Furthermore, as members of the community policing forums, the women from the peace huts will have the opportunity to share lessons and cross learn on experience in the different counties on women's role in community policing in counties with and without women peace huts.

The project focuses mainly on security sector reform and building linkages between the security sector and the community women. On the other hand, the rule of law project will have a strong access to justice and legal assistance component which will expand the target beneficiaries to include women in pre-trial detention. Where there is an increase in reporting of cases of violence against women and girls, it is expected that women will be aware of the legal aid services available and victims are provided with opportunity to benefit from these services. Both projects can build on existing networks to ensure that there are strong advocates to uphold human right and the rule law within the justice and security sector.

II. Objectives of PBF Support and Proposed Implementation

The proposed project is linked to PBF strategic outcome area "Support the implementation of peace agreements and political dialogue (priority area 1), more specifically rule of law (1.2).

Under two key outcomes, the project will target initiatives that will encourage and strengthen community participation and mobilisation for peacebuilding, security and stability, with particular emphasis on community and religious leaders, community-based organisations, vulnerable people, especially young people and women, motorcycle taxi drivers, etc. who are most at risk and most affected by the deterioration of the security and social environment.

The project will also support initiatives that promote the implementation of conducive policy and legal environment for providing legal aid assistance to pre-trial detainees including women and other vulnerable groups. It will target interventions that aim to enhance the capacities of formal and informal justice institutions including the judiciary, CSOs, traditional and customary courts to contribute to the reduction of prolonged pre-trial detention through effective, efficient, inclusive and sustainable legal aid services and legal empowerment actions.

Five priority outputs have been identified as the necessary building blocks, or pillars, for achieving the project results- that of increasing the responsiveness, coherence and accountability of government institutions and civil society to provide equitable justice, security and protection to the entire population

Theory of Change, Outcomes, Outputs and Activities

Problem statement

A rule of law system insufficiently effective to realise and protect the rights and needs of the population, especially women and children, thus hindering efforts to strengthen state-society relations and build a society based on justice, security and human rights.

Barriers to the change

As evidenced in the situational analysis above, several barriers negatively affect the ability of citizens, especially women and children, to access justice and security services capable of realising and protecting rights and enhancing the rule of law in Liberia. These include not only the severe institutional capacity deficits across the entire justice 'chain', the lack of coordination amongst the

principal justice, security and protection actors, and the systemic corruption at every level of government, but also the lack of legal aid and assistance, low legal literacy levels, and the limited civil society monitoring and advocacy capacities.

The resulting erosion of citizens' trust in government institutions, and the erosion of the social fabric could have far-reaching implications for the peace and stability of the country: the government's inability to sustainably improve justice and security service delivery render Liberia vulnerable to shocks, with the potential to sustain further cycles of conflict and deepen social exclusion and discrimination.

Theory of change

IF institutional capacities across the entire justice 'chain' are enhanced **IF** the civil society is able to provide gender responsive legal aid and empowerment services **IF** local communities, including women and women led structures, effectively engage on community safety and security related matters **IF** community policing structures effectively address women and girls' justice and security needs **THEN** Liberians will have improved access to justice, security and protection services, and are better able to realise their human rights.

Overarching change hypothesis

Improving the capacities of, and forging linkages between, institutional and civil society actors will enable the rule of law system to become more equitable and accountable to the rights and responsive to the needs of the population, especially those of women and children. This will, in turn, strengthen state-society relations and help build a society based on the rule of law.⁹

Evidence in support of proposed approach

While the Liberian context is unique in many respects, the change hypothesis is broadly consistent with the ever-growing body of literature on the topic. The 2011 World Development Report, for example, posits that strengthening state legitimacy and investing in citizen justice and security are essential to preventing the resumption of violent conflict and maximising development prospects.¹⁰ Indeed, societies are particularly vulnerable to shocks when their institutions lack the capacity and the legitimacy to protect citizens from abuse, or provide equitable access to justice.

The 2015 *Report of the High-Level Independent Panel on United Nations Peace Operations* also stresses the importance of consolidating peace, including by supporting the development of the rule of law and by contributing to efforts to uphold and protect human rights.¹¹ In its report, the panel also highlights the fact that rule of law development often is a prime concern and important priority for national governments themselves, particularly in countries emerging from conflict. The panel points to the fact that the g7+ group of conflict-affected countries identified investments in the rule of law sector as one of the most important peacebuilding priorities, both as a means of addressing fragility and eradicating extreme poverty.

⁹ The Secretary-General defines the rule of law as 'a principle of governance in which all persons, institutions and entities, public and private, including the State itself, are accountable to laws that are publicly promulgated, equally enforced and independently adjudicated, and which are consistent with international human rights norms and standards. It requires, as well, measures to ensure adherence to the principles of supremacy of law, equality before the law, accountability to the law, fairness in the application of the law, separation of powers, participation in decision-making, legal certainty, avoidance of arbitrariness and procedural and legal transparency'. See: Report of the UN Secretary-General: The Rule of Law and Transitional Justice in Conflict and Post-Conflict Societies (United Nations, 2004)

¹⁰ See: World Development Report - Conflict, Security and Development (World Bank, 2011)

¹¹ See: Report of the High-Level Independent Panel on United Nations Peace Operations - Uniting Our Strengths for Peace: Politics, Partnership and People (United Nations, 2015)

The relevance of the change hypothesis is moreover exemplified in best practices around the world, from Somalia, to Palestine, to Timor-Leste. The 2011-2012 edition of *Progress of the World's Women* focusses specifically on justice issues and identifies the importance of adopting a holistic approach to making justice systems work for women. This project based on such an approach and takes into account all recommendations relevant to the Liberian context, including underpinning gender-sensitive policy reforms, strengthening the gender responsiveness of relevant justice, security and legislative actors, and supporting local women's groups and organisations.

It should be noted that civil society is particularly well-placed to help bolster grassroots demand for justice and security services. Civil society organisations, with their capacity to 'look both ways,' can effectively bridge gaps by facilitating, translating and launching citizen demands for justice and security, into the realm of institutional processes. When these efforts are focused on drawing out the problems and demands of socially disadvantaged groups, the impact can be radical and dramatic.

Community legal empowerment approaches have the potential to rewrite the relationship between marginalised individuals and the state. When community approaches to safety and security are built to systemic proportions, it can contribute to a recalibration of relations between marginalised groups and the state, including by arming disadvantaged individuals with legal knowledge and the means to bring legal actions and giving them a voice in institutions which cannot be ignored.

It is hoped that the symbiotic effect of harnessing both the 'supply-side' and the 'demand-side' of the rule of law equation will intensify and accelerate the rate of reform, and thus the pace at which community trust and confidence in the rule of law system, can be restored. This, in turn, will precipitate the earliest possible emergence of a stable 'social contract' between the state and its citizens.¹²

Outcome 1: More inclusive, accountable and gender responsive justice and security institutions increase communities' confidence in the justice system

Output 1.1: Institutional capacities across the entire justice 'chain' enhanced, with a focus on reducing pre-trial detention rates across the country

While the Liberian government has taken a number of important steps to address some of the systemic gaps and bottlenecks across the sector, a lot more needs to be done to sustainably enhance capacities across the justice chain to properly investigate, prosecute and adjudicate cases and to increase overall adherence to fair trial standards, especially in the counties where judicial and administrative oversight is diminished. A recent survey conducted by the World Justice Project suggests that Liberians do not trust that justice and security institutions can or will protect their rights: in addition to the lack of proactive investigation methods, poor evidence collection and inadequate witness protection, they listed incompetence, prejudice and corruption as the main challenges facing the rule of law sector.¹³

Those accused of crimes, particularly if poor and unrepresented, often face long periods of pre-trial detention. Correspondingly, victims rarely see convictions. Although it should be noted that the number of people incarcerated in Liberia is relatively low, prisons are severely overcrowded, with 64% of those detained nationwide not having received a trial.

This is the result of a number of underlying systemic weaknesses, which can only be addressed by sustainably strengthening the presence, reach and capacity of the different justice and security institutions. Lack of investigative capacity makes the prosecution of cases extremely difficult. Cases

¹² For many contemporary development practitioners and theorists, this 'social contract' is the point from which flows a multitude of developmental benefits, from human rights to economic and commercial empowerment. See, for instance: *How to Advance the Rule of Law Abroad* (Carnegie Endowment for International Peace, 2013)

¹³ See: <http://worldjusticeproject.org>

advance with insufficient evidentiary basis, resulting in imprisonment at the pre-trial stage. To make matters worse, courts dispose of very few cases and complete very few trials, resulting in heavily congested dockets and as many as 1,500 people who are awaiting trial in prison.

The proposed interventions are all geared towards sustainably improving the delivery of justice, security and protection services, particularly by developing capacities at the grassroots level and increasing the institutional responsiveness to community justice, security and protection needs. By facilitating the deployment of additional prosecutors, judges and public defenders and by providing tailored infrastructural support at the local level, the project intends to strengthen the presence, reach and capacity of the different justice and security institutions and sustainably enhance the government's ability to respond to local communities' justice and security concerns.

Aimed at sustainably improving the availability, accessibility and indeed appropriateness of justice and security services for women and girls, particularly those threatened by or experiencing violence, the project is also geared towards enhancing the gender responsiveness of the different justice and security institutions. By providing tailored capacity development support to the specialised Women and Children Protection Section, the specialised SGBV Crimes Prosecution Unit and the specialised Criminal Court E, it is hoped that they will be in a better position to meet the specific needs of victims/survivors of SGBV.

- *Activity 1.1:* Support the establishment of a proper plea bargaining system to help reduce case backlogs and ensure timely delivery of justice
- *Activity 1.2:* Support the recruitment, training and deployment of additional prosecutors, judges, and public defenders, with a view to addressing pre-trial detention
- *Activity 1.3:* Support the specialised Women and Children Protection Section, SGBV Crimes Prosecution Unit and Criminal Court E

Output 1.2: Civil society contribution to rule of law and community access to justice enhanced

The project also aims to stimulate the 'demand-side' of the rule of law equation through engagement with civil society actors as well as grassroots communities to foster a wider community of rule of law development actors. Citizen demand, whether driven by individuals, communities or civil society organisations, can, with appropriate support, also have strong systemic effects and help to overcome problems such as institutional lethargy, lack of proper oversight and accountability, and corruption.

Unfortunately, public understanding of the formal justice system remains poor. This has repercussions on two levels. First, it impacts the progression of cases. Often, plaintiffs do not follow up on their cases after an arrest is made. Hence, perceptions of corruption are also heightened when those who have been arrested are subsequently released, whether on bail or for lack of probable cause. Second, it continues to exacerbate the divisions that have defined Liberia's history. The formal justice system has historically been the preserve of urban elites. By Liberia's poor, it is seen as unreliable and fallacious. A public more aware of what it should be able to expect from the justice system will be better equipped to advocate for improvements in service delivery.

Aside from increasing pressure and momentum for improved institutional performance, civil society actors often know best how to empower communities, including through legal empowerment approaches such as legal aid provision and by engaging informal justice actors and processes to increase adherence to human rights norms and standards. Targeting both the 'supply-side' and the 'demand-side' of the rule of law equation helps to achieve the best system-wide outcomes for Liberian citizens, especially for those on the margins of society. This can help to support inclusive strengthening of the rule of law through practical demonstration of how access to the law can benefit everyone - not only urban elites.

By supporting selected CSOs and CBOs to provide legal aid and assistance, notably to pre-trial detainees, the project aims to ensure that at least some of the immediate barriers to accessing and achieving justice are overcome. In recognition that women and children often have particularly complex legal needs, CSOs and CBOs will be supported to tailor their services to the needs of women and children. This will be done by providing them with training on how to improve the quality of the legal aid services provided to these groups, and also on how to make them as accessible and relevant to beneficiaries as possible.

- *Activity 1.2.1:* Strengthen the capacity of selected CSOs/CBOs to provide quality legal aid and assistance, notably to individuals in pre-trial detention
- *Activity 1.2.2:* Sustainably increase legal literacy, with a view to enhancing the understanding of the population about the functioning of the justice system
- *Activity 1.2.3:* Build civil society capacity to actively monitor the performance of the different justice and security institutions

Output 1.3. Advocacy, social mobilisation and partnerships to provide gender responsive legal aid and empowerment services supported

As part of their efforts to strengthen lawyers' capacity to provide gender-sensitive legal services, UNDP and UN Women will support the delivery of a specialised training programme for lawyers who provide legal aid and assistance to women and girls. Aimed at ensuring that they are more attuned to the justice needs of victims/survivors of SGBV, the project will foster expertise amongst a pool of lawyers to accompany them throughout the process and ensuring that each of the 'links' in the justice chain promptly and adequately perform their mandated roles.

In addition, UNDP and UN Women intend to make available at least US\$ 200,000 to provide tailored legal aid services to women and girls. By assisting victims/survivors of SGBV who seek legal redress and by pushing cases through the system, the project not only aims to combat impunity for SGBV crimes, but also to ensure that the system lives up to basic legal standards.

- *Activity 1.3.1:* Advocacy and support to National Legislature, justice sector institutions and non-governmental organisations for the adoption of gender responsive national legal aid legislation/policy
- *Activity 1.3.2:* Support the delivery of a specialised training programme on gender equality, women's empowerment and rights as well as gender responsive legal aid for law enforcement bodies, legal aid service providers, women prisoners and prison officers
- *Activity 1.3.3:* Carry out community legal education and social mobilisation interventions on women's rights and access to justice including for traditional, faith, youth and male leaders
- *Activity 1.3.4:* Avail grants to civil society organizations to provide women friendly legal aid services and gender-appropriate rehabilitation services basic literacy and livelihood skills as well as mental and reproductive health services for women in pre-trial detention facilities, prisons, and rehabilitation programmes
- *Activity 1.3.5:* In collaboration with CSOs and academic institutions support the capacities relevant justice sector institutions for case management, data collection monitoring systems, research and feedback mechanisms on the gender responsiveness of justice institutions

Outcome 2: Public engagement on community safety and security related matters at the local level enhanced, notably by rolling out community policing

Output 2.1: Joint initiatives on security and safety issues between communities and security institutions undertaken, as per the LNP's community policing policy

Following the collapse of the state during the civil war, communities resorted to vigilantism to protect themselves from security threats. However, these groups operated with impunity and became security

threats themselves, highlighting the need for the right balance to be struck between enhancing community involvement in safety and security related matters, and maintaining a state monopoly over the use of force.

A community policing model aims to strike this balance, by involving a wide spectrum of community members in identifying and indeed meeting community security needs. In recognition of this, the government is actively working towards strengthening grassroots approaches to safety and security, including by reorienting the LNP towards a community and service-oriented approach, and by operationalising security councils at county and district level to provide a strong community link with local authorities.

Indeed, for communities to tangibly feel that they enjoy effective state protection, they need to be confident that they can readily sound an alarm and that the authorities will respond promptly and professionally. Close ties are also required to undertake effective conflict prevention, as it is only through being closely attuned to local tensions that it is possible to defuse them before they escalate.

A further important aspect of adopting a community approach to security is to ensure full participation and inclusion, involving a wide range of community members including women and youths. Thus, the overall aim of these efforts is to create an inclusive, people-centred approach to security, which increases community confidence in the ability of the state to create and maintain a secure environment, and enhances respect for the rule of law.

- *Activity 2.1.1:* Ensure strict adherence to LNP's community policing policy, including by providing sustained capacity development support to CSS
- *Activity 2.1.2:* Build mutual trust between the police and the communities, including through community outreach programmes and dialogue mechanisms
- *Activity 2.1.3:* Help operationalise security councils at both county and district level to ensure a rapid and effective response to local security challenges

Output 2. 2: Community policing structures effectively address women and girls' justice and security needs, including by liaising with relevant government authorities

Integrating gender and affording women the opportunity to actively participate in community policing initiatives will be key to ensure that crimes are reported and that victims have proper access to health, psychosocial, and legal services. Through these community policing initiatives, women and girls will be able to play a more active role in identifying and indeed meeting community safety needs, and helping to ensure a more rapid and effective response to emerging security challenges. Moreover, it is hoped that capacity building initiatives targeting women and girls will help to increase in the reporting of SGBV cases and contribute to violence-free communities.

- *Activity 2.2.1:* Review the community policing policy and manuals, develop a gender responsive community policing check list and build capacity of community policing focal persons, women CSOs and female officers
- *Activity 2.2.2:* Build the capacity of community women led structures and female security officers to effectively engage in community policing programs.
- *Activity 2.2.3:* Train WACPS and CSS on documenting cases of SGBV referred by community structures on gender responsive community policing

Budget

Outcomes/Outputs	Output budget UNDP	Output budget UN Women	Amount allocated to Gender Equality and Women's Empowerment	UN budget category (see table below for list of categories)	Remarks
Outcome 1: More inclusive, accountable and gender responsive justice institutions increase the communities' confidence in the justice system					
Output 1.1: Institutional capacities across the entire justice 'chain' enhanced, with a focus on reducing pre-trial detention rates across the country (UNDP)	340,000.00		100,000	Staff and other personnel, supplies, commodities and materials, contractual services, transfers and grants to counterparts, other direct costs	
Output 1.2: Civil society contribution to role of law and community access to justice enhanced (UNDP)	1,000,000		700,000	Contractual services, transfers and grants to counterparts, other direct costs	
Output 1.3: Advocacy, social mobilisation and partnerships to provide gender responsive legal aid services supported (UN Women)		434,579.44	400,000.00	Staff and other personnel, supplies, commodities and materials, travel, contractual services, transfers and grants to counterparts, other direct costs	Engagement with the National Legislature South- South Cooperation Consultants and technical experts in legislations on legal aid
Outcome 2: Public engagement on community safety and security related matters at the local level enhanced, notably by rolling out community policing					
Output 2.1 Joint initiatives on security and safety issues between communities and security institutions undertaken, as per the LNP's community policing policy (UNDP)	230,093.47		100,000	Supplies, commodities and materials, contractual services, transfers and grants to counterparts, other direct costs	
Output 2.2 A coalition of women-led gender responsive community policing structures effectively addresses women's security needs, including by liaising with relevant government and community structures (UN Women)		500,000.00	500,000.00	Travel, Staff and other personnel, supplies, commodities and materials, contractual services, Equipment, vehicle and furniture transfers and grants to counterparts, other direct costs	100% staff time to project implementation Grants to civil society organizations and community women's network for awareness and sensitizations Monitoring cost for project staff Workshops for training, knowledge sharing and strategic partnerships
Subtotal	1,570,093.47	934,579.44	1,800,000		
GMS	109,906.53	65,420.56			
Total	1,680,000	1,000,000			

Note: 45% of the overall budget will be geared towards supporting civil society

PBF PROJECT BUDGET					
CATEGORIES	UNDP		UN Women		TOTAL
	Tranche 1	Tranche 2	Tranche 1	Tranche 2	
1. Staff and other personnel	105,000	40,000	67,932	33,966	246,898.00
2. Supplies, commodities, materials	8,065.42	57,850.04	39,805.61	25,373.83	131,094.90
3. Equipment, vehicles, and furniture	64,000	30,000	38,366	N/A	132,366.00
4. Contractual services	52,000	18,000	38,702	15,000	123,702.00
5. Travel	60,000	70,000	29,400	30,000	189,400.00
6. Transfers and grants to counterparts	670,000	225,178	380,000	151,034	1,426,212.00
7. General operating and other direct costs	140,000	30,000	60,000	25,000	255,000.00
Sub-total project costs	1,099,065.42	471,028.04	654,205.61	280,373.83	2,504,672.90
8. Indirect support costs*	76,934.58	32,971.96	45,794.39	19,626.17	175,327.10
TOTAL	1,176,000	504,000	700,000	300,000	2,680,000

Note: the second tranche will only be released if UNDP and UN Women have shared an overview that highlights at least 80% expenditure of the total budget for the first tranche and have submitted their progress report(s)

Capacity of RUNOs and Implementing Partners

UNDP

Established in 1965, the United Nations Development Programme (UNDP) supports countries in their efforts to eradicate extreme poverty and reduce inequalities and exclusion, while consolidating peace and security. Guided by the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs), UNDP presently works in some 170 countries and territories, focusing on building resilience, enhancing institutional capabilities, improving access to basic services, and strengthening citizen security.

The rule of law plays a critical role in preventing conflict and violence, and constitutes the essential foundation for the effective protection of human rights for all. Furthermore, it underpins democratic governance and provides the platform for stable and sustainable economic development. As such, strengthening the rule of law in the aftermath of conflict is not only an important objective in its own right, but is also central to consolidating peace and fostering development. UNDP has scaled up its rule of law assistance considerably in recent years: in 2015, UNDP's rule of law projects and programmes delivered over US\$ 220 million across some 40 countries affected by violence, conflict and fragility. Rule of law development features in the UNDP Strategic Plan (2014-2017) more prominently than ever before, emphasising the need to address (gender) inequality and reinforce the rule of law. Moreover, it reaffirms the human rights-based approach (HRBA) as one of the most important principles for the organisation.¹⁴

The UNDP CO in Liberia was established in 1977. As such, UNDP has been at the forefront of the fight against poverty, inequality and exclusion for nearly four decades. Through an array of

¹⁴ See: UNDP Strategic Plan - Changing with the World (2014-2017)

development activities, UNDP has made an important contribution to the efforts of the international community to help foster inclusive growth, environmental sustainability and social equity.

UN Women

Established in 2011, the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) works towards accelerating progress on meeting the needs of women and girls worldwide. It support member states as they set global standards for achieving gender equality, and works with government and civil society to design laws, policies, programmes and services needed to ensure that these standards are effectively implemented and truly benefit women and girls worldwide.

Globally, UN Women brings expertise in gender responsive legislative formulation, constitution-making and justice institution building. Its triple normative, co-ordination and operational mandates coalesce for effective implementation and monitoring of national, regional and global commitments on women’s rights, including relevant SDGs. To this end, UN Women has developed and is implementing a Flagship Programme Initiative (FPI) on women’s access to justice, which seeks to reform discriminatory laws and policies, build the capacities of formal and informal justice institutions and women themselves to deliver and access justice.

In Liberia, UN Women supports four strategic interconnected thematic priority areas namely enhancing women’s leadership and participation in politics and responsive governance institutions; improving women’s income security and economic empowerment; ending all forms of violence against women and enhancing women’s role and benefit from peace building, conflict prevention. UN women implements its priorities through multi- stakeholder partnerships including the GOL, CSOs, academia, traditional and youth groups and women community structures, the Peace Hut Women of Liberia. UN Women Liberia prioritised support to gender responsive justice institutions in line with its global strategic plan 2018-2021 and flagship initiative on women’s access to justice for women and girls as an essential.

Overview of RUNO funding in the country			
	RUNO	Funding sources	Annual budget (US\$)
2016	UNDP	Germany EU, Ireland, Norway, PBSO/PBF, Sweden	33.9 million
2017			32.9 million
2016	UN Women	MPTF-Human Security, Sweden, UNTFPS	2.2 million
2017			3.3 million

IV. Management and Coordination

Project Management

Underpinned by development principles such as empowerment, participation and inclusion, and guided by the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs),¹⁵ the project will be implemented in partnership with relevant government institutions and an array of civil society organisations and community-based organisations.

The project is closely aligned with the relevant national development goals and strategies, including the Agenda for Transformation, the National Security Strategy, the Strategic Roadmap for National Healing, Peacebuilding and Reconciliation in Liberia, and the National Human Rights Action Plan of Liberia. In addition, it is geared towards achieving the peace, security and rule of law priorities set out in the Liberia Peacebuilding Plan.

Project Steering Committee

Aimed at bringing together key actors and stakeholders, a Project Steering Committee will be established to review the strategic direction of the project, ensuring accountability and proper oversight. The steering committee meetings provide a forum for stringent quality control and review of progress. This entails determining deliverables and achievement of benchmarks, alongside opportunities for fine-tuning and adjustments.

In addition to anchoring the accountability aspect of the project, advantage will be taken of the unique composition of the Steering Committee to also use the convening opportunity for policy dialogue and meaningful discussion of key policy challenges facing the project. Thus, a significant part of steering committee meetings will be dedicated to thematic discussions in smaller groups, with selected partners and those committee members with the greatest interest and experience in the theme.

The Project Steering Committee, which will meet at least twice a year, shall be comprised of:

- Minister of Finance and Development Planning
- Minister of Justice
- Minister of Gender, Children and Social Protection
- Inspector-General of Police
- Chair of the National Civil Society Council
- Executive Director of the Women's NGO Secretariat of Liberia
- UNDP Deputy Country Director/Programme
- UN Women Country Representative

In addition, the Project Steering Committee, through its respective members, will feed into other existing coordination mechanisms, such as the Justice and Security Capacity Development Partnership Forum, the Justice Sector Working Group, the Security Sector Working Group, the UN Gender Theme Group, and the SGBV Working Group.

Technical Coordination Committee

Whereas the individual projects will report to their respective project boards, the overall oversight and quality control of on-going PBF portfolio, including this project will be insured by the Liberia Transition Multi-Partner Trust Fund MPTF (LTMPF) Steering Committee (SC) once this is established. The SC will oversee and provide the strategic guidance and general supervision of the

¹⁵ In particular, the project is geared towards achieving the Goal 16, i.e. promoting peaceful and inclusive societies for sustainable development, providing access to justice for all, and building effective, accountable and inclusive institutions at all levels

LTMPTF portfolio which will include the PBF funded interventions, within the terms of reference (TOR) that govern this SC. In the interim period, the PBF Secretariat will be part of the LTMPTF Fund Secretariat, ideally co-located. However, the PBF Secretariat will continue to focus solely on PBF funded projects and the PBF Coordinator will maintain its reporting line directly to the Resident Coordinator.

At the technical and coordination level, to ensure effective coordination, complementarity and synergies among all active PBF portfolio within the Peacebuilding and Transition Plans as well as Gender and Youth Promotion Initiatives, a Technical Coordination Committee (TCC) will be established and chaired by the PBF Coordinator. The TCC will comprise all project managers of the active PBF projects and representative of the MPTF Secretariat and will meet at least every 6 weeks under the leadership of the PBF Coordinator to discuss periodic work plans, collaboration, synergies and complementarities. Projects results will be fed into meetings of the Thematic Working Groups and then to the LTPTF SC for policy decisions and direction. Overtime the PBF TCC will transform into the Thematic Working Groups under the LTMPTF. Moreover, the joint quarterly monitoring and management arrangement that will be establish for the implementation of the peacebuilding plan and the Multi Partner Trust fund will have an indirect oversight of the implementation of this project (s).

Fund Management Arrangements

UNDP and UN Women are to assume responsibility for the funds made available for the purpose of implementing the project. As per their financial rules and regulations, UNDP and UN Women will receive and administer contributions; disburse funds in accordance with the project document and subsequent institutional work plans, and consolidate narrative and financial reports, including certified financial statements. UNDP and UN Women will charge a 7% fee for General Management Services, or GMS. As such, the project will be able to make full use of the services provided by their operational units.

Do No Harm

UNDP and UN Women will ensure that the project is positioned in a collaborative way to all stakeholders. UNDP, UN Women and their partners will pay careful attention to minimising perceptions of socio-economic and political bias (or otherwise) and avoiding any potential negative impacts from the project activities by implementing the "Do No Harm" principles.

The project will broadcast activities that are carried out in a public settings (dialogue processes) or through community media and demonstrate publicly how the judiciary, security institutions and the civil society organization can positively engage for the benefit of their community, more specifically the most vulnerable and destitute, including people with disabilities, youth and women. As such, UNDP and UN Women will ensure that these events are highly visible to encourage community members to engage each other, as well as justice and security institutions peacefully in order to support the common goal of community justice and security. The selection of implementing partners, direct beneficiaries and project areas will be based on agreed upon selection criteria with all stakeholders so that nobody will feel excluded in the decision making.

Exit Strategy

This project is time-bound. Its exit strategy is adequate preparation of national partners to: a) put in place a mechanism that ensures efficient and effective use of the trainings and assets, including vehicles and ICT equipment procured by the project and b) maintain and build on the confidence building gains of the project to keep the dialogue between communities and security agencies, as well as communities' engagement in their own security strong.

This will be achieved through building national ownership from the start of the project, keeping expectations realistic and outputs manageable within the timeframe and resources available. It will be

complemented by advocacy efforts and policy support from UNDP and UN Women for the timely revision of the strategic and legal policy frameworks as well as the integration of human security issues into broader policy and programme frameworks on rule of law.

In addition, over the period of the project, UNDP and UN Women will complete the capacity development of justice and security institutions and CSO as well as training and asset management and maintenance. The trust building component will create space for dialogue between security institutions and communities and boost community engagement in maintaining and sustaining their own security.

Risk Management

The risk log has been designed to reflect risks to the implementation of the project and their respective foreseen mitigation measures. It includes risks related to the overall developmental and humanitarian environment in which the project operates, risks related to the interaction with and between national counterparts, as well as risks related to the project itself and its joint implementation by UNDP and UN Women.

As with any developmental intervention, there are multiple foreseeable risks on all levels, ranging from the activity level to the macro-political level. There is always the possibility of risks created by the development intervention itself. If, for instance, assistance is directed too much towards one institution, this is likely to affect the others, and may hamper processes for which the institutions are jointly responsible. For example, if the balance of assistance between the Liberia National Police and the Prosecution Department is too much in favour of the former, this potentially not only jeopardises the (working) relationship between the institutions, but also risks distorting mandates and the overall effectiveness of the criminal justice chain.

Risks to the achievement of PBF outcomes	Likelihood of occurrence	Severity of risk impact	Mitigation Strategy
<p><i>Security risks caused by UNMIL's impending drawdown</i></p> <p>Activities may be affected if the project is forced to (partially) suspend implementation due to increased security risks.</p>	Medium	High	Security risks are likely to be regional. If necessary, the project will suspend implementation in insecure areas or adapt implementation modalities, while maintaining implementation wherever else possible. By making use of national implementation mechanisms and continuing to build capacities with all counterparts, the project should be able to continue implementation of activities despite adverse conditions.
<p><i>Political instability in aftermath of elections</i></p> <p>There could be heightened political instability in the aftermath of the (run-off) elections, in both the capital and at the county level as political parties seek to shore up their support base. These dynamics could interfere with project implementation in affected areas.</p>	Medium	High	While the mitigation measures for this particular risk appear to be largely outside of the project's realm, the project will likely focus on increased engagement with local communities, including through sustained engagement with civil society. It will aim to support the civil authorities to manage legitimate political campaigning, but also use negotiation to defuse dynamics or deter tactics which threaten to erode fragile security situations. This will be a test of how successfully the Liberia National Police have managed to build community trust and engagement. Should the security situation in particular regions unravel, the project will seek to mitigate risks through the measures addressed above.
<p><i>Lack of adequate government resources to address immediate capacity gaps</i></p> <p>While the resources necessary for implementing this project have been secured, further capacity gaps may jeopardise the sustainability of the proposed activities and interventions. The Liberian economy was hit hard by the Ebola crisis and government resources are now even more thinly stretched than previously</p>	High	Medium	UNDP and UN Women have done their utmost to assess and predict the most pressing needs likely to emerge in the foreseeable future, and to prioritise implementation of these at the earliest possible time. Should additional needs emerge which could, if left unmet, jeopardise the investments made, the project will seek to mobilise additional resources to meet critical needs or work with relevant institutions to mitigate such risks.
<p><i>Corruption, nepotism and favouritism, and a lack of high-level political will to tackle these:</i></p>	High	High	More serious efforts are needed by the government to fight corruption through implementation of a national anti-corruption strategy and rigorous investigations, both

Corruption, in its many forms, constitutes a serious risk to any institutional development process and public perceptions of justice and the rule of law. As such, it represents an important risk not only at the level of individual activities and interventions but for the project as a whole.			activities beyond the scope of this project. Nonetheless, several aspects of this project will contribute to increasing accountability of the justice and security institutions, including by enhancing the level of public engagement on community safety and security related matters and by empowering civil society to hold duty-bearers to account.
<i>Strained relations or lack of coordination between the institutions:</i> While to date relations between key justice and security institutions have been reasonably harmonious, competition over resources will likely increase, potentially affecting the levels of coordination and functionality between them.	Medium	High	UNDP and UN Women will support the Ministry of Justice to undertake thorough information sharing, planning and coordination with all stakeholders. As the resource allocations for this project are fixed, friction caused by the issue of the division of resources within the project should be limited; however, the Planning and Programme Management Unit will remain closely apprised of institutional dynamics and ready to support mediated solutions to any particular dispute that may arise between the institutions, and to make adjustments as necessary.
<i>Strained relations or lack of coordination between institutions and civil society:</i> The fact that some of the relationships between different partners and counterparts are strained could, if not properly addressed, hamper the implementation of some of the proposed activities.	Medium	Medium	UNDP and UN Women have a fairly good understanding of the relationships between the different partners and counterparts and are generally considered reliable partners. As such, it is expected the project will be able to build bridges and enable improved cooperation by encouraging partners to recognise the synergies between them and work constructively on concrete issues to help each other. For example, UNDP and UN Women will (continue to) encourage the government counterparts to draw on the expertise of civil society, while also deepening their understanding of and appreciation for their monitoring role. In the same vein, the project will continue to encourage CSOs/CBOs to use their common and respective strengths to work together.
<i>Slow and centralised decision-making:</i> This risk refers to the protracted and sometimes unclear decision-making processes in some counterpart institutions. Additionally, the rotation of staff members occasionally creates a lack of continuity.	Medium	Medium	UNDP and UN Women will adequately plan for time required for certain counterpart decisions to be made and will continue to work on the basis of inclusion and consensus. In addition, the project will work to ensure 'quick gains' to demonstrate in concrete ways the potential benefits of reform and to foster commitment for the agreed-upon change processes to be completed. The project will focus on decentralising decision-making and supporting proper delegations of authority.
<i>Entrenched legal and social discrimination against women and an utter lack of measures to address these:</i> This is a known risk to implementation of some aspects of the project but is also one of the key reasons why the project is needed. It is the role of UNDP and UN Women to contest these patriarchal norms and values and address the symptoms, such as high levels of violence against women.	High	High	The project includes components that are explicitly aimed at addressing discrimination against women and strengthen gender responsiveness across the justice chain. In addition to working to support victims/survivors of SGBV and hold perpetrators to account, the project is geared towards encouraging justice and security institutions to recruit and promote more women, and for women to be proactively engaged in community security strategies. The project will also support women's organisations to lead grassroots community efforts to tailor legal aid services to legally empower women so they can better realise their rights.
<i>Lack of reliable data to make informed decisions:</i> The lack of reliable data poses a considerable risk to the project, as it makes it difficult to make informed decisions about needs, project implementation approaches and results.	Medium	High	The project will mitigate this risk through its own efforts to fill data gaps, where possible by leveraging its close working relationships with institutional actors and civil society. UNDP and UN Women have also committed themselves to developing proper baselines, including through a rigorous public perception survey of justice and security services.

Monitoring & Evaluation

The opening paragraph of the UNDP Strategic Plan (2014-2017) states that all UNDP work is aimed at achieving one overarching result: real improvement in people's lives and in the choices and opportunities open to them. Effective monitoring and evaluation helps projects and programmes to learn from their past successes and failures, and to apply these lessons to the present phase. It also enables projects and programmes to detect problems and make adjustments to ensure that the delivery

stays on track.¹⁶ In addition, robust M&E systems are necessary to achieve accountability to partners and stakeholders, and are also important for generating knowledge for wider use.

UNDP and UN Women intend to allocate at least US\$ 134,000 for data collection and M&E activities, such as compiling data for reporting purposes, meeting institutional and civil society partners to assess progress (field visits, focus group discussions, spot-checks etc.), and collect and share lessons learned and best practices. In addition, the allocation will be used to hire a dedicated M&E Analyst (US\$ 90,000) and administer a public perception survey (US\$ 50,000).

To the extent possible, this project will ensure that M&E processes are led or co-led by national partners and feed into national plans and efforts. This will also help keep the 'big picture' in view, enabling UNDP and UN Women to understand how the different components of the project relate to and build upon each other for greater impact. For example, while each rule of law institution has unique needs linked to its specific functions, there is also a raft of common capacity deficiencies to differing extents, from planning and project management, to gender and juvenile justice, data collection and M&E. To the extent that common core needs exist, the project will work thematically, linking the support provided across these grouped themes to forge closer developmental links between its partners and achieve efficiencies by making technical knowledge and expertise available across the entire justice chain.

Undertaking M&E in the area of rule of law can be a challenge: no one measurement tool is sufficient to build an adequate results picture. A composite of various M&E approaches, quantitative and qualitative, are required to yield information on results achievement. To this end, UNDP and UN Women will support and embed within their activities various M&E approaches, including public perception surveys to establish the extent to which Liberians engage with and trust justice and security institutions as well as surveys of available justice and security sector data. In addition to establishing proper baselines, UNDP and UN Women will endeavour to collect both the quantitative and qualitative data required for monitoring progress towards the prescribed indicators. More particularly, the project will monitor each activity component by:

- Interacting with designated national coordinators in each activity area to confirm implementation of activities and progress;
- Interviewing randomly selected participants from capacity development activities to acquire feedback on the activities;
- Soliciting participants' written feedback from any capacity development activity via questionnaires; and
- Monitoring the media for relevant information reflecting the achievement of targets.

Based on these results, UNDP and UN Women will then prepare biannual progress reports, to be submitted to donors/development partners within three months after the end of the reporting period. A comprehensive final report (both narrative and financial) describing the process, approach, implementation results and lessons learned will be submitted upon completion of the project.

The post-conflict situation in Liberia is dynamic and necessitates the capacity for the project to quickly respond to change. Therefore, UNDP and UN Women will continually analyse and monitor contextual developments as well as project implementation to ensure that the proposed interventions remain appropriate and relevant.

Administrative Arrangements

The UNDP MPTF Office serves as the Administrative Agent (AA) of the PBF and is responsible for the receipt of donor contributions, the transfer of funds to Recipient UN Organisations (RUNOs), the

¹⁶ See also: Handbook on Planning, Monitoring and Evaluating for Development Results (UNDP, 2009)

consolidation of narrative and financial reports and the submission of these to PBSO/PBF and their donors. As the Administrative Agent of the PBF, MPTF Office transfers funds to RUNOs on the basis of the signed Memorandum of Understanding between each RUNO and the MPTF Office.

Administrative Agent Functions

On behalf of the Recipient Organisations, and in accordance with the UNDG-approved "Protocol on the Administrative Agent for Multi-Donor Trust Funds and Joint Programmes, and One UN funds" (2008), the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate narrative reports and financial statements (annual and final), based on submissions provided to the AA by RUNOs and provide the PBF consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is notified by the RUNO (accompanied by the final narrative report, the final certified financial statement and the balance refund);
- Disburse funds to any RUNO for any costs extension that the PBSO may decide in accordance with the PBF rules and regulations.

Accountability, Transparency and Reporting of the Recipient United Nations Organisations

RUNOs will assume full programmatic and financial accountability for the funds disbursed to them by the AA. Such funds will be administered by each RUNO in accordance with its own regulations, rules, directives and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the AA from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

Each RUNO will provide the AA and the PBSO (for narrative reports only) with:

- Biannual progress reports to be provided no later than 15 June;
- Annual progress reports to be provided no later than 15 November;
- Final (end of project) narrative reports, to be provided no later than three months after the operational closure of the project;
- Annual financial statements as of 31 December with respect to the funds disbursed to it from the PBF, to be provided no later than four months (30 April) after the end of the calendar year;
- Certified final financial statements after the completion of the activities in the approved programmatic document, to be provided no later than six months (30 June) of the year following the completion of the activities.
- Unspent balance at the closure of the project would have to be refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the RUNO shall be determined in accordance with its own applicable policies and procedures.

Public Disclosure

The PBSO and the AA will ensure that operations of the PBF are publicly disclosed on the PBF website (<http://unpbf.org>) and the Administrative Agent's website (<http://mptf.undp.org>).

Annex A: Project Summary (to be submitted as a word document to MPTF-Office)



**PEACEBUILDING FUND
PROJECT SUMMARY**

Project Number & Title:	Strengthening the Rule of Law in Liberia: Addressing Pre-Trial Detention and Rolling Out Community Policing
Recipient UN Organization:	UNDP and UN Women
Implementing Partner(s):	Judiciary; Ministry of Justice; Ministry of Internal Affairs; Liberia National Police; Liberia Immigration Service; Prosecution Department; Bureau of Corrections and Rehabilitation; Independent National Human Rights Commission; Louis Arthur Grimes School of Law; Kofi Annan Institute for Conflict Transformation; and selected civil society organisations (CSOs) and community-based organisations (CBOs)
Location:	Liberia (nationwide)
Approved Project Budget:	US\$ 2,680,000, including direct and indirect support costs
Duration:	1 January 2018 - 30 June 2019 (18 months)
Project Description:	<p>The project will work to enhance the capacities of, and public confidence in, the different justice and security institutions, and to sustainably improve access to justice, security and protection services, especially for women and girls. The project is closely aligned with the relevant national development goals and strategies as well as the priorities set out in the Liberia Peacebuilding Plan, and has been designed with a view to ensuring sustainability and linking activities to 'system-level' policy development.</p> <p>Support rests on a supply and demand equation that combines enhanced service delivery by resilient justice and security institutions with the public's ability to access such services and hold duty-bearers to account. By increasing public confidence in the justice and security sectors, including through the provision of quality legal aid and assistance, support is designed to be catalytic, strengthening state-society relations and creating an enabling environment for development. Importantly, the project will focus on bringing about normative change, not only by strengthening internal accountability and oversight mechanisms and by enhancing performance management, but</p>

	<p>also by empowering CSOs and CBOs to actively monitor the performance of justice and security institutions and to ensure proper interest representation and feedback.</p> <p>Interventions are informed by a coherent theory of change, building on the lessons learned during the UN system's engagement with Liberian rule of law sector since 2003. Capitalising on the comparative advantages of UNDP, UN Women and their partners, activities have been carefully designed to achieve outputs and contribute to outcome level change that impacts the lives of ordinary Liberians and engenders systemic resilience and human development.</p>
<p>PBF Focus Area:</p>	<p>Rule of law (1.2)</p>
<p>Project Goal:</p>	<p>To strengthen the rule of law by developing efficient, accountable and harmonised justice and security institutions, which are gender-sensitive and rights-based, while also improving access to justice, security and protection services to disadvantaged social groups, especially women and girls.</p>
<p>Project Outcome:</p>	<p>Outcome 1: More inclusive, accountable and gender responsive justice institutions increase the communities' confidence in the justice system</p> <p>Outcome 2: Public engagement on community safety and security related matters at the local level enhanced, notably by rolling out community policing</p>
<p>Project Outputs:</p>	<ul style="list-style-type: none"> • Institutional capacities across the entire justice 'chain' enhanced, with a focus on reducing pre-trial detention rates across the country • Civil society contribution to rule of law and community access to justice enhanced • Advocacy, social mobilisation and partnerships to provide gender responsive legal aid and empowerment services supported • Public engagement on community safety and security related matters at the local level enhanced, notably by rolling out community policing • Community policing structures effectively address women and girls' justice and security needs, including by liaising with relevant government authorities

Annex B: IRF Results Framework

Country: Liberia										
Duration: 1 December 2017 - 31 May 2019 (18 months)										
PBF Focus Area: Rule of law (1.2)										
IRF Theory of Change: IF institutional capacities across the entire justice 'chain' are enhanced IF the civil society is able to provide gender responsive legal aid and empowerment services IF local communities, including women and women led structures, effectively engage on community safety and security related matters IF community policing structures effectively address women and girls' justice and security needs THEN Liberians will have improved access to justice, security and protection services, and are better able to realise their human rights.										
Outcome	Outputs	Indicators	Means of Verification	Year 1		Year 2		Milestones		
<p>Outcome 1: More inclusive, accountable and gender responsive justice institutions increase the communities' confidence in the justice system</p> <p>Indicator:</p> <p>Number of complaints, investigations, prosecutions and adjudications handled, disaggregated by type, gender and location</p>	<p>Output 1.1: Institutional capacities across the entire justice 'chain' enhanced, with a focus on reducing pre-trial detention rates across the country</p>	<p>◆ Pre-trial detention rates across the country</p> <p>Baseline 64% (2017)</p> <p>Target 54%</p> <p>◆ Overarching plea-bargaining system in place</p> <p>Baseline: 0</p> <p>Target: 1</p> <p>◆ Number of judges, prosecutors and public defenders, disaggregated by gender, age, educational attainment and location</p> <p>Baseline: 300 judges, 60 prosecutors, 30 public defenders</p> <p>Target: 350 judges, 75 prosecutors, 35 public defenders</p> <p>◆ Number of SGBV crimes investigated, prosecuted and adjudicated,</p> <p>Baseline: 8 (2015)</p> <p>Target: 100</p>	<p>Data and records generated by the different justice and security institutions</p> <p>Public perception surveys</p> <p>Narrative and financial reports issued by the project</p>	X	X	X	X	X	X	<p>◆ Plea bargaining system established (Y1)</p> <p>◆ Additional prosecutors, judges and public defenders recruited, trained and deployed (Y1 and Y2)</p> <p>◆ Gender responsiveness across the justice chain improved, including by supporting the specialised Women and Children Protection Section, SGBV Crimes Prosecution Unit and Criminal Court E (Y1 and Y2)</p>

	<p>Output 1.2: Civil society contribution to rule of law and community access to justice enhanced</p>	<ul style="list-style-type: none"> ◆ Number of CSO/CBO legal aid providers under the project, disaggregated by location Baseline: 0 Target: 12 ◆ Number of legal aid beneficiaries under the project, disaggregated by gender, age and location Baseline: 0 Target: 500 ◆ Community legal literacy rate per county, disaggregated by gender Baseline: 10% (2015) Target: 20% 	<p>Public perception surveys</p> <p>Reports issued by project counterparts, notably CSO/CBO legal aid providers</p> <p>Records of spot-checks</p>		X	X	X	X	X			<ul style="list-style-type: none"> ◆ Capacity of selected CSOs/CBOs to provide quality legal aid and assistance, notably to individuals in pre-trial detention, strengthened (Y1) ◆ Legal literacy increased, with a view to enhancing the understanding of the population about the functioning of the justice system (Y1 and Y2) ◆ Civil society capacity to actively monitor the performance of the different justice and security institutions built (Y1)
	<p>Output 1.3: Advocacy, social mobilisation and partnerships to provide gender responsive legal aid services and empowerment supported</p> <p>Baseline: N/A</p> <p>Target: 400 legal aid beneficiaries</p>	<ul style="list-style-type: none"> ◆ Gender responsive national legal aid policy adopted Baseline: 0 Target: 1 ◆ Number of legal aid providers with capacity to provide specialized legal aid services for women Baseline: 1 (2017) Target: 3 ◆ Number of female pre-trial detainees with access to legal aid and assistance in all prison facilities in Liberia. Baseline: 40 (2017) Target: 56 	<p>Public perception surveys</p> <p>Reports issued by project counterparts, notably CSO/CBO legal aid providers</p> <p>Records of spot-checks</p>	X	X	X	X	X	X		<ul style="list-style-type: none"> ◆ Advocacy workshops in collaboration with the women legislative caucus organised (Y1) ◆ Gender responsive national legal aid policy adopted (Y1) ◆ Specialised training programme for lawyers who provide legal aid and assistance to women and girls delivered (Y1 and Y2) ◆ Tailored legal aid services to woman and girls provided (Y1 and Y2) 	

<p>Outcome 2: Public engagement on community safety and security related matters at the local level enhanced, notably by rolling out community policing</p> <p>Indicator: Level of public confidence and trust in the different justice and security institutions, disaggregated by gender</p>	<p>Output 2.1: Joint initiatives on security and safety issues between communities and security institutions undertaken, as per the LNP's community policing policy</p>	<ul style="list-style-type: none"> ◆ Number of security 'hot-spots' reduced, and intra-community tensions/disputes reduced <p>Baseline: N/A</p> <p>Target: 10 hot-spots reduced</p> <ul style="list-style-type: none"> ◆ Number of community policing action plans jointly developed between local police officers and community members held <p>Baseline: N/A</p> <p>Target: 15</p> <ul style="list-style-type: none"> ◆ Number of security councils established and operational at both county and district <p>Baseline: 4 (2017)</p> <p>Target: 15</p>	<p>Data and records generated by the different justice and security institutions</p> <p>Public perception surveys</p> <p>Narrative and financial reports issued by the project</p>	X	X	X	X	X	X					<ul style="list-style-type: none"> ◆ Implementation of the LNP's community policing policy supported, including by providing sustained capacity development support to CSS (Y1 and Y2) ◆ Security councils at both county and district level operationalised to help ensure a rapid and effective response to local security challenges (Y1 and Y2)
	<p>Output 2.2: Community policing structures effectively address women and girls' justice and security needs, including by liaising with relevant government authorities</p>	<ul style="list-style-type: none"> ◆ Number of women from peace huts, peace committees and early warning structures that engage in community Watch Forums <p>Baseline: 0</p> <p>Target: 30</p> <ul style="list-style-type: none"> ◆ Number of cases referred to the police through community policing structures at the local level <p>Baseline: 25 (2017)</p> <p>Target: 300</p>	<p>Reports issued by members of the Peace Hot Women, Peace Committees and Early Warning structures</p> <p>Data and records generated by the LNP</p>	X	X	X	X	X	X					<ul style="list-style-type: none"> ◆ Awareness raised amongst women and girls of the concept of community policing (Y1 and Y2) ◆ Community policing initiatives aimed at effectively addressing women and girls' justice and security needs supported (Y1 and Y2)